

Local Workforce Development Board Plan Program Years 2025–2028

Board Plan Development Guidelines

Table of Contents

<i>Board Plan Development Guidelines</i>	3
<i>Part 1: Board Vision and Strategies</i>	3
A. Vision and Goals	3
B. Board Strategies	4
C. High-Performing Board	4
<i>Part 2: Economic and Workforce Analysis</i>	4
A. Regional Economic and Employment Needs Analysis	4
B. Labor Force Analysis and Trends	5
C. Workforce Development Analysis	6
<i>Part 3: Core Programs</i>	6
A. Workforce Development System	6
B. Core Programs—Expand Access, Facilitate Development, and Improve Access	7
<i>Part 4: One-Stop Service Delivery</i>	8
A. One-Stop Service Delivery System	8
B. Employer Engagement, Economic Development, and Unemployment Insurance Program Coordination	9
C. Coordination of Wagner-Peyser Services	10
D. Integrated, Technology-Enabled Intake and Case Management	10
E. Third Party Partnership in SNAP Employment and Training Programs	11
<i>Part 5: Workforce Investment Activities</i>	11
A. Rapid Response Activity Coordination	11
B. Youth Activities and Services	11
C. Coordination with Secondary and Postsecondary Education Programs	12
D. Child Care and Early Learning	12
E. Transportation and Other Support Services	13
F. Coordination of Adult Education and Literacy	13
<i>Part 6: Adult and Dislocated Workers</i>	13
A. Adult and Dislocated Worker Employment and Training	13

B. Service Priority	14
Part 7: Fiscal Agent, Grants, and Contracts	14
A. Fiscal Agent	14
B. Subgrants and Contracts	14
Part 8: Performance	15
A. Board Performance Targets	15
Part 9: Training and Services	15
A. Individual Training Accounts.....	15
B. ITA Limitations	15
Part 10: Apprenticeship	16
A. Registered Apprenticeship Programs	16
B. ApprenticeshipTexas	16
Part 11: Public Comment	16
Appendix: Texas Workforce Investment Council Requirements	18
Local Board Plan Requirements	18
Requirement for Workforce Systemwide Alignment.....	18
Demonstrating Local Alignment with Texas’ Workforce System Strategic Plan.....	18
Directions for Demonstrating Alignment with the Texas Workforce System Strategic Plan.....	19
System Goals and Objectives	19
1. Employers Goal – Delivery of Relevant Education and Training Programs	19
2. Learners Goal – Expansion of Work-Based Learning and Apprenticeship	20
3. Partners Goal – Alignment to Support Career Pathways	20
4. Policy and Planning Goal – Relevant Data Sets	20
Strategic Opportunities	21
Strategic Opportunity 1 – Employer Engagement	21
Strategic Opportunity 2 – Improving Outcomes for Texans with Barriers to Employment	21
Strategic Opportunity 3 – Use of Data to Support Investment Decisions	22

Board Plan Development Guidelines

The Board Plan development guidelines include the minimum plan requirements; however, Boards are encouraged to provide additional information about the following:

- Board initiatives, which may include local, Texas Workforce Commission (TWC), or federal grants
- Collaborative efforts to achieve the Board vision and mission
- Success stories

Boards must ensure that each element is fully addressed. Boards may not use statements such as “See Section 1.B.”

Boards are encouraged to provide specific references to the state plans mentioned in WD Letter 11-24 to demonstrate how their efforts complement the larger context of workforce development in Texas and contribute to the achievement of shared goals.

Each Board must submit its plan as a continuous document without separate document attachments.

Send inquiries regarding these guidelines to Board.Plans@twc.texas.gov.

Part 1: Board Vision and Strategies

A. Vision and Goals

References: WIOA §108(b)(1)(E); 20 CFR §679.560(a)(5)

Each Board must include a description of the Board’s strategic vision to support regional economic growth and economic self-sufficiency. The description must contain:

- goals for preparing an educated and skilled workforce, including the provision of early education services and services for youth and individuals with barriers to employment as defined by WIOA §3(24); and
- goals relating to the performance accountability measures based on the performance indicators described in WIOA §116(b)(2)(A).

Minimum Plan Requirements:

- A description of the strategic vision to support regional economic growth and self-sufficiency
- Goals for preparing an educated and skilled workforce, including the provision of:
 - early education services;
 - services for youth; and
 - services for individuals with barriers to employment.

- Goals relating to the performance accountability measures based on the performance indicators described in WIOA §116(b)(2)(A)

B. Board Strategies

References: WIOA §108(b)(1)(F); 20 CFR §679.560(a)(6));

Boards must provide a description of their strategies to work with the partners that carry out Adult Education and Literacy (AEL) and Vocational Rehabilitation (VR) activities to align the resources available to the local workforce development area (workforce area) to achieve the Boards' vision and goals.

Minimum Plan Requirements:

A description of the Board's strategies to work with the entities carrying out AEL and VR to align:

- resources available to achieve vision and goals

Core programs:

- Adult Education and Literacy activities
- Vocational Rehabilitation services

C. High-Performing Board

References: WIOA §108(b)(18); 20 CFR §679.560(b)(17)

Boards must include a description of the actions each Board will take toward becoming or remaining a high-performing Board, consistent with the factors developed by the Texas Workforce Investment Council (TWIC).

Minimum Plan Requirements:

- Actions a Board will take to become or remain a high-performing Board

Part 2. Economic and Workforce Analysis

A. Regional Economic and Employment Needs Analysis

References: WIOA §108(b)(1)(A); 20 CFR §679.560(a)(1); WIOA §108(b)(1)(B); 20 CFR §679.560(a)(2); WD Letter 24-20, Change 1

Boards must include a regional analysis of the following:

- Economic conditions, including existing and emerging in-demand industry sectors, in-demand occupations, and target occupations
- Employment needs of employers, including the knowledge and skills needed to meet such employment needs, within in-demand industry sectors, in-demand occupations, and target occupations

Minimum Plan Requirements:

An analysis of the economic conditions that includes the following:

- Existing in-demand industry sectors
- Emerging in-demand industry sectors
- Existing in-demand occupations
- Emerging in-demand occupations
- Target occupations

A description of employer employment needs, including the knowledge and skills needed to meet such employer's needs, within the following:

- Existing in-demand industry sectors
- Emerging in-demand industry sectors
- Existing in-demand occupations
- Emerging in-demand occupations
- Target occupations

The Board must include its In-Demand Industries List, In-Demand Occupations List, and Target Occupations List

Note: As appropriate, a workforce area may use an existing analysis, if it provides a current and accurate description of the regional economy.

B. Labor Force Analysis and Trends

References: WIOA §108(b)(1)(C); 20 CFR §679.560(a)(3)

Boards must include an analysis of the regional workforce, including:

- current labor force employment and unemployment data;
- information on labor market trends; and
- the educational and skill levels of the workforce, including individuals with barriers to employment.

Minimum Plan Requirements:

An analysis of the regional workforce, including the following:

- Employment data
- Unemployment data
- Labor market trends
- Educational and skill levels
- Individuals with barriers to employment

C. Workforce Development Analysis

References: WIOA §108(b)(1)(D); 20 CFR §679.560(a)(4)

Boards must include an analysis of:

- workforce development activities in the region, including education and training;
- the strengths and weaknesses of the Board’s workforce development activities;
- the effectiveness of the Board’s programs and services;
- the Board’s capacity to provide workforce development activities to address;
 - the identified education and skills needs of the workforce; and
 - the employment needs of employers.

Minimum Plan Requirements:

An analysis of workforce development activities in the region, including the following:

- General workforce development activities
- Education activities, including Early Childhood Education (ECE) and K–12
- Training activities
- Strengths and weaknesses of activities
- Effectiveness of programs and services
- The Board’s capacity to provide workforce development activities
- Individuals with barriers to employment
- Employment needs of employers

Part 3: Core Programs

A. Workforce Development System

References: WIOA §108(b)(2); 20 CFR §679.560(b)(1)

Boards must describe how the local workforce development system will work with entities carrying out core and required partner programs to support alignment to aid in the provision of services that support the strategies identified in TWC’s WIOA Combined State Plan.

Minimum Plan Requirements:

- A description of the local workforce development system will work with entities carrying out core and required partner programs to support alignment.

Note: The plan must describe how the Board’s system will work with the entities carrying out the core programs. **The following checklist is for reference only.**

Core programs:

- Youth workforce investment activities
- Adult employment and training activities
- Dislocated worker employment and training activities
- Adult education and literacy activities
- Employment services
- Vocational rehabilitation services

Required programs (if operated in the Board Area)

- WIOA Adult, Dislocated Worker, and Youth programs
- Wagner-Peyser Employment Service program
- Unemployment Insurance (UI) programs
- Reemployment Services and Eligibility Assessment (RESEA) program
- Choices, the Temporary Assistance for Needy Families (TANF) employment and training program
- Supplemental Nutrition Assistance program (SNAP)
- Child Care Services
- Adult Education and Literacy (AEL) programs
- Trade Adjustment Assistance (TAA) programs
- Vocational Rehabilitation programs
- National Dislocated Worker Grant (NDWG) program
- Apprenticeship programs
- Career and Technical Education programs authorized under the Carl D. Perkins Career and Technical Education Act of 2006, as amended by the Strengthening Career and Technical Education for the 21st Century Act (Perkins V) (20 USC §2301, et seq.)
- Veteran employment and training programs—Local Veterans Employment Representatives (LVER)
- Job Corp programs
- Native American programs
- US Department of Housing and Urban Development programs
- Employment and training activities carried out under the Community Services Block Grant Act
- Reintegration of Offenders programs
- Migrant and Seasonal Farmworker programs
- Senior Community Service Employment Program

B. Core Programs—Expand Access, Facilitate Development, and Improve Access

References: WIOA §108(b)(3); 20 CFR §679.560(b)(2)

Each Board must include a description of how the Board will work with entities carrying out core programs to:

- expand access to employment, training, education, and support services for eligible

individuals, particularly eligible individuals with barriers to employment;

- facilitate the development of career pathways and coenrollment, as appropriate, in core programs; and
- improve access to activities that lead to a recognized postsecondary credential (such as an industry-recognized certificate or certification) that is portable and stackable.

Minimum Plan Requirements:

A description of how the Board will work with entities that facilitate core programs to do the following:

- Expand access to employment training, education, and support services for the following:
 - Eligible individuals
 - Eligible individuals with barriers to employment
- Facilitate development of career pathways and coenrollment in core programs
- Improve access to activities that lead to a recognized postsecondary credential (such as an industry-recognized certificate or certification) that is portable and stackable

Core programs:

- Youth workforce investment activities
- Adult employment and training activities
- Dislocated worker employment and training activities
- Adult education and literacy activities
- Employment services
- Vocational rehabilitation services

Part 4: One-Stop Service Delivery

A. One-Stop Service Delivery System

References: WIOA §108(b)(6); 20 CFR §679.560(b)(5)

Each Board must include a description of its workforce area’s one-stop delivery system, including explanations of the following:

- How the Board will ensure the continuous improvement of eligible providers and how providers will meet the employment needs of local employers, workers, and job seekers
- How the Board will facilitate access to services provided through the one-stop delivery system, including to remote areas, using technology and other means
- How entities within the one-stop delivery system, including Boards, contracted service

providers, and one-stop partners, will comply with WIOA §188 (related to Non-Discrimination), if applicable, and with applicable provisions of the Americans with Disabilities Act of 1990 regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals who have disabilities.

- The roles and resource contributions of the one-stop partners

Minimum Plan Requirements:

A description of the one-stop delivery system, including explanations of the following:

- How the Board will ensure continuous improvement of eligible providers
- How providers will meet the employment needs of employers, workers, and job seekers
- How the Board will use technology and other means to facilitate access to services, including referrals to VR and AEL services and access to remote areas
- Compliance with non-discrimination provisions consistent with WIOA §188 and Americans with Disabilities Act of 1990
- Roles and resource contributions of the one-stop partners

B. Employer Engagement, Economic Development, and Unemployment Insurance Program Coordination

References: WIOA §108(b)(4); 20 CFR §679.560(b)(3); WIOA §108(b)(5); 20 CFR §679.560(b)(4)

Boards must include a description of the strategies and services that will be used in the workforce area to:

- facilitate the engagement of employers, including small employers and employers in in-demand industry sectors, in-demand occupations, and target occupations, in workforce development programs;
- support a local workforce development system that meets the needs of businesses in the workforce area;
- coordinate workforce investment activities with regional economic development activities that are carried out in the local workforce area;
- promote entrepreneurial-skills training and microenterprise services; and
- strengthen the linkage between the one-stop delivery system and unemployment insurance programs.

Note: This may include the implementation of initiatives such as incumbent worker training programs, on-the-job training programs, customized training programs, industry and sector strategies, career pathways initiatives, the use of effective business intermediaries, and other business services and strategies that are designed to meet the needs of regional employers. These initiatives must support the strategy described above.

Minimum Plan Requirements:

A description of strategies and services to:

- Facilitate the engagement of employers in workforce development programs, including small employers and employers of in-demand industry sectors and occupations
- Support a local workforce development system that meets needs of businesses
- Better coordinate workforce development and economic development activities
- Promote entrepreneurial-skills training
- Promote microenterprise services
- Strengthen the links between one-stop and unemployment insurance

C. Coordination of Wagner-Peyser Services

References: WIOA §108(b)(12); 20 CFR §679.560(b)(11)

Boards must include a description of the strategies that are used to maximize coordination, improve service delivery, and avoid the duplication of Wagner-Peyser Act services and other services that are provided through the one-stop delivery system.

Minimum Plan Requirements:

A description of the strategies that are used to:

- Maximize coordination
- Improve service delivery
- Avoid duplication of Wagner-Peyser Act services and other services that are provided through the one-stop delivery system

D. Integrated, Technology-Enabled Intake and Case Management

References: WIOA §108(b)(21); 20 CFR §679.560(b)(20)

Boards must include a description of how one-stop centers are implementing and transitioning to WorkinTexas.com for the programs that are carried out under WIOA and by one-stop partners.

Minimum Plan Requirements:

A description of the following:

- How one-stop centers are implementing and transitioning to WorkinTexas.com for programs carried out under WIOA and one-stop partners

E. Third Party Partnership in SNAP Employment and Training Programs

Reference: Supplemental Nutrition Assistance Program Employment and Training Third-Party Partnership Guide

The Texas Health and Human Services Commission has directed TWC to expand the use of SNAP E&T Third Party Partnerships (TPP) throughout the state, with a goal of implementing TPP in all workforce areas by Federal Fiscal Year 2029. Boards must provide an assurance that they are planning for the expansion of TPP and must describe any planned or completed steps toward implementation.

Minimum Plan Requirements:

- An assurance statement that the Board is planning for TPP expansion, including a description of any planned or completed steps.

Part 5: Workforce Investment Activities

A. Rapid Response Activity Coordination

References: WIOA §108(b)(8); 20 CFR §679.560(b)(7)

Each Board must include a description of how the Board will coordinate workforce investment activities that are carried out in the workforce area with the statewide rapid response activities described in WIOA §134(a)(2)(A).

Minimum Plan Requirements:

- A description of how the Board will coordinate local workforce investment activities with statewide rapid response activities described in WIOA §134(a)(2)(A).

B. Youth Activities and Services

References: WIOA §108(b)(9); 20 CFR §679.560(b)(8)

Boards must include a description and assessment of the type and availability of workforce investment activities for youth in the workforce area, including activities for youth with disabilities. This description must include an identification of successful models of such activities.

Minimum Plan Requirements:

A description and assessment of the type and availability of workforce investment activities for:

- youth;
- youth with disabilities; and

the identification of:

- successful models of such activities.

C. Coordination with Secondary and Postsecondary Education Programs

References: WIOA §108(b)(10); 20 CFR §679.560(b)(9)

Boards must include a description of how the Board will coordinate workforce investment activities with relevant secondary and postsecondary education programs and activities to coordinate strategies, enhance services, and avoid the duplication of services.

Minimum Plan Requirements:

A description of how the Board will:

- coordinate its workforce investment activities with relevant secondary and postsecondary education programs and activities; and
- coordinate strategies, enhance services, and avoid duplication of services.

D. Child Care and Early Learning

References: 40 TAC §809.12

Boards must include a description of how the Board is strategically managing child care and early learning within the workforce system to enhance school readiness and strengthen and support the child care industry.

Efforts include:

- coordinating with employers, economic development programs, and other industry leaders to increase the awareness and importance of early learning as a workforce and economic development tool;
- supporting improved school readiness through higher-quality child care, including through the Texas Rising Star program and partnership opportunities; and
- supporting the needs of the child care industry, such as by providing assistance with business development or shared services, or by providing opportunities to support professional growth and career pathways for early education.

Minimum Plan Requirements:

A description of how the Board will:

- incorporate and coordinate the design and management of the delivery of child care services with the delivery of other workforce employment, job training, and educational services;
- maximize the delivery and availability of safe and stable child care services that assist

families seeking to become independent from, or who are at risk of becoming dependent on, public assistance while parents are either working or attending a job training or educational program;

- use strategies for contracted slot agreements, including any local priorities and how the contracted slot agreements help increase access to high-quality care for targeted communities;
- develop and implement strategic quality improvement goals to enhance school readiness; and
- strengthen and support the child care industry

E. Transportation and Other Support Services

References: WIOA §108(b)(11); 20 CFR §679.560(b)(10)

Each Board must include a description of how the Board will provide transportation, including public transportation, and other appropriate support services in the workforce area in coordination with WIOA Title I workforce investment activities.

Minimum Plan Requirements:

A description of how the Board will provide:

- transportation, including public transportation; and
- other support services

F. Coordination of Adult Education and Literacy

References: WIOA §108(b)(13); 20 CFR §679.560(b)(12); WD 18-23, Change 2

Boards must include a description of how the Board will coordinate WIOA Title I workforce investment activities with AEL activities under WIOA Title II. Boards must also include the process used to review the local applications submitted under Title II, as consistent with WIOA §§107(d)(11)(A) and (B)(i) and WIOA §232.

Minimum Plan Requirements:

A description of:

- how the Board will coordinate WIOA Title I workforce investment activities with AEL activities under WIOA Title II, including the process used to review local applications submitted under WIOA Title II; and
- the local application review process.

Part 6: Adult and Dislocated Workers

A. Adult and Dislocated Worker Employment and Training

References: WIOA §108(b)(7); 20 CFR §679.560(b)(6)

Boards must include a description and assessment of the type and availability of adult and dislocated worker employment and training activities in the workforce area.

Minimum Plan Requirements:

- A description and assessment of the type and availability of adult, dislocated worker employment and training activities
- A list of assessment instruments (tools) used for adults and dislocated workers

B. Service Priority

References: 20 CFR §679.560(b)(21)

Boards must include the Board policy to ensure that priority for adult individualized career services and training services will be given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient, as consistent with WIOA §134(c)(3)(E) and 20CFR §680.600, along with veterans and foster youth, according to the priority order outlined in the WIOA Guidelines for Adults, Dislocated Workers, and Youth. Boards must also include a list of any Board-established priority groups, if any.

Minimum Plan Requirements:

A description of the Board policy to ensure priority for adult individualized career services and training services will be given to the following:

- Recipients of public assistance
- Other low-income individuals
- Individuals who are basic skills deficient
- Veterans
- Foster youth
- List of Board priority groups (if any)

Part 7: Fiscal Agent, Grants, and Contracts

A. Fiscal Agent

References: WIOA §108(b)(15); 20 CFR §679.560(b)(14)

Boards must identify the entity responsible for the disbursement of grant funds described in WIOA §107(d)(12)(B)(i)(III), as determined by the CEOs or the governor under WIOA §107(d)(12)(B)(i).

Minimum Plan Requirements:

- The entity responsible for disbursement of grant funds

B. Subgrants and Contracts

References: WIOA §108(b)(16); 20 CFR §679.560(b)(15)

Boards must include a description of the competitive process that will be used to award the subgrants and contracts for WIOA Title I activities.

Minimum Plan Requirements:

- A description of the competitive process used to award subgrants and contracts

Part 8: Performance

A. Board Performance Targets

References: WIOA §108(b)(17); 20 CFR §679.560(b)(16)

Boards must include a description of the local levels of performance that were negotiated with TWC and the CEOs, consistent with WIOA §116(c), that will be used to measure the performance of the workforce area and for measuring the performance of the local fiscal agent (where appropriate), eligible providers under WIOA Title I subtitle B, and the one-stop delivery system in the workforce area.

Minimum Plan Requirements:

A description of local levels of performance to be used to measure performance of:

- the workforce area; and
- local fiscal agent (when appropriate)

Part 9: Training and Services

A. Individual Training Accounts

References: WIOA §108(b)(19); 20 CFR §679.560(b)(18)

Boards must include a description of how the training services outlined in WIOA §134 will be provided through the use of individual training accounts (ITAs), including if the Board will use contracts for training services, how the use of such contracts will be coordinated with the use of ITAs under that chapter, and how the Board will ensure informed customer choice in the selection of training programs, regardless of how the training services are provided.

Minimum Plan Requirements:

A description of the following:

- How training services will be provided using ITAs in accordance with WD Letter 14-19, Change 2
- How contracts for training services will be coordinated (if contracts are used)
- How the Board will ensure informed customer choice

B. ITA Limitations

References: 20 CFR §663.420; WD Letter 14-19, Change 2

Boards may impose limits on the duration and amount of ITAs, of which such limitations must be described in the Board Plan. If the state or Board chooses to impose limitations, such limitations must not be implemented in a manner that undermines the WIOA requirement that training services are provided in a manner that maximizes customer choice in the selection of an Eligible Training Provider. Exceptions to ITA limitations may be provided for individual cases and must be described in Board policies.

Minimum Plan Requirements:

- Identify whether the Board imposed ITA limits
- Provide a description of the limitations, if applicable
- Provide a description detailing how customer training services selection is continuously maximized despite ITA limitations
- Provide a description of any exceptions to ITA limitations and the process for requesting an exception

Part 10: Apprenticeship

A. Registered Apprenticeship Programs

Each Board must include a description of how the Board will encourage Registered Apprenticeship programs within its workforce area to register with the Eligible Training Provider System to receive WIOA funding.

Minimum Plan Requirements:

- A description of how the Board will encourage Registered Apprenticeship programs to register with the Eligible Training Provider System to receive WIOA funding

B. Apprenticeship Texas

Each Board must include a description of the Board’s strategy and commitment to support Apprenticeship Texas efforts across the state, as applicable.

Minimum Plan Requirements:

- A description of the Board’s strategy and commitment to support Apprenticeship Texas.

Part 11: Public Comment

References: WIOA §108(d); 20 CFR §679.550(b) and §679.560(b) and (e)

Boards must provide a description of the public comment process, including:

- making copies of the proposed local plan available to the public through electronic and other means, such as public hearings and local news media;
- an opportunity for comment by members of the public, including representatives of

business, labor organizations, and education;

- providing at least a 15-day, but no more than a 30-day period for comment on the plan before its submission to TWC, beginning on the date that the proposed plan is made available, before its submission to TWC.

Minimum Plan Requirements:

- Describe the public comment period process
- Provide any comments received; or a statement that no public comments were received

Appendix: Texas Workforce Investment Council Requirements

Local Board Plan Requirements

for Alignment to the Texas Workforce System Strategic Plan

Requirement for Workforce Systemwide Alignment

State law requires local workforce development boards (local board) to adopt a plan that “sets broad goals and objectives for all workforce development programs in the local area consistent with statewide goals, objectives, and performance standards,”¹ as outlined in the workforce system strategic plan, [*Accelerating Alignment: Texas Workforce System Strategic Plan for Fiscal Years 2024-2031*](#).

The Texas Workforce Investment Council (Council) reviews each board plan to ensure that local goals and objectives are consistent with the workforce system strategic plan. Under state law and the Workforce Innovation and Opportunity Act, the Council is charged with recommending the local board plans to the Governor for consideration and approval.

Demonstrating Local Alignment with Texas’ Workforce System Strategic Plan

The local board planning process highlights the importance and interdependence of the constituents and partners of the Texas workforce system. Local boards oversee the delivery of workforce programs and services and are essential in both the development and implementation of system goals and objectives in the system strategic plan. The planning requirements help local boards inform the Council of innovative practices and articulate how local plans translate the workforce system strategic plan into local action that moves the system forward.

Local board responses apprise the Council—and, with the Council’s recommendation, the Governor—of system alignment, including program implementation, strategic initiatives, and innovative practices. All 28 boards will be represented in the briefing for the approval of the local plans and subsequent Council recommendation to the Governor for consideration for approval in the spring of 2025. Board responses may be included in the Council briefing materials verbatim.

Board response cover the three strategic opportunities and four system goals in *Accelerating Alignment: Texas Workforce System Strategic Plan for Fiscal Years 2024-2031* that focus system partners on the Council’s mission to produce an agile and resilient workforce. Building on a foundation of continuous innovation and increased collaboration, the system plan calls for accelerated engagement around three strategic opportunities: engagement of employers, improving outcomes for Texans with barriers, and use of data to support investment decisions. Each of these envisions a desirable future state for Texas and lays out essential actions to be implemented that support system goals and stronger outcomes across the Texas workforce system.

The system goals drive accelerated action by system partners in service to Texas employers, learners, partners, and those with policy and planning responsibilities, as follows:

- Employers System Goal: Accelerate the delivery of relevant education and training programs to meet the demand of employers.

- Learners System Goal: Accelerate the expansion of and access to work-based skill and knowledge acquisition to respond to the needs of learners.
- Partners System Goal: Accelerate the development and use of models to support and build system partners' capacity, responsiveness, continuous improvement, and decision-making.
- Policy and Planning Goal: Accelerate the availability of relevant workforce, education, and other data sets and the use of applied analytics to evaluate program outcomes to respond to the needs of policy makers and planners.

(Texas Government Code Sec. 2308.304, Local Plan.).

Directions for Demonstrating Alignment with the Texas Workforce System Strategic Plan

Local board plan responses must demonstrate alignment with the workforce system plan and, therefore, require both summary information and citations to the strategies and initiatives that advance progress towards the workforce system goals in [Accelerating Alignment: Texas Workforce System Strategic Plan for Fiscal Years 2024-2031](#). Please refer to the workforce system plan for definitions of specific terms.

1. Provide a summary describing how the processes, activities, or initiatives in the local board plan align with the specific system goal and objective and each strategic opportunity. Response guidelines are provided.
2. Accurately cite the referenced information in the local board plan by providing the corresponding page number(s) in the plan.

System Goals and Objectives

1. Employers Goal – Delivery of Relevant Education and Training Programs

Describe local board activities, initiatives, or processes that accelerate the delivery of relevant education and training programs to meet employers' needs, specifically by increasing:

- upskilling and reskilling programs that address employers' needs for middle skill workers,
- adult learners transitioning to employment through integrated education and training programs, and
- attainment of short-term credentials in programs aligned with high-demand occupations.

Response should address the following:

- the institution and/or expansion of upskilling and reskilling programs to meet employers' needs for middle-skill workers,
- the identification and delivery of programs, including with adult education and literacy providers, that support attainment of short-term credentials, industry-based certifications, and licenses,
- populations that require supportive services to improve program completion, certification or attainment of short-term credentials, and employment, and

- data used to track reskilling and upskilling program enrollments and outcomes, including program completions, attainment of short-term credentials and industry-based certifications or licenses, and employment directly related to the credential, license, or certification.
-

2. Learners Goal – Expansion of Work-Based Learning and Apprenticeship

Describe local board activities, initiatives, or processes that are expanding work-based experiences, including apprenticeship, to accelerate skills and knowledge acquisition that improves system outcomes for learners.

Response should address the following:

- work-based learning opportunities with system stakeholders as a pre-employment strategy for youth and adults, including those requiring supportive services and resources,
 - the expansion of the employer network participating in and sponsoring work-based learning opportunities, including registered and industry-recognized apprenticeship programs, and
 - partnerships that address regular engagement with employers and system stakeholders, including collaboration with a Regional Convener for the Tri-Agency Texas Regional Pathways Network and input on the quality of existing apprenticeship programs and development of new programs.
-

3. Partners Goal – Alignment to Support Career Pathways

Describe local board activities, initiatives, or processes to build the board’s capacity, responsiveness, continuous improvement, and decision-making to:

- support the identification of credentials of value, and
- streamline and clarify existing career pathways and models to increase alignment between secondary and postsecondary technical programs.

Response should address the following:

- system stakeholders’ input to assess the alignment and articulation of secondary and postsecondary technical programs supporting career pathways; and
 - collaboration with secondary and postsecondary institutions to engage employers to identify credentials of value that respond to local labor market needs, including postsecondary technical sub-baccalaureate credit and non-credit credentials, industry-based certifications, apprenticeship certificates, and licenses; and
 - processes to continuously improve career pathways.
-

4. Policy and Planning Goal – Relevant Data Sets

Describe local board activities, initiatives, or processes that support the availability and coordination of relevant workforce, education, and employment data to evaluate program outcomes to respond to the needs of policy makers and planners to:

- expand high-quality childcare availability,
- identify and quantify quality outcomes, including industry-based certification data, and
- enhance wage records.

Response should address the following:

- engagement with childcare providers and employers to establish on-site or near-site, high quality childcare facilities and expand Texas Rising Star certifications,
- collaboration with employers to identify enhanced employment and earnings data to gain deeper insight into program outcomes, and
- how the board and its system partners identify, evaluate, and implement ways to streamline and improve timeliness and completeness of data matching and sharing, specifically with industry-based certification attainment, to evaluate program effectiveness and outcomes.

Strategic Opportunities

Accelerating Alignment: Texas Workforce System Strategic Plan for Fiscal Years 2024-2031 envisions a collaborative workforce system capable of accelerating the delivery of workforce programs, services, and initiatives to meet the needs of a thriving economy. The strategic opportunities focus system partners on three critical success factors that will lead to broad achievement of the system plan goals and objectives. Review each strategic opportunity and provide the information requested.

Strategic Opportunity 1 – Employer Engagement

Describe how the local board coordinates with its stakeholders to gain insight into the needs of employers and minimize “asks” that burden employers.

Response should address the following:

- coordination efforts that gain more insight from employers, including participation in the Tri- Agency Texas Regional Pathways Network, if applicable, and
- reducing the number of regional system partners individually making requests of employers.

Strategic Opportunity 2 – Improving Outcomes for Texans with Barriers to Employment

Describe how the local board engages Texans with diverse needs — including those with disabilities, foster youth, sex-trafficking victims, incarcerated juveniles and adults, and opportunity youth — by designing programs that address their needs, maximize outcomes, and improve career opportunities.

Response should address the following:

- models, initiatives, programs, or processes that effectively engage these populations; and
- promising practices in supportive services models and outcomes that consistently demonstrate success.

Strategic Opportunity 3 – Use of Data to Support Investment Decisions

Describe how the local board uses data and evidence to identify and target strategic investments to improve system performance.

Response should address the following:

- evidence-based practices and data to strategically implement and fund initiatives; and
 - programs that have successfully demonstrated previous program participant credential attainment and employment.
-