LOH
03/12/2015
Item No. 24

AN ORDINANCE 2015-03-12-0198

APPROVING APPOINTMENTS TO THE WORKFORCE SOLUTIONS ALAMO BOARD OF DIRECTORS; AND APPROVING THE WSA LOCAL PLAN FOR 2014-2015.

* * * * *

WHEREAS, vacancies on the Workforce Solutions Alamo (the "WSA") Board of Directors must be filled within 90 days pursuant to rules promulgated by the Texas Workforce Commission (the "TWC"); and

WHEREAS, the WSA Annual Local Plan (the "Plan") for 2014-2015, included as **Attachment I,** is designed to support the Alamo Region through the application of innovative business-driven services to increase the pool of qualified workers to meet current and future employer demands, assist job seekers with obtaining and retaining employment, and results from a collaborative planning process with the Principals (consisting of the City, Bexar County and the rural Area Judges); and

WHEREAS, the Plan and any modifications are developed by WSA in accordance with guidelines issued by TWC, as well as goals and objectives established by the Texas Council for Workforce and Economic Competitiveness, and incorporates key partnership pathways (for the 12-county region), innovative collaborations and numerous other initiatives such as HB 5, language from the Workforce Innovation and Opportunities Act of 2014, and future planning efforts currently being considered by Alamo Colleges; **NOW THEREFORE:**

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF SAN ANTONIO:

SECTION 1. Appointments to the Workforce Solutions Alamo ("WSA") Board of Directors are approved as follows: Ricardo Vela for Place 17 (Education), for a term beginning March 31, 2015 and ending December 31, 2017; Rudy Garza, Place 7 (Business), for a term beginning March 31, 2015 and ending December 31, 2017; and Jeff Goldhorn, Ph.D., Place 22 (Literacy), for an unexpired term beginning March 31, 2015 and ending December 31, 2015.

SECTION 2. The WSA Annual Local Plan for 2014-2015 included as **Attachment I** is approved.

SECTION 3. This Ordinance shall be effective immediately upon receiving at least eight affirmative votes, or if receiving fewer, on the tenth after passage.

LOH
03/12/2015
Item No. 24

PASSED AND APPROVED this 12th day of March, 2015.

M A Y O R
Ivy R. Taylor

ATTEST:

Leticia M. Vacek
City Clerk

APPROVED AS TO FORM:

Martha G. Sepeda
Acting City Attorney

Agenda Item:	**24 (in consent vote: 7, 8, 9, 10, 11, 12, 14, 17, 18B, 19A, 19B, 20, 21, 22, 24, 25, 26, 28, 30, 31)**
Date:	03/12/2015
Time:	10:06:53 AM
Vote Type:	Motion to Approve
Description:	An Ordinance approving appointments to the Workforce Solutions Alamo Board of Directors; and approving the WSA Local Plan for 2014-2015. [Carlos Contreras, Assistant City Manager; Rene Dominguez, Director, Economic Development Department]
Result:	Passed

Voter	Group	Not Present	Yea	Nay	Abstain	Motion	Second
Ivy R. Taylor	Mayor		x				
Roberto C. Trevino	District 1		x				x
Alan Warrick	District 2		x				
Rebecca Viagran	District 3		x				
Rey Saldaña	District 4		x				
Shirley Gonzales	District 5		x				
Ray Lopez	District 6	x					
Cris Medina	District 7		x				
Ron Nirenberg	District 8		x				
Joe Krier	District 9		x				
Michael Gallagher	District 10		x			x	

Attachment I

WorkforceSolutions
ALAMO
BUILDING BUSINESS • BUILDING CAREERS

ANNUAL LOCAL PLAN

2014-2015

San Antonio, Texas 78205

(210) 272-3260

www.workforcesolutionsalamo.org

Executive Summary

Executive Director: Ms. Gail L. Hathaway

Deputy Executive Director: Mr. Kenneth Carlson

Chief Financial Officer: Ms. Belinda Gomez

Mission

Building a premier workforce that meets business demand through investments that support economic growth

Vision

To be the partner of choice for employers and people seeking a competitive edge.

Core Values

- Excellence
- Innovation
- Partnering
- Relevance
- Accountability
- Integrity

Who We Are

The Workforce Solutions Alamo Board serves as the governing board for the regional workforce system, a network of service providers and contractors that connects business with people to create growth and career opportunities. We represent the taxpayers of the 12-county Alamo region. Through strong partnerships, we contribute to the economic development of the region by providing access to essential resources that build a competitive edge.

The Workforce Solutions Alamo organizational chart is Attachment 1.

Guiding Principles

- **Economic Development**: recognizing the critical link between workforce development activities and the growth of the local economy. In partnership with local economic development agencies and chambers of commerce, we will attract, help expand, and retain employers and their workforce.
- **Market-Driven Focus**: the system is driven to meet the demands of business and industry based on the changing requirements of the workplace. We will be a conduit between business changing needs and local training institutions to produce a workforce ready to be employed. Focusing on business needs creates a stronger, interactive role for employers, stakeholders, and workforce developers.
- **One-Stop System**: streamlining the availability of services and information to the community through a One-Stop system (the Texas Workforce Solutions Offices). The keystone of the system is the Career Center – physical and virtual locations inclusive of our Center partners where all available federal, state, and local workforce services can be integrated to provide superior customer service.
- **Flexibility**: listening to and obtaining feedback from employers and job seekers to ensure we provide quality services and make changes when warranted. Developing innovative solutions to improve service delivery to all customers and the workforce delivery system. Ability to quickly ramp-up or down services dependent upon funding changes.
- **Universal Access**: ensuring universal access to basic workforce services to all customers in the region. This will be accomplished whether the customer chooses to go to a physical or virtual office, via phone and our website. We will work with our contractors to ensure to actively promote our services.
- **Customer Choice**: working with employers to identify their workforce needs and empowering job seekers to move rapidly into employment by choosing services that best suit their needs. Providing eligibility based customers with options for training, child care, and job placement. Customer satisfaction is a specific indicator of success, as measured by the quality, relevance, and responsiveness of services.
- **Accountability**: increasing the accountability of our board, staff, and contractors for appropriate use of tax dollars toward achieving successful performance outcomes. The system is based on clear, measurable indicators of success from both the state and local levels. Training providers must meet or exceed state and local board performance standards. Includes full expenditure of allocations on services that improve our workforce. Transparent actions are taken by our board and staff for procurements, contracts, and expenditure of funds. Restitution is sought for all overpayments and instances of fraud by customers.
- **Customized Training**: training strategies tailored to meet the individual employer or customer's needs. Workforce solutions include assessments, training on technical and soft skills, and job placement in the form of on-the-job trainings and subsidized employment.
- **Business Intelligence** – various types of data analytics are used to make recommendations to our board for local policies such as our Target Demand Occupation list and for oversight of our workforce programs and contractors. Data is mined from state workforce systems and websites to manage day to day operations and to track trends.

- **Continuous Improvement** – the tenets of Lean Six Sigma will be implemented to reduce waste of time and resources and remove duplication. Services at the board and contractor level are reviewed to ensure quality and efficiency through a collaborative effort.

The Local Workforce Development Investment Board (LWDB)

The Workforce Solutions Alamo Board of Directors is an appointed group of 25 community leaders from throughout the region representing business, education, economic development, community organizations, and government. The 2014-15 Board of Director's membership is attachment 2.

Chief Elected Officials

The Workforce Solutions Alamo Board works in partnership with the local Chief Elected Officials (CEOs), which include the Mayor of the City of San Antonio and the County Judges from Atascosa, Bandera, Bexar, Comal, Frio, Gillespie, Guadalupe, Karnes, Kendall, Kerr, Medina, and Wilson counties.

The CEOs are responsible for appointing members of the Workforce Solutions Alamo Board and for the joint review and approval of local workforce development plans and budget. Together, the Board and the CEOs provide oversight of the Alamo workforce system, working to ensure that the area has an educated, skilled and ready workforce. The roster of Chief Elected officials, represented by a "Committee of Six" is included as attachment 3.

Operational Goals and Objectives

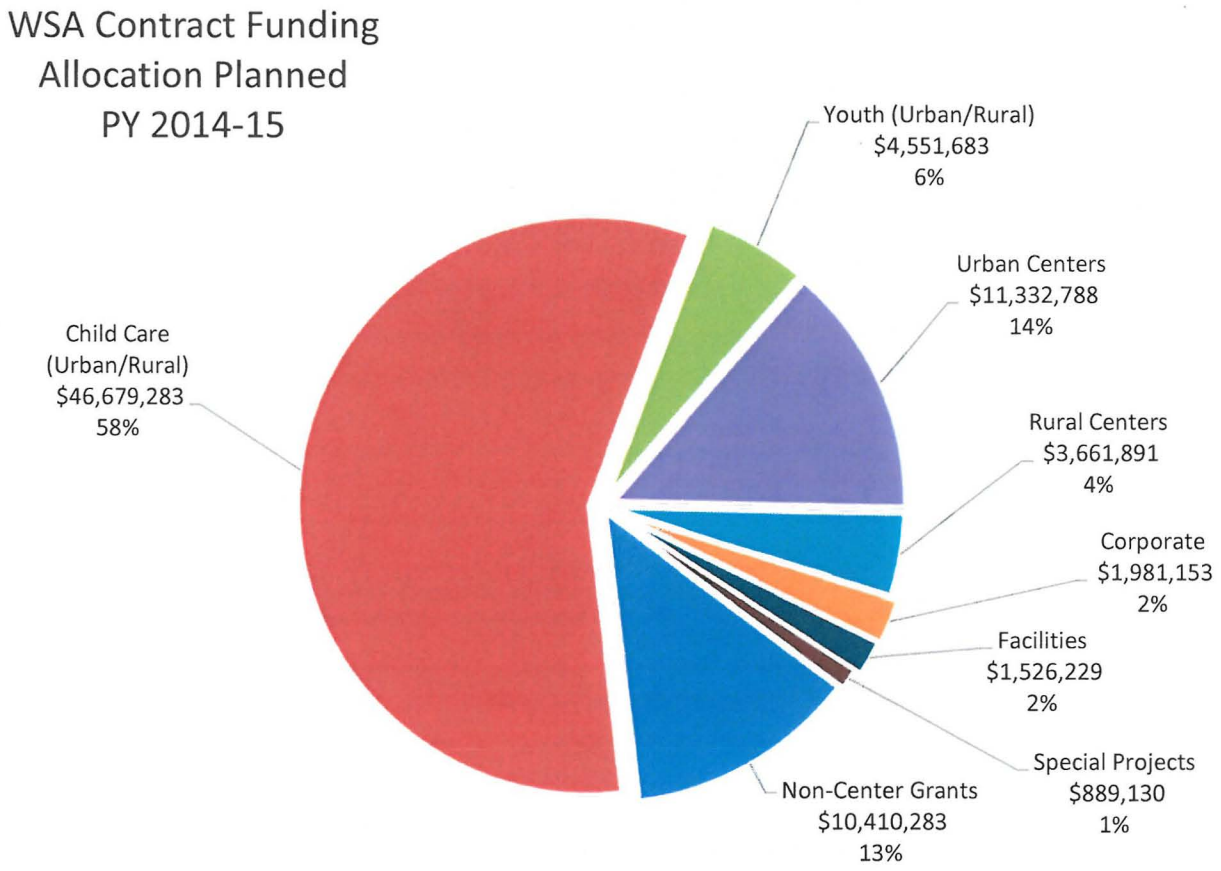
1. Ensure workforce services are business-driven.
2. Increase the pool of qualified workers to meet current and future employer demands.
3. Provide a variety of options for job seekers to obtain and retain employment including post-secondary and vocational training, internships, apprenticeships, on-the-job training, and subsidized employment in order to meet the needs of employers.
4. Expand and enhance career and technology (STEM) programs in coordination with academies and dual credit opportunities for high school students.
5. Emphasize unrealized financial grant opportunities to better serve business and targeted populations in the Alamo region, especially transitioning veterans, youth, formerly incarcerated and long-term unemployed adults.
6. Continue integrating Adult Education and Literacy (AEL)/Adult Basic Education (ABE) programs to increase basic skills and workplace literacy development into the local workforce system.
7. Increase the number of Child Care providers while improving quality of service.
8. Increase the number of Texas Rising Star or National Association of Education for Young Children (NAEYC) certified child care providers
9. Transition to a paperless workflow systems to improve administrative efficiency.

10. Invest in innovation. Discover revolutionary solutions to reach qualified clients in need of services (e.g. virtual career center, mobile career center).

Funding and Grants

Federal and state grants are administered through the Texas Workforce Commission Workforce Solutions network to the 28 workforce boards. Grant awards are contingent upon local economic conditions and needs. Allocation factors are determined for each program by the Texas Workforce Commission. Workforce Solutions Alamo has a contract funding allocation of $81,032,440 for Program Year 2014-2015 (see chart below for breakdown).

WSA has fiscal responsibility for the budget, expenditure of funds, benchmarks and financial reporting. In addition, WSA has a program responsibility to ensure eligible customers are receiving the services available under each grant, contractors are meeting performance measures, plans and policies are developed, and technical assistance is available as needed.



Delivery of Services

Workforce Solutions Alamo has contracted with service providers to deliver workforce program services related to the amount of grant funding received:

- Child Care Services and Federal Match – City of San Antonio
- Child Care Quality Improvement Activities – Family Service Association
- Youth (Urban/Rural) – Dynamic Workforce Solutions
- Urban Career Centers – SER Jobs for Progress
- Rural Career Centers – Dynamic Workforce Solutions
- Special Projects
    - Rapid Response – GlobalTrain, Inc.
    - Rapid Response – Training Solutions & Associates
    - Services to Military Communities (NAEYC) – Family Service Association

Non-Workforce Center Grants for which WSA holds a fiscal responsibility include Veteran's Services, Employment Services, Texas Department of Family and Protective Services, Child Care Attendance Automation (Xerox), and the Resource Administration Grant. Fiscal responsibility includes fiscal integrity reviews, procurement and contract, contract closeouts, accounts payable, inventory, and financial reporting, as required.

Contract Administration

Workforce Solutions Alamo is the administrative entity and fiscal agent for each grant received, including non-center allocations. Staff are assigned responsibilities to ensure all requirements (both state and federal) are met. Administrative responsibilities include contract and procurement, facilities, eligible training provider system, inventory, information technology, equal opportunity, accounting, financial analysis, and fraud investigation staff to meet all administrative and fiscal requirements of grants.

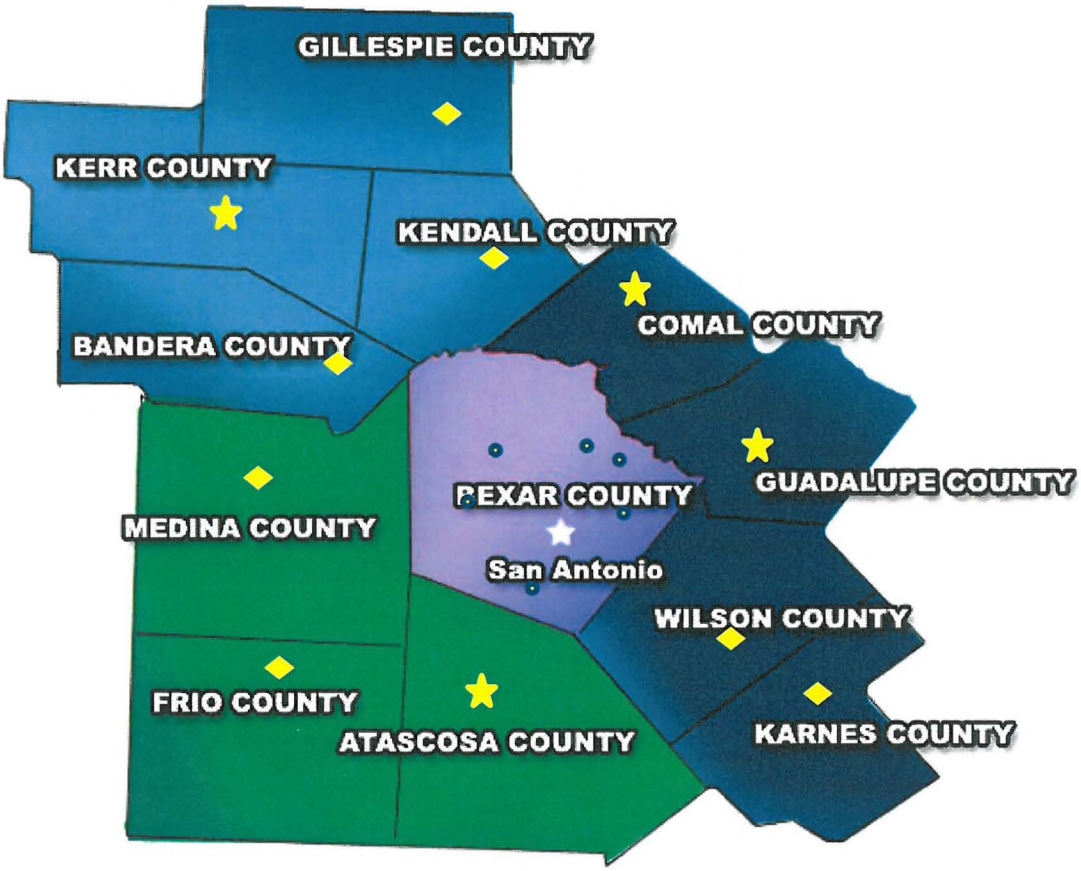
Workforce program managers, workforce specialists, workforce planners, data analysts, business service liaison, quality assurance program monitors, hearing officer, communication and public information, and management information staff interpret federal and state legislation and policies, actively manage the contractors and grants as a whole, analyze data, provide technical assistance, promote, and report on the following program grants:

- Temporary Assistance to Needy Families (TANF)
- Non-Custodial Parent (NCP)
- Supplemental Nutrition Assistance Program (SNAP)
- Workforce Investment Act (WIA) – Adult
- Workforce Investment Act (WIA) – Youth
- Workforce Investment Act (WIA) – Dislocated Worker
- Child Care Services – Child Care Development Fund and Match
- Child Care Services – Child Protective Services
- Child Care – Quality Improvement Activities
- Trade Adjustment Assistance (TAA)

Local Service Delivery System

- ○ Urban one-stop center
- ◆ Satellite office
- ★ Rural county one-stop center

Child Care Services are delivered through the recently opened TeleCenter/Customer Service Center located adjacent to the Hillcrest Career Center in Bexar County. Child Care Quality Improvement Activities are offered through *The Neighborhood Place* in Bexar County.



Performance

Workforce Solutions Alamo uses the state program performance measures provided by the Texas Workforce Commission as the baseline for negotiating performance metrics with our workforce center contractors. The state performance measures in place for Board Contract Year (BCY) 2015 are summarized below.

Staff Guided – Entered Employment. Adult customers who were unemployed and subsequently employed the 1st calendar quarter after exit that received 1 of 3 qualifying services. Target measure: **72.5%**

Educational Achievement. Adult and Youth customers that were in education or training and received a degree, credential, or a certificate. Target measure: **76.50%**

Employment Retention- At Risk Job Seekers. At Risk adult customers who were initially employed and retained employment 2 consecutive quarters after exit. At Risk Population: Homeless, disabled, basic skill deficient, less than H.S. education, UI exhaustee, pregnant, runaway, foster youth, ex-offender, displaced homemakers, or customers in the Choices, SNAP, or in self-sufficiency programs. Target measure: **78.00%**

Placed in Employment or Education. Youth not employed or in post-secondary education at enrollment who are employed or in-post-secondary education in the 1st calendar quarter after exit. Target measure: **65.6%**

Literacy & Numeracy Gains. Out-of-school Youth (drop-outs or who may have a HS diploma/GED) who were operating at or below the 8th grade level and have increased one or more educational levels. Target measure: **52.3%**

Choices Full Work Rate. Temporary Assistance for Needy Families (TANF) families that met federal work participation requirements exclusively through paid employment activities (or HS/GED for teen heads of household). Target measure: **50.0%**

Claimant Re-employment Within 10 weeks. Customers drawing Unemployment Insurance (UI) benefits subject to work search who are reemployed within 10 weeks. Target measure: **59.8%**

Number of Job Openings Filled. Job postings received in Work In Texas that are filled. Target measure: **291** (shifted from a "rate" to a whole number)

Number of Employers Receiving Workforce Assistance. Employers served locally receiving business services such as participation in job fairs, job postings, rapid response, site recruitment, interviewing space and job development. Target measure: **789** (shifted from a "rate" to a whole number)

Average Number of Children Served Per Day – the average number of children of full or part-time child care paid per day during the performance period. Target measure: **7,294 units of care.**

Notes:

- Workforce Solutions Alamo oversees the contracted performance measures as directed by the Texas Workforce Commission (TWC). The contracted performance measures begin on October 1 and end on September 30 each year.
- If performance falls below a Target measure for 2-3 months, a performance improvement plan is implemented to assist the contractor in meeting the goal.
- Target measures are subject to change by the Texas Workforce Commission based on a continuous improvement plan. Targets are sometimes set, based on the idea of largely maintaining current performance (i.e. adjustments to changes in economic conditions) in order to concentrate on improvement in other areas.
- Local boards can recommend changes to target measures, with justification.

In addition, the Texas Workforce Commission has established expenditure benchmarks that must be met in conjunction with minimum levels of performance. The benchmarks and requirements are described in Chapter 800.74 of the Texas Workforce Commission rules. Failure to meet these benchmarks could result in de-obligation of funding.

Child Care Quality Improvement Activities (QIA)

WSA has designed a professional development system to provide training and education opportunities for child care directors and teachers. The services offered include mentoring the directors and teachers of our Texas Rising Star (TRS) providers and providers trying to achieve TRS certification. The TRS program is a voluntary program to improve the quality of child care by providers offering lower class ratios, increasing the number of staff with a child care credential and annual training hours, and offering higher quality curricula than required by State licensing. Separate funding is also provided for TRS Assessors to certify new TRS providers, monitor, and recertify existing TRS providers. Each individual providing these services must pass a criminal background check and must receive at least 30 hours of annual on-going training.

Assessments for children with disabilities are offered to parents receiving a subsidy and specialized training on inclusion assistance. Professional development is offered after hours and on weekends to ensure maximum attendance and training certificates are provided to meet compliance with licensing minimum standards as well as to maintain TRS certification. Scholarships are provided for directors to receive a recognized Director Credential. In addition, scholarships are provided for directors and teachers for Child Development Associate (CDA) Credential, Associates Degrees in Early Childhood, and to conferences and seminars. Credential classes are offered both in person and online. Educational resources and curricula may also be provided as needed.

Our region was awarded a pilot project to assist child care facilities in military communities. The purpose of the grant is to increase the number of nationally accredited child care facilities in Bexar and some of the surrounding counties where military families may reside within commuting distance to local installations. The grant can also help current nationally accredited facilities maintain their status. The activities provided are the same as the ones outlined above but also include access to Child Care Health Consultants and financial assistance with National Association for the Education of Young Children (NAEYC) accreditation and reaccreditation fees. The program was designed by WSA to eventually become a registered NAEYC Accreditation Facilitation Project (AFP) so we have access to additional benefits from NAEYC at no cost.

WSA has been awarded additional funding to improve the availability of infant and toddler care. There is a lack of availability of this type of care due to the low teacher to child ratios. The grant funds are solely used to increase the licensed capacity of providers at a cost not to exceed $1,500 per slot.

Quality Assurance and Monitoring

Program and fiscal monitoring for all service providers is conducted by WSA monitoring staff on an annual basis. Monitoring activities shall ensure that programs achieve intended results, resources are efficiently and effectively used for authorized purposes, and resources are protected from fraud, waste, and abuse. Monitoring activity updates are provided at regularly scheduled Board Oversight Committee meetings.

Monitoring reports identify instances of non-compliance with federal, state, and local Board requirements. Instances of non-compliance will be classified as either a finding or an observation. Based upon guidance from program staff the quality assurance department will provide recommendations for corrective action and program quality enhancements to the affected contractor. Follow up, resolution and technical assistance are planned accordingly. Monitoring reports are shared with the appropriate Board members, board staff and contractors.

The quality assurance department is also charged with ensuring clients have equal opportunity accessibility to our centers. A survey is conducted annually to assess compliance with WIA Section 188 and Section 504 of the Rehabilitation Act of 1973, as amended.

Workforce Services Partnerships

Workforce Solutions Alamo leverages workforce program services with area agencies in order to better serve customers. Memoranda of Understanding include agreed upon responsibilities and costs for space and/or delivery of program services, as applicable. A current list of partners with MOUs includes:

Organization	Reason for MOU	Services
Alamo Colleges	Services to increase opportunities for highly-skilled IT security+ for industries in San Antonio.	WSA will fund a project for the remaining 9 candidates of the Rackspace "Just in Time" (JIT) Cohort #1 who are eligible for WIA and who have been assessed for skill sets related to occupational competencies by information technology partners and Alamo Colleges. The WIA participants will enter into the Alamo Colleges fast-track training program, approved by WSA. Upon completion of the fast track training program for Security+, WSA will enter into an on-the-job training contract with information technology industry partners for employment for 4 weeks. Progress follow ups with the trainee for 12 months

		depending on the training curriculum program.
Baptist Children Family Health and Human Services	Services to current Foster Youth and former Foster Youth.	WSA will prioritize employment, training, and support services for both current and former foster youth, including child care for foster youth with children. Provide access to current labor market information, which identifies job vacancies, the skills necessary for high-growth, high-demand jobs, and information on employment trends to foster youth. Co-enroll foster youth when applicable in WIA and Self Sufficiency Fund.
Camino Real Community MHMR Center	Services to customers with mental health and substance abuse issues.	WSA will utilize the Texas Department of State Health Services (DSHS) approved standardized referral, screening and assessment consent forms to facilitate service coordination and exchange of information between WSA, Workforce Career Center staff and the provider. The standardized forms must include a statement from the provider to certify treatment is necessary to assist the Choices participants with seeking, obtaining or retaining employment.
ESC-20 Adult Basic Education Program, San Antonio Independent School District, Northside Independent School District, North East Independent School District	Services to customers with workforce, literacy and related adult education services.	WSA will provide class space (including all related costs for computer equipment, utilities, janitorial services and furniture) to provide literacy and adult education services to the Alamo area residents who are referred by the Workforce Career Center staff and other community partners.

Experience Works	Career and Employment services to older customers.	WSA will ensure provisions are made for the placement of appropriate Experience Works trainees/enrollees (if applicable) to serve participants in the Workforce Career Center under the supervision of the Workforce Career Center manager (if applicable).
Greater San Antonio Healthcare Foundation/University Health System	Services to customers with online health referrals and careers.	WSA will purchase and make available the StudentMAX Licensing Agreement and continue to provide a laptop computer for use by the StudentMAX placement coordinator. Promote and maintain StudentMAX the Centralized Clinical Placement System throughout the region. Provide information for referral through the StudentMAX Placement Coordinator regarding services available to educational and clinical partners.
Greater San Antonio Healthcare Foundation/7500 HWY 90 West	Services to customers with online health referrals and careers.	WSA will purchase and make available the StudentMAX Licensing Agreement and continue to provide a laptop computer for use by the StudentMAX placement coordinator. Promote and maintain StudentMAX the Centralized Clinical Placement System throughout the region. Provide information for referral through the StudentMAX Placement Coordinator regarding services available to educational and clinical partners.
Greater San Antonio Healthcare Foundation (the Provider)	Services to customers with online health referrals and careers.	WSA will purchase and make available the StudentMAX Licensing Agreement and continue to provide a laptop computer for use by the StudentMAX placement coordinator. Promote and maintain StudentMAX the Centralized Clinical Placement System throughout the region. Provide information for referral through the StudentMAX Placement Coordinator regarding services available to educational and clinical partners.
Mission Solar and Alamo Colleges	Services to increase opportunities for individuals interested in the solar energy fields.	WSA will reach out, recruit, and determine WIA eligibility of candidates for training. Facilitate the enrollment of candidates into the customized training program with the Alamo Colleges. Fund total training cost of $54,000 for 20 trainees at a rate of $2,700 per participant

San Antonio for Growth on the Eastside (SAGE)	Services to low income adults, dislocated workers and youth.	WSA will provide the program services to eligible participants to support the 2014 Community Economic Development program proposed by San Antonio for Growth on the Eastside (SAGE), working with low income adults, as well as dislocated workers and youth, to meet their employment goals, earn more money and improve their quality of life.
SER Jobs For Progress	Services to customers with job readiness, employment and educational opportunities.	WSA is overall responsible for the overall management support of all strategic and operational outreach, customer relationship activities to include outreach plans, and customer awareness campaigns.
SER Jobs For Progress and TX Department of State Health Services	Services to customers with mental health and substance abuse issues.	Coordinate existing collaborations or partnerships to ensure that needs are being met for Choices participants (e.g., with community and faith based organizations, mentoring organizations, housing authorities, etc.) Conduct joint service mapping to coordinate services including case management, child care, and transportation; maiximize length of support, and prevent duplication of efforts
South Central Area Health Education Center	Assist customers with health workforce trends, issues and opportunities	WSA will work collaboratively with South Central AHEC on any project, committee or Board that is appropriate for health workforce development in the 12 county catchments area shared. This includes assurance that South Central AHEC staff will be included in communication and other activities deemed appropriate and beneficial to the AHEC and Workforce Solutions Alamo initiatives.
The American G.I. Forum National Veterans Outreach Program	Provide workforce services to veterans and, such services include, job search assistance, job readiness and life skills, counseling and referral services to housing and medical assistance, case management, and related workforce services.	WSA will provide computers and software as necessary for the Veterans Representatives staff located at the Veterans Service Center, 611 N. Flores, San Antonio, Tx 78205 and access to the Work in Texas and The Workforce Information System of Texas (TWIST). Coordinate the provision of employment services between Workforce Solutions Alamo and the G.I. Forum.

The Senior Community Service Employment Sub-Grantees	Provide assistance to qualified individuals, and such assistance may include job match information, job readiness training, job development and placement, counseling and referral services, and supportive services to qualified SCSEP participants.	WSA will ensure the coordination of Workforce Career Center services with the Senior Community Service Employment Activities (SCSEP) sub-grantees by Workforce Solutions Alamo contractors.
The Strategic Plan Coordinating Council and Lead Facilitator	Services to increase business attraction, business retention, expansion and entrepreneurship, resource leverage, and location factors.	WSA as a coordinating council member and lead facilitator will work together in a coordinated and collaborative fashion for the fulfillment of the Strategic Plan.
TX Department of Family and Protective Services	Services to the youth with job readiness, employment and life skills.	WSA will prioritize workforce career center services for both current and former foster youth, as available and as needed. Provide outreach, intake, assessment, and case management services for program eligible youth, as needed, including youth co-enrolled in multiple workforce programs.
TX Department of State Health Services/Hillcoutry Community Center	Services to customers with mental health issues.	WSA will identify, to the extent that resources are available, opportunities at the local level to provide uniform outreach, screening and assessment, and referrals, coordinated case management, and follow up services. WSA will utilize the Texas Department of State Health Services (DSHS) approved standardized referral, screening and assessment consent forms to facilitate service coordination and exchange of information between WSA, Workforce Career Center staff and the provider
TX Department of State Health Services/Bluebonnet Trails Community Center	Services to customers with mental health and substance abuse issues.	WSA will identify, to the extent that resources are available, opportunities at the local level to provide uniform outreach, screening and assessment, and referrals, coordinated case management, and follow up services. WSA will utilize the Texas Department of State Health Services (DSHS) approved standardized referral, screening and assessment consent forms to facilitate service coordination and exchange of information between WSA, Workforce Career Center staff and the provider.

TX Department of State Health Services/Teddy Buerger Center	Services to customers with mental health and substance abuse issues.	WSA will identify, to the extent that resources are available, opportunities at the local level to provide uniform outreach, screening and assessment, and referrals, coordinated case management, and follow up services. WSA will utilize the Texas Department of State Health Services (DSHS) approved standardized referral, screening and assessment consent forms to facilitate service coordination and exchange of information between WSA, Workforce Career Center staff and the provider
City of San Antonio, WSA and various entities for application for Child Care/Early Head Start grant services	Services to eligible child care customers and their parents to provide both child care subsidies and workforce services	The City of San Antonio will operate the HHS program and provide training to child care providers to bring teachers at child care providers up to Early Head Start standards including the level of pay. The City will also provide classroom resources and curricula. WSA will pay for the child care subsidies and accept referrals for parents for various workforce services.
Kaplan Early Learning for child assessments	Services to child care service program providers for an early childhood assessment pilot project.	Kaplan will provide teachers free professional development and materials for their Assessment Tool, Devereus Early Childhood Assessment. Teachers will attend and receive credit for training, assess children twice during the current school year, administer pre and post assessments, and maintain portfolios.
Texas Association for the Education of Young Children (TAEYC) for child assessments	Services to child care service program providers for an early childhood assessment pilot project.	TAEYC in partnership with Teaching Strategies is providing high quality ways to promote children's development and learning and build strong relationships with families. Free professional development is offered to teachers and free access to Teaching Strategies GOLD assessment system with individualized instruction.
Family Service Association for the Texas School Ready! Program	Coordination with Family Service Association, the fiscal agent for the Children's Learning Institute to help outreach and coordinate program services for the Texas School Ready! Program with child care services.	WSA will meet with local TSR! Mentors and staff for selection of providers and coordination of programs between TSR! and the Texas Rising Star program.

Collaborations

Workforce Solutions Alamo identifies the economic climate of its region through partnerships and involvement with multiple agencies and organizations in the Alamo region. We align the goals and initiatives to our service delivery programs by establishing beneficial collaborations to meet the needs of each economy. Deliverables to our partners may include labor market reports, workforce planning expertise, data and analysis, resources, expansion of current programming and further leveraging of programs already in place.

Area Initiative Partnerships and Involvements:

- Alamo Colleges Just In Time Short Term Trainings
- Bexar Co Small Minority Women Veteran Business Owners
- Bexar County Adult Probation Workforce Initiatives Committee
- Business Retention & Expansion Team -Bulverde & Spring Branch
- City of San Antonio Eastpoint Office Support for workforce initiatives
- Department of Assistive and Rehabilitative Services - AHEAD & AADA Workforce Services Resource and Job Fair Planning Team Member
- Department of Assistive and Rehabilitative Services – Business Driven Solutions Committee
- Department of Family and Protective Services for Child Care Licensing and Child Protective Services
- Eastside Promise Neighborhood/Choice Neighborhood (Eastpoint, Eastside PaCT Community/Dual Generation Pipeline Partners)
- Family Services Association Youth Career Planning Resource
- Global Cities Initiative (San Antonio Trade & Investment Strategy)
- HEB/Greater Chamber San Antonio Works
- Industrial Relations Committee (NB & Seguin)
- Interagency Meeting with Texas Health and Human Services
- Mayor Ivy Taylor Workforce Committee
- Northeast Partnership Committee
- Office of Attorney General for Child Support and Non-Custodial Parent Program
- Other Surrounding County Economic Development Programs and Initiatives Resource
- P16 Council Youth Opportunity Collaborative, Birth to 3rd Grade Network, and Strategic Partners
- Project Quest Innovation Grant Partner
- Ready Rosie Collaborative with Head Start, Early Head Start, Public Pre-K, PreK4SA, and United Way
- ReadyKid SA
- SA 2020 Talent Pipeline Task Force SA 2020 Integration Committee
- San Antonio Hispanic Chamber Workforce Taskforce Committee
- San Antonio Economic Development Foundation- Business Retention & Expansion Team
- San Antonio Hispanic Chamber Business Mentor Program
- San Antonio Hispanic Chamber Early Education Economic Development Sub Committee
- San Antonio Housing Authority- Business Opportunity Academy

- San Antonio Strategic Plan for Economic Development (San Antonio Economic Development Foundation)
- Texas Governor Forums
- UTSA Small Business & Economic Development Veterans Business Program
- Workforce Taskforce Committee (Gillespie Co)

Key Agency Partners

Alamo Area Council of Governments (AACOG)
Alamo Colleges
- Center for Workforce Excellence
  - Just in Time Programs
  - Veterans Training Initiative
  - AMAC
- Alamo Academies
- I-BEST
- HPOG

City of San Antonio
- Office of the Mayor
- Economic Development Department

County of Bexar
- Adult Probation

Dynamic Workforce Solutions of Texas (contractor)
Education Service Center, Region 20
- Adult Education and Literacy
- Adult Basic Education

Family Service Association (contractor)
Global Cities Initiative
Goodwill Industries
Greater Chamber of San Antonio
Haven for Hope
Joint Base San Antonio (Fort Sam Houston)
- Military and Family Services

Office of the Attorney General
P16 Plus Council of Greater Bexar County
Promise Zone/EastPoint/Choice Neighborhood
- San Antonio Choice Neighborhood/Eastside PaCT (SAHA)
- San Antonio for Growth on the Eastside (SAGE)
- Dual Generation Pipeline Partners
- East Point Project (City of San Antonio)

Project Quest
Ready Rosie Collaborative
- Head Start/Early Head Start
- Public Pre-K
- PreK4SA
- United Way

SA2020 Talent Pipeline Task Force
San Antonio Economic Development Foundation (SAEDF)
San Antonio Hispanic Chamber of Commerce
San Antonio Housing Authority (SAHA)
San Antonio Manufacturers Association (SAMA)
San Antonio Works (HEB/Greater Chamber)
SER National
Texas A&M University San Antonio
- Veterans Casa

Texas Department of Assistance and Rehabilitative Services (DARS)
Texas Department of Family and Protective Services
Texas Department of Health and Human Services
Texas Veterans Commission
Texas Workforce Commission
- Workforce Development Division
- Texas Veterans Leadership Program
- Skills Development Fund
- Regional Business Forums

University of Texas San Antonio

Workforce Career Pathways for Workers – Aligned with Partners

- SA2020 Talent Pipeline Task Force SA 2020 Integration Committee (Just In Time training program)
    - Identification of jobseekers within the WSA system who are eligible to participate in the training program
    - Assessment of customers to meet minimum requirements (established by employers) for entry into the training program
    - Case management of customers through the training program (includes support services to be successful in the training, ie. Transportation funds, rent/utility assistance, child care)
    - Job preparation services- resume/cover letter assistance, interview techniques
    - Job matching services to participating employers committed to hire graduates of the training program

- Eastside Promise Neighborhood/Choice Neighborhood (Eastpoint, EastsidePaCT Community/Dual Generation Pipeline Partners)
    - Resident introduced to WSA services through partner organizations
    - Eligibility requirements for WSA Specialized Program made available to all partner organizations
    - Residents attend WSA Orientation Session to learn detail about Specialized Programs
    - Workforce Center Staff do intake on all eligible participants for Specialized programs
    - General Population residents (non-eligible participants) are given access to all no-cost services and resources
    - Workforce Center Staff Case Manage Specialized Programs participants according to program guidelines
        - Workforce Investment Act Customers
            - Assessments Completed to identify skills and education
            - Eligible Training Programs in Targeted Demand Occupations
                - Selection of Occupation- ideally one where they are assured of success
                - Selection of Training Institution- ideally one which will be most cost effective and successful
            - On the Job Training
            - Job Matching
            - Supportive Services
            - Job Retention services

- P16 Council Youth Opportunity Collaborative, Birth to 3rd Grade Network, and Strategic Partners
    - Youth introduced to WSA services through partner organizations and/or the Virtual Career Center

- Eligibility requirements for WSA Specialized Program made available to all partner organizations
- Youth attend WSA Orientation Session to learn about Youth Services program in detail
- Workforce Center Staff do intake on all eligible participants for Youth Services
- Workforce Center Staff Case Manage Youth program participants according to program guidelines
    - Workforce Investment Act Customers
        - Assessments completed to identify eligibility, suitability, education and interests
        - Work-experience
        - Summer employment
        - Eligible training programs in Targeted Demand Occupations
            - Selection of occupation- ideally one where they are assured of success
            - Selection of training Institution- ideally one which will be most cost effective and successful
        - Internships/Apprenticeships
        - Secondary education introduction- campus field trips, educational institution speakers
        - Alternative secondary school offerings
        - Leadership skills- workshops, community service, peer-centered activities
        - Supportive services—child care, transportation assistance
        - Guidance and counseling
- Promote parent engagement and family involvement starting at birth through the elementary years.
- Provide resources and learning experiences for children.
- Promote school attendance.

- <u>HEB/Greater Chamber "San Antonio Works"</u>
    - Align SA Works target industries to WSA target industries with labor market information and real-time data sources
    - Align targeted demand occupations to endorsement tracts for education pathways
    - Align youth services program to opportunity youth segment
    - Align career pathways by area employer to emerging workforce for local opportunities
    - Align adult program services to eligible program participants for education/training, on-the-job training, and apprenticeship programs
    - Build employer partnerships for the program through our employer network
    - Leverage Teacher Externship grant for expansion into this initiative
    - Host events that align with program goals

- <u>Bexar County Adult Probation Workforce Initiatives Committee</u>
    - Client introduced to WSA services through probation officers
    - Clients attend WSA Orientation Session on-site at Adult Probation to learn about Specialized Programs in detail and job search resources

- Workforce Center Staff do intake on all eligible participants for Specialized programs
- General Population residents (non-eligible participants) are given access to all no-cost services and resources tailored to custom population
- Workforce Center Staff Case Manage Specialized Programs participants according to program guidelines
    - Workforce Investment Act Customers
        - Assessments Completed to identify skills and education
        - Eligible Training Programs in Targeted Demand Occupations
            - Selection of Occupation- ideally one where they are assured of success
            - Selection of Training Institution- ideally one which will be most cost effective and successful
        - On the Job Training
        - Job Matching
        - Supportive Services
        - Job Retention services

Business Services

The Business Services Division (BSD) sets, monitors and achieves goals for business services and employer targets. The promotion of business solutions is included with our partnerships and involvements. Research of employer landscapes allows for targeted services to meet industry needs. The BSD develops partnership agreements, MOU's, and consults on training programs to benefit employers. The BSD works with TWC Employment Services staff to guide contractors in meeting performance measures related to customers receiving UI benefits. The Business Services Manager is the primary point of contact for workforce needs across industries in Alamo area and plays an active role with San Antonio Economic Development Foundation (SAEDF) team, (Recruitment and Strategic Planning committee), and the SAEDF business retention committee (retention and expansion of business). Connecting with economic development initiatives throughout the Alamo region and supporting new business development and business expansion, Business Services supports employers and businesses of all sizes, with information on TWC's grant programs, Skills Development, Skills for Small Business, and other business building opportunities. BSD is the core connector to businesses as it relates to connecting employers with apprenticeships, internships, skills development and On the Job Training (OJT) and other Workforce Innovation and Opportunity Act (WIOA) services. The BSM works closely with the Communications Department, as representatives of WSA, to promote business solutions, provide labor market information, and responds to employer workforce recruitment requests. The BSM connects employers to contractors, and plans and manages employer events at the Board level.

Virtual Career Center

Workforce Solutions Alamo collaborates with the Alamo Colleges to deliver career center information in the "virtual" world. *MyAlamoCareer* provides visitors information about career planning, assessments, and job search. Education and training information is included, with an

emphasis on the programs delivered through the Alamo Colleges. In addition, veteran's services are identified and listed along with other resources in the region in order to enhance education and career preparation paths.

Using technology and innovative applications, the virtual career center allows for the delivery of career development services online so they can be available anywhere, job placement for students for expeditious transition from school to the work world, and career exploration information with real time labor market information to assist individuals before education paths are started.

Currently the site is being used by the Alamo Colleges Career Centers, as part of the enrollment process, promoted during college access events, and in student development courses. Together, WSA and Alamo Colleges co-promote the site via the Mobile Go Center, and traveling computer resource lab offering mobile college services to individuals.

Marketing kits are in development for libraries, community centers and public computer labs in the 12-county Alamo region. Free to the community, each kit will provide information on the site, instructions for downloading plug-ins and eye-catching materials for designated job/education search computers. Utilizing the Alamo Colleges Mobile Go Unit, WSA will set up media/public awareness events in each of the Alamo 12-counties where the County Judge can highlight the site as a tool for constituents unable to visit a WSA workforce center in person.

Youth Mobile Unit

The Workforce Solutions Alamo Youth Services Mobile Unit is a tool for outreach and also for delivering services to job seekers outside of the Workforce Solutions Alamo Workforce Career Center offices. The primary purpose of the unit is to offer services to youth from any location within the Alamo workforce region. The mobile unit is available for outreach events, job fairs, employer requests, new business recruitment (on site job and hiring fairs), Dynamic Futures cohorts, and other community events. The mobile unit provides access of services for youth in the 12 county region of San Antonio.

The WSA Youth Services mobile unit is a moving extension of the Workforce Centers. By transporting laptops with mobile internet access, the unit has the capability to offer program services anywhere youth are present. When it is not supporting youth programs, it can be used to extend the workforce services to any part of the 12-county region.

Workforce Solutions Alamo Staff is available to offer assistance with the laptops in the following areas:

1. Work In Texas Registration
2. Password Resets
3. Job Search Assistance
4. Internet Applications
5. Customized Training Information

Labor Market Initiatives

Labor market data is a powerful tool that enables employers to make informed business decisions, allows jobseekers to make knowledgeable career choices, policymakers to effectively allocate resources, and educators to meet the needs of a dynamic and fluid economy. Workforce Solutions Alamo is committed to providing access to timely, accurate and relevant labor market information about the region. Initiatives include:

- Targeted Industry listing
- Annual Targeted Demand Occupations
- Monthly Job Reports
- County labor market information
- ESC - Region 20 Educator Continuing Education Unit Partner/SB5 Resource
- Career Planning Before Education Planning Initiative
- SA 2020 Talent Pipeline Data Source
- San Antonio Economic Development Foundation Labor Market Data and Labor Pool Availability resource
- City of San Antonio EastPoint Office Data resource
- City of San Antonio Public Library Jobs & Small Business Center Data resource

Economic Development

Bexar County Workforce Development as an *Economic Development Strategy*

WSA will work with Bexar County to maximize the potential skilled trade workforce pool to meet the needs of employers. Together we recognize the multitude of good paying skilled trade opportunities in our region and a workforce pool that lacks the essential skills to acquire these jobs. Besides skills gaps, other factors are beginning to bubble to the fore-front of barriers to employment. Life baggage in the form criminal backgrounds and the inability to pass a drug test are preventing individuals from acquiring work. The lack of technical skills and no work-experience add to the struggles of many when searching for work. Working together to increase Career Guidance early on in schools, increasing the number of apprenticeship programs across multiple industries, engaging more employers to offer internships, helping young people access more scholarships, promoting trade schools and working with industry to improve the skill trade image and communication about jobs are all potential solutions to fill the gap.

Targeted Industries – Targeted Demand Occupation list is attach 4

1. Advanced Technologies and Manufacturing
2. Aerospace and Defense
3. Health Care, Biotechnology and Life Sciences
4. Information Technology, Internet, Telecommunications and Cyber Security
5. Energy, Petroleum Refining and Chemical Products
6. Financial Services

7. Construction Equipment and Supplies

Adult Education and Literacy

The Adult Education and Literacy program is provided through a contract between the Texas Workforce Commission and ESC-20. WSA coordinates with ESC-20 for GED, remediation services. The goal for 2014-15 is for ESC-20 to be co-locate at the workforce centers, in order to provide adult education services. In the meantime,, Adult Education/Literacy services will be provided through an MOU with existing service providers (ESC-20, SAISD, NEISD and NISD)

- Customers in need of or interested in receiving literacy services are provided a universal referral form to the literacy service provider staff located in the respective Workforce Career Center, for the purpose of a one on one orientation.
- The Workforce Career Center case manager makes arrangements for the customer to meet with the literacy service provider staff during normal operating hours.
- The case manager provides the literacy service provider the results of the TABE (administered at the core level, in the sequence of services) with the Universal Referral Form.
- Literacy service provider staff provide the case manager feedback regarding service start dates, attendance records and progress reports.
- All referrals are tracked on the center log to ensure a record of referrals are compiled on a monthly basis. TWIST records also reflect this referral/service in the counselor's case notes.

Marketing and Communications

The Workforce Solutions Alamo Board offices plan, develop, coordinate, and implement the agency's marketing and public relations programs and activities in support of the funded programs and services, and resources available through the Board offices to the 12-county area. Promotion tools include public relations, media relations, marketing materials, the Workforce Solutions Alamo website, social networking sites for employers, jobseekers and youth, and public presentations about program-funded services and resources available to key stakeholders. WSA Communication staff provide professional and technical assistance to all contractors in support of their outreach and recruitment efforts.

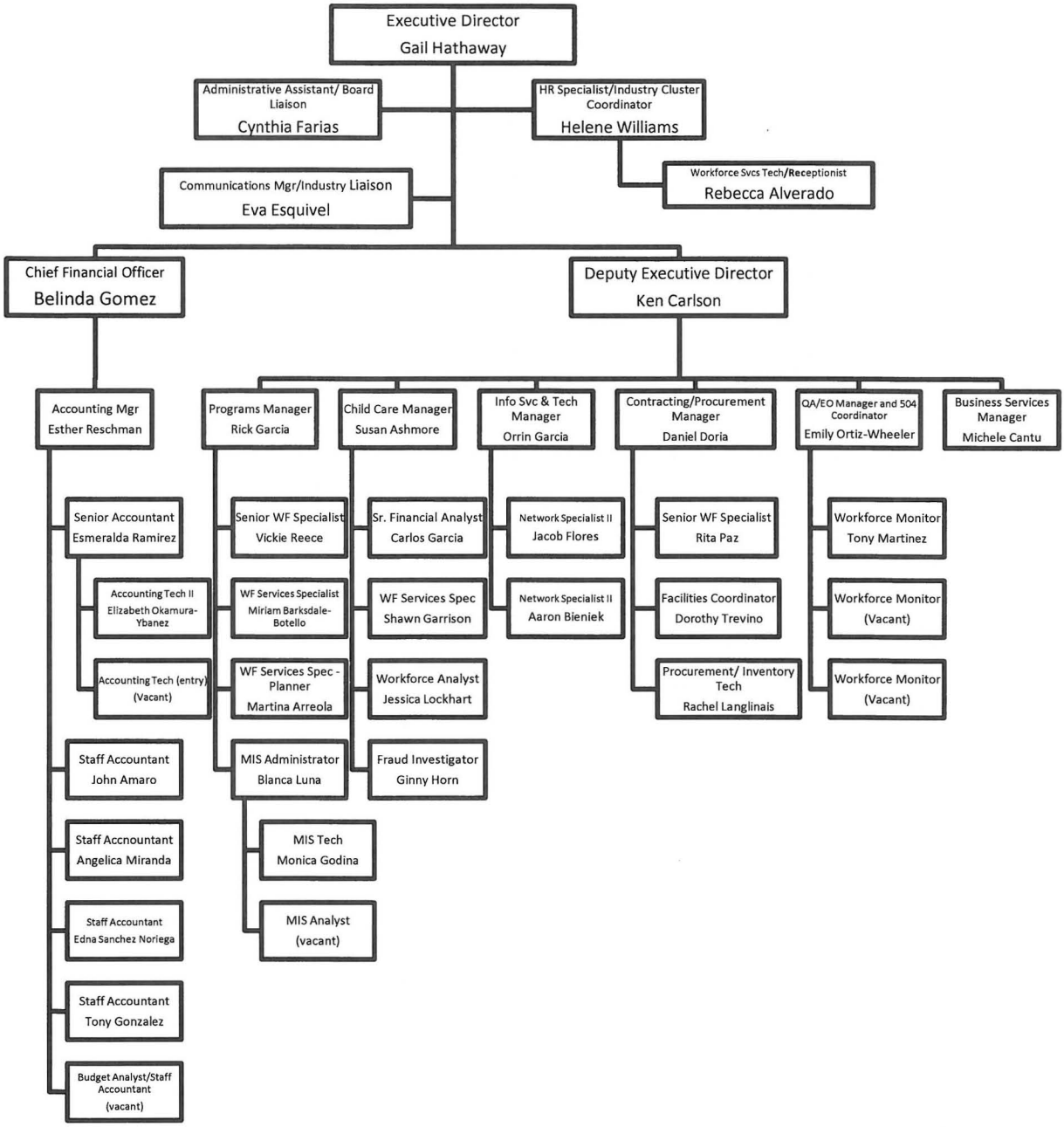
Veteran Initiatives

The Texas Veterans Commission (TVC) advocates for and provides service to Veterans in the areas of claims assistance, employment services, education, and grant funding that will significantly improve the quality of life for all Texas Veterans and their families. TVC offers employment services to all eligible Veterans and qualified individuals in Texas, with a goal of matching Veteran job seekers with the best career opportunities available. In addition, employers are matched with qualified Veterans. In partnership with Workforce Solutions Alamo Business Services Unit, TVC Employment Services provide outreach and assists employers with understanding the unique benefits involved with hiring Veterans. TVC staff are located in six Workforce Solutions Alamo Workforce Career Centers across the board area to provide a

full range of employment services and all are specifically trained to assist Veterans with preparing job applications and résumés, performing job matches and job searches, and providing other employment services. Specialized Intensive Services are provided to Veterans with Significant Barriers to Employment, together developing a strategy to overcome challenges and return to the workforce. Workforce Solutions Alamo has a strong collaboration and service delivery system with TVC that ensures that Veterans are served and given priority of service at the Workforce Career Centers.

This year, Workforce Solutions Alamo and the 502d Force Support Group Joint Base San Antonio- Ft. Sam Houston will be working together to identify education/training and job opportunities for exiting servicemembers. The 502 FSG will allow servicemembers to enter into education/training programs prior to exiting military service. The 502 FSG provides assessment of exiting servicemembers that WSA can utilize to recognize those who would be most successful in the Core Construction program of Goodwill SA. Through existing Department of Defense initiatives that allow eligible service members to enter civilian training prior to military exit, the transitioning military personnel can be offered an increased opportunity for post-military employment, thus reducing the need for unemployment insurance benefits and extended job search time.

Board Staff Organizational Chart



Attachment 1

Workforce Development Board of Directors

Mr. Roscoe "Rocky" Marshall, Jr. (Chair) *CEO/President* Frontier Truck Gear	**Mr. Alex Nava (Vice Chair)** *Partner* Allan, Nava & Glander, PLLC	**Mr. John T. Blaylock (Secretary)** *Manager, Human Resources* Halliburton

2014 Workforce Solutions Alamo Board Members	
Vacant *Superintendent of Schools*	**Vacant** Adult Literacy
Ms. Jacqueline Burandt *Senior Director, Center for Learning Excellence* University Health System	**Mr. Arthur R. Casillas** *President* Iron Workers Local Union #66
Ms. Rachel A. Cavazos *Dir. of Government Programs & Community Initiatives* Housing Authority of Bexar County	**Mr. Porter C. Dillard** *Owner/Architect* Dillard Architect Group, PLLC
Mr. Ron Garza Department of Adaptive and Rehabilitative Services	**Ms. Andrea Guajardo**
Ms. T.J. Haygood, CPC, CTS *President/CEO* Confidential Search Solutions	**Ms. Carol Lockett** *Executive Director* Chrysalis Ministries
Mr. Mark Luft *Economic Development Director* City of Cibolo – Economic Development Corp.	**Ms. Elizabeth Lutz** *Executive Director* The Health Collaborative
Mr. Roman "Nick" Pena *President* Don Roman, Inc. AGIF	**Ms. Patricia Ramirez** *Vice President* A Ram Plumbing
Mr. Donald Rattan *President* M&M Weatherization Company	**Dr. Raul "Rudy" Reyna** *Executive Director PREP* University of Texas at San Antonio
Ms. Melissa A. Sadler-Nitu *Director of I-BEST* Alamo Colleges Workforce Education Training Center	**Ms. Kathy Simmons** *Owner* Tri County Home Health
Ms. Janel Umphlett	**Mr. Doug Watson** *Executive Director* Healy-Murphy Center
Mr. Tim Wauson *Integrated Service Area Manager* Texas Workforce Commission	

Committee of Six Members

Bexar County

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TARGET AND DEMAND OCCUPATION LIST

SOC	Description	2013 Median Hourly Wages
	AEROSPACE/ADVANCED MANUFACTURING	
49-2094	Electrical and Electronics Repairers, Commercial and Industrial Equipment	$25.30
49-3011	Aircraft Mechanics and Service Technicians	$23.07
49-3023	Automotive Service Technicians and Mechanics	$17.23
49-3042	Mobile Heavy Equipment Mechanics, Except Engines	$20.26
49-9040	Industrial Machinery Installation, Repair, and Maintenance Workers	$20.13
49-9071	Maintenance and Repair Workers, General	$13.66
51-2011	Aircraft Structure, Surfaces, Rigging, and Systems Assemblers	$16.26
51-2020	Electrical, Electronics, and Electromechanical Assemblers	$11.51
51-2092	Team Assemblers	$12.22
51-4011	Computer-Controlled Machine Tool Operators, Metal and Plastic	$18.52
51-4041	Machinists	$17.25
51-4121	Welders, Cutters, Solderers, and Brazers	$16.91
17-3012	Electrical and Electronics Drafters	$23.22
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	$16.58
	ENERGY	
17-2199	Engineers, All Other	$34.15
47-2111	Electricians	$19.60
47-5011	Derrick Operators, Oil and Gas	$20.27
47-5012	Rotary Drill Operators, Oil and Gas	$20.67
47-5013	Service Unit Operators, Oil, Gas, and Mining	$17.06
47-5071	Roustabouts, Oil and Gas	$15.86
49-3031	Bus and Truck Mechanics and Diesel Engine Specialists	$20.50
49-9041	Industrial Machinery Mechanics	$20.98
53-3032	Heavy and Tractor-Trailer Truck Drivers	$15.54
	BUSINESS/FINANCE/OTHER	
23-2011	Paralegals and Legal Assistants	$20.31
25-2021	Elementary School Teachers, Except Special Education	$26.04
25-2031	Secondary School Teachers, Except Special and Career/Technical Education	$26.65
43-3031	Bookkeeping, Accounting, and Auditing Clerks	$17.10
43-4051	Customer Service Representatives	$13.07
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	$14.90

SOC	Description	2013 Median Hourly Wages
	INFORMATION TECHNOLOGY	
15-1121	Computer Systems Analysts	$37.87
15-1132	Software Developers, Applications	$39.69
15-1133	Software Developers, Systems Software	$42.44
15-1134	Web Developers	$25.38
15-1141	Database Administrators	$28.59
15-1142	Network and Computer Systems Administrators	$34.53
15-1151	Computer User Support Specialists	$20.40
	CONSTRUCTION	
47-2031	Carpenters	$16.92
47-2073	Operating Engineers and Other Construction Equipment Operators	$14.11
47-2152	Plumbers, Pipefitters, and Steamfitters	$20.13
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	$19.60
	HEALTHCARE/BIOSCIENCE	
29-1126	Respiratory Therapists	$24.97
29-1141	Registered Nurses	$31.75
29-2021	Dental Hygienists	$33.04
29-2034	Radiologic Technologists	$24.79
29-2052	Pharmacy Technicians	$15.37
29-2055	Surgical Technologists	$18.66
29-2061	Licensed Practical and Licensed Vocational Nurses	$20.37
29-2071	Medical Records and Health Information Technicians	$16.21
31-1011	Home Health Aides	$8.95
31-1014	Nursing Assistants	$11.19
31-2011	Occupational Therapy Assistants	$30.51
31-2021	Physical Therapist Assistants	$32.35
31-9091	Dental Assistants	$13.97
31-9092	Medical Assistants	$12.71
43-6013	Medical Secretaries	$13.53

Comprehensive Strategy Development Work Plan:

1. Identify subject matter experts (SMEs) to contribute to development of an overall consolidated document.

    Targeted SMEs:
    - Workforce Solutions Alamo Staff
    - Principals' Staff
    - Board Members
    - WSA Partner Agency Staff
    - Economic Development representatives
    - Industry Partners

* Incorporate area initiatives into planning strategies. Where applicable, create new goals/measures and assign appropriate metrics.

2. Identify subject matter experts (SMEs) to contribute information and insights on rural goals and expectations.

    Targeted SMEs:
    - Workforce Solutions Alamo Staff
    - Principals' Staff (AACOG)
    - Board Members (Rural)
    - WSA Partner Agency Staff (Rural, where possible)
    - Industry Partners (Rural)

* Incorporate rural initiatives into planning strategies. Where applicable, create new goals/measures and assign appropriate metrics. Rural goals, objective and focus areas are provided at the end of this appendix.

3. Communication, Interviews and, where needed, group meetings with SMEs to collect and analyze data and make recommendations.

4. Data and Recommendations compiled and materials prepared by WSA staff.

5. Determine Metrics for "Measures of Success" (Benchmarks)
    a. Utilize Workforce Solutions Alamo data specialists to determine performance metrics and, assessments of current performance "Measures of Success".
    b. WSA staff compile metrics and prepare materials.

6. Identify partner agencies and related programs targeted for co-location and/or coordinated service delivery.
    a. Targeted agencies and programs determined through consultation with SMEs.
    b. WSA Staff compile recommendations and prepare materials.

7. Publish and disseminate Plan [by WSA Marketing Department].

8. Prepare "Plan Goals, Strategies, and Measures/Metrics" language in preparation for future *Requests for Proposal* for the major Workforce Solutions Alamo system career center operations and the provision of major programs and services.

9. Develop Tactics and Related Benchmarks/Metrics for Identified Strategies.

Rural Goals, Objectives and Initiatives:

1. Improve the competiveness of the region's key economic clusters
    a. Assist region's communities in implementing economic development strategies
    b. Support initiatives that focus on growing export industries [Coordinate with Global Cities Initiative]
    c. Support initiatives that assist existing industries/employers
    d. Support development of knowledge based economic clusters
    e. Provide orientations on workforce programs to local county/city officials
2. Improve the educational attainment of the workforce
    a. Coordinate with regional education and workforce development
    b. Support the use of certification programs
        - OJT/JIT
        - Internships
        - Apprenticeships
        - Youth Programs
3. Promote entrepreneurship and small business development
4. Support improvement of region's transportation infrastructure
    a. Develop public transportation alternatives
    b. Use rural transportation system available through AACOG
5. Assist regional municipalities and stakeholders in applying for funds from the Economic Development Administration and related funding agencies.
6. Address human capital issues through workforce training/education and incorporation of ABE/AEL into workforce system
    a. Region's population is young and growing at a rate twice the national average
    b. Region's educational achievement low
        - Increase access to occupational and related training in the rural communities
        - Develop available space for training
            - Activity/Convention Centers
            - Senior Centers
            - Courthouses
    c. Low area earnings and incomes (compared to nation and state) directly related to education issues
7. Special Issues:
    a. Work on bringing training to Medina County
        - Facilities do exist
        - Community college jurisdiction currently falls under Uvalde CC system, but UCC lacks resources to provide training
            - Facilitate negotiation between UCC and a provider with capacity, (i.e. Alamo Colleges), to provide training
    b. Investigate opportunities for more interaction between WSA and AACOG (and entities it represents)

Comment: Currently, there is not an economic development group for the rural area (rural counties) as a whole.