

# STRATEGIC PLAN

## PROGRAM YEARS 2025-2028



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## Board Vision and Strategies

Workforce Solutions of Central Texas (WSCT) envisions a robust, adaptable workforce system that drives regional economic growth and promotes economic self-sufficiency for all residents. This vision aligns with the Texas Workforce System Strategic Plan for Fiscal Years 2024-2031, focusing on creating an agile, resilient workforce capable of meeting the demands of a dynamic economy and enhancing the lives of Central Texans. WSCT's approach centers on three strategic goals: preparing an educated and skilled workforce, supporting individuals with barriers to employment, and ensuring performance accountability through continuous improvement.

### **Preparing an Educated and Skilled Workforce**

- **Early Education Services:** WSCT invests in early education by expanding Texas Rising Star Child Care facilities and enhancing provider quality through targeted training. By improving early education access and quality, WSCT aims to prepare children for lifelong learning, ultimately building a skilled future workforce.
- **Youth Services:** WSCT offers youth-focused programs that equip young individuals with essential skills for workforce success. Expanding work experience opportunities, enhancing soft skills training, and aligning career pathways with industry needs are central to ensuring youth readiness for high-demand, high-wage careers in Central Texas.

### **Supporting Individuals with Barriers to Employment**

- **Targeted Services:** WSCT is committed to addressing the unique needs of individuals facing employment barriers, including veterans, individuals with disabilities, low-income adults, and those with limited English proficiency. Through equitable access to high-quality workforce services—such as targeted training, supportive services, and career counseling—WSCT promotes self-sufficiency for individuals and economic vitality for the region.
- **Inclusive Service Delivery:** To ensure accessible services across Central Texas, WSCT has expanded virtual service delivery options, using technology to reach remote and underserved areas and ensure equitable access to labor market information and workforce services.

### **Performance Accountability and Continuous Improvement**

- **Performance Measures:** WSCT is committed to meeting and exceeding the performance accountability measures established in WIOA §116(b)(2)(A), focusing on employment outcomes, credential attainment rates, job retention, and earnings. Regular review and refinement of strategies ensure program effectiveness and responsiveness to community needs.
- **Continuous Improvement:** WSCT embraces a culture of continuous improvement, leveraging data-driven decision-making, stakeholder feedback, and performance reviews to enhance

service quality. The Performance Improvement Team is instrumental in identifying growth areas and implementing best practices to benefit job seekers and employers in Central Texas.

### **Strategic Alignment with Texas Workforce System Goals**

WSCT's vision and strategic goals align with the Texas Workforce System's objectives to:

- **Accelerate Employer Engagement:** By deepening collaborations with regional employers, WSCT actively promotes industry-specific upskilling and reskilling programs to address middle-skill job demand in high-growth sectors.
- **Enhance Outcomes for Individuals with Barriers:** WSCT expands services to better support Texans with diverse needs, including those with disabilities, low-income adults, and veterans. Through innovative service delivery, WSCT provides equitable access to education, training, and employment.
- **Leverage Data for Strategic Investments:** WSCT uses data-driven practices to inform strategic decisions, tracking program success and labor market trends to ensure alignment with regional and statewide workforce development priorities.

### **Board Strategies: Leveraging New Technology and Innovative Approaches**

WSCT integrates innovative technology into its service model to increase accessibility and efficiency:

- **Virtual Service Delivery Expansion:** WSCT has broadened virtual access through remote job fairs, allowing businesses to connect with job seekers throughout Central Texas and beyond. Quarterly Regional Job Fairs offer both in-person and virtual options, maximizing reach to employers and prospective employees interested in relocating to Central Texas.
- **AI-Driven Customer Interaction:** WSCT has implemented AI-driven tools, including chatbot technology on the WSCT website, to provide 24/7 customer support, allowing job seekers and employers to access resources and answers to common questions quickly.
- **Integrated Technology for Case Management:** A fully integrated, technology-enabled intake and case management system allows WSCT to track client progress in real time, enhancing personalized services. Staff are continuously trained on AI tools such as ChatGPT to streamline case note creation and ensure comprehensive support for customer needs.
- **Cross-Functional Team Design:** WSCT's workforce centers operate on a cross-functional team model, where staff collaborate across program areas to provide holistic services to customers. This approach facilitates co-enrollment and comprehensive support, improving outcomes for job seekers by addressing multiple needs concurrently.

Through these initiatives, WSCT ensures that its vision for a resilient and responsive workforce system directly contributes to the regional economy and aligns with the broader goals of the Texas Workforce System.

## **Partnerships with local TWC and educational Resources**

Workforce Solutions of Central Texas maintains strong partnerships with Adult Education and Literacy (AEL), Vocational Rehabilitation (VR), and the Texas Veterans Commission (TVC) to ensure comprehensive, integrated workforce services for all customers. These collaborations are embedded in daily operations across our centers, facilitating seamless referrals, shared resources, and targeted support tailored to each customer's unique needs.

Through our partnership with AEL, WSCT collaborates with Temple College to offer essential education services, including basic math, High School Equivalency (HSE) preparation, and citizenship classes. While AEL services are not directly offered at the Killeen Workforce Center, we provide customers with intake information forms and refer those needing basic education services to Temple College's AEL department. Additionally, we remove financial barriers for program participants by funding HSE practice and testing exams. An on-site AEL lab also provides customers with computer assistance, supporting their educational and employment goals.

Our collaboration with Vocational Rehabilitation (VR) ensures that individuals with disabilities receive specialized support to overcome employment barriers. During customer intake, if a disability is identified as a challenge to securing or maintaining employment, WSCT staff facilitate warm handoffs to VR counselors, either in person or virtually. For customers engaged in case management services, referrals to VR services are prioritized and handled with care to ensure seamless transitions. Beyond customer services, VR staff actively contribute to WSCT's culture of continuous improvement by providing professional development training sessions, participating in morning check-in meetings to share updates and successes, and engaging in team-building activities and center events.

Partnerships with the Texas Veterans Commission (TVC) are integral to our commitment to serving veterans and their families. At customer check-in, WSCT staff screen for veteran status and ensure that veterans are made aware of their Priority of Service rights. Veterans seeking one-on-one career advising are further screened for eligibility for Disabled Veterans' Outreach Program (DVOP) services, with eligible individuals referred directly to TVC staff. For veterans not qualifying for DVOP, WSCT staff ensure they still receive tailored workforce services. TVC staff are deeply integrated into WSCT's daily operations, participating in morning briefings, professional development training, and workforce center events. Additionally, TVC team members play a key role in the Business Services team, coordinating hiring events and employer engagement initiatives specifically targeting veteran employment. They also actively participate in community-facing events, such as Chamber of Commerce meetings, ribbon-cuttings, and economic development activities, reinforcing the shared commitment to connecting veterans with meaningful employment opportunities.

Through these strategic partnerships, WSCT ensures a seamless, supportive experience for customers, enabling them to access the resources, training, and opportunities they need to achieve long-term success in the workforce.

## **Short-Term Training and Apprenticeships**

Workforce Solutions of Central Texas continues to partner with local educational institutions and employers to offer short-term, cohort-based training programs that lead to industry-recognized

certifications. These programs are designed to quickly equip job seekers with the skills needed for immediate employment in high-demand occupations.

These strategies demonstrate our commitment to continuous improvement and innovation in workforce development, ensuring that we remain a high-performing board that meets the needs of both job seekers and employers in Central Texas.

### **High-Performing Board**

Workforce Solutions of Central Texas is committed to maintaining and enhancing its status as a high-performing board. Our strategy is guided by the factors developed by the Texas Workforce Investment Council (TWIC), focusing on continuous improvement, data-driven decision-making, and strong stakeholder engagement.

### **Performance Monitoring and Continuous Improvement**

Integrated Performance Improvement Team (PIT): WSCT has established an Integrated Performance Improvement Team (PIT) dedicated to monitoring, analyzing, and improving board performance. This team includes Workforce Center Administrators, Program and Eligibility Subject Matter Experts, and partner program representatives, such as those from Adult Education and Literacy (AEL) and Veterans Employment Services. The PIT meets regularly to:

- Review performance metrics against state and local targets.
- Identify strengths, weaknesses, and emerging trends in service delivery.
- Develop and implement process improvements based on data-driven insights.
- Respond to technical assistance requests from the Texas Workforce Commission (TWC) to ensure compliance and optimal performance.

### **High-Level Performance Reviews**

Performance metrics are regularly reviewed by WSCT's Leadership Team, the Workforce Board, and Functional Teams. These reviews are based on detailed performance reports that cover key indicators such as employment retention, credential attainment, median earnings, and customer satisfaction. The board uses these insights to set strategic priorities and make informed decisions that drive continuous improvement across all service areas.

### **Data-Driven Decision Making**

Advanced Data Analytics: WSCT leverages advanced data analytics to track and evaluate the effectiveness of its programs and services. This includes the use of real-time dashboards that provide actionable insights into workforce trends, participant outcomes, and employer engagement. By integrating data from multiple sources, WSCT is able to make informed decisions that enhance program effectiveness and improve service delivery.

Outcome-Based Metrics: The board's performance is measured against outcome-based metrics that align with the performance indicators described in WIOA §116(b)(2)(A). These metrics include employment rates, earnings post-exit, credential attainment rates, and the effectiveness of services provided to individuals with barriers to employment. WSCT continually refines its strategies based on these metrics to ensure that we are meeting or exceeding state and federal performance standards.

## Stakeholder Engagement and Collaboration

Partnership Development: WSCT actively fosters partnerships with local businesses, educational institutions, community organizations, and other stakeholders to enhance service delivery and expand opportunities for job seekers. By working closely with these partners, WSCT ensures that its services are aligned with the needs of the local economy and that all stakeholders are engaged in the process of workforce development.

Employer Advisory Councils: WSCT maintains Employer Advisory Councils that provide regular feedback on workforce needs, emerging industry trends, and the effectiveness of our programs. This input is invaluable in shaping our training programs, employer services, and strategic initiatives. The councils also help WSCT to stay responsive to the changing demands of the Central Texas labor market.

## Innovation and Technology Integration

Technology-Enabled Service Delivery: To remain at the forefront of workforce development, WSCT continuously invests in innovative technologies that enhance service delivery. This includes the integration of AI-driven tools for case management, virtual job fairs, and an online customer service portal. These technologies not only improve operational efficiency but also expand access to services, particularly for individuals in remote or underserved areas.

Virtual Training and Resources: WSCT has expanded its use of virtual platforms to deliver training, workshops, and career services online. This approach allows us to reach a broader audience and provide flexible, on-demand learning opportunities. The success of these virtual programs is monitored through participation rates, user satisfaction, and the achievement of learning outcomes.

## Recognition and Awards

Statewide Recognition: WSCT has consistently been recognized for its outstanding performance and innovation in workforce development. Over the past several years, the board has received multiple awards from the Texas Workforce Commission (TWC), Department of Labor, and other National Organizations including:

Texas Monthly, TX Assn. of Business	2021	Best Companies to Work for in Texas
DOL HIRE Vets Program	2021	Platinum HIRE Vets Medallion Award
Texas Veterans Commission	2021	Workforce Board of the Year Award
Texas Monthly, TX Assn. of Business	2022	Best Companies to Work for in Texas
DOL HIRE Vets Program	2023	Platinum HIRE Vets Medallion Award
Texas Economic Development Council	2023	Workforce Excellence Award
Texas Workforce Commission	2023	#3 Texas Service to Workers
Texas Workforce Commission	2023	#3 Texas Service to Employers
Texas Veterans Commission	2023	We Hire Vets Award
U. S. Army Award	2024	Community Partnership Award
American Legion Dept. of Texas	2024	2023 Veterans Employment and Education Commission Employment Service Award

American Legion	2024	National Award: 2023 Local Office's Award for Providing Gainful Employment and Career Opportunities
Texas Veterans Commission	2024	We Hire Vets Award

These accolades reflect WSCT's commitment to excellence and its ongoing efforts to be a leader in workforce development in Texas.

## **Professional Development and Workforce Excellence**

### **Workforce Professional Apprenticeship**

WSCT is a Registered DOL Apprenticeship site, and all employees are encouraged to participate in the Workforce Professional Apprenticeship program. This program provides staff with industry-recognized training and certifications, ensuring that WSCT maintains a highly skilled and knowledgeable workforce. Employees who complete the apprenticeship earn a Journeyman Level DOL Certificate, with opportunities to advance to Master Apprenticeship status.

### **Employee Development**

WSCT places a strong emphasis on continuous learning and professional development. Staff members have access to a robust online learning management system, which offers a wide range of training modules and resources. Participation in these programs is linked to performance incentives, encouraging staff to continually improve their skills and contribute to the board's success.

Through these actions, Workforce Solutions of Central Texas remains committed to being a high-performing board that delivers exceptional services to both job seekers and employers. By focusing on continuous improvement, data-driven strategies, and strong stakeholder collaboration, we ensure that our workforce development efforts effectively contribute to the economic vitality of Central Texas.



## Economic and Workforce Analysis

Workforce Solutions of Central Texas (WSCT) serves a dynamic region with a diverse economy and rapidly evolving labor market demands shaped by technological advancements, demographic shifts, and global market influences. Our strategic approach to workforce development is guided by a comprehensive analysis of the region's current and emerging economic conditions and employment needs. This analysis identifies existing and emerging in-demand industry sectors, occupations, and the specific knowledge and skills required by employers, enabling WSCT to effectively tailor its workforce development efforts to drive the local economy.

### **Existing In-Demand Industry Sectors**

Central Texas is home to several well-established, high-demand industry sectors that are vital to the region's economy. These sectors continue to exhibit strong demand for skilled workers and are critical to the area's economic stability and growth.

#### **Healthcare and Social Assistance**

This sector is one of the largest employers in the region, driven by the aging population and the expansion of healthcare facilities. Key occupations include Registered Nurses (RNs), Medical Assistants, and Healthcare Support Staff. The required skills and competencies for the key occupations are clinical expertise, proficiency in Electronic Health Records (EHR), critical care specialization, effective communication, and patient-centered care practices.

#### **Advanced Manufacturing**

Manufacturing remains a cornerstone of Central Texas's economy, with a strong focus on aerospace, defense-related manufacturing, and advanced production techniques. This sector requires skills in CNC machining, precision assembly, and quality control. The required skills and competencies for the key occupations are CNC operation, blueprint reading, precision machining, safety compliance, and problem-solving abilities.

#### **Construction**

With ongoing infrastructure projects and residential developments, construction remains a robust sector in the region. In-demand roles include Electricians, Plumbers, Heavy Equipment Operators, and Carpenters. The required skills and competencies for the key occupations are blueprint interpretation, equipment operation, compliance with safety protocols, and project management.

#### **Educational Services**

The education sector, including public schools, higher education institutions, and private training providers, requires a steady influx of qualified educators, administrators, and support staff. This sector's growth is driven by population increases and the need for continuous workforce education and training.

## Emerging In-Demand Industry Sectors

Emerging sectors in Central Texas are poised for significant growth, driven by innovation, technology adoption, and regional investments. These sectors represent future opportunities for workforce development and economic diversification. Emerging sectors that are anticipated to become high-demand areas include:

- **Information Technology (IT):** The growth of technology-driven companies in the region has led to increased demand for cybersecurity specialists, software developers, and IT support professionals.
- **Renewable Energy:** With investments in sustainable energy sources, particularly solar and wind, the renewable energy sector is expanding. This growth generates demand for Solar Photovoltaic (PV) Installers, Wind Turbine Technicians, and Environmental Engineers.
- **Logistics and Distribution:** Central Texas's strategic location makes it a logistics hub, with increasing demand for Logistics Analysts, Warehouse Workers, and Supply Chain Managers driven by e-commerce and global trade.

## Existing In-Demand Occupations

In-demand occupations within established industries are critical for sustaining regional economic growth. Key occupations within established industries are essential for sustaining regional growth and meeting the needs of employers:

- **Registered Nurses (RNs):** The healthcare sector continues to experience high demand for RNs, particularly in specialized areas such as emergency care and geriatrics.
- **Machinists and CNC Operators:** The advanced manufacturing sector relies heavily on skilled machinists to produce precision parts.
- **Elementary and Secondary School Teachers:** Demand remains high for educators in the public education system, especially for STEM and special education.

## Emerging In-Demand Occupations

Emerging occupations that are gaining importance in the region due to technological advancements and economic diversification include:

- **Cybersecurity Analysts:** With rising cybersecurity threats, demand for professionals who can protect sensitive information and systems is growing rapidly.
- **Solar Photovoltaic (PV) Installers:** The renewable energy sector's expansion is driving demand for skilled installers who can build and maintain solar energy systems.
- **Logistics Analysts:** The growth in logistics and distribution has created a demand for analysts who optimize supply chain efficiency and manage distribution networks.

## Target Occupations

WSCT identifies specific target occupations based on high-wage potential, stability, and alignment with the region's economic goals. These target occupations are typically found within in-demand and emerging sectors and include:

- **Healthcare Practitioners and Technical Roles:** Including Physical Therapists, Diagnostic Medical Sonographers, and Medical and Clinical Laboratory Technologists, these roles are in high demand due to the healthcare sector's growth and the population's healthcare needs.
- **Engineering and Architectural Occupations:** Occupations such as Civil Engineers, Electrical Engineers, and Architects are critical for infrastructure development, supporting growth in construction, manufacturing, and renewable energy.
- **Skilled Trades:** Roles such as Electricians, Plumbers, and Welders are targeted due to their ongoing demand across construction, manufacturing, and utilities.

## **Employer Employment Needs**

WSCT's analysis also includes the employment needs of employers in high-demand and emerging sectors. Employers are seeking workers with specific knowledge, skills, and credentials to meet the challenges of their respective industries.

- **Technical Skills in Healthcare and Social Assistance:** Employers in healthcare seek professionals with advanced clinical skills, proficiency in electronic health records (EHR), and specialized certifications in areas such as critical care and geriatrics.
- **Manufacturing and Construction Skills:** The manufacturing and construction industries require skills in CNC operation, blueprint reading, quality assurance, and adherence to safety standards. Employers in these sectors also value hands-on experience and industry-recognized certifications, such as OSHA safety credentials.
- **IT and Digital Proficiency:** Across industries, employers are increasingly looking for IT skills, including cybersecurity, cloud computing, data analysis, and software development. Certifications such as CompTIA Security+, AWS Certified Solutions Architect, and Cisco Certified Network Associate (CCNA) are highly valued.
- **Renewable Energy Knowledge and Safety Training:** The renewable energy sector demands skills in electrical systems, equipment maintenance, and environmental compliance. Safety training is essential for roles in solar and wind energy, and certifications from NABCEP (North American Board of Certified Energy Practitioners) are often preferred by employers.
- **Supply Chain and Logistics Management:** In logistics and distribution, employers seek skills in inventory management, logistics software (such as SAP or Oracle), and data-driven decision-making. Certifications like Certified Supply Chain Professional (CSCP) and Certified Logistics Associate (CLA) are valuable.

By understanding the economic conditions and employer employment needs in Central Texas, WSCT can prioritize training and workforce development initiatives that align with current and emerging opportunities. The In-Demand Industries List, In-Demand Occupations List, and Target Occupations List serve as essential tools to focus efforts on high-impact areas, ensuring that workforce programs support both individuals' career growth and regional economic development.

## **Labor Force Analysis and Trends**

Workforce Solutions of Central Texas (WSCT) conducts a comprehensive analysis of the region's labor force, focusing on employment and unemployment data, labor market trends, educational and skill levels, and the unique challenges faced by individuals with barriers to employment. This analysis guides

WSCT's workforce initiatives to address the specific needs of the regional economy and support an inclusive workforce.

### **Employment and Unemployment Data**

**Current Employment Data:** The Central Texas region has a labor force of approximately 209,359, with 199,386 employed, with a majority employed in key sectors such as healthcare, manufacturing, education, and retail. The healthcare sector alone accounts for a significant portion of the workforce due to an aging population and an increase in health facilities

**Unemployment Rate:** The region's current unemployment rate stands at 4.8% for the month of October 2024, which is slightly above the state average. Industries that contribute to higher employment rates include advanced manufacturing, professional services, and logistics. However, sectors such as hospitality and retail have experienced volatility due to recent economic fluctuations.

**Long-Term Unemployment:** There is a notable segment of the workforce facing long-term unemployment, particularly among older workers and individuals lacking post-secondary education. WSCT prioritizes retraining and upskilling efforts to support the re-entry of these individuals into stable employment.

### **Labor Market Trends**

Several labor market trends are impacting the Central Texas region, influencing workforce demands and shaping the skills needed by employers:

- **Shift to Digital and IT-Based Roles:** Technology adoption is accelerating across industries, driving demand for IT skills such as cybersecurity, data analysis, and software development. The IT sector is expected to continue expanding, with many companies seeking talent for roles in digital marketing, IT support, and cloud computing.
- **Growth in Healthcare and Allied Health Services:** With an aging population and increased healthcare access, the healthcare sector has seen steady job growth. This trend is expected to continue, with high demand for Registered Nurses, Medical Assistants, and specialized roles in geriatric and chronic care.
- **Expansion of Renewable Energy and Environmental Services:** Investment in renewable energy has led to job creation in solar, wind, and environmental compliance roles. Positions in this sector include Wind Turbine Technicians, Solar Panel Installers, and Environmental Scientists, responding to the region's focus on sustainable energy solutions.
- **Increase in Logistics and Distribution:** As an increasingly important logistics hub, Central Texas has seen significant growth in transportation, warehousing, and distribution. This trend is fueled by the rise of e-commerce, creating demand for truck drivers, logistics analysts, and supply chain managers.

### **Educational and Skill Levels of the Workforce**

#### **Educational Attainment**

Approximately 16.3% of the workforce in Central Texas holds a bachelor's degree or higher, while 10.1% have completed some college or hold an associate degree. A significant portion, 37.1%, have attained only a high school diploma or less, indicating a need for foundational skills training and credentialing

programs to enhance job prospects. Skills gaps remain evident, particularly in IT, healthcare, and skilled trades.

### **Skill Levels**

The region has a strong demand for middle-skill roles that require more than a high school diploma but less than a four-year degree. Positions in healthcare, advanced manufacturing, and skilled trades fall within this category, necessitating technical certifications, vocational training, and targeted upskilling efforts.

### **Technical and Soft Skills Demand**

Employers in the region are increasingly looking for a combination of technical skills (e.g., CNC machining, medical coding, IT networking) and soft skills (e.g., communication, teamwork, critical thinking). WSCT's training programs focus on both technical and interpersonal skills, ensuring participants are well-rounded and ready for diverse work environments.

### **Individuals with Barriers to Employment**

WSCT is dedicated to supporting individuals who face unique challenges in accessing the workforce. The following groups represent a significant portion of those with barriers to employment:

- **Individuals with Disabilities:** WSCT partners with vocational rehabilitation services to ensure individuals with disabilities have access to accommodations, job coaching, and assistive technology. Tailored support and advocacy help these individuals participate fully in the workforce.
- **Veterans:** Central Texas has a high veteran population, many of whom face challenges transitioning to civilian employment. WSCT offers specialized career counseling, skills translation, and job placement assistance to help veterans apply their military experience in civilian roles.
- **Low-Income and Underemployed Workers:** Many low-income individuals lack access to skills training and higher education, limiting their earning potential. WSCT prioritizes accessible training and certification programs for this group, helping them move into higher-paying, in-demand roles.
- **Individuals with Limited English Proficiency (LEP):** WSCT offers language support and bilingual resources to help LEP individuals overcome language barriers. Partnerships with Adult Education and Literacy (AEL) providers allow these individuals to access English as a Second Language (ESL) classes while engaging in career training.
- **Justice-Involved Individuals:** WSCT has developed programs specifically for ex-offenders and individuals on probation, aimed at reintegrating them into the workforce through skills training, work experience, and career coaching. These programs focus on developing transferrable skills and reducing recidivism by providing meaningful employment opportunities.

The labor force in Central Texas is diverse yet faces specific challenges and skill gaps. By understanding these trends and the barriers certain populations face, Workforce Solutions of Central Texas tailors its workforce development strategies to support economic growth, enhance employment opportunities, and promote an inclusive workforce. With targeted initiatives, WSCT addresses the regional workforce's unique needs, helping job seekers and employers navigate the evolving labor market.

## **Workforce Development Analysis**

Workforce Solutions of Central Texas (WSCT) conducts a thorough analysis of workforce development activities in the region to ensure that its programs and services are aligned with the needs of both job seekers and employers. This analysis encompasses general workforce activities, education and training initiatives, program strengths and weaknesses, effectiveness, and WSCT's capacity to meet regional workforce needs.

### **General Workforce Development Activities**

WSCT provides a comprehensive array of workforce development services to meet the diverse needs of the Central Texas region. Key activities include:

- **Career Counseling and Job Placement Services:** WSCT offers individualized career counseling to help job seekers identify their strengths and career goals. Job placement services connect candidates with local employers and provide support with resume building, interview preparation, and job matching.
- **Employment Support and Retention Services:** WSCT provides ongoing support for job retention, including follow-up services, mentoring, and access to resources like transportation assistance and childcare. These services help ensure job seekers can maintain employment and pursue long-term career success.
- **Sector-Specific Initiatives:** WSCT collaborates with industry councils in high-demand sectors, such as healthcare, advanced manufacturing, and logistics, to develop targeted workforce initiatives. These initiatives address specific workforce needs by aligning training programs and resources with sector requirements.
- **WSCT recognizes the foundational role of education in workforce development and actively collaborates with educational institutions and providers at all levels.**
- **Early Childhood Education:** WSCT supports early childhood education by working with local childcare providers to improve program quality through the Texas Rising Star (TRS) program. High-quality Early Childhood Education is essential for developing children's foundational skills, allowing parents to participate in the workforce with peace of mind.
- **K–12 Education Partnerships:** WSCT partners with school districts to promote career and technical education (CTE) programs, particularly in STEM, healthcare, and trades. Education Outreach staff offer labor market and employment information about in-demand industry sectors or occupations available in Central Texas, such as employability skills, career awareness, career counseling, and career exploration services. Career awareness activities include providing information on a variety of careers and occupations available, their skill and education requirements, working conditions and training prerequisites, and job opportunities across a wide range of industry sectors. Through dual enrollment opportunities, high school students can gain college credits and earn industry-recognized certifications that prepare them for the workforce both within CTE programs and early college programs.
- **Adult Education and Literacy (AEL):** WSCT collaborates with AEL providers to offer adult learners basic literacy and numeracy training, high school equivalency preparation, and English language acquisition programs. Integrating these programs with occupational training ensures that adults are prepared to meet workforce requirements.

## Training Activities

WSCT delivers a variety of training activities to help job seekers develop the skills they need for high-demand careers.

- **Occupational Skills Training:** WSCT provides access to training programs in high-demand fields such as healthcare, IT, and skilled trades. These programs are offered in partnership with local community colleges and training providers, leading to industry-recognized credentials and certifications.
- **On-the-Job Training (OJT):** OJT programs allow participants to gain practical experience while earning wages. These programs are particularly beneficial for individuals transitioning to new industries, providing hands-on experience in real work environments.
- **Apprenticeships:** WSCT supports registered apprenticeship programs in collaboration with employers and training providers. Apprenticeships offer structured training, combining classroom instruction with on-the-job experience in fields such as advanced manufacturing, healthcare, and information technology.
- **Customized Training Programs:** WSCT works with employers to design customized training programs tailored to their specific workforce needs. These programs are highly responsive, ensuring that employees receive training that is relevant and applicable to their jobs.

## Strengths and Weaknesses of Workforce Development Activities

### Strengths

**Comprehensive Service Offerings:** WSCT provides a wide range of services that support job seekers at every stage of their career, from skill development to job placement and retention.

**Strong Partnerships with Employers and Educators:** Through partnerships with local employers, school districts, and community colleges, WSCT tailors its programs to the regional job market and the specific needs of employers.

**Focus on In-Demand Sectors:** WSCT targets high-growth industries, ensuring that training aligns with the local economy's needs, improving job placement rates and creating sustainable career paths.

### Weaknesses:

**Limited Access in Rural Areas:** Some rural areas in Central Texas have limited access to workforce development services. Transportation barriers and the lack of local training centers can hinder participation in workforce programs.

**Gaps in Middle-Skill Training:** Although WSCT offers various training programs, there remains a gap in middle-skill training for occupations that require more than a high school diploma but less than a four-year degree. Expanding offerings in these areas could better serve regional demand.

### Effectiveness of Programs and Services

WSCT evaluates the effectiveness of its programs and services through participant feedback, job placement rates, and credential attainment metrics.

**Employment Outcomes:** WSCT tracks the employment outcomes of program participants, focusing on placement in high-demand industries. The high job placement rate, particularly in healthcare and manufacturing, demonstrates the alignment of training programs with regional employer needs.

**Credential Attainment:** WSCT measures the success of training programs based on credential attainment rates. Programs leading to industry-recognized credentials show strong outcomes, equipping participants with the skills needed to compete for well-paying jobs.

**Customer Satisfaction:** WSCT regularly conducts satisfaction surveys with both job seekers and employers. High satisfaction rates reflect the board's ability to meet customer needs effectively and demonstrate the quality of services provided.

### **Capacity to Provide Workforce Development Activities**

WSCT's capacity to deliver workforce development activities is supported by its experienced staff, robust partnerships, and commitment to data-driven decision making.

**Experienced Workforce Professionals:** WSCT's team includes knowledgeable staff who are skilled in career counseling, job placement, and program management. Staff receive continuous training to stay current with industry trends and best practices.

**Technology and Digital Access:** WSCT has invested in technology to enhance service delivery, including virtual job fairs, online training platforms, and digital case management. These tools expand access to services for individuals in remote or underserved areas.

**Resource Allocation and Funding:** Through grants, federal and state funding, and employer partnerships, WSCT secures the necessary resources to sustain and expand workforce development activities in response to regional needs.

### **Addressing Employment Needs of Employers**

WSCT is committed to supporting local employers by providing a well-prepared workforce that meets the region's economic needs.

**Customized Recruitment Services:** WSCT collaborates with employers to provide customized recruitment services, connecting them with qualified candidates who have been trained in the specific skills they require.

**Talent Pipeline Development:** WSCT works proactively to develop talent pipelines in high-demand fields, such as healthcare and advanced manufacturing, ensuring that employers have access to a steady supply of skilled workers.

**Sector Partnerships and Industry Councils:** WSCT's engagement with sector partnerships and industry councils allows employers to provide direct input on training program design, ensuring alignment with real-world skills needs.

Through a robust range of workforce development activities, WSCT addresses the educational and skill needs of the regional workforce while meeting employer demands. By focusing on partnerships, targeted training, and supporting individuals with barriers to employment, WSCT enhances economic growth and fosters a skilled, adaptable workforce in Central Texas.



## Core Programs

Workforce Solutions of Central Texas (WSCT) works in close collaboration with entities carrying out core and required partner programs to ensure an integrated, aligned, and effective workforce development system. By aligning resources and services, WSCT supports the strategies outlined in Texas Workforce Commission's (TWC) WIOA Combined State Plan. These partnerships focus on creating an accessible, efficient, and results-driven workforce ecosystem, ensuring alignment with regional economic needs and promoting career readiness across diverse populations.

### **Coordination with Core Programs**

WSCT's workforce development system actively collaborates with partners responsible for core WIOA programs to create a seamless service experience for all participants. These core programs include Youth Workforce Investment, Adult Employment and Training, Dislocated Worker Employment and Training, Adult Education and Literacy, Employment Services, and Vocational Rehabilitation.

### **Youth Workforce Investment Activities**

WSCT partners with local school districts, youth organizations, and community colleges to provide targeted workforce activities for youth. Through initiatives like internships, job shadowing, and career exploration workshops, WSCT ensures that young people receive guidance, skill-building opportunities, and career path exploration in fields with high demand for skilled workers.

### **Adult Employment and Training Activities**

WSCT offers a range of services for adult job seekers, including career counseling, job placement, and access to skills training programs. Partnerships with training providers, such as community colleges and vocational schools, ensure that adults have access to industry-recognized certifications and training programs that lead to sustainable careers.

### **Dislocated Worker Employment and Training Activities**

WSCT provides tailored support to individuals who have been laid off or displaced from their jobs. This includes retraining opportunities, job placement services, and access to programs that help dislocated workers transition to new careers in high-demand industries, such as healthcare and information technology.

### **Adult Education and Literacy (AEL) Activities**

WSCT collaborates closely with AEL providers to offer integrated education and training options for adult learners. These programs combine literacy and numeracy instruction with occupational training to ensure that adult learners are prepared to meet employer expectations and can transition smoothly into the workforce.

## **Employment Services**

Through the Texas Workforce Solutions network, WSCT provides comprehensive employment services, including job search assistance, resume preparation, interview workshops, and labor market information. These services are accessible to all job seekers through one-stop centers, enhancing access to job opportunities across the region.

## **Vocational Rehabilitation Services**

WSCT works with vocational rehabilitation partners to support individuals with disabilities in finding meaningful employment. Services include specialized job coaching, assistive technology, and worksite accommodations, which empower individuals with disabilities to succeed in competitive work environments.

## **Coordination with Required Partner Programs**

In addition to core WIOA programs, WSCT coordinates with required partner programs to deliver a cohesive and supportive workforce development system for all participants.

## **WIOA Adult, Dislocated Worker, and Youth Programs**

WSCT integrates these core programs with other service offerings to ensure that all individuals receive the appropriate level of support based on their unique needs. This comprehensive approach supports job seekers at every stage of their employment journey, from entry-level to advanced career stages.

## **Wagner-Peyser Employment Service Program**

WSCT administers Wagner-Peyser services, including job matching and labor exchange services, through WorkinTexas.com. The program is accessible both in-person and online, offering job seekers a convenient platform to connect with employers.

## **Unemployment Insurance (UI) Programs**

WSCT assists individuals receiving UI benefits, offering reemployment services, job search support, and career counseling. WSCT also connects UI claimants to training programs that enhance their employability and help them transition into new careers.

## **Reemployment Services and Eligibility Assessment (RESEA) Program**

WSCT administers the RESEA program for UI claimants who are at risk of exhausting their benefits. Participants in RESEA receive customized reemployment plans, which may include career assessments, training opportunities, and referrals to job openings aligned with their skills.

## **Choices - TANF Employment and Training Program**

Through the Choices program, WSCT supports TANF recipients in developing skills and finding employment. This program includes career readiness training, job search assistance, and supportive services such as childcare and transportation, which help TANF recipients transition into stable employment.

## **Supplemental Nutrition Assistance Program (SNAP) Employment and Training**

WSCT's SNAP E&T program helps SNAP recipients gain skills, education, and work experience needed to secure stable employment. Services include work readiness training, basic education, and access to short-term vocational training.

## **Child Care Services**

WSCT manages childcare assistance for eligible families, enabling parents to participate in workforce development activities while ensuring their children are cared for in a safe and nurturing environment. WSCT also supports quality improvement initiatives for childcare providers through the Texas Rising Star program.

## **Trade Adjustment Assistance (TAA) Programs**

WSCT works with the TAA program to support workers impacted by international trade. TAA services include retraining, job search support, and financial assistance to help displaced workers transition to new careers.

## **Vocational Rehabilitation Programs**

WSCT coordinates with vocational rehabilitation programs to provide individuals with disabilities access to training, job placement, and support services. This includes working closely with local rehabilitation service providers to ensure that individuals with disabilities receive appropriate accommodations and assistance.

## **National Dislocated Worker Grant (NDWG) Program**

WSCT leverages NDWG funding to provide temporary employment and training services for workers affected by large layoffs or natural disasters. This program offers immediate job placement and skill development opportunities for individuals impacted by economic disruptions.

## **Apprenticeship Programs**

WSCT promotes registered apprenticeship opportunities by partnering with employers, community colleges, and training providers. Apprenticeship programs provide participants with paid, hands-on training, offering a pathway to high-wage, high-demand careers.

## **Career and Technical Education (CTE) Programs**

WSCT works closely with Career and Technical Education (CTE) programs, secondary and postsecondary institutions, and industry partners to establish clear educational pathways and prepare individuals for in-demand careers. Through partnerships with Central Texas Regional Pathways Council (CTRPC) and local education providers, WSCT has implemented structured strategies to bridge the gap between education and employment.

- **Pathway Development:** WSCT collaborates with local Independent School Districts (ISDs), community colleges, and universities to design credentialed pathways in high-demand fields such as software development, nursing, and elementary education.

- **Dual Credit and Industry Certifications:** Dual credit programs and certifications aligned with industry standards ensure students gain both academic credentials and employable skills.
- **Student Engagement and Outreach:** Efforts such as career readiness workshops, academic advising with career coaches, and networking events expose students to career opportunities and provide ongoing guidance.
- **Work-Based Learning:** Internship and apprenticeship opportunities offer students practical experience in their chosen fields, strengthening the transition from education to the workforce.

These efforts align closely with the goals of the Central Texas Regional Pathways Council Strategic Plan, which emphasizes clear pathways, increased enrollment, and industry alignment to create a seamless education-to-career pipeline.

### **Veteran Services**

WSCT offers job counseling, training, and placement services for veterans, helping them transition to civilian careers. Specialized services include translating military skills to civilian roles, job search support, and access to veteran-focused training programs.

### **Reintegration of Offenders Programs**

WSCT provides targeted workforce development services for justice-involved individuals, including job readiness training, supportive services, and access to employers committed to offering second-chance employment opportunities.

### **Supporting Alignment to Aid Service Provision**

WSCT is committed to aligning its workforce development services with partner programs to ensure comprehensive, accessible, and coordinated support for all job seekers. Key alignment strategies include:

#### **Integrated Service Delivery**

WSCT operates a one-stop delivery system that enables participants to access multiple services in one location. This system streamlines service delivery and enhances efficiency by allowing core and required partner programs to work together under one roof. Co-located staff from partner programs ensure that participants receive holistic support and seamless referrals between services.

#### **Cross-Functional Case Management**

WSCT employs a cross-functional case management approach, allowing staff to coordinate services for individuals across multiple programs. This approach ensures that participants receive consistent support throughout their employment journey and that services are aligned with each individual's unique needs and career goals.

#### **Data Sharing and Performance Tracking**

WSCT collaborates with core and required partners to share data on participant outcomes, track progress, and evaluate program effectiveness. By sharing performance data, WSCT can make informed decisions to improve service delivery, address gaps, and ensure alignment with regional workforce goals.

## **Employer Engagement and Input**

WSCT actively engages employers to provide input on program development, ensuring alignment with the skills and credentials needed in the local job market. Employer advisory councils and sector partnerships provide WSCT with valuable insights, enabling continuous improvement of training programs to meet industry standards.

## **Collaborative Planning and Goal Setting**

WSCT participates in joint planning sessions with partner programs to set shared goals and objectives. This collaborative planning process helps align resources, avoid duplication, and create unified workforce development strategies that address the needs of both job seekers and employers.

By aligning with core and required partner programs, Workforce Solutions of Central Texas provides a coordinated, efficient, and responsive workforce development system that supports the goals outlined in Texas's WIOA Combined State Plan. By working closely with partner organizations, WSCT delivers integrated services that empower job seekers, address employer needs, and strengthen the regional economy.

## **Core Programs—Expand Access, Facilitate Development, and Improve Access**

Workforce Solutions of Central Texas (WSCT) is committed to expanding access to employment, training, education, and support services, particularly for individuals with barriers to employment. By working closely with entities that deliver core programs, WSCT facilitates career pathway development, coenrollment opportunities, and access to recognized credentials that are portable and stackable, ultimately enhancing career opportunities and long-term workforce outcomes.

### **Expanding Access to Employment, Training, Education, and Support Services**

WSCT employs several strategies to expand access to services, with a focus on eligible individuals and those facing significant barriers to employment.

#### **Outreach to Underserved Populations**

WSCT conducts targeted outreach to ensure that individuals with barriers to employment—such as veterans, individuals with disabilities, justice-involved individuals, and those from low-income backgrounds—are aware of available services. Through partnerships with community-based organizations and digital outreach, WSCT increases access to services across urban and rural areas.

#### **Integrated Service Delivery**

WSCT collaborates with core program partners to offer integrated service delivery through one-stop centers, enabling eligible individuals to access a range of services at a single location. This approach reduces barriers to participation and provides a comprehensive suite of support services, including career counseling, job placement, and training.

#### **Remote and Virtual Access**

To overcome geographic and transportation barriers, WSCT has developed a robust remote service delivery model, including virtual workshops, online training programs, and digital career counseling. By

offering these services virtually, WSCT reaches individuals in rural and underserved areas who may otherwise struggle to access workforce resources.

### **Supportive Services for Individuals with Barriers**

WSCT provides a range of supportive services, including transportation assistance, childcare, and financial literacy training, to help individuals overcome obstacles that may prevent them from participating in training and employment programs. These supportive services are tailored to meet the specific needs of participants, particularly those with barriers to employment.

### **Facilitating Development of Career Pathways and Coenrollment in Core Programs**

WSCT actively supports the development of career pathways that align with regional labor market needs and facilitate coenrollment across core programs, maximizing the resources available to participants.

### **Career Pathways in High-Demand Fields**

WSCT collaborates with local educational institutions, training providers, and employers to develop career pathways that lead to employment in high-demand sectors, such as healthcare, information technology, and advanced manufacturing. These pathways provide clear steps for career advancement, from entry-level to advanced roles, helping individuals move up the career ladder over time.

### **Coenrollment in Core Programs**

To ensure that participants benefit from the full range of services available, WSCT facilitates coenrollment across core programs. For example, individuals enrolled in Adult Education and Literacy (AEL) programs may also be coenrolled in workforce training, enabling them to improve their basic skills while acquiring occupational certifications. Coenrollment is particularly beneficial for individuals with barriers, as it allows them to receive a holistic package of services tailored to their needs.

**Sector Partnerships for Career Pathways Development:** WSCT engages employers and industry partners through sector-specific partnerships, ensuring that career pathways are designed with direct input from industry stakeholders. These partnerships help WSCT align training programs with industry standards, ensuring that participants are equipped with the skills needed for success in the workforce.

### **Improving Access to Activities Leading to Recognized Postsecondary Credentials**

WSCT focuses on providing access to training and educational activities that lead to recognized postsecondary credentials, which are essential for career advancement and economic self-sufficiency. These credentials are designed to be portable and stackable, allowing individuals to build on their education over time.

**Industry-Recognized Certifications and Credentials:** WSCT works with training providers to offer programs that lead to industry-recognized certifications in high-demand fields, such as CompTIA certifications for IT professionals and Certified Nursing Assistant (CNA) credentials for healthcare workers. By aligning training with industry needs, WSCT ensures that participants acquire credentials that increase their employability and competitiveness in the job market.

**Stackable Credentials:** WSCT promotes the attainment of stackable credentials, enabling individuals to build on their education incrementally. For example, a participant might start with a basic technical

certification, then move on to an associate degree, and eventually pursue an advanced certification or bachelor's degree in the same field. This approach provides flexibility and encourages lifelong learning, as participants can continue to advance their skills over time.

**Partnerships with Educational Institutions:** WSCT partners with community colleges, vocational schools, and universities to ensure that training programs align with postsecondary credential requirements. This collaboration allows participants to earn college credits for their training, which can be applied toward a degree, creating a clear path from short-term credentials to advanced education.

**Financial Support for Credential Attainment:** WSCT provides financial assistance to cover the costs of tuition, books, exams, and other expenses related to credential attainment. This support is critical for eligible individuals, particularly those with barriers to employment, as it reduces the financial burden of pursuing further education and training.

### **Alignment with Core Programs**

WSCT's approach to expanding access, facilitating career pathways, and improving credential attainment aligns with the following core programs:

**Youth Workforce Investment Activities:** WSCT engages youth in work-based learning, internships, and career exploration activities, encouraging them to pursue credentials aligned with high-demand industries. Youth participants are connected to career pathways that provide clear opportunities for advancement and skill development.

**Adult Employment and Training Activities:** WSCT offers adults access to a range of training options, including short-term certifications and technical training programs. These activities focus on meeting the needs of local employers, ensuring that adults have the skills required to succeed in the workforce.

**Dislocated Worker Employment and Training Activities:** Dislocated workers receive targeted support to transition into new industries, including access to training programs that provide industry-recognized credentials. WSCT helps these individuals acquire the necessary skills to reenter the workforce in stable, high-demand roles.

**Adult Education and Literacy (AEL) Activities:** Through partnerships with AEL providers, WSCT offers integrated education and occupational training. Participants can improve their literacy and numeracy skills while working toward a credential in a high-demand field, such as healthcare or advanced manufacturing.

**Employment Services:** WSCT provides job search assistance, resume workshops, and career counseling to help individuals identify and pursue training opportunities that lead to recognized credentials. Employment services staff guide participants through the career planning process, ensuring they are prepared to enter the workforce with the skills and credentials needed for success.

**Vocational Rehabilitation Services:** WSCT collaborates with vocational rehabilitation partners to help individuals with disabilities access training programs that lead to recognized credentials. These programs are tailored to the needs of each individual, ensuring that they have the support and accommodations necessary to succeed.

WSCT continuously seeks innovative approaches to enhance alignment with core and required partners:

- **Technology-Enabled Services:** Investments in virtual platforms, AI-driven tools, and integrated case management systems improve service accessibility and efficiency for customers across diverse geographic locations.
- **Cross-Functional Teams:** Staff from WSCT, VR, TVC, and AEL collaborate within a cross-functional service model, ensuring customers receive holistic support tailored to their needs.
- **Data-Driven Decision-Making:** Regular evaluation of labor market trends, performance metrics, and customer outcomes guide strategic investments and service improvements.

Workforce Solutions of Central Texas has established a cohesive, collaborative ecosystem that leverages partnerships with CTE programs, Adult Education and Literacy, Vocational Rehabilitation, and the Texas Veterans Commission. These collaborations ensure a seamless integration of services, alignment with TWC's WIOA Combined State Plan, and strategic focus on regional economic priorities. Through shared goals, innovative strategies, and continuous improvement, WSCT remains committed to empowering individuals, meeting employer demands, and driving sustainable economic growth in Central Texas. By focusing on portability, stackability, and alignment with local labor market demands, WSCT ensures that its services support the long-term career success of all participants, particularly those facing barriers to employment.



## One-Stop Service Delivery

Workforce Solutions of Central Texas (WSCT) operates a comprehensive one-stop delivery system to meet the employment and training needs of local employers, workers, and job seekers. This system is designed to ensure continuous improvement, accessibility, non-discrimination, and effective collaboration among partners. Through innovative use of technology and dedicated resources, WSCT facilitates access to workforce services across urban and rural areas, ensuring an inclusive and high-quality service experience for all participants.

### **Ensuring Continuous Improvement of Eligible Providers**

WSCT is committed to maintaining high standards for eligible providers within the one-stop delivery system, ensuring they continuously meet the evolving needs of the regional workforce and employers.

**Performance Monitoring and Evaluation:** WSCT regularly monitors the performance of eligible providers based on metrics such as job placement rates, credential attainment, participant satisfaction, and program completion. Providers that demonstrate high performance are recognized and encouraged to share best practices, while underperforming providers receive technical assistance to improve their outcomes.

**Provider Training and Development:** WSCT offers professional development opportunities for eligible providers, including training on industry trends, instructional methods, and workforce development best practices. These resources equip providers with the skills to deliver effective, up-to-date services that align with employer and job seeker needs.

**Feedback Mechanisms:** WSCT solicits feedback from employers, job seekers, and workers to identify areas for improvement within the one-stop system. This feedback informs adjustments to programs, services, and provider performance goals, supporting continuous improvement across the system.

### **Meeting the Employment Needs of Employers, Workers, and Job Seekers**

The one-stop delivery system is structured to address the diverse employment needs of the region, from entry-level job seekers to employers seeking skilled talent.

**Employer-Focused Services:** WSCT collaborates closely with local employers to understand their workforce needs and provide tailored solutions. Services for employers include customized recruitment, job fairs, on-the-job training (OJT) opportunities, and support for developing registered apprenticeships. WSCT also engages employers through industry councils and advisory boards to ensure training programs align with local demand.

**Comprehensive Services for Job Seekers:** The one-stop centers offer a full range of services to job seekers, including career counseling, resume workshops, skills assessments, and access to training programs. Job seekers receive personalized guidance to navigate career pathways in high-demand sectors, such as healthcare, IT, and manufacturing.

**Labor Market Information:** WSCT provides up-to-date labor market information to both employers and job seekers. This information helps job seekers make informed career decisions and enables employers to better understand workforce trends and talent availability.

### **Facilitating Access to Services through Technology and Other Means**

WSCT uses technology and a variety of access points to ensure that all individuals, including those in remote or underserved areas, can access one-stop services.

**Virtual Service Delivery:** WSCT has developed a virtual service platform that enables job seekers and employers to access services remotely. This includes online job fairs, virtual training programs, digital resume reviews, and video-based career counseling. Virtual services are available through the WSCT website, ensuring that participants can connect to resources regardless of location.

**Referrals to VR and AEL Services:** WSCT facilitates seamless referrals to Vocational Rehabilitation (VR) and Adult Education and Literacy (AEL) services through a centralized intake and case management system. This coordination ensures that participants receive the full range of services they need to address any barriers to employment.

**Collaboration with Community Partners:** WSCT partners with local libraries, community centers, and nonprofit organizations to provide additional access points for workforce services. These partnerships expand the reach of one-stop services, especially in areas where transportation may be a barrier.

### **Compliance with Non-Discrimination and ADA Provisions**

WSCT is dedicated to ensuring that the one-stop delivery system complies with WIOA §188 non-discrimination provisions and the Americans with Disabilities Act (ADA) of 1990. This commitment includes making all facilities, programs, and services accessible to individuals with disabilities.

**Non-Discrimination Policy:** WSCT enforces a strict non-discrimination policy across all one-stop centers, ensuring that individuals are not discriminated against based on race, color, religion, sex, national origin, age, disability, or any other protected characteristic. All participants receive equitable access to programs and services.

**ADA Compliance in Facilities and Services:** All one-stop facilities are ADA-compliant, featuring accessible entrances, restrooms, workstations, and technology. WSCT also provides assistive technology, such as screen readers and amplified telephones, to ensure that individuals with disabilities can fully engage with available resources.

**Programmatic Accessibility:** WSCT ensures that all program materials are available in accessible formats, such as large print, Braille, or digital formats. Staff are trained to provide reasonable accommodations, and interpreters are available upon request to assist individuals who need additional support.

**Staff Training for Serving Individuals with Disabilities:** WSCT provides regular training for one-stop staff on ADA requirements, disability awareness, and best practices for serving individuals with disabilities. Staff receive ongoing support to address participants' unique needs effectively and respectfully.

## **Roles and Resource Contributions of One-Stop Partners**

The success of the one-stop delivery system depends on the active participation and resource contributions of various one-stop partners. WSCT's one-stop delivery system is supported by a wide network of core and required partners, each bringing specialized resources to enhance service delivery.

**Adult Education and Literacy (AEL) Programs:** AEL partners offer foundational education services, such as GED preparation, literacy programs, and English language instruction. These programs are essential for individuals who need to improve basic skills before entering or advancing in the workforce.

**Wagner-Peyser Employment Service:** The Wagner-Peyser program offers job search assistance, labor exchange services, and employment workshops. Staff are co-located within the one-stop centers, ensuring that all job seekers have access to these critical resources.

**Temporary Assistance for Needy Families (TANF)/Choices Program:** The Choices program assists TANF recipients in achieving self-sufficiency through job training, career counseling, and supportive services. TANF staff coordinate with WSCT to provide wraparound support for participants who face financial and family-related challenges.

**Supplemental Nutrition Assistance Program (SNAP) Employment & Training:** The SNAP E&T program provides job readiness training, skills development, and job placement for SNAP recipients. This program helps participants transition from public assistance to stable employment.

**Child Care Services:** WSCT administers childcare assistance programs that enable parents to participate in workforce training and employment. Child care partners contribute funding and provider networks, supporting family stability and workforce engagement.

**Trade Adjustment Assistance (TAA):** TAA partners assist workers impacted by trade-related layoffs by providing retraining and career transition support. This program enables dislocated workers to gain new skills and reenter the workforce successfully.

**Apprenticeship Programs:** WSCT partners with apprenticeship programs to offer hands-on training in high-demand fields. Apprenticeship sponsors contribute mentorship, training materials, and access to structured career pathways that lead to recognized credentials.

**Veteran Services:** WSCT offers dedicated services for veterans, including job counseling, resume assistance, and skills translation support. Veteran service partners help connect veterans to programs that address their unique needs and leverage their military experience in civilian roles.

**Career and Technical Education (CTE) Programs:** CTE partners provide technical training programs that lead to industry-recognized credentials in areas such as healthcare, IT, and skilled trades. These programs are essential for building a skilled workforce to meet employer demands.

**Community-Based Organizations:** WSCT collaborates with numerous community-based organizations that offer additional support services such as housing assistance, mental health counseling, and legal aid. These organizations contribute resources that address the broader needs of individuals, helping them achieve stability and success in the workforce.

Through a coordinated and inclusive one-stop delivery system, Workforce Solutions of Central Texas ensures that all individuals have access to the services they need to achieve their employment goals. By

continuously improving service delivery, facilitating access through technology, ensuring compliance with non-discrimination provisions, and leveraging the resources of one-stop partners, WSCT supports the economic vitality of Central Texas and the long-term success of its workforce.

### **Employer Engagement and Data Utilization: Enhancing Strategic Investments**

To better serve the businesses of Central Texas, we have refined our employer engagement strategies to include:

**Coordinated Employer Outreach:** We have streamlined our employer engagement efforts to minimize duplicative requests from regional partners. This coordinated approach allows us to gather more meaningful insights from employers while reducing their administrative burden.

**Data-Driven Decision Making:** Our strategic investments in workforce development are guided by robust data analysis. We use labor market information and employment outcomes data to identify key areas for investment, ensuring that our programs align with the needs of the local economy. This data-driven approach also allows us to track the effectiveness of our initiatives, making adjustments as needed to maximize impact.

**Expansion of Apprenticeship Programs:** We are actively encouraging the development of apprenticeship programs in collaboration with local employers. These programs provide hands-on training opportunities that lead to sustainable employment, supporting both the career advancement of participants and the talent needs of businesses.

These enhancements ensure that our employer engagement strategies are not only effective but also aligned with the statewide goal of accelerating the delivery of relevant education and training programs.

### **Coordination of Wagner-Peyser Services**

Workforce Solutions of Central Texas (WSCT) employs a range of strategies to maximize coordination, improve service delivery, and avoid the duplication of Wagner-Peyser Act services and other services provided through the one-stop delivery system. These strategies ensure that all job seekers and employers receive seamless, efficient, and high-quality services.

#### **Maximizing Coordination**

**Integrated Staffing Models:** WSCT utilizes integrated staffing models within its one-stop centers, where Wagner-Peyser staff work alongside WIOA and other program staff to deliver coordinated services. This approach fosters collaboration, ensures consistent service delivery, and enhances communication among staff members from different programs.

**Unified Service Delivery Plans:** WSCT develops unified service delivery plans that outline how Wagner-Peyser services will be coordinated with other workforce programs. These plans are regularly reviewed and updated to reflect changes in service demand, program requirements, and labor market conditions. The unified approach ensures that all services are aligned with the overall strategic goals of the region.

**Cross-Training of Staff:** To maximize coordination, WSCT invests in the cross-training of staff across all programs, including Wagner-Peyser, WIOA, and partner programs. This training ensures that staff are knowledgeable about the full range of services available and can make informed referrals to other

programs as needed. Cross-training also promotes a holistic understanding of the needs of job seekers and employers, enabling staff to provide more comprehensive support.

### **Improving Service Delivery**

**Streamlined Intake Processes:** WSCT has implemented streamlined intake processes that allow job seekers to access multiple services through a single point of entry. When a job seeker enters a one-stop center, they are assessed for eligibility and needs across all available programs, including Wagner-Peyser. This approach reduces redundancy and ensures that individuals receive all the services they need without unnecessary delays.

**Enhanced Customer Experience:** WSCT continuously seeks to enhance the customer experience by offering a range of service delivery options, including in-person, virtual, and self-service models. Wagner-Peyser services are integrated into all these options, ensuring that job seekers can access job matching, labor exchange, and career counseling services in the manner that best suits their needs.

**Use of Data and Analytics:** WSCT leverages data and analytics to monitor the effectiveness of service delivery and identify areas for improvement. By analyzing data on service usage, job placements, and customer satisfaction, WSCT can make data-driven decisions that enhance the quality and impact of Wagner-Peyser services.

### **Avoiding Duplication of Services**

**Comprehensive Service Mapping:** WSCT conducts regular service mapping exercises to identify potential overlaps and gaps in service delivery. This mapping ensures that Wagner-Peyser services are fully integrated with other workforce programs and that there is no duplication of effort. For example, job seekers are guided through a coordinated service plan that includes all relevant services, eliminating the need for multiple, redundant service enrollments.

**Centralized Case Management:** WSCT uses a centralized case management system that tracks all services provided to each job seeker across programs. This system allows staff to view a complete picture of the services an individual has received, reducing the likelihood of duplicating services. It also facilitates better communication among program staff, ensuring that all team members are aware of each job seeker's progress and needs.

**Coordinated Employer Services:** WSCT offers coordinated employer services that integrate Wagner-Peyser offerings with other business services, such as recruitment assistance, on-the-job training, and customized training programs. By centralizing these services, WSCT ensures that employers receive a single, comprehensive service package rather than separate, potentially overlapping services from different programs.

### **Integrated, Technology-Enabled Intake and Case Management**

Workforce Solutions of Central Texas (WSCT) is actively implementing and transitioning to WorkinTexas.com as the central platform for integrated, technology-enabled intake and case management for programs carried out under WIOA and by one-stop partners. This transition is designed to streamline processes, improve service delivery, and enhance the overall customer experience.

## **Implementation of WorkinTexas.com**

**Phased Implementation Approach:** WSCT is adopting a phased approach to implementing WorkinTexas.com across its one-stop centers. This approach allows for the gradual transition of all programs to the new platform, ensuring that staff are adequately trained and that any technical issues are addressed before full implementation. During the initial phases, WSCT is focusing on integrating key functions such as job matching, employer services, and basic intake processes into WorkinTexas.com.

**Staff Training and Capacity Building:** WSCT provides comprehensive training for all one-stop staff on the use of WorkinTexas.com. This training covers the technical aspects of the platform, as well as best practices for utilizing its features to enhance service delivery. Ongoing support and refresher training are also available to ensure that staff remain proficient in using the system as new features are added.

**User-Friendly Interface:** WSCT is committed to making the transition to WorkinTexas.com as seamless as possible for both staff and customers. The platform's user-friendly interface is designed to facilitate easy navigation and quick access to services. Job seekers and employers can access the system online, allowing them to manage their accounts, search for jobs, and connect with services from anywhere at any time.

## **Integrated Intake and Case Management**

### **Unified Customer Profiles**

WorkinTexas.com allows for the creation of unified customer profiles that integrate information across all programs and services. This means that once a job seeker is registered in the system, their information is accessible to all relevant programs, reducing the need for repetitive data entry and ensuring a more cohesive service experience.

**Seamless Service Integration:** The platform supports seamless integration of services across WIOA programs and one-stop partners. For example, a job seeker who starts with Wagner-Peyser services can be easily referred to WIOA-funded training or vocational rehabilitation services without the need for a separate intake process. This integrated approach improves efficiency and ensures that customers receive all the services they need in a coordinated manner.

**Real-Time Data Sharing:** WorkinTexas.com enables real-time data sharing between one-stop partners, allowing for more effective collaboration and case management. Staff can view updates to a customer's profile as soon as they are made, facilitating timely interventions and more accurate tracking of outcomes.

### **Continuous Improvement and Feedback**

**Customer Feedback Integration:** WSCT actively seeks feedback from both staff and customers on the use of WorkinTexas.com. This feedback is used to make ongoing improvements to the platform and its implementation. Regular surveys, focus groups, and user testing sessions are conducted to gather insights and address any concerns.

**Ongoing System Enhancements:** WSCT works closely with the Texas Workforce Commission to ensure that WorkinTexas.com continues to evolve in response to user needs and technological advancements.

This includes adding new features, improving existing functionalities, and ensuring that the system remains secure and reliable.

Through the effective coordination of Wagner-Peyser services and the implementation of WorkinTexas.com, Workforce Solutions of Central Texas is enhancing its service delivery system to better meet the needs of job seekers, employers, and one-stop partners. These efforts ensure that services are integrated, accessible, and efficient, ultimately contributing to the success of the region's workforce development initiatives.

# Workforce Investment Activities

## Rapid Response Activity Coordination

Workforce Solutions of Central Texas (WSCT) is committed to ensuring that workforce investment activities are effectively coordinated with statewide rapid response activities, as outlined in WIOA §134(a)(2)(A). Rapid response activities are designed to provide timely assistance to employers and workers affected by layoffs, plant closures, or other significant economic disruptions.

### Coordination with Statewide Rapid Response Activities

- **Early Intervention and Notification:** WSCT works closely with the Texas Workforce Commission (TWC) to receive early notification of potential layoffs or plant closures within the region. This early intervention allows WSCT to mobilize resources quickly and coordinate with TWC's Rapid Response Team to deliver services to affected workers.
- **Rapid Response Team Collaboration:** WSCT partners with TWC's Rapid Response Team to deliver a coordinated response that includes on-site services at the affected business location. Services provided include job search assistance, resume writing workshops, career counseling, and information on unemployment insurance benefits. WSCT ensures that its staff are fully integrated into these activities, providing local expertise and support.
- **Customized Support Services:** WSCT tailors its workforce investment activities to the specific needs of the affected workers and employers. This may include offering retraining programs in high-demand occupations, providing on-the-job training opportunities with local employers, and connecting workers with resources for financial assistance and mental health support.
- **Transition to Reemployment:** A key focus of WSCT's rapid response coordination is ensuring that displaced workers have access to reemployment opportunities as quickly as possible. WSCT collaborates with local employers, training providers, and community organizations to identify job openings, arrange job fairs, and facilitate connections between job seekers and potential employers.
- **Ongoing Monitoring and Support:** WSCT continues to monitor the progress of displaced workers after the initial rapid response activities have been completed. This includes tracking job placements, providing follow-up support, and offering additional training or services as needed to ensure successful reemployment.

### Youth Activities and Services

WSCT is dedicated to providing a wide range of workforce investment activities for youth, with a particular focus on serving youth with disabilities. These activities are designed to equip young people with the skills, experience, and support needed to succeed in the workforce.

### Youth Workforce Investment Activities

**Comprehensive Youth Services:** WSCT offers a comprehensive suite of services for youth, including career exploration, work-based learning opportunities, occupational skills training, and leadership development. These services are available to both in-school and out-of-school youth and are tailored to meet the diverse needs of the youth population in Central Texas.



**Youth with Disabilities:** WSCT provides specialized services for youth with disabilities, ensuring that they have access to the same opportunities as their peers. This includes vocational rehabilitation services, job coaching, assistive technology, and workplace accommodations. WSCT works closely with local schools, vocational rehabilitation agencies, and community organizations to provide a coordinated and supportive environment for youth with disabilities.

### **Identification of Successful Models**

**Work-Based Learning Programs:** WSCT's work-based learning programs, including internships, apprenticeships, and job shadowing opportunities, are highly successful in helping youth gain real-world experience and make informed career decisions. These programs are developed in partnership with local employers and are aligned with the needs of the regional labor market.

**Career Pathways Initiatives:** WSCT has implemented career pathways initiatives that provide youth with a clear and structured route from education to employment. These initiatives include partnerships with local educational institutions and employers to offer dual enrollment opportunities, industry-recognized certifications, and direct entry into high-demand careers.

**Youth Leadership and Mentorship Programs:** WSCT's leadership development and mentorship programs have been successful in building confidence, communication skills, and professional networks for youth participants. These programs often pair youth with mentors from local businesses or community organizations, providing guidance and support as they transition into the workforce.

**Supportive Services:** WSCT offers a range of supportive services that help youth overcome barriers to employment. These services include transportation assistance, childcare support, and financial literacy education. By addressing these barriers, WSCT ensures that youth can fully participate in workforce development activities.

### **Coordination with Secondary and Postsecondary Education Programs**

WSCT collaborates closely with secondary and postsecondary education programs to ensure that workforce investment activities are aligned with educational initiatives, enhance services, and avoid duplication.

#### **Coordination with Secondary Education Programs**

**Dual Enrollment and Career and Technical Education (CTE) Programs:** WSCT partners with local high schools to offer dual enrollment and CTE programs that allow students to earn college credits or industry certifications while completing their high school education. These programs are aligned with the needs of local employers and provide students with a head start on their career pathways.

**Career Exploration and Counseling:** WSCT works with school counselors and career advisors to provide students with information on career options, labor market trends, and the educational requirements for various occupations. This coordination ensures that students are making informed decisions about their postsecondary education and career paths.

**Work-Based Learning Integration:** WSCT integrates work-based learning opportunities into secondary education programs, offering internships, job shadowing, and apprenticeship programs to high school

students. This hands-on experience is invaluable in helping students apply classroom learning to real-world situations and make informed career choices.

### **Coordination with Postsecondary Education Programs**

**Alignment with Community Colleges and Universities:** WSCT collaborates with local community colleges and universities to align workforce training programs with postsecondary education pathways. This coordination ensures that training programs lead to recognized postsecondary credentials and that students can seamlessly transition from education to employment.

**Credit Transfer and Articulation Agreements:** WSCT supports the development of credit transfer and articulation agreements between secondary schools, community colleges, and universities. These agreements make it easier for students to transfer credits and continue their education, reducing the time and cost required to obtain a degree or certification.

**Avoiding Duplication of Services:** WSCT works with educational institutions to ensure that workforce investment activities complement rather than duplicate the services provided by schools and colleges. This is achieved through regular communication, joint planning sessions, and shared data on student outcomes and labor market needs.

**Enhanced Service Delivery:** By coordinating with secondary and postsecondary education programs, WSCT is able to offer enhanced services to students and job seekers. This includes providing access to career counseling, job placement services, and financial aid resources, ensuring that individuals receive comprehensive support as they pursue their educational and career goals.

Workforce Solutions of Central Texas is committed to coordinating workforce investment activities with statewide rapid response efforts, delivering effective youth services, and aligning its programs with secondary and postsecondary education initiatives. These efforts ensure that the region's workforce development system is responsive, efficient, and supportive of the long-term success of all participants.

### **Child Care and Early Learning**

Workforce Solutions of Central Texas (WSCT) plays a pivotal role in managing child care and early learning services within the workforce system. By strategically aligning these services with employment, job training, and educational programs, WSCT supports the dual goals of enhancing school readiness and strengthening the child care industry. The following outlines WSCT's approach to managing and improving child care services in the region.

#### **Incorporating and Coordinating Child Care Services with Workforce Programs**

WSCT is committed to integrating child care services with other workforce employment, job training, and educational services to provide comprehensive support to families:

- **Coordinated Service Delivery:** WSCT coordinates the design and management of child care services with the delivery of other workforce services, ensuring that parents have access to the support they need to pursue employment or education. This includes integrating child care referrals and assistance into the intake and case management processes for workforce programs, enabling seamless access to services for eligible families.

- **Cross-Program Referrals:** WSCT staff are trained to identify the child care needs of clients during their initial assessments and refer them to appropriate services. This coordination ensures that families participating in job training or educational programs receive the child care support they need to successfully complete their programs and achieve self-sufficiency.
- **Collaboration with Educational Institutions:** WSCT collaborates with local educational institutions to align child care services with student support services, ensuring that parents who are pursuing higher education or vocational training have access to reliable and affordable child care. This collaboration helps reduce barriers to education and increases the likelihood of program completion.

### **Maximizing the Delivery and Availability of Safe and Stable Child Care Services**

WSCT is dedicated to maximizing the availability of safe and stable child care services, particularly for families seeking to become independent from public assistance:

- **Targeted Child Care Assistance:** WSCT prioritizes child care assistance for families who are working or attending job training or educational programs, with a focus on those who are at risk of becoming dependent on public assistance. By providing child care subsidies and support, WSCT helps these families achieve economic stability and self-sufficiency.
- **Contracted Slot Agreements:** WSCT utilizes contracted slot agreements to secure access to high-quality child care for targeted communities. These agreements are designed to ensure that child care providers in high-need areas have a guaranteed number of subsidized slots available for eligible families. This approach helps stabilize the child care industry and ensures that families have access to consistent, high-quality care.
- **Local Priorities:** WSCT identifies local priorities for child care services based on community needs, such as areas with high concentrations of low-income families or those with limited access to quality child care providers. By focusing resources on these areas, WSCT helps increase access to safe and stable child care for the most vulnerable populations.

### **3Strategic Quality Improvement Goals to Enhance School Readiness**

WSCT is committed to enhancing school readiness through the continuous improvement of child care quality:

- **Texas Rising Star Program:** WSCT actively promotes the Texas Rising Star (TRS) program, which is the state’s quality rating and improvement system for child care providers. WSCT encourages providers to participate in the TRS program by offering incentives, training, and technical assistance. Participation in TRS helps providers improve the quality of care they offer, which in turn supports better outcomes for children.
- **Quality Improvement Initiatives:** WSCT develops and implements strategic quality improvement goals aimed at enhancing the overall quality of child care services in the region. These initiatives include offering professional development opportunities for child care providers, supporting the implementation of research-based curricula, and fostering environments that promote the cognitive, social, and emotional development of children.
- **School Readiness Partnerships:** WSCT collaborates with local school districts and early childhood education organizations to align child care services with school readiness goals.

These partnerships focus on ensuring that children enter kindergarten with the skills they need to succeed, such as literacy, numeracy, and social skills.

### **Strengthening and Supporting the Child Care Industry**

WSCT recognizes the critical role that the child care industry plays in the broader economy and is committed to supporting its growth and sustainability:

- **Business Development Support:** WSCT provides child care providers with assistance in business development, helping them navigate the challenges of running a child care operation. This support includes training in financial management, marketing, regulatory compliance, and business planning. By strengthening the business acumen of providers, WSCT helps ensure the long-term viability of the child care industry.
- **Shared Services Models:** To reduce operational costs and improve service delivery, WSCT supports the adoption of shared services models among child care providers. These models allow providers to pool resources and share administrative functions such as bookkeeping, bulk purchasing, and human resources. This approach not only enhances efficiency but also allows providers to focus more on delivering high-quality care.
- **Professional Growth and Career Pathways:** WSCT offers opportunities for professional growth and career advancement within the early childhood education sector. This includes access to training programs that lead to industry-recognized certifications, support for continuing education, and pathways for career progression from entry-level positions to leadership roles. By investing in the professional development of child care workers, WSCT helps elevate the quality of care and attracts and retains talent within the industry.

### **Increasing Awareness of Early Learning as an Economic Development Tool**

WSCT actively works to raise awareness of the importance of early learning as a critical component of workforce and economic development:

- **Employer Engagement:** WSCT engages with local employers and economic development organizations to highlight the role of early learning in supporting a stable and productive workforce. This includes promoting employer-sponsored child care benefits, flexible work arrangements for parents, and investments in community child care resources.
- **Public Awareness Campaigns:** WSCT conducts public awareness campaigns to educate the community about the benefits of high-quality early learning and its impact on long-term economic growth. These campaigns emphasize the connection between early childhood education, school readiness, and workforce preparedness.
- **Collaboration with Economic Development Partners:** WSCT collaborates with economic development partners to integrate early learning considerations into regional planning efforts. By incorporating child care and early learning into broader economic development strategies, WSCT helps create a more supportive environment for working families and contributes to the overall competitiveness of the region.

Through these strategies, Workforce Solutions of Central Texas ensures that child care and early learning services are effectively integrated into the workforce development system, supporting both families and the child care industry. By enhancing school readiness, expanding access to high-quality

care, and strengthening the child care industry, WSCT contributes to the economic well-being and future success of the Central Texas region.

## **Transportation and Other Support Services**

Workforce Solutions of Central Texas (WSCT) recognizes that transportation and other support services are critical to the success of workforce development activities. These services help remove barriers that may prevent individuals from participating in employment, training, and educational programs. The following outlines WSCT's approach to providing transportation and other support services in coordination with WIOA Title I workforce investment activities.

### **Transportation Services**

- **Public Transportation Coordination:** WSCT works closely with local public transportation providers to ensure that individuals have access to reliable and affordable transportation options. This includes coordinating with transit authorities to align bus routes and schedules with the locations of workforce centers, training providers, and major employment hubs. WSCT also advocates for expanded public transportation services in underserved areas, ensuring that all individuals can access workforce services.
- **Transportation Assistance Programs:** For individuals who do not have access to public transportation, WSCT provides transportation assistance through programs such as gas cards, ride-sharing vouchers, and carpooling arrangements. These services are targeted at low-income individuals, rural residents, and those participating in job training or educational programs. By offering flexible transportation options, WSCT helps individuals overcome one of the most significant barriers to workforce participation.
- **Partnerships with Local Employers:** WSCT collaborates with local employers to develop transportation solutions that support their workforce needs. This may include coordinating employer-sponsored shuttle services, supporting vanpool programs, or encouraging employers to provide transportation stipends to employees. These efforts help ensure that workers can reliably commute to their jobs, particularly in areas where public transportation is limited.

### **Other Support Services**

- **Child Care Assistance:** WSCT provides child care assistance to eligible families, allowing parents to participate in workforce development activities without worrying about the safety and care of their children. This assistance is coordinated with local child care providers and is available for families participating in employment, training, or educational programs.
- **Housing Support:** WSCT offers referrals to housing assistance programs for individuals facing housing instability. This support includes connections to affordable housing options, emergency shelters, and housing counseling services. Stable housing is essential for individuals to successfully engage in workforce activities and achieve long-term self-sufficiency.
- **Health and Wellness Services:** WSCT recognizes the importance of health and wellness in workforce participation. The board provides referrals to health services, including mental health counseling, substance abuse treatment, and physical health care. By addressing

health-related barriers, WSCT helps individuals maintain their ability to work and participate in training programs.

- **Financial Literacy and Budgeting Assistance:** WSCT offers financial literacy workshops and one-on-one budgeting assistance to help individuals manage their finances effectively. These services are especially important for individuals transitioning from public assistance to self-sufficiency. Topics covered include budgeting, credit management, and savings strategies.
- **Support for Individuals with Disabilities:** WSCT provides a range of support services for individuals with disabilities, including assistive technology, accommodations in training programs, and vocational rehabilitation services. These supports are designed to ensure that individuals with disabilities can fully participate in workforce development activities and achieve their employment goals.

### **Coordination of Adult Education and Literacy**

Workforce Solutions of Central Texas (WSCT) actively coordinates WIOA Title I workforce investment activities with Adult Education and Literacy (AEL) activities under WIOA Title II to create a seamless system of education and training for adults in the region. This section describes how WSCT collaborates with AEL providers and the process used to review local applications submitted under WIOA Title II.

#### **Coordination with AEL Activities**

- **Integrated Service Delivery:** WSCT and AEL providers collaborate to deliver integrated education and workforce services that address both the educational and employment needs of adult learners. This includes co-locating AEL services within workforce centers, offering joint orientations for participants, and coordinating case management to ensure that individuals receive comprehensive support.
- **Career Pathways Development:** WSCT works with AEL providers to develop career pathways that integrate basic education, occupational training, and employment services. These pathways are designed to help individuals progress from basic skills instruction to postsecondary education and ultimately to employment in high-demand industries. Co-enrollment in AEL and workforce programs is encouraged to maximize the benefits of these pathways.
- **Shared Data and Performance Metrics:** WSCT and AEL providers share data on participant outcomes, including literacy gains, credential attainment, and employment rates. This data-sharing allows for continuous improvement of services and ensures that programs are aligned with the needs of both learners and employers.

#### **Local Application Review Process**

- **Collaborative Review Process:** WSCT participates in the review of local applications submitted under WIOA Title II in partnership with the Texas Workforce Commission (TWC). The review process includes evaluating how proposed AEL programs align with regional workforce needs, how they support career pathways, and how they coordinate with existing workforce services.
- **Evaluation Criteria:** Applications are evaluated based on criteria such as the program's ability to improve literacy and numeracy skills, its alignment with local labor market

demands, the inclusion of support services for participants, and the effectiveness of proposed partnerships with workforce and educational entities.

- **Feedback and Recommendations:** WSCT provides feedback and recommendations to AEL providers during the application review process. This feedback is aimed at enhancing program quality, ensuring alignment with regional goals, and identifying opportunities for collaboration with workforce development activities.

## Adult and Dislocated Workers

Workforce Solutions of Central Texas (WSCT) offers a variety of employment and training activities for adults and dislocated workers in the region. These activities are designed to help individuals acquire the skills needed to secure employment, advance in their careers, and achieve economic self-sufficiency.

### Assessment of Employment and Training Activities

- **Occupational Skills Training:** WSCT provides occupational skills training in high-demand industries such as healthcare, manufacturing, information technology, and skilled trades. These training programs are delivered in partnership with local community colleges, vocational schools, and industry trainers. Participants earn industry-recognized credentials that increase their employability and competitiveness in the job market.
- **On-the-Job Training (OJT):** WSCT offers OJT programs that allow participants to earn wages while receiving hands-on training from employers. This model is particularly effective for dislocated workers transitioning to new industries and for adults seeking to gain practical experience in their chosen fields.
- **Customized Training:** WSCT works with local employers to develop customized training programs that address specific workforce needs. These programs are tailored to the requirements of individual businesses and are often designed to upskill current employees or prepare new hires for specialized roles.
- **Supportive Services:** In addition to training, WSCT provides supportive services such as transportation assistance, childcare, and financial aid to help participants successfully complete their programs. These services are essential for addressing barriers that might otherwise prevent individuals from engaging in workforce activities.

### Assessment Instruments Used

- **Career Assessments:** WSCT uses a variety of career assessment tools to help participants identify their strengths, interests, and career goals. These assessments include the O\*NET Interest Profiler, the Myers-Briggs Type Indicator (MBTI), and the Strong Interest Inventory. The results of these assessments guide the development of individualized career plans and training pathways.
- **Skills Assessments:** WSCT employs skills assessments such as the Test of Adult Basic Education (TABE) and the WorkKeys assessment to evaluate participants' literacy, numeracy, and workplace readiness skills. These assessments help identify areas where additional training or support may be needed to ensure participants' success in their chosen careers.
- **Job Readiness Assessments:** WSCT also uses job readiness assessments to evaluate participants' employability skills, such as resume writing, interviewing, and job search techniques. These assessments are used to tailor job search support and other services to meet the specific needs of each participant.



## Service Priority

Workforce Solutions of Central Texas (WSCT) is committed to ensuring that priority for adult individualized career services and training services is given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient, as well as veterans and foster youth. WSCT's service priority policy is aligned with WIOA §134(c)(3)(E) and 20 CFR §680.600.

### Service Priority Policy

- **Recipients of Public Assistance:** WSCT prioritizes services for individuals who are currently receiving public assistance, such as Temporary Assistance for Needy Families (TANF), Supplemental Nutrition Assistance Program (SNAP), or Medicaid. These individuals are given priority access to career counseling, job training, and supportive services to help them achieve economic independence.
- **Low-Income Individuals:** Individuals who meet the federal poverty guidelines or who are underemployed are prioritized for services. WSCT provides these individuals with access to training programs that lead to high-demand occupations, as well as supportive services that address barriers to employment.
- **Individuals Who Are Basic Skills Deficient:** WSCT prioritizes services for individuals who lack basic skills in literacy, numeracy, or English language proficiency. These individuals are provided with access to Adult Education and Literacy (AEL) programs, as well as career training that integrates basic skills instruction with occupational training.
- **Veterans and Eligible Spouses:** WSCT gives priority to veterans and eligible spouses in accordance with the Jobs for Veterans Act. Veterans receive priority access to all workforce services, including individualized career counseling, job placement, and training opportunities.
- **Foster Youth:** WSCT also prioritizes services for current and former foster youth, recognizing the unique challenges they face in achieving self-sufficiency. Foster youth are provided with tailored support services, including mentorship, life skills training, and access to education and training programs.

### 2. Board-Established Priority Groups

At this time, WSCT has not established any additional priority groups beyond those required by WIOA. However, WSCT continuously monitors the needs of the community and may establish additional priority groups if specific needs arise.

## Fiscal Agent, Grants, and Contracts

Workforce Solutions of Central Texas (WSCT) is committed to ensuring the responsible management and disbursement of grant funds in compliance with WIOA regulations. The following outlines the entity responsible for the disbursement of grant funds in the Central Texas workforce area.

### Entity Responsible for Disbursement of Grant Funds

- **Central Texas Council of Governments (CTCOG):** The Central Texas Council of Governments (CTCOG) serves as the designated fiscal agent responsible for the disbursement of grant funds in the Central Texas workforce area. CTCOG is a regional planning organization that provides administrative and financial oversight for various federal, state, and local programs, including those funded under WIOA.
- **Role and Responsibilities:** As the fiscal agent, CTCOG is responsible for receiving, managing, and disbursing WIOA Title I funds in accordance with federal, state, and local regulations. This includes ensuring that funds are allocated appropriately, maintaining accurate financial records, and submitting required financial reports to the Texas Workforce Commission (TWC) and other relevant entities.
- **Oversight and Accountability:** CTCOG works closely with WSCT to ensure that all financial transactions are transparent and comply with the highest standards of accountability. Regular audits, both internal and external, are conducted to ensure the integrity of the financial management process. CTCOG also ensures that all expenditures align with the goals and objectives outlined in the local and state workforce development plans.

### Subgrants and Contracts

Workforce Solutions of Central Texas (WSCT) uses a competitive procurement process to award subgrants and contracts for WIOA Title I activities. This process is designed to ensure transparency, fairness, and the selection of high-quality service providers.

### Competitive Procurement Process

- **Request for Proposals (RFP):** WSCT typically initiates the competitive process through the issuance of a Request for Proposals (RFP). The RFP outlines the specific services or programs for which subgrants or contracts are being sought, the requirements for submission, evaluation criteria, and the deadline for proposals. The RFP is widely advertised to ensure broad participation from eligible organizations.
- **Proposal Evaluation:** Submitted proposals are evaluated by a review committee composed of WSCT staff, board members, and subject matter experts. The evaluation process is based on predefined criteria, which may include the proposer's experience, organizational capacity, cost-effectiveness, innovation, and alignment with WIOA objectives. Each proposal is scored, and those with the highest scores are selected for further consideration.
- **Selection and Award:** After the evaluation process, WSCT selects the most qualified proposals for funding. Subgrants and contracts are awarded to organizations that demonstrate the ability to deliver high-quality services and meet the needs of the Central

Texas workforce area. WSCT ensures that all awarded contracts are consistent with WIOA requirements and contribute to the overall goals of the workforce development system.

- **Contract Management and Oversight:** Once awarded, subgrants and contracts are managed through a robust monitoring and oversight process. WSCT works closely with subgrantees and contractors to ensure compliance with all terms and conditions, as well as adherence to WIOA regulations. Regular performance reviews, financial audits, and site visits are conducted to ensure that all funded activities are achieving their intended outcomes.
- **Appeal Process:** WSCT provides an appeal process for organizations that are not selected for funding. Details of the appeal process are included in the RFP, ensuring that all proposers have the opportunity to contest decisions they believe were made in error. Appeals are reviewed by an independent panel to maintain objectivity and fairness.

Through the designation of the Central Texas Council of Governments as the fiscal agent and the use of a competitive procurement process, Workforce Solutions of Central Texas ensures the responsible and effective management of WIOA Title I funds. These practices support the delivery of high-quality workforce services and contribute to the economic development of the Central Texas region.

## Performance

Workforce Solutions of Central Texas (WSCT) is committed to achieving high levels of performance that align with the goals set by the Texas Workforce Commission (TWC) and local Chief Elected Officials (CEOs). The following outlines the local levels of performance that have been negotiated with TWC and the CEOs, as well as how these targets will be used to measure the performance of the workforce area, the local fiscal agent, eligible providers under WIOA Title I subtitle B, and the one-stop delivery system.

### Local Levels of Performance

WSCT's performance targets are based on the measures outlined in WIOA §116(c) and are negotiated annually with TWC and the CEOs. These performance measures include:

- **Employment Rate – 2nd Quarter After Exit:** This measure tracks the percentage of participants who are employed during the second quarter after exiting a workforce program. WSCT is committed to meeting or exceeding the negotiated target for this measure by ensuring that participants are placed in stable, high-quality jobs that align with their skills and career goals.
- **Employment Rate – 4th Quarter After Exit:** Similar to the 2nd quarter measure, this indicator tracks the percentage of participants who remain employed during the fourth quarter after exit. WSCT focuses on long-term employment retention through follow-up services and ongoing support to ensure that participants maintain their employment and continue to progress in their careers.
- **Median Earnings – 2nd Quarter After Exit:** This measure calculates the median earnings of participants who are employed during the second quarter after exit. WSCT aims to improve this metric by aligning training programs with high-wage, high-demand occupations, ensuring that participants are placed in jobs that offer competitive salaries.
- **Credential Attainment Rate:** This performance measure tracks the percentage of participants who earn a recognized postsecondary credential or a secondary school diploma (or its equivalent) during participation or within one year after exit. WSCT is dedicated to increasing credential attainment by providing access to high-quality training programs that lead to industry-recognized certifications and degrees.
- **Measurable Skill Gains:** This measure tracks the percentage of participants who achieve measurable skill gains, such as completing an educational or training program, passing an exam, or making progress toward a credential. WSCT promotes continuous learning and skill development by offering a variety of training and education options tailored to the needs of participants.
- **Effectiveness in Serving Employers:** This measure assesses how well WSCT meets the needs of local employers by providing them with a skilled workforce. WSCT engages with employers to understand their workforce needs, develop customized training solutions, and provide responsive services that contribute to their success.

## **Measuring the Performance of the Workforce Area**

**Quarterly and Annual Reviews:** WSCT conducts regular performance reviews, including quarterly and annual assessments, to monitor progress toward the negotiated performance targets. These reviews involve analyzing data from the Texas Workforce Information System of Texas (TWIST) and other performance management tools to identify trends, challenges, and areas for improvement.

**Continuous Improvement Initiatives:** Based on the results of these reviews, WSCT implements continuous improvement initiatives aimed at enhancing service delivery, increasing participant outcomes, and optimizing the use of resources. These initiatives may include staff training, process improvements, and the adoption of innovative practices.

**Stakeholder Engagement:** WSCT involves key stakeholders, including the local fiscal agent, eligible providers, and one-stop partners, in the performance review process. This collaborative approach ensures that all parties are aligned with the performance goals and are working together to achieve them.

## **Measuring the Performance of the Local Fiscal Agent**

**Fiscal Accountability:** The Central Texas Council of Governments (CTCOG), as the local fiscal agent, is responsible for ensuring that all funds are managed in accordance with federal, state, and local regulations. Performance measures for the fiscal agent include timely and accurate financial reporting, compliance with audit requirements, and efficient fund disbursement.

**Financial Performance Reviews:** WSCT conducts regular financial performance reviews to assess the effectiveness of the fiscal agent in managing WIOA funds. These reviews focus on budget adherence, fund utilization rates, and the timely processing of payments to subgrantees and contractors.

**Coordination with Program Performance:** The fiscal performance of CTCOG is closely linked to the overall program performance of WSCT. By ensuring that funds are allocated effectively and used to support high-quality programs, the fiscal agent contributes to the achievement of the workforce area's performance targets.

## **Measuring the Performance of Eligible Providers and the One-Stop Delivery System**

**Provider Performance Metrics:** WSCT sets specific performance metrics for eligible providers under WIOA Title I subtitle B, including job placement rates, credential attainment rates, and participant satisfaction scores. These metrics are monitored regularly to ensure that providers are delivering effective services that meet the needs of participants and employers.

**One-Stop System Performance:** The performance of the one-stop delivery system is measured by its ability to provide seamless, integrated services that lead to positive outcomes for job seekers and employers. Key performance indicators include customer satisfaction, service utilization rates, and the achievement of employment and training goals.

**Continuous Monitoring and Support:** WSCT provides ongoing monitoring and support to eligible providers and one-stop partners to help them meet their performance targets. This includes offering technical assistance, conducting site visits, and facilitating peer learning opportunities.

Workforce Solutions of Central Texas is dedicated to achieving the local levels of performance negotiated with TWC and the CEOs. By monitoring and measuring the performance of the workforce area, the fiscal agent, eligible providers, and the one-stop delivery system, WSCT ensures that its workforce development activities are effective, accountable, and aligned with the needs of the Central Texas community.

# Training and Services

## Individual Training Accounts (ITAs)

Workforce Solutions of Central Texas (WSCT) leverages Individual Training Accounts (ITAs) as a primary mechanism for providing training services under WIOA §134. ITAs empower participants to choose training programs that align with their career goals while ensuring that WSCT's investments are targeted toward high-demand occupations.

### Provision of Training Services Using ITAs

**Eligibility and Assessment:** Individuals eligible for ITAs are those who have been determined by WSCT to need training services to achieve employment goals. This determination is based on a comprehensive assessment that considers the individual's current skills, career aspirations, and labor market demand. Once eligibility is established, participants are guided through the process of selecting an appropriate training program.

**Access to Eligible Training Providers:** WSCT maintains a list of Eligible Training Providers (ETPs) that offer programs approved for ITA funding. This list is accessible to all participants and includes information on program costs, outcomes, and labor market relevance. Participants can choose from a variety of programs that lead to industry-recognized credentials, certifications, or degrees in high-demand fields.

**Funding of ITAs:** WSCT allocates ITA funds based on the cost of the selected training program, which may include tuition, fees, books, supplies, and other necessary expenses. Participants work with their career counselors to develop a training plan that outlines the costs and anticipated outcomes, ensuring that the ITA funds are used effectively.

### Coordination with Contracts for Training Services

**Use of Contracts for Training Services:** While ITAs are the primary mechanism for funding training, WSCT may also use contracts for training services in specific circumstances. These contracts are typically used when group training is more cost-effective or when there is a need to quickly train a large number of individuals for a specific employer or industry sector.

**Coordination Between ITAs and Contracts:** WSCT ensures that the use of contracts for training services complements the ITA system. When contracts are used, participants are informed about the availability of contracted training programs alongside ITA options. This approach ensures that participants have access to a wide range of training opportunities while maintaining informed customer choice.

### Ensuring Informed Customer Choice

**Career Counseling and Guidance:** WSCT places a strong emphasis on informed customer choice. Career counselors work closely with participants to help them understand their options, including the types of training programs available, the outcomes of those programs, and the demand for related occupations in the labor market. This personalized guidance ensures that participants make informed decisions that align with their career goals.

**Information Transparency:** WSCT provides participants with comprehensive information about each training provider and program on the Eligible Training Provider List (ETPL). This includes program completion rates, job placement rates, average earnings of graduates, and program costs. By making this information readily available, WSCT empowers participants to compare programs and select the one that best meets their needs.

**Ongoing Support:** Throughout the training process, WSCT continues to support participants by providing case management services, regular check-ins, and additional resources as needed. This ongoing support helps ensure that participants stay on track and successfully complete their training programs.

### **ITA Limitations**

Workforce Solutions of Central Texas (WSCT) recognizes the importance of balancing the need to manage resources effectively with the requirement to maximize customer choice in the selection of training programs. WSCT has established specific limitations on ITAs to ensure that funds are used efficiently while maintaining flexibility to meet individual needs.

### **ITA Limitations**

**Duration of ITAs:** WSCT has implemented a limitation on the duration of ITAs, typically capping the funding period at two years. This limit ensures that participants complete their training in a timely manner and enter the workforce as quickly as possible. However, WSCT allows for exceptions to this limit in cases where the training program is designed to take longer, such as for certain associate degrees or specialized certifications.

**Amount of ITAs:** WSCT also sets a maximum funding limit for ITAs, which is based on the cost of training programs within the region and available funding. The cap is designed to cover the full cost of most training programs, including tuition, fees, and necessary supplies, while ensuring that funds are available to serve as many participants as possible.

### **Maximizing Customer Choice Despite ITA Limitations**

**Flexible Funding Options:** To maximize customer choice, WSCT allows participants to combine ITA funds with other sources of financial aid, such as Pell Grants, scholarships, or employer tuition assistance. This flexibility enables participants to pursue more expensive programs if they can secure additional funding.

**Wide Range of Eligible Programs:** WSCT maintains a broad list of eligible training providers and programs, ensuring that participants have access to a diverse array of training options. By offering a wide selection, WSCT supports participants in finding programs that meet their specific needs within the ITA funding limits.

**Individualized Exceptions:** WSCT recognizes that some participants may require additional support to achieve their career goals. In such cases, WSCT may grant exceptions to ITA limitations on a case-by-case basis. These exceptions are typically considered for individuals pursuing advanced certifications, those facing significant barriers to employment, or those enrolled in high-cost programs that are critical to regional economic needs.

### **Process for Requesting Exceptions to ITA Limitations**



**Case-by-Case Review:** Participants who wish to request an exception to the ITA limitations must work with their career counselor to submit a formal request. This request includes a justification for the exception, such as the need for additional time to complete a program or the need for additional funding to cover high program costs.

**Approval Process:** The request is reviewed by WSCT's program management team, which evaluates the participant's circumstances, the alignment of the training program with labor market needs, and the availability of additional funding. Decisions are made on a case-by-case basis, with the goal of supporting the participant's success while maintaining the integrity of the ITA system.

**Documentation and Follow-Up:** All exceptions granted are documented in the participant's case file, and ongoing follow-up is conducted to ensure that the participant is progressing in their training program and making use of the additional support provided.

Workforce Solutions of Central Texas ensures that ITAs are administered in a way that maximizes customer choice, provides flexibility to meet individual needs, and aligns with the overall goals of the workforce development system. By balancing the use of ITAs with strategic limitations and coordinated contracts, WSCT supports participants in achieving their career goals while managing resources effectively.

# Apprenticeship

## Registered Apprenticeship Programs

Workforce Solutions of Central Texas (WSCT) recognizes the significant value that Registered Apprenticeship programs bring to the workforce development system. These programs offer structured, earn-and-learn opportunities that provide participants with hands-on experience and industry-recognized credentials. To maximize the benefits of these programs, WSCT actively encourages Registered Apprenticeship programs within the workforce area to register with the Eligible Training Provider System (ETPS) to receive WIOA funding.

## Encouraging Registration with the Eligible Training Provider System

**Outreach and Engagement:** WSCT conducts targeted outreach to existing and potential Registered Apprenticeship programs in the region, highlighting the advantages of becoming an approved provider on the ETPS. This outreach includes direct communication with apprenticeship sponsors, informational sessions, and presentations at industry meetings and events.

**Benefits of Registration:** WSCT educates apprenticeship sponsors on the benefits of registering with the ETPS, including access to WIOA funding for apprentices, increased visibility among job seekers, and the ability to leverage additional resources for program expansion. By emphasizing these benefits, WSCT encourages more apprenticeship programs to seek ETPS approval.

**Technical Assistance and Support:** WSCT provides technical assistance to apprenticeship programs throughout the registration process. This includes guidance on completing the necessary paperwork, understanding the requirements for ETPS approval, and ensuring compliance with WIOA standards. WSCT's dedicated staff are available to answer questions, troubleshoot issues, and facilitate a smooth registration process.

**Collaboration with State and Federal Partners:** WSCT collaborates with the Texas Workforce Commission (TWC) and the U.S. Department of Labor's Office of Apprenticeship to promote the ETPS registration of apprenticeship programs. These partnerships allow WSCT to align local efforts with state and federal initiatives, ensuring that apprenticeship programs are aware of the opportunities available through WIOA funding.

**Incentives for Registration:** To further incentivize registration, WSCT may offer additional support services, such as marketing assistance, connections to local employers, and access to supportive services for apprentices. These incentives are designed to make the registration process more attractive and beneficial for apprenticeship sponsors.

## ApprenticeshipTexas

Workforce Solutions of Central Texas (WSCT) is fully committed to supporting the ApprenticeshipTexas initiative and advancing the expansion of apprenticeship opportunities across the state. WSCT's strategy aligns with the goals of ApprenticeshipTexas, focusing on increasing the availability and diversity of apprenticeship programs in the region.

## Strategy to Support ApprenticeshipTexas

**Expansion of Apprenticeship Opportunities:** WSCT actively works to expand the number and variety of Registered Apprenticeship programs in Central Texas. This includes identifying high-growth industries, such as healthcare, information technology, advanced manufacturing, and renewable energy, where apprenticeship models can be effectively implemented. WSCT collaborates with employers in these sectors to develop new apprenticeship programs that meet their workforce needs.

**Promotion and Awareness:** WSCT promotes the ApprenticeshipTexas initiative through various outreach channels, including social media, local media outlets, community events, and employer forums. By raising awareness of the benefits of apprenticeships, WSCT aims to increase participation from both employers and job seekers.

**Employer Engagement and Partnership Development:** WSCT engages with local employers to encourage the development of new apprenticeship programs and the expansion of existing ones. This engagement includes one-on-one consultations, roundtable discussions, and participation in sector partnerships. WSCT helps employers understand the value of apprenticeships in building a skilled workforce and offers support in navigating the apprenticeship development process.

**Support for Underrepresented Populations:** In alignment with ApprenticeshipTexas goals, WSCT is committed to expanding apprenticeship opportunities for underrepresented populations, including women, minorities, veterans, and individuals with disabilities. WSCT partners with community organizations, educational institutions, and advocacy groups to recruit and support these populations in accessing apprenticeship programs.

**Integration with Workforce Services:** WSCT integrates apprenticeship programs with other workforce development services, such as career counseling, job placement, and supportive services. By creating a seamless connection between apprenticeships and the broader workforce system, WSCT ensures that participants receive the comprehensive support they need to succeed.

**WSCT's DOL Registered Apprenticeship Program:** WSCT has established its own DOL Registered Apprenticeship program specifically designed for staff development and continuing education within the organization. This internal program is aimed at enhancing the skills and knowledge of WSCT staff, improving organizational performance, and fostering a culture of continuous learning. By investing in the professional growth of its own employees through apprenticeship, WSCT not only strengthens its workforce but also sets a positive example for other employers in the region.

**Data-Driven Decision Making:** WSCT uses labor market data and workforce analytics to identify opportunities for apprenticeship expansion in key industries. This data-driven approach helps WSCT target its efforts where they will have the greatest impact, ensuring that apprenticeship programs are aligned with the region's economic needs.

### **Commitment to ApprenticeshipTexas**

**Ongoing Collaboration with TWC:** WSCT maintains a close working relationship with the Texas Workforce Commission to support the implementation of ApprenticeshipTexas initiatives. This collaboration includes participating in state-level planning meetings, contributing to policy development, and aligning local strategies with statewide goals.

**Continuous Improvement and Innovation:** WSCT is committed to continuously improving its approach to supporting apprenticeships by adopting innovative practices, exploring new apprenticeship models, and leveraging technology to enhance program delivery. WSCT regularly reviews its apprenticeship support strategies to ensure they remain effective and responsive to the needs of the community.

**Monitoring and Reporting:** WSCT actively monitors the performance of apprenticeship programs and reports outcomes to TWC and other stakeholders. This monitoring includes tracking apprentice retention, completion rates, and employment outcomes, as well as gathering feedback from participants and employers to inform ongoing improvements.

Workforce Solutions of Central Texas is dedicated to promoting Registered Apprenticeship programs and supporting the ApprenticeshipTexas initiative. Through targeted outreach, employer engagement, and the implementation of its own DOL Registered Apprenticeship program for staff development, WSCT contributes to the development of a skilled and competitive workforce in Central Texas.

## Public Comment

Boards must include a description of the process used by the Board, consistent with WIOA §108(d), 20 CFR §679.550(b) and §679.560(b) and (e).

### **Opportunity to Review and Comment**

Workforce Solutions of Central Texas encourages public input using the following methods:

- Public Notice in local newspapers;
- Email invitations to Public Meeting including elected officials, businesses, educators, economic development, chambers of commerce, and interested community members/stakeholders;
- Open Workforce Board business meeting including posting notice of meeting in the Texas Register, on the Workforce Board Administrative Building, and at the County Court House in the County where the meeting was held; and
- Draft plan posted on the Workforce Solutions of Central Texas website, [www.workforcesolutionsctx.com](http://www.workforcesolutionsctx.com) for review and comment.

In 2025, publication and solicitation of public comment for the Workforce Solutions of Central Texas Strategic Plan included:

Publication: January 25 , 2025,

Public Notice of availability of Workforce Solutions of Central Texas strategic plan for 2025-2028, for review and comment at the administrative office of the Workforce Board Announcement of 30-Day Comment Period in the area's two largest newspapers on January 25, 2025. 30-Day Comment period: January 25, 2025 through February 24, 2025.

Posting of the Workforce Solutions of Central Texas plan on the Workforce Solutions of Central Texas website, [www.workforcesolutionsctx.com](http://www.workforcesolutionsctx.com) for review and comment.

Public meeting: February 27, 2025

Public comment was solicited as an agenda item of the business meeting for the Workforce Solutions of Central Texas Board of Directors

The 2025 process and activities surrounding the Workforce Solutions of Central Texas Strategic Plan included the following Public Notice was published in two local newspapers. WSCT also published the public notice on the Texas Registry website and the Bell County Registry. Workforce Solutions of Central Texas issued the following public notice of the publication of its strategic plan.

The Board of Directors for Workforce Solutions of Central Texas (WSCT) is responsible for the planning and oversight of workforce programs throughout the Texas counties of Bell, Coryell, Hamilton, Lampasas, Milam, Mills, and San Saba. As part of its planning responsibility, WSCT releases this public notice announcing opportunity for the public to review its strategic plan covering fiscal years 2025-2028. This announcement is published in the area's two largest newspapers and on the Workforce website. Dates of publication are January 25, 2025.

The plan is available to the public beginning on January 25, 2025. The 2025-2028 Strategic Plan covers:

## Board's Vision

- Strategic Vision
- Partnership Strategies

## Economic and Workforce Analysis

- Regional Analysis
- Demand Industries and Occupations
- Target Industries and Occupations
- Knowledge and Skills Requirements
- Regional Workforce Overview
- Regional Workforce Development Activities

## Operational Elements

- Description of Central Texas' Workforce System
- Coordination and Integration of Workforce Programs
- Strategies for Coordinating Programs/Services for Target Populations
- Integrated Technology-Enabled Intake and Case Management Systems
- Description of One-Stop Delivery System and Strategies for Providing Services
- Type and Availability of Adult, Dislocated Worker, and Youth Services/Programs
- Training Services, Limitations, and Duration of Individual Training Accounts
- Registered Apprenticeships and ApprenticeshipTexas
- High Performance Strategies and Actions
- Coordination with Secondary/Postsecondary Education
- Copies of Executed Cooperative Agreements
- Coordination of Workforce and Economic Development Activities

## Administrative Elements

- Identification of Fiscal Entity
- Competitive Process
- Performance Negotiation
- Policy for Service Priority for Targeted Groups
- Texas Workforce Investment Council Requirements
- Comments and Adjustments Resulting from Public Comments

Public Input: A public comment period will begin on January 25, 2025 and end at the close of business on February 24, 2025. WSCT will also accept public comments in an open meeting on February 27, 2025, 9:30 a.m. Comments will be accepted as an agenda item of the Board's regularly scheduled business meeting; business meetings are open to the public. Adjustments to the Plan, including demand and target occupations will be made, as appropriate, based on input gathered during the comment period and public meeting. All comments and adjustments will be submitted to the Texas Workforce Commission as part of the Board's strategic plan on March 21, 2025. To attend this meeting via Zoom please email [jared.porritt@workforcesolutionsctx.com](mailto:jared.porritt@workforcesolutionsctx.com) no later than February 24, 2025 requesting meeting log in information.

The public may access the draft strategic plan on the Workforce website, [www.workforcesolutionsctx.com](http://www.workforcesolutionsctx.com), or interested parties may request the draft plan document at: 200 N. Main, Belton, TX, 76513. Public comments must be submitted in writing – by mail: P. O. Box 450, Belton,

TX. 76513; or by e-mail: [jared.porritt@workforcesolutionsctx.com](mailto:jared.porritt@workforcesolutionsctx.com). The deadline for receipt of comments is 5:00 p.m. on February 24, 2023. For more information, call Jared Porritt at 254-742-4517.

The Central Texas Workforce Board is an equal opportunity organization. Auxiliary aids or services are available upon request to those individuals with disabilities. For extra assistance, please contact us at 254-939-3771, ext. 3310.

Public Input: A public comment period began on January 25, 2025 and it end of the day on February 24, 2025. Specific to the demand/target occupation list, comments were accepted as an agenda item of the Board's February 27, 2025 business meeting and the demand and target occupations were adjusted, as appropriate based on input gathered. All comments will be submitted to the Texas Workforce Commission and incorporated as part of the Board's strategic plan on March 21, 2025.

#### Specific Activities

Public notice was published in the Workforce Area's two major newspapers, the Killeen Daily Herald and the Temple Daily Telegram on Wednesday January 25, 2023 and on Sunday January 29, 2023. The public notice was posted on the Texas Registry website and the Bell County Registry on January 24, 2023. Notice of availability of the Workforce Solutions of Central Texas plan for review and comment at the administrative office of the Workforce Board on January 24, 2023 was published in the above Public Notice. During the comment period, the Workforce Solutions of Central Texas Strategic plan, 2021-2024, was posted on the Workforce Solutions of Central Texas, [www.workforcesolutionsctx.com](http://www.workforcesolutionsctx.com) for public and stakeholder review and comment.

In addition to the 30-day comment period, the Workforce Solutions of Central Texas Strategic Plan remains as a link on the local Workforce website, [www.workforcesolutionsctx.com](http://www.workforcesolutionsctx.com), throughout the year to further encourage on-going public review and comment.

#### Comments

- No Comments Received.

#### Board Approval

The Workforce Board's open business meeting was held in person and over Zoom Video Conference, at 9:30 a.m. on February 27, 2025. The Board approved the Workforce Solutions of Central Texas Strategic Plan, 2025-2028.

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## **Employers System Goal: Delivery of Relevant Education and Training Programs**

### **1. Upskilling and Reskilling Programs to Meet Employers' Needs for Middle-Skill Workers**

Workforce Solutions of Central Texas (WSCT) has strategically expanded its upskilling and reskilling initiatives to address the critical demand for middle-skill workers across key industries such as healthcare, manufacturing, information technology, and advanced manufacturing. These programs are designed to ensure that the local workforce is equipped with the skills necessary to meet current and future labor market demands.

**Expansion of Upskilling Programs:** WSCT collaborates closely with local community colleges, vocational schools, and industry associations to develop and expand upskilling programs that target middle-skill positions. For example, WSCT has partnered with Central Texas College to offer accelerated training programs in areas like advanced manufacturing and healthcare, focusing on skills such as CNC machining, welding, medical coding, and nursing assistance. These programs are structured to quickly elevate workers' skill levels, enabling them to transition into higher-paying roles that are in high demand.

**Reskilling Initiatives:** In response to the evolving labor market, WSCT has implemented reskilling programs aimed at helping displaced workers and those seeking career transitions. These initiatives include the development of customized training programs in emerging fields such as renewable energy and cybersecurity. By reskilling workers for these growing industries, WSCT supports both economic development and individual career advancement.

**Employer Partnerships:** WSCT maintains strong partnerships with local employers to ensure that upskilling and reskilling programs are directly aligned with industry needs. Through employer advisory councils and sector partnerships, WSCT regularly gathers feedback from employers to fine-tune program curricula and ensure that training outcomes meet the specific skill requirements of local businesses.

### **2. Integrated Education and Training Programs for Adult Learners**

WSCT prioritizes the integration of education and training to support adult learners in transitioning smoothly into the workforce, particularly those seeking to attain short-term credentials aligned with high-demand occupations.

**Integrated Education and Training (IET) Programs:** WSCT has developed robust IET programs that combine Adult Education and Literacy (AEL) services with occupational skills training. These programs are designed to support adult learners who need to enhance their basic skills while simultaneously acquiring industry-relevant certifications. For instance, the Integrated Nursing Pathway program combines AEL services with Certified Nursing Assistant (CNA) training, allowing participants to build foundational skills while preparing for immediate employment in healthcare.

**Support for Adult Learners:** Recognizing the unique challenges faced by adult learners, WSCT provides comprehensive supportive services to facilitate program completion and credential attainment. These services include career counseling, transportation assistance, childcare support, and access to financial literacy workshops. By addressing these barriers, WSCT ensures that adult learners can fully engage in their training programs and transition successfully into the workforce.



**Partnership with AEL Providers:** WSCT collaborates closely with AEL providers to identify and deliver programs that lead to short-term credentials, industry-based certifications, and licenses. These collaborations include co-enrollment strategies that allow adult learners to access both AEL services and occupational training concurrently, maximizing their educational outcomes and employability.

### **3. Attainment of Short-Term Credentials in High-Demand Occupations**

To meet the immediate needs of employers and enhance workforce readiness, WSCT emphasizes the attainment of short-term credentials through targeted training programs.

**Focus on High-Demand Occupations:** WSCT's training programs are closely aligned with the region's high-demand occupations, which are identified through continuous labor market analysis and employer input. Training programs leading to credentials in fields such as healthcare, advanced manufacturing, IT, and transportation logistics are prioritized, ensuring that participants are equipped for jobs that are readily available and well-compensated.

**Rapid Credentialing Programs:** WSCT offers rapid credentialing programs that enable participants to earn industry-recognized certifications in a matter of weeks or months. These programs are particularly beneficial for individuals seeking to quickly enter or re-enter the workforce. Examples include certification programs for HVAC technicians, commercial truck drivers (CDL), and IT support specialists.

**Data-Driven Decision Making:** WSCT uses data analytics to track reskilling and upskilling program enrollments, completions, and outcomes. This data includes the number of participants who complete training programs, attain short-term credentials, and secure employment in fields directly related to their training. By monitoring these metrics, WSCT can continuously improve program offerings and ensure alignment with employer needs.

### **4. Populations Requiring Supportive Services**

WSCT is committed to providing the necessary supportive services to populations that face barriers to completing training programs and attaining employment.

**Targeted Support for Vulnerable Populations:** WSCT focuses on providing additional support to individuals who may face greater challenges in completing training programs, such as single parents, low-income individuals, veterans, and those with disabilities. Supportive services include not only financial assistance for training-related expenses but also comprehensive case management to address personal and family challenges that may impede progress.

**Customized Support Plans:** Each participant's needs are assessed during the intake process, and customized support plans are developed to ensure they have the resources necessary to succeed. This individualized approach helps maximize program retention and completion rates, leading to higher credential attainment and employment outcomes.

Workforce Solutions of Central Texas is dedicated to accelerating the delivery of relevant education and training programs that meet the evolving needs of employers in the region. Through strategic partnerships, data-driven decision making, and comprehensive support for participants, WSCT ensures that its workforce development initiatives are aligned with the broader goals of the Texas Workforce System Strategic Plan, ultimately contributing to a more agile and resilient workforce.

## **Learners System Goal: Expansion of Work-Based Learning and Apprenticeship**

Workforce Solutions of Central Texas (WSCT) is committed to expanding work-based learning experiences, including apprenticeships, to accelerate the acquisition of skills and knowledge that are critical to improving system outcomes for learners. WSCT's approach focuses on creating robust opportunities for youth and adults to engage in hands-on learning experiences that lead to meaningful employment.

### **1. Work-Based Learning Opportunities as a Pre-Employment Strategy**

WSCT integrates work-based learning opportunities into its pre-employment strategies for both youth and adults, including those who require supportive services and resources.

- **Youth Pre-Employment Programs:** WSCT offers a variety of work-based learning opportunities tailored for youth, including internships, job shadowing, and summer employment programs. These initiatives provide young people with their first exposure to the world of work, helping them develop essential soft skills and gain practical experience in real-world settings. Programs such as the **Summer Earn & Learn** initiative specifically target youth with disabilities, offering them paid work experiences that are supported by job coaches and tailored accommodations.
- **Adult Work-Based Learning:** For adult learners, WSCT emphasizes on-the-job training (OJT) and internships as key components of its work-based learning strategy. OJT programs allow participants to earn a wage while acquiring new skills directly from employers. These programs are particularly beneficial for individuals transitioning into new industries or reskilling after a period of unemployment. Additionally, WSCT supports adults facing significant barriers to employment by providing access to wraparound services, such as childcare, transportation, and financial assistance, to ensure their success in work-based learning programs.
- **Integrated Support Services:** WSCT ensures that participants in work-based learning programs, especially those requiring supportive services, receive comprehensive case management and access to resources that address barriers to participation. This holistic approach helps to improve retention and completion rates in work-based learning programs, leading to better long-term employment outcomes.

### **2. Expansion of Employer Network and Sponsorship of Work-Based Learning Opportunities**

WSCT actively works to expand its network of employers participating in and sponsoring work-based learning opportunities, including registered and industry-recognized apprenticeship programs.

- **Employer Engagement and Outreach:** WSCT conducts ongoing outreach to local businesses to encourage their participation in work-based learning programs. This outreach includes hosting employer roundtables, participating in industry association meetings, and conducting one-on-one meetings with business leaders to discuss the benefits of sponsoring apprenticeships and internships. WSCT's efforts have resulted in the expansion of its employer network, with more businesses across key industries such as healthcare, advanced manufacturing, and information technology offering work-based learning opportunities.
- **Development of New Apprenticeship Programs:** WSCT plays an active role in developing new apprenticeship programs in response to employer demand. By working closely with employers

and industry associations, WSCT has successfully launched new registered apprenticeships in fields like cybersecurity, renewable energy, and healthcare. These programs provide learners with structured, hands-on training that is aligned with industry standards, leading to nationally recognized credentials and high-paying jobs.

- **Promotion of Industry-Recognized Apprenticeships:** In addition to registered apprenticeships, WSCT promotes industry-recognized apprenticeship programs that offer flexible, employer-driven training models. These programs are particularly appealing to small and medium-sized businesses that require customized training solutions. WSCT assists these employers in developing apprenticeship standards, securing funding, and navigating the registration process to ensure that their programs meet both industry needs and regulatory requirements.

### 3. Partnerships and Collaboration with System Stakeholders

WSCT fosters strong partnerships with system stakeholders to ensure regular engagement with employers and to collaborate on the development and quality improvement of apprenticeship programs. This collaborative approach is essential for aligning workforce development efforts with regional economic priorities.

- **Collaboration with Regional Convener for Tri-Agency Texas Regional Pathways Network:** WSCT actively collaborates with the Regional Convener for the Tri-Agency Texas Regional Pathways Network to align work-based learning initiatives with regional economic development goals. Through this partnership, WSCT contributes to the development of regional pathways that connect education, training, and employment, ensuring that learners have access to seamless, career-focused education and training opportunities. This collaboration also allows WSCT to engage in regional planning efforts, providing input on workforce needs and helping to shape the direction of future apprenticeship programs.
- **Employer and Stakeholder Engagement:** WSCT engages employers and other system stakeholders regularly to gather feedback on the quality of existing apprenticeship programs and to identify opportunities for new program development. This engagement is facilitated through employer advisory councils, industry sector partnerships, and direct consultation with business leaders. Feedback from these stakeholders is used to continuously improve program design, ensure relevance to industry needs, and enhance the overall quality of the apprenticeship experience.
- **Development of New Programs:** In response to employer input and regional labor market data, WSCT is actively involved in developing new apprenticeship programs that address emerging skills gaps. These efforts include partnering with local community colleges and vocational schools to create apprenticeship programs in high-demand fields, such as data analytics and renewable energy. By staying attuned to the needs of the regional economy, WSCT ensures that its apprenticeship programs are both forward-looking and responsive to the evolving workforce landscape.

Workforce Solutions of Central Texas is dedicated to expanding work-based learning and apprenticeship opportunities as a critical component of its strategy to accelerate skills and knowledge acquisition for learners. Through strategic partnerships, employer engagement, and the development of new

apprenticeship programs, WSCT supports the broader goals of the Texas Workforce System Strategic Plan, contributing to the creation of a more agile and resilient workforce in Central Texas.

### **Partners System Goal: Alignment to Support Career Pathways**

Workforce Solutions of Central Texas (WSCT) is dedicated to strengthening its capacity, responsiveness, continuous improvement, and decision-making processes to support the identification of credentials of value and streamline existing career pathways. By enhancing alignment between secondary and postsecondary technical programs, WSCT ensures that learners are well-prepared for the workforce and that employers have access to a pipeline of skilled workers.

#### **1. System Stakeholders' Input to Assess Alignment and Articulation of Programs**

WSCT actively engages system stakeholders, including secondary and postsecondary institutions, employers, and industry associations, to assess the alignment and articulation of technical programs that support career pathways. This collaborative approach ensures that educational programs are responsive to local labor market needs and that learners can transition smoothly from education to employment.

- **Stakeholder Engagement Process:** WSCT facilitates regular meetings and focus groups with key stakeholders to gather input on the effectiveness of current career pathways and the alignment between secondary and postsecondary programs. These meetings include representatives from local school districts, community colleges, universities, and workforce training providers, as well as employers from high-demand industries. The input gathered from these stakeholders is used to identify gaps in the current system and to develop strategies for improving program alignment and articulation.
- **Articulation Agreements:** Based on stakeholder feedback, WSCT works with secondary and postsecondary institutions to develop and refine articulation agreements that allow students to earn college credits while still in high school, making it easier for them to continue their education in postsecondary technical programs. These agreements help reduce duplication of coursework and accelerate students' progress toward obtaining industry-recognized credentials.
- **Labor Market Analysis:** WSCT uses labor market data to ensure that the technical programs offered by secondary and postsecondary institutions are aligned with the skills and credentials that are in demand by local employers. This analysis is shared with system stakeholders to inform program development and modification, ensuring that educational offerings remain relevant and responsive to the needs of the regional economy.

#### **2. Collaboration with Secondary and Postsecondary Institutions and Employers**

WSCT collaborates closely with secondary and postsecondary institutions to engage employers in the identification of credentials of value. This collaboration is essential for ensuring that the credentials offered through technical programs are recognized and valued by employers in the region.

- **Employer-Driven Credential Identification:** WSCT works with employers to identify the specific credentials that are most valued in the local labor market. This includes sub-baccalaureate credit and non-credit credentials, industry-based certifications, apprenticeship certificates, and

licenses. WSCT facilitates employer advisory councils and sector partnerships where employers can provide direct input on the types of credentials that are most relevant to their hiring needs.

- **Integration of Credentials into Career Pathways:** Once credentials of value are identified, WSCT collaborates with secondary and postsecondary institutions to integrate these credentials into existing career pathways. This process ensures that students are not only gaining the technical skills they need but are also earning credentials that will make them competitive in the job market. For example, WSCT has worked with local community colleges to incorporate industry-recognized certifications into programs in healthcare, information technology, and advanced manufacturing.
- **Supporting Non-Traditional Credentials:** Recognizing the importance of flexible learning options, WSCT also promotes non-traditional credentials, such as micro-credentials and digital badges, that can be earned quickly and are often stackable toward more advanced qualifications. These credentials provide learners with opportunities to gain specific skills that are in high demand, allowing them to advance their careers without committing to lengthy educational programs.

### 3. Processes for Continuous Improvement of Career Pathways

WSCT is committed to the continuous improvement of career pathways to ensure they remain aligned with the evolving needs of both learners and employers. This commitment involves regular review and adjustment of career pathways, informed by data, stakeholder feedback, and changes in the labor market.

- **Career Pathway Reviews:** WSCT conducts regular reviews of existing career pathways in collaboration with educational institutions and employers. These reviews assess the effectiveness of the pathways in preparing students for employment and their alignment with current and future labor market needs. Adjustments to curricula, credential offerings, and articulation agreements are made based on the findings of these reviews.
- **Data-Driven Decision Making:** WSCT uses data analytics to monitor the outcomes of students enrolled in career pathways, including rates of credential attainment, employment outcomes, and wage progression. This data is used to identify areas where pathways may need to be refined or expanded. For example, if data shows that graduates of a particular pathway are not securing employment in their field, WSCT works with educational institutions and employers to address the disconnect and improve the pathway's effectiveness.
- **Employer and Industry Feedback:** WSCT continuously seeks feedback from employers and industry leaders on the relevance of career pathways and the credentials they include. This feedback is crucial for keeping pathways up to date with industry standards and ensuring that they meet the needs of the regional economy. WSCT also works with employers to develop new career pathways in response to emerging industry trends and labor market demands.
- **Professional Development for Educators:** To support the continuous improvement of career pathways, WSCT collaborates with secondary and postsecondary institutions to provide professional development opportunities for educators. This training helps educators stay

current with industry practices, integrate new technologies into their teaching, and align their curricula with the needs of the workforce.

Workforce Solutions of Central Texas is dedicated to building its capacity and responsiveness to support the identification of credentials of value and streamline career pathways. Through strong partnerships with secondary and postsecondary institutions, active engagement with employers, and a commitment to continuous improvement, WSCT ensures that its career pathways are aligned with the needs of both learners and the regional economy, ultimately contributing to the success of the Texas Workforce System Strategic Plan.

### **Policy and Planning Goal: Relevant Data Sets**

Workforce Solutions of Central Texas (WSCT) is committed to enhancing the availability, coordination, and use of workforce, education, and employment data to evaluate program outcomes. This effort supports the needs of policymakers and planners by providing actionable insights that inform decisions on expanding high-quality childcare, identifying and quantifying quality outcomes, and enhancing wage records.

#### **1. Expanding High-Quality Childcare Availability**

WSCT actively engages with childcare providers and employers to expand the availability of high-quality childcare facilities and increase Texas Rising Star (TRS) certifications. The board recognizes that access to reliable, high-quality childcare is essential for supporting workforce participation and economic growth.

- **Engagement with Childcare Providers:** WSCT works closely with childcare providers to increase the number of facilities that meet TRS standards. Through targeted outreach and technical assistance, WSCT encourages providers to pursue TRS certification, which is recognized as a marker of quality in early childhood education. WSCT offers support in navigating the TRS application process, improving service delivery, and accessing funding for facility improvements that meet TRS criteria.
- **Employer Partnerships for On-Site Childcare:** WSCT collaborates with local employers to explore the development of on-site or near-site childcare facilities. These partnerships are particularly focused on large employers and business parks where access to childcare can directly impact employee retention and productivity. WSCT assists employers in conducting feasibility studies, connecting with childcare providers, and implementing best practices for establishing high-quality childcare services that are convenient for their workforce.
- **Data-Driven Childcare Expansion:** WSCT utilizes labor market data, demographic information, and community needs assessments to identify areas where high-quality childcare is lacking. This data is used to guide the expansion of childcare services, ensuring that new facilities are established in locations where they are most needed. Additionally, WSCT tracks the impact of childcare availability on workforce participation, particularly among low-income families and single parents.

#### **2. Identifying and Quantifying Quality Outcomes, Including Industry-Based Certification Data**

WSCT is dedicated to identifying and quantifying the outcomes of its workforce programs, particularly in terms of industry-based certifications and their impact on employment and earnings. Accurate data collection and analysis are crucial for evaluating program effectiveness and guiding future initiatives.

- **Tracking Certification Data:** WSCT collaborates with training providers, educational institutions, and certification bodies to collect and track data on industry-based certification attainment. This data includes the number of certifications awarded, the types of certifications obtained, and the industries in which they are most prevalent. WSCT integrates this information with employment outcomes data to assess the value of certifications in securing high-wage jobs and career advancement.
- **Quantifying Program Outcomes:** WSCT uses this certification data to quantify program outcomes, such as the rate of employment in the field of study, wage increases following certification, and the long-term career trajectories of participants. These metrics are shared with policymakers, employers, and educational partners to demonstrate the effectiveness of training programs and to identify areas for improvement.
- **Continuous Improvement through Data Analysis:** WSCT employs data analytics to continuously evaluate the quality and impact of its programs. By analyzing trends in certification attainment and correlating them with labor market demand, WSCT identifies opportunities to refine training offerings, focus on high-demand certifications, and phase out programs that do not lead to strong employment outcomes.

### 3. Enhancing Wage Records and Employment Data

Accurate and comprehensive wage records are essential for evaluating the economic impact of workforce programs and ensuring that participants achieve meaningful employment outcomes. WSCT collaborates with employers and system partners to enhance the collection and analysis of wage data.

- **Employer Collaboration for Enhanced Data Collection:** WSCT works with employers to improve the accuracy and detail of wage records, focusing on capturing data that reflects not only base wages but also bonuses, overtime, and other forms of compensation. This collaboration helps WSCT gain a more comprehensive understanding of the financial benefits of employment for program participants and allows for more accurate evaluations of program success.
- **Integration of Wage Data with Program Outcomes:** WSCT integrates enhanced wage data with other program metrics, such as employment retention rates, career progression, and credential attainment. This integrated approach provides a holistic view of program effectiveness and allows WSCT to identify the long-term economic impacts of its workforce development initiatives.
- **Streamlining Data Matching and Sharing:** WSCT is committed to improving the timeliness and completeness of data matching and sharing between system partners. This includes working with state agencies, educational institutions, and certification bodies to streamline data collection processes, reduce delays in reporting, and ensure that data is shared securely and efficiently. By enhancing data integration, WSCT can provide more accurate and timely reports to policymakers and stakeholders, supporting informed decision-making and program refinement.

- **Data-Sharing Initiatives:** WSCT participates in statewide data-sharing initiatives that focus on improving the accessibility and usability of workforce data. These initiatives include collaborating with the Texas Workforce Commission (TWC) to enhance the state’s wage record matching system, which links wage data with program participation and certification records. This collaboration helps WSCT and other local boards access more detailed information about the economic outcomes of their participants, enabling more precise program evaluations.

Workforce Solutions of Central Texas is committed to supporting the availability and coordination of relevant workforce, education, and employment data to evaluate program outcomes. By engaging with childcare providers and employers, enhancing data collection and analysis for certifications and wage records, and streamlining data-sharing processes, WSCT contributes to the continuous improvement of the Texas Workforce System and ensures that programs are aligned with the needs of policymakers, planners, and the local economy.



**WIOA In-Demand Occupations List**

Board Name:	Central Texas	Date Submitted or Updated:						
<b>* If non-LMI data is used, Boards must update the table title dates to reflect the time frame for which they have gathered data.</b>								
Standard Occupational Classification (SOC) or Occupational Information Network (O*NET) Job Code	In-Demand Occupation Job Title	* Annual Average Employment 2023	* Annual Average Employment 2033	* Number Change 2022-2032	* Percent Change 2022-2032	Annual Change in Employment (Growth)	Additional Rationale, Local Wisdom, and Comments	Labor Market Information Data Source(s)
15-1252	Software Developers	682	979	298	43.7%	298		Lightcast
29-1141	Registered Nurses	5699	5995	296	5.2%	296		Lightcast
25-2021	Elementary School Teachers, Except Special Education	2663	2925	262	9.8%	262		Lightcast
11-9111	Medical and Health Services Managers	1112	1364	252	22.7%	252		Lightcast
11-9021	Construction Managers	924	1115	191	20.7%	191		Lightcast
25-2031	Secondary School Teachers, Except Special and Career/Technical Education	1883	2074	191	10.1%	191		Lightcast
13-1161	Market Research Analysis and Marketing Specialists	373	501	128	34.5%	128		Lightcast
13-1111	Management Analysts	632	759	127	20.1%	127		Lightcast
25-2022	Middle School Teachers, Except Special and Career/Technical Education	1322	1447	125	9.4%	125		Lightcast
13-1082	Project Management Specialists	858	980	122	14.3%	122		Lightcast
13-2011	Accountants and Auditors	896	1016	120	13.4%	120		Lightcast
21-1018	Substance Abuse, Behavioral Disorder, and Mental Health Counselors	386	489	103	26.7%	103		Lightcast
11-3031	Financial Managers	500	599	98	19.6%	98		Lightcast
11-3021	Computer and Information Systems Managers	427	522	95	22.3%	95		Lightcast
13-1071	Human Resources Specialists	1527	1591	64	4.2%	64		Lightcast
15-1211	Computer Systems Analysts	352	410	58	16.3%	58		Lightcast
11-2021	Marketing Managers	249	295	46	18.4%	46		Lightcast
13-1151	Training and Development Specialists	570	612	43	7.5%	43		Lightcast
15-2051	Data Scientists	88	129	42	47.7%	42		Lightcast
25-2052	Special Education Teachers, Kindergarten and Elementary School	358	395	37	10.4%	37		Lightcast
15-1253	Software Quality Assurance Analysts and Testers	117	153	36	30.4%	36		Lightcast
13-2052	Personal Financial Advisors	162	192	30	18.4%	30		Lightcast
11-1011	Chief Executives	222	251	29	13.0%	29		Lightcast
13-1081	Logisticians	863	892	29	3.3%	29		Lightcast
15-1212	Information Security Analysts	206	234	28	13.7%	28		Lightcast

**WIOA In-Demand Industry Sectors List**

Board Name:	Central Texas	Date Submitted or Updated:						
<p><b>Use this spreadsheet to identify the Board's top high-demand industries. The Board's high-demand industries may include, but are not limited to, industries related to a governor's industry cluster.</b></p> <p><b>* If non-LMI data is used, Boards must update the table title dates reflect the time frame for which they have gathered data.</b></p>								
2022 North American Industry Classification System (NAICS) Code (4-digit)	NAICS Industry Title	* Annual Average Employment 2022	* Annual Average Employment 2032	* Number Change 2022-2032	* Percent Growth 2022-2032	Does Industry Relate to a Governor's Industry Cluster? (yes or no)	Additional Rationale, Local Wisdom, Comments	Labor Market Information Data Source(s)
9036	Education and Hospitals (Local Government)	20081	21200	1120	5.6%	Yes		Lightcast
6211	Offices of Physicians	4271	4907	636	14.9%	Yes		Lightcast
5415	Computer Systems Design and Related Services	2007	2495	487	24.3%	Yes		Lightcast
6213	Offices of Other Health Practitioners	1226	1637	411	33.6%	Yes		Lightcast
6221	General and specialist inpatient and ambulatory health care services	7927	8219	291	3.7%	Yes		Lightcast
2382	Building Equipment Contractors	3038	3317	279	9.2%	No		Lightcast
5416	Management, Scientific, and Technical Consulting Services	1276	1555	279	21.8%	Yes		Lightcast
6113	Colleges, Universities, and Professional Schools	1576	1829	253	16.0%	No		Lightcast
2371	Utility System Construction	1039	1290	250	24.1%	Yes		Lightcast
6231	Nursing Care Facilities (Skilled Nursing Facilities)	1886	2029	144	7.6%	Yes		Lightcast
6214	Outpatient Care Centers	427	557	129	30.2%	Yes		Lightcast
4841	General Freight Trucking	706	828	122	17.3%	No		Lightcast
8111	Automotive Repair and Maintenance	1557	1670	113	7.2%	No		Lightcast
3222	Converted Paper Product Manufacturing	1223	1325	102	8.4%	No		Lightcast
4921	Couriers and Express Delivery Services	467	557	91	19.5%	No		Lightcast

**WIDA Target Occupations List**

Board Name:	Central Texas	Date Submitted or Updated:
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Use this template to identify the Board's target occupations, which are occupations that: 1) are in demand, 2) have a dedicated training component, and 3) provide wages that meet a Board's self-sufficiency requirements.

\* If other data sources are used outside of TWG, Boards must update the table title dates to reflect the time frame for which they have gathered data.

Standard Occupational Classification (SOC) Code (6-digit)	Target Occupation Job Title	* Annual Average Employment 2022	* Annual Average Employment 2023	* Number Change 2022-2023	* Percent Growth 2022-2023	Annual Change in Employment (Growth)	Starting Salary per Hour (Entry Wage)	Top Salary per Hour (Experienced Wage)	Typical Education Needed for Entry into Occupation	Are there Eligible Training Providers (ETPs) offering training for this occupation?	How many individuals with ETPs train and/or certify to fill current openings?	Additional Regional, Local Wisdom, and Comments	Is this a Career Pathway Occupation? (Yes or no)	Labor Market Information Data Source(s)
35-1012	Food Preparation and Serving Workers	1759	2007	248	14.1%	342	\$15	\$23	High school diploma	Yes	0		Yes	LaborMarket
99-2101	Registered Nurses	4939	5185	246	4.9%	38	\$37	\$45	Bachelor's degree	Yes	0		Yes	LaborMarket
55-2032	Transportation, Storage, and Distribution Occupations	258	2632	2354	912.0%	18	\$23	\$35	Secondary posthigh or postsecondary certificate	Yes	0		Yes	LaborMarket
15-1252	Healthcare Support Occupations	548	607	59	10.8%	9	\$20	\$25	High school diploma	Yes	0		Yes	LaborMarket
11-2003	Construction Occupations	715	824	109	15.4%	30	\$20	\$25	High school diploma	Yes	0		Yes	LaborMarket
49-2001	Computer and Mathematical Occupations	1048	1144	96	9.2%	14	\$21	\$28	High school diploma	Yes	0		Yes	LaborMarket
45-2039	Healthcare Practitioners and Technical Occupations	153	1997	1844	1204.6%	19	\$20	\$28	Postsecondary certificate, on-the-job training, or apprenticeship	Yes	0		Yes	LaborMarket
49-2106	Business, Management, and Administrative Occupations	496	588	92	18.5%	66	\$24	\$31	High school diploma	Yes	0		Yes	LaborMarket
55-1040	Life, Physical, and Earth Sciences Occupations	71	314	243	341.6%	3	\$24	\$31	Postsecondary certificate, on-the-job training, or apprenticeship	Yes	0		Yes	LaborMarket
35-1222	Computer Support Occupations	171	314	143	83.6%	12	\$24	\$31	Postsecondary certificate, on-the-job training, or apprenticeship	Yes	0		Yes	LaborMarket
49-2021	Healthcare Support Occupations	550	607	57	10.4%	40	\$21	\$27	High school diploma	Yes	0		Yes	LaborMarket
11-2001	Computer and Information Systems Occupations	444	504	60	13.5%	3	\$21	\$27	High school diploma	Yes	0		Yes	LaborMarket
49-2011	Healthcare Practitioners and Technical Occupations	252	307	55	21.8%	0	\$21	\$27	Postsecondary certificate, on-the-job training, or apprenticeship	Yes	0		Yes	LaborMarket
15-2099	Healthcare Support Occupations	207	352	145	70.0%	30	\$21	\$27	High school diploma	Yes	0		Yes	LaborMarket
49-2011	Healthcare Support Occupations	207	352	145	70.0%	30	\$21	\$27	High school diploma	Yes	0		Yes	LaborMarket
49-2011	Healthcare Support Occupations	207	352	145	70.0%	30	\$21	\$27	High school diploma	Yes	0		Yes	LaborMarket
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