Panhandle Workforce Development Area Integrated Plan Modification

PY2009/FY 2010

PANHANDLE WORKFORCE DEVELOPMENT AREA
INTEGRATED PLAN MODIFICATION PY2009-FY2010
STRATEGIC NARRATIVE

The Panhandle Workforce Development Board, a business-led group appointed by local elected officials, oversees workforce program services provided in the 26-county region. The Board and its partners together implement the Integrated Plan for the region that directs local entities in their efforts to build a workforce that sustains local communities and supports a positive economic climate. This section of the Plan provides an overview of the Panhandle's workforce system, and subsequent sections provide additional detail and compliance information.

Mission

The Board supports the economic health of the region by investing in skills development and other services that lead to self-sufficient employment of the labor force, as guided by local employers.

Strategic Goals

- Strategic investments of workforce development resources will support the economic strength and viability of the region and its communities.

- Local employers' demand for skills can be met by a qualified labor force.

- Workers at all skill and occupational levels are self-sufficient and committed to long-term career growth.

Objectives

The following objectives will guide the development and provision of services during the next two years in order to achieve the above long-term goals:

- Continue the functional integration of services in Workforce Solutions Panhandle offices (workforce centers) in order to minimize costs, maintain offerings despite funding changes and improve customer satisfaction, while attaining performance goals at or above State-targeted levels.

- Continue to develop the business services team's capabilities, including assessment of employers' skill needs; implementation of low-cost, effective and timely methods to match capable workers with job openings; and collaboration with educators, economic developers and community partners to craft solutions that address labor force challenges.

- Increase business, job seeker and youth utilization of free and low-cost workforce services.

- Increase employer involvement in the academic and workforce skills development of local youth.

- Increase employer involvement in collaborative activities to build skills in the workforce, including reading, speaking and math basic skills; work readiness capability; and occupation-specific skills.

- Increase the number of customers engaged in short-term training and intensive services that lead to employment in high-wage occupations in demand.

- Improve long-term job retention of low-income and targeted program customers.

Labor Market Focus

Local labor market needs provide the core direction for Panhandle workforce investments. To identify those, staff conducts analysis of local, state and national data that identifies demographic, industrial and employment trends and potential skill shortages, using Texas Workforce Commission's SOCRATES, Texas Industry Profiles, Tracer and resources from other providers. Employer needs identified through the workforce centers' involvement with employers are shared among business services and Board staff. Information gathered through these sources is supplemented and validated by input from dozens of interested parties, prior to the development of the Plan's strategic and operational goals and objectives.

Specific methods for gaining local employers' input during the first eight months of FY2009 included the following:

- Business services representatives visit every Panhandle city at least once each month, and solicited input from employers during over 1,000 onsite visits to provide and/or market services.
- Direct assistance by staff helped employers fill over 3,000 openings.
- Two regional job fairs that each served over 90 employers and 2,000 job seekers were conducted with other community partners; smaller job fairs focused on laid off workers, employer groups in a single industry or specific geographic areas.
- Workforce center staff served as members and/or officers in all of the area's chambers of commerce, the local chapter of the Society for Human Resource Management and with other civic organizations such as Rotary Clubs.
- Collaborative activities to assist economic development organizations included the provision of customized labor market information, meeting with prospective businesses, and assisting in the development of customized training. Business services representatives make onsite visits to every chamber and EDC in the region at least once each month.

In 2009, the Board's Labor Market Information (LMI) Committee conducted public meetings in the region's four largest cities to gather information on developments in the labor market and to formulate recommendations on those industries and occupations on which to focus workforce resources. Small, medium and large employers; economic developers, chamber of commerce representatives, educators; local elected officials; other interested parties; and the general public were invited to the sessions.

Before each session, data analysis was used to identify high-growth and other high-priority industries, including those targeted by the governor, in the respective counties served by each Workforce Solutions Panhandle office. Workforce center management invited representatives of those industries and economic development professionals to each meeting to present the following information about their businesses:

- Industrial Trends
- Occupational Trends
- Education and Training Preferences
- Employee Recruiting Methods
- Problems with Employees

After hearing from businesses and economic developers, the LMI Committee considered the information gathered through data analysis and public input, and assigned priorities for the identified workforce needs. The Board approved the Committee's recommended key industries, targeted (high-priority) occupations for Workforce Investment Act adult and dislocated worker program training, occupations in demand and related workforce investment strategies for incorporation into this Plan. The lists can be found in Appendix 2 of this Plan.

Strategies and initiatives planned or already implemented in support of the Board's target and related industries, including the Governor's industry clusters, include the following:

- Marketing workforce services to employers in the targeted and related industries, and placing priority on those targeted in common with local economic developers;
- Assisting in the development of incumbent worker projects with area community colleges;
- Providing assistance to community colleges with Skills Development and Self-Sufficiency grants and applications, including identification of employers that could benefit from such projects;
- Utilize the flexibility provided by the Local Activity Fund waiver to provide incumbent worker training as an incentive for employers to hire UI Claimants and other dislocated workers; and
- Continue involving employers, their representative organizations and economic developers in ongoing workforce planning.

Specific training efforts that are planned or already implemented for targeted and related industries include the following:

- Partnering with employers to fund basic truck driver instruction and licensure, followed by placement on-the-job with an experienced driver to complete training;
- Piloting short-term, accelerated basic skills instruction to prepare dislocated and under-skilled workers for entry into highly technical occupations, such as aerospace manufacturing, industrial maintenance and wind technology;
- Funding training in industrial maintenance for dislocated and incumbent workers in partnership with a food manufacturing company that will pay full-time wages during a year of daily training and work.

- Helping eligible students pursue careers in nursing and other allied health careers by funding tuition and fees, uniforms, child care and/or other supportive services that enable school attendance and completion.
- Utilizing the Board's LMI Committee's meetings to inform postsecondary institutions of employers' skill needs to promote the development or revision of training programs, including short-term training options for demand occupations.

Reemployment strategies that are planned or already implemented to meet future workforce needs include the following:

- Encouraging all UI Claimants and other dislocated workers and job seekers to consider skill training that will build onto current skills to increase their value to employers in industries expected to grow;
- Working with community colleges to accelerate instructional programs to address current employer needs and reemploy UI Claimants and other dislocated workers as quickly as possible;
- Developing methods to collaborate with apprenticeship programs, in order to reemploy workers while they are training for high-skill, high-demand jobs;
- Initial assessment of UI Claimants and other dislocated workers to identify current skills that may effectively be transferred to employment in different occupations; and
- More in-depth assessment for UI Claimants and other dislocated workers who are not reemployed after four weeks of job search, to provide more intensive job search assistance and to encourage skill building that will facilitate reemployment.
- Provide short-term internships for dislocated workers to explore career options for which they have transferable skills and/or assessed interests.

O*Net-based online tools will be utilized for analysis of occupational skills of workers in industries expected to experience layoffs. Training for such analysis by business services, Rapid Response and reemployment staff will be scheduled in concert with TWC Rapid Response training offered during the summer of 2009. Information produced will be applied in the provision of services designed to prevent layoff and/or develop training opportunities in partnership with growing employers.

For example, an employer using high-technology production methods is currently seeking workers with low-tech but similar experience and long-term, steady attachment to employment. The Board is working with the local community college to build customized and accelerated instruction for UI Claimants and other dislocated workers to meet that employer's needs. The acceleration is possible in part due to a determination of which skills are already present, and which must be trained.

Workforce Program Resources

The Board oversees state and federal grants dedicated to supporting local workforce development programs. Following is a brief description of these resources:

The Workforce Investment Act (WIA) Adult and Dislocated Worker (DLW) grants fund case management, training, job search and placement, and supportive services for eligible clients to prepare for or return to employment. The Trade Adjustment Assistance grant also provides training for dislocated workers whose job loss was associated with international trade.

The WIA Youth grant funds case management, high school retention and completion activities, training, job search and placement, and supportive services for eligible youth ages 14 through 21 to prepare for employment.

A portion of one or more of the above WIA grants may be used to support Local Activity Fund projects that provide customized training in critical skill needs for the region's employers.

The Temporary Assistance to Needy Families (TANF)/Choices and Supplemental Nutrition Assistance Program Employment and Training (SNAPET; formerly FSET) grants provide case management, training, job search and placement, and supportive services for welfare and food stamp recipients required to participate in these activities to retain their benefits. The Reintegration of Offenders (RIO) grant funds case management, job search and placement activities for parolees, youth released from Texas Youth Commission facilities and other offenders in specific circumstances.

The Wagner-Peyser Employment Services (WPES) and Veterans Services (VETS) grants pay for a portion of the costs associated with the Texas Workforce Commission (TWC) and Texas Veterans Commission (TVC) employees who are housed in our local workforce centers. These individuals perform case management and job placement functions for the general public and/or veterans. Resources retained by TWC and TVC are used to pay associated salaries and fringe benefits for these employees.

The WIA – Statewide Activities and Incentive grants provide additional funds that are used to support the operation of area workforce centers.

Our Child Care Development grant funds care for children from eligible families. Matching resources obtained from local contributors and associated federal/state monies are included in our Local Match grant. Resources to purchase services for children in foster care are provided through our Foster Care grant.

During PY2009/FY2010 additional resources granted under the American Recovery and Reinvestment Act of 2009 (ARRA) will expand the region's WIA Adult, Dislocated Worker, Youth, Wagner Peyser and Child Care services to address the current economic downturn.

These resources will support workforce development services and reemployment assistance directed to low-income adults and youth, and laid-off workers. Services will include training in high-demand skills by education providers, and improvements in workforce system capacity. Child care resources will increase the number of families provided with child care assistance and provide services to providers to enhance long-term quality improvement and build upon minimum required standards.

Leveraged Resources

The Board coordinates with hundreds of public agencies, nonprofit organizations and private sector businesses to carry out its mission. Following is a brief description of those which contribute the most financial support:

The region's three community colleges and the public university are essential, as these institutions provide most postsecondary education supported by the Board and numerous methods of support to help students be successful. Additional services provided to workforce clients include, but are not limited to the following:

- Financial aid and scholarships help students pay for their living costs, while WIA usually helps cover tuition, books, fees and supplies.
- The community colleges offer instruction to improve basic skills, including English as a Second Language (ESL), and prepare for a GED, and Amarillo College offers high school credit to individuals who would prefer a diploma to an equivalency certificate.
- All but one of these schools have TRIO Student Support Services grants for low-income, first-generation and disabled students.
- West Texas A&M University has federal TRIO grants to prepare secondary school students for college, including Upward Bound and Student Support Services.
- Amarillo College has a grant for a High School Equivalency Program (HEP), an eight-week program for seasonal or migrant workers in the agricultural industry.
- Various other institutional and grant-supported services are available to ensure students' success.

The Board supports the community colleges' Skills Development Fund and Self Sufficiency Fund applications that support key industries and those associated by cluster relationships, and training for occupations in demand and/or essential to those industries. In addition, staff collaborates with schools and local employers to develop training solutions that meet specific training needs.

Region 16 Education Service Center houses the region's adult basic education program, overseeing ABE, GED and ESL instruction throughout the area, delivered both by onsite teachers and distance learning. ABE services include assessment of workforce center customers with limited English skills. The agency is also responsible for the area's Head Start program.

Amarillo Senior Citizens Association's Senior Community Service Employment Program (SCSEP) provides training, counseling, employment assistance and paid, part-time community service assignments designed to move older workers into unsubsidized employment. In the Panhandle WDA, older workers placed by SCSEP in most workforce centers perform critical support roles.

The Texas Department of Assisted and Rehabilitative Services' Division of Rehabilitation Services and Division of Blind Services offer counseling, training, medical treatment, assistive devices, job placement assistance, and other services to help individuals with disabilities prepare for or maintain their independence. Division of Rehabilitation Services' staff use the region's

workforce centers as itinerant sites at which to meet clients, and jointly manage cases of common clients.

The Texas Department of Health and Human Services' Texas Works Program provides financial support to welfare and Supplemental Nutrition Assistance Program (SNAP) families and supports the workforce centers' efforts to help these customers locate, enter and retain employment.

The Independent School Districts collaborate with the Board to help at-risk youth complete their high school diplomas, prepare for careers and transition to postsecondary education. Alternative secondary school, tutoring, career exploration and assessment, child care and other services may be provided.

Literacy councils play an essential role in workforce development by helping extremely low-skilled readers gain a level of proficiency that will allow them to improve their employment prospects and benefit from further adult education offered by Region 16 ESC and the community colleges.

The Panhandle's Economic Development Corporations and related organizations may provide financial support for occupational training and related equipment, and business development that leads to increased numbers of jobs. EDC involvement in the development of this Plan assures workforce system alignment with local economic development goals to the extent possible.

Many other organizations and agencies, such as Catholic Family Services, Inc., Panhandle Community Services, the Salvation Army, Panhandle Independent Living Center and Amarillo's Downtown Women's Center, provide significant employment and related services. The workforce centers coordinate with over 100 faith- and community-based, governmental and private organizations in the region to leverage resources on behalf of customers. More information about workforce partners may be found in this Plan's Appendix 1: Elements of System Operation, in the "Partners & Stakeholders" section.

The next section of this Plan contains more detailed information about workforce customers, partners, services, and how those services are delivered.

Questions, comments or suggestions about any part of the Plan are welcome at any time. Please contact Panhandle Regional Planning Commission's Workforce Development Division for additional information at (806) 372-3381, toll-free at 1-800-477-4562 or by email at pzenick@theprpc.org.

PANHANDLE WORKFORCE DEVELOPMENT AREA
INTEGRATED PLAN MODIFICATION PY2009/FY2010
APPENDIX 1: ELEMENTS OF SYSTEM OPERATION

Service Delivery System Description

The Panhandle Workforce Development Area's service delivery system is comprised of organizations operated under the oversight of the Panhandle Workforce Development Board and numerous vendors and partners.

Board Membership and Committees

The Board has 25 members from throughout the region who represent the private sector; vocational rehabilitation, economic development, labor, literacy and community-based organizations; secondary, postsecondary, and adult basic and continuing education; the Texas Workforce Commission; and the Texas Health and Human Services Commission.

The Board may have two types of committees. The Executive Committee identifies, analyzes and develops recommendations on items, issues and initiatives as directed by the chairman. The Executive Committee may act on behalf of the Board on matters requiring such prompt action that the Board cannot be convened for a special meeting. Any actions are subject to ratification by the full Board.

Special committees may be appointed by the Board's chairman for specific purposes. A Labor Market Information (LMI) Committee is usually appointed at the beginning of each State-specified Board planning cycle to develop recommendations for Plan development, and was convened in 2009 to identify priority industries, occupations and strategies for meeting the workforce needs of local employers.

The full Board is designated as the WIA-required Youth Advisory Committee.

Administrator and Fiscal Agent

The Panhandle Regional Planning Commission (PRPC), selected by the Board and its associated group of elected officials, the Panhandle Workforce Development Consortium's Governing Body (CEO representative group), is the administrator and fiscal agent responsible for most of the federal and state workforce funds provided to the region by the Texas Workforce Commission. PRPC's responsibilities include the following:

1. Serve as secretariat to the two groups, preparing agendas and minutes for meetings, and identifying and presenting issues for resolution;

2. Prepare the workforce development plan for the region, along with all related programmatic and budgetary items;

3. Procure all related service delivery and training, and enter into contracts with entities selected by the Board (with the concurrence of the Consortium's Governing Body);

4. Ensure that contractor operations are monitored for contract compliance and implement any required sanctions;

5. Develop and implement policies and procedures related to all aspects of program operations;

6. Collect data on program performance, maintain program records, and evaluate and report on program activities to the two groups and the State;

7. Perform any and all other administrative and management responsibilities required by the Board, Consortium's governing body, and the State;

8. Receive, allocate, disburse and account for the expenditure of all funds falling under the authority of the two groups, and arrange for the audit of those funds. This responsibility includes the payment of all pass-through costs of direct services, including training and support and payments to child care providers;

9. Accept fiscal responsibility for such resources on behalf of the Panhandle Workforce Development Area; and

10. Be accountable for addressing any issues and circumstances involving disallowed costs.

Workforce Program Operations

A single contractor is responsible for workforce programs, including child care, delivered through seven workforce centers and one satellite office under the name "Workforce Solutions Panhandle."

This private-sector contractor hires its own staff and operates independently of the Board under a contract that was procured competitively and in compliance with Texas Workforce Commission's WD Letter 02-07, Change 1, "Procurement of Workforce Services **– *Update***." The contractor is not a staff leasing company or professional employer organization.

For FY 2010, the workforce center and child care contract will be considered for the first of three renewal periods. The contract periods are for one year, with up to three one-year renewal periods.

The Workforce Solutions Panhandle contractor's responsibilities include the following:

1. Manage and operate the seven area workforce centers and any satellite offices;

2. Deliver program services for the Workforce Investment Act, (WIA), TANF/Choices, Food Stamp Employment and Training (FSET), Trade Adjustment Assistance (TAA), Rapid Response, Project RIO, Child Care, Wagner Peyser-Employment Services programs and other services that may be funded, and oversee service delivery conducted by TWC

employees and Veterans program staff of the Texas Veterans Commission (TVC), as described in the "System Structure" section of this document on pages 12 through 19;

3. Collaborate with community partners to maximize workforce resources that can be applied for employer and job seeker benefit; and

4. Ensure that all required workforce center services will be provided according to federal, state and local policies.

Specific child care responsibilities include the following:

1. Develop and manage vendor contracts with child care providers;

2. Conduct outreach and eligibility determination to so that eligible children and families may receive child care assistance; and

3. Authorize direct child care and process vendor billings for payment by the Board's administrator/fiscal agent.

Vendors and Partners

Many other agencies, organizations and businesses assist the Board in carrying out its mission. In general, contractors and vendors provide services purchased with workforce funds. Partners contribute services supported by their own resources, leveraged to maximize workforce development efforts and benefit the area's employers and job seekers. Some entities provide both PRPC-supported and contributed services.

The Board's partners are listed in Appendix 1A, the "Partners and Stakeholders" table beginning on page 20 of this section of the Plan. Specific economic development and employer organization partners may be found in Appendix 1B.

Program Services

The Board's primary customers are employers and job seekers. A general description of services provided to these two groups is listed below, and details may be found beginning on page 9 of this section of the Plan.

Business service representatives and workforce center staff members focus on activities that help small, medium and large employers find qualified workers. Services include:

- Recruiting,
- Training assistance,
- Labor market and economic information,
- Assistance with economic development activities, and
- Business seminars, conferences and workshops.

Workforce services focus on activities that help job seekers find and retain employment. Services include:

- Matching applicants to job openings,
- Job search assistance,
- Seminars and workshops to help job seekers find and retain employment,
- Public access computers and software; and fax machines, copiers and telephones for use in a job search,
- Local labor market and career information,
- Referral to community resources,
- Individualized placement services for eligible job seekers,
- Financial aid information and referral to training providers,
- Training assistance in the classroom or on-the-job, and
- Financial assistance needed by eligible job seekers to find and retain employment, including support for transportation, child care and other services.

Service Delivery Locations and Methods

Local workforce centers and satellite offices are located in eight of the region's 60 cities. Each Workforce Solutions Panhandle office provides the services listed above, but uses methods that suit customers in the group of counties served by each office. Most of the offices are open Monday through Friday, and two locations are open three days each week. So that customers who cannot travel easily may receive services, Workforce Solutions Panhandle staff can provide services at itinerant sites made available by partners in every county. Regional distribution of accessible locations ensures that individuals with disabilities can participate in workforce system services. Workforce Solutions Panhandle also has a toll-free telephone number and a website for customers to obtain information and access services.

Workforce program services are also delivered through partners with common purposes and interests. Secondary and middle schools, college campuses, adult education sites, county courthouses and other public offices distribute the Board's labor market and career information publications. Job search or career exploration workshops may be offered to groups convened by partners such as homeless service agencies or schools. Business seminars and job fairs may be jointly provided with human resources organizations, law firms, economic development entities, employer groups and colleges. Workforce Solutions Panhandle has the flexibility to develop such collaborations as needs are identified, and may negotiate cost-sharing or fee-based delivery as appropriate.

Child care staff delivers services from Workforce Solutions Panhandle offices in Amarillo, Borger and Hereford, where child care and workforce staff are fully integrated. Each of these offices is fully accessible, and families and providers may also take advantage of a toll-free telephone number and Internet site to obtain services.

High-Priority Services and Populations

TWC has established high priority services and populations for the Board to consider in its planning, as described below.

Increase Involvement In Economic Development Efforts

Prior to FY 2006, Board and workforce center staff was commonly engaged by only a few of the region's economic development entities when benefits and services packages were developed for prospective business expansion and relocation opportunities. Many more organizations now trust the discretion and experience of Workforce Solutions Panhandle business services staff to bring flexible workforce solutions to the table. Involvement has increased substantially due to several factors, including the following:

- Marketing to increase services to local employers and economic developers,
- Involving employers, their representative organizations and economic developers in the workforce planning process with the Board's Labor Market Information Committee,
- Providing labor market information and advising economic developers about workforce services to maximize the impact of offerings to prospective employers,
- Assisting in the development of incumbent worker projects with area community colleges, and
- Working with well-publicized projects that had utilized workforce resources successfully to attract new business.

Services to be provided include those noted on pages 13 to 15 of this Appendix, including but not limited to the following:

- Labor market information that substantiates the availability of a qualified local labor pool.
- Catalog of recruiting services that can be delivered by Workforce Solutions Panhandle offices.
- Collaboration with training providers to develop employer-specified skills.

Expand Training Services

The Board has remained committed to the development of needed skills in the workforce, despite variations in funding levels. Since the first year of Workforce Investment Act (WIA) implementation, the group has increased its ability to leverage resources for this purpose, even as a larger share of resources were needed to provide support for workforce center operations due to funding cuts and expanded requirements to provide other services.

With the infusion of funding provided by ARRA, the Board will be able to increase resources for training customers during the term of this Plan. During PY 2009FY2010, the Board will allocate a significantly larger share of local WIA funding for participant training and support. The distribution of resources between training and support services is determined by the Workforce Solutions Panhandle contractor, in order to maximize the number of customers assisted and who

receive training. However, more customers will be provided training and related services during the period through the use of the following strategies:

1. Inform postsecondary institutions of employers' skill needs to promote the development or revision of training programs, including short-term and accelerated training options for demand and targeted occupations.
2. Simplify the Eligible Training Provider System certification of new programs that prepare students for targeted occupations by adopting the State's performance requirements and permitting local students to choose from programs on the Statewide List that other boards have approved.
3. Increase the region's customized training resources by assisting community colleges with Skills Development Fund and Self-Sufficiency Fund applications and project implementation.
4. Develop Local Activity Fund projects to address critical skill needs of local employers and increase the number of individuals who receive workforce training.
5. Increase postsecondary students' financial aid resources through training of workforce center staff in related assessment and application processes.
6. Improve data reporting of WIA students in training not funded with WIA resources and provided in collaboration with employer and education partners.

Ensure Accessibility for Individuals with Disabilities

The Board ensures physical and programmatic accessibility for individuals with disabilities at Workforce Solutions Panhandle offices through the use of the following strategies:

1. Contracts with program operators include equal opportunity and accessibility requirements.
2. Board and workforce center staff participates in annual equal opportunity training.
3. The Board monitors physical and program accessibility annually.
4. If monitoring identifies accessibility noncompliance, corrections are made promptly.
5. The budget for facilities allows adjustments for mid-year improvements as needed.
6. Workforce Solutions Panhandle offices have ZoomText software and the three largest centers have viewers for individuals with visual limitations.
7. Individuals with disabilities who need services in communities without workforce centers are accommodated at accessible itinerant sites.

Ensure Availability of Education and Training for Individuals with Limited English Proficiency

According to the 2000 U.S. census, 4.3% of Panhandle residents speak English "not well" or "not at all." Spanish is the primary language for 91% of these individuals. Although the majority of Panhandle WDA residents with limited-English proficiency are primarily Spanish speakers, many speak Asian or African languages. Catholic Family Services, Inc. (CFS), which provides settlement and employment services to refugees, reports that up to 43 languages are spoken in the region.

CFS provides local interpreter services for more than 15 languages. Frequently, children of foreign-born parents will also interpret for job seekers in the Workforce Solutions Panhandle offices.

Because so many languages are spoken in the area and the economy is diverse, no job-specific training programs solely directed to one language other than English are currently available.

The Board will address the education and training needs of individuals with limited English proficiency through the use of the following strategies:

1. Maintain cooperative agreements to refer and support English language training through local literacy councils and the adult education cooperative.
2. Promote employer-sponsored English language instruction to be provided by adult education provider partners.
3. Seek resources to support the development of industry-specific curricula for individuals with limited English proficiency.
4. Contract for interpretive services in multiple languages.
5. Retain and/or hire bilingual staff to deliver workforce center services.
6. Provide automated, local and telephone-based interpretive services at the workforce centers.
7. Translate written documents when necessary.

System Structure

Operated with the philosophy that employer demand drives the workforce development system, the local service delivery structure is organized generally to serve its two primary customer groups, employers and job seekers. Workforce Solutions Panhandle's Business Services representatives are based in the Amarillo workforce center, although staff in every office provides services to employers. These representatives provide and market services directly to employers throughout the 26-county region. Most of the Workforce Solutions Panhandle offices serve all customer groups, and the Dalhart satellite office is primarily focused on business services.

Most staff members perform tasks that serve employers, either directly or indirectly, and benefit both primary customer groups. All Workforce Solutions Panhandle staff are cross-trained, but many specialize in working with one or more programs or populations. Where possible, staff members perform their tasks without such specialization, although discrete performance requirements may limit full functional integration of service delivery.

Business Services

The business services team is comprised of Workforce Solutions Panhandle – Business Services representatives who market and deliver services to employers, and workforce center staff who serve both employers and job seekers.

The staff includes representatives who spend most of their time in the field with employers; provide customized labor market information, tools and materials for economic development

organizations and employers; and assist the Board with labor market planning activities. The business services coordinator serves as a member of the Board's ad hoc Labor Market Information Committee. Team members based in the other Workforce Solutions Panhandle offices include job developers, Employment Services staff and Veterans Program representatives.

The business service team meets monthly to share information about employers, marketing activities and upcoming events. Information from these meetings may be shared among workforce center managers, provided to Board staff for planning and policy development, or incorporated into training for other staff members.

Marketing to employers includes the following strategies:

1. Public communications include the message that Workforce Solutions Panhandle is the "first stop" for employers to meet their workforce needs.

2. Place priority on marketing and providing services to small- and medium-size businesses without dedicated human resources professionals.

3. Two business service representatives visit approximately 25 business locations per week, covering the entire region.

4. Staff members build on the relationships they develop with businesses that place job orders and use the centers for recruitment activities, following up with their contacts to provide additional services as needed.

5. Staff members participate in trade shows and industry seminars.

6. Several business service staff and workforce center managers serve as members and/or officers in the Panhandle Human Resources Association, the local chapter of the Society for Human Resource Management;

7. Staff holds membership and/or attends meetings and events held by chambers of commerce, Rotary clubs and other business, civic and professional organizations.

Services for employers may also have marketing benefits. Numerous activities are available to facilitate staffing and skills development for this customer group, and may be delivered through self-service or staff assistance. The business service team also develops new and customized methods for addressing employers' needs. Services provided by designated members of the business service team include the following:

1. Recruit qualified workers per employer-specified criteria by providing free job listings, automated and staff-referred matching of applicants to openings, and job fairs.

2. Instruct businesses in the use of WorkInTexas.com and the Workforce Solutions Panhandle website.

3. Review human resource needs with small- and medium-size employers without HR professionals and provide needed services.

4. Provide screening services such as collection and review of paper or online applications, and administration of employer-specified assessments (in compliance with TWC WD Letter 13-07).

5. Make available interviewing and testing space at no cost to employers in all Workforce Solutions Panhandle offices.

6. Provide businesses with short-term, "tryout" placements of potential workers eligible to participate in this service, to reduce employers' risk of hiring entry-level workers. Placements of eligible individuals may be paid or unpaid, and funded under the Supplemental Nutrition Assistance Program – Employment and Training (SNAP E&T; formerly Food Stamp Employment & Training), TANF/Choices or Workforce Investment Act programs.

7. Provide information about economic conditions, labor market data and employment law.

8. Provide Rapid Response services onsite to employers considering or planning a layoff or closure.

9. Cosponsor conferences and seminars for human resource professionals to help employers manage more effectively and economically.

10. Support business expansion and location in the region in coordination with economic development entities, including assistance in packaging labor market information and workforce services to be offered to business prospects.

11. Inform educational institutions about employers' skill needs, promote the development of new programs or modification of existing curricula to meet those needs, and connect employers with the institutions to facilitate the development of high quality training. Communication of needs will also indicate skill or performance shortcomings and duplication, if any.

12. Assist community colleges with the preparation of Skills Development and Self-Sufficiency Fund applications by providing labor market information and grant-writing assistance, reviewing and providing input on proposed training, identifying businesses' customized training needs and developing employer consortia.

13. Fund employer-specific training, including subsidized on-the-job or customized training.

14. Visit business locations throughout the region to market and/or deliver services, and obtain input from employers about employment and training needs.

15. Serve as active members, including board representatives, of chambers of commerce, economic development organization and industry/employer groups.

Job Seeker Services

The Workforce Solutions Panhandle management team, including office and program managers, coordinates the marketing of workforce program services to job seekers, families that need child care and the public, and supports the related efforts of the business service staff.

Marketing to job seekers and the public includes the following strategies:

1. Public communications include the message that Workforce Solutions Panhandle is the "first stop" for job seekers and the public for meeting workforce needs.

2. Staff training ensures effective communication of program and service information to customers and partners. Skills are developed through program-specific and functional cross-training; practice in finding and communicating labor market and career information; and the 2-1-1 agency's provision of training in initial assessment, community resources and referral procedures.

3. The public, media, partners and other organizations are invited to tour Workforce Solutions Panhandle offices.

4. Various brochures and other printed materials are distributed in workforce centers, child care vendor locations, partner sites and at special events. These include both general orientation and information about specific services.

5. Local media are notified of workforce center events and developments.

6. Direct advertising is conducted through newspapers, billboards and public service announcements.

7. WSPanhandle.com, the one-stop website, provides information to individuals who may be directed there by partners, governmental and other service organizations, advertising, brochures or other Internet sites.

8. Job fairs, workshops and seminars are marketed through direct advertising, WSPanhandle.com, and written and oral communications with partner agencies.

9. Articles are prepared by staff and submitted for publication in regional and rural community newspapers.

10. Outreach to special populations is directed to agencies and organizations serving those groups, including elected officials, child care providers, secondary and postsecondary schools, literacy providers and other education entities, community-based organizations,

community supervision and corrections departments, parole and juvenile probation offices, and rehabilitation agencies.

Services provided by Workforce Solutions Panhandle staff include the following:

Three "tiers" of services are provided to job seekers and the public, according to their expressed or assessed needs. Those needs dictate which services individuals may utilize, and program co-enrollment will occur according to the appropriate mix of services for each customer. The "tiers" are defined as follows:

Core Services

Elements of core services include self-services, information and staff assistance that are available to all workforce center customers. Many job seekers can meet their needs at this level. Core services will be delivered primarily through the Workforce Solutions Panhandle website and in resource rooms where staff can direct customers in the use of informational materials, equipment and other tools for obtaining employment and/or training.

Core services include self-service and staff-assisted job matching through WorkInTexas.com and other sources of job listings; job search workshops in resume writing, interviewing, networking and other subjects; other seminars on related topics; videos and software on a variety of job-search and retention subjects; books and other publications; telephones, fax machines and copiers; and other assistance for the universal population.

Extensive labor market and career information is available, as well as information about training providers and related performance; financial aid and scholarships; support services, including child care; local area performance, unemployment insurance benefits, eligibility for Workforce Investment Act (WIA) and other programs; and referrals to external community resources, programs and services as needed.

Staff working with core services customers is trained to assess the initial workforce service needs of job seekers. Customers assessed as having trouble finding desired employment and veterans are referred to the next tier for additional staff-assistance.

Intensive Services

Intensive services include staff-assisted job search, placement and reemployment assistance, including career and workplace counseling; individual job development; referrals where pre-testing or background checks are required first, and follow-up for customers in continued training or employment. Intensive services are generally funded by grants targeted to specific populations.

When a customer requests training or support services, or needs other assistance beyond the core level, resource room staff refers internally to designated coworkers who can provide intensive services. Populations that may be eligible for intensive services include veterans; offenders; welfare recipients and other low-income adults and youth; UI Claimants and other dislocated

workers; and other individuals having difficulty finding appropriate employment, who are age 18 and older, and are citizens, legal residents or refugees.

Intensive services include comprehensive assessment of basic skills, interests and abilities; development of an individual employment plan; group counseling; individual counseling and career planning; ongoing case management; job search, development and placement assistance; and follow-up assistance after employment. Short-term prevocational services may be provided, including basic and non-job-specific skills training lasting no more than six months. Work experiences and internships may also be funded, to permit skill building and career exploration.

Financial assistance may also provide resources needed for eligible customers to attend school or find and keep a job, such as out-of-area job search or relocation assistance, transportation, housing assistance, work clothing, child care and other services needed to search for and retain a job.

Workforce Solutions Panhandle offices coordinate the delivery of transportation services provided to workforce customers, utilizing bus tickets in Amarillo or vouchers to cover rural public transportation services when appropriate public transportation is available. However, due to limited public transport, especially in rural areas, debit cards for fuel comprise the primary method for providing transportation support services to customers. Debit card services are competitively procured.

Designated staff in Workforce Solutions Panhandle offices in Amarillo, Borger and Hereford coordinate the delivery of child care assistance. Parents may access services at one of those offices or by toll-free telephone, the WSPanhandle.com website and mail. Staff members may specialize in child care services or may provide multiple program services. Orientation to the child care program that is provided to parents and non-contracted providers prior to the initiation of child care may be presented electronically at any Workforce Solutions Panhandle office or itinerant site.

The contractor collaborates with multiple partners, including public and nonprofit organizations, providers and educational institutions, to maximize care availability throughout the region and maintain quality.

To ensure that planning and policy development results in child care services that address the Panhandle WDA's specific child care needs, input is sought from multiple sources, including the following:

- The Panhandle Workforce Development Consortium's Governing Body is a representative group of county judges and the mayor of Amarillo. This group concurs with all Board decisions, and a process exists for resolution if the groups disagree on a policy matter.
- Board staff participates in City of Amarillo Community Development Advisory Committee meetings, and public hearings related to child care/CDBG matching funds.
- Workforce Solutions Panhandle staff members are active in local, state and national child care advocacy organizations, including the Panhandle Association for the Education of Young Children (PAEYC), the Texas Association for the Education of Young Children (TAEYC), the

Southern Early Childhood Association and the National Association for the Education of Young Children (NAEYC).
- Workforce Solutions Panhandle management serves on Amarillo College's Child Care Advisory Committee, which provides input on the institution's training programs and child care laboratory. The Committee also offers an opportunity for educators and child care providers to provide feedback about Child Care program service delivery.

The Board and contractor staff also coordinate with school districts, Head Start and Early Head Start, and other entities that work together to offer full-day, full-year child care. Some of the collaborative efforts include the following:

- Early Head Start programs are located at four private and nonprofit licensed child care centers in Amarillo, Borger and Pampa. Workforce Solutions Panhandle helps eligible families pay for child care center fees.
- The Texas Early Education Model (TEEM) program, a research project overseen by Texas Tech University, has completed training with providers at seven sites, and will start a new cycle in August, working with additional sites.
- TEEM "graduate" child care centers in Amarillo will participate in "Proving Preschool Possibilities," a program coordinated by Amarillo ISD and Region 16 Education Service Center that offers free half-day preschool combined with half-day child care to children who have limited-English language skills, are homeless or are educationally disadvantaged. Workforce Solutions Panhandle helps eligible families pay for child care center fees.

Training Services

Training services represent the highest tier of assistance for job seekers. Individuals who cannot meet their needs with intensive services may be provided financial support for basic skills development; GED preparation; job readiness, entrepreneurial or occupational skills training; and on-the-job (OJT) or customized training that leads to permanent employment. All training supported with workforce resources is provided through referral to employers or the institutions that offer skills development to the public.

Customer eligibility for both workforce center and external partners' programs is considered so that specific needs are met and funded by the most appropriate resource. Assessment, employment planning and case management to facilitate such choices may be conducted jointly with other agencies, and individuals are coenrolled in the appropriate programs and services. Within the workforce centers, one case manager can provide all necessary services funded under coenrollment, with assistance from staff program specialists as needed.

Case managers develop client service accounts to budget and monitor costs for all customers provided intensive and training services, regardless of the funding source. That portion of the account designated to cover training costs for adults and dislocated workers receiving WIA-funded training is considered the Individual Training Account (ITA). WIA out-of-school youth and customers of other programs who receive training may be served by an ITA. The Panhandle WDA provides no exceptions to the use of ITAs for WIA adults and dislocated workers—other than on-the-job and customized training—but allows for other program funds to be expended

under individual referral agreements procured competitively. Local policy requires that training provided through an individual referral agreement be subject to customer choice, although workforce education programs are scrutinized for effective training and placement, with customers advised accordingly.

Over the last three years, the Panhandle WDA has added additional training options for WIA adult and dislocated worker customers. In addition to long-term occupational skills programs, three types of lower-cost, shorter-term training are available: (1) general skills for employment in a specific industry, (2) training upgrades in job-specific skills and (3) incumbent worker training. These strategies allow the Board to provide training to more customers and fill former gaps in training availability. However, few short-term classroom programs in high-priority occupations are currently available in the region. Increased access to such programs is one of the region's objectives during the term of this Plan.

Although OJT has long been available locally to custom-train workers for employers, the Board has rarely funded customized training until now. Local Activity Fund projects to address critical skills shortages in the region, such as CDL truck driver training, and increase numbers of individuals in workforce training, will continue. Other sources of support for such education are contributed by special grants, economic development entities and Skills Development Fund grants. The Board will continue to support customized training for WIA adult and dislocated worker customers through collaboration with one or more of the community colleges.

Performance Evaluation

The Board's methods for evaluating performance involve review of local, state and federal expectations on a monthly, quarterly or annual basis.

Monthly performance reviews include the evaluation of information shown below, which is provided to the Board after staff analysis of successes and shortcomings:

1. Number of employer, job seeker and program customers served,
2. Number of workforce program customers served by activity,
3. State-reported actual performance compared to expectations,
4. Funds expended compared to budgeted resources,
5. Locally established measures' actual performance compared to expectations,
6. Performance goals with which private sector contractor profit is associated, and
7. Monitoring results.

Quarterly evaluations of trends in the areas listed above, as well as special grants and strategic objectives, require additional analysis by staff. Results of these reviews are reported to the Board upon completion or incorporated into future plan or policy changes submitted to the group for approval.

Annual evaluation of contract results and progress toward achieving strategic objectives are also reported to the Board upon completion or incorporated into the Plan or policies submitted to the group for approval.

Current Performance

As of May 2009, the Panhandle WDA is meeting or exceeding 13 of 17 performance targets. The Board continues to examine policies and evaluate processes in order to increase the percentage of Choices customers meeting participation expectations. Recently, reemployment of UI Claimants within ten weeks has become more difficult, primarily due to the downturn in the Texas economy.

The annual review of occupational skills training provided by the Board found that most provider programs result in employment for customers. Health care-related training was found to be the most likely to result in training-related employment, benefits and high wages.

A review of the TANF/Choices and SNAP E&T programs found that workforce program services usually resulted in employment, and approximately two-thirds of former welfare recipients retained employment for at least one year. However, the area has not been successful in encouraging adult customers from these groups to pursue GEDs during program participation. An incentive program implemented during FY2009 to increase the number of welfare and former welfare customers who complete educational credentials will be evaluated at year-end.

Based on extensive employer input, improvements need to be made in the work readiness of job applicants. Accordingly, workforce network delivery of associated services will be reevaluated during PY2009/FY2010 and enhancements may be implemented. Strategies under consideration include a new automated assessment of work readiness skills; staff development; contracts offering more options for short-term training of job seekers, youth and incumbent workers; and collaboration with employers to encourage the utilization of existing community college offerings.

Customer Feedback

Customer input into the planning and improvement of workforce services is solicited and may also be indirectly obtained while customers are receiving services. Most of this input is anecdotal, and therefore is carefully considered and reviewed for consistency before systemic or procedural changes are implemented in response. Simple or urgent issues identified through customer feedback are addressed immediately.

Both the contractors and the Board obtain feedback. Such information available at the Board level comes from the following sources:

1. TWC forwards customer feedback and problems with the system to the designated Board program liaison. When this information indicates that a customer needs assistance in accessing workforce services, the workforce center contractor is informed and the issue is addressed within 24 hours.

2. Input is welcomed at all public meetings, including those of the Board and its committees. Agendas include a general item related to local, state and national developments, allowing

for comments by attendees. The opportunity is also promoted by the distribution of agendas to public officials, and to numerous partners and stakeholders who indicate an interest in attending Board meetings.

3. The Board convenes an ad hoc committee to examine labor market needs for planning purposes. Public notices are posted, and employers, economic developers, educators and public officials are invited to present information about specific industries and general economic conditions. Their input is incorporated into the area's workforce plan.

4. Feedback is gathered through interaction with partners and stakeholders by Board members and staff. Meetings to discuss policy and other issues, telephone calls and email comprise the sources of such information.

5. The workforce center/child care contractor also submits feedback that may have performance, policy or customer satisfaction implications. This information may be gained from employer, job seeker or child care customers, or may be provided through front-line staff observations or suggestions.

Feedback available to the contractor comes from the following sources:

1. Board communications regarding information from TWC or others, or regarding contract performance and related issues.

2. Customers are encouraged to complete survey instruments developed by the contractor before leaving the Workforce Solutions Panhandle offices. Feedback from this source is regularly examined by contractor management and shared with Board staff if there are system performance, policy or customer satisfaction implications that need to be addressed at the administrative level.

3. Workforce center and child care contractor staff members hear comments and deal with problems of customers that can be addressed with systemic or procedural solutions. Staff reports these issues to their supervisors, who share the input with other members of the management team. Feedback from this source is shared with Board staff if there are system performance, policy or customer satisfaction implications that need to be addressed at the administrative level.

4. Feedback from employers is actively solicited through business service representatives' visits to business locations, from employers who access workforce services from staff, and from employer organizations and economic development entities with which the business service team interacts. Input from these sources is shared with Board staff if there are system performance, policy or customer satisfaction implications that need to be addressed at the administrative level.

PANHANDLE WORKFORCE DEVELOPMENT AREA
INTEGRATED PLAN MODIFICATION PY2009/FY2010
APPENDIX 1A: ELEMENTS OF SYSTEMS OPERATION – PARTNERS & STAKEHOLDERS

Partners/ Stakeholders	Services & Delivery Methods	Roles & Responsibilities	Resources Contributed	Working Relationship
Employers & Employer Groups *See Appendix 1B for additional information*	• Recruiting assistance, including WorkInTexas, application and screening services, job fairs, and interviewing and testing facilities. • Labor market and economic information, including customized data upon request such as workforce supply and wage statistics. • Business seminars, conferences and workshops subjects such as HR management issues and labor laws to help employers manage effectively and economically. • Subsidies for temporary or permanent workers in exchange for employers' provision of training or work experience. • Information to assist employers with their workforce analysis and planning for expansion or new business development, often assisted by other local employers or economic development entities. • Collaborate with adult education providers to offer basic skills, GED preparation and other training to employees, either on site or at another location. • Customized training in partnership with community colleges, for WIA adult and dislocated worker customers and/or incumbent workers; May utilize Local Activity Fund flexibility to serve incumbent workers. • Assist community colleges with Skills Development Fund applications	Employers: • Participate in youth development activities sponsored by workforce centers and education providers, including career information and exploration. • Supply information to the Board about future business expectations, labor demands, skills deficiencies and economic trends, to be incorporated into labor market, career and training publications distributed to schools, students, parents, elected officials and economic developers, and to planning and policy. • Participation and funding for business seminars, conferences and workshops. • Serve on educational advisory groups to ensure that educational offerings develop needed skills. Board: • Recruiting assistance, including automated systems, screening, job matching, job placement and development activities, interviewing and testing facilities, and associated services. • LMI and related economic information. • Fund training, work placements, and associated financial assistance, including support services, when not sufficiently available through other sources (or negotiated). • Assist with or serve on educational advisory groups.	Employers: • Pay wages of staff members for their participation in youth activities; job fairs; presentations at seminars, workshops, and Board membership and Labor Market Information Committee meetings. . • Provide space, staff support and/or financial contributions for instructors, materials and/or equipment where training is collaboratively delivered, e.g., for onsite basic skills/GED computer lab project with adult education provider. Board: • Provides WIA funding for workforce development for employers directly or through other partners or vendors, including On-The-Job and customized training; and classroom training for general and job-specific skills needed by employers. • Provides WIA, Choices and SNAP E&T funding for paid or unpaid temporary workers and associated workers compensation insurance. • Applies funds from all workforce programs except child care to support recruiting and placement services for employers. • Provides child care assistance to low-income workers, funded by CCDF, DPRS or matchng funds to eligible students.	Informal: coordinated or collaborative • Employers serve on the Workforce Development Board and contribute local wisdom for validation of information that the Board uses to plan services. • Board staff and contractor staff serve with businesses on numerous boards, advisory committees and working groups that make decisions for the region. • Business Service staff members and employers develop relationships through interaction, including staff visits to business locations, telephone and email communication about job openings and related follow up, job fairs and other shared activities. Formal MOU/ contractual • Nonfinancial agreements are executed prior to placement of temporary workers in paid or unpaid employment • Contracts formalize customized training and OJT agreements, including associated wages, match and training outlines.

Partners/ Stakeholders	Services & Delivery Methods	Roles & Responsibilities	Resources Contributed	Working Relationship
Chambers of Commerce and Economic Development Organizations • 27 chambers of commerce • 27 EDCs • High Ground of Texas • High Plains Dairy Council • WTAMU Small Business Development Center *See Appendix 1B for additional information*	• Promote a positive business environment, market the region and its communities to prospective businesses and workers, and support numerous community and educational activities. • Provide business training opportunities and networking events. • Provide labor market and economic information, including customized data upon request such as workforce supply and wage statistics. • Through economic development activities, expand the number of high quality jobs.	Chambers, EDCs and related organizations: • Marketing and promotion to business and others. • Participate and financially support community and educational activities. • Financially support training and networking events for members and customers. • Assist Board with collection and validation of labor market information and employer skill needs. Board: • LMI and related economic information. • Business staffing services, recruiting services, and interviewing and testing facilities for current and prospective businesses. • Financial support for economic development activities by providing funds to train WIA eligible individuals for employment with new or expanding businesses. • Chambers, EDCs and related organizations assist in Board collection and validation of labor market information and employer skill needs.	Chambers, EDCs and related organizations: • Share employer lists for Board marketing and outreach, and provide in-kind contributions to support workforce center activities for job seekers and youth. Chambers: • Provide complimentary membership to workforce center managers and staff members. • Nominate prospective private sector Board members. EDCs and related organizations: • Provide financial support for business relocation, expansion, and instruction, materials and/or equipment for customized training programs. • Provide an economic development representative Board member • EDCs provide local tax revenue to financially support collaborative activities, including the development of customized training and equipment. Board: • Provide workforce funding, staff support and facilities for joint activities, such as local job fairs. • Provide paid or unpaid temporary workers and associated workers compensation insurance in exchange for work experience opportunities provided by Chambers, EDCs and related organizations to workforce clients. • Contribute WIA funds to the development of software to share employer information.	Informal: collaborative • Contractor staff serves on chamber boards and committees to represent workforce system services and become familiar with employers' needs. Formal: regulatory • At least one Chamber, EDC or related organization representative serves on Board.

Partners/ Stakeholders	Services & Delivery Methods	Roles & Responsibilities	Resources Contributed	Working Relationship
Universities and Affiliated Organizations • West Texas A&M University • Panhandle Area Health Education Center (AHEC) • Texas Tech University	• Provide financial aid training to workforce center personnel. • Provide middle and high school students with workshops and college campus experiences. • Encourage middle and high school students to pursue postsecondary education. • Provide presentations and events to encourage middle and high school students to pursue health careers • Promote and fund occupational skills training leading to the completion of bachelor's degrees and employment in targeted occupations. • Provide support services to help students participate in training, such as child care and transportation.	WTAMU: • WTAMU's TRIO programs (College Talent Search, Upward Bound and Student Support Services) provide support to low income, first generation and disabled high school and college students to promote postsecondary education and retain students through HS and college completion. • Provide financial aid training. • Encourage middle and high school students to pursue postsecondary education and refer students who may benefit to the Board's WIA youth program. • Distribute Board-published career information about the region's high-demand, high-wage occupations. • Manage financial aid and Board contributions on behalf of workforce clients to maximize resources available to students and prevent duplication of funding. • Share information about student progress and program completion as appropriate with the Board's workforce center contractor. • Provide employment placement services to students and graduates. • Provide instructional and training services. • WTAMU Small Business Development Center – also see Economic Development Organizations on prior page.	WTAMU: • College Talent Search, Upward Bound and Student Support Services are federally funded TRIO programs. • SBDC entrepreneurial support, including business incubator, training and capital development Panhandle Area Health Education Center (AHEC), affiliated with WTAMU: • Provide services with funding from a grant awarded to the WTAMU Nursing Department Board: • Occupational skills training and associated support services are funded with WIA adult, dislocated worker, and youth grants. • . • Provides child care assistance funded by CCDF, DPRS or matchng funds to eligible students.	Formal: contractual/financial • Nonfinancial agreements are executed prior to placement of temporary workers in paid or unpaid employment • ETPS participation agreement (PAS) Informal: coordinated or collaborative • AHEC services • WTAMU's TRIO programs • WTAMU's SBDC

Partners/ Stakeholders	Services & Delivery Methods	Roles & Responsibilities	Resources Contributed	Working Relationship
(Continue Universities and Affiliated Organizations)		Panhandle Area Health Education Center (AHEC), affiliated with WTAMU: • Provide presentations and participate in events to encourage middle and high school students to pursue health careers Texas Tech University, Texas Early Education Model • Provide training to local child care centers to improve quality of services. • Research project will result in improvements in child care quality that can be shared statewide. Board: • Solicit ETPS applications for training in targeted occupations from postsecondary institutions. • Assist postsecondary institutions with submission of ETPS applications, and reviews and approves programs that train for the Board's targeted occupations. • Solicit individual referral agreements for short- and long-term training for youth, welfare and other workforce clients. • Provide employment placement services to students and graduates. • Provide assessment, case management and related workforce center services to students enrolled in workforce programs. • Provide labor market and economic information, including customized data upon request, for planning and other purposes. • Provide financial assistance for training and support services, including child care assistance. • Evaluate effectiveness of training programs for workforce clients.		

Partners/ Stakeholders	Services & Delivery Methods	Roles & Responsibilities	Resources Contributed	Working Relationship
Community Colleges • Amarillo College • Clarendon College • Frank Phillips College Additional Community Colleges outside region also provide training to Panhandle residents (Clovis and South Plains Community Colleges, Vernon Regional Junior College)	• Developmental classes in basic skills, ESL and GED preparation courses for adults and other students. • Amarillo College provides instruction leading to high school credit where accepted by local ISDs. • Task analysis, short-term training and customized training programs. • Degree and certificate programs and other coursework for students to develop skills employers need. • Financial aid, scholarships and various programs and support services to facilitate student attendance and access to postsecondary education. • College preparation services and activities for youth, to encourage transition from high school to postsecondary education. • Assess the training needs of employers and develop programs accordingly.	Community colleges: • Manage financial aid and Board contributions on behalf of workforce clients to maximize resources available to students and prevent duplication of funding. • Share information about student progress and program completion as appropriate with the Board's workforce center contractor. • Convene employers and other partners to identify and address regional and local workforce skill needs. • Provide task analysis, short-term training and customized training programs. • Provide employment placement services to students and graduates. • Distribute Board-published career information about the region's high-demand, high-wage occupations. • Provide counseling, career planning and financial aid to jointly served students. • Provide instructional and training services. • Develop customized training programs with employers, and related applications for external funding, such as Self-Sufficiency Fund and Skills Development Fund. • Coordinate with economic development entities to offer training as part of business expansion and relocation packages. • Serve on Board's LMI Committee and communicate information gained about employer skill needs internally for program improvement or development. Board: • Solicit ETPS applications for training in targeted occupations from postsecondary institutions.	Community colleges: • Apply financial aid resources to cover costs of training and support to eligible students. • Amarillo College's Child Development Lab School provides child care. • Implement Skills Development Grant programs. • Provide staff assistance for joint activities. • Provide staff representatives to serve on the Board and its Labor Market Information Committee. Board: • Purchases short- and long-term basic skills, general and occupational skills training for workforce clients from community colleges with WIA or Choices resources. • Purchase support services from the community colleges or other providers on behalf of workforce clients with WIA or Choices, SNAP E&T and/or RIO grants, as allowable. • Provide paid or unpaid temporary workers and associated workers compensation insurance in exchange for work experience opportunities provided by community colleges to workforce clients. • Provide staff assistance for joint activities. • Provides child care assistance funded by CCDF, DPRS or matchng funds to eligible students. • Fund customized training with WIA Local Activity grants. • Contribute WIA funds to the development of software to share employer information.	Informal: coordinated or collaborative • Community college representatives are members of the Board's Labor Market Information Committee and attend Board meetings • Community colleges provide input to the Board's planning process and the creation of the key industries and targeted occupations lists. • The Board communicates employer skill needs to the community colleges. Formal: contracted, financial or legislative/regulatory • The community colleges provide training and related services funded by the Board for workforce clients. • A community college representative is a Board member. • Supervision of work-based training and experiences are provided to WIA, Choices and SNAP E&T participants in paid and unpaid placements.

Partners/ Stakeholders	Services & Delivery Methods	Roles & Responsibilities	Resources Contributed	Working Relationship
(Continue Community Colleges)		• Assist postsecondary institutions with submission of ETPS applications, and review and approve programs that train for the Board's targeted occupations programs. • Solicit individual referral agreements for short- and long-term training for youth, welfare and other workforce clients. • Identify employers with training needs that can be addressed by community college services, and provide related referrals • Provide employment placement services to students and graduates. • Provide assessment, case management and related workforce center services to students enrolled in workforce programs. • Publish and distribute career information about the region's high-demand, high-wage occupations. • Convene employers and other partners to identify and address regional and local workforce skill needs. • Provide labor market and economic information, including customized data upon request, for community colleges' planning, and additional support activities for writing grant applications, including those for Skills Development and Self Sufficiency Funds projects. • Provide financial assistance for training and support services. • Evaluate effectiveness of training programs for workforce clients.		

Partners/ Stakeholders	Services & Delivery Methods	Roles & Responsibilities	Resources Contributed	Working Relationship
Career Schools & Colleges • Milan Institute • Computer Career Centers	Career Schools & Colleges • Provide instruction to students that qualifies them for employment in the Board's targeted occupations. • Provide employment placement services to students and graduates. Board: • Provide employment placement services to students and graduates.	Career Schools & Colleges: • Distribute Board-published career information about the region's high-demand, high-wage occupations. • Provide counseling, career planning and financial aid to jointly served students. • Provide instructional and training services. • Share information about student progress and program completion as appropriate with the Board's workforce center contractor. • Provide employment placement services to students and graduates. Board: • Assists career schools and colleges with submitting ETPS applications, and reviews and approves programs that train for the Board's targeted occupations. • Provide financial assistance for training and support services. • Provide employment placement services to students and graduates. • Provide assessment, case management and related workforce center services to students enrolled in workforce programs. • Evaluate effectiveness of training programs for workforce clients.	Career Schools & Colleges: • Apply financial aid resources to cover costs of training and support to eligible students. Board: • Purchases occupational skills training for workforce clients from career schools and colleges with WIA funds. • Provides child care assistance funded by CCDF, DPRS or matchng funds to eligible students.	Formal: contracted and financial

Partners/ Stakeholders	Services & Delivery Methods	Roles & Responsibilities	Resources Contributed	Working Relationship
Independent School Districts Sixty-four ISDs	• Elementary and secondary education, including alternative secondary options, tutoring, TAKS preparation and supportive services, including child care, for workforce clients. • Provide occupational/vocational skills that can lead to targeted occupations. • Provide on-site child care for student parents as a drop-out preventive method. • Ability and interest assessments. • Develop or update a four-year graduation plan with each student participant, based on the Recommended High School Program • Assist students with career and college goals. • Employer engagement in work-related activities with youth through the schools. • College Days for high school seniors on community college and university campuses and the annual Career Expo for high school sophomores. • Training workforce center personnel on educational and career exploration services available through the ISDs. Board • Provide information to ISDs to make administrators, teachers and counselors aware of workforce center resources and services. • Provide LMI training to counselors in collaboration with Amarillo College • Provide case management to eligible youth, and connect them to resources that help students complete high school and pursue postsecondary training.	ISDs: • Deliver elementary and secondary education. • Act as liaison between Board and families for workforce pipelines and youth programs. • ISDs with sufficient resources provide occupational/vocational skills that can lead to targeted occupations. • ISDs with sufficient resources provide on-site child care for student parents as a drop-out prevention tool. • Prepare students for further training and employment after graduation. • Share information about student progress and program completion as appropriate. • Identify youth who have dropped out of school or at-risk of dropping out and refer them for Board-funded services. • Distribute Board-published information about the region's targeted, high-demand and high-wage occupations. Board: • Ensure that WIA's ten elements for youth are available in the region. • Publish and distribute career descriptions and information about the region's high-demand, high-wage occupations. • Contract for youth outreach and WIA eligibility determination and enrollment in program services. • Place eligible youth in paid and unpaid work experiences, and provide employment placement services to students and graduates. • Share information about student progress and program completion as appropriate. • Provide assessment, case management and related workforce center services to students enrolled in workforce programs.	ISDs: • Deliver services with local and state funding. • Supervise youth placed in schools for work experiences and skill building. Board: • Fund work experiences under WIA youth and First Generation grants. • Provides WIA funding to support eligible youth in tutoring, study skills, training, dropout prevention strategies, alternative secondary school services, summer employment opportunities, paid and unpaid work experiences, and occupational skill training. • Fund support services under WIA, Choices, SNAP E&T and/or RIO grants, as allowable.	Informal: coordinated or collaborative • Board staff and contractor staff serve with ISD representatives on advisory committees and task force committees to address the educational and skills development needs of this community. • The ISDs and the Board maintain a working relationship to improve the youth pipeline through non-contractual agreements. • Both entities work in partnership to provide child care services to students with children to support youth continuing their education. • The Board invites ISDs to Board and LMI Committee meetings to share current information. Formal: contracted, financial or legislative/regulatory • A secondary school representative is a Board member. • Supervision of work-based training and experiences are provided primarily to WIA youth in Summer Employment.

Partners/ Stakeholders	Services & Delivery Methods	Roles & Responsibilities	Resources Contributed	Working Relationship
Adult Education Cooperative **Region 16 Education Service Center**	• Instruction onsite, at worksites or through distance learning, primarily for adults for literacy, ESL and basic skills development, GED preparation and general workforce training. • Basic skills assessments, including the Supera for Spanish speakers. • Refer individuals to Texas DARS for assessment of potential learning disabilities. • Refer individuals to resources that help them pursue adult education, including support services. • Head Start, Early Head Start and other early childhood education training and support.	Region 16: • Identify employers with an interest in onsite adult education and negotiate details of those arrangements directly with those employers. • Distribute Board-published career information about the region's high-demand, high-wage occupations. • Hire and train adult education teachers, and provide all necessary instruction and educational materials. • Administer Head Start and Early Head Start programs and services, including preschool and parent involvement activities; refer parents needing employment or training assistance to Workforce Solutions Panhandle offices. Board: • Identify employers with an interest in onsite adult education • Publish and distribute career descriptions and information about the region's high-demand, high-wage occupations. • Provide job search and employment placement services to students. • Provide assessment, case management and related workforce services to coenrolled students • Share information about student progress and program completion as appropriate.	Region 16: • Fund services with federal and state adult education resources. Board: • Employer-related services are funded by WIA. Training may be funded with WIA or Choices resources, and support services would be funded under WIA, Choices, SNAP E&T and/or RIO grants, as allowable. • Provide child care assistance funded by CCDF, DPRS or matchng funds to eligible families. • Board and contractor are represented on ABE Advisory Committee for region.	Formal (MOU) and Informal: coordinated or collaborative • Referrals • Share information about coenrolled students. Formal: contracted, financial or legislative/regulatory • A Region 16 manager represents adult education on the Board.

Partners/ Stakeholders	Services & Delivery Methods	Roles & Responsibilities	Resources Contributed	Working Relationship
Texas Workforce Commission – Texas Model	• Self-serve and staff-assisted job matching services for employer and job seeker customers, including use of WorkInTexas. • Post job openings, screen, and provide interviewing space and other services that assist employers with finding qualified workers. • Communicate job search compliance status to support UI claimants. • Job search, placement and development services for universal and workforce program customers, including veterans. • Facilitate services for veterans in offices with no designated Veterans Program staff.	TWC: • Provide training to non-TWC staff in workforce centers regarding ES services and related requirements. • Deliver job matching and job search services in Workforce Solutions Panhandle offices and other locations as assigned. • Manage TWC and/or workforce center contractor staff as directed by the contractor's workforce center director, and participate as a full member in management team activities, planning and policy/procedure development. • Fully integrate ES services to the extent allowed by law with other services delivered through the workforce system, as determined by the Board, and the workforce center contractor and/or management team. Board: • Establish guidance for integration of TWC staff functions in the workforce centers. • Ensure that the workforce center director is familiar with the requirements and limitations of the Board's TWC agreement describing the Texas Model. • Provide facilities, equipment, travel, materials and other resources for TWC staff to conduct their work responsibilities. • Provide additional staff support for ES functions.	TWC: • Fund personnel costs with resources retained at TWC. • Contract with the Board to provide ES facility, equipment, travel, materials and other resources with Wagner-Peyser funds. Board: • Provide ES facility, equipment, travel, materials and other resources with Wagner-Peyser funds under contract with TWC. • Supplement Employment Services with personnel and related materials using WIA and other funds.	Formal: contracted and financial

Partners/ Stakeholders	Services & Delivery Methods	Roles & Responsibilities	Resources Contributed	Working Relationship
Other State Agencies • Texas Veterans Commission • Texas DARS-Divisions of Rehabilitative Services (RS) and Blind Services (BS) • Texas HHSC • Texas DPRS • Texas Department of Criminal Justice • Texas Youth Commission	• Assessment of potential learning disabilities and/or accommodation needs. • Equipment that permits an individual with disabilities to engage in work and education. • Occupational/vocational education and related financial assistance. • Financial assistance with resources that allow individuals to engage in job search, work and education. • Summer camp and work experiences for blind and visually impaired youth. • Job search and other reemployment assistance for veterans and offenders, including, vocational counseling, job matching and job development, and training.	TVC: • Provide training to non-TVC staff in workforce centers regarding Veterans services, priorities and related requirements. • Complement TWC & Workforce Solutions Panhandle job matching, job development, job search and reemployment services in Workforce Solutions Panhandle offices. • Manage TVC staff as guided by the contractor's workforce center director and the Board's Integrated Plan, and participate as a full member in management team activities, planning and policy/procedure development. • Fully integrate Veterans services to the extent allowed by law with other services delivered through the workforce system. • Provide joint case management of common clients. DARS: • Facilitate customer services for individuals with disabilities, including the sharing of assessment results and employment planning with workforce center case managers serving the same clients. • Develop employment plans that describe each partner's commitment to funding a common client's training and support services. • Provide resources for individuals with disabilities to pursue vocational education and support services, as negotiated with workforce center staff during employment planning for coenrolled clients. • Provide joint case management of common clients. • Provide adaptive equipment and auxiliary aids for its workforce clients according to assessed needs, except when shared resources are negotiated with the Board.	TVC: • Fund personnel costs with resources retained at TVC. • Contract with the Board to provide Veterans facility and associated costs. • Coordinate with VA programs to help customers obtain training and other services. DARS: • Fund workforce center co-location telecommunications and connectivity costs with State funds. • Fund vocational rehabilitation and youth-related services with State funds. DPRS: • Fund Preparation for Adult Living services with State funds. • Fund education and training vouchers with State funds. HHSC: • Provide benefits with federal and state resources. Board: • Facility costs are funded by the workforce programs delivered at each location. • Provide joint case management of common clients. • Fund training with WIA or Choices resources, and employment/reemployment activities and support services under WIA, Choices, SNAP E&T, RIO and/or other grants, as allowable. • Provide child care assistance funded by CCDF, DPRS or matchng funds to eligible families.	Informal: coordinated or collaborative: • Referrals for assessment and services • Board provision of training and work experiences is not contracted except as noted below. Formal: contracted/financial and legislative/regulatory: • Board provision of work experiences to blind or visually impaired youth may be contracted with DARS-BS.

		DPRS: • Provide joint case management of common clients. • Develop education/employment plans that describe each partner's commitment to funding a common client's training and support services. • Provide vouchers for qualified foster youth to cover education and training costs, including postsecondary education. HHSC: • Provide welfare, Supplemental Nutrition Assistance Program (SNAP; formerly Food Stamps) and Medicaid benefits to eligible individuals. • Require that mandatory customers engage in job search and work activities in order to receive benefits. TDCJ & TYC: • Refer offenders with information necessary for the effective development of service strategies leading to employment. • Require participation in Project RIO by offenders, as appropriate. • Jointly case manage RIO Youth		

Partners/ Stakeholders	Services & Delivery Methods	Roles & Responsibilities	Resources Contributed	Working Relationship
(Continue Other State Agencies)	•	Board: • Provide accessible space for partner staff to meet with vocational rehabilitation customers, youth and other jointly served individuals and families. • The Board makes available adaptive equipment and auxiliary aids for universal customers to use in the workforce centers and ensures the accessibility of its facilities and services. • Ensure that the Board contractors promote accessibility in Workforce Solutions Panhandle offices. • Facilitate customer services, including the sharing of assessment results and employment planning. • Develop education/employment plans that describe each partner's commitment to funding a common client's training and support services. • Integrate the services offered by co-located State staff with those supported by workforce funds, to the extent permitted by funding sources. This includes shared tasks for common clients, case management and inclusion of supervisors in the management team • Provide resources for individuals with disabilities to pursue vocational education and support services, as negotiated with DARS during employment planning. • Provide employment and work search activities to individuals receiving welfare and/or SNAP benefits, and communicates compliance or non-cooperation in a timely manner. • Establish veterans, spouses and other vet-eligible individuals, and current and former foster youth as priority populations for workforce program services. • Publish and distribute career information about the region's high-demand, high-wage occupations.		

Partners/ Stakeholders	Services & Delivery Methods	Roles & Responsibilities	Resources Contributed	Working Relationship
(Continue Other State Agencies)		• Place eligible youth in paid and unpaid work experiences, and provide employment placement services as needed. • Provide assessment, case management and related workforce center services, including housing referrals or assistance, to current and former foster children.		
Community Based Organizations (CBOs)	• Disseminate workforce system and labor market information about services to CBO customers. • Educational services, such as courses in life skills, GED preparation, literacy, ESL, vocational skills training. • Referral or financial assistance for support services needed to allow individuals to engage in job search, work and education, including housing, food, clothing and other services. • Emergency legal assistance and crisis intervention, as well as related services such as domestic violence shelters. • Assist entry-level workers, homeless individuals, youth, older adults and others transitioning into the workforce, including career counseling, job coaching and related services.	CBOs: • Distribute workforce system and labor market information to customers. • Share assessment and educational/employment plans of common customers and conduct joint case management when appropriate to assure that resources are maximized and prevent duplication. • Refer customers who need employment and training assistance to workforce centers. • Where a service is provided by both a CBO and the Board, the best option for customer success is chosen and/or the organizations negotiate responsibilities. • Disseminate information about community services offered by CBOs. Board: • Share assessment and educational/employment plans of common customers and conduct joint case management when appropriate to assure that resources are maximized and prevent duplication. • Refer clients to CBO partners.	CBOs: • Obtain funding for services from federal, state and local grants and contributions. Board: • Provide child care assistance funded by CCDF, DPRS or matchng funds to eligible families. • May donate used office equipment to CBOs serving common populations. • Provide facility space for use by partners' itinerant staff. • Fund training with WIA or Choices resources, and support services under WIA, Choices, SNAP E&T and/or RIO grants, as allowable.	Informal: coordinated or collaborative Formal: contracted, financial or legislative/regulatory: • CBO representatives serve on the Board to represent their organizational and clients' interests.

Partners/ Stakeholders	Services & Delivery Methods	Roles & Responsibilities	Resources Contributed	Working Relationship
(Continue CBOs)		• Cover costs for training and/or support services needed by a common client that cannot be funded by a CBO. • Where a service is provided by both a CBO and the Board, the best option for customer success is chosen and/or the organizations negotiate responsibilities.		
Faith Based Organizations	• Disseminate workforce system and labor market information about services to FBO customers. • Literacy instruction, job search assistance and support services such as transportation, food, counseling, shelter, financial assistance, clothing, utility bill assistance, child care, financial assistance for dental and medical treatment, and financial management and life skills classes. • Emergency legal assistance and crisis intervention, as well as related services such as domestic violence shelters. • Referral or financial assistance for support services needed to allow individuals to engage in job search, work and education, including housing, food, clothing and other services, if not available from other sources. • Assist entry-level workers, homeless individuals, youth, older adults and others transitioning into the workforce, including career counseling, job coaching and related services. • Provide customer referrals to workforce centers for training and job search assistance.	Faith based organizations: • Refer clients to workforce services. • Share assessment and educational/employment plans of common customers and conduct joint case management when appropriate to assure that resources are maximized and prevent duplication. • Where a service is provided by both an FBO and the Board, the best option for customer success is chosen and/or the organizations negotiate responsibilities. Board: • Refer clients to FBO partners. • Share assessment and educational/employment plans of common customers and conduct joint case management when appropriate to assure that resources are maximized and prevent duplication. • Cover costs for training and/or support services needed by a common client that cannot be funded by other resources. • Where a service is provided by both an FBO and the Board, the best option for customer success is chosen and/or the organizations negotiate responsibilities. • The Board links job seekers to employers through automated job matching and other employment and placement services.	Faith based organizations: • Obtain funding for their services from federal, state and local grants and contributions. Board: • Fund training with WIA or Choices resources, and support services under WIA, Choices, SNAP E&T and/or RIO grants, as allowable. • May donate used office equipment to faith based organizations with which it shares common customers. • Provides child care assistance funded by CCDF, DPRS or matchng funds to eligible families.	Informal: coordinated or collaborative • A faith-based organization representative serves on the Board as the Literacy Organizations representative.

PANHANDLE WORKFORCE DEVELOPMENT AREA
INTEGRATED PLAN MODIFICATION FY2007-2008
APPENDIX 1B: ELEMENTS OF SYSTEMS OPERATION
ECONOMIC DEVELOPMENT AND EMPLOYER ORGANIZATION PARTNERS

Organization Type	Name	City	Role (formal, informal)	Relationship	Special Projects
Chamber	Amarillo Chamber of Commerce	Amarillo	Informal, Formal	President is PWDB member and member of PWDB LMI Committee PWS Contractor Staff (2) serve on Chamber committees	• Provided employer input to PWDB's LMI Committee • Chamber Staff integral member of job fair committee, providing guidance, recruiting employers and in-kind sponsorship • Chamber sponsors a workforce development committee, on which the PWDB Vice Chairman and a Board staff member serve
Chamber	Amarillo Hispanic Chamber of Commerce	Amarillo	Informal	Coordinate with WIA Youth program to outreach & serve Hispanic youth	• None during PY2008
EDC	Amarillo EDC	Amarillo	Informal	PWDB/contractor staff provide workforce data, assist in planning for prospective employers, coordinate with EDC and education providers for current and new businesses	• Currently providing proposal assistance for various projects
EDC	Booker EDC	Booker	Informal		
Chamber	Borger Chamber of Commerce	Borger	Informal		• Provided employer input to PWDB's LMI Committee

Organization Type	Name	City	Role (formal, informal)	Relationship	Special Projects
EDC	Borger EDC	Borger		PWDB/contractor staff provide workforce data, assist in planning for prospective employers, coordinate with EDC and education providers for current and new businesses	• Provided employer input to PWDB's LMI Committee • Provided financial assistance to support Borger office of Workforce Solutions Panhandle
Chamber	Briscoe County Chamber of Commerce	Silverton			
Chamber	Canadian Chamber of Commerce	Canadian	Informal		
EDC	Canadian/Hemphill County EDC	Canadian	Informal, Formal	PWDB/contractor staff provide workforce data, assist in planning for prospective employers, coordinate with EDC and education providers for current and new businesses	• Provided employer input to PWDB's LMI Committee
Chamber	Canyon Chamber of Commerce	Canyon	Informal		
Chamber	Childress Chamber of Commerce	Childress	Informal		
EDC	Childress EDC	Childress	Informal		
Chamber	Clarendon Chamber of Commerce	Clarendon	Informal		
EDC	Clarendon EDC	Clarendon	Informal		
Chamber	Collingsworth Chamber of Commerce	Wellington	Informal		
EDC	Community Development Corporation of Gruver/Gruver EDC	Gruver	Informal		
Chamber	Dalhart Chamber of Commerce	Dalhart	Informal		

Organization Type	Name	City	Role (formal, informal)	Relationship	Special Projects
EDC	Dallam County Industrial Development Corporation	Dalhart	Informal		
Chamber	Dimmitt Chamber of Commerce	Dimmitt	Informal	PWDB/contractor staff provide workforce data, assist in planning for prospective employers, coordinate education providers for current and new businesses	
EDC	Dumas EDC	Dumas	Informal	PWDB/contractor staff provide workforce data, assist in planning for prospective employers, coordinate with EDC and education providers for current and new businesses	• Provided financial assistance to support Dumas office of Workforce Solutions Panhandle
Chamber	Dumas/Moore County Chamber of Commerce	Dumas	Informal		•
Chamber	Farwell Chamber of Commerce	Farwell	Informal		
Chamber & EDC	Friona Chamber of Commerce (Same as EDC)	Friona	Informal	PWDB/contractor staff provide workforce data, assist in planning for prospective employers, coordinate with EDC and education providers for current and new businesses	• Contributed information for LMI Committee • Participate in community events such as Cheeseburger Cook-off
Chamber	Fritch Chamber of Commerce	Fritch	Informal		
EDC	Fritch EDC	Fritch	Informal		
EDC	Groom EDC	Groom	Informal		

Organization Type	Name	City	Role (formal, informal)	Relationship	Special Projects
EDC	Gruver EDC	Gruver	Informal		
Chamber	Hereford/Deaf Smith County Chamber of Commerce	Hereford	Informal		• Provided employer input to PWDB's LMI Committee
EDC	Hereford EDC	Hereford	Informal	PWDB/contractor staff provide workforce data, assist in planning for prospective employers, coordinate with EDC and education providers for current and new businesses	• Provided employer input to PWDB's LMI Committee
Chamber	Higgins Chamber of Commerce	Higgins	Informal		
Economic development organization representing over 75 West Texas cities, counties, EDCs, employers, postsecondary education, and other organizations from Midland/Odessa to north/east	High Ground of Texas	All communities in region.	Informal	Contractor Staff are members of the organization, contributing information at the quarterly meetings regarding services available and the current labor market	• Contractor Staff taught section of the REDI course (rural economic development initiative) on workforce and economic development put on by the High Ground • Contractor sponsors events, provides both financial and in-kind support of all our economic development partners
Industry/ employer organization	High Plains Dairy Council	Dalhart	Informal		• Hilmar project partner; was instrumental in bringing company to Dalhart
EDC	McLean EDC	McLean	Informal		
Chamber	Memphis Chamber of Commerce	Memphis	Informal		
EDC	Memphis EDC	Memphis	Informal		
EDC	Miami EDC	Miami	Informal		

Organization Type	Name	City	Role (formal, informal)	Relationship	Special Projects
Chamber	Miami/Roberts County Chamber of Commerce	Miami	Informal		
Chamber	Oldham County Chamber of Commerce	Vega	Informal		
Chamber	Pampa Chamber of Commerce	Pampa	Informal, Formal		• Provided employer input to PWDB's LMI Committee, • Provided location for PWDB event/s • Participated in planning for
EDC	Pampa EDC	Pampa	Informal, Formal	Former Workforce Center staff member is EDC employee PWDB/contractor staff provide workforce data, assist in planning for prospective employers, coordinate with EDC and education providers for current and new businesses	• Provided employer input to PWDB's LMI Committee • Provided financial support for PWDB LMI Committee meeting location Participated in planning for EDC-supported SBDC entrepreneurial partnership
Advocacy	Panhandle Association for the Education of Young Children (PAEYC)	Amarillo	Informal, Formal	Child care staff member serves on Board, others are active members	• Co-sponsored Child Care employers' job fair
Chamber	Panhandle Chamber of Commerce	Panhandle	Informal		
EDC	Panhandle EDC	Panhandle	Informal		
SHRM Chapter	Panhandle Human Resources Association	Amarillo	Informal, Formal	Workforce Center staff member on PHRA Board	• Co-sponsor employer seminars, • Co-sponsor job fairs
Chamber	Perryton Chamber of Commerce	Perryton	Informal	President is PWDB member (same as EDC)	• Provided employer input to PWDB's LMI Committee
EDC	PEDCO	Perryton	Informal, Formal	President is PWDB member (same as Chamber) and PWDB LMI Committee member	• Provided employer input to PWDB's LMI Committee

Organization Type	Name	City	Role (formal, informal)	Relationship	Special Projects
Chamber	Quitaque Chamber of Commerce	Quitaque	Informal		
EDC	Shamrock EDC	Shamrock	Informal		
Chamber	Spearman Chamber of Commerce	Spearman	Informal		
EDC	Stinnett EDC	Stinnett	Informal		
Chamber	Stratford Chamber of Commerce	Stratford	Informal		
Chamber	Tulia Chamber of Commerce	Tulia	Informal	PWDB/contractor staff provide workforce data, assist in planning for prospective employers, coordinate with EDC and education providers for current and new businesses	
EDC	Turkey EDC	Turkey	Informal		
EDC	Wellington EDC	Wellington	Informal		• Provided employer input to PWDB's LMI Committee
SBDC	West Texas A&M Small Business Development Center	Amarillo	Informal	PWDB/contractor staff provide labor market information, and workforce program services for SBDC customers	• Assisted SBDC with development and writing of Wagner-Peyser grant application • Planned for workforce support of entrepreneurial training and collaborated with SBDC-funded entrepreneurial support project
Chamber	Wheeler Chamber of Commerce	Wheeler	Informal		
EDC	Wheeler EDC	Wheeler	Informal		

Local labor market needs provide the core direction for Panhandle workforce investments. To identify those, staff conducted a broad analysis of local, state and national data that identifies demographic, industrial and employment trends and potential skill shortages, using Texas Workforce Commission's SOCRATES, Texas Industry Profiles, Tracer and resources from other providers. Employer needs identified through the workforce centers' involvement with employers and input received during a series of Board Labor Market Information Committee meetings was used to validate and/or update statistical data, thereby applying local wisdom.

In 2009, the Board's Labor Market Information (LMI) Committee conducted public meetings in the region's four largest cities to gather information on developments in the labor market and to formulate recommendations on those industries and occupations on which to focus workforce resources. Small, medium and large employers; economic developers, chamber of commerce representatives, educators; local elected officials; other interested parties; and the general public were invited to the sessions.

Before each session, data analysis was used to identify high-growth and other high-priority industries, including those targeted by the governor, in the respective counties served by each Workforce Solutions Panhandle office. Workforce center management invited representatives of those industries and economic development professionals to each meeting to present the following information about their businesses:

- Industrial Trends
- Occupational Trends
- Education and Training Preferences
- Employee Recruiting Methods
- Problems with Employees

Detailed data, including maps, derived from Sites on Texas and Quarterly Employment and Wages (QCEW) industry information was distributed to all LMI Committee attendees. Feedback was solicited for validation of the data. Training providers participated in this process, soliciting and sharing information with employers to ensure that occupations' entry-level job skills and career ladders matched employer demand.

After hearing from businesses and economic developers, and conducting discussion that included other guests, the LMI Committee considered the information gathered through data analysis and public input, and assigned priorities for the identified workforce needs. The Board approved the Committee's recommended targeted industries, sectors and [high-priority] occupations for Workforce Investment Act adult and dislocated worker program training, occupations in demand and related workforce investment strategies for incorporation into this Plan. The lists can be found on the following pages.

The Board uses several strategies to increase the number of providers and training options for customers, and to assure that local training is available, including the following:

- Training providers are solicited annually through publication of a legal notice.
- The inclusion of public training providers in the membership of the Board's LMI Committee and public notice of those sessions (considered public meetings) assures communication to local providers of training gaps and potential employer collaborations.
- Positive relationships are sustained in the Panhandle WDA with all local providers that offer training in targeted and demand occupations. Various standing agreements exist, including the options of provider application to the ETPS (1) for all programs that prepare students for the targeted occupations and (2) only when a student in interested in a particular program, thereby limiting the demand on the provider's staff time, and (3) not at all, but other resources may be leveraged to allow customers to receive training (e.g., apprenticeship programs).
- Where training gaps exist, options such as Local Activity Fund, Wagner-Peyser grants available through the Governor's office and Skills Development Grant projects may be pursued to fund curriculum development that initiates instructional availability.

Additional supporting documentation and materials found useful in the local LMI analysis may be found in the "Appendix 2 Supplement" document.

The following resources were used in the Board's labor market analyses:

1. SOCRATES: http://socrates.cdr.state.tx.us/
2. TRACER: http://www.tracer2.com
3. Texas Industry Profiles: http://www.texasindustryprofiles.com (SWAP, Interactive Industry-Occupation Matrix, Labor Availability Estimator, Texas Wage Information (WIN), Employer Contact Information and more)
4. U.S. Census Bureau, NAICS Lookup: http://www.census.gov/eos/www/naics/
5. O*NET Online: http://online.onetcenter.org/
6. Occupational Outlook Handbook, 2008-09 Edition: www.bls.gov/oco
7. Occupational Outlook Quarterly: www.bls.gov/opub/ooq/ooqhome.htm
8. Sites on Texas: http://sitesontexas.extendthereach.com/
9. Texas State Data Center: http://txsdc.utsa.edu/
10. OneStop Crosswalk Resources: http://www.xwalkcenter.org/xw_ackx.html#SOCOES

Target Industries List

Use this template to identify the Board's top 10 to 15 target industries and the associated top 3 to 6 TWC/LMCI industry sectors. The Board's target industries must include, but need not be limited to, industries related to the Governor's industry clusters.

Board Name: PANHANDLE **Date Submitted:** [1] 30-Jun-09

NAICS Code (4-digit)	NAICS Industry Name[2]	Lay Industry[3]	TWC/LMCI Industry Sector[4]	Governor's Industry Cluster[5]	Basis for Selection: Place an X in a cell below to indicate which of the following types of indicators were used to select the target industry. At least two of the indicator types must be used.[6] Employment (#)	Employment Growth (%)	Wages ($)	Local Industry Competitiveness	Additional Rationale, Local Wisdom, or Comments[7]
1121	Cattle Ranching and Farming	Beef & Dairy industries	Agriculture, Forestry and Food	not included	X	X		X	Although negatively affected by the ailing economy, local beef and dairy producers are significant employers.
2131	Oil Well Drilling & Support Activities for Mining		Energy, Mining and Related Support Services	Emergy-Core; Petroleum-Ancillary	X		X	X	Although significantly affected by the ailing economy, oil and gas production is expected to strengthen again as a result of rising energy prices.
2362	Nonresidential Building Construction		Heavy and Special Trade Construction	Advanced Technology-Support	X	X	X	X	Although negatively affected by the ailing economy, commercial construction continues and is expected to increase due to wind energy construction.
2371	Utility System Construction	Wind Energy	Distribution, Transportation & Logistics	Emergy-Core Petroleum-Ancillary		X	X	X	Significant growth expected due to erection of wind turbines and associated transmission construction.
2382	Building Equipment Contractors		Heavy and Special Trade Construction	not included	X	X	X	X	Although negatively affected by the ailing economy, construction projects continue and are expected to increase due to wind energy construction.
3115	Dairy Product Manufacturing		Agriculture, Forestry and Food	not included		X		X	Although significantly affected by the ailing economy, dairy products manufacturing is targeted for expansion by local economic developers, with a new company recently opening and others expected.
3116	Animal Slaughtering and Processing	Meat Processing	Agriculture, Forestry and Food	not included	X	X		X	This industry employs a significant number of local residents, offers high wage employment, and needs recruiting assistance due to high turnover.
3329	Other Fabricated Metal Product Manufacturing		Production Support & Industrial Machinery	Advanced Technology, Aerospace, Energy, Petroleum & Information-Ancillary	X		X		This industry provides high wages and requires a significant level of skills training.
3331	Agriculture, Construction, and Mining Machinery		Production Support & Industrial Machinery	Advanced Technology & Petroleum-Core	X		X	X	This industry provides high wages and requires a significant level of skills training.
3364	Aerospace Product and Parts Manufacturing		Transportation Equipment	Advanced Technology, Aerospace-Core	X	X	X	X	Bell Helicopter/Textron has federal contracts requiring significant new hiring, provides high wages and requires a significant level of skills training.
4842	Specialized Freight Trucking		Distribution, Transportation & Logistics	Advanced Technology, Aerospace, Energy, Petroleum & Information-Support	X	X	X	X	Interstate 40, one of the country's important coast-to-coast highways, runs east and west through the center of the Panhandle, making the region a center for truck transportation. Many of the goods transported (e.g., animals, food, and oil and gas) require specialized equipment and driver certifications.
6111	Elementary and Secondary Schools		Education, Training & Personal Development	not included	X	X	X		Elementary and Secondary Schools have higher employment than any other four-digit NAICS industry in the region.
6211	Offices of Physicians		Biotechnology, Life Sciences & Medical	not included	X	X	X		Health Services is the fastest growing sector of the Panhandle WDA economy; significant growth comes from Offices of Physicians
6212	Offices of Dentists		Biotechnology, Life Sciences & Medical	not included	X	X	X		Health Services is the fastest growing sector of the Panhandle WDA economy; dental offices require a significant level of training and offer excellent wages.
6216	Home Health Care Services		Biotechnology, Life Sciences & Medical	not included	X	X	X		Increased use of home health care to help increasing numbers of seniors independently in their homes is expected to minimum long-term care costs.
6221	General Medical and Surgical Hospitals		Biotechnology, Life Sciences & Medical	Biotechnology & Life Science-ancillary	X	X	X	X	Amarillo is a medical destination for specialty treatment, drawing patients from the Texas and Oklahoma Panhandles, SW OK, Eastern NM, Southern KS and SE CO. Amarillo also houses medical, pharmacy and allied health branches of Texas Tech University.

2. 10 to 15 target industries are recommended; no more than 20 permitted. Industries must correspond to a 4-digit NAICS code. Target industries do not need to be listed in any rank order.
3. If applicable. Local planning efforts may identify industries using lay concepts and labels. These can be used, but they must be best-fitted into an appropriate NAICS-coded industry.
For a tool to assist in matching lay industries to NAICS-coded occupations, see http://www.texasindustryprofiles.com/apps/lae/indsearch.asp.
4. Corresponding TWC/LMCI industry sector. See descriptions of the sectors at http://www.texasindustryprofiles.com/apps/locquot/LQ_Docs/Industry%20Sector%20Descriptions%20and%20Keywords.doc.
5. A crosswalk of NAICS 4-digit industries, TWC/LMCI industry sectors, and Governor's industry clusters can be found under the Industry Clusters dropdown list at http://www.texasindustryprofiles.com/.
6. Key types of labor market indicators are available in LMCI tools for use in evaluating and ranking the relative importance of industries. Boards should fully explore these in their Step 1 analyses to determine what criteria to use in selecting target industries and TWC/LMCI sectors:
   - Employment (current employment estimates or projected future employment) (#)
   - Employment growth rate (growth rate observed over a recent period or projected into the future) (%)
   - Wages (such as average weekly or monthly earnings, minimum annual salary)
   - Local industry competitiveness (such as Location Quotient, Export Jobs, or Greatest Likelihood for Potential Job Opportunities in Shift-Share Analysis)

Please do not alter these cells:
X

7. This space must be used to identify any additional indicators used in targeting the industry, if applicable, and to describe any additional local information sources or knowledge regarding the importance of target industries in the workforce area. This may include, but need not be limited to, information gained from local or regional labor market or industry studies, industry or economic development partners, or employer surveys.

Target Occupations List

Use this template to identify the Board's target occupations, the 20 to 30 occupations that are most in demand and most critical to the Board's target industries, and for which the Board will dedicate WIA training resources. The Board's target occupations must include, but need not be limited to, occupations related to the Governor's industry clusters.

Board Name: PANHANDLE **Submitted:** [1]

SOC Code (6-digit)	SOC Occupation Name[2]	Lay Occupation[3]	NAICS Industry Code (4-digit)[4]	Basis for Selection: Place an X in a cell below to indicate which of the following types of indicators were used to select the target occupation. At least two of the indicator types must be used.[5] Employment (#)	Employment Growth (%)	Job Openings	Wages ($)	Preferred Education Level	Additional Rationale, Local Wisdom, or Comments[6]	Eligible Training Provider Available?[7] (Y/N)	Targeted Occupational Level (X one or both) Entry-Level	Experienced
49-3011	Aircraft Mechanic		3364	X	X		X	X	Aerospace primary employer, Bell Helicopter/Textron, has government contracts requiring a significant, steady growth in aircraft assemblers/mechanics.	Y	X	
49-3021	Automotive Body Repairer				X		X	X	Although not included in a target industry, the Board's LMI Committee determined a consistent demand due primarily to replacement, and to a demand for individuals skilled in metalworking for machinery fabrication and oilfield support.	Y	X	
49-3023	Automotive Mechanic		2131, 2362, 2371, 2382, 3116, 4842, 6111	X	X	X	X	X	Although numbers in each target industry are small and the automotive industries are not specifically targeted, auto mechanics are in demand primarily due to replacement and because cars are likely to be maintained longer in a down economy.	Y	X	
49-3031	Bus/Truck Mechanic & Diesel Engine Specialist		2131, 3115, 3116, 3329, 4842, 6111	X	X	X	X	X	High demand, in part due to I-40 and associated truck traffic	Y	X	
47-2031	Carpenter		2362, 2371, 2382, 3329, 6111	X	X	X	X		Despite the economic downturn, industrial construction continues in the Panhandle. According to the local Carpenters' union, there are jobs available for all members and apprentices, and demand should continue due to replacement.	N	X	X
15-1041	Computer Support Specialist		2131, 2362, 3116, 3329, 3331, 6111	X	X	X	X	X	Amarillo's economic developers have targeted the area for "back office operations," including those providing computer support. Demand is due to both growth and replacement.	Y	X	
33-3012	Correctional Officer & Jailer			X	X	X	X	X	Although not included in a target industry, the Board's LMI Committee determined a high demand due to the number of local TDCJ facilities and that agency's designation of high need in the region. TDCJ provides training but other costs of attendance can be prohibitive because trainees will not be paid for one month or more.	Y	X	
29-2021	Dental Hygienist		6212		X		X	X	All of the Dental Hygienists graduating from Amarillo College enter employment in the Panhandle or elsewhere where they are willing to move.	Y	X	
49-2095	Electrical/Electronics Repairer, Power		2371, 2382		X	X	X	X	Electrical Power maintenance and repair jobs (including wind technicians) will grow substantially in Utility Cosntruction and Electric Power Generation (2211) as more wind generators and transmission lines are constructed.	Y	X	X
47-2111	Electrician		2362, 2371, 2382, 3329	X	X	X	X		According to the West Texas JATC, apprentices continue to be recruited and demand from both growth and replacement continues. The apprenticeship program is changing to ensure that Electricians are prepared for their role in wind energy construction.	N	X	X
25-2021	Elementary Teacher		6111	X	X	X	X	X	Elementary teachers are needed in the region due to steady population growth and replacement needs.	Y	X	
17-3029	Engineering Technician		3331		X	X	X	X	Engineering Techs, NEC, have specialized, high-technology skills. This general occupational name may include instrumentation tech sand other emerging occupations requiring engineering support skills. Replaces Industrial Engineering Technicians, 17-3026, due to better match to local industries.	Y	X	
43-6011	Executive Secretary/Administrative Assistant		2382, 3115, 3116, 3329, 3331, 3364, 6111, 6211, 6216, 6221	X	X	X	X	X	Executive Secretaries/Admin AssistsSecretaries and/or administrative assistants are essential to multiple industries.	Y	X	X
11-9011	Farm Manager/Agriculture Supervisor		1121	X	X	X	X	X	Due to the region's diverse agricultural base, demand for agricultural managers will increase due to a combination of growth and replacement.	Y	X	X
33-2011	Firefighter		3329	X		X	X	X	Although not included in a target industry in large numbers, demand is high due mostly to replacement. Small cities and rural fire departments do not have the resources to cover training costs.	Y	X	
11-1021	General & Operations Manager		1121, 2131, 2362, 2371, 2382, 3115, 3116, 3329, 4842, 6221	X	X	X	X	X	Demand for general managers is strong in multiple industries.	Y	X	X
49-9021	Heating/A.C. & Refrigeration Mechanic		2371, 2382, 3116, 6111	X		X	X	X	Openings steady due to construction and refrigeration for food production, transportation and manufacturing.	Y	X	
49-9041	Industrial Machine Mechanic		2131, 2362, 2382, 3115, 3116, 3331	X	X	X	X	X	Multiple manufacturing facilities require continuous maintenance of equipment including advanced technologies, such as robotics.	Y	X	

Target Occupations List

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Board Name: PANHANDLE **Submitted:** [1]

SOC Code (6-digit)	SOC Occupation Name[2]	Lay Occupation[3]	NAICS Industry Code (4-digit)[4]	Basis for Selection: Employment (#)	Employment Growth (%)	Job Openings	Wages ($)	Preferred Education Level	Additional Rationale, Local Wisdom, or Comments[6]	Eligible Training Provider Available? (Y/N)[7]	Targeted Occupational Level (X one or both): Entry-Level	Experienced
53-7051	Industrial Truck/Tractor Operator		2131, 3115, 3116, 3331, 4842	X		X	X		Industrial Truck/Tractor OperOperators are needed in multiple industries primarily due to replacement, to move construction materials, earth, petroleum products, and other heavy materials.	N	X	
29-2061	Licensed Vocational Nurse		3116, 6211, 6216, 6221	X	X	X	X	X	Allied health professionals continue to be in demand; nurse shortages are a problem throughout the U.S.	Y	X	
51-4041	Machinist		2131, 3329, 3331, 3364	X	X	X	X	X	Strong manufacturing industries continue to demand machinists due to both growth and replacement, although that demand has experienced a temporary drop due to recession.	Y	X	
49-9042	Maintenance & Repair Worker, General		2131, 2362, 2371, 2382, 3115, 3116, 3329, 3331, 4842, 6111, 6221	X	X	X	X	X	General maintenance workers are utilized in nearly every industry, as they have skills in multiple crafts. Demand is due to both growth and replacement.	Y	X	
31-9092	Medical Assistant		6211, 6212, 6221	X	X	X	X	X	The relatively low cost and flexibility of Medical Assistants' skills has resulted in an increase in demand for rained individuals, primarily due to growth.	Y	X	
29-2012	Medical & Clinical Laboratory Technician		3115, 6211, 6221	X	X	X	X	X	Medical Lab Technologists and Technicians continue to be in demand, due to the strength of the health care industries and the demand from food production (e.g., dairies). Replaces 29-2011, as the local program results in an AAS degree.	Y	X	
29-2071	Medical Records & Health Information Technician		6211, 6216, 6221	X	X		X	X	Demand is increasing due to the implementation of electronic medical records and accuracy requirements for insurance and federal health program coding.	Y	X	
15-1071	Network & Computer Systems Administrator		3116, 3329, 6111, 6221	X		X	X	X	Nearly every commercial or governmental organization uses computers and associated networks, which must be maintained and upgraded. Most demand is due to growth.	Y	X	
31-2011	Occupational Therapist Assistant		6216, 6221				X	X	Demand for OTAs is increasing due to growth of the aging population and the need to keep seniors independent as long as possible.	Y	X	
47-2073	Operating Engineer Construction Equipment		2131, 2362, 2371, 2382, 3329	X	X	X	X		Construction equipment operators remain in demand due to both growth and replacement, in industrial and energy-related construction.		X	
29-2052	Pharmacy Technician		3116, 6211, 6221	X	X	X	X	X	Pharmacy technicians continue to be in demand, equally due to both growth and replacement. Average wages have increased significantly in our region over the last three years.	Y	X	
31-2021	Physical Therapist Assistant		6211, 6216, 6221				X	X	Demand for PTAs is increasing due to the growth of the aging population and need to keep seniors independent as long as possible.	Y	X	
47-2152	Plumber/Pipefitter		2131, 2362, 2371, 2382, 3329	X	X	X	X		Continued demand for plumbers is due primarily to replacement of retiring workers.	N	X	X
33-3051	Police & Sheriff's Patrol Officer			X	X	X	X	X	Peace officers continue to be in demand, due to both growth and replacement. The smaller cities do not have the resources to pay for training.	Y	X	
29-2034	Radiologic Technician		1121, 6211, 6221	X	X		X	X	Allied health professionals continue to be in demand; Rad Techs are entry-level for multiple imaging occupations.	Y	X	X
29-1111	Registered Nurse		6111, 6211, 6216, 6221	X	X	X	X	X	Allied health professionals continue to be in demand; nurse shortages are a problem throughout the U.S.	Y	X	
29-1126	Respiratory Therapist		6211, 3216, 6221	X	X		X	X	Allied health professionals continue to be in demand; Respiratory therapists and technicians are needed to work with an increasingly older population.	Y	X	
25-2031	Secondary Teacher		6111	X	X	X	X	X	Due to steady population growth and retirements, teachers are in demand, and especially those in math and science, bilingual and special education.	Y	X	
25-2041	Special Education Teacher		6111	X	X	X	X	X	Special education teachers are in demand at all grade levels in K-12. According to TEA and local school districts, this is a critical need occupation.	Y	X	
29-2055	Surgical Technologists		1121, 6211, 6212, 6221	X			X	X	Allied health professionals continue to be in demand; nationally, Surgical Technologists are expected to be in high-demand, to keep operating room costs as low as possible.	Y	X	
53-3032	Truck Driver, Heavy		1121, 2131, 2362, 2371, 2382, 3115, 3116, 3329, 3331, 4842	X	X	X	X	X	Although demand is reduced due to the recession, reliable drivers who can pass a drug test are being sought by employers in the trucking, food production and manufacturing, and energy industries.	Y	X	X

Target Occupations List

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Board Name: PANHANDLE **Submitted:** [1]

SOC Code (6-digit)	SOC Occupation Name[2]	Lay Occupation[3]	NAICS Industry Code (4-digit)[4]	Basis for Selection: Place an X in a cell below to indicate which of the following types of indicators were used to select the target occupation. At least two of the indicator types must be used.[5] Employment (#)	Employment Growth (%)	Job Openings	Wages ($)	Preferred Education Level	Additional Rationale, Local Wisdom, or Comments[6]	Eligible Training Provider Available?[7] (Y/N)	Targeted Occupational Level (X one or both) Entry-Level	Experienced
51-4121	Welder and Cutter		2131, 2362, 2371, 2382, 3329, 3331	X	X	X	X	X	Community colleges are struggling to keep welders in school until they complete programs, because the demand and associated wages are so high that students often leave early for employment.	Y	X	X

Notes

1. As leading industries, occupations, and employer training needs change, Boards must update their Target Industries List and Target Occupations List and e-mail the updated lists to Board.Plans@twc.state.tx.us.
2. 20 to 30 target occupations are recommended; no more than 40 permitted. Occupations must correspond to a 6-digit SOC code. Target occupations do not need to be listed in any rank order.
3. If applicable. Local planning efforts may identify occupations using lay concepts and labels. These can be used, but they must be best-fitted into an appropriate SOC-coded occupation.

For tools to assist in matching lay occupations to SOC-coded occupations, see http://socrates.cdr.state.tx.us/iSocrates/occprofiles/profile_select.asp and http://autocoder.lmci.state.tx.us:8080/jc/onetmatch.

4. The Board target industry **(or industries)** to which the occupation pertains, identified by NAICS 4-digit code (must also be included on the Board's Target Industries List).
5. Key types of labor market indicators are available in LMCI tools for use in evaluating and ranking the relative importance of occupations. Boards must fully explore these in their Step 3 analyses, so they can identify what criteria they will use in selecting target occupations:
   - Employment (current employment estimates or projected future employment) (#)
   - Employment growth rate (growth rate observed over a recent period or projected into the future) (%)
   - Job openings (projected average annual job openings; job openings due to growth) (#)
   - Wages (**such as average weekly or monthly earnings,** minimum annual salary, mean or median, entry-level or experienced-level)
   - Preferred educational levels
6. **This space is to identify any additional indicators used in targeting the occupation, if applicable, and must include information on local wisdom that further supports or validates the importance of the target occupation in the workforce area.**
   This may include, but need not be limited to, information gained from surveys of employers; local or regional labor market or occupational studies; or other information gained from industry, economic development, or professional/occupational organization partners.
   For sample language, see Attachment 1.
7. Boards must review Eligible Training Provider (ETP) availability for target occupations; if there is no ETP available for an occupation, this does not prevent it from being on the Target Occupations List, but it is an indication that the Board needs to develop ETP availability for that occupation in its workforce area.

Please do not alter these cells:	
Y	N
X	

PANHANDLE WORKFORCE DEVELOPMENT AREA‡								
DEMAND OCCUPATIONS‡‡								
		Annual Average Employment				Annual Average Job Openings		
SOC Code	Occupation Title	2006	2016	Number Change	Growth Rate	Growth	Replacement	Total
00-0000	**TOTAL ALL OCCUPATIONS**	**209,800**	**242,300**	**32,500**	**15.5%**	**3,320**	**4,585**	**7,905**
11-0000	***Management Occupations***	***22,900***	***24,750***	***1,850***	***8.1%***	***185***	***315***	***500***
11-1000	Top Executives	2,850	3,000	150	5.3%	15	70	85
11-1021	General and Operations Managers*	2,550	2,650	100	3.9%	10	60	70
11-2000	Advertising, Marketing, Promotions, Public Relations, and Sales Managers	450	550	100	22.2%	5	10	15
11-3000	Operations Specialties Managers	1,550	1,750	200	12.9%	20	35	55
11-3011	Administrative Services Managers	400	450	50	12.5%	5	10	15
11-3051	Industrial Production Managers	250	300	50	20.0%	5	10	15
11-9000	Other Management Occupations	18,050	19,450	1,400	7.8%	145	200	345
11-9011	Farm, Ranch, and Other Agricultural Managers*	1,550	1,800	250	16.1%	25	10	35
11-9012	Farmers and Ranchers	12,850	13,550	700	5.4%	70	115	185
11-9021	Construction Managers	950	1,150	200	21.1%	15	15	30
11-9032	Education Administrators, Elementary and Secondary School	350	450	100	28.6%	10	10	20
11-9051	Food Service Managers	450	450	0	0.0%	5	10	15
11-9111	Medical and Health Services Managers	350	450	100	28.6%	10	5	15
13-0000	***Business and Financial Operations Occupations***	***6,650***	***7,750***	***1,100***	***16.5%***	***115***	***115***	***230***
13-1000	Business Operations Specialists	3,600	4,200	600	16.7%	60	65	125
13-1031	Claims Adjusters, Examiners, and Investigators	400	450	50	12.5%	5	10	15
13-1111	Management Analysts	650	700	50	7.7%	5	10	15
13-1199	Business Operations Specialists, All Other	850	1,050	200	23.5%	20	10	30
13-2000	Financial Specialists	3,050	3,550	500	16.4%	55	50	105
13-2011	Accountants and Auditors*	1,550	1,900	350	22.6%	30	30	60
15-0000	***Computer and Mathematical Occupations***	***2,450***	***2,950***	***500***	***20.4%***	***55***	***55***	***110***
15-1000	Computer Specialists	2,350	2,850	500	21.3%	55	55	110
15-1041	Computer Support Specialists*	500	550	50	10.0%	10	15	25
15-1051	Computer Systems Analysts*	500	600	100	20.0%	10	15	25
15-1071	Network and Computer Systems Administrators*	300	350	50	16.7%	10	5	15
15-1081	Network Systems and Data Communications Analysts	200	300	100	50.0%	10	5	15
17-0000	***Architecture and Engineering Occupations***	***2,550***	***2,950***	***400***	***15.7%***	***40***	***55***	***95***
17-2000	Engineers	1,450	1,700	250	17.2%	25	35	60
17-2051	Civil Engineers	300	350	50	16.7%	5	10	15
17-3000	Drafters, Engineering, and Mapping Technicians	950	1,100	150	15.8%	10	20	30
17-3029	Engineering Technicians, Except Drafters, All Other*	50	50	0	0.0%	0	0	0
19-0000	***Life, Physical, and Social Science Occupations***	***1,550***	***1,800***	***250***	***16.1%***	***30***	***40***	***70***
19-2000	Physical Scientists	350	400	50	14.3%	5	10	15
19-3000	Social Scientists and Related Workers	400	450	50	12.5%	10	5	15
19-4000	Life, Physical, and Social Science Technicians	600	700	100	16.7%	10	20	30
21-0000	***Community and Social Services Occupations***	***3,350***	***4,050***	***700***	***20.9%***	***70***	***55***	***125***
21-1000	Counselors, Social Workers, and Other Community and Social Service Specialists	1,950	2,300	350	17.9%	35	35	70
21-1012	Educational, Vocational, and School Counselors	350	450	100	28.6%	10	5	15
21-2000	Religious Workers	1,400	1,750	350	25.0%	30	20	50
21-2011	Clergy	1,200	1,450	250	20.8%	25	15	40
23-0000	***Legal Occupations***	***1,100***	***1,250***	***150***	***13.6%***	***15***	***20***	***35***
23-1000	Lawyers, Judges, and Related Workers	650	750	100	15.4%	10	15	25
23-1011	Lawyers	600	700	100	16.7%	10	10	20

PANHANDLE WORKFORCE DEVELOPMENT AREA‡

DEMAND OCCUPATIONS‡‡

SOC Code	Occupation Title	Annual Average Employment 2006	2016	Number Change	Growth Rate	Annual Average Job Openings Growth	Replacement	Total
25-0000	***Education, Training, and Library Occupations***	***12,600***	***15,700***	***3,100***	***24.6%***	***310***	***255***	***565***
25-1000	Postsecondary Teachers	1,600	2,050	450	28.1%	50	25	75
25-2000	Primary, Secondary, and Special Education School Teachers	7,650	9,600	1,950	25.5%	195	180	375
25-2011	Preschool Teachers, Except Special Education	700	850	150	21.4%	20	10	30
25-2012	Kindergarten Teachers, Except Special Education	250	300	50	20.0%	10	5	15
25-2021	Elementary School Teachers, Except Special Education*	2,800	3,600	800	28.6%	80	60	140
25-2022	Middle School Teachers, Except Special and Vocational Education	1,400	1,800	400	28.6%	35	30	65
25-2031	Secondary School Teachers, Except Special and Vocational Education*	1,800	2,150	350	19.4%	35	55	90
25-2041	Special Education Teachers, Preschool, Kindergarten, and Elementary School*	250	350	100	40.0%	10	5	15
25-2042	Special Education Teachers, Middle School*	100	150	50	50.0%	5	5	10
25-2043	Special Education Teachers, Secondary School*	100	150	50	50.0%	5	5	10
25-3000	Other Teachers and Instructors	1,200	1,400	200	16.7%	20	15	35
25-3099	Teachers and Instructors, All Other	900	1,050	150	16.7%	15	10	25
25-4000	Librarians, Curators, and Archivists	300	350	50	16.7%	5	10	15
25-9000	Other Education, Training, and Library Occupations	1,900	2,300	400	21.1%	40	30	70
25-9041	Teacher Assistants	1,650	2,000	350	21.2%	35	25	60
27-0000	***Arts, Design, Entertainment, Sports, and Media Occupations***	***2,250***	***2,550***	***300***	***13.3%***	***25***	***55***	***80***
27-1000	Art and Design Workers	600	700	100	16.7%	10	15	25
27-2000	Entertainers and Performers, Sports and Related Workers	700	800	100	14.3%	10	15	25
27-3000	Media and Communication Workers	700	750	50	7.1%	5	15	20
29-0000	***Healthcare Practitioners and Technical Occupations***	***8,750***	***11,150***	***2,400***	***27.4%***	***240***	***170***	***410***
29-1000	Health Diagnosing and Treating Practitioners	5,100	6,600	1,500	29.4%	150	85	235
29-1051	Pharmacists	350	400	50	14.3%	10	5	15
29-1111	Registered Nurses*	3,000	3,950	950	31.7%	95	50	145
29-1126	Respiratory Therapists**	150	200	50	33.3%	5	0	5
29-2000	Health Technologists and Technicians	3,450	4,350	900	26.1%	85	80	165
29-2011	Medical and Clinical Laboratory Technologists	200	250	50	25.0%	5	5	10
29-2012	Medical and Clinical Laboratory Technicians*	200	250	50	25.0%	5	5	10
29-2021	Dental Hygienists*	150	200	50	33.3%	5	5	10
29-2031	Cardiovascular Technologists and Technicians	50	50	0	0.0%	0	0	0
29-2032	Diagnostic Medical Sonographers	50	50	0	0.0%	0	0	0
29-2034	Radiologic Technologists and Technicians*	250	300	50	20.0%	5	5	10
29-2041	Emergency Medical Technicians and Paramedics	200	200	0	0.0%	5	0	5
29-2052	Pharmacy Technicians*	450	650	200	44.4%	15	15	30
29-2054	Respiratory Therapy Technicians**	50	50	0	0.0%	0	0	0
29-2055	Surgical Technologists*	150	150	0	0.0%	5	5	10
29-2061	Licensed Practical and Licensed Vocational Nurses*	1,250	1,500	250	20.0%	25	35	60
29-2071	Medical Records and Health Information Technicians*	200	250	50	25.0%	5	5	10

PANHANDLE WORKFORCE DEVELOPMENT AREA‡								
DEMAND OCCUPATIONS‡‡								
SOC Code	Occupation Title	Annual Average Employment 2006	2016	Number Change	Growth Rate	Annual Average Job Openings Growth	Replacement	Total
31-0000	***Healthcare Support Occupations***	***4,150***	***5,500***	***1,350***	***32.5%***	***130***	***45***	***175***
31-1000	Nursing, Psychiatric, and Home Health Aides	2,600	3,350	750	28.8%	75	25	100
31-1011	Home Health Aides	700	950	250	35.7%	25	5	30
31-1012	Nursing Aides, Orderlies, and Attendants	1,900	2,400	500	26.3%	50	15	65
31-2000	Occupational and Physical Therapist Assistants and Aides	150	250	100	66.7%	5	0	5
31-2011	Occupational Therapist Assistants	50	50	0	0.0%	0	0	0
31-2021	Physical Therapist Assistants	50	100	50	100.0%	5	0	5
31-9000	Other Healthcare Support Occupations	1,400	1,900	500	35.7%	50	20	70
31-9091	Dental Assistants	300	400	100	33.3%	10	5	15
31-9092	Medical Assistants*	600	950	350	58.3%	30	10	40
33-0000	***Protective Service Occupations***	***4,800***	***5,750***	***950***	***19.8%***	***95***	***130***	***225***
33-1000	First-Line Supervisors/Managers, Protective Service Workers	300	350	50	16.7%	5	10	15
33-2000	Fire Fighting and Prevention Workers	600	700	100	16.7%	10	20	30
33-2011	Fire Fighters*	600	700	100	16.7%	10	20	30
33-3000	Law Enforcement Workers	2,550	3,100	550	21.6%	55	65	120
33-3012	Correctional Officers and Jailers*	1,100	1,350	250	22.7%	25	25	50
33-3051	Police and Sheriff's Patrol Officers*	1,300	1,500	200	15.4%	20	35	55
33-9000	Other Protective Service Workers	1,350	1,600	250	18.5%	25	35	60
33-9032	Security Guards	1,000	1,200	200	20.0%	20	20	40
35-0000	***Food Preparation and Serving Related Occupations***	***14,200***	***17,350***	***3,150***	***22.2%***	***315***	***455***	***770***
35-1000	Supervisors, Food Preparation and Serving Workers	1,450	1,700	250	17.2%	25	10	35
35-1012	First-Line Supervisors/Managers of Food Preparation and Serving Workers	1,350	1,600	250	18.5%	25	10	35
35-2000	Cooks and Food Preparation Workers	2,750	3,350	600	21.8%	60	80	140
35-2011	Cooks, Fast Food	450	450	0	0.0%	5	10	15
35-2012	Cooks, Institution and Cafeteria	450	500	50	11.1%	5	10	15
35-2014	Cooks, Restaurant	1,150	1,450	300	26.1%	35	30	65
35-2021	Food Preparation Workers	500	650	150	30.0%	10	20	30
35-3000	Food and Beverage Serving Workers	8,500	10,400	1,900	22.4%	190	290	480
35-3011	Bartenders	400	500	100	25.0%	10	15	25
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	4,700	5,650	950	20.2%	90	90	180
35-3022	Counter Attendants, Cafeteria, Food Concession, and Coffee Shop	400	450	50	12.5%	5	25	30
35-3031	Waiters and Waitresses	2,900	3,700	800	27.6%	80	155	235
35-9000	Other Food Preparation and Serving Related Workers	1,550	1,950	400	25.8%	40	75	115
35-9011	Dining Room and Cafeteria Attendants and Bartender Helpers	550	650	100	18.2%	15	20	35
35-9021	Dishwashers	500	650	150	30.0%	15	20	35
35-9031	Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	400	550	150	37.5%	15	30	45
37-0000	***Building and Grounds Cleaning and Maintenance Occupations***	***5,800***	***6,800***	***1,000***	***17.2%***	***95***	***100***	***195***
37-2000	Building Cleaning and Pest Control Workers	4,100	4,800	700	17.1%	70	80	150
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	2,600	3,050	450	17.3%	50	50	100
37-2012	Maids and Housekeeping Cleaners	1,450	1,650	200	13.8%	20	25	45
37-3000	Grounds Maintenance Workers	1,250	1,450	200	16.0%	20	15	35
37-3011	Landscaping and Groundskeeping Workers	1,200	1,350	150	12.5%	20	15	35

PANHANDLE WORKFORCE DEVELOPMENT AREA‡								
DEMAND OCCUPATIONS‡‡								
		Annual Average Employment				Annual Average Job Openings		
SOC Code	Occupation Title	2006	2016	Number Change	Growth Rate	Growth	Replacement	Total
39-0000	***Personal Care and Service Occupations***	***6,600***	***8,350***	***1,750***	***26.5%***	***175***	***160***	***335***
39-3000	Entertainment Attendants and Related Workers	450	550	100	22.2%	10	25	35
39-3091	Amusement and Recreation Attendants	300	300	0	0.0%	5	15	20
39-5000	Personal Appearance Workers	500	700	200	40.0%	15	5	20
39-5012	Hairdressers, Hairstylists, and Cosmetologists	400	500	100	25.0%	10	5	15
39-9000	Other Personal Care and Service Workers	4,900	6,350	1,450	29.6%	145	115	260
39-9011	Child Care Workers	2,650	3,300	650	24.5%	70	75	145
39-9021	Personal and Home Care Aides	1,750	2,400	650	37.1%	70	30	100
41-0000	***Sales and Related Occupations***	***20,000***	***22,100***	***2,100***	***10.5%***	***215***	***625***	***840***
41-1000	Supervisors, Sales Workers	3,150	3,350	200	6.3%	25	60	85
41-1011	First-Line Supervisors/Managers of Retail Sales Workers	2,600	2,800	200	7.7%	20	55	75
41-2000	Retail Sales Workers	11,750	13,000	1,250	10.6%	125	450	575
41-2011	Cashiers	5,500	5,600	100	1.8%	10	260	270
41-2021	Counter and Rental Clerks	550	700	150	27.3%	15	20	35
41-2031	Retail Salespersons	5,350	6,350	1,000	18.7%	95	165	260
41-3000	Sales Representatives, Services	1,850	2,100	250	13.5%	30	40	70
41-3021	Insurance Sales Agents	1,000	1,100	100	10.0%	10	20	30
41-3099	Sales Representatives, Services, All Other	400	550	150	37.5%	10	10	20
41-4000	Sales Representatives, Wholesale and Manufacturing	2,250	2,600	350	15.6%	35	50	85
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific	2,000	2,300	300	15.0%	30	45	75
41-9000	Other Sales and Related Workers	1,000	1,050	50	5.0%	5	25	30
43-0000	***Office and Administrative Support Occupations***	***28,350***	***31,300***	***2,950***	***10.4%***	***340***	***600***	***940***
43-1000	Supervisors, Office and Administrative Support Workers	1,900	2,100	200	10.5%	15	40	55
43-1011	First-Line Supervisors/Managers of Office and Administrative Support Workers	1,900	2,100	200	10.5%	15	40	55
43-3000	Financial Clerks	4,600	5,300	700	15.2%	70	95	165
43-3011	Bill and Account Collectors	400	500	100	25.0%	10	5	15
43-3021	Billing and Posting Clerks and Machine Operators	650	750	100	15.4%	5	10	15
43-3031	Bookkeeping, Accounting, and Auditing Clerks	2,450	2,800	350	14.3%	35	40	75
43-3071	Tellers	800	950	150	18.8%	15	35	50
43-4000	Information and Record Clerks	6,550	7,550	1,000	15.3%	120	170	290
43-4051	Customer Service Representatives	2,900	3,650	750	25.9%	75	80	155
43-4081	Hotel, Motel, and Resort Desk Clerks	250	300	50	20.0%	5	10	15
43-4111	Interviewers, Except Eligibility and Loan	400	450	50	12.5%	5	10	15
43-4171	Receptionists and Information Clerks	1,350	1,650	300	22.2%	30	35	65
43-5000	Material Recording, Scheduling, Dispatching, and Distributing Workers	4,950	5,050	100	2.0%	20	120	140
43-5061	Production, Planning, and Expediting Clerks	300	350	50	16.7%	5	10	15
43-5071	Shipping, Receiving, and Traffic Clerks	850	900	50	5.9%	10	20	30
43-5081	Stock Clerks and Order Fillers	2,150	2,100	-50	-2.3%	0	50	50
43-6000	Secretaries and Administrative Assistants	5,950	6,600	650	10.9%	65	95	160
43-6011	Executive Secretaries and Administrative Assistants*	2,350	2,750	400	17.0%	40	35	75
43-6013	Medical Secretaries	300	400	100	33.3%	10	5	15
43-6014	Secretaries, Except Legal, Medical, and Executive	3,100	3,250	150	4.8%	15	50	65
43-9000	Other Office and Administrative Support Workers	4,200	4,600	400	9.5%	45	80	125
43-9061	Office Clerks, General	3,150	3,600	450	14.3%	45	60	105

PANHANDLE WORKFORCE DEVELOPMENT AREA‡								
DEMAND OCCUPATIONS‡‡								
		Annual Average Employment				Annual Average Job Openings		
SOC Code	Occupation Title	2006	2016	Number Change	Growth Rate	Growth	Replacement	Total
45-0000	***Farming, Fishing, and Forestry Occupations***	***9,600***	***11,150***	***1,550***	***16.1%***	***155***	***235***	***390***
45-2000	Agricultural Workers	9,400	10,900	1,500	16.0%	150	235	385
45-2091	Agricultural Equipment Operators	450	500	50	11.1%	5	10	15
45-2092	Farmworkers and Laborers, Crop, Nursery, and Greenhouse	6,900	8,000	1,100	15.9%	110	175	285
45-2093	Farmworkers, Farm and Ranch Animals	1,600	1,900	300	18.8%	30	40	70
47-0000	***Construction and Extraction Occupations***	***11,750***	***13,550***	***1,800***	***15.3%***	***180***	***210***	***390***
47-1000	Supervisors, Construction and Extraction Workers	1,100	1,250	150	13.6%	15	15	30
47-1011	First-Line Supervisors/Managers of Construction Trades and Extraction Workers	1,100	1,250	150	13.6%	15	15	30
47-2000	Construction Trades Workers	7,500	8,650	1,150	15.3%	110	125	235
47-2031	Carpenters*	800	950	150	18.8%	10	10	20
47-2051	Cement Masons and Concrete Finishers	300	350	50	16.7%	5	10	15
47-2061	Construction Laborers	2,200	2,450	250	11.4%	25	15	40
47-2073	Operating Engineers and Other Construction Equipment Operators*	750	850	100	13.3%	10	15	25
47-2111	Electricians*	850	950	100	11.8%	10	20	30
47-2141	Painters, Construction and Maintenance	500	600	100	20.0%	10	10	20
47-2152	Plumbers, Pipefitters, and Steamfitters*	550	650	100	18.2%	5	10	15
47-3000	Helpers, Construction Trades	700	800	100	14.3%	10	15	25
47-4000	Other Construction and Related Workers	550	600	50	9.1%	5	10	15
47-5000	Extraction Workers	1,900	2,300	400	21.1%	40	40	80
47-5013	Service Unit Operators, Oil, Gas, and Mining	450	550	100	22.2%	10	5	15
47-5071	Roustabouts, Oil and Gas	750	900	150	20.0%	15	20	35
49-0000	***Installation, Maintenance, and Repair Occupations***	***8,150***	***9,500***	***1,350***	***16.6%***	***135***	***135***	***270***
49-1000	Supervisors of Installation, Maintenance, and Repair Workers	650	750	100	15.4%	10	15	25
49-1011	First-Line Supervisors/Managers of Mechanics, Installers, and Repairers	650	750	100	15.4%	10	15	25
49-2000	Electrical and Electronic Equipment Mechanics, Installers, and Repairers	600	650	50	8.3%	5	15	20
49-2095	Electrical and Electronics Repairers, Powerhouse, Substation, and Relay	50	50	0	0.0%	0	0	0
49-3000	Vehicle and Mobile Equipment Mechanics, Installers	2,700	3,150	450	16.7%	45	55	100
49-3011	Aircraft Mechanics and Service Technicians*	150	150	0	0.0%	5	0	5
49-3021	Automotive Body and Related Repairers*	250	300	50	20.0%	5	5	10
49-3023	Automotive Service Technicians and Mechanics*	1,150	1,350	200	17.4%	20	25	45
49-3031	Bus and Truck Mechanics and Diesel Engine Specialists*	400	500	100	25.0%	5	10	15
49-9000	Other Installation, Maintenance, and Repair Occupations	4,200	4,950	750	17.9%	75	55	130
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers*	400	450	50	12.5%	5	5	10
49-9041	Industrial Machinery Mechanics*	800	1,000	200	25.0%	25	15	40
49-9042	Maintenance and Repair Workers, General*	1,650	1,900	250	15.2%	25	5	30
49-9098	Helpers--Installation, Maintenance, and Repair Workers	300	350	50	16.7%	5	10	15

PANHANDLE WORKFORCE DEVELOPMENT AREA‡

DEMAND OCCUPATIONS‡‡

SOC Code	Occupation Title	Annual Average Employment 2006	2016	Number Change	Growth Rate	Annual Average Job Openings Growth	Replacement	Total
51-0000	***Production Occupations***	***18,300***	***20,600***	***2,300***	***12.6%***	***240***	***430***	***670***
51-1000	Supervisors, Production Workers	1,300	1,500	200	15.4%	15	20	35
51-1011	First-Line Supervisors/Managers of Production and Operating Workers	1,300	1,500	200	15.4%	15	20	35
51-2000	Assemblers and Fabricators	1,500	1,600	100	6.7%	15	30	45
51-2092	Team Assemblers	950	1,050	100	10.5%	10	20	30
51-3000	Food Processing Workers	5,900	6,950	1,050	17.8%	105	185	290
51-3021	Butchers and Meat Cutters	250	300	50	20.0%	5	10	15
51-3022	Meat, Poultry, and Fish Cutters and Trimmers	1,350	1,600	250	18.5%	25	45	70
51-3023	Slaughterers and Meat Packers	3,600	4,200	600	16.7%	65	115	180
51-3092	Food Batchmakers	300	400	100	33.3%	10	10	20
51-4000	Metal Workers and Plastic Workers	3,100	3,500	400	12.9%	40	60	100
51-4041	Machinists*	600	700	100	16.7%	10	10	20
51-4121	Welders, Cutters, Solderers, and Brazers*	950	1,150	200	21.1%	20	20	40
51-6000	Textile, Apparel, and Furnishings Workers	1,000	1,050	50	5.0%	10	15	25
51-6011	Laundry and Dry-Cleaning Workers	350	400	50	14.3%	5	10	15
51-8000	Plant and System Operators	1,100	1,250	150	13.6%	15	25	40
51-8031	Water and Liquid Waste Treatment Plant and System Operators	300	400	100	33.3%	5	5	10
51-8093	Petroleum Pump System Operators, Refinery Operators, and Gaugers	400	450	50	12.5%	5	10	15
51-9000	Other Production Occupations	3,950	4,250	300	7.6%	35	80	115
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	600	600	0	0.0%	5	10	15
51-9198	Helpers--Production Workers	650	700	50	7.7%	10	15	25
53-0000	***Transportation and Material Moving Occupations***	***14,000***	***15,500***	***1,500***	***10.7%***	***160***	***325***	***485***
53-1000	Supervisors, Transportation and Material Moving Workers	550	700	150	27.3%	10	10	20
53-1021	First-Line Supervisors/Managers of Helpers, Laborers, and Material Movers, Hand	250	350	100	40.0%	5	5	10
53-3000	Motor Vehicle Operators	6,250	7,250	1,000	16.0%	100	105	205
53-3022	Bus Drivers, School	650	800	150	23.1%	10	10	20
53-3032	Truck Drivers, Heavy and Tractor-Trailer*	3,200	3,800	600	18.8%	60	55	115
53-3033	Truck Drivers, Light or Delivery Services	1,350	1,600	250	18.5%	25	25	50
53-4000	Rail Transportation Workers	550	550	0	0.0%	5	20	25
53-6000	Other Transportation Workers	350	400	50	14.3%	5	10	15
53-7000	Material Moving Workers	6,150	6,400	250	4.1%	35	170	205
53-7051	Industrial Truck and Tractor Operators*	900	900	0	0.0%	5	20	25
53-7061	Cleaners of Vehicles and Equipment	700	800	100	14.3%	10	25	35
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	2,850	3,000	150	5.3%	15	90	105

Totals may not add due to suppression and rounding.

‡Defined as Armstrong, Briscoe, Carson, Castro, Childress, Collingsworth, Dallam, Deaf Smith, Donley, Gray, Hall, Hansford, Hartley, Hemphill, Hutchinson, Lipscomb, Moore, Ochiltree, Oldham, Parmer, Potter, Randall, Roberts, Sherman, Swisher, and Wheeler Counties.

‡‡Demand Occupations meet the following criteria: Texas Workforce Commission projects 100 or more openings over the next ten years, or 15 or more annual openings. In addition, locally validated occupations approved for WIA training ("targeted") by the Board are considered to be in demand.

PANHANDLE WORKFORCE DEVELOPMENT AREA
INTEGRATED PLAN MODIFICATION PY2009-2010
APPENDIX 3: TEXAS WORKFORCE SYSTEM STRATEGIC PLAN:
LOCAL ALIGNMENT AND PERFORMANCE

The Texas Workforce Investment Council (Council) is charged under both state and federal law with the responsibility to recommend Board plans and plan modifications to the Governor for final approval. The Council reviews each plan to ensure that the local goals and objectives are consistent with the statewide long term objectives (LTOs) in the state's system strategic plan – Destination 2010: FY 2004–FY 2009 Strategic Plan for the Texas Workforce Development System (Destination 2010). Local boards are required to demonstrate alignment to six of the 22 LTOs contained in the system strategic plan.

In addition, state law charges the Council with reporting annually to the Governor and the Legislature on the implementation of the system strategic plan, and with monitoring the operation of the state's workforce development system to assess the degree to which the system is effective in achieving state and local goals and objectives.

Because the current State Fiscal Year (FY) 2009 is the final year of implementation for Destination 2010, the Council is working with partner agencies to develop the next system strategic plan for Fiscal Years 2010 – 2015. Since this is the final year of the current system plan, the Council will not request that Boards demonstrate further alignment at this time.

Instead, the Council requests that Boards provide information with this Board Plan modification that will be included in the annual report on system implementation and help the Council assess the degree to which the system was effective in achieving state and local goals and objectives for the full six-year timeframe of Destination 2010.

The three responses requested of the Board in this appendix correspond to three of the six required LTO and cover the period of the Destination 2010 Strategic Plan beginning on October 1, 2005. There are two parts to each question:

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

1: Increase the number of employers accessing programs and services (LTO CU 1.0)

A. The two most successful strategies for increasing the number of employers accessing programs and services were (1) creating a dedicated Business Services staff, and (2) developing a marketing plan.

   At the beginning of FY2004, a dedicated team of business services representatives was funded for the first time, primarily using Workforce Investment Act (WIA) resources.

Representatives' tasks included direct business marketing, onsite visits to business locations, training of employers to use the automated labor exchange system, customizing recruitment services, providing labor market information tailored to the needs of individual employers and/or industries, and interfacing with Employment Services and other staff working with employer and job seekers customers.

This team developed a marketing plan to increase the number of employers using workforce network services. The marketing plan included updating of the exterior appearance of workforce centers and new signage; advertising (logo items, media events, radio and classified, newspaper articles); employer luncheons that included presentations for HR professionals and small business owners; employer seminars; "good partner" employer awards; and an employer recognition banquet.

B. Data indicates that these system improvements resulted in substantial increases in numbers of employers provided significant workforce services, which have continued to increase every year. From Fall 2003, when the dedicated business services staff was hired and a marketing plan initiated, through the end of BCY2008, the Panhandle WDA increased the number of employers served (measured by Market Share) by 224%, from 1,188 in BCY04 to 3,849 in BCY08.

2: Increase communication and outreach to employers, thereby achieving increased levels of employer customer satisfaction (LTO CU 2.0)

A. The two most successful strategies for increasing communication and outreach to employers were the business service representatives' implementation of business site visits and the targeting of small and medium-sized employers without full-time human resource professionals on staff.

Two business service representatives were each assigned the responsibility to visit 25 businesses per week. Assignments were made to ensure that all of the cities in the region—including small rural communities—received monthly visits to local business. During the visits, the representatives provided training in the use of the automated labor exchange and WorkInTexas.com once the new system was available; provided assistance in placing job orders; and prepared labor market information upon request, such as local wages for specific occupations.

Over several years, the visit strategy evolved to include stops at all of the area's chambers of commerce and economic development corporations. Business service representatives and management staff became active in the chambers, business, civic and professional organizations such as Rotary International and the Panhandle Human Resources Association (the region's SHRM chapter), and began providing labor market and other information for economic developers packaging proposals to recruit businesses to the region.

By targeting employers without full-time HR expertise on staff, workforce centers were able to demonstrate the value of recruitment services, saving employers money and time. Services included workforce center-sponsored seminars on employment law and HR issues;

interviewing and testing facilities; and screening for applicants who met employer-specified criteria.

B. While repeated used of workforce system resources was reported by TWC ("employer sustainability"), customer satisfaction was relatively easy to gauge. In BCY04, the year that the business service team was implemented, only 45% of employers repeated their utilization of workforce services. By BCY07, the last year the measure was targeted, 73% of employers continued to use those resources.

   Customer satisfaction is now measured by personal contact with employers using workforce services. The business service representatives use the Market Share extract report to follow up on employers' previous use of the system, and to offer additional resources. Employment Services staff follows up on job postings, to obtain results and input from business customers that can be used to increase success. Employers satisfied with services received are generally forthcoming with feedback that can be used for improvements.

3: Identify and assess employer workforce needs, and use the results to improve programs and services. (LTO SC 4.0)

A. The two most successful strategies for identifying and assessing employer workforce needs involved labor market evaluation and information distribution.

   In order to meet the Market Share performance target, business services representatives sought input from individual employers in order to customize labor market information for them. This effort broadened to include chambers of commerce and economic development efforts, as those organizations utilized a variety of labor market information and shared it with multiple employers. The representatives met to share this information with other workforce staff providing employer services, which expanded the impact of such input.

   The second strategy that contributed significantly to improve programs and services for employers, job seekers and students was the use of the Panhandle Workforce Development Board's Labor Market Information (LMI) Committee to:

   - receive input from employers, economic developers, educators and the public;
   - evaluate and apply local wisdom to validate LMI data available from federal, state and local sources; and
   - market workforce services.

   The LMI Committee was comprised of private sector Board members and representatives of economic development, secondary and postsecondary education, and labor. Committee meetings facilitated regional planning, promoted communication of training needs to educators, and exposed skill gaps in the workforce. In 2006 and 2009, LMI Committee meetings were held in the region's largest cities. Employers in high-priority industries, chambers of commerce representatives and economic developers presented information to Committee members and the public about industry trends, workforce skill needs and challenges in recruiting qualified workers.

B. Significant findings by the LMI Committee in 2004 and 2006, and echoed by employers visited by business service representatives and placing job orders included the following:

- A shortage of truck drivers for the energy, food production and manufacturing, and construction industries;
- A serious shortage of nurses, made difficult to remedy due to a shortage of nursing instructors qualified to teach R.N. students; and
- Critical shortages of correctional officers, resulting in partial shutdowns of local prison facilities.

The results of these findings included, but were not limited to, the following:

- The Board collaborated with a local wholesale food distributor and Amarillo College to provide accelerated truck driver instruction to approximately 40 incumbent and newly hired workers. At the end of the training, each student earned a Commercial Driver's License (CDL) and was paired with an experienced company driver who provided on-the-job, over-the-road training. All students remained employed, although a few sought more lucrative driving jobs with other employers.

- In order to increase local training capacity and graduate more Registered Nurses with Associate Degrees in Nursing (ADN), Board and workforce staff assisted Amarillo College with the development and submission of an application for a USDOL Community Based Job Training grant. A collaboration with West Texas A&M University and Angelo State University proposed to provide accelerated training for RNs with ADNs to become Nurse Educators with the required Masters of Science in Nursing (MSN). The project also focused on improving retention of ADN students. The CBJT grant was funded, and was successful in graduating 19 MSNs, allowing Amarillo College to double the number of ADN students.

- Although the Texas Department of Criminal Justice (TDCJ) hired and trained individuals to be correctional officers, the potential high costs of living expenses during training and relocation prevented entry of sufficient numbers of candidates. In addition to providing space in the Amarillo workforce center for a TDCJ recruiter, WIA-funded supportive services were provided to eligible adults, dislocated workers and youth so that they could complete their training without financial difficulty.

Public Comment

Public comment on the PY2009-FY2010 Integrated Plan Modification has been requested at meetings and through publication. The Panhandle Workforce Development Board published a legal notice on June 2, 2009 in the regional newspaper, *Amarillo Globe News* (P. O. Box 2091, Amarillo, TX 79166; www.amarillo.com), announcing the availability of a draft of the PY2009-FY2010 Integrated Plan Modification for review and comment by phone or email. The 30-day comment period ends on July 2, 2009. No negative comments have been received, and any submitted in the future will be considered by the Board.

The proposed Integrated Plan Modification was also included in the meeting agendas and associated public notices, and mailed to Panhandle Workforce Development Board and Panhandle Workforce Development Consortium's Governing Body (CEO group) members and other interested parties. Both agendas were also posted publicly and published in the Texas Register; the Board's agenda was mailed to local legislators, training providers, business and economic development organizations, and other stakeholders. Copies of the Integrated Plan Modification were provided to meeting guests. The Governing Body and Board approved the Integrated Plan Modification on June 23 and 24, respectively.

At the Board's June 24 meeting, the following comments were made by Board members:

- The contractor was commended for its successful partnering efforts, support for economic development and responsiveness to employers;
- Members of the Board's Labor Market Information (LMI) Committee described input received about the regional need for collaboration with employers, schools and families to improve work readiness skills of the labor force; and
- A recommendation was made that financial literacy training be expanded by workforce partners, although not with workforce funding.

Five meetings of the LMI Committee held on May 14, 19 and 28, and June 2 and 4, 2009 were publicized through meeting agendas; associated public notices; and by invitation of board members, business and economic development representatives, and public officials. These sessions were held in four of the region's largest cities to identify current and expected labor market needs and solicit input on the Board's programs and service delivery. Comments and recommendations received at those meetings were incorporated into the Plan's narrative sections and the labor market analysis described in Appendix 2.

Recommendations offered by the public at the LMI Committee meetings included the following:

- Requests for additional work readiness/soft skills training for youth and adults;
- Consideration of the impact of the aging of the national and local population and associated increase in demand for allied health occupations that help seniors remain independent; and
- Positive comments urging the Board to continue forums for business and economic development input such as the LMI Committee meetings.

Discussions of Plan elements also occurred during the course of business, as feedback and suggestions were offered by or requested from employers, economic development and business interests, educators and community organization partners. .The Board accepts oral comments at public meetings, written comments and informal input throughout the year.

Fiscal Agent

Panhandle Regional Planning Commission serves as the Board's fiscal agent and is responsible for disbursing the state and federal grant funds provided under this plan.

Priority of Service

1. The Board has established criteria determining that resources in the workforce area are restricted based on limited funds. The Board has established a priority of service policy, maintained at the local level, based on the provisions of 20 C.F.R. §663.600.

   This policy identifies income-eligible adults as those who meet low-income criteria or who are not self-sufficient.

2. Local procedures have been established to ensure that eligible veterans and spouses are identified at their point of entry into the workforce system. Local procedures in each workforce center may differ, but are based on the following policy:

   - Eligible veterans and spouses will be offered opportunities at all points of entry for self-declaration of their status, such as WIT.com registration, workforce center automated login items and staff queries during visits to Workforce Solutions offices.
   - Workforce Solutions staff will proactively solicit the effective utilization of workforce services by priority populations, including eligible veterans and spouses, such as veteran-only job fairs and staff involvement with veterans organizations.
   - All identified veterans and spouses will be provided information about their priority status, the full array of employment, training and placement services available locally, and applicable eligibility requirements. This information will be provided by a flyer distributed to self-declared veterans and spouses, information available on the local website and orientations provided by staff individually or in group sessions.

PANHANDLE WORKFORCE DEVELOPMENT AREA
INTEGRATED PLAN MODIFICATION FY2007-2008
APPENDIX 5: SIGNATURE PAGE

The signatures below certify that the attached Integrated Plan was developed and submitted jointly by the Panhandle Workforce Development Board and Panhandle Workforce Development Consortium's Governing Body, assurances listed in Appendix 6 are accepted, and it is signed with the original signatures of the Chairmen of those two groups.

Board Chair:

Signature Date

Ms. Lisa Herndon, Chairman

Chief Elected Official:

Signature Date

The Honorable Jay Mayden, Chairman

Planning

1. The Board has adopted this plan in accordance with the plan requirements in Texas Government Code §2308.304 and WIA §117.

2. The Board has followed Commission guidelines and, in the preparation and submission of this plan, has taken into consideration the applicable program, administrative, performance, and financial requirements of Commission rule §801.17. This plan shall govern the provision of services in the workforce area, as required by Texas Government Code §2308.304.

3. The Board has developed this plan in consultation with local elected officials, the business community, labor organizations, and other partners, as required by §117(d)(1) and §118(b)(7) of WIA.

General

4. The Board is directly responsible for the strategic planning, operational planning, and administration of all workforce training and services funded through allocations to the workforce area, as required by Texas Government Code §2308.302(b). Such responsibilities shall be carried out in accordance with the following Commission rules:

RULE	TOPIC
800	General Administration
801	Local Workforce Development Boards
809	Child Care Services
811	Choices
813	Food Stamp Employment and Training
815.28	UI Work Search Requirements
823	Integrated Complaints, Hearings, and Appeals
841	Workforce Investment Act
847	Project RIO Employment Activities and Support Services
849	Employment and Training Services for Dislocated Workers Eligible for Trade Benefits

5. The Board shall carry out its duties and functions under this plan in compliance with the requirements of applicable federal and state statutes, regulations, and other issuances as provided by:

- Texas Labor Code, Chapters 302 and 306;
- Texas Government Code, Chapter 2308;
- Texas Human Resources Code, Chapters 31 and 34;
- Commission rules;
- WIA State Plan provisions;

- Training and Employment Notices, as applicable;
- Training and Employment Guidance Letters (TEGLs);
- WD Letters;
- Equal Opportunity Letters, as applicable; and
- alternative options under WIA and waivers exercised by the state.

6. The Board has developed a business continuity plan to ensure that changes in key staff will not result in a negative impact on service delivery, performance, or administrative functions.

7. The Board will provide for an annual assessment of the language needs of persons with limited English proficiency and ensure that these individuals have access to services, in accordance with TEGL 26-02, issued May 29, 2003, and TEGL 13-05, issued February 2, 2006.

8. The Board assures that it has a competitive process in place to award grants and contracts, and the Board can identify effective and ineffective providers. The Board further assures that a description of this process is on file and available for review at the Board office. At a minimum, the Board assures that its competitive process meets the requirements of WIA §112(18)(B) and §118(b)(9); Commission rules, Chapter 801, Subchapter C and specifically Commission rule §801.54; and the Commission's Financial Manual for Grants and Contracts.

9. The Board assures that priority of service is provided to eligible persons—including veterans and eligible spouses—in programs funded in whole or in part by DOL, in accordance with the DOL final rule on priority of service at 20 C.F.R. Part 1010.

Summary

Required Partner Agency or Program	Contract	Expiration Date
WIA Title I – Adult, Dislocated Worker, and Youth Programs	X	6/30/2010
Temporary Assistance for Needy Families (TANF)/Choices	X	10/31/09
SNAP E&T (formerly FSE&T)	X	10/31/09
Child Care Services	X	10/31/09
Project RIO	X	10/31/09
Trade Act	X	10/31/09
Wagner-Peyser Employment and Training, as amended by WIA (includes Migrant and Seasonal Farmworkers)	X	12/31/09
Veterans' Employment and Training Programs, as amended by the Jobs for Veterans Act	X	9/30/09
Apprenticeship		Ongoing
WIA Title II – Adult Education and Family Literacy Act		Revised; Ongoing
National and Community Services Act		Ongoing
Postsecondary Vocational Education Activities under the Carl D. Perkins Act		Ongoing
Senior Community Service Employment Program(s)		Revised; Ongoing
Coordinated Choices Case Management with the Texas Health and Human Services Commission		In Revision
Unemployment Insurance		8/31/10 (date extended by TWC)
Texas Department of Family and Protective Services		July 31, 2011
Optional Partners and Programs	**Contract**	**Expiration Date**
Vocational rehabilitation programs and services		August 31, 2007
DARS MOU Addendum – Childress		Ongoing
DARS MOU Addendum – Dumas		Ongoing
Job Corps services under WIA Youth		
Native American programs under WIA		Ongoing
Community Services Block Grant programs		
Employment and training services provided through grantees of the U.S. Department of Housing and Urban Development (YouthBuild)		
Texas Department of Housing and Community Affairs or local housing authority		
Lubbock Regional MHMR – Child Care for Access to Recovery Program (ATR) clients	X	Ongoing
Local education agencies		Ongoing

Vocational education agencies		
Colleges		
Extension Services		
Non-Custodial Parent Choices Employment Project – TWC	X	8/31/2010
Non-Custodial Parent Choices Employment Project – OAG Child Support Division (*attached*)		8/31/2011
Army National Guard employment and training programs		
Texas Youth Commission		In revision
Juvenile Probation Commission		
Texas Department of Criminal Justice (*attached)*		Ongoing
Migrant and Seasonal Farmworker youth educational services		
Domestic violence intervention programs		Ongoing
Community-based organizations		Ongoing
Other Local Partners and Programs		
Amarillo Hispanic Chamber of Commerce (CACHA)		Ongoing
2-1-1 Texas Panhandle Region/United Way of Amarillo & Canyon		Ongoing
PRPC & Motivation Education & Training Inc.		Ongoing

New and updated MOUs follow on the next page.

MEMORANDUM OF UNDERSTANDING
By and Between
Panhandle Regional Planning Commission
And
The Office of the Attorney General

OAG Contract 09-C0145

This Memorandum of Understanding (MOU) is made and entered into by and between the Panhandle Regional Planning Commission and the **Office of the Attorney General** (OAG) pursuant to the authority granted by and in compliance with the provisions of the Interlocal Cooperation Act, Tex. Gov't Code Ann. §791.001 et seq. The terms and conditions in the MOU are general terms and conditions concerning the ongoing relationship between the parties. In consideration of the mutual covenants and agreements, herein contained, the parties agree to the following:

I. Purpose of the MOU

The MOU is to establish a cooperative and mutually beneficial relationship between the parties to assist unemployed or under-employed non-custodial parents (NCPs) by providing employment services through the Non-Custodial Parent Choices Project (NCPC).

II. Program Description

The NCPC is an employment project designed to increase employment opportunities for unemployed or under-employed NCPs with the goal of increasing employment outcomes and child support payments for their children who are currently receiving or previously received public assistance. These NCPs are ordered by the court system to participate in the NCPC or face incarceration as ordered by the courts. The Board works in tandem with the OAG to carry out NCP court orders.

III. Duration of Agreement

This MOU is in effect from the date that the last signature is affixed hereto and shall continue in effect until August 31, 2011.

IV. Responsibilities of the Parties

The Board shall:

1. Facilitate the development and continuance of effective working relationships between the OAG, the local court system and the Board through the coordination of joint staff training and information sharing as they pertain to NCPC guidelines.

2. The Board shall acquire NCP information from sources to include but not be limited to: the NCP him/herself, the OAG, the local court system and the OAG Choices Online Tracking System (COLTS). The Board shall share NCP information with the following to include but not be limited to: the NCP, the OAG, and the local court system

3. Ensure that the Board's Career Center Operator:
   a. Designate staff to serve as liaison between Board, OAG and local court system.
   b. Develops a thorough awareness of OAG and the local court system procedures and policies.
   c. Provides employment services and timeframes for those services to eligible NCPs that mirror those found in the CP Choices program.
      c.1 Program requirements for NCPs include but are not limited to completing 30 hours of job readiness and job search efforts as verified by Career Center Operator, and
      c.2 Follow up with Career Center Operator for six months after the NCP has secured employment to ensure success of participants and the program

d. Attends enforcement court dockets, enrolls the NCP in NCPC, requires NCP to execute the OAG Authorization to Release Information to the Local Workforce Development Board, attached to and incorporated as Attachment A to this MOU, and explains program requirements including consequences for non-compliance. See Section 6.11. Confidentiality and Security of Information below.

e. Co-enroll participating NCPs in other workforce programs as needed.

f. Maintains a comprehensive log of participants ordered and participant outcomes, utilizing COLTS to which both parties will have their respective read/write accessibility.

g. Attends monthly meetings with OAG and the local court system to review NCPC progress.

h. Attends compliance hearings when requested in conjunction with OAG and court to provide evidence of NCP compliance and/or employment.

i. Provides job placement information via COLTS or another method agreeable to both OAG and Board staff within three working days of receiving information that the NCP participant begins working, including name and address.

j. Notify OAG via COLTS or another method agreeable to both OAG and Board staff within three (3) working days of determining that an NCP fails to comply with the employment plan.

The Office of Attorney General shall:

1. Identify NCPs that are not paying child support and file appropriate motion for judicial enforcement.

2. Communicate NCPC benefits and consequences to NCPs, if NCPs are ordered by the court into NCPC.

3. Prepare appropriate NCP court orders, including provisions to participate in NCPC.

4. Maintain a comprehensive log of participants ordered into NCPC and participant outcomes including child support payments, utilizing COLTS.

5. Set enforcement hearings when NCPs are not compliant with program guidelines.

6. Attend monthly meetings with Workforce Board and/or Career Center Operator, and the local court system to review NCPC progress.

Both Parties shall:

1. Formalize processes for sharing information regarding NCPC outcomes for reporting requirements, as appropriate and allowable.

2. Promote joint planning to include process and procedures.

3. Provide coordinated services that address barriers to assisting participants with finding and retaining employment and payment of child support.

4. Promote the development of additional resources with other appropriate supportive service partners for NCPs.

5. Develop and implement an efficient and effective process for participants ordered into the program.

6. Maintain the confidentiality of applicant information and use applicant data only for the administration of the parties' appropriate programs. For purposes of this MOU, "OAG Data" shall mean all data and information (i) submitted to the Board by or on behalf of OAG, (ii) obtained, developed, or produced by the Board in connection with this MOU, (iii) communicated verbally whether intentionally or unintentionally or, (iv) to which the Board has access in connection with provisions of these services.

7. Designate liaisons whose functions will include serving as a resource to their respective agency for the implementation of the MOU, providing guidance for the implementation of services under the MOU, coordinating communication and meetings between the parties to review policy, procedures and other issues related to the MOU, and coordinating interagency training programs.

V. Allocation of Costs

The parties of this MOU assume full responsibility for their respective costs associated with their performance of the terms of this MOU.

VI. Terms and Conditions

6.1 NOTICES AND LIAISON

The following terms and conditions are requirements on the Parties, as applicable.

6.1.1 Written Notices Delivery

Any notice required or permitted to be given under this MOU by one party to the other party shall be in writing and shall be addressed to the receiving party at the address hereinafter specified. The notice shall be deemed to have been given immediately if delivered in person to the recipient's address hereinafter specified. It shall be deemed to have been given on the date of certified receipt if placed in the United States mail, postage prepaid, by registered or certified mail with return receipt requested, addressed to the receiving party at the address hereinafter specified.

The Board

The address of the Board for all purposes under this MOU and for all notices hereunder shall be

Gary Pitner
Executive Director
Panhandle Regional Planning Commission
415 West 8th Avenue
Amarillo, Texas 79101

With copies to (registered or certified mail with return receipt is not required for copies):

Trent Morris, Director
Workforce Solutions Panhandle
1206 W. Seventh Avenue
Amarillo, TX 79102

The OAG

The address of the OAG for all purposes under this MOU and for all notices hereunder shall be:

Alicia G. Key
Deputy Attorney General for Child Support
Office of the Attorney General
P. O. Box 12017
Austin, Texas 78711-2017

With copies to (registered or certified mail with return receipt is not required for copies):

Joseph Fiore (or his successor in office)
Manager, Contracts Attorneys, Child Support Legal Counsel Division
Office of the Attorney General
P. O. Box 12017
Austin, Texas 78711-2017

6.1.2 Liaison

Board and OAG each agree to maintain specifically identified liaison personnel for their mutual benefit during the term of the MOU. The liaison(s) named by Board shall serve as the initial point(s) of contact for any inquiries made pursuant to this MOU by OAG and respond to any such inquiries by OAG. The liaison(s) named by OAG shall serve as the initial point(s) of contact for any inquiries made pursuant to this MOU by the Board and respond to any such inquiries by the Board. The liaisons will serve as a resource for the implementation of the MOU, provide guidance for the implementation of services under the MOU, coordinate communication and meetings between the parties to review policy, procedures and other issues related to the MOU, and coordinate interagency training programs. The liaison(s) shall be named in writing at the time of the execution of this MOU. Subsequent changes in liaison personnel shall be communicated by the respective parties in writing.

6.2 LEGISLATIVE APPROPRIATIONS

All obligations are subject to the availability of legislative appropriations and, for federally funded procurements, to the availability of federal funds applicable to this MOU (see Section 6.3). In the event that such appropriation or funds are not sufficient to perform the obligation of this MOU or should otherwise terminate, the affected agency shall promptly notify the other party, and this MOU shall terminate.

6.3 PROVISION OF FUNDING BY THE UNITED STATES

It is expressly understood that any and all of OAG's obligations are contingent upon the existence of a state plan for child support enforcement approved by the United States Department of Health and Human Services and providing for the statewide program of child support enforcement, pursuant to the Social Security Act, and on the availability of Federal Financial Participation for the activities described in this MOU. In the event that such approval of the state plan or the availability of Federal Financial Participation should lapse or otherwise terminate, OAG shall promptly notify the Board of such fact in writing, and this MOU shall terminate.

6.4 NEWS RELEASES OR PRONOUNCEMENTS

News releases, advertisements, publications, declarations, and any other pronouncements pertaining to this transaction by The Board or OAG, using any means of media, must be mutually approved in writing by both parties prior to public dissemination.

6.5 TERMINATION OF THE MOU

Termination

Either party shall have the right in each party's sole discretion and at its sole option to terminate this MOU by giving the other party thirty (30) days written notice of its intention to terminate. Exercise by either party of its right to terminate this MOU does not relieve any party of its obligations under this MOU prior to the termination.

6.6 CHANGE IN FEDERAL OR STATE REQUIREMENTS

If federal or state laws or regulations or other federal or state requirements are amended or judicially interpreted so that either party cannot reasonably fulfill this MOU and if the parties cannot agree to an amendment that would enable substantial continuation of this MOU, the parties shall be discharged from any further obligations under this MOU.

6.7 SURVIVAL OF TERMS

Termination of this MOU for any reason shall not release the Board from any liability or obligation set forth in this MOU that is expressly stated to survive any such termination or by its nature would be intended to be applicable following any such termination

6.8 COMPLIANCE WITH LAW AND CONFORMING AMENDMENTS

The Board must comply with all state and federal laws, rules, regulations, requirements and guidelines applicable to the Board: (1) performing its obligations hereunder and to assure with respect to its performances hereunder that the OAG is carrying out the program of child support enforcement pursuant to Title IV, Part D of the federal Social Security Act of 1935 as amended; (2) providing services to the OAG as these laws, rules, regulations, requirements and guidelines currently exist and as they are amended throughout the term of this MOU. The OAG reserves the right, in its sole discretion, to unilaterally amend this MOU throughout its term to incorporate any modifications necessary for the parties' compliance with all applicable state and federal laws, rules, regulations, requirements and guidelines.

6.9 REPORTING FRAUD, WASTE OR ABUSE

The Board must report any suspected incident of fraud, waste or abuse associated with the performance of this MOU to any one of the following listed entities:

- the MOU Manager;
- the Deputy Director for Contract Operations, Child Support Division;
- the Director, Child Support Division;
- the Deputy Director, Child Support Division;
- the OAG Ethics Advisor;
- the Director of the OAG Office of Special Investigations;
- the OAG's Agency Integrity Program ("AIP") Hotline (866-552-7937) or the AIP E-mailbox (AIP@oag.state.tx.us);
- the State Auditor's Office hotline for fraud (1-800-892-8348); or the Texas State Auditor's Special Investigation Unit, (512) 936-9500.

The report of suspected misconduct shall include (if known):

- the specific suspected misconduct;
- the names of the individual(s)/entity(ies) involved;
- the date(s)/location(s) of the alleged activity(ies);
- the names and all available contact information (phone numbers, addresses) of possible witnesses or other individuals who may have relevant information; and
- any documents which tend to support the allegations.

The words fraud, waste or abuse as used in this Section have the following meanings:

- Fraud is the use of one's occupation for obtaining personal benefit (including benefit for family/friends) through the deliberate misuse or misapplication of resources or assets.
- Waste is the extravagant careless or needless expenditure of funds or consumption of property that results from deficient practices, system controls, or decisions.
- Abuse, being distinct from fraud, encompasses illegal acts or violations of policy or provisions of MOUs or grant agreements. When abuse occurs, no law, regulation or provision of an MOU or grant agreement is necessarily violated. Rather, the conduct of an individual falls short of behavior that is expected to be reasonable and necessary business practice by a prudent person. An example of abuse would be misuse of the power or authority of an individual's position.

6.10. Force Majeure

The OAG shall not be responsible for performance of the MOU should it be prevented from performance by an act of war, order of legal authority, act of God, or other unavoidable cause not attributable to the fault or negligence of the OAG.

6.10.1. The Board shall not be liable to the OAG for non-performance or delay in performance of a requirement under this MOU if such non-performance or delay is due to one of the following occurrences, which occurrence must not be preventable through the exercise of reasonable diligence, be beyond the control of the Board, can not be circumvented through the use of alternate sources, work-around plans, or other means and occur without its fault or negligence: fire; flood; lightning strike; weather damage; earthquake; tornado; hurricane; snow or ice storms; equipment break down; acts of war, terrorism, riots, or civil disorder; strikes and disruption or outage of communications, power, or other utility.

6.10.2. In the event of an occurrence under Section 6.10.2.1.1, the Board will be excused from any further performance or observance of the requirements so affected for as long as such circumstances prevail and the Board continues to use commercially reasonable efforts to recommence performance or observance whenever and to whatever extent possible without delay. The Board shall immediately notify the OAG Liaison by telephone (to be confirmed in writing within five (5) calendar days of the inception of such occurrence) and describe at a reasonable level of detail the circumstances causing the non-performance or delay in performance.

6.11 CONFIDENTIALITY AND SECURITY OF INFORMATION

6.11.1 Pursuant to section IV. 3(d) above, the Board shall require NCPs to execute the OAG Authorization to Release Information form, attached to and incorporated as Attachment A to this MOU, which authorizes the OAG, via COLTS, to disclose information or records in its possession or control that would be disclosed to the NCP under applicable law or rules to the Board.

6.11.2 The requirements of these confidentiality and security provisions shall be included in, and apply to, all subcontracts and any agreements the Board has with anyone performing services on the Board's behalf. The Board shall comply with any policies, processes, procedures, regulations, rules, or any other OAG requirements that relate to the protection or disclosure of OAG Data. The Board and the Board's Agents shall access OAG systems or disseminate OAG Data only for the purposes for which they are authorized. For purposes of this MOU, all references to "the Board's Agents" shall mean the Board's officials, employees, agents, consultants, subcontractors, and representatives, and all other persons that perform services on the Board's behalf.

6.11.3 Notwithstanding the NCPs execution of the Authorization to Release Information form, the Board shall ensure that all persons having access to information obtained from COLTS are thoroughly briefed on related security procedures, restricted usage, and instructions requiring their awareness and compliance.

6.11.4 OAG, in its sole discretion and without consulting The Board, may immediately terminate OAG system access for anyone performing services under this MOU. The Board shall immediately notify the OAG Contract Manager when any person The Board authorized to access the OAG systems is no longer authorized to have such access. This notice includes re-assigned or terminated individuals.

6.11.5 At its discretion, the OAG may perform initial and periodic detailed background reviews to include a criminal records check for any person authorized to access, or requesting to access, OAG Data. If requested by the OAG, the Board shall provide any required consent and authorization to perform any background reviews.

6.11.6 The Board's Agents shall only be granted access to OAG systems after they have received all required security training and have executed all required security material, acknowledgments and certifications.

6.11.7 The Board shall advise the OAG upon receipt of a public information request relating to this MOU for information that is in the Board's possession.

6.12 BUY TEXAS

In accordance with Texas Government Code Section 2155.4441, the Board shall, in the performance under this MOU, purchase products and materials produced in Texas when they are available at a comparable price and in a comparable period of time to products and materials produced outside Texas.

6.13 NON-WAIVER OF RIGHTS

Failure of a party to require performance by another party under this MOU will not affect the right of such party to require performance in the future. No delay, failure, or waiver of either party's exercise or partial exercise of any right or remedy

under this MOU shall operate to limit, impair, preclude, cancel, waive or otherwise affect such right or remedy. A waiver by a party of any breach of any term of this MOU will not be construed as a waiver of any continuing or succeeding breach. Should any provision of this MOU be invalid or unenforceable, the remainder of the provisions will remain in effect.

6.14 NO WAIVER OF SOVEREIGN IMMUNITY

THE PARTIES EXPRESSLY AGREE THAT NO PROVISION OF THIS MOU IS IN ANY WAY INTENDED TO CONSTITUTE A WAIVER BY THE OAG OR THE STATE OF TEXAS OF ANY IMMUNITIES FROM SUIT OR FROM LIABILITY THAT THE OAG OR THE STATE OF TEXAS MAY HAVE BY OPERATION OF LAW.

6.15 NO OFFSHORING

All work to be performed under this MOU shall be performed within the United States and its territories.

6.16 CIVIL RIGHTS

The Board agrees that no person shall, on the ground of race, color, religion, sex, national origin, age, disability, political affiliation, or religious belief, be excluded from the participation in, be denied the benefits of, be subjected to discrimination under, or be denied employment in the administration of, or in connection with, any program or activity funded in whole or in part with funds available under this MOU. The Board shall comply with Executive Order 11246, "Equal Employment Opportunity" as amended by Executive Order 11375, "Amending Executive Order 11246 relating to Equal Employment Opportunity", and as supplemented by regulations at 41 CFR Part 60, "Office of Federal MOU Compliance Programs, Equal Employment Opportunity Department of Labor". The Board shall ensure that all subcontracts comply with the above referenced provisions.

6.17 SUBCONTRACTING

In the event that the Board should determine that it is necessary or expedient to subcontract for any or all of the performances specified herein, the Board shall subcontract for such performances and require that the subcontractor comply with the responsibilities and obligations of the Board under this MOU and all state and federal laws, rules, regulations, requirements and guidelines applicable to the Board. The Board shall notify the OAG as to the names and addresses of subcontractors if requested. The OAG reserves the right to view, in either hard copy or electronic copy, all subcontracts entered into by the Board with its subcontractors. The Board agrees to provide said subcontracts to the OAG within five (5) business days of the OAG's request. The Board, in subcontracting for any performances specified herein, expressly understands and acknowledges that in entering into such subcontract(s), the OAG is in no manner liable to any subcontractor(s) of the Board. In no event shall this provision relieve the Board of the responsibility for ensuring that the performances rendered under all subcontracts are rendered so as to comply with all terms of this MOU.

6.18 CERTIFICATION CONCERNING DEALINGS WITH PUBLIC SERVANTS

The Board, by signing this MOU, certifies that it has not given nor intends to give at any time hereafter any economic opportunity, future employment, gift, loan, gratuity, special discount, trip, favor, or service to a public servant in connection with this transaction.

6.19 NO IMPLIED AUTHORITY

Any authority delegated to the Board by the OAG is limited to the terms of this MOU. The Board shall not rely upon implied authority and specifically is not delegated authority under this MOU to:

(1) Make public policy;

(2) Promulgate, amend, or disregard OAG Child Support program policy; or

(3) Unilaterally communicate or negotiate, on behalf of the OAG, with any member of the U.S. Congress or any member of their staff, any member of the Texas Legislature or any member of their staff, or any federal or state agency. However, the Board is required to cooperate fully with the OAG in communications and negotiations with federal and state agencies, as directed by the OAG

6.20 NO ASSIGNMENT BY THE BOARD

The Board will not assign its rights under this MOU or delegate the performance of its duties under this MOU without prior written approval from the OAG.

6.21 NON-WAIVER OF RIGHTS

Failure of a party to require performance by another party under this MOU will not affect the right of such party to require performance in the future. No delay, failure, or waiver of either party's exercise or partial exercise of any right or remedy under this MOU shall operate to limit, impair, preclude, cancel, waive or otherwise affect such right or remedy. A waiver by a party of any breach of any term of this MOU will not be construed as a waiver of any continuing or succeeding breach. Should any provision of this MOU be invalid or unenforceable, the remainder of the provisions will remain in effect.

6.22 DISPUTE RESOLUTION PROCESS FOR CLAIMS OF BREACH OF CONTRACT

6.22.1 The dispute resolution process provided for in Chapter 2260 of the Government Code shall be used, as further described herein, by the OAG and the Board to attempt to resolve any claim for breach of contract made by the Board:

6.22.1.1 A claim for breach of contract that the parties cannot resolve in the ordinary course of business shall be submitted to the negotiation process provided in Chapter 2260, Subchapter B, of the Government Code. To initiate the process, the Board shall submit written notice, as required by Subchapter B, to the Deputy Attorney General for Child Support, Office of the Attorney General, P.O. Box 12017 (Mail Code 033), Austin, Texas 78711-2017. The notice shall specifically state that the provisions of Chapter 2260, Subchapter B, are being invoked. A copy of the notice shall also be given to all other representatives of the parties otherwise entitled to notice. Compliance with Subchapter B is a condition precedent to the filing of a contested case proceeding under Chapter 2260, Subchapter C, of the Government Code.

6.22.1.2 The contested case process provided in Chapter 2260, Subchapter C, of the Government Code is the sole and exclusive process for seeking a remedy for any and all alleged breaches of contract by the OAG if the parties are unable to resolve their disputes under the negotiation process.

6.22.1.3 Compliance with the contested case process is a condition precedent to seeking consent to sue from the Legislature under Chapter 107 of the Civil Practices and Remedies Code. Neither the execution of this MOU by the OAG nor any other conduct of any representative of the OAG relating to the MOU shall be considered a waiver of sovereign immunity to suit.

6.22.2 The submission, processing and resolution of a claim for breach of contract is governed by the published rules adopted by the OAG pursuant to Chapter 2260, as currently effective, hereafter enacted or subsequently amended.

6.22.3 Neither the occurrence of an event nor the pendency of a claim constitutes grounds for the suspension of performance by the Board, in whole or in part.

6.23 RECORD RETENTION AND INSPECTION

The Board shall retain all financial records, supporting documents, statistical records, and any other records, documents, papers or books (collectively referred to as records) relating to the performances called for in this MOU. The Board shall retain all such records for a period of three (3) years after the expiration of the term of this MOU, or until the OAG or the United States are satisfied that all audit, claim, negotiation and litigation matters are resolved, whichever period is longer. The Board shall grant access to all such records to the OAG, the State Auditor of Texas, the United States Department of Health and Human Services and the Comptroller General of the United States (or any of their duly authorized representatives) for the purposes of inspecting, auditing, or copying such records. The requirements of this provision shall be included in all subcontracts.

6.24 APPLICABLE LAW AND VENUE

This MOU shall be governed by and construed in accordance with the laws of the State of Texas, except for its provisions regarding conflicts of laws. The venue of any suit brought for any breach of this MOU is fixed in any court of competent jurisdiction in Travis County, Texas, and all payments shall be due and payable in Travis County, Texas.

6.25 HEADINGS

The headings for each section of this MOU are stated for convenience only and are not to be construed as limiting.

6.26 AMENDMENT

This MOU shall not be amended or modified except by a mutual written agreement executed by duly authorized representatives of OAG and The Board.

6.27 SEVERABILITY

If any provision of this MOU is construed to be illegal or invalid, such construction will not affect the legality or validity of any of its other provisions. The illegal or invalid provision will be deemed severable and stricken from the MOU as if it had never been incorporated herein, but all other provisions will continue in full force and effect.

6.28 ENTIRE MOU

This instrument constitutes the entire MOU between the parties hereto. All oral or written agreements between the parties relating to the subject matter of this MOU that were made prior to the execution of this MOU have been reduced to writing and are contained herein.

6.29 CONTRACT PROVISION CONSTRUCTION

This MOU is the joint work product of the parties and in the event of any ambiguities no inferences shall be drawn for or against either party. The language used in this MOU is deemed to be the language chosen by the parties hereto to express their mutual intent, and no rule of strict construction will be applied against any party, regardless of the actual author of the MOU.

VII. CERTIFICATIONS

The OAG further certifies that it has the authority to enter into an agreement for the above services pursuant to the MOU by the authority granted in Texas Government Code Section 402.001 et seq, the Texas Family Code § 231.002(a)(4) and (c) and in the applicable General Appropriations Act.

The Board further certifies that it has authority to enter into an agreement and perform the services pursuant to the MOU by the authority granted in the Texas Administrative Code Title 40, Part 20, Section 801.21 *et seq*.

IN WITNESS WHEREOF, the parties have caused this document to be executed in duplicate originals. Such originals shall together constitute only one instrument.

PANHANDLE REGIONAL PLANNING COMMISSION

By: _____
Gary Pitner
Executive Director
Panhandle Regional Planning Commission

Date: 3/11/09

OFFICE OF THE ATTORNEY GENERAL

By: _____
Alicia G. Key
Deputy Attorney General for Child Support

Date: 3-24-09

ATTACHMENT A

ATTORNEY GENERAL OF TEXAS
GREG ABBOTT
CHILD SUPPORT DIVISION

Authorization to Release Information to _____ Workforce Development Board

My name is _____. I am a participant in NCP Choices/Trabajo Andale. I authorize the Office of the Attorney General of Texas to disclose information or records in its possession or control that would be disclosed to me under applicable laws or rules to the _____ Workforce Development Board and its agents.

This authorization applies to all cases I have with the Office of the Attorney General, Child Support Division. I understand that this authorization will expire for each case at that time that the relevant case is closed. I may choose to revoke this authorization at any time by submitting a written revocation to _____ Workforce Development Board and the Office of the Attorney General, Child Support Division.

PARTICIPANT

_____ _____
Name Date

Address: _____

City, State, Zip: _____

Telephone No: _____

AG Case ID #(s): _____

LOCAL OPERATING AGREEMENT

This Local Operating Agreement (LOA) is a non-financial instrument entered into by and between the Texas Department of Criminal Justice-Parole Division (TDCJ-PD) and the Panhandle Workforce Development Board (The Board). This LOA is intended to provide services for current and former offenders through staff of the TDCJ-PD and the Board.

I. Legal Authority and Purpose of Agreement

This LOA is entered into pursuant to the provisions of Texas Labor Code Section 306.005; Texas Workforce Commission Rules, Title 40, Part 20, Chapter 847 of the Texas Administrative Code; Texas Education Code Section 19.011; and Section 501.095 of the Texas Government Code. This agreement is intended to:

- Provide joint planning for program development and implementation;
- Establish reporting requirements for services provided to Project RIO participants;
- Provide job development and placement efforts TDCJ-PD Project RIO participants; and
- Share with respective staff and the public, information that will advance the goals and purpose of the Workforce Development participants.

II. Duration of Agreement

This Agreement is effective on September 1, 2007 and remains in effect until the Agreement is cancelled by any party in accordance with the terms described within this document. The TDCJ-PD and the Board reserve the right to modify the scope, direction, structure and content of this Agreement based upon legislative changes, Board directives, availability of funding, or other circumstances as warranted and agreed upon by the parties.

III. Provision of Service

All parties agree that TDCJ-PD responsibilities described in this Agreement may be carried out directly by TDCJ-PD staff. The Board staff or Board contractors may carry out the Board responsibilities and activities.

IV. General Provision

The TDCJ-PD and the Board understand that each should be able to fulfill its responsibilities under this Agreement in accordance with the provisions of the law and regulations that govern their activities. Nothing in this Agreement is intended to negate or otherwise render ineffective any provisions or operating procedures required by law or regulation. If at any time any party is unable to perform its functions under this Agreement consistent with such party's statutory and regulatory mandates, the affected party will provide written notice to the other parties to establish a date for mutual resolution of any conflict.

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V. RESPONSIBILITIES OF THE PARTIES UNDER THIS AGREEMENT

A. The Board will:

- Provide labor market information including demand occupations to the TDCJ-PD staff on a regular basis, and keep appropriate parties apprised of the Workforce activities for offenders;
- Designate staff to serve as the Board Project RIO Coordinator to facilitate workforce development and job referral services for current offenders assigned to parole supervision and those discharging their sentence in the Board service area;
- Designate one person in each Workforce Center providing Project RIO services to serve as the Project RIO point of contact;
- Enter offender information into "The Workforce Information System of Texas" (TWIST) within five (5) working days of receipt. TWIST should be updated within three (3) working days after intake and orientation has been completed, and/or any additional information has been received, and/or any contact between Workforce staff and offender;
- Complete appropriate data entry on job seeker activity and referral information within three (3) working days in information system shared by/accessible to TDCJ-PD;
- As soon as available, provide TDCJ-PD RIO Coordinator with TWIST Project RIO referral reports on a minimum monthly basis detailing activities of referred TDCJ job seekers during the preceding month;
- Ensure that each ex-offender (completing intake) be registered with Work-In-Texas.com within five (5) working days of intake, in the effort to assist them in securing full-time gainful employment related to their skills, aptitudes, and training;
- Provide services that will enhance offenders' ability to conduct an effective work search. Services should include appropriate employment referrals, appropriate assessments, résumé/personal data sheet preparation assistance, labor market information, job search seminars, interviewing classes, and employment counseling;
- Collaborate with the TDCJ-PD staffs to help offenders secure and retain employment;
- Qualify eligible ex-offenders for the Work Opportunity Tax Credit Program and provide conditional certification letters to enhance work search activities; By Data Entry Interview Form for TWC by Mail *
- Provide assistance with fidelity bonding where such is required for employment. The services shall be provided upon the availability of bonding resources through the Texas Workforce Commission State Office;
- Refer offenders, as appropriate, to external services such as, Health and Human Services Commission, Department of Assistive and Rehabilitative Services, Social Security Administration, Housing Resources, Food Stamps, Food Bank, Transportation, Substance Abuse, and other support agencies;

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- Notify in writing the TDCJ-PD regarding any change in Project RIO Coordinator(s) within 7 days of the change;
- Collect and maintain records of job placement services and referral of all participants' eligible for service;
- Conduct intensive case management and track offenders by gathering and documenting activities appropriate with Project RIO program guidelines. Based on Project RIO guidelines, the Workforce Center Contractor shall provide employment information but will not be responsible for follow-up contact after six (6) months after employment;
- Provide participants (offenders) with information and referrals for assembling the following documents to retain employment and/or access services:

  1. Drivers License or Birth Certificate
  2. DD 214
  3. Selective Service Registration
  4. Social Security Card
  5. Academic and Vocational Certificates

- Provide progress reports on active program participants (offender status to Parole District Office (DPO) Coordinators; and
- Have the Project RIO Coordinator(s) assist in obtaining additional documents commonly required to retain employment not already acquired by TDCJ-PD.

B. The TDCJ-PD will:

- Designate a staff member (RIO Coordinator) from each DPO who will be responsible for the overall implementation and operation of Project RIO within that district office and to serve as the point of contact for Project RIO;
- Complete and submit a form E-37 or it's equivalent for all offenders referred for services, including all initial and subsequent referrals;
- Work with the Board staff to develop, implement and monitor procedures regarding the submission and retrieval of referrals for services (E-37's);
- Coordinate any on site DPO orientation arrangements as scheduled by local TDCJ-PD and Workforce RIO staff;
- Share appropriate offender(s) information with the Board staff that will facilitate the collection of follow-up information and job development activities;
- Respond to the TWIST report and provide feedback on RIO participants (employed, absconder, warrant, transfer, etc.);

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- Monitor the participation of referred offenders to assure the participants make full use of available services;
- Provide offenders' specific information such as offense conviction histories (not arrest) and employment restrictions to RIO Coordinators in Workforce Centers in an effort to facilitate placement, job development activities, and the collection of follow up information;
- Collaborate with TWC and the Board to develop, implement and monitor information system shared by TWC and TDCJ;
- Update parole information on job seekers by close of business the following business day (or as otherwise mandated by TDCJ-PD policies) in information systems shared by TWC and TDCJ; and
- Maintain ongoing relationships with employers by making contact with the employer no less than every six months after offender employment throughout the time an offender is eligible for services, or as agreed by local TDCJ-PD staff and employer.

C. Additional duties to be completed as determined by local TDCJ-PD and Workforce RIO staff: (These duties may be modified by agreement of local TDCJ-PD and local Workforce RIO staff)

- Designate Workforce Center staff to travel to (DPO) to conduct outreach and orientation sessions at regular intervals (as scheduled by local TDCJ-PD and Workforce RIO staff) to provide basic service information to newly released offender(s) and other offenders needing Project RIO employment referral services; and
- Designate staff to attend unit job fairs and career awareness days as scheduled between local Workforce RIO staff.

D. Both parties will agree to:

- Fulfill their respective agencies' agreed upon activities and/or services in order to execute and enhance Project RIO services as outlined in this Agreement;
- Refer and register unemployed and/or underemployed offenders for employment services through the Workforce Centers immediately after release;
- Participate in job fairs and career days at TDCJ units, Parole locations, and Workforce Centers as determined by local Workforce RIO and PD staff;
- Communicate and cooperate in a collaborative manner for the effective delivery of services to offenders seeking assistance;
- Participate in joint planning activities for program enhancement and improvement; and
- Exchange information between TDCJ and the Board.

VI. Allocation of Costs

The Board and TDCJ-PD each assume full responsibilities for their respective share of cost associated with performance of the terms of this Agreement and with the proper allocation of cost to revenue sources.

VII. Use of TDCJ name

The Board may not use the TDCJ staff names or associated logos in promotional literature, presentations, or other communications without the written approval of the TDCJ staff.

VIII. Unenforceable Provisions

In the event that any provisions of this LOA are unenforceable, or held to be unenforceable, then the TDCJ-PD and the Board agree that all other provisions of this Agreement have force and effect and will not be affected.

IX. Confidentiality

The Board and TDCJ-PD agree to comply with all provisions regarding confidentiality.

- All applications and individual records related to services provided under this LOA, including eligibility for services, enrollment, and referral will be confidential, and will not be open to examination for any purpose not directly related to such services.
- No person will publish or disclose, use, permit, or cause to be published, disclosed or used, any confidential information pertaining to the Workforce applicants, participants, or customers overall.
- The TDCJ-PD and the Board agree to share among the partners all information necessary for the provision of services under this Agreement.
- The TDCJ-PD and the Board will follow all policies of their institutions, as well as all state and national laws related to discharging confidential information regarding participants.

X. Discrimination Clause

The parties to this LOA agree to comply with the requirements of Titles VI and VII, Civil Rights Act of 1964, the Americans with Disabilities Act of 1990, and any other Federal, State, local or other anti-discriminatory act, law, statute or regulation, along with all amendments and revisions of the acts, laws, statutes or regulations, in the performance of their obligations under this Agreement, and will not discriminate against any current or former offender because of race, creed or religion, age, sex, color, national or ethnic origin, handicap, or any other illegal discriminatory basis or criteria.

XI. Amendment or Cancellation of Agreement

This LOA may be amended at any time in writing and by mutual consent of all of the parties. The LOA may be cancelled by a party upon thirty (30) days written notice to the other parties, except where the cancellation is for cause, (i.e., a material and significant breach of any of the provisions of this LOA), it may be cancelled upon delivery of written notice to the other parties.

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XII. Signatory Approval

The undersigned parties bind themselves to the faithful performance of this Agreement. It is mutually understood that this Agreement shall not become effective until approved by all parties involved.

Workforce Development Board: Panhandle

Executive Director — Date: 3/12/08

Agency: Texas Department of Criminal Justice (District Parole Office)

Region Director or Designated Assistant Region Director — Date: 3-12-08

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

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

	Page #	**Y**	**N**
Strategic Narrative			
c. The Board adequately described how it identified its target industries and related TWC/LMCI industry sectors, including, but not limited to, industries related to the Governor's industry clusters (as reflected in the Board's submitted Target Industries List).	3-4		
Comments:			
d. The Board adequately described how it identified the target occupations for which it will dedicate WIA training resources (as reflected in the Board's submitted Target Occupations List).	3-4		
Comments:			
e. The Board adequately described the types of resources available at the local level and how it will use these resources to operate more efficiently in light of the changing economy.	5-8, 25-45		
Comments:			
f. The Board adequately described the strategies and initiatives it will undertake in support of its target industries and related TWC/LMCI industry sectors and Governor's industry clusters.	4		
Comments:			
g. The Board adequately described its specific plans for workforce training in support of its target occupations.	4-5		
Comments:			
h. The Board adequately described the reemployment strategies it is employing to meet future workforce needs, particularly in light of the changing economy.	5		
Comments:			

i. The Board described innovations or enhancements to reemployment strategies, services to UI claimants, or related service delivery models that it is exploring, including information on any successes the Board has had with these new or innovative efforts.	5		
Comments:			
j. The Board adequately explained how it identifies the transferable skills possessed by workers in occupations and/or industries that are in decline for the purposes of placement with other employers and retraining in another occupation with significant economic impact. The Board adequately explained how this information supports its reemployment strategies.	5		
Comments:			
Appendix 1. Elements of System Operation			
Employer Involvement. If updated, the Board's Employer Involvement section adequately described employer involvement in the workforce system and the Board's role in local and regional economic development efforts.	11, 13, 15-18, 23-26, 40-45		
Comments:			
Appendix 2. Target Industries, Sectors, and Occupations			
1. The Board adequately identified its high-growth, high-demand industries, by NAICS code, using analysis of industry sectors, clusters, and industries. The Board submitted: • TWC/LMCI labor market analysis tool reports showing analysis of key labor market indicators, using at least the two required tools; • when feasible, additional analyses or reports it has developed and regards as influential in its evaluation and prioritization of industries; and • a short summary describing which specific analyses—including, but not limited to, TWC/LMCI labor market analysis tools—were completed and viewed as influential in its evaluation and targeting of industries. The Board provided copies of all referenced sources as attachments or Internet links, where feasible.	Appendix 2 Supplement 46-47		
Comments:			

2. The Board adequately identified its target industries and related TWC/LMCI industry sectors and Governor's industry clusters. The target industries include, but are not limited to, industries related to the Governor's industry clusters: • The Board submitted its Target Industries List using the required template (10 to 15 recommended target industries, no more than 20 accepted), providing all required information. • The Board's target industries are supported by the Board's provided criteria and rationale, including standard labor market indicators and local wisdom. • The Board described how local industry, economic development, or other partners were involved in the prioritization or targeting of industries.	48 Appendix 2 Supplement 46-47		
Comments:			
3. The Board adequately identified its demand occupations by SOC code, using analysis of occupational employment indicators. The Board submitted: • TWC/LMCI labor market analysis tool report(s) showing analysis of key labor market indicators for occupations, using at least the one required tool/report; • when feasible, additional analyses or reports it has developed and regards as influential in its evaluation of current and future projected demand for, and targeting of, occupations; and • a short summary describing which specific analyses—including, but not limited to, TWC/LMCI labor market analysis tools—were completed and viewed as influential in its evaluation and targeting of occupations. Where feasible, copies of all referenced sources were included as attachments or Internet links.	52-57 Appendix 2 Supplement 46-47		
Comments:			
4. The Board adequately identified its target occupations critical to its target industries, including, but not limited to, occupations related to the Governor's industry clusters, and for which the Board will dedicate WIA training resources: • The Board submitted the completed Target Occupations List, identifying its top 20 to 30 occupations (no more than 40 allowed), each by SOC category (6-digit code), and all information required. • The Board's target occupations are supported by its provided rationale including standard labor market indicators and local wisdom/validation. • The Board described how local employers, including small employers (defined as less than 100 employees) were involved in validating projected demand for target occupations. • The Board discussed how it assesses target occupations' entry-level job skills and career ladders for which training may be provided and supported	49-51 Appendix 2 Supplement 46, 3-4 46		

by WIA funds. • The Board discussed how it assesses target occupations against available training programs offered by Eligible Training Providers, and where there are gaps, identifies and pursues potential providers to participate as Eligible Training Providers.	13-14, 22		
Comments:			
Appendix 3. Texas Workforce System Strategic Plan: Local Workforce Development Board Plan Alignment and Performance			
1. The Board adequately described its two most successful strategies for increasing the number of employers accessing programs and services. The Board provided cumulative information and data on the outcomes achieved by implementing those strategies.	58-59		
Comments:			
2. The Board adequately described its two most successful strategies to increase communication and outreach to employers, thereby increasing employer customer satisfaction. The Board provided cumulative information and data on the outcomes achieved by implementing those strategies, and it included a description of how it measures employer customer satisfaction.	59-60		
Comments:			
3. The Board adequately described its two most successful strategies for identifying and assessing employer workforce needs, and how the results of those assessments informed changes or improvements to programs and services. The Board provided cumulative information and data on the outcomes achieved by implementing those strategies.	60-61		
Comments:			
Appendix 4. Process Elements			
Public Comment. The Board provided the required descriptive information on the public comment process, the process met the requirements, and the Board provided a written summary of any comments received on the plan modification.	62-63		
Comments:			
Priority of Service. The Board provided the required information to show that it is in compliance with priority of service regulations, including new requirements on identifying and informing eligible veterans and eligible spouses.	63		
Comments:			

Appendix 5. Signature Page **Appendix 6. Assurances**			
The Board provided the required signature page that: • acknowledges joint development and submission of the plan modification; • certifies acceptance of the assurances listed in Appendix 6; and • is signed with an original signature of the Chief Elected Official(s) and the Board Chair.	64		
Comments:			
Appendix 7. Memoranda of Understanding			
The Board provided an updated copy of the MOU chart showing current MOU expiration dates, along with copies of any new, renewed, or revised MOUs with required partners executed since the Board's modification was submitted in 2007 (not required if the Board has a contract with the partner—the Board indicated whether this is applicable).	67-84		
Comments:			
Additional Modifications or Updates Boards may include additional lines to identify further updates made to the plans, along with the page number in the submission.	**Page #**		