

# Texas Workforce Commission *Workforce Investment Act*

**Annual Report for Program Year 2006**



— TEXAS —  
**WORKFORCE SOLUTIONS**  
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The seal of the State of Texas is a large, faint watermark in the background. It features a five-pointed star in the center, surrounded by a wreath of olive and live oak branches. The words "THE STATE OF TEXAS" are written in a circular border around the star.

# **TEXAS WORKFORCE COMMISSION**

**WORKFORCE INVESTMENT ACT**

**TITLE I-B**

**PROGRAM YEAR 2006**

## **ANNUAL REPORT**

*Fulfilling our mission to promote and support a workforce system that offers  
employers, individuals, and communities the opportunity  
to achieve and sustain economic prosperity.*

**TEXAS**  
**WORKFORCE SOLUTIONS**  
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# TEXAS WORKFORCE COMMISSION

## WORKFORCE INVESTMENT ACT TITLE I-B

### PROGRAM YEAR 2006

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# TEXAS WORKFORCE SOLUTIONS OVERVIEW

## *Mission*

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

Texas Workforce Solutions (Texas' workforce system) consists of the Texas Workforce Commission (TWC), 28 Local Workforce Development Boards (Boards), 265 one-stop Texas Workforce Centers and satellite offices (Workforce Centers), the Texas Workforce Investment Council (TWIC), and additional workforce partners.



In 1995, the Texas Legislature consolidated 28 employment and training programs from 10 state agencies under the auspices of TWC. Since that time, TWC has transitioned many workforce services, including WIA, to the Boards. The Boards' one-stop centers provide customers with a full complement of workforce services as we have worked to integrate service delivery to the maximum extent possible. Locally managed and delivered services meet the needs of employers and job seekers, and overall performance has generally improved.

To achieve its mission, Texas Workforce Solutions continually seeks to:

- ensure employers have a skilled and trained workforce to compete in a global economy;
- equip the workforce with the necessary skills for continued employment;
- maximize its financial and human resources;
- actively engage community partners by leveraging their talents and expertise;
- develop and market state-of-the-art tools and products that support business growth; and
- eliminate duplicative efforts and administrative waste.

Each of the 28 Boards represents business, labor, education, and the community, ensuring that a strong, market-driven entity will develop a model for service delivery that responds to the skill needs of employers, and the needs of job seekers in the community. In addition, every Board benefits from having at least one member who is engaged in veterans' activities and, another with expertise in child care or early childhood development. No one understands an area better than the local leadership. Each Board knows its needs and its resources, and how best to deliver services.

Through these 28 Boards, strong bonds between business and the education and job-training sectors have been formed, resulting in a strengthened economy to benefit everyone.

While targeted populations may receive intensive assistance to address barriers to employment, all Texans may benefit from the services offered by Texas Workforce Solutions which provides services to more than 1.8 million Texans a year.

Out of a total budget of more than \$1 billion, TWC annually allocates about \$800 million for Boards to deliver workforce services. Local flexibility with state oversight and accountability is the Texas model, and it is one we know continues to serve Texans best.

## **Texas' Market-Driven System**

A trained workforce is critical to business success. TWC strengthens the Texas economy by providing the workforce development component of the state's economic development strategy. Texas boasts a large, young, and diverse workforce ready to attract enterprise to the Lone Star State. By focusing on the skill demands of employers, our workforce system gives Texas the competitive edge necessary to draw business here. Our role in the Texas economy is clear: We link businesses looking for qualified workers with Texans looking for jobs.

In some cases, it is as simple as an employer posting a job opening or a job seeker posting a résumé to our WorkInTexas.com job-matching system on the Internet. In others, it requires more extensive involvement, such as training or re-training a group of workers for a specific skill that a company needs, or helping people with limited work histories, such as ex-offenders and recipients of public assistance, begin their paths to self-sufficiency.

President George W. Bush has encouraged state workforce systems to target their training funds for jobs in high-growth, high-demand industries. If employers do not currently have the skilled workforce they need, then it is our job as a workforce system to equip people with the skills to work in those jobs. That compels us to talk to employers to identify their needs, rather than simply to ask job seekers what they want to do, because what job seekers want may not be a viable opportunity in their locale.

### ***Business Services Units***

The Texas workforce system's goal is to be the first place employers go for workforce solutions. TWC uses Workforce Investment Act (WIA) funds, leverages other funds, and partners with other programs to target employers seeking to expand their businesses, locate within Texas, or avert layoffs. TWC also uses WIA and other funds to address the hiring needs of local employers, establishing and maintaining long-term business relationships.

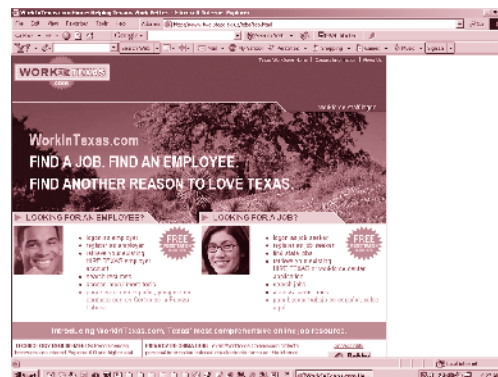


Boards' Business Services Units (BSUs) reach out to employers. The Texas workforce system uses its network of local BSUs to reach out to specific employers, building relationships for long-term economic development. Matching job seekers' skills to employers requires that BSUs know their local employers' workforce needs prior to targeting and outreaching to their industry customer base.

BSUs network with industry by participating in job fairs, sponsoring business or trade seminars, and collaborating extensively with community partners, chambers of commerce, and industry associations. Building business relationships in the same manner as a private enterprise, Boards define their scopes of service, calculate return on investment to the community, and use industry and customer trend analyses to make strategic changes in their BSUs' plans. Effective employer engagement, careful industry selection, and ongoing business education help the BSUs affect key drivers of their local labor markets, producing long-term improvements in their local economies.

TWC is providing training to each Board to enhance the local BSU operations. TWC is using a peer-to-peer model, with the Central Texas and Gulf Coast Boards taking the lead to train their counterparts. Training focuses on marketing and communication strategies, quality job-seeker referral strategies, customer relationship management, and funding strategies.

## Web-Based Resources



### *WorkInTexas.com*

The award-winning WorkInTexas.com, TWC's comprehensive Internet-based employment resource, provides extensive job-matching options based on skills and experience, links to labor market and career development information, and around-the-clock access. TWC has upgraded the site, which includes features such as:

- capturing, tracking, sharing, and reporting of common job-seeker data across programs;
- job-seeker search based on employer name;



- one-button download of state and teacher applications and job seekers' résumés;
- online feedback mechanism for employers and job seekers;
- display of staff-managed job postings to employers; and
- tracking and reporting of U.S. military personnel who are close to discharge or retirement from active duty.

WorkInTexas.com has expanded the Texas workforce system's capacity to serve employers. Since the launch of WorkInTexas.com in June 2004, just under 203,000 Texas employers — representing more than 50 percent of the state's total — have registered on the site. More than 50 million people have visited the site, which has nearly 4 million job seekers on file. More than 770,000 have been hired since the launch, of whom approximately one-third had been collecting Unemployment Insurance (UI) benefits at the time of their hiring.

WorkInTexas.com received the first-place award from the Center for Digital Government in its government-to-business category, and was named one of the Top 50 Government Innovations for 2006 by the Ash Institute for Democratic Governance and Innovation at Harvard University's John F. Kennedy School of Government. The site has been highlighted in media outlets throughout Texas and across the United States. Workforce agencies in Florida, California, and other states are using WorkInTexas.com as a model for a successful job-matching Web site.



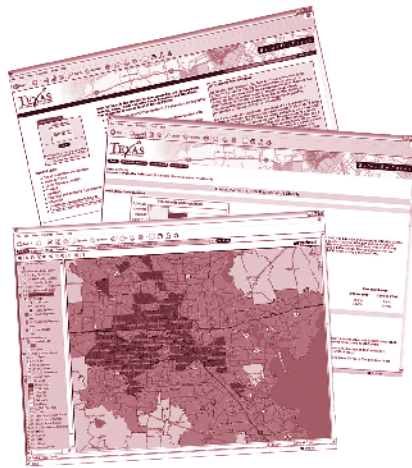
### *Texas Industry Profiles*

Texas Industry Profiles ([www.texasindustryprofiles.com](http://www.texasindustryprofiles.com)) is TWC's economic and workforce development tool that helps local areas retain and expand their existing businesses. The site is a database of employment and worker availability by occupation and wages that provides staffing patterns within local industries.

Local planners use the database to identify skill sets required for each occupation and to match against the skill sets of individuals registered for

employment in WorkInTexas.com. Texas Industry Profiles helps state and Board staff gain a superior understanding of labor market hiring patterns, and allows them to better target employer outreach and job-training activities. Examples of the multifunction modules of the Texas Industry Profiles system include:

- TWC Dashboard Indicators (includes reporting on New Hires and Reemployment and Employer Engagement Measures, as well as data on contract training and program follow-up)
- Occupational Clusters
- Economic Base Analysis
- Industry Narrative Profiles
- Industry Clusters
- Workforce Supply (Labor Availability)
- Partners and Connections
- Geographic Information Systems (GIS) Business Mapping



### *Sites On Texas*

Geographic Information Systems (GIS), a mapping technology, is helping Texas identify its economic assets and advantages. GIS information allows workforce professionals, in collaboration with employers, to plan for business expansion and job retention by identifying current assets and gaps in local labor availability. TWC, in coordination with the Governor's Office, launched SitesOnTexas ([www.sitesontexas.com](http://www.sitesontexas.com)), a workforce planning and business development tool using GIS.

TWC developed SitesOnTexas to provide Boards and their economic development partners with comprehensive GIS-based information to answer inquiries about availability of workers and other resources in a specific region. SitesOnTexas presents this information on a map or graphic illustration based on layers of information about a city or region. Users' needs determine what layers of data are combined.

For example, researchers may need to study the best location for a new store or analyze regional business climate conditions. Through the extensive data found on SitesOnTexas — such as labor availability, commuter patterns, educational facilities, and existing infrastructure — users may generate reports, graphs, charts, and maps to convey complex statistical information in an easy-to-understand visual format.

In addition to existing data, such as U.S. Census Bureau figures from 1970 through 2000, demographics, occupations and employment, and consumer expenditures, SitesOnTexas incorporates other tools into the reporting and mapping functions. One of these is TWC’s Labor Market Information database, which contains Texas employment and occupational statistics

Currently, SitesOnTexas has 250 subscriptions. These subscriptions are available through Board staff and designated economic development partners who can research any location in the United States from any computer with Internet access.



# TEXAS' SUCCESS STORY

## *Statewide Economic Figures*

The true test of the effectiveness of Texas Workforce Solutions is the vitality of Texas' economy. Texas has cause to be optimistic about the future. Economic development is increasing, business activity is on the rise, state tax collections are booming, and our labor markets are showing job growth combined with low unemployment. Some statistics of note:

- The Unemployment Compensation Trust Fund has risen above levels mandated by state law. This has enabled TWC to send Texas employers Surplus Tax Credits averaging \$800. In May 2007, TWC began mailing \$320 million in tax credits to nearly 360,000 Texas employers who pay taxes into the Unemployment Compensation Trust Fund.
- The statewide unemployment rate was 4.4 percent as of July 2007.
- The statewide unemployment rate is down from 4.9 percent in July 2006 and below the July 2007 national unemployment rate of 4.6 percent.
- Texas employers have created 265,900 jobs in the last 12 months. With more than 29,000 jobs added in July 2007, Texas employers accounted for nearly a third of the 92,000 U.S. jobs added in that month.



### *Texas' Regional Approach*

In 1993, the Texas Legislature recognized the importance of regional planning areas when it established Texas' 28 Boards. Twenty-five of 28 Boards represent multi-county regional areas and are tasked with workforce program planning and administration. With only four single-county workforce areas (Dallas, Tarrant, Capital and Cameron), Texas was well positioned when the U.S. Department of Labor (DOL) introduced its regional planning initiative.

DOL has encouraged states to adopt regional approaches to workforce issues. DOL's Workforce Innovation in Regional Economic Development (WIRED) initiative is specifically designed with regional economies in mind. In regional economies, companies, entrepreneurs, researchers, workers, and government collaborate to create competitive advantage, and new ideas and knowledge are transformed into advanced, high-quality products or services. In other words, this is where innovation occurs. DOL is focusing on the transformation of regional economies, and the transformation of the systems and structures that support regional economies. Like the transformation of the global economy, these goals require new ways of doing business.

Texas believes that regional planning is a mechanism that allows local workforce development areas (workforce areas) to address ever-changing

labor markets and identify innovative ways to respond to the needs of business and industry. By coordinating efforts regionally, workforce areas can engage strategic partners and implement new service delivery models that will help attract and retain businesses. Regional planning also is expected to lead to greater efficiencies by reducing duplication and maximizing financial and human resources.

### ***Required Participation in Regional Planning***

To promote continued enhancements to regional planning and service delivery, TWC has adopted regional planning requirements for certain workforce areas in Texas. These regional planning requirements support and are consistent with innovative programs that Texas has implemented, such as the Governor's Cluster Initiative. These programs transcend regional boundaries — like workforce areas — and focus on areas joined through concentrations of interdependent, interconnected businesses and industries. When viewing the state from an economic standpoint, geographical boundaries vanish and are replaced by industry clusters, industry sectors, and upstream and downstream partners.

In Texas, the U.S. Bureau of Labor Statistics has designated the following two labor market areas as meeting the criteria for a designated region, i.e., being partly or completely within a single labor market area.

- Austin-Round Rock Metropolitan Statistical Area (MSA), consisting of the Capital Area and Rural Capital Area Boards; and
- Dallas-Fort Worth-Arlington MSA, consisting of Dallas County, Tarrant County, and North Central Texas Boards.

The Lower Rio Grande Valley and Cameron County Boards — specifically Starr, Hidalgo, Willacy, and Cameron counties — are recognized as one area for planning and economic development purposes by entities such as the Texas Association of Regional Councils, the State Comptroller of Public Accounts, and the State of Texas Small Business Development Centers. In addition, these two Boards are contiguous subareas of the state and they share a common labor shed. As a result, TWC has designated them as a single region for the purposes of regional planning.

### ***Voluntary Participation in Regional Planning***

Several Boards have recognized the value regional planning brings to service delivery and have initiated various projects. An example of regional planning collaboration is the Second Generation WIRED grant awarded to a consortium of the Lower Rio Grande Valley, Cameron County, and South Texas Workforce Development Boards, which include Hidalgo, Cameron, Starr, Willacy, Webb, Zapata, and Jim Hogg counties. Each



Second Generation WIRED region received an initial award of \$500,000, with the ability to access a \$4.5 million balance contingent upon a regional implementation blueprint.

Hidalgo and Cameron counties are among the fastest growing in North America. This region must develop a workforce equipped with the skills to compete in a global economy. Unemployment rates in the Rio Grande Valley have traditionally run significantly higher than the Texas and national averages. Through a collaborative effort including state and local governments, educational institutions like the University of Texas-Pan American and South Texas College, and business leaders like the Greater McAllen Alliance, the region is working to improve the economic climate for job creation and overall quality of life. The region has identified advanced manufacturing as the route toward future economic prosperity.



The long-term focus of the advanced manufacturing initiative is to establish a Rapid Response Manufacturing (RRM)-based infrastructure revitalization strategy to sustain the number of high-skill, high-wage manufacturing jobs. Three core strategies have been identified for achieving this goal:

- Strategy 1. Strengthen the manufacturing and regional advanced technology bases through RRM and target RRM-based industries to sustain economic growth and prosperity. As part of this goal, the consortium will build the North American Research and Education World Premier Park on 280 acres within the region, as well as a Center for Rapid Response Manufacturing, to position the region as the “Third Coast” and a major distribution hub for North America.
- Strategy 2. Collaborate with local school systems (kindergarten through 12th grade) and state universities to develop curriculum encouraging innovation and entrepreneurship. Through the financial support of the Gates Foundation in partnership with the Region One Education Service Center and the Texas Education Agency, the region will also focus on pre-kindergarten through 12th grade and then expand to include higher education. This strategy places a greater emphasis on the attainment of higher education and empowers workers to gain the knowledge necessary to compete for jobs in today’s economy.
- Strategy 3. Develop a globally competitive manufacturing workforce through an RRM-based strategic system that uses innovative curriculum to enhance the education system’s encouragement of innovation and entrepreneurship.

Another example of voluntary regional collaboration is the Texoma Workforce Development Board and the Southern Workforce Board (Oklahoma). These Boards have developed a partnership with economic development organizations, colleges, universities, the Chickasaw Nation, the Choctaw Nation, chambers of commerce, community organizations, and local elected officials across the three-county northern Texas and 10-county southern Oklahoma region. Combined, these organizations created the 13-county, two-state Texoma Regional Consortium (TRC), a network of regional leaders designed to engage participating counties in defining a common vision for the region's future prosperity.

This project was funded with a TWC Regional Cooperation Grant and partner contributions.

TRC has achieved a number of objectives during Phase I, including:

- creating the regional consortium — a partnership between previously competing organizations;
- identifying seven key strategies for the region;
- developing the regional workforce and economic development plan;
- adopting the goal of developing a regional brand;
- creating a partnership between TWC and the Oklahoma Department of Commerce;
- hosting one regional economic summit, with a second scheduled for 2007;
- hosting three regional health care summits, which led to the creation of a Regional Health Care Consortium;
- hosting a regional manufacturing summit, with plans for another, and the development of a Regional Manufacturing Consortium;
- winning the Southern Growth Policies Board 2007 Innovator Award; and
- winning a Texas Economic Development Council 2007 Workforce Development Best Practices Award.

Lastly, the Concho Valley, North Texas, Permian Basin, South Plains and West Central Workforce Development Boards have voluntarily formed a regional consortium, the Rural Workforce Network. The collaboration will lead to reduced administrative costs and more efficient delivery of workforce services across all five workforce development areas.

The Rural Workforce Network maintains a regional rural Web site allowing employers and job seekers to search region-wide for employment information. Business Service staff from all five Boards has quarterly meetings to discuss the latest trends in business services and share best practices. The network also participates in distance learning opportunities, in addition to hosting frequent labor market information trainings.



To further enhance and broaden their professional skills, members of the Rural Workforce Network (including contractor staff) will participate in a workforce certification program facilitated by the National Workforce Institute (NWI). The NWI certification is a four-step process designed to measure knowledge and skill in workforce development. The Rural Workforce Network is also contemplating the consolidation of many Board functions, such as producing one regional plan focusing on common issues with sub-regional plans specific to each board and the development of common industry clusters.

### *Waivers*

TWC leadership challenges staff to identify federal laws, regulations, and policies that impede successful achievement of workforce development goals. To make the best use of resources, TWC continues to take advantage of federal waiver opportunities to seek relief from provisions that restrict flexibility and creativity or limit efficiencies. TWC has developed waiver requests covering a broad array of workforce issues. These waivers, developed with Boards and other stakeholders, have provided authority to:

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

Texas has the following waivers:

**Recapture of WIA funds.** This waiver enables TWC to make midyear deobligations and allows the alignment of deobligation policies across all Board-administered funds. By standardizing deobligation procedures to be more consistent, TWC promotes the integration and consolidation of workforce development programs and manages federal funds more effectively and efficiently. In addition, Boards still responding to the needs of relocated Hurricane Katrina evacuees and the devastation from Hurricane Rita have access to additional funding to address those needs.

**Redistribution of funds.** WIA statutes relating to redistribution of funds require that when Boards do not meet certain expenditure levels, local funds are recaptured by the state and redistributed on the basis of a formula, not particularly on the basis of need. The waiver allows TWC to ensure that funds are redistributed to those Boards with the greatest need.





TWC determines the amount to be redistributed to workforce areas based on factors such as:

- performance in the current and prior program years;
- demonstrated capacity to expend the formula funds; and
- requested amount;

**Common measures and integrated performance.** TWC has been granted permission to discontinue reporting on the 17 performance measures under WIA Section 136(b), and instead report on the three adult and three youth common measures. This waiver reduces the amount of administrative time dedicated to reporting, freeing up resources for provision of services. Texas has volunteered to pilot the proposed Workforce Information Streamlined Performance Reporting system.

**Board performance.** This waiver provides TWC the flexibility to select performance measures to contract to the Boards. Rather than contracting siloed WIA measures, TWC chose to focus on system measures that promote integration of service delivery to all of our customers.

**Sliding scale employer match for customized training.** Boards have been given the option to change the 50 percent flat rate employer contribution to a sliding scale of 10 percent to 50 percent. This increases flexibility at the local level to serve business and industry through a value-added approach to their specific needs.

**Extension of eligible training provider certification period.** Texas found—as did many states—that many of our training providers were dropping out of the system because the subsequent eligibility process was overly burdensome. The waiver allows Texas to automatically extend the certification of current training providers.

**Transfers between Adult and Dislocated Worker programs.** WIA allows Boards to transfer up to 30 percent of program allocations between these programs, but Texas has been granted a waiver allowing unlimited transferability. This allows Boards more flexibility in responding to local changes, increases program control at the local level, increases employer input concerning industry need and worker training, provides greater flexibility in program design and implementation at the local level, and increases accountability at all levels.

**Eligible training provider list for older and out-of-school youth.** Texas is allowed to waive competitive procurement for training providers for older and out-of-school youth and use the eligible training provider list. This has improved youth services through increased customer choice



and has increased the number of training providers available to older and out-of-school youth. The waiver also has provided Boards more flexibility in securing training providers, increased use of training providers in rural areas, and eliminated repetitious processes required of training providers.

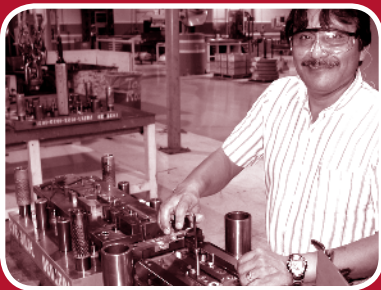
**Local Activity Funds.** One critical waiver allows Boards to designate 25 percent of each of their WIA formula funds as Local Activity Funds. Similar to WIA Statewide Activity Funds, Local Activity Funds give Boards more flexibility to serve employers and job seekers. Originally capped at 10 percent, DOL increased the cap to 25 percent.

Since DOL approved Texas' use of this waiver, 24 Boards have requested Local Activity Funds for projects tailored to meet the needs of their employers and job seekers. In Program Year 2006 (PY 2006), 17 of these Boards redesignated over \$7 million as Local Activity Funds. These funds upgraded the skills of 6,522 individuals. Boards have been directed to focus their training in high-growth, high-demand industries, such as manufacturing, health care, and information technology.

**Dislocated Worker funds reserved as Statewide Activity Funds.**

WIA permits states to reserve up to 25 percent of WIA funds for Rapid Response activities. DOL granted a waiver that allows 25 percent of the up to 25 percent reserved for Rapid Response — a maximum of 6.25 percent — to be added to the amount currently allowed for statewide activities.

**Increased employer reimbursement for on-the-job training.** Current law allows employers to be reimbursed up to 50 percent of the wage rate of participants in on-the-job training (OJT). Texas has been approved to reimburse employers on a graduated scale based on the size of the business. Employers with 50 or fewer employees may be reimbursed up to 90 percent on wages, while employers with more than 50 but fewer than 100 employees may be reimbursed up to 75 percent. The statutory reimbursement rate (up to 50 percent) will remain in place for employers with 100 or more employees.



TWC has four additional waivers specific to hurricane relief activities:

**Local Activity Funds.** TWC received expanded authority to designate up to 100 percent of WIA formula funds as Local Activity Funds to serve individuals and Texas employers affected by Hurricanes Katrina and Rita.

**Capitalization of businesses.** WIA prohibits the use of funds for capitalization of businesses. This waiver permits WIA funds up to \$5,000 to be used to capitalize a small business in areas of Texas directly affected by

Hurricane Rita (i.e., counties declared national disaster areas). This activity must be conducted in concert with entrepreneurial or microenterprise training for the individuals benefiting from the capitalization.

**Youth program elements.** WIA requires that Boards provide each of the 10 youth program elements as options available to youth participants. TWC requested a waiver to allow Boards to provide less than all 10 youth program elements to hurricane-affected youth. The waiver provides greater flexibility to Boards to respond to the needs of youth displaced by Hurricanes Katrina and Rita; enhances the Boards' ability to provide effective, short-term workforce services to hurricane-affected youth whose residency in the workforce area may be temporary; and enables Boards to tailor those services most needed by hurricane-affected youth.

**Twelve-month follow-up services for youth.** WIA requires all youth participants to receive some form of follow-up services for a minimum of 12 months. In anticipation of the transitory nature of youth participants displaced by the hurricanes, many youth may receive services in temporary locations and return to their homes or move to new locations; such youth may be excluded from the 12-month follow-up. The waiver provides greater flexibility to Boards to respond to the needs of youth displaced by Hurricanes Katrina and Rita, and ensures that hurricane-affected youth are provided needed services regardless of the Boards' ability to comply with the statutory 12-month follow-up requirement.

## ***Statewide Activity Funds***

### **State Level**

At the state level, TWC uses WIA Statewide Activity Funds to carry out required and allowable statewide employment and training activities. During PY 2006, TWC had WIA statewide activity grant and contract expenditures totaling \$13,341,078. Two examples of innovative statewide projects are detailed below.

### **Toyota Motor Manufacturing Texas (TMMTX)**

This project, originated in May 2003, is a continuing partnership between TMMTX, TWC, Alamo Board and the Alamo Community College District to train workers. As of April 2007, Toyota had hired and trained 1,943 employees for its San Antonio production facility.

### **Meeting Industries' Critical Workforce Needs**

These grants are an example of Texas leveraging WIA funds to further develop a world-class workforce. The Meeting Industries' Critical Workforce Needs grants seek to develop market-driven education and training



opportunities that will provide a skilled workforce to meet the short- or long-term needs of the industries within the following clusters:

- **Energy Cluster**

- Texas State Technical College West Texas is developing online training, and establishing training and certification standards for wind energy technicians. The program is the first of its kind and complements Texas' fast growing wind energy industry.
- Capital Area Board (Austin) together with five Austin-area businesses is conducting a regional workforce skills assessment for the sustainable energy industry. The consortium will develop a plan based on the assessment, and create courses in solar and renewable energy. The Central Texas Energy Cluster Workforce Consortium is comprised of the Capital Area Board, Austin Community College, the Greater Austin Chamber of Commerce, Capital IDEA and local employers.

- **Aerospace and Defense Cluster**

- Bay Area Houston Economic Partnership is developing aerospace engineering education opportunities at the undergraduate and graduate level that support Johnson Space Center-area employers and the aerospace industry. The emphasis is on aerospace career pathways, and engaging the workforce in science, technology, engineering and math activities.
- Tarrant County Board (Fort Worth) is providing entry-level aerospace training that will result in a nationally recognized manufacturing credential. This collaboration includes the three largest aviation companies in the Dallas-Fort Worth area, including Lockheed Martin, Vought Aircraft Industries and Bell Helicopter. Graduates will receive both aerospace and advanced manufacturing certifications, ensuring a broader talent base to meet industry demand and address critical shortages.

- **Advanced Technology and Manufacturing (ATM) Cluster**

- Arlington Chamber of Commerce Foundation's project goals include (1) to totally redefine the image of manufacturing; (2) to increase the size of the regions' manufacturing community; (3) to increase the gross regional product attributable to manufacturing; and (4) to close the skills gap for regional manufacturers by aligning educational and workforce training resources with the most pressing demands of area industry. This project is part of the National Association of Manufacturers (NAM) Dream It Do It campaign.



- Numedeon, Inc. is developing the skilled workforce for Advanced Manufacturing by exposing Texas youth to careers in high technology manufacturing through education and simulated manufacturing activities. Numedeon simulates activities in materials design, Computer Aided Design layout, supply chain management and assembly. This activity occurs in “Whyville,” Numedeon’s online virtual world for education. Through the virtual aircraft manufacturing venture, “New Century Manufacturing,” youth learn what it means to design and manufacture airplanes using high-tech methods. Realistic and interactive games will be based on tutorials and simulations designed by industry professionals. “Whyville.net” is a nationally-renowned platform for multi-player, interactive science education for youth. Whyville is used today by NASA and the University of Texas to educate Texas youth in math and science
- Texas Business and Education Coalition is developing an interactive Web-based portal to disseminate information about advanced technologies and manufacturing education and employment opportunities. This project addresses critical workforce needs by establishing accesses to interactive advanced technologies and manufacturing career information provided by Texas employers and educational institutions to stimulate interest and encourage middle, high school and post-secondary students and adults to pursue careers in the advanced technologies and manufacturing fields.

• **Biotechnology and Life Science Cluster**

- Capital Area (Austin) Board is promoting science education and interest among high school students, providing entry-level training to give new workers access to employment in the industry, and enhancing skills training for workers with previous experience. Capital Area Board and Austin Community College are collaborating to develop two associate degrees and training courses for incumbent workers to assist in supplying Central Texas employers with workers who possess the critical skills required.
- Texas Business and Education Coalition is addressing critical workforce needs by establishing a Web-based portal to interactive biotechnology career information provided by Texas employers and educational institutions to stimulate interest and encourage middle, high school and post-secondary students and adults to pursue careers in the biotechnology fields.
- University of Houston is developing an innovative, interdisciplinary, hands-on education and training program in biotechnology that will provide a skilled and educated workforce to meet the long



and short term needs of the biotechnology industry. This project entails designing new curricula that will provide students with a breadth of knowledge and skills across a variety of scientific and technological disciplines to better prepare them for employment in this rapidly changing field.

- San Jacinto College District is training 500 individuals for employment (with 11 employers) as laboratory technologists, engineers, information technology specialists, and various other occupations within the Biotechnology and Life Science industry. The training focuses on two leading-edge, expanding subcategories of the biotechnology industry that are vital to economic and national security: health-related homeland security and health care research and development. The University of Texas Medical Branch-Galveston and employers supporting NASA's bioastronautics program are active partners in the project.

Examples of future statewide workforce projects, approved during PY 2006, include:

- **Cluster Initiative on Energy and Petrochemical Industries Construction**

Several highly visible, large-scale, energy and petrochemical construction projects are being planned in multiple regions across Texas. These projects involve nuclear plants, liquefied natural gas plants, energy producing power plants, and the renewal and expansion of refining and chemical manufacturing plants. There is a commonality of occupations and jobs among the projects, and a commonality in training requirements for many of the occupations.

- **Nanotechnology Workforce Development Initiative**

Nanotechnology holds the promise to revolutionize science and industry, and stands at the center of the technology convergence of energy, information technology, aerospace, defense, and medicine. It is expected to create more than 2 million jobs globally (approximately 800,000 jobs in the U.S) by 2015.

The Nanotechnology Workforce Development Initiative will help Texas build a world-class nanotechnology workforce to take advantage of emerging high-wage jobs. The initiative provides for three inter-agency contracts with institutions of higher education to support Texas students in nanotechnology through internships, curriculum development, instructional equipment, training, and any other WIA allowable activities.



- **Nuclear Power Workforce Training Initiative**

The planned expansion of four additional nuclear power facilities by the year 2014 is estimated to result in the demand for an additional 2,300 workers. The Texas A&M University System has partnered with TWC, industry, Texas state technical colleges, and local community colleges to develop a coordinated effort to provide an expansion in the number of properly trained employees for the nuclear power industry.

To help Texas employers fill these high-wage jobs, this interagency initiative with Texas A&M will include development and provision of initial apprenticeship training and the design and development of transportable laboratory equipment, including generic simulators. The transportable laboratory equipment can be used by related programs at multiple institutions. It will expand collaborations between institutions of higher education and the nuclear industry with respect to work-study programs, fellowships, and internships.

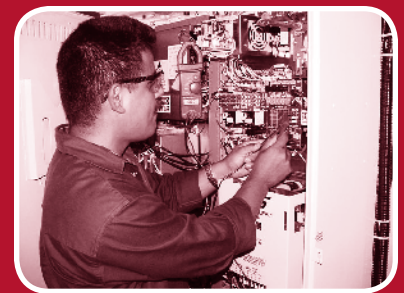
- **Apprenticeship**

Apprenticeship training is a critical postsecondary education and workforce development option, and is an effective approach to meeting the workforce needs of employers in a number of industry sectors.

WIA Statewide Activity Funds provide flexibility for support of apprenticeship programs, including costs to develop curriculum and new program startup costs. WIA Statewide Activity Funds also will allow TWC to fund pre-apprentices, apprentices, and journeyworkers in high-growth, high-demand industries such as advanced manufacturing, and to fund other innovative solutions, such as those targeting high school students.

- **Manufacturing Skills Standards Council/National Institute for Metalworking Skills**

The manufacturing skills standards project accelerates the rate at which employers, working in partnership with Boards and community colleges, can adopt Manufacturing Skills Standards Council (MSSC) standards, which have been adopted nationally by the National Association of Manufacturers and endorsed by the U.S. Chamber of Commerce and/or adopt The National Institute for Metalworking Skills (NIMS) standards which have been endorsed by DOL and organizations such as the Association for Manufacturing Technology. There are 23,000 manufacturing employers in Texas, and they are creating jobs at more than three times the rate of the U.S. manufacturing average. There are several pilots under way in Texas, and this funding supports three to four local initiatives in various workforce areas.





- **Logistics, Distribution, and Supply Chain Research**

This project supports the creation of a comprehensive vision, strategy, and implementation plan for a world class logistics supply chain system in North Texas. Funding for this project will accelerate the implementation of supply chain modeling and analysis. Researchers from the University of Texas at Arlington in conjunction with the Texas Manufacturing Assistance Center will:

- analyze the critical interdependencies of subassembly and component supply processes;
- define the product technology requirements of potential solutions; and/or
- conduct market research to identify or isolate potential technological solutions.

- **Adult Technology Training**

The successful Texas Adult Technology Training project (developed by TWC) demonstrates that computer-based training integrated with English literacy, General Education Development preparation, and vocational training (in high-priority occupations) allows Spanish-speaking workers to complete training and become employed in a shorter period than traditional training models. WIA Statewide Activity Funds allow TWC to competitively procure additional sites for project expansion.

- **TWC's Branding Initiative: Workforce Solutions**

Local workforce entities with different business names weaken the Texas workforce system's identity. This lack of cohesion received national attention when Congress noted the issue during discussion of WIA reauthorization. During the WIA reauthorization hearings, various state and local workforce partners, with seemingly unrelated names, provided testimony. It was apparent that members of Congress had difficulty connecting an entity's name with its role in the workforce system. Texas Workforce Solutions currently is used to identify the partnership between TWC and the 28 Boards. Through the statewide branding initiative, each board will incorporate Workforce Solutions into its local board name over the next year.

### **Local Level**

TWC designates a portion of its statewide activity funds for distribution to the Boards. The WIA Statewide Alternative Funding Initiative provides more dollars at the local level in order to provide Boards greater flexibility in responding to changing and emergent needs without extra administrative burden. TWC has also designated special WIA Statewide Alternative Funds for smaller Boards, giving these Boards the enhanced funding they need to ensure a high quality of one-stop service delivery.



In PY 2006, 24 of 28 Boards qualified to receive WIA Statewide Alternative Funds. During PY 2006, Boards used \$5,135,434 in WIA Statewide Alternative Funds to serve employers, upgrade worker skills, and enhance one-stop service delivery, providing training services to just over 5,000 customers.

Examples of how Boards have used their WIA Statewide Alternative Funds include:

**Central Texas (Belton).** Central Texas Board staff attended training sessions, Making the Best Even Better and Double/Triple the Number of People in Training, and participated in Board planning sessions, 2007 Priorities and Action Plans, all facilitated by Greg Newton Associates. As a result, staff has improved capacity to serve businesses and job seekers, taking into consideration local, state, and national workforce priorities. Staff set a goal of increasing the number of individuals enrolled in training using WIA formula or WIA Statewide Alternative Funding. As of April 30, 2007, 177 participants were enrolled in WIA adult- and dislocated worker-supported training. By June 30, 2007, 388 individuals were enrolled in adult- and dislocated worker-supported training.

**Permian Basin (Midland).** The Permian Basin Board addressed the critical nursing shortages that its rural communities are experiencing and encouraged more minorities to enter the medical field. This project presented a unique opportunity for several community partners to join forces and provide funding to hire two nursing instructors, resulting in additional nursing students being trained. Members of the partnership included the Board, the Abell-Hanger Foundation, Home Hospice, Texas Tech Health Sciences Center, and Odessa Medical Center. The total funding was \$305,000, with the Board contributing \$40,000 in WIA Statewide Alternative Funds. Since the start of the initiative in September 2005, students have been participating in the Second Degree program (individuals with a bachelor degree obtaining a second degree in nursing) and the Registered Nurse (RN) to Bachelor of Science in Nursing (BSN) program. The Permian Basin has graduated 100 percent of its students. During 2006-2007, nine students graduated from the Second Degree program and 40 students graduated from the RN to BSN program. Thirteen graduates were minority students with 12 completing the RN to BSN program. Eighty-seven percent of graduates chose to stay within the Permian Basin rather than relocating.

**Cameron County (Brownsville).** The Cameron County Board implemented a demonstration project, Project Teach, to address the labor shortages faced by local educational institutions. The project targets adult, unemployed college graduates interested in obtaining teaching credentials.



Project Teach provides short-term, intensive training, introducing the field of education, and detailing the knowledge and skills necessary for individuals to enter and complete Texas' teacher certification program. The Board provided \$85,000 in WIA Statewide Alternative Funds to Teach For America, a nonprofit organization involved in the Project Teach initiative.

Although Project Teach is continuing, the majority of contract deliverables have already been met. To date, the initial 20 individuals recruited and trained have taken two of the state teacher certification examinations and have been placed as teachers in local school districts.



**Tarrant County (Fort Worth).** The Tarrant County Board has dedicated WIA Statewide Alternative Funds to support workforce investment activities that increase the employment, retention, earnings, and occupational skill attainment of adults and youth, as well as specific groups such as noncustodial fathers (NCF) and Project Reintegration of Offenders (Project RIO) participants. Because earning a pay check is extremely important, many customers choose to work during the day and go to short-term training in the evening. The Tarrant County Board served participants who worked and attended evening classes.

To date, 28 NCF adults, 27 Project RIO adults, 20 adult participants, and 16 youth participants have received services. Participants have received training in the following high-growth, high-demand industries: manufacturing, health sciences, distribution, transportation, logistics, and hospitality. Participants have received services ranging from Adult Basic Education to computer literacy. Thus far, Tarrant County has expended \$92,906.63 in WIA Statewide Alternative Funds.

**Gulf Coast (Houston).** CVS/pharmacy needed funding to provide customized workforce skills training to key employees working at branch locations within its pharmaceutical divisions in the Gulf Coast region. The Gulf Coast Board developed an incumbent worker training program model with WIA Statewide Alternative Funds. The model has three types of certification, each designed for individual employees enrolled in the program. The courses are open-entry, open-exit with OJT and classroom sessions. The normal completion time is eight to 12 weeks. The three instructional/certification areas are pharmacy aide, pharmacy technician, and lead technician. Salaries of employees participating in the program are based on acquired certifications and experience, with the hourly wage ranging from \$6.50 to \$15. On average, employees earn a \$1 per hour increase in salary after completing each level of certification. Some employees have earned up to a \$4 per hour increase in salary after acquiring multiple certifications.

This is the second year of the project. A total of 87 employees — including 46 pharmacy aides, 32 pharmacy technicians, and nine lead technicians — have been trained and certified.

All CVS/pharmacy employee training and certifications are industry-recognized. Completion of the training and certification moves the worker up in pay grade and helps qualify the employee for advancement toward supervisory positions. Completion also increases the likelihood of job retention.

### ***Local Activity Funds***

Local Activity Funds allow Boards the flexibility to design service delivery strategies to meet the needs of employers, such as incumbent worker training, without the restrictions placed upon formula funds. Many Boards have taken advantage of this flexibility to design customized incumbent worker training programs that are not available using WIA formula funds.

**Capital Area (Austin).** The Capital Area Board supported the Nursing Academy of The University of Texas at Austin School of Nursing to heighten area high school students' interest in nursing careers. Hosted by the Health Industry Steering Committee (HISC), the consortium of industry, community, education, and public agencies addresses workforce issues. Promoting successful health care careers, the academy offered advice from local nursing and education experts, along with hands-on experience.

The Board also collaborated with Austin Community College (ACC), HISC, and St. David's and Seton hospitals to train current hospital employees. A \$112,533 Local Activity Fund grant to ACC funded the project, which paid for existing hospital employees to take advanced coursework at ACC for one semester. Training included prerequisite and clinical courses, and enhanced nursing skills classes. Participants included 68 health care practitioners aspiring to become physical therapists, lab technicians, and diagnostic imaging radiologists, as well as licensed vocational and registered nurses.

Melinda Ridgeway, a St. David's employee, earned 10 hours toward a nursing associate's degree. "This program allowed me to take some core courses needed for the nursing program that otherwise might have taken me longer to complete," she said. Completing the courses not only helped accelerate participants' movement up the career ladder, but some benefited from wage increases of as much as \$3 an hour. Sally Foster, Seton's human resources director, who directs workforce development program strategy, agreed: "Providing the opportunity for nurses to obtain higher levels of



certification and education is essential to meet the increasing demand for complex patient care in the hospitals. As the population increases and ages, those demands will increase exponentially.”

**North East (Texarkana/Wake Village).** The North East Texas Board provided more than \$200,000 in Local Activity Funds to businesses in its workforce area, training 373 incumbent workers. Several employers, including Newly Weds Foods, Campbell’s Soup, and International Paper received Incumbent Worker Training Grants to upgrade worker skills.

**Dallas County (Dallas).** The Dallas County Board utilized Local Activity Funds to implement the Encouraging Employer Advancement Project. This project assists employers in effectively targeting training dollars to meet their workforce needs. The project was designed specifically to target key industry growth sectors in the Dallas area. Project partners included education and business representatives in the manufacturing, transportation, construction, and health care industries.

The Encouraging Employer Advancement Project served 6,620 incumbent workers and new hires with a unique curriculum tailored to the needs of more than 74 employer partners in Dallas County. The \$3.5 million program’s success is evidenced by salary increases of 3 percent to 5 percent; a more than 50 percent increase in leveraged in-kind matching funds; a low cost of \$529 per participant; increased employer networks and productivity; creation of new jobs and economic opportunities; and economic growth in small- and medium-sized businesses. Some of the participating employer partners include: All Seasons Services, CVS/pharmacy, Manufacturing and Construction consortia, Frito Lay, IBM, Lifecare Hospitals, North Texas Electrical Apprenticeship Program, Roadway Industries, Technology Interchange Resources, and Turbomeca USA.

### ***National Emergency Grants***

#### **Hurricane Recovery**

On August 29, 2005, Hurricane Katrina devastated a large swath of Alabama, Mississippi, and Louisiana, and forced the evacuation of 1 million residents from that region. As the largest adjacent state, Texas absorbed the most evacuees of any state — more than 480,000 FEMA registrants and their families have located in Texas. In addition, TWC staff handled nearly 400,000 unemployment claims-related phone calls on behalf of Louisiana. Less than four weeks later, Hurricane Rita ravaged much of southeast Texas and southwest Louisiana, displacing hundreds of thousands more from their homes and livelihoods.



DOL awarded TWC and its Boards a National Emergency Grant (NEG) totaling more than \$88 million to assist victims of Hurricane Katrina throughout Texas. With those funds, TWC has helped 33,857 Katrina evacuees find work, nearly 17,000 in the Gulf Coast workforce area alone.

Texas workforce system services provided to hurricane-affected employers and job seekers include:

- small business capitalization grants to 300 Hurricane Rita-affected small business employers (fewer than 25 employees) totaling more than \$1.5 million. Employers also received training that allowed them to develop business recovery plans;
- incumbent worker training for Hurricane Rita-affected employers;
- job search assistance, which includes career counseling and assessment;
- training in high-demand and targeted occupations;
- work-related support services such as child care, transportation, and clothing; and
- Rapid Response dislocated worker services, including crisis and financial counseling.

### **Flood Recovery**

Beginning July 31, 2006, the city of El Paso and surrounding counties experienced severe flooding due to torrential rains. TWC received \$1.7 million in NEG funds to provide temporary employment services to flood-affected residents. NEG participants received support services (e.g., child care, transportation assistance, and work-related materials, such as uniforms), food, clothing, shelter, and related humanitarian services.

More than 130 individuals participated in a NEG temporary employment program through the Upper Rio Grande Board and local county and city partnerships. Temporary employment included demolition, cleaning, repair, renovation, or reconstruction of damaged and destroyed public structures, facilities, and lands located within the designated disaster area.

### **Base Realignment and Closure**

The 2005 Base Realignment and Closure (BRAC) process resulted in the recommendation to realign or close several military installations in Texas. These BRAC actions will result in both job gains and losses for Texas. In either situation, TWC recognizes that the Texas workforce system must be prepared to address workforce needs. Consequently, TWC applied for and was awarded \$5 million in NEG funds to facilitate the BRAC-affected workforce areas' response to the challenges these realignments and closures have created.



DOL awarded Texas the \$5 million in NEG funds as follows: May 2005, \$235,000; March 2007, \$765,000; and June, 2007, \$4 million. The DOL NEG funds have assisted with initial and ongoing planning efforts, which are expected to yield a comprehensive service strategy for BRAC-affected workforce areas.

TWC has made NEG funds available to all BRAC-affected workforce areas; distributing the majority of funds to workforce areas most heavily impacted by BRAC. These workforce areas are: Alamo, Central Texas, Coastal Bend, North Texas, North East Texas, and Upper Rio Grande Valley.

Boards in the affected workforce areas are using NEG funds to continue planning and response efforts, including the development of a comprehensive planning document, in conjunction with other local stakeholders, which will include — at a minimum — the following:

- a plan for developing and maintaining partnerships with the leadership of the military facilities, economic development entities, education providers, and other workforce development organizations;
- an assessment of the impact on area businesses and of the resources they may need to continue operations;
- an assessment of opportunities to provide workforce services for new businesses;
- an assessment of workforce skills and training needs;
- an assessment of local training capacity and strategies to fill any identified gaps;
- the development of short- and long-term strategies that include the types of services that will be provided to both businesses and workers; and
- the development of an implementation strategy that includes a timeline, planned service levels, and estimated direct service delivery funding needs.

Upon DOL approval, these funds may also be used for the delivery of direct (WIA) services to businesses located on or near Texas' military installations and individual participants.

### ***Youth***

The Texas workforce system is committed to preparing youth for the realities of tomorrow's workforce. As part of this commitment, TWC has taken steps to address the needs of out-of-school youth. WIA §129(c)(4)(A) requires that a minimum of 30 percent of the funds allocated for youth activities be expended on out-of-school youth. Reauthorization discussions



to date indicate that a shift toward serving increasing numbers of out-of-school youth is likely. The Commission supports this change and directed the Boards to expend a minimum of 45 percent of the total funding allocated for youth activities in PY 2006 on services to out-of-school youth. Additionally, in the absence of WIA reauthorization in PY 2007, Boards must increase that ratio and expend 60 percent of total funding to youth activities on out-of-school youth.

In addition to addressing the needs of out-of-school youth, TWC and the Boards implemented state law that prioritizes workforce services to meet the needs of current and former foster care youth. TWC and the Boards have entered into cooperative agreements that will further the objectives and goals of the Preparation for Adult Living program.

Another of the major initiatives that TWC has undertaken with WIA funds is the First Generation College Student Initiative (First Generation initiative). Governor Rick Perry has initiated several higher-education projects that address the recruitment, preparation, enrollment, and retention of first-generation college students. The First Generation initiative is collaboration between TWC, the Texas Education Agency, and the Texas Higher Education Coordinating Board to target disadvantaged youth who would be the first in their families to pursue and achieve higher education through two- and four-year postsecondary institutions (e.g., colleges, universities, community colleges, and technical schools).

The goal of the First Generation initiative is to provide information and support on pursuing postsecondary educational opportunities to these students as early as possible, and to ensure that they complete the coursework necessary to apply to a postsecondary institution. Upon enrollment in a postsecondary educational program, the initiative provides continued support to ensure students' success in achieving their higher education goals.

This initiative required the creation and implementation of local pilot projects that combine the resources of both state and local entities to recruit, counsel, and help prepare youth who are identified as potential first-generation college students. The following Boards participate in TWC's First Generation initiative: Alamo, Cameron County, Dallas, Deep East Texas, Gulf Coast, North East Texas, North Central, Panhandle, Southeast Texas, South Plains, Tarrant County, and Upper Rio Grande. During PY 2006, 1,740 individuals received services funded by First Generation funds.





**Tarrant County (Fort Worth).** Tarrant County Board's initial goal was to outreach 81 first-generation youth and their parents, and award 50 scholarships. To date, the program has exceeded its goal, with 93 students participating and \$146,846.45 in funds expended.

The number of students served and the associated activities are as follows:

- 33 students received scholarships and are enrolled in college;
- 22 students received workplace mentoring;
- 40 students received pre-college preparation;
- 20 students participated in an employer-led presentation and field trip;
- 37 students completed an academic assessment for review;
- 23 students attended academic tutoring sessions four times a month; and
- 49 students completed a summer component of the program.

On February 24, 2007, first-generation youth participated in a field trip to the Burlington Northern Santa Fe Railway to attend its annual Career & Technology Fair. Students learned about various technology careers and were exposed to jobs they had never considered. The event also included a college fair where students were able to speak to representatives from colleges they might want to attend.

**Gulf Coast (Houston).** The Gulf Coast Board gives first-generation college students and their families resources and information to help students transition from high school to college. Services include Scholastic Aptitude Test preparation, career counseling, internships, scholarships, and financial aid resource information.

First-generation college students participate in a progression of services. To start, assessment tests help counselors to better match student skills, strengths, and interests to jobs in high-priority occupations. Students then participate in a 32-hour-per-week, six-week internship. After the internships are completed, the Board awards \$1,000 scholarships to college-bound high school graduates. The Board has awarded a total of 51 scholarships, helping 150 students go to college.

**Success!**

Damian H. grew up in a low-income family in Huntsville, one of five children with a mother who was unemployed. At times, the family had no food or clothes. In middle school, Damian was transferred to the Huntsville school district's Challenge program because he had trouble listening to teachers and paying attention in class. He participated in the Challenge program one year and then returned to Huntsville High School as a freshman.



Damian participated in the First Generation initiative through the Huntsville Workforce Center. As part of the program, Damian attended the First Generation Math/Science Academy for two summers and worked in two six-week internships at the Huntsville Item. Damian plans to leave Huntsville and move to Atlanta, where he will attend Morehouse College to pursue a double major in business and broadcasting. He also will be aggressively participating in a summer internship program at CNN in Atlanta. Damian is receiving scholarship assistance from Morehouse College, the Gulf Coast Board, and the United Negro College Fund.

### **2007 ExxonMobil Texas Science and Engineering Fair**

Because a tremendous number of future jobs will be based on a foundation of math and science, TWC annually gives the University of Texas at San Antonio \$60,000 in WIA Statewide Activity Funds to develop and sponsor science and engineering fairs. The fairs are designed to encourage students' development of math, science, and engineering skills, as well as their pursuit of higher education. Since its inception, the science and engineering fairs have increased in size, scope, and student participation, particularly among minority students.

The 2007 ExxonMobil Texas Science and Engineering Fair, co-sponsored by TWC, attracted more than 1,300 talented Texas high school and middle school students to San Antonio in April 2007 for a competitive scholarship award fair. Other entities involved in the project included the Texas Science Careers Consortium, the Texas Higher Education Coordinating Board, and several major science and engineering industry employers. Entries represented more than a dozen disciplines, including biochemistry, engineering, environmental sciences, medicine and health, physics, math, and space science.

The science fair is officially sanctioned by Science Service, the annual presenter of the International Science and Engineering Fair (ISEF). The statewide competition is for Texas high-school and middle-school students who qualify at regional competitions. Top participants have received more than \$140,000 in college scholarships from Our Lady of the Lake University, Texas Tech University, The University of Texas at Arlington, and the University of Texas at San Antonio.

The winners from the senior division advanced to the ISEF competition in Albuquerque, N.M., in May. Those ranking in the top 10 percent of the junior division could apply to attend the Discovery Channel Young Scientist Challenge, also sponsored by Science Service, this October in Washington, D.C.



# Future Importance of WIA

Texas has been a good steward of its WIA funds, using them efficiently and effectively to meet the workforce needs of its employers and job seekers. Ongoing activities and challenges in Texas make it imperative that WIA be reauthorized and fully funded.



TWC views WIA reauthorization as an additional opportunity to evaluate progress, refine methodology, and continue implementation. For Texas, the following issues are priorities for consideration while discussing reauthorization:

- **Consolidated Funding.** TWC supports an employer-driven approach to service delivery which allows states the flexibility to serve a universal population, as well as special populations. The formula allocations contained in WIA limit the services that workforce areas can provide to employers and residents. TWC supports combining WIA adult, dislocated worker, and youth with Wagner-Peyser funds into a consolidated services block grant. The consolidated grant will serve as an important economic development tool for local Boards to meet the changing needs of employers, job seekers, and youth.
  
- **Grandfather Provisions.** To build on states' and local Boards' WIA investments and successes, TWC believes the "grandfather" provisions should be maintained in WIA Sections 111, 117, 121, 189, and 194. This will allow states and local communities to refine and continuously improve current delivery systems that were in place before WIA enactment, rather than disrupting them. Building on WIA successes and maintaining the grandfather provisions will enable Texas to sustain its guiding workforce development principles, such as:
  - an employer-driven system;
  - local control and flexibility;
  - service innovation and excellence;
  - personal responsibility;
  - support for strong families; and
  - performance outcomes such as job placement, job retention, and earnings gains.

TWC is deeply concerned about the impact of reductions in funding for workforce development services. An amendment to the FY 2008 Labor, Health and Human Services, and Education Appropriations bill that would cut \$335 million from DOL WIA grants to states will negatively affect the provision of services to employers and workers in Texas.

A rescission of multi-year funding already appropriated and, in most cases, obligated for the provision of services could set a dangerous precedent. In taking funds already obligated for services, the rescission would significantly disrupt services to employers and workers. Based on data provided by the Congressional Research Services regarding a previously proposed rescission of funds, it is estimated that Texas would lose at least \$25 million due to the amendment. This reduction would likely result in at least 26 Texas Workforce Centers closing and diminish capacity to serve customers by approximately 850 employers and 8,200 job seekers.

Texas is very diligent in managing its WIA funds and has gone above and beyond statutory requirements in ensuring that Boards meet the 80 percent obligation requirement by mandating Boards actually expend 80 percent of their funds in the first year. Additionally, Texas has requested and received waivers that allow:

- mid-year deobligation and reallocation of local funds;
- recapture of funds from workforce areas that have not expended at least 80 percent of their local funds in the first year;
- use of recaptured funds for statewide activities or reallocation to other eligible workforce areas; and
- use of additional factors in determining workforce area eligibility for a reallocation of recaptured funds, including demonstrated need and ability to use additional funds.

To remain competitive in the global economy, it is critical that investments be made to ensure that the country's workforce has the necessary skills to perform the jobs being created. For Texas specifically, maintaining funding and service levels is essential to meet the demands of the state's growing economy.





## PART II: STATEWIDE PERFORMANCE

As a state that strives to stay on the cutting edge, Texas was an early implementer of Common Measures. Texas officially implemented Common Measures in PY 2005, based on DOL's encouragement to request a waiver permitting Texas to report only nine common measures rather than the 17 historic performance measures under WIA Section 136(b). DOL approved the waiver in August 2006. PY 2006 is the first official reporting of Common Measures. In addition to Common Measures, Texas is one of two states piloting Integrated Reporting. Texas sees Common Measures and Integrated Reporting as valuable tools in promoting system integration and eliminating barriers created by discordant measures. Texas also supports the new Youth Common Measures as a means to help strengthen the WIA Youth program.

For PY 2006, Texas achieved greater than 98 percent of the negotiated targets on all but two of its performance measures. Texas is particularly pleased with these results considering performance was negatively impacted by the disruption in the Wage Record Interchange System (WRIS). The WRIS disruption occurred when administration and oversight responsibilities for the system shifted from the National Association of State Workforce Agencies to DOL.

Historically, Texas has received a significant portion of the employment data used in reporting WIA via WRIS. However, due to a number of states dropping out of the system<sup>1</sup>, Texas received substantially fewer WRIS records for reporting PY 2006 performance, negatively impacting the WIA employment, retention, and earnings measures. Table 1 presents an overall view of Texas' PY 2006 Adult, Dislocated Worker and Youth Common Measures performance.

**Table 1. Summary of WIA Performance For Texas**

Performance Measure	Negotiated Performance Level	Actual Performance Level	Percent of Target	Numerator	Denominator
Adult Entered Employment	82.00%	75.10%	91.59%	12,146	16,174
Adult Employment Retention	83.00%	82.74%	99.69%	12,527	15,141
Adult Average Earnings	\$11,600	\$11,658.17	100.50%	\$142,812,566	12,250
Dislocated Worker Entered Employment	82.00%	81.33%	99.18%	6,438	7,916
Dislocated Worker Employment Retention	87.00%	89.74%	103.15%	7,180	8,001
Dislocated Worker Average Earnings	\$12,800	\$13,893.02	108.54%	\$97,737,386	7,035
Placement In Employment or Education	46.00%	55.95%	121.63%	3,874	6,924
Attainment of Degree or Certificate	34.00%	48.38%	142.29%	3,151	6,513
Literacy and Numeracy Gains	34.00%	25.58%	75.24%	385	1,505

<sup>1</sup> While many of the states that were not participating in WRIS at the time data was obtained for the Annual Report may ultimately rejoin WRIS, the fact is that their absence had an impact on PY 2006 reporting.

Given the WRIS disruption and limited information for target setting, TWC had particular concerns about two measures, Literacy and Numeracy Gains and Adult Entered Employment.

### **Literacy and Numeracy Gains**

DOL and TWC negotiated a target of 34 percent for the Literacy and Numeracy Gains measure. Because this target was set without any history or experience of the measure, neither DOL nor TWC had any sense of how the measure was going to function. The first two quarters of performance were well below target. This is not surprising, however, given that federal and even state guidance was relatively limited at implementation. By the third quarter, guidance had improved and performance increased substantially, increasing again for the fourth quarter. Actual performance for the year was 75 percent of the target. However, based on improvement seen in the measure, TWC believes that performance for the Literacy and Numeracy Gains measure in PY 2007 will meet performance expectations.

### **WIA Adult Entered Employment**

Texas did not reach 98 percent of target or better for WIA Adult Entered Employment, achieving 91.6 percent of target. As noted, this measure was negatively impacted by the WRIS disruption. However, TWC found that the significant change in the mix of customers served in WIA Adult also contributed to the lower than expected results in WIA Adult Entered Employment performance.

### **Impact and Benefits of Integration**

While Texas received its waiver to move to Common Measures in August 2006, TWC actually began its implementation much earlier by laying out a road map for integrated measures and service delivery. As such, Texas' Boards were already increasing co-enrollment well before official waiver approval.

TWC built an entirely new Integrated Reporting System to capture the data elements and methodologies defined in Common Measures. TWC continued to enhance and modify its reporting system during PY 2006 based on final Common Measures guidance from DOL, and to further strengthen Common Measures usefulness as a tool for system integration. Texas is pleased with the results of its efforts and at DOL's request has mentored other states on how to implement Common Measures. As a result, many states have used much of Texas' Common Measures development material as a blueprint for their efforts.

In terms of results, while TWC is only finishing its second year under Common Measures, the early impact is evident. First, co-enrollment, particularly of harder-to-serve clients, has increased dramatically. A larger percentage of customers were co-enrolled from Temporary Assistance for Needy Families (TANF) Choices, Food Stamp Employment and Training (FSE&T), and Project RIO<sup>2</sup>. The following chart shows the change in co-enrollment, breaking out the WIA Adult Entered Employment denominator for exiter cohort in calendar years 2003 and 2005:

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<sup>2</sup> While the increase of co-enrollment of TANF customers may not appear significant, it is worth noting that this increase occurred at a time when the TANF caseload in Texas dropped dramatically. While the overall percentage of WIA adult exiters co-enrolled in TANF may not have grown much, the percent of TANF customers co-enrolled in WIA has grown considerably.

<b>WIA Adult Entered Employment Denominator Composition Percent of Denominator by Program/Co-enrollment</b>			
	<b>CY 2003</b>	<b>CY 2005</b>	<b>Percent Change</b>
WIA-Only	78%	70.30%	-9.87%
WIA-Co-enrolled	22.00%	29.7%	+35.00%
Co-enrolled in			
TANF Choices	7.82%	8.44%	+7.86%
FSE&T	1.89%	3.75%	+98.28%
Project RIO	.81%	3.94%	+385.33%

It is possible for an exiter to have been co-enrolled in the WIA Adult program and Choices, FSE&T, or Project RIO, or any combination thereof.

As the portion of WIA adult exiters who are harder-to-serve customers has increased, Texas' performance on WIA Adult Entered Employment has decreased. This was expected given that these customers typically enter employment at a lower rate than the non-co-enrolled WIA adult customers. The following chart shows the Entered Employment rates for these populations:

<b>CY 2005 WIA Adult Entered Employment By Program/Co-enrollment Cohort</b>		
	<b>CY 2005 EE Rate</b>	<b>Percent Difference</b>
WIA-Only	80.87%	
WIA-Co-enrolled	73.67%	-8.9%
Co-enrolled in		
TANF Choices	67.74%	-16.24%
FSE&T	65.86%	-18.56%
Project RIO	55.27%	-31.66%

It is possible for an exiter to have been co-enrolled in the WIA Adult program and Choices, FSE&T, or Project RIO, or any combination thereof.

The chart above demonstrates that as co-enrollment between the WIA Adult program and programs such as TANF Choices, FSE&T, and Project RIO increases, WIA Adult Entered Employment is likely to decrease. While these results might be read as an argument against co-enrollment, Texas does not see them that way. The intent of Common Measures and integrated reporting and service delivery is not to improve program performance, but to improve outcomes for customers. The finding that WIA Adult Entered Employment has decreased with increased integration is not what is important. The important question is what would have happened to those customers if they were not co-enrolled?

Preliminary evidence shows that Entered Employment for TANF Choices, FSE&T, and Project RIO customers increases with co-enrollment in the WIA Adult program. Co-enrolled customers have better employment outcomes than those customers who do not co-enroll.

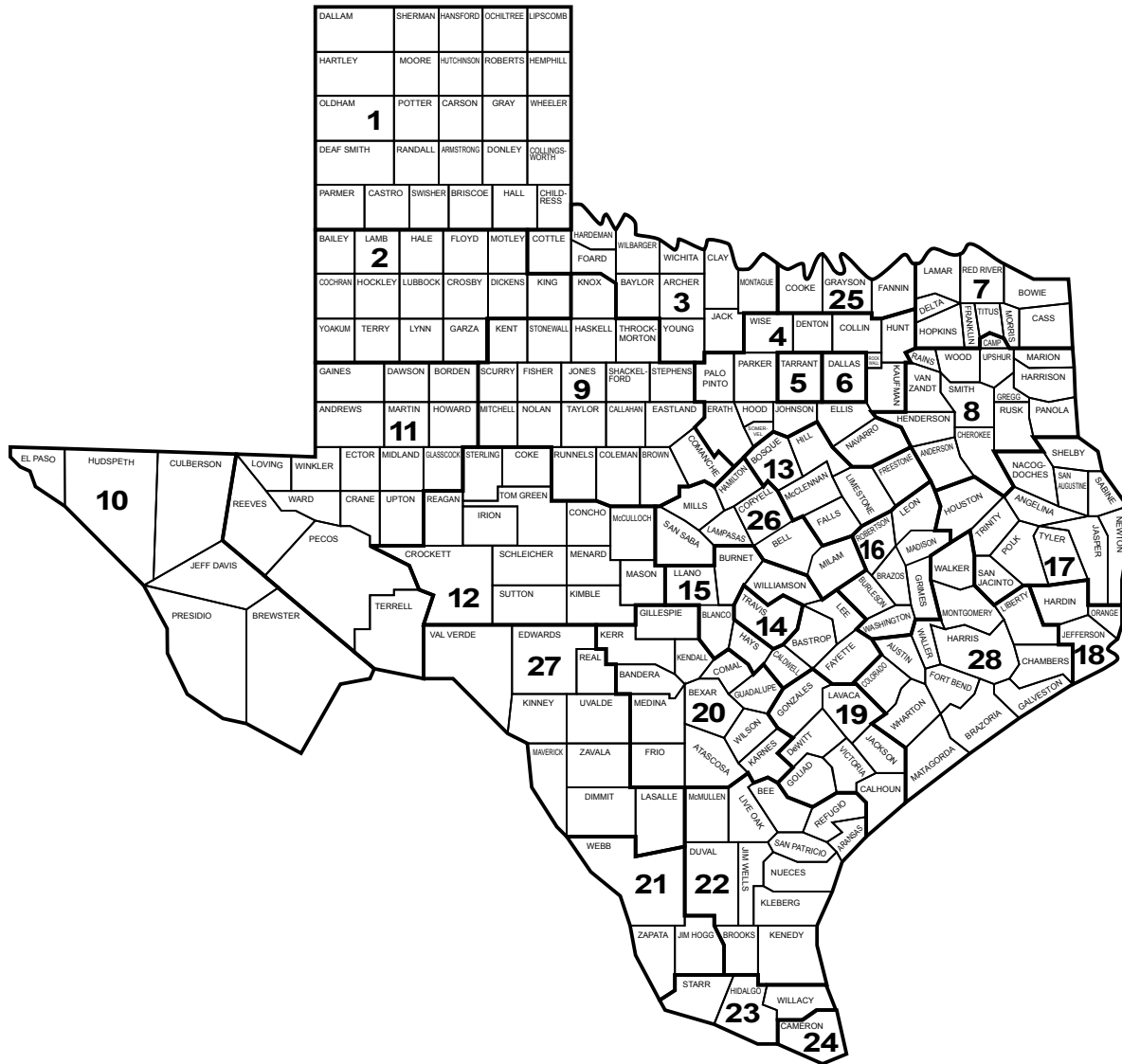
<b>CY 2005 Entered Employment By Program comparing Co-enrollment with WIA Adult</b>			
	<b>Not in WIA Adult</b>	<b>Co-enrolled in WIA Adult</b>	<b>Increase for WIA Adult Co-enrollment</b>
Choices	55.16%	67.74%	22.80%
FSE&T	50.23%	65.86%	31.11%
Project RIO	53.32%	55.27%	3.65%

It is possible for an exiter to have been co-enrolled in the WIA Adult program and Choices, FSE&T, or Project RIO, or any combination thereof.

Texas believes that these are encouraging findings about the benefits of integration. Texas also believes that DOL needs to further encourage integration efforts. When setting performance targets, consideration should be given to whether the state demonstrates a commitment to integration. Ultimately, a one-stop system should be judged at the customer level and not at the program level; programs are a means to provide services, not an end product. Each customer has his or her own strengths, weaknesses, and needs that must be appropriately addressed without regard for the effect the services will have on program performance.



**Figure 1. Local Workforce Development Areas in Texas**



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

# PROGRAM COSTS

The Texas workforce system spent an average of \$3,048.35 per participant in WIA services in PY 2006. Table 2 provides information about the cost per participant for all three programs.

**Table 2. Operating Costs**

	<b>Cost/Participant</b>
Adult Self-Service Only	\$0.31
Overall, All Program Strategies (Does Not Include Adult Self Service Only)	\$3,048.35
Adult Program	\$1,935.99
Dislocated Worker Program	\$ 4,150.28
Youth Program	\$3,260.16

**Table 3. Operating Results**

	<b>Available</b>	<b>Expended</b>	<b>Percentage</b>
Overall, All Program Strategies *	\$247,722,997	\$216,024,507	87.2%
Adult Program Funds	78,996,009	71,368,517	90.3%
Dislocated Worker Program Funds	66,162,766	60,307,747	91.2%
Youth Program Funds	70,310,074	63,478,487	90.3%

\* Overall includes Local Administration Funds.

All amounts include PY 2006 allocations and any carried forward balances from prior program years.

# REQUIRED TABLES

## STATEWIDE PERFORMANCE

**Table B- Adult Program Results**

	Negotiated Performance Level	Actual Performance Level	
<b>Entered Employment Rate</b>	82.0%	75.1%	12,146
			16,174
<b>Employment Retention Rate</b>	83.0%	82.7%	12,527
			15,141
<b>Average Earnings</b>	\$11,600	\$11,658	\$142,812,566
			12,250

**Table C - Outcomes for Adult Special Populations**

Reported Information	Public Assistance Recipients Receiving Intensive or Training Services		Veterans		Individuals With Disabilities		Older Individuals	
<b>Entered Employment Rate</b>	72.7%	4,053	75.5%	820	64.2%	149	68.3%	487
		5,578		1,086		232		713
<b>Employment Retention Rate</b>	82.1%	4,529	80.5%	818	70.7%	99	82.5%	471
		5,514		1,016		140		571
<b>Average Earnings</b>	\$9,997	\$44,178,190	\$14,273	\$11,261,401	\$12,027	\$1,154,632	\$12,866	\$5,879,941
		4,419		789		96		457

**Table D - Other Outcome Information for the Adult Program**

Reported Information	Individuals Who Received Training Services		Individuals Who Only Received Core and Intensive Services	
<b>Entered Employment Rate</b>	76.1%	4,489	74.5%	7,657
		5,895		10,279
<b>Employment Retention Rate</b>	84.0%	5,118	81.9%	7,409
		6,096		9,045
<b>Average Earnings</b>	\$11,723	\$58,402,547	\$11,614	\$84,410,019
		4,982		7,268

**Table E - Dislocated Worker Program Results**

	Negotiated Performance Level	Actual Performance Level	
<b>Entered Employment Rate</b>	82.0%	81.3%	6,438
			7,916
<b>Employment Retention Rate</b>	87.0%	89.7%	7,180
			8,001
<b>Average Earnings</b>	\$12,800	\$13,893	\$97,737,386
			7,035

**Table F - Outcomes for Dislocated Worker Special Populations**

Reported Information	Veterans		Individuals With Disabilities		Older Individuals		Displaced Homemakers	
Entered Employment Rate	80.1%	519	75.7%	56	68.8%	617	69.4%	59
		648		74		897		85
Employment Retention Rate	87.4%	602	84.8%	56	87.6%	613	77.6%	38
		689		66		700		49
Average Earnings	\$16,628	\$9,794,154	\$13,965	\$782,066	\$14,054	\$8,404,457	\$9,894	\$356,184
		589		56		598		36

**Table G - Other Outcome Information for the Dislocated Worker Program**

Reported Information	Individuals Who Received Training Services		Individuals Who Received Only Core and Intensive Services	
Entered Employment Rate	81.4%	3,364	81.3%	3,074
		4,135		3,781
Employment Retention Rate	90.5%	3,615	89.0%	3,565
		3,996		4,005
Average Earnings	\$13,358	\$47,140,556	\$14,431	\$50,596,830
		3,529		3,506

**Table H.1 - Youth (14-21) Program Results**

	Negotiated Performance Level	Actual Performance Level	
Placement in Employment or Education	46.0%	56.0%	3,874
			6,924
Attainment of Degree or Certificate	34.0%	48.2%	3,151
			6,543
Literacy and Numeracy gains	34.0%	25.6%	385
			1,505

**Table L - Other Reported Information**

	12 Month Employment Retention Rate		12 Mo. Earnings Change (Adults and Older Youth) or 12 Mo. Earnings Replacement (Dislocated Workers)		Placements for Participants in Non-traditional Employment		Wages At Entry Into Employment For Those Individuals Who Entered Unsubsidized Employment		Entry Into Unsubsidized Employment Related to the Training Received of Those Who Completed Training Services	
	Adults	82.2%	11,864	\$4,171	\$58,839,018	0.7%	86	\$4,728	\$56,290,655	9.7%
	14,439		14106		11980		11,905		4,450	
Dislocated Workers	87.4%	8,183	102.3%	\$102,682,152	1.4%	88	\$6,338	\$40,804,640	11.4%	379
		9,359		\$100,348,549		6,438		6,438		3,332

**Table M - Participation Levels**

	<b>Total Participants</b>	<b>Total Exiters</b>
<b>Total Adult Customers</b>	447,773	395,415
Total Adults (self-service <u>only</u> )	376,907	358,269
WIA Adults	36,864	21,461
WIA Dislocated Worker	14,531	8,228
<b>Total Youth (14-21)</b>	19,471	7,457
Out-of-School Youth	8,485	3,909
In-School Youth	10,986	3,548

**Table N - Cost of Program Activities**

<b>Program Activity</b>	<b>Total Federal Spending</b>
Local Adults	\$67,093,302
Local Dislocated Workers	\$57,258,560
Local Youth	\$59,860,150
<b>Rapid Response (up to 25%)</b>	
134 (a) (2) (A)	\$1,074,405
<b>Statewide Required Activities (up to 15%)</b>	
134 (a) (2) (b)	\$7,566,550
<b>Statewide Allowable Activities</b>	
134 (a) (3)	\$3,753,737
<b>Total of All Federal Spending Listed Above</b>	<b>\$196,606,704</b>





## **PART III: LOCAL PERFORMANCE**

### **WORKFORCE BOARD PERFORMANCE**

The performance of the 28 Boards is exhibited in Tables 4 and 5.

The intent of the statute that created the Texas Workforce Commission was that consolidating programs within one agency would allow integration of service delivery. TWC and the Boards have come to realize that having numerous siloed measures (particularly disparate measures) was a barrier to that integration. As long as Boards were being judged at the program level rather than the system level, they would be focused on isolated issues. With that in mind, Texas asked for and was granted a waiver that allows the state to contract as many or as few of the siloed WIA measures as appropriate with the Boards.

TWC uses the flexibility offered by the waiver to promote integration through the Common Measures. Table 4 reflects Integrated Common Measures and Reemployment Performance. Table 5 reflects Board Common Measures performance.

**Table 4. Common Measures and Reemployment Measures by Board**

Measures	Common Measures			Reemployment				
	Entered Employment	Employment Retention	Educational Achievement	Reemployment of UI Claimants	Reemployment of Registered Claimants within 10 Weeks	Job Openings Filled Rate	Market Share	Sustainability
Alamo	79.76%	83.77%	78.65%	69.06%	34.03%	35.86%	12.44%	74.89%
Brazos Valley	78.00%	81.50%	92.94%	65.10%	29.33%	29.95%	16.02%	57.14%
Cameron County	79.46%	82.72%	85.92%	68.08%	24.32%	45.50%	39.22%	65.77%
Capital Area	80.95%	84.30%	79.75%	67.23%	27.84%	33.17%	18.37%	74.74%
Central Texas	77.31%	80.17%	88.84%	61.51%	36.11%	66.17%	18.15%	72.25%
Coastal Bend	79.79%	83.44%	83.69%	66.91%	36.88%	58.95%	18.93%	69.90%
Concho Valley	78.92%	81.85%	91.53%	63.99%	57.00%	46.84%	26.88%	66.82%
Dallas	77.64%	83.43%	59.96%	63.90%	19.64%	44.34%	18.37%	75.81%
Deep East Texas	77.68%	80.40%	82.59%	76.04%	32.79%	62.12%	23.98%	67.66%
East Texas	78.65%	82.35%	91.19%	67.82%	43.95%	52.18%	17.44%	69.57%
Golden Crescent	78.89%	82.68%	81.34%	64.37%	29.84%	48.19%	22.44%	68.98%
Gulf Coast	76.56%	81.56%	73.22%	64.78%	19.30%	28.51%	21.11%	61.90%
Heart of Texas	78.82%	82.25%	59.30%	66.45%	35.08%	46.32%	14.24%	67.94%
Lower Rio Grande Valley	76.30%	79.07%	78.19%	66.14%	17.66%	40.23%	32.27%	72.83%
Middle Rio Grande	76.69%	78.76%	84.93%	68.86%	35.00%	82.14%	37.80%	78.36%
North Central	80.21%	83.22%	79.56%	64.10%	27.83%	53.84%	26.38%	61.87%
North East Texas	79.11%	82.18%	87.02%	66.51%	23.61%	68.54%	19.23%	66.21%
North Texas	80.51%	82.20%	84.56%	62.54%	33.47%	54.89%	15.07%	72.79%
Panhandle	83.39%	82.18%	86.35%	65.38%	43.54%	69.98%	26.17%	75.02%
Permian Basin	84.30%	81.96%	89.19%	67.83%	35.80%	63.32%	15.60%	66.48%
Rural Capital	81.36%	85.46%	75.29%	68.26%	27.21%	53.67%	16.63%	64.24%
South Plains	83.53%	80.92%	82.38%	71.62%	29.60%	65.27%	20.48%	69.36%
South Texas	77.74%	82.00%	81.25%	65.79%	28.17%	49.74%	22.42%	72.64%
Southeast Texas	81.16%	82.80%	80.79%	83.24%	37.28%	63.30%	22.01%	67.59%
Tarrant County	81.32%	83.56%	75.04%	63.36%	18.82%	44.67%	17.66%	56.17%
Texoma	81.61%	83.42%	87.16%	65.23%	37.39%	76.75%	19.45%	68.48%
Upper Rio Grande	77.73%	79.75%	86.97%	60.95%	19.89%	52.43%	19.77%	68.42%
West Central	79.20%	81.78%	75.00%	70.11%	31.96%	58.88%	18.06%	68.56%
# Meeting the Measure	28	28	26	28	26	14	20	28
% Meeting the Measure	100.00%	100.00%	92.86%	100.00%	92.86%	50.00%	71.43%	100.00%
<b>Texas Performance</b>	78.38%	82.22%	81.08%	65.97%	25.55%	41.45%	18.52%	66.35%
	Exiters from 10/1/2005 to 09/30/2006	Exiters from 04/1/2005 to 03/31/2006	Exiters from 10/1/2005 to 09/30/2006	Initial UI Payees from 10/1/2005 to 09/30/2006	Registered Claimants from 07/1/2006 to 05/31/2007	4/01/2006 to 03/31/2007	10/01/2006 to 07/31/2007	10/01/2006 to 07/31/2007



## **Texas Integrated Common Measures**

Texas' Integrated Common Measures are based on the federal Common Measures, but there are key differences. The most important difference is that integrated common measures are applied across all programs. They represent true, unduplicated, systemwide performance numbers. All customers receiving services outside of NEG-funded services are included in the integrated common measures.

Total Entered Employment – This is based on the federal Entered Employment measure, but is more comprehensive. Federal Entered Employment counts customers employed only in the first quarter after exit. Texas Entered Employment counts customers employed by the end of the first quarter after exit.

Total Employment Retention – Follows the federal methodology.

Total Educational Achievement – Based on the Federal Youth Common measure, this measure is applied to all customers who were enrolled in education designed to result in a recognized degree or credential. Success means achieving the recognized degree or credential by the end of the third quarter after exit. The measure is applied to both adults and youth.

## **Reemployment and Employer Engagement Measures**

Four years ago, Texas implemented Reemployment and Employer Engagement Measures (REEMS), a set of measures designed to make the Texas workforce system more market-driven. REEMS measure the reemployment of UI claimants and employer engagement of the workforce system.

Reemployment of UI Claimants – This measure is based on the federal UI reemployment measure. It reports the percent of UI claimants who are employed in the first quarter following the quarter in which they received their first UI check.

Reemployment of Registered Claimants within 10 Weeks – This measure evaluates the system's ability to help UI claimants return quickly to work. While the percentage reported appears relatively low, it is important to understand that it is not possible to automate this measure using UI wage records because it requires the actual date that a person returns to work. In the four years since TWC has measured the return to work within 10 weeks, performance has increased dramatically, saving the Unemployment Compensation Trust Fund tens of millions of dollars and improving the economic status of hundreds of thousands of UI claimants.

Market Share – This measures the percentage of employers in the state who use the workforce system in Texas each year. Services tracked include listing job postings for employers; providing specialized testing to job seekers on behalf of an employer; performing employer site recruitment; providing customized or incumbent worker training; entering into a subsidized/unpaid employer agreement; providing Rapid Response assistance; preparing customized labor market information reports in response to specific employer requests; and other services provided to employers for a fee.

Sustainability – This measures the percentage of employers served each year who are repeat customers. These numbers do not increase from year to year because the system continually engages new employers and because smaller employers often do not need workforce services each year.

Job Openings Filled – This measure looks at the percentage of job openings placed by employers that the workforce system is able to fill.

**Table 5. WIA PY2006 Performance by Board**

<b>Measures</b>	<b>Adult Entered Employment Rate</b>	<b>Dislocated Worker Entered Employment Rate</b>	<b>Adult Employment Retention Rate</b>	<b>Dislocated Worker Retention Rate</b>	<b>Adult Average Earnings</b>	<b>Dislocated Worker Average Earnings</b>	<b>Placement In Employment Or Education</b>	<b>Attainment Of Degree Or Certificate</b>	<b>Literacy And Numeracy Gains</b>
Alamo	69.82%	81.07%	81.72%	93.05%	\$9,643.16	\$12,059.31	59.29%	54.57%	68.77%
Brazos Valley	70.00%	79.31%	82.61%	85.48%	\$8,477.45	\$13,222.25	57.65%	39.71%	28.57%
Cameron County	83.59%	87.84%	87.14%	94.47%	\$13,172.76	\$10,682.71	46.07%	56.82%	7.44%
Capital Area	67.15%	76.67%	84.90%	91.41%	\$11,937.71	\$16,130.67	52.99%	45.93%	100.00%
Central Texas	84.15%	90.00%	92.71%	93.33%	\$13,292.55	\$16,707.47	69.64%	72.88%	46.15%
Coastal Bend	75.99%	85.23%	87.24%	90.24%	\$11,613.52	\$13,752.85	59.86%	75.09%	25.00%
Concho Valley	91.18%	89.47%	91.84%	95.24%	\$13,422.73	\$11,974.75	68.66%	78.21%	0.00%
Dallas	72.08%	81.40%	80.33%	89.52%	\$10,737.56	\$14,829.66	47.56%	28.50%	23.23%
Deep East Texas	78.48%	70.40%	91.86%	93.10%	\$11,073.61	\$15,269.98	57.61%	50.98%	20.00%
East Texas	80.19%	87.74%	85.09%	92.72%	\$9,363.71	\$13,421.17	78.18%	66.36%	47.22%
Golden Crescent	80.00%	83.67%	88.99%	88.33%	\$14,184.27	\$15,451.52	73.85%	58.11%	0.00%
Gulf Coast	75.63%	80.07%	81.99%	86.38%	\$12,232.76	\$16,001.48	54.04%	35.47%	26.67%
Heart of Texas	65.85%	79.12%	85.00%	93.33%	\$12,930.75	\$14,268.98	69.44%	56.67%	0.00%
Lower Rio Grande Valley	70.13%	77.38%	82.04%	85.88%	\$10,242.48	\$10,802.70	51.25%	57.79%	10.19%
Middle Rio Grande	80.00%	86.49%	82.42%	84.21%	\$10,298.57	\$12,887.70	53.49%	67.44%	28.57%
North Central	79.82%	85.21%	81.66%	90.25%	\$12,372.79	\$16,991.91	62.94%	56.32%	24.17%
North East Texas	76.72%	87.23%	85.94%	89.83%	\$9,973.07	\$13,264.91	76.47%	65.71%	0.00%
North Texas	74.14%	91.49%	86.67%	88.24%	\$10,206.91	\$13,194.79	68.75%	66.00%	29.17%
Panhandle	80.81%	83.09%	92.13%	91.01%	\$14,945.42	\$15,114.01	67.47%	58.02%	40.00%
Permian Basin	87.37%	84.21%	89.73%	92.11%	\$13,095.04	\$16,477.70	56.52%	59.20%	42.11%
Rural Capital	84.75%	88.28%	85.98%	84.00%	\$9,625.59	\$11,991.84	75.68%	59.18%	5.00%
South Plains	84.00%	81.82%	87.06%	89.23%	\$12,263.21	\$14,115.33	57.14%	66.93%	0.00%
South Texas	66.23%	78.26%	84.80%	96.15%	\$12,424.69	\$9,384.39	60.94%	48.55%	NA
Southeast Texas	79.74%	82.46%	84.03%	86.14%	\$10,224.56	\$13,734.57	67.40%	47.15%	40.91%
Tarrant County	72.58%	79.82%	80.44%	90.93%	\$10,510.22	\$14,298.22	55.49%	37.93%	6.67%
Texoma	72.73%	79.82%	95.24%	92.17%	\$16,029.51	\$14,722.53	64.58%	72.34%	10.00%
Upper Rio Grande	75.19%	75.48%	83.42%	80.42%	\$12,254.03	\$9,820.18	61.89%	59.08%	0.00%
West Central	85.11%	86.32%	84.13%	92.96%	\$12,119.47	\$15,654.14	71.83%	51.02%	0.00%
# Meeting the Measure	14	24	28	27	27	28	28	27	7
% Meeting the Measure	50.00%	85.71%	100.00%	96.43%	96.43%	100.00%	100.00%	96.43%	25.93%
<b>Texas Performance</b>	75.11%	81.30%	82.70%	89.70%	\$11,658.00	\$13,893.00	56.00%	48.20%	25.60%

The final section of this report, “Table O,” beginning on the next page, presents an individual table for each of the 28 Boards, detailing their performance for WIA Common Measures. The targets for each measure are also provided.

Table O - Local Program Activities				
Local Area Name <b>Alamo</b>	Total Participants Served <b>4,989</b>	Adults	1,589	
		Dislocated Workers	1,579	
		Youth	1,821	
WDA Assigned # <b>20</b>	Total Exiters <b>2,280</b>	Adults	725	
		Dislocated Workers	1,040	
		Youth	515	
Reported Information		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>	
Entered Employment Rate	Adults	--	69.82%	
	Dislocated Workers	--	81.07%	
Employment Retention Rate	Adults	--	81.72%	
	Dislocated Workers	--	93.05%	
Average Earnings	Adults	\$10,100	\$9,643.16	
	Dislocated Workers	\$12,000	\$12,059.31	
Placement in Employment or Education	Youth (14-21)	46%	59.29%	
Attainment of Degree or Certificate	Youth (14-21)	34%	54.57%	
Literacy and Numeracy Gains	Youth (14-21)	--	68.77%	
Description of Other State Indicators of Performance (WIA section 136(d)(1)) (Insert additional rows if there are more than two "Other State Indicators of Performance")				
Overall Status of Local Performance		<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>
		0	2	2

Table O - Local Program Activities				
Local Area Name <b>Brazos Valley</b>	Total Participants Served <b>1,175</b>	Adults	571	
		Dislocated Workers	293	
		Youth	311	
WDA Assigned # <b>16</b>	Total Exiters <b>590</b>	Adults	316	
		Dislocated Workers	161	
		Youth	113	
Reported Information		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>	
Entered Employment Rate	Adults	--	70.00%	
	Dislocated Workers	--	79.31%	
Employment Retention Rate	Adults	--	82.61%	
	Dislocated Workers	--	85.48%	
Average Earnings	Adults	\$9,000	\$8,477.45	
	Dislocated Workers	\$12,000	\$13,222.25	
Placement in Employment or Education	Youth (14-21)	46%	57.65%	
Attainment of Degree or Certificate	Youth (14-21)	34%	39.71%	
Literacy and Numeracy Gains	Youth (14-21)	--	28.57%	
Description of Other State Indicators of Performance (WIA section 136(d)(1)) (Insert additional rows if there are more than two "Other State Indicators of Performance")				
Overall Status of Local Performance		<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>
		1	0	3

Table O - Local Program Activities				
Local Area Name <b>Capital Area</b>	Total Participants Served <b>1,640</b>	Adults	733	
		Dislocated Workers	398	
		Youth	509	
WDA Assigned # <b>14</b>	Total Exiters <b>646</b>	Adults	324	
		Dislocated Workers	213	
		Youth	109	
Reported Information		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>	
Entered Employment Rate	Adults	--	67.15%	
	Dislocated Workers	--	76.67%	
Employment Retention Rate	Adults	--	84.90%	
	Dislocated Workers	--	91.41%	
Average Earnings	Adults	\$11,200	\$11,937.71	
	Dislocated Workers	\$13,900	\$16,130.67	
Placement in Employment or Education	Youth (14-21)	46%	52.99%	
Attainment of Degree or Certificate	Youth (14-21)	30%	45.93%	
Literacy and Numeracy Gains	Youth (14-21)	--	100.00%	
Description of Other State Indicators of Performance (WIA section 136(d)(1)) (Insert additional rows if there are more than two "Other State Indicators of Performance")				
Overall Status of Local Performance		<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>
		0	0	4

Table O - Local Program Activities				
Local Area Name <b>Central Texas</b>	Total Participants Served <b>711</b>	Adults	295	
		Dislocated Workers	48	
		Youth	368	
WDA Assigned # <b>26</b>	Total Exiters <b>228</b>	Adults	143	
		Dislocated Workers	25	
		Youth	60	
Reported Information		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>	
Entered Employment Rate	Adults	--	84.15%	
	Dislocated Workers	--	90.00%	
Employment Retention Rate	Adults	--	92.71%	
	Dislocated Workers	--	93.33%	
Average Earnings	Adults	\$13,300	\$13,292.55	
	Dislocated Workers	\$15,900	\$16,707.47	
Placement in Employment or Education	Youth (14-21)	46%	69.64%	
Attainment of Degree or Certificate	Youth (14-21)	34%	72.88%	
Literacy and Numeracy Gains	Youth (14-21)	--	46.15%	
Description of Other State Indicators of Performance (WIA section 136(d)(1)) (Insert additional rows if there are more than two "Other State Indicators of Performance")				
Overall Status of Local Performance		<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>
		0	1	3

Table O - Local Program Activities			
Local Area Name <b>Coastal Bend</b>	Total Participants Served <b>2,177</b>	Adults	632
		Dislocated Workers	590
		Youth	955
WDA Assigned # <b>22</b>	Total Exitters <b>1,048</b>	Adults	456
		Dislocated Workers	410
		Youth	182
Reported Information		Negotiated Performance Level	Actual Performance Level
Entered Employment Rate	Adults	--	75.99%
	Dislocated Workers	--	85.23%
Employment Retention Rate	Adults	--	87.24%
	Dislocated Workers	--	90.24%
Average Earnings	Adults	\$12,200	\$11,613.52
	Dislocated Workers	\$11,800	\$13,752.85
Placement in Employment or Education	Youth (14-21)	46%	59.86%
Attainment of Degree or Certificate	Youth (14-21)	34%	75.09%
Literacy and Numeracy Gains	Youth (14-21)	--	25.00%
Description of Other State Indicators of Performance (WIA section 136(d)(1)) (Insert additional rows if there are more than two "Other State Indicators of Performance")			
Overall Status of Local Performance		Not Met	Met Exceeded
		0	1 3

Table O - Local Program Activities			
Local Area Name <b>Concho Valley</b>	Total Participants Served <b>501</b>	Adults	129
		Dislocated Workers	156
		Youth	216
WDA Assigned # <b>12</b>	Total Exitters <b>122</b>	Adults	54
		Dislocated Workers	29
		Youth	39
Reported Information		Negotiated Performance Level	Actual Performance Level
Entered Employment Rate	Adults	--	91.18%
	Dislocated Workers	--	89.47%
Employment Retention Rate	Adults	--	91.84%
	Dislocated Workers	--	95.24%
Average Earnings	Adults	\$14,100	\$13,422.73
	Dislocated Workers	\$11,900	\$11,974.75
Placement in Employment or Education	Youth (14-21)	46%	68.66%
Attainment of Degree or Certificate	Youth (14-21)	34%	78.21%
Literacy and Numeracy Gains	Youth (14-21)	--	0.00%
Description of Other State Indicators of Performance (WIA section 136(d)(1)) (Insert additional rows if there are more than two "Other State Indicators of Performance")			
Overall Status of Local Performance		Not Met	Met Exceeded
		0	2 2

Table O - Local Program Activities				
Local Area Name <b>Dallas</b>	Total Participants Served <b>4,897</b>	Adults	1,642	
		Dislocated Workers	1,313	
		Youth	1,942	
WDA Assigned # <b>6</b>	Total Exiters <b>3,357</b>	Adults	1,231	
		Dislocated Workers	841	
		Youth	1,285	
Reported Information		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>	
Entered Employment Rate	Adults	--	72.08%	
	Dislocated Workers	--	81.40%	
Employment Retention Rate	Adults	--	80.33%	
	Dislocated Workers	--	89.52%	
Average Earnings	Adults	\$9,800	\$10,737.56	
	Dislocated Workers	\$15,500	\$14,829.66	
Placement in Employment or Education	Youth (14-21)	42%	47.56%	
Attainment of Degree or Certificate	Youth (14-21)	30%	28.50%	
Literacy and Numeracy Gains	Youth (14-21)	--	23.23%	
Description of Other State Indicators of Performance (WIA section 136(d)(1)) (Insert additional rows if there are more than two "Other State Indicators of Performance")				
Overall Status of Local Performance		<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>
		0	2	2

Table O - Local Program Activities				
Local Area Name <b>Deep East Texas</b>	Total Participants Served <b>724</b>	Adults	326	
		Dislocated Workers	125	
		Youth	273	
WDA Assigned # <b>17</b>	Total Exiters <b>366</b>	Adults	163	
		Dislocated Workers	83	
		Youth	120	
Reported Information		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>	
Entered Employment Rate	Adults	--	78.48%	
	Dislocated Workers	--	70.40%	
Employment Retention Rate	Adults	--	91.86%	
	Dislocated Workers	--	93.10%	
Average Earnings	Adults	\$11,000	\$11,073.61	
	Dislocated Workers	\$13,500	\$15,269.98	
Placement in Employment or Education	Youth (14-21)	46%	57.61%	
Attainment of Degree or Certificate	Youth (14-21)	34%	50.98%	
Literacy and Numeracy Gains	Youth (14-21)	--	20.00%	
Description of Other State Indicators of Performance (WIA section 136(d)(1)) (Insert additional rows if there are more than two "Other State Indicators of Performance")				
Overall Status of Local Performance		<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>
		0	1	3

Table O - Local Program Activities				
Local Area Name <b>East Texas</b>	Total Participants Served <b>1,602</b>	Adults	366	
		Dislocated Workers	1,038	
		Youth	198	
WDA Assigned # <b>8</b>	Total Exiters <b>1,374</b>	Adults	399	
		Dislocated Workers	855	
		Youth	120	
Reported Information		Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	Adults	--	80.19%	
	Dislocated Workers	--	87.74%	
Employment Retention Rate	Adults	--	85.09%	
	Dislocated Workers	--	92.72%	
Average Earnings	Adults	\$9,600	\$9,363.71	
	Dislocated Workers	\$12,400	\$13,421.17	
Placement in Employment or Education	Youth (14-21)	46%	78.18%	
Attainment of Degree or Certificate	Youth (14-21)	34%	66.36%	
Literacy and Numeracy Gains	Youth (14-21)	--	47.22%	
Description of Other State Indicators of Performance (WIA section 136(d)(1)) (Insert additional rows if there are more than two "Other State Indicators of Performance")				
Overall Status of Local Performance		Not Met	Met	Exceeded
		0	1	3

Table O - Local Program Activities				
Local Area Name <b>Golden Crescent</b>	Total Participants Served <b>497</b>	Adults	132	
		Dislocated Workers	245	
		Youth	120	
WDA Assigned # <b>19</b>	Total Exiters <b>235</b>	Adults	106	
		Dislocated Workers	71	
		Youth	58	
Reported Information		Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	Adults	--	80.00%	
	Dislocated Workers	--	83.67%	
Employment Retention Rate	Adults	--	88.99%	
	Dislocated Workers	--	88.33%	
Average Earnings	Adults	\$12,400	\$14,184.27	
	Dislocated Workers	\$10,800	\$15,451.52	
Placement in Employment or Education	Youth (14-21)	40%	73.85%	
Attainment of Degree or Certificate	Youth (14-21)	34%	58.11%	
Literacy and Numeracy Gains	Youth (14-21)	--	0.00%	
Description of Other State Indicators of Performance (WIA section 136(d)(1)) (Insert additional rows if there are more than two "Other State Indicators of Performance")				
Overall Status of Local Performance		Not Met	Met	Exceeded
		0	0	4

Table O - Local Program Activities				
Local Area Name <b>Gulf Coast</b>	Total Participants Served <b>18,866</b>	Adults	15,099	
		Dislocated Workers	2,099	
		Youth	1,668	
WDA Assigned # <b>28</b>	Total Exiters <b>15,345</b>	Adults	11,983	
		Dislocated Workers	2,521	
		Youth	841	
Reported Information		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>	
Entered Employment Rate	Adults	--	75.63%	
	Dislocated Workers	--	80.07%	
Employment Retention Rate	Adults	--	81.99%	
	Dislocated Workers	--	86.38%	
Average Earnings	Adults	\$12,300	\$12,232.76	
	Dislocated Workers	\$15,000	\$16,001.48	
Placement in Employment or Education	Youth (14-21)	46%	54.04%	
Attainment of Degree or Certificate	Youth (14-21)	34%	35.47%	
Literacy and Numeracy Gains	Youth (14-21)	--	26.67%	
Description of Other State Indicators of Performance (WIA section 136(d)(1)) (Insert additional rows if there are more than two "Other State Indicators of Performance")				
Overall Status of Local Performance		<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>
		0	2	2

Table O - Local Program Activities				
Local Area Name <b>Heart Of Texas</b>	Total Participants Served <b>509</b>	Adults	90	
		Dislocated Workers	100	
		Youth	319	
WDA Assigned # <b>13</b>	Total Exiters <b>301</b>	Adults	95	
		Dislocated Workers	78	
		Youth	128	
Reported Information		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>	
Entered Employment Rate	Adults	--	65.85%	
	Dislocated Workers	--	79.12%	
Employment Retention Rate	Adults	--	85.00%	
	Dislocated Workers	--	93.33%	
Average Earnings	Adults	\$11,400	\$12,930.75	
	Dislocated Workers	\$14,100	\$14,268.98	
Placement in Employment or Education	Youth (14-21)	46%	69.44%	
Attainment of Degree or Certificate	Youth (14-21)	34%	56.67%	
Literacy and Numeracy Gains	Youth (14-21)	--	0.00%	
Description of Other State Indicators of Performance (WIA section 136(d)(1)) (Insert additional rows if there are more than two "Other State Indicators of Performance")				
Overall Status of Local Performance		<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>
		0	1	3



Table O - Local Program Activities			
Local Area Name <b>Lower Rio Grande</b>	Total Participants Served <b>7,998</b>	Adults	4,364
		Dislocated Workers	566
		Youth	3,068
WDA Assigned # <b>23</b>	Total Exiters <b>3,509</b>	Adults	2,085
		Dislocated Workers	247
		Youth	1,177
Reported Information		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
Entered Employment Rate	Adults	--	70.13%
	Dislocated Workers	--	77.38%
Employment Retention Rate	Adults	--	82.04%
	Dislocated Workers	--	85.88%
Average Earnings	Adults	\$10,600	\$10,242.48
	Dislocated Workers	\$8,100	\$10,802.70
Placement in Employment or Education	Youth (14-21)	46%	51.25%
Attainment of Degree or Certificate	Youth (14-21)	34%	57.79%
Literacy and Numeracy Gains	Youth (14-21)	--	10.19%
Description of Other State Indicators of Performance (WIA section 136(d)(1)) (Insert additional rows if there are more than two "Other State Indicators of Performance")			
Overall Status of Local Performance		<b>Not Met</b>	<b>Met</b>
		<b>0</b>	<b>1</b>

Table O - Local Program Activities			
Local Area Name <b>Middle Rio Grande</b>	Total Participants Served <b>711</b>	Adults	266
		Dislocated Workers	72
		Youth	373
WDA Assigned # <b>27</b>	Total Exiters <b>257</b>	Adults	148
		Dislocated Workers	45
		Youth	64
Reported Information		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>
Entered Employment Rate	Adults	--	80.00%
	Dislocated Workers	--	86.49%
Employment Retention Rate	Adults	--	82.42%
	Dislocated Workers	--	84.21%
Average Earnings	Adults	\$10,400	\$10,298.57
	Dislocated Workers	\$11,100	\$12,887.70
Placement in Employment or Education	Youth (14-21)	46%	53.49%
Attainment of Degree or Certificate	Youth (14-21)	34%	67.44%
Literacy and Numeracy Gains	Youth (14-21)	--	28.57%
Description of Other State Indicators of Performance (WIA section 136(d)(1)) (Insert additional rows if there are more than two "Other State Indicators of Performance")			
Overall Status of Local Performance		<b>Not Met</b>	<b>Met</b>
		<b>0</b>	<b>1</b>

Table O - Local Program Activities				
Local Area Name <b>North Central Texas</b>	Total Participants Served <b>2,929</b>	Adults	1,054	
		Dislocated Workers	954	
		Youth	921	
WDA Assigned # <b>4</b>	Total Exiters <b>1,165</b>	Adults	427	
		Dislocated Workers	469	
		Youth	269	
Reported Information		Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	Adults	--	79.82%	
	Dislocated Workers	--	85.21%	
Employment Retention Rate	Adults	--	81.66%	
	Dislocated Workers	--	90.25%	
Average Earnings	Adults	\$12,600	\$12,372.79	
	Dislocated Workers	\$16,800	\$16,991.91	
Placement in Employment or Education	Youth (14-21)	46%	62.94%	
Attainment of Degree or Certificate	Youth (14-21)	34%	56.32%	
Literacy and Numeracy Gains	Youth (14-21)	--	24.17%	
Description of Other State Indicators of Performance (WIA section 136(d)(1)) (Insert additional rows if there are more than two "Other State Indicators of Performance")				
Overall Status of Local Performance		Not Met	Met	Exceeded
		0	2	2

Table O - Local Program Activities				
Local Area Name <b>North East Texas</b>	Total Participants Served <b>854</b>	Adults	337	
		Dislocated Workers	310	
		Youth	207	
WDA Assigned # <b>7</b>	Total Exiters <b>306</b>	Adults	139	
		Dislocated Workers	101	
		Youth	66	
Reported Information		Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	Adults	--	76.72%	
	Dislocated Workers	--	87.23%	
Employment Retention Rate	Adults	--	85.94%	
	Dislocated Workers	--	89.83%	
Average Earnings	Adults	\$10,400	\$9,973.07	
	Dislocated Workers	\$10,900	\$13,264.91	
Placement in Employment or Education	Youth (14-21)	46%	76.47%	
Attainment of Degree or Certificate	Youth (14-21)	34%	65.71%	
Literacy and Numeracy Gains	Youth (14-21)	--	0.00%	
Description of Other State Indicators of Performance (WIA section 136(d)(1)) (Insert additional rows if there are more than two "Other State Indicators of Performance")				
Overall Status of Local Performance		Not Met	Met	Exceeded
		0	1	3

Table O - Local Program Activities			
Local Area Name <b>North Texas</b>	Total Participants Served <b>353</b>	Adults	112
		Dislocated Workers	109
		Youth	132
WDA Assigned # <b>3</b>	Total Exiters <b>218</b>	Adults	69
		Dislocated Workers	64
		Youth	85
Reported Information		Negotiated Performance Level	Actual Performance Level
Entered Employment Rate	Adults	--	74.14%
	Dislocated Workers	--	91.49%
Employment Retention Rate	Adults	--	86.67%
	Dislocated Workers	--	88.24%
Average Earnings	Adults	\$9,000	\$10,206.91
	Dislocated Workers	\$13,800	\$13,194.79
Placement in Employment or Education	Youth (14-21)	46%	68.75%
Attainment of Degree or Certificate	Youth (14-21)	34%	66.00%
Literacy and Numeracy Gains	Youth (14-21)	--	29.17%
Description of Other State Indicators of Performance (WIA section 136(d)(1)) (Insert additional rows if there are more than two "Other State Indicators of Performance")			
Overall Status of Local Performance	Not Met		Met
	0		1
		Exceeded	
		3	

Table O - Local Program Activities			
Local Area Name <b>Panhandle</b>	Total Participants Served <b>714</b>	Adults	243
		Dislocated Workers	222
		Youth	249
WDA Assigned # <b>1</b>	Total Exiters <b>422</b>	Adults	122
		Dislocated Workers	191
		Youth	109
Reported Information		Negotiated Performance Level	Actual Performance Level
Entered Employment Rate	Adults	--	80.81%
	Dislocated Workers	--	83.09%
Employment Retention Rate	Adults	--	92.13%
	Dislocated Workers	--	91.01%
Average Earnings	Adults	\$13,500	\$14,945.42
	Dislocated Workers	\$15,100	\$15,114.01
Placement in Employment or Education	Youth (14-21)	46%	67.47%
Attainment of Degree or Certificate	Youth (14-21)	34%	58.02%
Literacy and Numeracy Gains	Youth (14-21)	--	40.00%
Description of Other State Indicators of Performance (WIA section 136(d)(1)) (Insert additional rows if there are more than two "Other State Indicators of Performance")			
Overall Status of Local Performance	Not Met		Met
	0		1
		Exceeded	
		3	

Table O - Local Program Activities				
Local Area Name <b>Permian Basin</b>	Total Participants Served <b>700</b>	Adults	232	
		Dislocated Workers	103	
		Youth	365	
WDA Assigned # <b>11</b>	Total Exiters <b>312</b>	Adults	120	
		Dislocated Workers	67	
		Youth	125	
Reported Information		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>	
Entered Employment Rate	Adults	--	87.37%	
	Dislocated Workers	--	84.21%	
Employment Retention Rate	Adults	--	89.73%	
	Dislocated Workers	--	92.11%	
Average Earnings	Adults	\$13,700	\$13,095.04	
	Dislocated Workers	\$13,800	\$16,477.70	
Placement in Employment or Education	Youth (14-21)	46%	56.52%	
Attainment of Degree or Certificate	Youth (14-21)	34%	59.20%	
Literacy and Numeracy Gains	Youth (14-21)	--	42.11%	
Description of Other State Indicators of Performance (WIA section 136(d)(1)) (Insert additional rows if there are more than two "Other State Indicators of Performance")				
Overall Status of Local Performance		<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>
		0	1	3

Table O - Local Program Activities				
Local Area Name <b>Rural Capital</b>	Total Participants Served <b>804</b>	Adults	280	
		Dislocated Workers	370	
		Youth	154	
WDA Assigned # <b>15</b>	Total Exiters <b>404</b>	Adults	144	
		Dislocated Workers	184	
		Youth	76	
Reported Information		<b>Negotiated Performance Level</b>	<b>Actual Performance Level</b>	
Entered Employment Rate	Adults	--	84.75%	
	Dislocated Workers	--	88.28%	
Employment Retention Rate	Adults	--	85.98%	
	Dislocated Workers	--	84.00%	
Average Earnings	Adults	\$10,100	\$9,625.59	
	Dislocated Workers	\$11,800	\$11,991.84	
Placement in Employment or Education	Youth (14-21)	46%	75.68%	
Attainment of Degree or Certificate	Youth (14-21)	34%	59.18%	
Literacy and Numeracy Gains	Youth (14-21)	--	14.71%	
Description of Other State Indicators of Performance (WIA section 136(d)(1)) (Insert additional rows if there are more than two "Other State Indicators of Performance")				
Overall Status of Local Performance		<b>Not Met</b>	<b>Met</b>	<b>Exceeded</b>
		0	2	2

Table O - Local Program Activities				
Local Area Name <b>South Plains</b>	Total Participants Served <b>606</b>	Adults	205	
		Dislocated Workers	60	
		Youth	341	
WDA Assigned # <b>2</b>	Total Exiters <b>298</b>	Adults	138	
		Dislocated Workers	49	
		Youth	111	
Reported Information		Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	Adults	--	84.00%	
	Dislocated Workers	--	81.82%	
Employment Retention Rate	Adults	--	87.06%	
	Dislocated Workers	--	89.23%	
Average Earnings	Adults	\$12,800	\$12,263.21	
	Dislocated Workers	\$13,300	\$14,115.33	
Placement in Employment or Education	Youth (14-21)	46%	57.14%	
Attainment of Degree or Certificate	Youth (14-21)	34%	66.93%	
Literacy and Numeracy Gains	Youth (14-21)	--	0.00%	
Description of Other State Indicators of Performance (WIA section 136(d)(1)) (Insert additional rows if there are more than two "Other State Indicators of Performance")				
Overall Status of Local Performance		Not Met	Met	Exceeded
		0	1	3

Table O - Local Program Activities				
Local Area Name <b>South Texas</b>	Total Participants Served <b>539</b>	Adults	203	
		Dislocated Workers	21	
		Youth	315	
WDA Assigned # <b>21</b>	Total Exiters <b>233</b>	Adults	90	
		Dislocated Workers	15	
		Youth	128	
Reported Information		Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	Adults	--	66.23%	
	Dislocated Workers	--	78.26%	
Employment Retention Rate	Adults	--	84.80%	
	Dislocated Workers	--	96.15%	
Average Earnings	Adults	\$11,400	\$12,424.69	
	Dislocated Workers	\$9,800	\$9,384.39	
Placement in Employment or Education	Youth (14-21)	46%	60.94%	
Attainment of Degree or Certificate	Youth (14-21)	34%	48.55%	
Literacy and Numeracy Gains	Youth (14-21)	--	NA	
Description of Other State Indicators of Performance (WIA section 136(d)(1)) (Insert additional rows if there are more than two "Other State Indicators of Performance")				
Overall Status of Local Performance		Not Met	Met	Exceeded
		0	1	3

Table O - Local Program Activities				
Local Area Name <b>Southeast Texas</b>	Total Participants Served <b>923</b>	Adults	463	
		Dislocated Workers	72	
		Youth	388	
WDA Assigned # <b>18</b>	Total Exiters <b>637</b>	Adults	316	
		Dislocated Workers	107	
		Youth	214	
Reported Information		Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	Adults	--	79.74%	
	Dislocated Workers	--	82.46%	
Employment Retention Rate	Adults	--	84.03%	
	Dislocated Workers	--	86.14%	
Average Earnings	Adults	\$9,600	\$10,224.56	
	Dislocated Workers	\$13,800	\$13,734.57	
Placement in Employment or Education	Youth (14-21)	46%	67.40%	
Attainment of Degree or Certificate	Youth (14-21)	34%	47.15%	
Literacy and Numeracy Gains	Youth (14-21)	--	40.91%	
Description of Other State Indicators of Performance (WIA section 136(d)(1)) (Insert additional rows if there are more than two "Other State Indicators of Performance")				
Overall Status of Local Performance		Not Met	Met	Exceeded
		0	1	3

Table O - Local Program Activities				
Local Area Name <b>Tarrant County</b>	Total Participants Served <b>2,392</b>	Adults	746	
		Dislocated Workers	1,131	
		Youth	515	
WDA Assigned # <b>5</b>	Total Exiters <b>1,090</b>	Adults	527	
		Dislocated Workers	390	
		Youth	173	
Reported Information		Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	Adults	--	72.58%	
	Dislocated Workers	--	79.82%	
Employment Retention Rate	Adults	--	80.44%	
	Dislocated Workers	--	90.93%	
Average Earnings	Adults	\$9,350	\$10,510.22	
	Dislocated Workers	\$15,000	\$14,298.22	
Placement in Employment or Education	Youth (14-21)	46%	55.49%	
Attainment of Degree or Certificate	Youth (14-21)	34%	37.93%	
Literacy and Numeracy Gains	Youth (14-21)	--	6.67%	
Description of Other State Indicators of Performance (WIA section 136(d)(1)) (Insert additional rows if there are more than two "Other State Indicators of Performance")				
Overall Status of Local Performance		Not Met	Met	Exceeded
		0	1	3

Table O - Local Program Activities				
Local Area Name <b>Texoma</b>	Total Participants Served <b>271</b>	Adults	99	
		Dislocated Workers	72	
		Youth	100	
WDA Assigned # <b>25</b>	Total Exiters <b>203</b>	Adults	45	
		Dislocated Workers	105	
		Youth	53	
Reported Information		Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	Adults	--	72.73%	
	Dislocated Workers	--	79.82%	
Employment Retention Rate	Adults	--	95.24%	
	Dislocated Workers	--	92.17%	
Average Earnings	Adults	\$15,600	\$16,029.51	
	Dislocated Workers	\$14,500	\$14,722.53	
Placement in Employment or Education	Youth (14-21)	46%	64.58%	
Attainment of Degree or Certificate	Youth (14-21)	34%	72.34%	
Literacy and Numeracy Gains	Youth (14-21)	--	10.00%	
Description of Other State Indicators of Performance (WIA section 136(d)(1)) (Insert additional rows if there are more than two "Other State Indicators of Performance")				
Overall Status of Local Performance		Not Met	Met	Exceeded
		0	2	2

Table O - Local Program Activities				
Local Area Name <b>Upper Rio Grande</b>	Total Participants Served <b>5,022</b>	Adults	1,314	
		Dislocated Workers	1,915	
		Youth	1,793	
WDA Assigned # <b>10</b>	Total Exiters <b>2,270</b>	Adults	487	
		Dislocated Workers	1,039	
		Youth	744	
Reported Information		Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	Adults	--	75.19%	
	Dislocated Workers	--	75.48%	
Employment Retention Rate	Adults	--	83.42%	
	Dislocated Workers	--	80.42%	
Average Earnings	Adults	\$8,500	\$12,254.03	
	Dislocated Workers	\$8,700	\$9,820.18	
Placement in Employment or Education	Youth (14-21)	46%	61.89%	
Attainment of Degree or Certificate	Youth (14-21)	34%	59.08%	
Literacy and Numeracy Gains	Youth (14-21)	--	0.00%	
Description of Other State Indicators of Performance (WIA section 136(d)(1)) (Insert additional rows if there are more than two "Other State Indicators of Performance")				
Overall Status of Local Performance		Not Met	Met	Exceeded
		0	0	4

Table O - Local Program Activities				
Local Area Name <b>West Central</b>	Total Participants Served <b>1,927</b>	Adults	1,475	
		Dislocated Workers	291	
		Youth	161	
WDA Assigned # <b>9</b>	Total Exiters <b>633</b>	Adults	377	
		Dislocated Workers	148	
		Youth	108	
Reported Information		Negotiated Performance Level	Actual Performance Level	
Entered Employment Rate	Adults	--	85.11%	
	Dislocated Workers	--	86.32%	
Employment Retention Rate	Adults	--	84.13%	
	Dislocated Workers	--	92.96%	
Average Earnings	Adults	\$10,800	\$12,119.47	
	Dislocated Workers	\$11,900	\$15,654.14	
Placement in Employment or Education	Youth (14-21)	46%	71.83%	
Attainment of Degree or Certificate	Youth (14-21)	34%	51.02%	
Literacy and Numeracy Gains	Youth (14-21)	--	0.00%	
Description of Other State Indicators of Performance (WIA section 136(d)(1)) (Insert additional rows if there are more than two "Other State Indicators of Performance")				
Overall Status of Local Performance		Not Met	Met	Exceeded
		0	0	4





