



# EVALUATION 2009

*Accomplishments and Outcomes of the Texas Workforce Development System  
and Final Report on Destination 2010*





# Texas Workforce Investment Council

January 2010

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Dear Fellow Texan:

The Texas Workforce Investment Council (Council) is pleased to present the *Evaluation 2009* report on the Texas workforce development system (system). Approved unanimously at the Council's December 2, 2009 meeting, it includes the Council's final evaluation report for *Destination 2010* – documenting significant accomplishments by system partners over the last six years.

State statutes require that the Council report annually on:

- ▶ workforce system and program performance based on the Formal and Less Formal measures approved by the Governor in 2003;
- ▶ implementation of action plans by partner agencies as directed by the Council's System Integration Technical Advisory Committee;
- ▶ adult basic education and literacy activities and achievements; and
- ▶ local board activities and alignment with the system strategic plan.

This report is a unique compilation and analysis of system performance and achievements. Through the delivery of over 20 workforce education and training programs, state and local system partners served over 5.2 million individuals in the last reporting year, and over 29 million since 2004. This year, over 448,000 completed a degree, certificate or other measure of educational achievement, while over 1.2 million individuals entered employment and over 1.1 million retained employment.

Significantly, this report found that:

- ▶ significant progress was made toward achieving the 22 long term objectives contained in *Destination 2010*;
- ▶ system partners continued to improve programs and align them with goals articulated in the plan; and
- ▶ over the six-year plan period, system programs generally showed positive performance trends.

To date, Texas has shown comparative strength during the national economic downturn; however, performance shifts were noted for programs associated with negative economic conditions. We expect to see the effects of the economic downturn and the influx of federal stimulus funds in future reporting cycles and will monitor trends closely as we begin to execute the new workforce system strategic plan, *Advancing Texas*.

I commend this report to you.

Sincerely,

Wes Jurey, Chair



# Evaluation 2009

Accomplishments and Outcomes of the Texas Workforce Development System  
and Final Report on *Destination 2010*

Texas Workforce Investment Council  
December 2009



## OVERVIEW

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The Texas Workforce Investment Council (Council) was created in 1993 by the 73<sup>rd</sup> Texas Legislature. As an advisory body to the Governor and the Legislature, the Council is charged with promoting the development of a well-educated and highly skilled workforce for Texas, and assisting with strategic planning for and evaluation of the state's workforce development system. As part of that responsibility, the Council annually reports to the Governor and the Legislature on the degree to which the system is achieving state and local workforce goals and objectives. This is the final evaluation report for the FY 2004-FY 2009 system strategic plan cycle.

Texas' workforce system is comprised of the workforce programs, services and initiatives administered by eight state agencies, 28 local workforce development boards, independent school districts, community and technical colleges and local adult education providers. System partners are responsible for a wide range of programs and services that focus on education, workforce education and workforce training.

This is a vital role given how critical the number, skills and education levels of workers are to the continued strength of Texas' economy. In a time of nationwide economic turmoil, the state's economy has fared better in comparison to other states, yet continued to slow in late 2008 through 2009. However, for the fourth year in a row, CEOs ranked Texas the top state for job growth and business development.<sup>1</sup> Additionally, Texas dominated the 'Best Cities for Jobs' rankings<sup>2</sup>, including garnering the top five in the big city category, as well as 12 of the top 30 across the big, mid-sized and small cities listings.

### ***Destination 2010***

In September 2003, the Council completed a two-year planning process, culminating with the development of the integrated strategic plan for the state's workforce system. Entitled *Destination 2010: FY2004-FY2009 Strategic Plan for the Texas Workforce Development System (Destination 2010)*, the strategic plan was approved by the Governor on October 15, 2003.

In accordance with Texas Government Code §2308.104(a)-(f), the plan established a framework for budgeting and operation of the Texas workforce system. It has been modified in the form of annual updates to indicate accomplishments and milestones achieved, as well as other applicable changes to the Strategic Action Plans (SAPs).

Presented in Attachment 1, *Destination 2010's* System Strategy Map provided an integrated view of key plan components by:

- ▶ identifying Mission, Critical Success Factors, Long Term Objectives (LTOs) and SAPs;
- ▶ organizing LTOs and SAPs into logically related Key Performance Areas; and
- ▶ demonstrating the strategic linkages between the organization's preferred future state (i.e., Vision and Mission), its current situation and the primary objectives and actions it would take to be successful.

### **System Integration Technical Advisory Committee**

In December 2003, the Council's System Integration Technical Advisory Committee (SITAC) convened to begin implementation of the SAPs that incorporated the 22 LTOs necessary for attainment of the vision for Texas' workforce system. As the Council committee charged with implementation of *Destination 2010*, SITAC was authorized to create and deploy cross-agency teams to attain integrated solutions to issues associated with implementation of LTOs.

*Destination 2010* was a very ambitious plan, requiring system partners to work collaboratively on critical workforce issues facing Texas. SITAC was a new vehicle created to bring together executive

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<sup>1</sup> *Chief Executive Magazine* (January/February 2009).

<sup>2</sup> *Forbes.com* (April 14, 2009).

leadership from all system partner agencies and the local workforce board association. Much of the progress made since 2004 is directly attributable to the buy-in, support and work undertaken by SITAC members, system partners and their representatives. Working individually and together to implement the LTOs in *Destination 2010*, through SITAC's leadership, agencies developed and implemented changes that improved coordination, accountability and access to programs and services.

These collaborative efforts led to substantial implementation of *Destination 2010's* 22 LTOs. Progress has been made in many areas, including:

- ▶ Texas Work Explorer Portal;
- ▶ employer use of and satisfaction with system products and services;
- ▶ Governor's industry cluster initiative; and
- ▶ adult basic education.

## **Summative Outcomes**

The Council's *Evaluation 2009* report is the summative evaluation of the *Destination 2010* strategic plan cycle. As such, it includes analysis of system performance based on the Formal and Less Formal measures approved by the Governor, as well as local workforce board and adult education activities and partner progress in implementing *Destination 2010*. Final versions of all 22 Action Plans are included in Attachment 2.

Seven Critical Business Issues, with 15 associated Critical Success Factors and 22 programmatic and system LTOs, were addressed during the six-year plan cycle. Those critical issues were grouped into three Key Performance Areas, i.e.:

- ▶ System Processes, Integration and Infrastructure
- ▶ Customers
- ▶ System Capacity Building

As noted above, significant progress was made with regard to system goals under the direction of SITAC.

Programmatic goals addressed improved usage and satisfaction levels for several targeted customer groups – employers as well as current and future workers, including offenders and individuals with disabilities.

Progress continues to be made as system partners strive to implement a more integrated strategy for service design and delivery. Systemic changes, by nature, are difficult given the different federal and state legislative and regulatory requirements associated with the myriad of funding sources available to system partners. In addition, the economic downturn experienced at the end of the plan cycle affected the needs of both employers and program participants, and will continue to do so as work begins under the new system strategic plan.

However, increased communication, data sharing and joint planning efforts brought about improvements across system partners and programs and will serve as a platform for continued improvements.

## **Addressing Critical Business Issues**

Critical Business Issues are those with system-wide implications that are expected to have a direct impact on achievement of strategic goals or key performance areas. Significant progress was made with regard to the issues identified during development of *Destination 2010*.

<b>... collaborative problem solving</b>	Under SITAC's leadership, system partners worked individually and together to implement <i>Destination 2010's</i> LTOs. By placing a high priority on collaborative efforts, the partners leveraged opportunities in order to successfully accomplish the majority of the plan objectives and to build relationships and processes that will insure additional progress in the future.
<b>... integrated technology gateway</b>	All system partners provide ongoing support for the Texas Work Explorer Portal website. Developed as a web information gateway, the portal is a key information resource that provides an identity for the workforce system. It offers users seamless navigation by linking to program and content information accessible on system partner's existing primary or wholly supported websites.
<b>... increased employer confidence in system products and service</b>	During the development of <i>Destination 2010</i> , employers were recognized as a primary customer of the workforce system. Employer confidence in system products and services increased over the life of the plan, as evidenced through increased use of the system and performance improvements reported for programs.
<b>... target populations as employment assets</b>	<i>Destination 2010</i> specifically identified offenders and individuals with disabilities as populations that must be considered in the pool of potential employees required by employers. Performance outcomes for programs serving both adult and youth offenders, as well as the disabled, marked improvements during the period 2004-2009.
<b>... strategic alliances and innovative approaches to service delivery</b>	By enhancing strategic alliances, system partners were able to facilitate more diverse and innovative collaboration relative to the identification, development and delivery of programs and services. The Governor's industry cluster initiative, announced in October 2004, created increased awareness of regional workforce and economic conditions and informed state level policy action, helping to maximize use of limited resources in order to stimulate growth.
<b>... workforce, economic development and education collaboration</b>	Collaboration between workforce, economic development and education increased over the plan period. System partners worked together to identify employer needs and made strides with regard to designing programs and services that were both more effective and available on a more timely basis.

## The Future

As noted throughout this report, partner work in several areas addressed under *Destination 2010* (e.g., employer use and satisfaction, adult basic education and literacy, program and policy alignment) will continue or expand during the new strategic plan cycle. SITAC members were involved in development of the new plan and will continue to play a vital leadership role, working to develop and implement changes that further improve coordination, accountability and access to programs and services.

On October 23, 2009, the Governor approved *Advancing Texas: Strategic Plan for the Texas Workforce System (FY2010 – FY2015)*. Building on the systems approach to workforce planning first incorporated into *Destination 2010*, the new plan will serve as the blueprint for Texas' workforce system over the next six years.

## Destination 2010 Achievements

The following table denotes for all 22 plan components: Key Performance Area, Critical Business Issue, LTO and target, summative outcome, and final data and initial data received, where appropriate, to demonstrate change over the plan period.

## Destination 2010 Achievements

### Key Performance Area: System Processes, Integration and Infrastructure

Objective / Target	Summative Outcome
<b>Critical Business Issue: Increasing importance of collaborative problem solving by system partners.</b>	
The Council Chair creates, enables and implements Council Advisory Committee that deploys cross agency teams to ensure system collaboration and integration. Committee will be appointed by Q1/04 and will resolve a subset of at least 3 cross system issues by Q4/07. [SI1.0]	SITAC convened in December 2003; priority areas addressed included: <ul style="list-style-type: none"> <li>▶ Texas Work Explorer Portal</li> <li>▶ Adult Basic Education</li> <li>▶ Employer use and satisfaction projects</li> </ul>
<b>Critical Business Issue: Need to develop an integrated technology gateway to communicate with customers.</b>	
All system partners and associated workforce service providers will participate in the scope and development of a system-wide universal information gateway (portal) designed to provide a consistent and universal framework for all system customers and provider information on system projects, services and solutions. System providers and customers will achieve uniform utilization by Q2/08. [SI2.0]	Texas Work Explorer Portal: <ul style="list-style-type: none"> <li>▶ online in 2005</li> <li>▶ relocated to TexasOnline in April 2007</li> <li>▶ accessible at <a href="http://www.texasworkexplorer.com">http://www.texasworkexplorer.com</a></li> </ul>

### Key Performance Area: System Capacity Building

Objective / Target	Summative Outcome
<b>Critical Business Issue: Enhance strategic alliances to facilitate more diverse and innovative collaboration relative to the identification, development and delivery of programs and services.</b>	
Achieve job growth increases of 18% from 2000 to 2010. [SC1.0]	Jobs Created FY 2004-FY 2009: <ul style="list-style-type: none"> <li>▶ Skills Development Fund: 29,898</li> <li>▶ Self-Sufficiency Fund: 10,983</li> </ul>
Develop, approve, fund and implement a strategic alliance business model that targets a minimum of three strategic industry clusters by Q1/06. These alliances are targeted to industries that hold long term strategic relevance to the State. [SC2.0]	Governor launched a long term, strategic job creation plan in October 2004 that focused on building six industry clusters to increase Texas' competitiveness in the global economy. Following an initial cluster evaluation in 2005, the Governor's Competitiveness Council released a second evaluation in 2008.
<b>Critical Business Issue: Need to increase collaboration between workforce, economic development and education.</b>	
Expand existing program or create a new program that enables employers to directly, readily and accountably access funds for new hire or incumbent worker training by Q2/05. [SC3.0]	Skills Development Fund – Total dollars awarded FY 2004 – FY 2009: \$99,869,639
Design and implement a methodology and system for identifying and assessing employer needs with the first complete assessment and recommendations delivered by Q1/05. [SC4.0]	Initiated in 2007, seven agency projects focused on the identification of employer needs and satisfaction to increase the number of employers using products and services. Each agency project customizes the strategies and targeted outcomes for the different agency.
Develop system to review workforce education programs and make recommendations to revise or retire them as appropriate to the current and future workforce needs identified in coordination with employers. This system capacity will be operational by 2008. [SC5.0]	To help ensure that program offerings meet the needs of current and future employers, work will continue under new plan.
Increase the awareness, access rates, participation, and relevance of services to small and mid-size businesses throughout the State. The results of these efforts will achieve an increase in usage (to be determined) of system products, services, and solutions by a date to be specified. [SC6.0]	Initiated in 2007, five agency projects focused on program improvement through implementing customized strategies and targeted outcomes on the use of employer and employment data.

## Key Performance Area: Customers

Objective / Target <sup>3</sup>	Summative Outcome, with final data and 2004 data, where appropriate
<b>Critical Business Issue: Increase employer confidence in the system products and services.</b>	
Increase system-wide, the number of employers using system products and services, by a percentage growth rate to be determined, by Q4/09. [CU1.0]	<ul style="list-style-type: none"> <li>▶ Employers Served 2004: 37,240</li> <li>▶ Employers Served 2009: 148,351</li> <li>▶ Change 2004-2009: 298.36%</li> </ul>
Employer Customer Satisfaction level will achieve a 0.1 increase biennially in the combined satisfactory and above satisfactory categories in the Council's System Employer Survey. [CU2.0]	Statewide surveys were administered in 2004, 2006 and 2008 with over 2,400 respondents each. The 2006 survey measured employer satisfaction at 4.6 on a 6 point scale. In 2007, seven agency projects focusing on identification of employer needs and program satisfaction were implemented.
Increase the percentage of adult education students completing the level enrolled from 39% to 46% by Q4/09. [CU3.0]	41.05% (39.99%)
Increase the percentage of adult education students receiving a high school diploma or Certificate of Equivalency (GED) from 56.7% to 59% by Q4/09. [CU3.1]	88.57% (50.39%)
Increase job placements as a result of SCSEP mature worker programs and services to 40% by Q4/PY09. [CU3.2]	39.48% (19.43%)
Increase academic and future workplace success of youth by increasing the HS graduation and/or certification (GED) rates from 95.5% to 96.2% by Q4/09. [CU3.3]	89.54% (95.50%)
Reduce the percentage of student dropouts from public schools between grades 7 and 12 to 2.8% by Q4/09. [CU3.4] <sup>4</sup>	2.24% (2.57%)
Increase the percentage of exiting secondary students pursuing academic and/or workforce education to 56% by Q4/09. [CU3.5]	57.96% (53.02%)
Increase Texas higher education participation rate to 5.5% by Q4/09. [CU3.6]	5.44% (5.16%)
Increase the number of certificates, associate's and bachelor's awarded to 165,000 by Q4/09. [CU3.7] <sup>5</sup>	153,819 (112,453)
Sustain job placements for students exiting postsecondary programs at a total annual rate of 85% or greater. [CU3.8] <ul style="list-style-type: none"> <li>▶ Community and Technical College – Academic</li> <li>▶ Community and Technical College – Technical</li> </ul>	<ul style="list-style-type: none"> <li>89.23% (90.66%)</li> <li>86.67% (89.56%)</li> </ul>
Decrease number of TANF recipients cycling on and off TANF to 44% by Q4/09. [CU3.9]	33.85% (43.68%)
<b>Critical Business Issue: Recognize and treat youth and adult offender populations as employment assets.</b>	
Establish a standard for job placement for adult and youthful offenders prior to release by Q4/04. <ul style="list-style-type: none"> <li>▶ Increase the percentage of adult offenders placed in jobs prior to release by 5% per year (from actual rate of previous year) to Q4/09.</li> <li>▶ Increase constructive activity rate (placements and other positive outcomes) for youthful offenders by 5% per year (from actual rate of previous year) to Q4/09. [CU4.0]</li> </ul>	<ul style="list-style-type: none"> <li>3.51% (0.99%)</li> <li>59.62% (51.31%)</li> </ul>
<b>Critical Business Issue: Recognize and treat persons with disabilities as employment assets.</b>	
Increase by 2% per year (from actual rate of previous year), the percentage of persons receiving vocational rehabilitation services from HHSC who remain employed after exiting the program. [CU5.0]	85.90% (82.74%)

<sup>3</sup> LTOs and targets originally established for Destination 2010, or revised in an annual update, and approved by the Governor.

<sup>4</sup> Data received for the 2007 reporting cycle was used to set the benchmark.

<sup>5</sup> Final data includes 18,036 associate's and bachelor's degrees awarded by independent institutions.



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## EVALUATION AND FRAMEWORK

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### Required Evaluation

The Texas Workforce Investment Council (Council) was created in 1993 by the 73<sup>rd</sup> Texas Legislature. As an advisory body to the Governor and the Legislature, the Council is charged with promoting the development of a well-educated and highly skilled workforce for the State of Texas, and assisting with strategic planning for and evaluation of Texas' workforce development system. The 19-member Council includes representatives from business, labor, education and community-based organizations.

The Council is required by Chapter 2308, Texas Government Code, to monitor the state's workforce development system. As part of that responsibility, the Council annually reports to the Governor and the Legislature on the degree to which the system is achieving state and local workforce goals and objectives. This is the final evaluation report for the current system strategic plan cycle.

State statutes require that four components be addressed in the system evaluation report:

- ▶ Formal and Less Formal performance measures
- ▶ Implementation of *Destination 2010: FY2004-FY2009 Strategic Plan for the Texas Workforce Development System (Destination 2010)*
- ▶ Adult education action and achievements
- ▶ Local workforce development board activities and alignment

The strategic plan – *Destination 2010* – and other Council reports are posted on the Council's website at:

<http://governor.state.tx.us/twic/work/>

### Texas Workforce Development System

The Texas workforce development system is comprised of a number of workforce programs, services and initiatives administered by eight state agencies, local workforce development boards, independent school districts, community and technical colleges and local adult education providers. System partners include:

- ▶ Economic Development and Tourism (EDT)
- ▶ Texas Association of Workforce Boards
- ▶ Texas Department of Criminal Justice (TDCJ)
- ▶ Texas Education Agency (TEA)
- ▶ Texas Health and Human Services Commission (HHSC)
- ▶ Texas Higher Education Coordinating Board (THECB)
- ▶ Texas Veterans Commission (TVC)
- ▶ Texas Workforce Commission (TWC)
- ▶ Texas Youth Commission (TYC)

System partners are responsible for the delivery of 25 programs and services focused on education, workforce education and workforce training for three participant groups: adults, adults with barriers and youth. The Council collects and disseminates funding information and performance data on 20 workforce programs, as well as five academic education programs at the secondary and postsecondary levels. Information and data from these five programs assists in understanding the scope and effort of program delivery through high schools and community and technical colleges, and these entities' efforts to prepare students to transition to further education or enter the workforce.

## Background

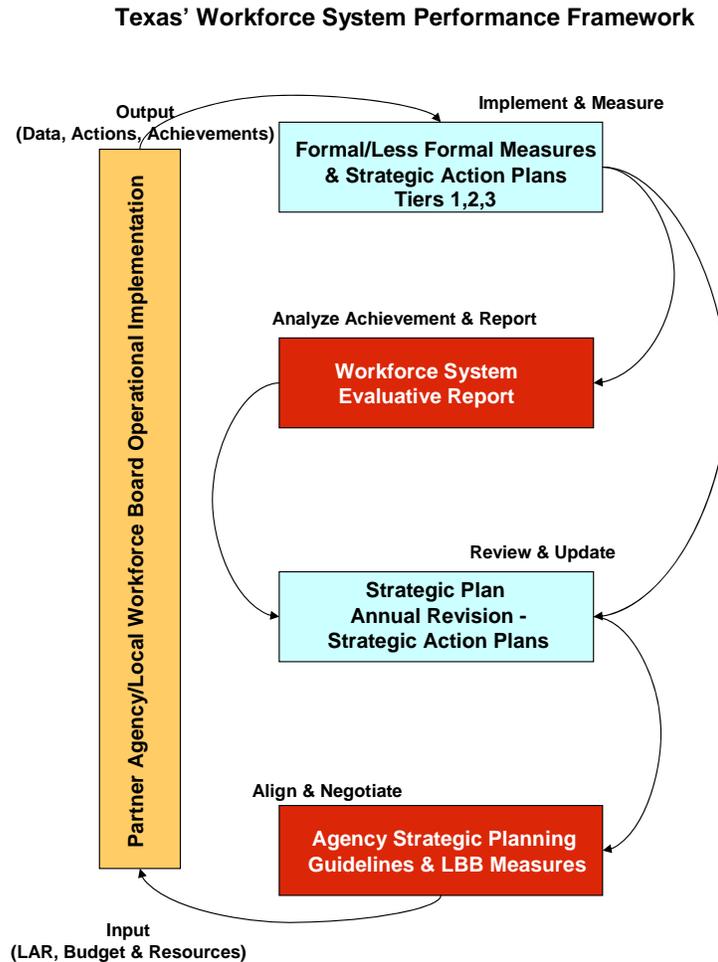
In FY 2004, in conjunction with the development of *Destination 2010*, the Council adopted a three-tier evaluation hierarchy that is one component of a comprehensive system performance framework, illustrated in the graphic below. The framework depicts the inputs, outputs, and planning and evaluative components that form the cycle of planning, evaluation and implementation that the Council engages in with its system partners.

The 'Implement & Measure' box at the top right references the three evaluation tiers, which are comprised of metrics designed to evaluate workforce system performance as well as progress toward achieving the Long Term Objectives (LTOs) identified in the system strategic plan.

- ▶ Evaluation Tiers 1 and 2 consist of Formal and Less Formal measures, respectively, which are presented in the **Report Card Series** and **Less Formal Measures** sections of this report.
- ▶ The third tier consists of Strategic Action Plans (SAPs) and progress milestones toward the LTOs. These achievements are noted in the **System Accomplishments** section.

**Key:**

- Gold = delivery/yields
- Red = formal evaluative actions and course correction
- Blue = planning actions and impacts
- LAR = Legislative Appropriation Request
- LBB = Legislative Budget Board



## Destination 2010

Working with system partners, the Council completed a two-year planning process in September 2003. The result of that process was *Destination 2010: FY2004-FY2009 Strategic Plan for the Texas Workforce Development System (Destination 2010)*. This strategic plan was approved by the Governor on October 15, 2003.

*Destination 2010* was devised on a six-year timeframe to align with the existing Texas Strategic Planning and Performance Budgeting System and the anticipated reauthorization of federal workforce legislation. The plan was modified annually to indicate accomplishments and milestones achieved, and other applicable changes to the SAPs. The plan's System Strategy Map is provided as Attachment 1, while Attachment 2 includes final versions of the plan's 22 SAPs.

## Measures

During the development of *Destination 2010*, performance measures were negotiated with partner agencies and subsequently approved by the Governor in October 2003.

Definitions and methodologies were determined by the Council and its partners during the 2004 biennial agency strategic planning process, in consultation with the Governor's Office of Budget, Planning and Policy and the Legislative Budget Board (LBB). Only the Tier I Formal measures are included in the agency's Legislative Appropriation Request, and may or may not be specified as a Key measure<sup>6</sup>.

There are three tiers of performance measures outlined in *Destination 2010*:

<i>Tier 1 – Formal</i>	System measures are outcome oriented and influenced by system partners. They establish responsibility for end outcomes / outputs that are central to the success of the system. System measures are essentially consistent across workforce programs and consist of the Formal measures found in partner agencies' performance measures for state-based budgeting and reporting.
<i>Tier 2 – Less Formal</i>	Strategy-critical measures are also outcome oriented and influenced by system partners. They establish responsibility for end outcomes / outputs that are central to the system partners' missions. Strategy-critical measures consist of the Less Formal measures, typically one to two per partner agency.
<i>Tier 3 – SAP Specific</i>	Capacity-building measures are process oriented. They establish responsibility for intermediate outcomes that identify and chart achievement of steps and milestones. These measures track progress towards achieving LTOs and workforce system integration through implementation of <i>Destination 2010</i> and annual updates.

## Measures Definitions

- ▶ *Constructive Activity* – Percentage of youth who have been on parole for at least 30 days, and who are employed, and/or attending school, college, GED preparation, vocational or technical training.
- ▶ *Customers Served* – Number of employers and individuals who received system services, including program participation.
- ▶ *Educational Achievement* – Number and percent of all program participants who obtain a degree, other credential of completion, or complete the level enrolled in either a training or educational program.
- ▶ *Educational Participation* – Percentage of the Texas population enrolled in higher education.
- ▶ *Educational Transition* – Percentage of public high school students who graduated in the previous fiscal year and who enrolled in higher education in the next fiscal year.

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<sup>6</sup> Key measures indicate the extent to which an agency is achieving its goals or objectives and consist of outcome, output, efficiency, and explanatory measures referenced in the General Appropriations Act. [LBB, *Performance Measure Reporting: Prior Year Reporting for New Key Measures* (December 2005)]

- ▶ *Employment Retention* – Number and percent of all program participants who retain employment at a specified point after exiting a program.
- ▶ *Entered Employment* – Number and percent of all program participants who secure employment after exiting a program.
- ▶ *Jobs Created* – The number of newly created, non-transient jobs as a direct result of training through the Skills Development Fund and the Self-Sufficiency Fund.
- ▶ *Jobs Retained* – The number of job positions retained as a direct result of training through the Skills Development Fund and the Self-Sufficiency Fund.
- ▶ *Pre-release Placement* – Percentage of offenders released from Texas Department of Criminal Justice facilities into society that were employed prior to release.
- ▶ *Secondary Dropout* – Percentage dropout (annual) for grades 7-12, based on the agency definitions and exclusions.<sup>7</sup>
- ▶ *TANF Recidivism* – Percentage of current adult recipients on Temporary Assistance for Needy Families (TANF) who have returned to TANF cash assistance one or more times within the last five years.

### Programs in the Report Card Series

Adult Education – Workforce Investment Act (WIA II)  
 Adults – WIA I  
 Apprenticeship Chapter 133  
 Blind Services  
 CTC Academic – Community and Technical College  
 CTC Technical – Community and Technical College  
 Dislocated Workers – WIA I  
 Employment Services – Wagner Peyser  
 Perkins Secondary Education – Career and Technical Education  
 Postsecondary – Community and Technical College – TDCJ  
 Project RIO (Re-Integration of Offenders)  
 Rehabilitation Services  
 SCSEP – Senior Community Service Employment Program  
 Secondary Education  
 Secondary Education: Academic – TYC  
 Secondary Education: Technical – TYC  
 Secondary Education: Windham Academic – TDCJ  
 Secondary Education: Windham Technical – TDCJ  
 Self-Sufficiency Fund  
 Skills Development Fund  
 Supplemental Nutrition Assistance Program (SNAP) Employment and Training<sup>8</sup>  
 TAA/NAFTA – Trade Adjustment Assistance/North American Free Trade Act  
 TANF Choices – Temporary Assistance for Needy Families  
 Veterans Employment and Training (E&T)  
 Youth – WIA I

<sup>7</sup> Beginning in 2007, dropout data reported to the Council conforms to the requirements of the National Center for Education Statistics, as required by Senate Bill 186 (78<sup>th</sup> Legislature). Revised/estimated data for prior years was published in the data addendum to the *Evaluation 2007* report. A detailed explanation was provided as an attachment to the *Evaluation 2004* report.

<sup>8</sup> Formerly Food Stamp Employment and Training.

## Issues Identification

System partners operate in a complex, changing economic environment as they strive to provide employers, current workers and future workers with services that are comprehensive, timely and relevant. The growth of high-tech and knowledge-based industries, coupled with efforts to be competitive in today's global economy, increases employers' demand for workers with higher education levels and more technical skill sets. In addition, the state's demographic composition is changing dramatically, with the workforce projected to include larger proportions of women, Hispanics and prime-age (i.e., 25-54 years of age) workers.

The Council is charged with facilitating the development of a systemic, integrated approach to the delivery of programs and services that meet the needs of employers and individuals. In part, this is accomplished through identifying issues and working with system partners to achieve their resolution.

Over the *Destination 2010 plan cycle*, issues directly related to the scope of this report as outlined on page 1 have been included in the annual evaluation report. Since this is the final evaluation report for *Destination 2010* and because there were numerous system issues identified during the 2009 process to develop a new system strategic plan, no new issues will be included in this report. A **Concluding Comments** section includes final remarks on previously identified issues, as well as issues and objectives that have been carried into the new system strategic plan.

In addition to the issues outlined in this report, the Council also identifies and works to address issues related to the state's workforce development system through a variety of other mechanisms, e.g.:

- ▶ *System Integration Technical Advisory Committee (SITAC)* – Established by the Council Chair to oversee implementation of the system strategic plan, *Destination 2010*, SITAC members represent all partner agencies and the Texas Association of Workforce Boards.
- ▶ *Council Strategy Sessions* – Convened in addition to, or in conjunction with, regular Council meetings in order to identify and address systemic issues.
- ▶ *Issue Briefs and Reports* – Produced periodically to address specific workforce issues.
- ▶ *Stakeholder Roundtables* – Conducted periodically to obtain feedback regarding system stakeholder needs and to assess workforce system usage and satisfaction levels.

During the past year, the Council's work has focused on development of the new six-year system strategic plan. All system partners have been actively engaged using the mechanisms outlined above, individual discovery interviews, focused Action Plan development and other processes.

## REPORT CARDS

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### Data

Data for all Formal measures except Customers Served are presented as both an absolute number and as a percentage. All data are from the most recent 12-month reporting period available.

Data are presented and tracked longitudinally. Longitudinal calculations and tracking began with the 2005 report. Each report card includes columns for two rates of change:

- ▶ *Change 2008-2009* – The one-year rate captures the change from the previous year to the current year. Expressed as a percentage, the rate represents the percentage point difference from 2008 to 2009.
- ▶ *Cumulative 2004-2009* – The cumulative rate aggregates the rate of change from 2004 (baseline year) to the current year. Expressed as a percentage, the rate represents the percentage point difference from 2004 to 2009, the duration of *Destination 2010*.

### Data Decisions and Treatment

- ▶ *Agency Negotiation* – During 2004 data definition and methodology negotiations, the Council requested that where federal common definitions were relevant, those definitions be used. The intent was to lessen the differences between the data sets, thereby achieving a higher degree of relatedness and relevance when aggregating data across multiple programs. Collaboration with partner agencies on subsequent reports reinforced the understanding that, to the extent possible, definitions for measures used in this report align to federal common measures.
  - *Program-Level Reporting* – As required by statute, data is presented by program rather than by agency.
  - *Unduplicated Data* – In most cases, data is unduplicated and conforms to the reporting definitions and methodologies agreed to by partner agencies. For example, Educational Achievement data may include duplicate data where a participant has outcomes for both education and training programs. Where known, these instances are noted and addressed in the applicable report card section.
- ▶ *Explanation of Variance* –
  - *5% Variance* – Instances where the value in the Change 2008-2009 column or the Cumulative 2004-2009 column was more than 5%, either positive or negative, are addressed within the appropriate report card section. This reporting is aligned to Legislative Budget Board performance measures reporting requirements.
  - *Base Values* – Significant changes in numerator and/or denominator values from 2008 to 2009, but with no resulting significant rate change, were also reviewed. Such instances are addressed in the respective report card sections.
- ▶ *Rounding Convention* – A rounding convention has been applied to the Formal and Less Formal measures data: .001 to .004 has been rounded down to .00; .005 to .009 has been rounded up to the next highest hundredth. Rounding rules are applied after completion of applicable mathematical operation(s) such as division or subtraction.

## Limitations

- ▶ *Data Ownership* – Some partner agencies process their own data, while others have interagency agreements with other partner agencies for data processing. Raw data are confidential records owned by the applicable agency.
- ▶ *Unemployment Insurance Records* –
  - *Time Lag* – There is a significant delay in receiving and analyzing unemployment insurance (UI) wage records for measuring performance. For example, when looking at six-month retention factors, there is a six-month wait to establish the period of data collection, plus four to five months for employers to submit the data to the Texas Workforce Commission. This lag continues to pose significant challenges regarding timely performance measurement in other states, as well as Texas. It appears that this approximate one-year data lag will be ongoing because of the UI records delay and the time necessary for agencies to process and report the data to the Council.
  - *Coverage* – An unknown number of program exiters obtain jobs that are not covered by the Texas UI system. For example, the self-employed, those who relocate and become employed in another state, and those who live in Texas but are employed across state lines are not reported in the Texas UI database. Such non-coverage issues result in lower levels of documented employment, reflecting negatively when the efficacy of education and training programs is evaluated. Data sets that are more complete may be available in instances where the agency can utilize other databases, such as the Wage Record Interchange System, to identify employment with employers who do not file UI wages in Texas.
- ▶ *Report Card Series* – The Council believes that the report card series is a useful tool to present overall system performance. System evaluation is complex and, although the four Formal measures are appropriate to provide a system snapshot, they should not be viewed in isolation from other factors. It should be noted that agencies and programs have different service populations with unique needs and characteristics, which has a large effect on performance data. Additional limitations of specific significance to a single program are footnoted on the applicable report card.

Aggregate data are presented on the four Formal measures report cards and on the System report card. However, it is important to note that not all data definitions or methodologies are identical, thus the total should be viewed only as a good approximation of overall system performance.

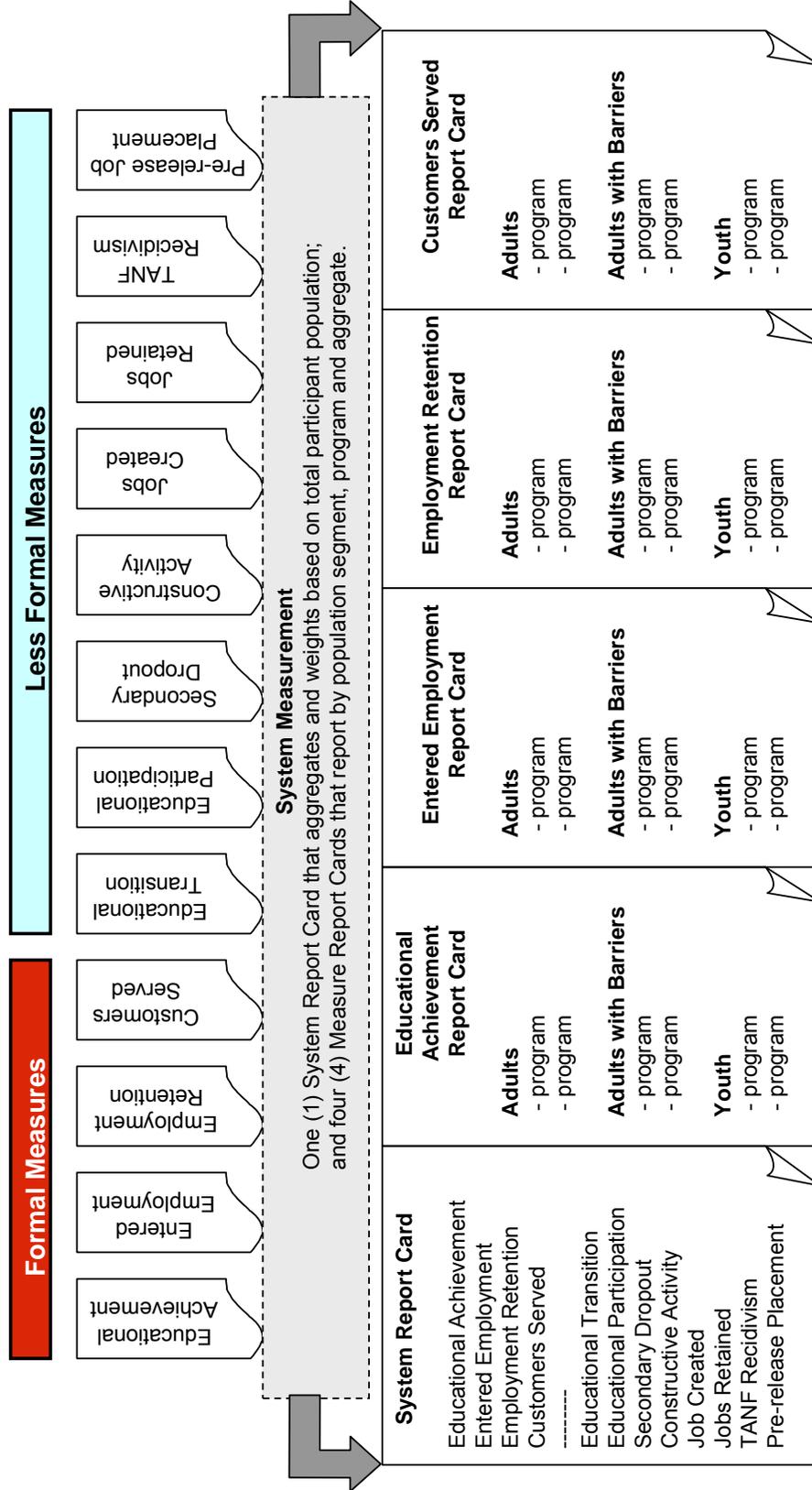
## Structure

System performance is presented in a series of five report cards that contain data reported by partner agencies for the Formal and Less Formal (Tiers 1 and 2) measures. The graphic on page 9 illustrates the relationship of Formal and Less Formal measures to the report card series.

- ▶ *System Report Card* – This report card contains aggregate data for the four Formal measures, with the data sets combined across programs. In addition, it includes data for the eight Less Formal measures. Since Less Formal measures are specific to a single program there is no data aggregation.
- ▶ *Formal Measure Report Cards* – Individual report cards with accompanying analysis are included for each of the four Formal measures. Each of these contains outcome data by program organized into three categories: Adults, Adults with Barriers and Youth. Each program was assigned to one of the three categories in order to establish the greatest level of outcome equivalency and comparability.

All programs included in the Adults with Barriers category had to meet at least one of four criteria as a characteristic of the participant population: economically disadvantaged, educationally disadvantaged, incarcerated or physically impaired and requiring adaptive or rehabilitative services.

# Report Card Structure for Reporting and Evaluating Measures



## REPORT CARD SERIES

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As with the 2004-2008 reports, the System report card shows the performance of Texas' workforce development system and includes totals for each of the four Formal measures that have been aggregated and weighted by the number of program participants. The card also shows the number, percent, where applicable, and two rates of change for the Formal and Less Formal measures.

The System report card contains aggregate data for the four Formal measures, with the data sets combined across programs. In this 2009 report, the change columns reflect the increase or decrease between values in the 2008 report and those calculated for the 2009 report, and the cumulative change from 2004 to 2009. It should be noted that outcome decreases in the change column are positive for some programs. For example, a decrease for the TANF Recidivism indicates that a lower percentage of current adult recipients on Temporary Assistance for Needy Families (TANF) returned to TANF cash assistance within a specified timeframe.

Following the System report card, a report card for each Formal measure is presented and discussed. The next section of the report presents the Less Formal measures by goal, definition, benchmark and data sets.

The Council is required by statute to report program-level data and to provide an overall assessment of implementation of the workforce system strategic plan – *Destination 2010*. As noted in the Limitations section on page 7, the aggregate data presented in the report card series should be viewed as an approximation of overall system performance.

System<sup>9</sup>

<b>2009 Workforce System Report Card</b>				
<b>Formal Measures</b>	<b>Actual</b>	<b>Percent</b>	<b>Change 2008-2009</b>	<b>Cumulative 2004-2009</b>
Educational Achievement <sup>10</sup>	448,581	76.12%	-0.06%	-3.36%
Entered Employment <sup>11</sup>	1,209,134	79.18%	-0.65%	6.57%
Employment Retention <sup>12</sup>	1,133,348	83.21%	-0.81%	2.98%
Customers Served <sup>13</sup>	5,268,340	N/A	9.11%	10.93%
<b>Less Formal Measures</b>				
Educational Transition	146,141	57.96%	1.67%	4.94%
Educational Participation	1,303,497	5.44%	0.23%	0.27%
Secondary Dropout <sup>14</sup>	45,796	2.24%	-0.49%	Not available
Constructive Activity	967	59.62%	1.10%	8.30%
TANF Recidivism	5,514	33.85%	-4.60%	-9.84%
Pre-release Placement	999	3.51%	-5.09%	2.52%
Jobs Created	7,307	N/A	57.07%	7.90%
Jobs Retained	9,882	N/A	-2.16%	-22.28%

The report card series is a useful tool to present overall system performance, but the data presented should be taken in context. Most programs are designed to serve participants that meet specific eligibility criteria and that have unique needs. Accordingly, program objectives and desired outcomes vary, and approved data definitions and methodologies are program-specific. However, integrated service delivery strategies may result in duplication of customer counts across programs. The System report card contains aggregate data for all agencies' applicable programs by measure as noted on the Formal measure report cards. Due to known duplicates that cannot be removed from program-level data, adjustments have been calculated at the System level, with unduplicated data footnoted as applicable.

<sup>9</sup> Percentage point differences reflect revised *Evaluation 2008* data published in the **Data Addendum**.

<sup>10</sup> The aggregate Educational Achievement rate, adjusted to exclude duplicate TWC customers, is 76.04%.

<sup>11</sup> The aggregate Entered Employment rate, adjusted to exclude duplicate TWC customers, is 79.10%.

<sup>12</sup> The aggregate Employment Retention rate, adjusted to exclude duplicate TWC customers, is 83.56%.

<sup>13</sup> The aggregate Customers Served count, adjusted to exclude duplicate TWC customers, is 5,011,394. Project RIO-Youth participants (1,205) were also excluded as they are not included in the report card series.

<sup>14</sup> Beginning in 2007, data submitted by the Texas Education Agency (TEA) conforms to the National Center for Education Statistics (NCES) requirements. While TEA provided estimated data for 2004-2006, it does not conform to NCES requirements; therefore, the cumulative rate of change is not available.

Educational Achievement<sup>15</sup>

## 2009 Educational Achievement Report Card

	Actual	Percent	Change 2008-2009	Cumulative 2004-2009
<b>Adults</b>				
CTC Academic	18,657	26.27%	-1.29%	5.14%
CTC Technical	10,377	23.18%	-0.85%	-0.05%
Apprenticeship Chapter 133	2,951	75.88%	-3.91%	-1.56%
Skills Development Fund <sup>16</sup>	-	-	-	0.80%
Dislocated Workers (WIA I)	1,917	94.62%	0.29%	-1.08%
Adults (WIA I)	6,800	93.55%	-1.13%	-1.44%
<b>Adults Total</b>	<b>40,702</b>	<b>31.56%</b>	<b>-2.50%</b>	<b>-0.09%</b>
<b>Adults with Barriers</b>				
Adult Education (WIA II)	5,370	88.57%	3.44%	38.18%
Self-Sufficiency Fund <sup>17</sup>	-	-	-	1.04%
Postsecondary	2,055	31.15%	-3.51%	3.73%
Secondary Windham Academic	5,067	78.83%	-3.36%	-0.18%
Secondary Windham Technical	5,585	78.30%	-1.73%	4.59%
<b>Adults with Barriers Total</b>	<b>18,077</b>	<b>68.94%</b>	<b>-2.04%</b>	<b>10.80%</b>
<b>Youth</b>				
Perkins Secondary	118,330	88.53%	-2.10%	-3.19%
Secondary Education	269,051	89.54%	0.89%	-5.96%
Youth (WIA I)	3,737	78.48%	1.91%	39.59%
Secondary Academic (TYC)	739	40.54%	-4.39%	-8.31%
<b>Youth Total</b>	<b>391,857</b>	<b>88.91%</b>	<b>0.07%</b>	<b>-4.10%</b>
<b>Total</b>	<b>448,581</b>	<b>76.12%</b>	<b>-0.06%</b>	<b>-3.36%</b>

<sup>15</sup> Percentage point differences reflect revised *Evaluation 2008* data published in the **Data Addendum**. Educational achievement includes participant outcomes for both educational and training programs. Data subsets (duplicates) include Postsecondary. The card total has been adjusted to provide an unduplicated count.

<sup>16</sup> 2009 data is not available. TWC reported that they are developing a more effective data collection/reporting system that will capture the attainment of industry-recognized credentials for the Skills Development and Self-Sufficiency programs. The 2004-2008 change rate is published in the Cumulative 2004-2009 column.

<sup>17</sup> 2009 data is not available. The 2004-2008 change rate is published in the Cumulative 2004-2009 column.

## Educational Achievement Analysis

### ***Educational Achievement –***

*number and percent of all program participants who obtain a degree, other credential of completion, or complete the level enrolled in either a training or educational program.*

The data sets in the Educational Achievement report card are from those system programs and services that have the acquisition of knowledge and skills as a significant, intended outcome for participants. Data limitations other than those general limitations, such as time-lag of UI wage matching, are contained within the card footnotes.

### ***Data***

#### ***Adults***

The data range for Adults is from 23.18% for Community and Technical College (CTC) Technical programs to 94.62% for Dislocated Workers (WIA I). Of the six programs, only Dislocated Workers (WIA I) reported an increase (0.29%) this year. However, CTC Academic had the largest five-year increase, rising 5.14% since 2004. Three of the programs reported performance of greater than 75% with a segment total of 31.56%. This represents an annual decrease of 2.50% for the group, while overall performance fell 0.09% from 2004.

Community and technical college data for both Academic and Technical programs are based on a starting cohort and total awards earned within a six-year period. The data sets include certificates, associate and higher degrees. While this data reflects the success of a specific cohort across time, it does not indicate the educational success of students in a 12-month period as measured by the awarding of certificates<sup>18</sup> or associate degrees. In academic year 2008, 59,239 community and technical college credentials were awarded, representing an increase of 18.32% since 2004. This number is more than double the completions, or graduation rate, reported this year under the longitudinal definition. For this reason, the Council continues to request 12-month credential data from the Texas Higher Education Coordinating Board (THECB) in order to provide a more complete representation of educational achievement in Texas' community and technical colleges.

#### ***Adults with Barriers***

The data range for Adults with Barriers is from 31.15% for Postsecondary to 88.57% for Adult Education (WIA II). With the exception of Postsecondary, a program that deals with incarcerated adults, the other programs in this group reported rates of over 78%. An overall decrease of 2.04% was noted for the group, which had a five-year increase of 10.80%.

None of the five programs in the segment had performance that exceeded the 5% variance range, with three posting decreases from 2008 and one for the five-year period.

Only Adult Education (WIA II) improved (3.44%) from 2008, also marking a five-year gain of 38.18%. Absolute numbers reported for the program increased significantly in 2006. At that time, the Texas Education Agency (TEA) attributed the change to increased verification through the new management information system, as well as intensive professional development for GED teachers.

#### ***Youth***

Youth data includes four programs. The data range for this population is from 40.54% for Secondary Academic (TYC) to 89.54% for Secondary Education. In the Youth segment, 391,857 individuals achieved educational outcomes, a slight increase (0.07%) from 2008, but a 4.10% decrease from 2004.

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<sup>18</sup> Certificates – Includes (1) Level One (15-42 semester credit hours), (2) Level Two (43-59 semester credit hours) and (3) Level Three, or Enhanced Skills (6-15 semester credit hours and attached to an applied associate degree). [THECB, *Guidelines for Instructional Programs in Workforce Education – GIPWE 2008* (October 2008)]

Of the four programs, positive changes were reported for two, with the Youth (WIA I) program posting the largest gain (1.91%). Performance for the program increased for the third consecutive year, with a gain of 39.59% from 2004. However, this year 3,737 of 4,762 participants had a positive outcome, down from 4,194 of 5,478 in 2008. Last year, TWC reported that local boards were placing customers in programs that granted certificates recognized by local employers, but that were not necessarily extensively transferrable or nationally recognized. The agency had clarified that only nationally recognized certificates would be eligible for inclusion in this measure.<sup>19</sup>

#### *Total*

The absolute number of individuals with an educational achievement outcome (numerator) increased from 442,378 in 2008 to 448,581 this year. Of the 15 programs, only five had absolute increases, with a notable change reported for Secondary Education, up 11,394.

Of the 589,334 program participants, 448,581 (76.12%) achieved an educational outcome, a slight decrease from 2008 (-0.06%). Over the five-year period, performance declined 3.36%. Postsecondary completion numbers of 2,055 in the Adults with Barriers segment were subtracted from the aggregate of all programs to achieve the unduplicated performance total and percent.

#### *Additional Data*

The following data sets were provided by partner agencies so that a more comprehensive picture of educational achievement could be presented, thereby providing important contextual information.

- ▶ Career Schools and Colleges awarded 64,983 degrees and certificates, an increase of 4.99% from the prior year. This includes certificates reported by TWC (54,989) as well as certificates and degrees reported by THECB. THECB noted that a rule change now requires reporting from all institutions that have authority to offer degrees in Texas. With more career schools and for-profit institutions reporting this year, the number of certificates and degrees increased from 7,230 last year to 9,994. Bachelor's degrees are now reported and included in the THECB figures, with the 9,994 total including 5,516 certificates, 4,016 associate's degrees and 462 bachelor's degrees.
- ▶ Of Windham Secondary enrollments, 41.23% completed the level enrolled, an increase of 0.77% from the previous year and 7.01% for the five-year period.
- ▶ Through the Windham School District, an additional 2,379 persons were enrolled in postsecondary academic and workforce training through a federal Youthful Offender Grant. Of the enrollees, 1,585 (66.62%) gained a certificate or degree, including short course completions. The Texas Department of Criminal Justice reported that the percentage reduction (-10.34%) was largely due to more enrollments in the program's expansion at the San Saba Unit. Although few offenders have graduated from this program to date, the number of certificates and degrees is expected to increase during the next fiscal year.
- ▶ Of the 434,147 enrollments in Secondary Education and Secondary Career and Technical Education<sup>20</sup>, 177,858 were in Tech Prep<sup>21</sup>. This represents an increase (13.55%) from the previous year and a five-year increase of 20.35%. TEA reported that the increase of 21,226 students participating in Tech Prep programs during 2008-2009 was likely due to a stronger emphasis on college readiness and the opportunity for students participating in such programs to earn college credit while in high school.
- ▶ Adult Education students completed the level enrolled at a rate of 41.05%, up slightly from last year's rate of 40.28%, the lowest rate since 2004. However, the number of enrolled adults who were assessed and had 12 hours<sup>22</sup> of class time decreased for the fourth consecutive year, falling from 109,801 last year to 100,248 (-8.70%). This represents a five-year decline of 18.38%. TEA reports that the U.S. Department of Education implemented new assessment standards this year, requiring a minimum of 60 hours of instruction before reassessing the student's level. With the resulting increase

<sup>19</sup> TWC, *Technical Assistance Bulletin 179* (June 25, 2008).

<sup>20</sup> This number represents the combined number served for these two programs.

<sup>21</sup> Tech Prep – a comprehensive and articulated program that offers students the opportunity to study in a career program in high school and either gain credit or experience which will assist them in their transition to higher education.

<sup>22</sup> Minimum number of hours for inclusion in federal reporting.

in service intensity, the number of contact hours per student is gradually rising while the number served declines.

- ▶ THECB reported the awarding of 76,544 bachelor's degrees by public institutions, up 3.18% from the previous year and 22.70% for the five-year period.
- ▶ In addition to outcomes for publicly supported institutions, THECB reported the awarding of 398 associate and 17,638 bachelor's degrees by independent institutions.

Entered Employment<sup>23</sup>

<b>2009 Entered Employment Report Card</b>				
	<b>Actual</b>	<b>Percent</b>	<b>Change 2008-2009</b>	<b>Cumulative 2004-2009</b>
<b>Adults</b>				
CTC Academic	18,423	89.23%	0.29%	-1.43%
CTC Technical	26,018	86.67%	0.80%	-2.88%
Skills Development Fund	3,559	96.11%	-0.05%	1.45%
TAA/NAFTA	1,297	85.44%	0.80%	6.68%
Veterans E&T	54,524	76.66%	-1.66%	6.92%
Employment Services	901,134	79.88%	-0.66%	7.12%
Dislocated Workers (WIA I)	5,386	87.25%	-0.60%	-2.18%
Adults (WIA I)	14,845	84.12%	-1.12%	-7.25%
<b>Adults Total</b>	<b>1,025,186</b>	<b>80.16%</b>	<b>-0.74%</b>	<b>6.46%</b>
<b>Adults with Barriers</b>				
Blind Services	1,326	70.16%	0.56%	-4.84%
Rehabilitation Services	11,924	56.91%	-1.12%	21.14%
Adult Education (WIA II)	844	66.20%	0.20%	15.55%
SNAP E&T	18,136	84.34%	3.45%	13.05%
Project RIO	23,114	73.18%	-1.67%	6.58%
Self-Sufficiency Fund	849	83.65%	-10.45%	1.24%
SCSEP	184	39.48%	-2.52%	20.05%
TANF Choices	26,305	84.74%	-0.36%	4.92%
<b>Adults with Barriers Total</b>	<b>82,682</b>	<b>75.35%</b>	<b>-1.16%</b>	<b>13.85%</b>
<b>Youth</b>				
Perkins Secondary	94,721	73.06%	-0.32%	-3.12%
Youth (WIA I)	6,545	74.06%	1.76%	21.94%
<b>Youth Total</b>	<b>101,266</b>	<b>73.13%</b>	<b>-0.18%</b>	<b>0.13%</b>
<b>Total</b>	<b>1,209,134</b>	<b>79.18%</b>	<b>-0.65%</b>	<b>6.57%</b>

<sup>23</sup> Percentage point differences reflect revised *Evaluation 2008* data published in the **Data Addendum**.

## Entered Employment Analysis

### **Entered Employment –**

*number and percent of all program participants who secure employment after exiting a program.*

The data sets in the Entered Employment report card are from those workforce development system programs and services that have the acquisition of employment as a significant, intended outcome for participants. Data limitations other than those general limitations, such as time-lag of UI wage matching, are contained within the card footnotes.

### **Data**

#### *Adults*

The data range for Adults is from 76.66% for Veterans E&T to 96.11% for the Skills Development Fund. Six of the eight programs reported performance of over 84%. An annual decrease less than one percent was noted for this group, with a five-year increase of 6.46%.

Overall, there was little fluctuation from 2008, with the greatest degree of change reported for Veterans E&T. While the percentage of participants entering employment decreased (-1.66%) from 2008, the program posted the second largest five-year increase (6.92%). The absolute number of individuals served increased significantly, with 54,524 of 71,128 entering employment, compared to 50,887 of 64,978 last year. These increases may be partly attributable to the Texas Veterans Commission's (TVC) proactive approach, as concentrated efforts have been made to contact and provide services to veterans who may not have initially requested TVC services. In addition, use of the Wage Record Interchange System and Federal Employment Data Exchange System databases to identify employment with employers who do not file UI wages in Texas may have contributed to increases from 2006 to present.

Two Texas Workforce Commission (TWC) programs also posted significant cumulative gains:

- ▶ *Employment Services* – By far the state's largest workforce program, the Employment Services program had the most significant five-year gain (7.12%).
- ▶ *TAA/NAFTA* – The number of clients served by this program is directly related to trade-related layoffs. Effects of the recent economic downturn will likely be evidenced in future reporting cycles; however, the five-year change rate for this program was 6.68%. Although a small program, TAA/NAFTA posted an 85.44% entered employment rate this year with 1,297 of 1,518 participants placed.

#### *Adults with Barriers*

The data range for this group is from 39.48% for Senior Community Service Employment Program (SCSEP) to 84.74% for TANF Choices. Of the eight programs, five reported entered employment rates of 70% or higher. Overall performance decreased slightly (-1.16%) from 2008, while the five-year change rate was 13.85%.

Three programs had a positive change from 2008, with the largest reported for SNAP E&T (3.45%) which had a five-year gain of 13.05%. The largest decrease was reported for the Self-Sufficiency Fund, which decreased 10.45% since 2008, but rose 1.24% since 2004. TWC attributes the decrease to a policy change requiring applicants to exhaust all qualified referrals on the TANF Choices caseload in their areas before using SSF funds to serve other eligible individuals.<sup>24</sup>

Seven of the eight programs had positive five-year increases, including three with gains of more than 15%:

- ▶ *Rehabilitation Services* – The largest five-year increase (21.14%) was reported for this program. Both the number entering employment (numerator) and number served (denominator) declined

<sup>24</sup> TWC website (revised August 26, 2008).

significantly since 2004, when they were 19,669 and 54,980 respectively. Both figures have risen slightly since 2007 with 11,924 of 20,951 entering employment this year. The Health and Human Services Commission's Division of Rehabilitative Services (DRS) previously noted that the denominator change may be attributable to multiple factors: (1) consistent with federal guidelines from the Rehabilitative Services Administration, DRS has taken substantive steps to reduce caseloads since baseline data was reported in 2004; and (2) the number of both successful and unsuccessful case closures has declined. The decline in the number of unsuccessful plan closures is due to counselors' response to DRS initiatives to enhance the quality of up-front planning and eligibility determinations.

- ▶ *SCSEP* – Although performance declined this year (-2.52%), SCSEP had a five-year gain of 20.05%. This is a small program, with 184 of 466 participants entering employment this year. Last year, TWC indicated that FY 2008 figures represented the first complete data set for the agency's new grant contractor, noting that the new contractor had been able to achieve better performance outcomes than the former contractor.
- ▶ *Adult Education (WIA II)* – Since 2004, performance for this program has risen 15.55%, with 844 of 1,275 individuals entering employment this year, the highest numbers reported over the six-year plan period. Last year, the Texas Education Agency (TEA) reported that professional development efforts might have attributed to an increased focus on participant goal setting and goal attainment. It should be noted that in 2008 TEA corrected the calculation methodology for this measure in response to advice from the U.S. Department of Education.

Performance for the Blind Services program declined 4.84% since 2004. Although the absolute numbers remained stable over the six-year plan period, the highest percentage entering employment was in 2004 (75.00%), falling to 69.60% in 2008 and 70.16% this year.

#### *Youth*

For the two programs, entered employment outcomes ranged from 73.06% for Perkins Secondary (Career Technical Education) to 74.06% for Youth (WIA I). Performance decreased 0.18% from 2008, but rose 0.13% over the five-year period.

Performance for the Youth (WIA I) program increased 1.76%, with a five-year rise of 21.94%. TWC has worked to align the program with the federal vision for youth programs, focusing more on out of school youth.

#### *Total*

Of the 1,527,124 program participants, 1,209,134 (79.18%) entered employment. This represents a decrease of 0.65% from 2008, but a five-year increase of 6.57%. Twelve of 18 programs showed increases for the five-year period, including double-digit percentage increases for five programs: Rehabilitation Services (21.14%), Youth (WIA I, 21.94%), SCSEP (20.05%), Adult Education (WIA II, 15.55%) and SNAP E&T (13.05%).

The absolute number of individuals served and the number entering employment rose in 2009. The number of customers served (denominator) was 1,527,124, up from 1,498,077 the previous year. The number entering employment (numerator) rose slightly from 1,195,939 in 2008 to 1,209,134, with eight of 18 programs reporting absolute increases.

As noted in the **Report Cards** section, there is a delay in receiving and analyzing unemployment insurance (UI) wage records for measuring performance such as entered employment. While the programs have differing reporting cycles, many of those evidencing negative changes this year reflect performance for mid to late 2008. The effects of the recent economic downturn should continue to be a significant factor in future reporting cycles.

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Employment Retention<sup>25</sup>

## 2009 Employment Retention Report Card

<b>Adults</b>	<b>Actual</b>	<b>Percent</b>	<b>Change 2008-2009</b>	<b>Cumulative 2004-2009</b>
CTC Academic	12,254	86.98%	0.20%	4.74%
CTC Technical	22,267	92.04%	0.28%	3.82%
Skills Development Fund	18,244	93.19%	2.64%	8.71%
TAA/NAFTA	1,674	92.59%	0.15%	4.61%
Veterans E&T	58,691	86.61%	-0.27%	5.18%
Employment Services	846,711	83.25%	-0.79%	2.80%
Dislocated Workers (WIA I)	6,193	89.94%	-0.72%	1.95%
Adults (WIA I)	23,759	85.08%	-3.93%	0.63%
<b>Adults Total</b>	<b>989,793</b>	<b>83.93%</b>	<b>-0.67%</b>	<b>3.09%</b>
<b>Adults with Barriers</b>				
Blind Services	659	86.71%	-0.42%	1.44%
Rehabilitation Services	8,079	85.90%	-0.93%	3.16%
Adult Education (WIA II)	3,306	68.16%	-0.37%	-5.44%
SNAP E&T	14,975	76.15%	0.44%	7.32%
Project RIO	14,027	65.16%	0.43%	-8.34%
Self-Sufficiency Fund	1,486	83.06%	-1.59%	22.42%
TANF Choices	18,760	75.13%	-0.55%	2.80%
<b>Adults with Barriers Total</b>	<b>61,292</b>	<b>73.88%</b>	<b>-0.31%</b>	<b>-0.34%</b>
<b>Youth</b>				
Perkins Secondary	82,263	82.50%	-2.77%	5.60%
<b>Youth Total</b>	<b>82,263</b>	<b>82.50%</b>	<b>-2.77%</b>	<b>5.60%</b>
<b>Total</b>	<b>1,133,348</b>	<b>83.21%</b>	<b>-0.81%</b>	<b>2.98%</b>

<sup>25</sup> Percentage point differences reflect revised *Evaluation 2008* data published in the **Data Addendum**.

## Employment Retention Analysis

### ***Employment Retention –***

*number and percent of all program participants who retain employment at a specified point after exiting a program.*

As with Entered Employment, the data sets in the Employment Retention report card are from those workforce system programs and services that have the acquisition and maintenance of employment as a significant, intended outcome for participants. Data limitations other than those general limitations, such as time-lag of UI wage matching, are contained within the card footnotes.

### ***Data***

#### ***Adults***

The data range for employment retention for Adults is from 83.25% for Employment Services to 93.19% for the Skills Development Fund (SDF). There was minimal performance variation for individual programs in 2009, with the largest percentage changes attributed to the Adults (WIA I, -3.93%) and SDF (2.64%).

For the group, retention fell 0.67% in 2009, but rose 3.09% from 2004. Of the eight programs, four had increases this year. For the five-year period, retention rose for all eight, with the SDF having the largest increase (8.71%), followed by Veterans E&T (5.18%).

In terms of absolute numbers, the number retaining employment fell from 1,003,046 in 2008 to 989,793 this year. The largest shifts were reported for Employment Services, down 28,868, and SDF, up 8,472.

#### ***Adults with Barriers***

The data range for Adults with Barriers is from 65.16% for Project RIO to 86.71% for Blind Services, with five of seven programs reporting retention of over 75%. An annual decrease of 0.31% was noted for the group, with a five-year decline of 0.34%.

For the Rehabilitation Services retention measure, the population served (denominator) declined from 15,924 in 2004 to 9,046 in 2008, then rose to 9,405 this year. Similarly, the number retaining employment (numerator) which was 13,175 in 2004 and 7,855 last year, rising to 8,079 in 2009. Although the retention rate fell slightly this year (-0.93%), it was up 3.16% over the five-year period.

The Health and Human Services Commission (HHSC) previously reported making significant changes to the Rehabilitation Services program since baseline data was reported in 2004. With agreement from the federal Rehabilitation Services Administration, the Division of Rehabilitative Services has focused its efforts on serving individuals with more significant disabilities who require additional time and funding assistance to become and remain employed. Caseload sizes have been reduced to allow counselors the opportunity to provide higher quality services and work more closely with consumers. Last year, HHSC reported that the FY 2008 numbers reflected a baseline that positions the agency for increased success and future growth.

SNAP E&T's 76.15% retention rate was the highest for the program during the six-year plan cycle. The number retaining employment has increased greatly since 2004, with the highest levels in 2008 (14,988) and this year (14,975). Performance rose 7.32% over the five-year period.

The Self-Sufficiency Fund (SSF) had the largest one-year change, declining 1.59% from last year. Despite that, it was the only program across all categories with a double-digit increase (22.42%) for the five-year period. However, both the number retaining employment (numerator) and number served (denominator) have fallen since posting highs in 2007. In 2008, the Texas Workforce Commission (TWC) reported a policy change limiting grants to those willing to exhaust the TANF/Choices applicant pool.

While 2008 to 2009 data comparisons for the Project RIO program indicated a minor increase of 0.43%, there was a five-year decline of 8.34%. TWC previously reported that in September 2003 the tracking

system for local boards to enter Project RIO client information changed from a mainframe system to The Workforce Information System of Texas (TWIST), thereby ensuring a high degree of accuracy for data capture and reporting. The absolute numbers reported have continued to increase annually. For 2004, 760 of 1,034 served retained employment compared to 12,962 of 20,025 clients last year and 14,027 of 21,528 this year. TWC continues to work with the Texas Department of Criminal Justice to implement House Bill 2837 (79<sup>th</sup> Legislature), with improved data sharing allowing staff to more effectively identify RIO-eligible customers.

Employment retention for the Adult Education (WIA II) program decreased slightly (-0.37%) this year and fell 5.44% since 2004. As noted in last year's **Data Addendum**, the Texas Education Agency (TEA) corrected the calculation methodology for this measure in response to advice from the U.S. Department of Education. However, the 2009 data shows a continued increase for both the population served (denominator) which was 1,332 in 2007 and 4,850 in 2009 and the number retaining employment (numerator), which rose from 906 to 3,306 this year. TEA previously reported that three factors may have contributed to the increase in the number of persons setting the goal to retain a job, and should be taken into consideration in the retention calculation:

- ▶ increased integrity of the redesigned Management Information System;
- ▶ emphasis on goal setting during statewide and regional training; and
- ▶ distinction between short term and long term goal setting.

#### *Youth*

Youth data includes only one program and performance for Perkins Secondary (Career Technical Education) fell 2.77% from 2008. From 2004 to 2009, employment retention increased 5.60%. The absolute number retaining employment rose annually from 2004 through 2008, remaining fairly constant this year at 82,263.

#### *Total*

Of the 1,361,980 program participants who entered employment, 1,133,348 (83.21%) retained employment. This represents a decrease of 0.81% from 2008, and a five-year increase of 2.98%.

The absolute number of individuals entering and retaining employment fell this year. The number of individuals finding employment (denominator) was down slightly from last year's total of 1,364,431. The number retaining employment (numerator) had a more significant decline, falling from 1,146,436 in 2008 to 1,133,348. The largest decrease was reported for the Employment Services program, with 28,868 fewer individuals retaining employment

Fourteen of the 16 programs show gains over the five-year period, with the only double-digit increase attributable to the SSF (22.42%).

As noted in the **Report Cards** section, there is a significant delay in receiving and analyzing unemployment insurance (UI) wage records for measuring performance such as employment retention. Some of the measures reported herein may reflect with beginning effects of the economic downturn. It is anticipated that will be a more significant factor in the next one to two reporting cycles.

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Customers Served<sup>26</sup>

<b>2009 Customers Served Report Card</b>			
	<b>Actual</b>	<b>Change 2008-2009</b>	<b>Cumulative 2004-2009</b>
<b>Adults</b>			
CTC Academic	379,010	15.39%	36.67%
CTC Technical	162,253	-12.74%	-8.91%
Apprenticeship Chapter 133	4,080	4.91%	13.33%
Skills Development Fund	24,842	5.39%	80.03%
TAA/NAFTA	6,384	79.93%	-29.98%
Veterans E&T	92,397	-12.18%	2.96%
Employment Services	1,796,690	26.77%	18.09%
Dislocated Workers (WIA I)	16,598	38.02%	-18.09%
Adults (WIA I)	29,645	-18.42%	-8.35%
<b>Adults Total</b>	<b>2,511,899</b>	<b>18.69%</b>	<b>17.06%</b>
<b>Adults with Barriers</b>			
Blind Services	10,144	4.71%	-0.90%
Rehabilitation Services	71,921	1.71%	-38.18%
Adult Education (WIA II)	110,266	-11.29%	-16.34%
SNAP E&T	27,253	-13.37%	4.36%
Project RIO	49,861	28.64%	98.38%
Self-Sufficiency Fund	1,620	-43.48%	-56.65%
SCSEP	1,360	2.10%	83.04%
TANF Choices	41,742	-13.95%	-62.15%
Postsecondary	6,597	9.40%	-10.40%
Secondary Windham Academic	74,096	-4.00%	4.25%
Secondary Windham Technical	11,290	-7.32%	-5.83%
<b>Adults with Barriers Total</b>	<b>406,150</b>	<b>-3.99%</b>	<b>-21.11%</b>
<b>Youth</b>			
Perkins Secondary	1,012,774	4.00%	16.74%
Secondary Education	1,303,363	0.48%	9.02%
Youth (WIA I)	33,740	115.19%	47.45%
Secondary Academic (TYC)	3,750	-20.20%	-35.21%
Secondary Technical (TYC)	3,261	-15.98%	-20.31%
<b>Youth Total</b>	<b>2,356,888</b>	<b>2.69%</b>	<b>12.46%</b>
<b>Total</b>	<b>5,268,340</b>	<b>9.11%</b>	<b>10.93%</b>

<sup>26</sup> Percentage point differences reflect revised *Evaluation 2008* data published in the **Data Addendum**. Educational achievement includes participant outcomes for both educational and training programs. Data subsets (duplicates) include Postsecondary. The card total has been adjusted to provide an unduplicated count.

## Customers Served Analysis

### **Customers Served –**

*number of employers and individuals who received system services, including program participation.*

As with all other Formal measures, the data sets in the Customers Served report card are from Texas' workforce system programs and services. Data limitations other than those general limitations, such as time-lag of UI wage matching, are contained within the card footnote.

While Customers Served is typically defined and treated as a lag measure, it was recommended for inclusion as a Formal measure for two reasons:

- ▶ Customers Served may be used as a lead measure for the purpose of system strategic planning given its tie to program infrastructure usage and capacity; and
- ▶ Total Customers Served indicates the number of individuals served by system programs and services. It should be noted that a given individual might receive services from one or more programs, either concurrently or at different points in time. Thus, the absolute number of individuals served is typically less than the total presented on the Customers Served report card as it represents aggregate, program-level participation counts. While known duplicates cannot be removed from program-level data, adjustments have been calculated at the System report card level, footnoted as a point of reference on page 11.

### **Data**

#### *Adults*

The data range for Adults is from 4,080 customers served by Apprenticeship Chapter 133 programs to 1,796,690 served by Employment Services through local workforce boards' workforce centers and WorkInTexas.com. The nine programs in this segment reported serving 2,511,899 individuals, marking increases of 18.69% from 2008 and 17.06% for the five-year period.

Reflective of the economic downturn and the increasing number of unemployed individuals, significant one-year increases were reported for TAA/NAFTA (79.93%), Dislocated Workers (WIA I, 38.02%) and Employment Services (26.77%). Conversely, the Adult (WIA I) program declined this year and for the five-year period.

- ▶ *TAA/NAFTA* – The number of clients served in the TAA program is based on trade-related layoffs affecting workers. After declining the last two years, the number served rose from 3,548 in 2008 to 6,384 this year. However, the six-year high was posted in 2004 (9,117), resulting in a five-year decrease of 29.98%.
- ▶ *Dislocated Workers (WIA I)* – The low for this program was reported last year (12,026) before climbing to 16,598 this year. As with TAA/NAFTA, the high for the six-year plan period was reported in 2004 (20,264), accounting for the five-year decline of 18.09%.
- ▶ *Employment Services* – The 2009 figure of 1,796,690 marked the six-year high for this program, which had an 18.09% increase from 2004. While the economic situation is a key factor, last year the Texas Workforce Commission (TWC) noted that local boards have fully integrated Employment Services into their workforce model, with services available to assist all job seekers. This has led to higher customer counts for this program.
- ▶ *Adult (WIA I)* – With a robust self-service model, fewer customers need to enroll in WIA. The 2009 figure was 29,645, the second decline following the six-year high of 46,517 in 2007. The number served by the program fell 18.42% and 8.35% from 2008 and 2004 respectively. TWC reported that, while the changing economy has led to more unemployed individuals seeking services from the

workforce system, the increases have been in the Dislocated Worker (WIA I) and Employment Services programs rather than Adult (WIA II).

A large decline was also reported this year for Veterans E&T (-12.18%), with a five-year change of 2.96%. The high number for this program was posted last year (105,215), up from 89,745 in 2004. The Texas Veterans Commission (TVC) cited several factors that contributed to the decline: (1) elimination of 7.5 positions statewide due to lack of funding, (2) enactment of House Bill (HB) 1452 (81<sup>st</sup> Legislature)<sup>27</sup>, and (3) achievement of the previous goal to increase the number served, with the new focus on identifying veterans that can benefit from intensive services case management.

CTC Academic has increased annually, rising from 277,322 in 2004 to 379,010, an increase of 15.39% this year and 36.67% for the five-year period. However, CTC Technical has fluctuated, posting a high of 185,948 last year before falling to the six-year low of 162,253 in 2009. This represents a one-year loss of 12.74% and a five-year decline of 8.91%. The Texas Higher Education Coordinating Board (THECB) noted that more students tend to enroll in academic programs compared with technical programs, especially if they intend to transfer and graduate with a bachelor's degree.

Combined Academic and Technical enrollment has risen annually, climbing from 455,437 in 2004 to 541,263 this year. THECB states the increase demonstrates that initiatives designed to achieve *Closing the Gaps* goals have been successful, further noting that due to the transferability of the academic core curriculum more students who intend to earn a bachelor's degree tend to go into academic/transfer majors.

Apprenticeship Chapter 133 has increased annually since 2005, with a 2009 high of 4,080 customers served. This represents a gain of 4.91% from last year and 13.33% from 2004. Last year, TWC attributed the increase to adoption of a rule change allowing programs to accept apprentices for longer periods, accompanied by technical assistance to training program staff.

With regard to the Skills Development Fund (SDF), TWC previously noted that the grant mix and resulting performance data varies each year. The 2009 count of 24,842 represents the six-year high, up 80.03% from 2004. This number should continue to climb given significant funding increases for the FY 2010-2011 biennium.

#### *Adults with Barriers*

The data range for Adults with Barriers is 1,360 customers served for the Senior Community Service Employment Program (SCSEP) to 110,266 customers served by Adult Education (WIA II) and literacy programs. The 11 programs in this segment reported serving 406,150 individuals, a decrease of 3.99% and 21.11% from 2008 and 2004 respectively.

The Rehabilitation Services program served 71,921 individuals, up 1.71% from 2008. With regard to the five-year decline of 38.18%, the Health and Human Services Commission (HHSC) previously reported making significant changes to the program since baseline data was reported in 2004. With agreement from the federal Rehabilitation Services Administration, the Division of Rehabilitative Services focused its efforts on serving individuals with more significant disabilities who require additional time and funding assistance to become and remain employed. Caseload sizes were reduced to allow counselors the opportunity to provide higher quality services and work more closely with consumers. Last year, HHSC stated that the FY 2008 numbers reflected a baseline that positioned the agency for increased success and future growth.

This year's figure of 110,266 served by Adult Education (WIA II) programs represents the lowest for the six-year plan period, down 11.29% from last year and 16.34% from 2004. The Texas Education Agency (TEA) reported that the U.S. Department of Education implemented new assessment standards this year,

<sup>27</sup> *Texas Workforce Commission Letter WD 04-09* (January 28, 2009), issued in response to HB 1452 (81<sup>st</sup> Legislature), directs TWC to give priority of service to state qualified veterans for training or assistance under a job training or employment assistance program or service funded wholly or in part by state funds. The responsibility of providing service priority to veterans is now viewed as a joint obligation of TWC and TVC, thus reducing the number of customers served by TVC staff.

requiring a minimum of 60 hours of instruction before reassessing the student's level. With the resulting increase in service intensity, the number served declines; however, the number of contact hours per student is gradually rising.

A significant increase (28.64%) was again reported for TWC's Project RIO program. Annual increases from 25,134 in 2004 to 49,861 this year resulted in a five-year change rate of 98.38%. As previously reported, TWC has been working with the Texas Department of Criminal Justice (TDCJ) to implement HB 2837 (79<sup>th</sup> Legislature), which requires improved data sharing in an effort to more effectively identify Project RIO-eligible customers being served by the workforce system. This has allowed TWC to more fully report services to RIO customers. In addition, Project RIO funding was increased by \$2.8 million for the 2008-2009 biennium.

The number of customers served by SCSEP rose 2.10% and 83.04% from 2008 and 2004 respectively. The 1,360 served this year represents the highest number for the six-year plan period.

After declining slightly last year, the Postsecondary program operated by the TDCJ's Windham School District served 6,597 individuals this year. Although this is a decline from 2004 (-10.40%), it represents a one-year increase of 9.40%. The agency attributes the increase to availability of community college funding for summer academic classes, also noting that community colleges qualified more offenders for grants and scholarships.

Decreases exceeding the 5% variance were reported for three TWC programs:

- ▶ *Self-Sufficiency Fund (SSF)* – TWC attributes the 43.48% decrease to a policy change. As noted previously, applicants must exhaust all qualified referrals on the TANF Choices caseload in their areas before using SSF funds to serve other eligible individuals.
- ▶ *TANF Choices* – HB 2292 (78<sup>th</sup> Legislature), which requires active participation through a pay for performance model for participants to receive benefits, continues to reduce the TANF caseload. Additionally, Texas continues to exempt a significant portion of the TANF caseload from participating in employment and training activities. Although state law was amended to allow service to nonrecipient parents as volunteers, difficulties in identifying nonrecipient parent of Child-Only cases have resulted in lower numbers. The 41,742 served this year represents the lowest number for the six-year plan period, resulting in change rate decreases of 13.95% from 2008 and 62.15% from 2004.
- ▶ *SNAP E&T* – The number served decreased again this year, falling to 27,253 from 31,458 served last year (-13.37%). In FY 2005, TWC's largest local board and a few other boards implemented a 100 percent outreach initiative for the program's General Population. Because 100 percent outreach to the General Population is not a TWC requirement, the largest local board discontinued the 100 percent outreach initiative at the beginning of FY 2007 due to lack of sufficient staff resources.

In addition, the Secondary Windham Technical program posted a 7.32% decrease from 2008. After peaking in 2008 (12,182), the number served declined to 11,290 this year. TEA stated that while the number served is down it is consistent with the 2007 data of 11,160. The decrease is attributable to lost instructional days due to Hurricane Ike and an extended TDCJ system-wide lockdown.

### *Youth*

The data range for Youth is 3,261 customers served through Secondary Technical programs administered by the Texas Youth Commission (TYC) to 1,303,363 customers served by Secondary Education. The five programs in this segment reported serving 2,356,888 individuals. This reflects an increase of 2.69% from 2008 and 12.46% for the five-year period.

The number of customers served under Youth (WIA I) increased dramatically, rising 115.19% this year and 47.45% over the five-year period. TWC attributes the change to an influx of funds under the American Recovery and Reinvestment Act of 2009 (Public Law 111-5), which provided additional money for a Summer Employment Program.

Both Perkins Secondary (CTE) and Secondary Education increased annually over the six-year plan period. Perkins Secondary rose from 867,538 customers in 2004 to 1,012,774 this year, an increase of 16.74%. Secondary Education posted a five-year increase of 9.02%, climbing from 1,195,530 to 1,303,363 in 2009.

TYC-administered programs served fewer individuals again this year, with decreases reported for both. Since 2004, the numbers served declined 35.21% for Secondary Academic and 20.31% for Secondary Technical. TYC continues to experience lower population levels due to the lingering impacts of the reduction in age of youth committed to TYC and the conclusion of committing youth with misdemeanor offenses per legislative mandate.

#### *Total*

Partners in Texas' workforce development system served 5,268,340 individuals, representing increases from both last year (9.11%) and 2004 (10.93%).<sup>28</sup> Of the 25 programs, service levels rose for 14 this year.

TWC reported that 148,351 employers received services, including those awarded SDF (364) or SSF (45) grants. Both the SDF and SSF counts tend to vary from year to year; however, both declined this year:

- ▶ *SDF* – The number of employers served was down from 567 last year (-35.80%). The agency stated that for FY 2009, more grants were with large, single businesses, while in FY 2008 a very large consortium of businesses increased the number served.
- ▶ *SSF* – TWC attributed the decrease from 122 to 45 (-63.11%) to a policy change requiring grantees to exhaust the TANF Choices applicant pool.

Service to employers through other TWC programs rose 10.58% from 2008 and over 302% for the five-year period. TWC reported that most of the rise was due to local boards' efforts to increase the number of employers engaging the workforce system and to the continued increase in the number of employers using the WorkInTexas.com Internet application that has been online since May 2004.

This measure is not affected by the reporting delays inherent for post-program measures such as entered and retained employment. As noted throughout the narrative, the effects of the economic downturn are more readily evident and will likely continue next year. Programs associated with negative economic conditions such as layoffs (e.g., TAA/NAFTA, Dislocated Workers) saw significant increases this year.

However, the increase in the total number of customers served by many programs reflects positively on Texas' workforce system. In particular, upward trends for academic and skills-based programs may indicate increased efforts to provide individuals qualified to meet the increased demand for middle skills jobs or in preparation for shifting skill needs caused by economic changes.

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<sup>28</sup> Postsecondary performance numbers of 6,597 in the Adults with Barriers segment were subtracted from the aggregate of all programs to achieve the unduplicated performance total and percent.

## LESS FORMAL MEASURES AND BENCHMARKS (TIER 2)

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### Agency Action Plans

Approved by the Governor in October 2003, the eight Less Formal measures presented below were derived from the Agency Action Plans (AAPs) contained in *Destination 2010*. These AAPs apply to actions and responsibilities at the individual agency level and are directly linked to programmatic Long Term Objectives (LTOs) contained in the Customers Key Performance Area.

In the *Evaluation 2004* report, benchmarks were established for each Less Formal measure. Less Formal measures are those specified in Texas Government Code, Section 2308.104, which are critical to the implementation of the workforce development system strategic plan.

### Actions and Outcomes

*Critical Success Factor for the Programmatic LTOs:* Current and future workers will access and be successful at the programs necessary to gain knowledge and skills for tomorrow's economy. The system will maximize participant outcomes in critical points in the continuum of education to employment.

#### Agency Action Plan Objectives

- ▶ Reduce student dropouts from public schools between grades 7 and 12.

*Secondary Dropout definition:* Percentage dropout (annual<sup>29</sup>) for grades 7-12, based on the agency definitions and exclusions.

*Benchmark (established by data submitted for 2007 report):* 2.57%

*Secondary Dropout percentage:* 2.24%

*Data:* 45,796 individuals counted as a dropout from a population of 2,042,203.

*Change from data reported in 2008:* -0.49%

*Cumulative change 2004-2009:* Not available

*Explanatory information:* Beginning in 2007, dropout data reported to the Council conforms to the requirements of the National Center for Education Statistics (NCES), as required by Senate Bill 186 (78<sup>th</sup> Legislature). A detailed explanation of the definitional differences is provided as an attachment to the *Evaluation 2004* report.

*The Council requested data for the 2004-2006 reporting cycles in order to calculate longitudinal trend information. Estimated data submitted by the Texas Education Agency (TEA) is published in the Evaluation 2007 **Data Addendum**; however, it was not used to re-establish the benchmark due to the data limitations outlined in the Evaluation 2004 addendum. Data received for the 2007 reporting cycle was used to set the benchmark.*

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<sup>29</sup> This measure reflects the annual dropout rate (i.e., the percentage of students who drop out of school during one school year) reported by TEA in accordance with the NCES definition. In addition, TEA publishes a longitudinal dropout rate (i.e., the percentage of students from a class of beginning 7<sup>th</sup> or 9<sup>th</sup> graders who drop out before completing high school). The longitudinal rate for grades 7-12 was 10.7% this year.

- ▶ Increase exiting secondary students pursuing academic and/or workforce education.

*Educational Transition definition: Percentage of public high school students who graduated in the previous fiscal year and who enrolled in higher education in the next fiscal year.*

*Benchmark (established by data submitted for 2004 report): 53.02%*

*Educational Transition percentage: 57.96%*

*Data: 146,141 individuals counted as transitioning from a population of 252,121.*

*Change from data reported in 2008: 1.67%<sup>30</sup>*

*Cumulative change 2004-2009: 4.94%*

- ▶ Increase the Texas higher education participation rate (i.e., the percentage of the population enrolled in higher education).

*Educational Participation definition: Percentage of the Texas population enrolled in higher education.*

*Benchmark (established by data submitted for 2004 report): 5.16%*

*Educational Participation percentage: 5.44%*

*Data: 1,303,497 individuals counted as enrolled from a Texas population of 23,971,472.*

*Change from data reported in 2008: 0.23%*

*Cumulative change 2004-2009: 0.27%*

*Explanatory information: Of the 1,303,497 enrolled individuals, the participation rate by demographic group was as follows – Black, 155,380 (11.92%); Hispanic, 369,127 (28.32%); White, 624,046 (47.87%); and Other, 154,944 (11.89%).*

- ▶ Decrease number of Temporary Assistance for Needy Families (TANF) recipients returning to the program.

*TANF Recidivism definition: Percentage of current adult recipients on Temporary Assistance for Needy Families (TANF) who have returned to TANF cash assistance one or more times within the last five years.*

*Benchmark (established by data submitted for 2004 report): 43.68%*

*TANF Recidivism percentage: 33.85%*

*Data: 5,514 individuals counted as returning to TANF from a population of 16,291.*

*Change from data reported in 2008: -4.60%*

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<sup>30</sup> Reflects revised *Evaluation 2008* data published in the **Data Addendum**.

*Cumulative change 2004-2009: -9.84%*

*Explanatory information:*<sup>31</sup> While the rate fell 4.60%, this is a positive change as it indicates fewer adults returned to TANF cash assistance. In addition, both the number returning to TANF (numerator) and total served (denominator) declined significantly over the five-year period, falling from 25,585 of 58,569 returnees in 2004.

- ▶ Increase the percentage of adult offenders placed in jobs prior to release.

*Pre-release Placement definition: Percentage of offenders released from Texas Department of Criminal Justice (TDCJ) facilities into society that were employed prior to release.*

*Benchmark (established by data submitted for 2004 report): 0.99%*<sup>32</sup>

*Pre-release Placement percentage: 3.51%*

*Data: 999 individuals counted as obtaining employment prior to release from incarceration, from a population of 28,473.*

*Change from data reported in 2008: -5.09%*

*Cumulative change 2004-2009: 2.52%*

*Explanatory information: The number obtaining employment and the total population declined compared to 2008 figures of 2,436 and 28,327 respectively. TDCJ cited the economic downturn as the major reason for fewer offenders being placed in jobs prior to release, and anticipates that numbers will increase when the economy improves. After January 2009, employers and placement recruiters reduced their activity with TDCJ/Windham School District by attending fewer Career Days and stopping unit visits to interview offenders for employment.*

- ▶ Increase constructive activity rate (i.e., placements and other positive outcomes, including pursuing academic and/or workforce education) for youthful offenders.

*Constructive Activity definition: Percentage of youth who have been on parole for at least 30 days, and who are employed, and/or attending school, college, GED preparation, vocational or technical training.*

*Benchmark (established by data submitted for 2004 report): 51.31%*

*Constructive Activity percentage: 59.62%*

*Data: 967 youths counted as continuing on to additional education or employment from a population of 1,622.*

*Change from data reported in 2008: 1.10%*

*Cumulative change 2004-2009: 8.30%*

<sup>31</sup> The Health and Human Services Commission reported that the decline in the TANF caseload is largely attributable to full-family sanctions put in place in September 2003. Failure to comply with work activity, immunization and other policy requirements results in the loss of TANF benefits.

<sup>32</sup> 2004 data represents a partial fiscal year data set, accounting for the low percentage. This was a new initiative for which data collection began in early 2004.

▶ Achieve job growth increases.

*Jobs Created definition: The number of newly created, non-transient jobs as a direct result of training through the Skills Development Fund and the Self-Sufficiency Fund.*

*Benchmark (established by data submitted for 2004 report): 6,772*

*Jobs Created: 7,307*

*Data: 6,007 new jobs attributed to Skills Development Fund training and 1,300 new jobs attributed to Self-Sufficiency Fund activities.*

*Change from data reported in 2008: 57.07%*

*Cumulative change 2004-2009: 7.90%*

*Explanatory information: Both the Skills Development Fund (SDF) and Self-Sufficiency Fund (SSF) reported increases for jobs created in FY 2009. The SDF accounted for 6,007 jobs, compared to 3,421 in FY 2008. This represents a 75.59% increase for the one-year period, and a 3.46% increase since 2004. The SSF accounted for 1,300 jobs created, up from 1,231 (5.61%) last year. SSF jobs created rose 34.58% since 2004. According to the Texas Workforce Commission, the SDF grant mix varies each year, as does the number of jobs created which are based on contracts closed out during the applicable fiscal year. Therefore, the data may not reflect an actual rate of change for a 12-month reporting period.*

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*Jobs Retained definition: The number of job positions retained as a direct result of training through the Skills Development Fund and the Self-Sufficiency Fund.*

*Benchmark (established by data submitted for 2004 report): 12,715*

*Jobs Retained: 9,882*

*Data: 9,567 jobs retained due to Skills Development Fund training and 315 jobs retained due to Self-Sufficiency Fund activities.*

*Change from data reported in 2008: -2.16%*

*Cumulative change 2004-2009: -22.28%*

*Explanatory information: The 2.16% decrease in jobs retained from 2008 to 2009 was largely due to SDF performance which accounted for 9,877 jobs retained in FY 2008 and 9,567 jobs (-3.14%) retained in FY 2009. Jobs Retained is down significantly over the five-year period, both for SDF (-24.61%) and Aggregate (-22.28%).*

*As noted above, the mix of SDF grants varies each year and many grant contracts span state fiscal years; therefore, annual data may show significant fluctuation. In addition, data for 'created' vs. 'retained' may vary annually based on grant terms, and a gain in one may correlate to lower numbers in the other. Finally, as reported last year, the number served decreased due to economic uncertainty that caused employers to be more conservative with new hire commitments/projections and releasing incumbent workers for training.*

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The Texas economy gained additional jobs through economic development programs administered by the Economic Development and Tourism Division in the Office of the Governor. Data on the jobs gained through these programs, including the Economic

Development Bank and domestic expansion and recruitment, are captured as 'Jobs Announced'. Due to definitional differences, Jobs Announced data are not combined with Jobs Created data from the SDF and SSF programs and, therefore, are not included in the System report card. For Jobs Announced data, refer to page 41.

## SYSTEM ACCOMPLISHMENTS (TIER 3)

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### Strategic Action Plans

Strategic Action Plans (SAPs) are the high-level plans that identify the major tasks, milestones, timeframes and performance measures necessary for achieving the 22 Long Term Objectives (LTOs) and/or system goals outlined in *Destination 2010*. Typically, SAPs span multiple years and assign accountability to system partner(s) for each major task or milestone. They are driven by the plan's LTOs, Critical Success Factors, Partner Strategy Statements and overall Mission.

Two types of SAPs are included in *Destination 2010*:

- ▶ *System* – System SAPs affect the overall workforce development system and require a high degree of support and collaboration across system partners. They are directly linked to the system LTOs, crossing all three Key Performance Areas: System Processes, Integration and Infrastructure; Customers; and System Capacity Building.
- ▶ *Agency* – Agency Action Plans (AAPs) apply to the actions and responsibilities of one or more partner agencies. They are linked to the programmatic LTOs in the Customer Key Performance Area and affect a subset of the overall system through the delivery of direct programs and services.

### Key Outcomes

**SAP** – *The Council Chair creates, enables and implements Council Advisory Committee that deploys cross agency teams to ensure system collaboration and integration. Committee will be appointed by Q1/04 and will resolve a subset of at least 3 cross system issues by Q4/07.*

- ✓ **Key Outcomes** – System Integration Technical Advisory Committee (SITAC) members and their respective agencies and organizations worked individually and together to implement the 22 LTOs in *Destination 2010*.
  - ▶ SITAC's efforts actively engaged system partners and became a valuable tool for building capacity to implement changes that improved coordination, accountability, and access to programs and services. Significant progress was made in several areas, including:
    - developing and providing ongoing support for the Texas Work Explorer Portal;
    - encouraging all partner agencies to consider how they are focusing on their employer customers' use of and satisfaction with system products and services;
    - initiating and supporting the design and implementation of the Governor's industry cluster initiative; and
    - increasing coordination and alignment in adult basic education (ABE).

More detailed information is provided in this section and in the **Adult Basic Education and Literacy** section, which addresses ABE partner progress in the areas of collaborative planning and increased service options such as employer access to services and the utilization of industry-specific approaches.

- ▶ Over time, work processes and reporting guidelines were developed and refined, providing a framework that facilitated partner efforts to address issues, opportunities, and challenges that crossed diverse entities.
- ▶ SITAC members were involved in development of the new strategic plan and will serve a lead role in its implementation during FY 2010 through FY 2015.

**Background** – Operational since December 2003, SITAC was established by the Council Chair to oversee implementation of the system strategic plan, *Destination 2010*. SITAC is chaired by a member of the Council’s Executive Committee, with nine other members representing partner agencies and the Texas Association of Workforce Boards.

SITAC is authorized to create and deploy cross-agency teams in order to devise and execute collaborative solutions to issues associated with the system strategic plan’s LTOs. SITAC also monitors partner agency efforts related to adult basic education and literacy.

**SAP** – All system partners and associated workforce service providers will participate in the scope and development of a system-wide universal information gateway designed to provide a consistent and universal framework for all system customers and provider information on system projects, services and solutions. System providers and customers will achieve uniform utilization by Q2/08.



**Key Outcomes** – The Texas Work Explorer website was developed to ensure that consistent, current and accurate information about workforce system services is easily accessible.

- ▶ The pilot website came online in 2005 following a collaborative planning and design effort led by SITAC. During 2005-2007, enhancements were completed to improve the site’s structure, usability and accessibility and links to Spanish information on partner agency websites were added in response to Senate Bill (SB) 213 (79<sup>th</sup> Legislature).
- ▶ In 2007, the website was relocated to TexasOnline, Texas’ official website, in order to increase visibility and creditability and for long term cost effectiveness. The updated Texas Work Explorer Portal (<http://www.texasworkexplorer.com>) is available in English and in Spanish.
- ▶ Monthly ‘hits’ and ‘visits’ data for FY 2009 is presented at right. High figures for both statistics were posted in January 2009. Website usage and activity statistics are distributed to SITAC members quarterly. Based on their review of ‘hits’<sup>33</sup> and ‘visits’<sup>34</sup> data and activity trends, SITAC members consider the transition to TexasOnline a success.
- ▶ System partners are, and will continue to be, responsible for regular site reviews in order to maintain and update their respective content areas.

Texas Work Explorer Portal		
	September 2008	August 2009
	Average	High
Hits	177,279	199,204
Visits	11,046	12,524

**Background** – The Texas Work Explorer Portal website was developed as a web information gateway, providing an identity for the workforce system and serving as a key information resource. It does not replace or duplicate partner agency or local board websites but provides an overarching information source for internal and external customers – providing ready access to consistent and accurate information about available programs and services.

The portal offers users seamless navigation by linking to program and content information accessible on system partner’s existing primary or wholly supported websites (e.g., WorkInTexas.com, College for All Texans). In addition, the site’s ‘Featured links’ (e.g., Employment & Disability Connections, CareerOneStop ReEmployment Portal) are changed periodically.

<sup>33</sup> *WebTrends*® definition: Each file requested by a visitor registers a hit. There can be several hits on each page. While the volume of hits reflects the amount of server traffic, it is not an accurate reflection of the number of pages viewed.

<sup>34</sup> *WebTrends*® definition: A series of actions that begins when a visitor views the first page from the server and ends when the visitor leaves the site or remains idle beyond the idle-time limit (30 minutes).

**SAP** – Increase system-wide, the number of employers using system products and services by a percentage growth rate to be determined, by Q4/09.



#### Key Outcomes –

- ▶ Since 2007, agency work has been underway on 12 projects with quarterly reports presented to SITAC. These projects focus on: (1) program evaluation using current and new employment performance data and information and (2) evaluation of employer satisfaction with programs and services. Strategy examples:

*Use of Data for Program Improvement* – Utilizing data from one or more sources (e.g., employer survey results, employment performance data, local board/workforce center feedback) for:

- program planning and management efforts at the state, regional or local level(s);
- use as a resource in developing agency biennial strategic plan;
- identification of best practices; and
- program modification or replication.

*Evaluation of Employer Needs and Satisfaction* – Collection and analysis of employer data and information through web-based, telephone and in-person surveys, to be used for:

- measuring employer satisfaction;
- identifying employer needs;
- identifying modifications to current programs and services, including those offered by community and technical colleges to better suit workforce requirements; and
- use as a resource in developing agency biennial strategic plan and in preparation for future legislative sessions.

This work will continue under the new strategic plan.

- ▶ While all system partners serve employers directly or indirectly, the Texas Workforce Commission (TWC) has primary responsibility for oversight and provision of workforce development services to Texas' employers. Since 2004, 594,655 (unduplicated) employers received services from TWC programs, including those awarded Skills Development Fund (2,076) or Self-Sufficiency Fund (923) grants. Service to employers rose 298.36% over the five-year period, climbing from 37,240 employers in 2004 to 148,351 this year. Implementation of the WorkInTexas.com website in May 2004 was a key contributing factor.
- ▶ An *Employer Services* briefing paper was compiled to provide information about partner agency, local board and education service provider offerings. To assist workforce system users, the paper is available online through the Texas Work Explorer Portal and the Council's website.<sup>35</sup> In 2006, a related State of the Workforce Report was presented to the Council.

**Background** – When *Destination 2010* was developed, formal and anecdotal sources of employer feedback at both the state and national levels indicated that many employers were not aware of the range of services available to them or not sure how to access them. In addition, some employers who were aware of system services – whether or not they had used them – believed that the system's services did not or would not meet their needs.

To increase employer use of programs and services, efforts must be made to overcome lack of awareness of, and confidence in, available offerings. Programs must be created or modified in ways that simplify access and procedural requirements.

<sup>35</sup> Accessible at <http://www.texasworkexplorer.com/category.jsp?language=eng&categoryId=1> and <http://governor.state.tx.us/twic/work/>.

Since 2005, SITAC has worked to implement two LTOs that focus on employer use of and satisfaction with system products and services. In 2007, the determination was made to focus on agency-specific projects, recognizing the different service strategies currently in place at the agency- and/or program-level. This work will continue under the new system plan, with emphasis given to agencies that have not traditionally considered employers a primary customer group.

*Project Profile: Health and Human Services Commission – Department of Assistive and Rehabilitative Services (DARS)*

DARS is working on two employer-related projects, one of which is designed to evaluate effectiveness in an effort to improve services to businesses. In late 2008, an Inventory of Services was compiled. The Inventory documented four categories of vocational rehabilitation services available for businesses: (1) outreach and education, (2) providing qualified candidates, (3) job retention, and (4) accommodations and technical assistance. In addition, staff determined the parameters under which services are provided (e.g., number of contacts, employers who hired more than one consumer).

Employer satisfaction and perceptions of service effectiveness data will be collected through an online survey which has been designed to evaluate transactions (e.g., collected for each interaction) as well as relationships over time. Following a survey pilot and completion of system enhancements, data collection was scheduled to begin in fall 2009. Next year, survey data will be used in conjunction with employment performance outcome data to evaluate business services and develop recommendations for improvements.

**SAP** – *Employer Customer Satisfaction level will achieve a 0.1 increase biennially in the combined satisfactory and above satisfactory categories in the Council's System Employer Survey.*



**Key Outcomes** – *Destination 2010* recognized employers as a key customer of the state's workforce development system. Multiple LTO strategies were designed in an effort to increase employer confidence in the system's products and services, in part by gathering data for use in planning efforts and by more effectively measuring their use of and satisfaction with available options. Primary strategies:

- ▶ *Council's Employer Survey and Roundtables* – The Council's Employer Survey was conducted biennially in 2004, 2006 and 2008. Data was collected from a cross-industry sample of Texas employers, including both users and non-users of the workforce system.
  - Based on 2004 survey results, a benchmark of 4.6 (6 point scale) overall satisfaction rate was established.
  - In conjunction with its September 2005 meeting, the Council held a roundtable with a cross-section of Texas employers. The session was designed to corroborate responses from the 2004 survey and to provide feedback regarding business needs.
  - Information gathered during the 2005 roundtable was used to make enhancements to the 2006 survey, in part to better identify and measure usage and satisfaction trends. Based on 2006 survey results, overall satisfaction remained steady at 4.6.
  - At the Council's request, a combined methodology of telephone and Internet-based surveys was piloted in 2008. In contrast to prior surveys, the survey focused on key issue areas including employee skills, applicant pools, business success and retirement rather than measuring employer's overall satisfaction with the system. Survey data provided a key input for the Council's new strategic plan.

- ▶ *Agency Employer-Focused Projects* – As noted previously, work on individual partner agency projects addressing employer customer satisfaction began in 2007 and will continue under the new system strategic plan. In an effort to focus on agencies that have not traditionally viewed employers as a primary customer, employer customer satisfaction targets will be specified in the individual partner agency sub-plans as appropriate.
- ▶ *State of the Workforce (SOW) Report* – Presented to the Council in June 2007, the *Summary of Challenges & Opportunities Reported by System Partners* report provided a snapshot of common opportunities and challenges from the perspective of partner agencies, as reported in their FY 2007-2011 agency strategic plans. By comparing the challenges and opportunities with employer feedback obtained through the Council's 2005 employer roundtable and 2006 Employer Survey, the SOW provided background information to support the Council's system strategic planning efforts.

**Background** – Employer information collected for evaluative purposes is a vital input for continuous improvement efforts as well as planning efforts for new programs, services and information resources. This may include data collected through structured reporting processes and survey methods, as well as information obtained through less formal methods such as optional surveys and anecdotal information.

In recognition of the employer as a primary customer of the workforce development system, and in an effort to better understand employers' workforce needs and their experiences with the system, the Council's biennial Employer Survey was originally the main vehicle for this effort. Additional strategies were added over the plan cycle, most notably through the design and initial implementation of the agency-specific projects.

With the shift to agency projects, it is anticipated that Council surveys will be conducted less frequently in the future, with an emphasis on gaining information for and perceptions of Texas' employers to enable effective system-level planning, coordination and evaluation.

**SAP** – *Develop, approve, fund and implement a strategic alliance business model that targets a minimum of three strategic industry clusters by Q1/06. These alliances are targeted to industries that hold long term strategic relevance to the State.*



**Key Outcomes** – The Texas Education Agency (TEA), the Texas Higher Education Coordinating Board (THECB) and TWC continue to work on independent and joint projects designed to support the Governor's industry cluster initiative and to strengthen the workforce system. Announced by the Governor in 2004, the long term, strategic job creation plan is designed to focus state efforts in six targeted industry clusters.

Significant accomplishments include:

- ▶ *Cluster Assessments*<sup>36</sup> – In 2005, final reports from the six cluster teams were presented to the Governor. Developed by representatives from industry, academia, economic development and trade associations, the assessments included recommended improvements to education, workforce training, transportation and regulatory policies.
- ▶ *Phase 2 Reports / Governor's Competitiveness Council* – Last year, three grants totaling \$1.4 million<sup>37</sup> were awarded with the grantees responsible for building on the work of the initial cluster assessments. Grantees evaluated the clusters' global competitive position in order to reassess workforce needs and included recommendations for improving the

<sup>36</sup> Accessible at <http://www.twc.state.tx.us/news/ticluster.html>.

<sup>37</sup> Each grant funded work required for two of the six industry clusters.

alignment and integration of the workforce, education and economic development communities within each cluster.

The Phase 2 reports informed the work of the Governor's Competitiveness Council. Appointed by the Governor in November 2007, the Competitiveness Council hosted a summit in August 2008 and presented the *Council's Report to the Governor* and the *2008 Texas State Energy Plan* to Governor Perry. The reports<sup>38</sup> provided a road map to enhance Texas' competitive position in the global economy, and were considered during development of the new system strategic plan.

- ▶ *Meeting Industries' Critical Workforce Needs Grants* – Using federal Workforce Investment Act funds, TWC funded numerous cluster-related activities during the *Destination 2010* plan period. This grant program supported workforce initiatives for one or multiple clusters, in part by funding the development of market-driven education and training programs. Seventeen grants totaling over \$10.7 million were awarded since 2006.

For example, a grant funded under the biotechnology and life sciences cluster was used to expand the University of Houston's Center for Life Sciences Technology department. Project objectives included the development of a new academic program recommended by National Science Reviewers as a model for Biotechnology education.

- ▶ *Student-Focused Initiatives* – In its July 2008 report, the Competitiveness Council also recommended continuation or expansion of two student-focused initiatives:
  - The *Texas Youth in Technology* initiative is a four-year, \$10 million project designed to increase the number of youth entering careers in engineering and computer science. By working with the Texas Engineering and Technical Consortium (TETC), the grant program increases collaboration among employers, higher education institutions and collegiate engineering and science departments. In 2009, 11 grants totaling over \$2.4 million were awarded including a \$312,137 grant to Prairie View A&M University to, in part, increase freshman retention rate and enrollment in the university's electrical and computer engineering programs.<sup>39</sup>
- The *Summer Merit Program* is also a collaborative venture of TWC and TETC. Grants to Texas universities and community college supported summer camps that focused on science, technology, engineering and math (STEM) activities for middle school and high school students ages 14-21. For 2009, almost \$1 million was awarded to 18 grant recipients. For example, a \$45,105 grant to Midwestern State University in Wichita Falls funded 200 scholarships for two camps, including the At-Risk 9<sup>th</sup> Grader Transition Camp and the Junior/Senior Residential Camp where participants focused on topics such as STEM-related careers or learned about environmental changes and renewable technologies.<sup>40</sup>

*"A diverse workforce, skilled in science, technology, engineering and mathematics is critical to the future economic success and competitiveness of Texas."*

- Arturo Sanchez III, TETC Chair and  
Texas Instruments Workforce  
Development Manager

TWC has approved \$2 million and \$1 million, respectively, to fund these student initiatives in FY 2010.

<sup>38</sup> Accessible at [http://governor.state.tx.us/priorities/economy/industry\\_cluster\\_efforts/governors\\_competitiveness\\_council/](http://governor.state.tx.us/priorities/economy/industry_cluster_efforts/governors_competitiveness_council/).

<sup>39</sup> TWC, Commission Meeting Transcript (April 7, 2009) and Texas Workforce Press Release (May 21, 2009).

<sup>40</sup> TWC, Texas Workforce Press Release (July 7, 2009)

- ▶ *Labor Market Tools* – TWC supported the development of several Internet-based labor market applications, including:<sup>41</sup>
  - The multi-phase *Strategic Workforce Assessment Project (SWAP)* was designed to create datasets and interactive data tools to help (1) economic development organizations and employers conduct strategic workforce planning related to the clusters and (2) workforce and technical education programs meet critical and emerging needs.
  - The *State Training Inventory (STI)* provides information about Texas' education and workforce training providers, including public, private and proprietary institutions. STI assists employers, workforce planners, students and the public with information helpful for locating education and training programs and estimating worker supply.
  - The *Texas Industry Profiles* website provides industry-based information and regional analysis tools designed to assist workforce and economic development professionals in better understanding Texas' regional industry structure and workforce dynamics. The site provides information on industry clustering and dispersion, employment dynamics, labor supply and related analyses.

**Background** – A focus on specific industry clusters increases awareness of regional workforce and economic conditions to inform state level policy action and to maximize use of limited resources to stimulate growth. Other industries link to the target clusters, and therefore, contribute to and benefit from this approach as success in these core clusters increases long term competitiveness and regional prosperity in other industries.

Economic development efforts have begun to focus on regional initiatives as well as those that target the growth and development of competitive industry clusters in a specific economic area. Development of a replicable business model for creating meaningful and results-oriented strategic alliances will build systemic capacity for responding quickly and consistently to opportunities that could have positive impact for the system as a whole.

The target competitive clusters are based on SB 275 (78<sup>th</sup> Legislature); the 2001 Cluster Mapping project, a multiyear effort to statistically define clusters and analyze regional economies in the United States by Dr. Michael Porter of Harvard Business School's Institute for Strategy and Competitiveness; and the work of Dr. Ray Perryman in *Texas Our Texas*, a 2002 report on Texas' economy.

In October 2004, Governor Perry announced a long term, strategic job creation plan designed to focus state efforts in six industry clusters: advanced technologies and manufacturing; aerospace and defense; biotechnology and life sciences; information and computer technology; petroleum refining and chemical products; and energy.

**SAP** – *Expand existing program or create a new program that enables employers to directly, readily and accountably access funds for new hire or incumbent worker training by Q2/05.*



**Key Outcomes** – The Skills Development Fund (SDF) and the Texas Enterprise Fund (TEF) are the two primary funding sources for employer training needs, as well as relocation and expansion efforts.

<sup>41</sup> Accessible at <http://www.texasindustryprofiles.com>.

- ▶ *Jobs Announced* – Each year, jobs are announced as a result of economic development activities, including those attributable to the TEF and

	FY 2009	FY 2005- FY 2009
Texas Enterprise Fund	2,502	41,859
Other EDT Programs	6,899	46,055

other Economic Development and Tourism programs (EDT) programs (i.e., Economic Development Bank, Aerospace and Aviation, and Domestic Expansion and Recruitment). These successful recruitment and expansion activities continue to create new job opportunities for Texans despite increasingly challenging economic conditions.

The number of TEF projects funded during the FY 2008-2009 biennium was comparable to that of the previous biennium; however, in light of the national economic decline projects have been smaller in size, leading to lower job totals. The global economic downturn adversely affected capital and investment strategies in virtually every industry, resulting in fewer investment, expansion, travel and investigation opportunities that are reported as prospects for other EDT programs.

- ▶ *Skills Development Fund* – During FY 2004-FY 2009, \$99,869,639 in SDF funds were awarded. Detailed information for FY 2009 is provided later in this section. For the six-year period, TWC reported a total of 29,898 Jobs Created and 77,384 Jobs Retained as a result of SDF activities.

More than \$50 million was appropriated for the SDF for FY 2008-2009, an increase of over \$10 million. Given the program's importance to the state's economy, SB 1 (81<sup>st</sup> Legislature) included an SDF appropriation of more than \$80 million for the FY 2010-2011 biennium, an increase of over \$30 million from FY 2008-2009.

**Background** – A key point of intersection for education, workforce and economic development occurs in the development and delivery of customized training programs. When readily accessible to employers and accountable for results, customized training funding results in direct return on investment to local or regional economies, and therefore to the state's overall economic competitiveness. It is essential that such funding options are sufficient to address employers' needs to upgrade employee skills in a globally competitive economy.

Two primary funding sources for employer training needs are the SDF and the TEF. House Bill (HB) 2421 (79<sup>th</sup> Legislature) created an ongoing funding mechanism with established funding ratios for these programs. Employers subject to UI taxes pay an Employment and Training Investment Assessment of 0.1% of wages paid; however, the initial contribution rate and replenishment tax components of the unemployment insurance tax are reduced by 0.1%. Funds collected through this assessment are deposited into a holding fund and allocated according to a specific formula. Revenue collection began in FY 2006.<sup>42</sup>

#### *Project Profile: Skills Development Fund*

From ice cream to advanced manufacturing, TWC's SDF supports customized training for new or upgraded jobs for manufacturing and other businesses across the state. Although local boards are not eligible to receive SDF funds, eligible grant recipients must coordinate with the board when designing and developing customized training projects.<sup>43</sup>

- ▶ *Blue Bell Creameries (Workforce Solutions Brazos Valley)* – Working in partnership with Blinn College – Brenham, Blue Bell is using a \$175,725 SDF grant to custom train workers

<sup>42</sup> Legislative Budget Board Fiscal Note for HB 2421 (enrolled version), 79<sup>th</sup> Legislature (May 28, 2005). HB 2421 specified that for FY 2007, 67% of available funds be transferred to the TEF, with the remaining 33% transferred to the SDF. For FY 2008 and future years, the split changed to 75% to the TEF and 25% to the SDF.

<sup>43</sup> TWC, *Skills Development Fund Frequently Asked Questions* (Updated 7/21/09).

for 867 new or upgraded jobs. The workers will fill positions such as food batch makers, packagers and sales representatives, earning an average hourly wage of \$15.28.<sup>44</sup>

- ▶ *Regional Advanced Manufacturing Academy (RAMA) Consortium (Workforce Solutions Northeast Texas)* – RAMA was developed through the collaborative efforts of local colleges, seven economic development entities, 14 employers and the Northeast local board. RAMA is partnering with three northeast Texas colleges to train 709 individuals. A SDF grant of over \$1.2 million will create or upgrade positions such as machine operators, maintenance technicians, office administrators, production team leaders and supervisors, with projected average hourly wages of \$18.24.<sup>45</sup> Local economic development entities contributed over \$60,000 to the project.

*“This grant represents a partnership between three colleges and industry in this region ... we want to share our talent and expertise with those industries to boost economic development.”*

- Dr. Pamela Anglin, President,  
Paris Junior College  
(*The Paris News*, September 4, 2008)

An annual manufacturing summit aided in the identification and assessment of employer skill needs – ranging from ‘soft skills’ to job-specific skill sets. Last year, summit attendees explored manufacturing industry issues and the development of a youth-targeted outreach campaign.<sup>46</sup>

**SAP** – *Design and implement a methodology and system for identifying and assessing employer needs with the first complete assessment and recommendations delivered by Q1/05.*



#### Key Outcomes –

- ▶ *Agency Projects Implementation* – As noted previously, agency work is underway on 12 projects related to employer use of and satisfaction with system products and services. Several of the projects represent new agency initiatives to address program evaluation through new or modified data collection efforts with employers, as well as the use of existing performance data/information. Work on several of the projects will continue under the new system strategic plan.
- ▶ *State of the Workforce Report* – The Council’s June 2006 State of the Workforce Report included a preliminary assessment of partner agency current and planned evaluation efforts related to employer use of and satisfaction with system products and services. Baseline surveys<sup>47</sup> indicated that employer involvement was common in program planning stages; however, there were few formal, systemic evaluation efforts in place. This review led to the development of agency-specific projects noted above.
- ▶ *Local Board Information* – As part of their local planning efforts, the boards provide the Council with information about activities that demonstrate alignment with the system strategic plan. During the *Destination 2010* plan period, the boards continued to expand the variety of available online, in-house and on-site services, including those offered by their Business Services Units.

<sup>44</sup> TWC, Texas Workforce Press Release (June 11, 2009).

<sup>45</sup> TWC, Texas Workforce Press Release (September 2, 2008).

<sup>46</sup> TWC, *Solutions*, Vol. 5, No. 4 (Fall 2008).

<sup>47</sup> Workforce system partners are responsible for the delivery of 25 programs and services focused on education, workforce education and workforce training. Many of these, in particular the many programs administered by TWC and by local workforce development boards (e.g., programs funded under the Workforce Investment Act) were not included in the survey, as information about applicable federal and state performance reporting requirements is documented and readily available. Baseline survey conducted in April 2006 with the exception of the Texas Veterans Commission (April 2007).

- ▶ *Future Considerations* – The Governor’s Competitiveness Council’s 2008 report noted the need for continued improvement in this area, stating that ‘Texas needs accurate data to assess current and future workforce supply and demand gaps correctly’. One of the new strategic plan’s LTOs addresses this recommendation and the first report is due in 2010.

**Background** – Using direct employer input, education and training options can be designed to meet future employment needs in a more effective and timely manner and ensure that employer skills are more readily met. This is critical as the state increases economic development activities in an effort to become increasingly competitive in today’s global market.

To enable meaningful and results-oriented collaboration between workforce, education and economic development, system partners must make decisions and develop services based on accurate and timely assessments of workforce requirements. Significant work has been done by some partner agencies that, in part, provides assessment of future workforce needs; however, this work has yet to fully evolve into a decision making benchmark for system decisions and investments. System partners must continue to assess available tools and systems to determine where and how enhancements can be made to ensure that a recognized methodology for assessing employers’ current and future workforce needs exists.

*Project Profile: Workforce Development Coalition*

From awareness campaign to national award winner, the Workforce Development Coalition (Coalition) is a highly successful program designed to recruit and retain workers for the Coastal Bend petrochemical industry. Workforce Solutions of the Coastal Bend established the Coalition, bringing together the 16-member Port Industries of Corpus Christi, 42 school districts (245 schools), 10 workforce career centers, community colleges, universities, trade schools and the City of Corpus Christi. For three years, the Coalition has been working to address the shortage of skilled workers (e.g., welders, pipe fitters, engineers) for the area’s petrochemical, manufacturing, construction and refining industries.

*“... perception was that these types of jobs were dangerous and dirty ... go to extremes to make sure our workplace is clean and a number of the companies are held up nationally as leaders in safety. This initiative has helped change that perception and increased the interest in the field.”*

- Tim McDaniel, Port Industries President and DuPont Fluoroproducts Plant Manager  
(<http://www.caller.com>, February 26, 2009)

In recognition of the innovative business-led community partnerships developed by boards, the National Association of Workforce Boards’ (NAWB) named the Coalition the *2009 Theodore E. Small Workforce Partnership Award Grand Prize Winner*. Project accomplishments include:<sup>48</sup>

- ▶ establishment of regional hubs to promote collaboration between industry and education (e.g., in one hub an abandoned elementary school is being transformed into a ‘satellite’ craft training center that will serve five school districts and offer night classes to adults);
- ▶ generation of significant financial support including contributions of \$720,000 from Port Industries of Corpus Christi, \$454,000 from the local board, \$10,000 from the city and numerous in-kind contributions; and
- ▶ development of the Talent Bank™ website<sup>49</sup> with career, training and job information.

<sup>48</sup> NAWB, *Forum 2009 – Partners at Work* program.

<sup>49</sup> Accessible at <http://www.talent-bank.net>.

Craft Training Center Project Fall 2008 – Spring 2009	
Quick Facts	
High school students attending	150
Local board investment	\$48,000
Potential hourly earnings:	
Electricians	\$18.00
Instrument fitters	\$20.00
Pipefitters	\$18.00
Welders	\$16.00

SOURCE: Workforce Solutions of the Coastal Bend

The partners established the Leading the Way Scholarship. This scholarship supports Del Mar College, the Craft Training Center of the Coastal Bend and Coastal Bend College students that are enrolled in welding, process technology, skilled crafts, instrumentation and electrical programs.<sup>50</sup> This year, Coalition partners designed and implemented curriculum for industrial trades training programs that allow students to receive high school credit while also offering them a chance to earn an industry recognized certification through the National Center for Construction Education and Research.

**SAP** – Develop system to review workforce education programs and make recommendations to revise or retire them as appropriate to the current and future workforce needs identified in coordination with employers. This system capacity will be operational by 2008.



#### Key Outcomes –

- ▶ *Career and Technical Education (CTE)* – HB 3485 (80<sup>th</sup> Legislature) required TEA to establish a CTE Review Panel. The Council was represented on the 10-member panel that met regularly in 2008 to review and make recommendations on CTE curricula revisions. In July, the State Board of Education gave final approval to new curriculum standards for approximately 190 CTE courses, the result of a systematic review and update for all subject areas offered in Texas' public schools.<sup>51</sup> The updated standards organize courses into the U.S. Department of Education's (ED) 16 Career Clusters, many of which support the Governor's industry cluster initiative.<sup>52</sup>

This effort is consistent with a Governor's Competitiveness Council recommendation that addresses enhancing CTE courses 'to ensure they are relevant to current and emerging occupations and include college and workforce readiness standards.'<sup>53</sup>

In July 2008, a new *Texas State Plan for Career and Technical Education, 2008-2013* was approved by ED. The Perkins Act<sup>54</sup>, reauthorized in 2006, required the development of a new state plan.

- ▶ *College and Career Readiness Standards*<sup>55</sup> – In 2007, vertical teams were formed to develop and recommend standards for English/language arts, mathematics, science, and social studies. In January 2008, the THECB adopted the new College and Career Readiness Standards (CCRS), which were forwarded to the Commissioner of Education and the State Board of Education for incorporation into the Texas Essential Knowledge and Skills. The two agencies are working with local school districts and higher education faculty to ensure academic rigor by aligning high school curricula with the new CCRS, with a phased implementation timeline of Fall 2009-Fall 2013.
- ▶ *Local Board Information* – Boards are responsible for reviewing training programs to assess their applicability for meeting current and future skills needs in their workforce area or other areas of the state. Boards may choose not to fund certain training programs, or

<sup>50</sup> <http://www.caller.com> (May 7, 2008).

<sup>51</sup> TEA, *Texas Education Today*, Volume XXII, No. 6 (July 2009).

<sup>52</sup> TEA, *AchieveTexas* Implementation Guide, 2006.

<sup>53</sup> Governor's Competitiveness Council, *Council's Report to the Governor* (July 2008).

<sup>54</sup> Carl D. Perkins Career and Technical Education Improvement Act of 2006, Public Law 109-270.

<sup>55</sup> Required by HB 1 (79<sup>th</sup> Legislature, Third Called Session).

may provide direct input to training providers of employers' training needs. Based on information submitted since 2006, most boards have defined processes for identifying target occupations and approving training providers; however, only a few detail how they use these and other means to recommend revision or retirement of training programs.

**Background** – Timely provision of demand-driven education and training is essential to the state's future economic success. Such options are critical to support the needs of secondary and postsecondary students and incumbent workers. In addition, the ability to meet employers' training needs is a valuable economic development/recruitment resource. For Texas to be globally competitive, system partners must continue efforts that anticipate future employer and educational needs. To help ensure that program offerings meet the needs of current and future employers, work will continue during the next strategic plan cycle.

The Council has collaborated with the THECB, the Texas State Leadership Consortium for Curriculum Development and its successor, the Texas State Leadership Council, to assist the state's community and technical college system to have the information needed to meet the emerging needs of Texas' employers. Additional policy and funding changes were implemented for 2008-2009 in conjunction with the THECB Commissioner's effort to align all activities and resources with Closing the Gaps. A competitive process is used to allocate funds for State Leadership projects.

**SAP** – Increase the awareness, access rates, participation, and relevance of services to small and mid-size businesses throughout the State. The results of these efforts will achieve an increase in usage (to be determined) of system products, services, and solutions by a date to be specified.



#### Key Outcomes –

- ▶ *Agency Plan Development* – As previously noted, individual partner agency projects were developed to address employer use of and satisfaction with system products and services, and other agency-specific items. Plan implementation is in progress, with regular reporting to SITAC, and will continue under the new system strategic plan.
- ▶ *Skills Development Grants* – HB 2421 required TWC to consider giving priority to training incentives for small businesses when awarding SDF grants.<sup>56</sup> FY 2009 represents the third complete reporting cycle for which this change was effective, with a total of 45 SDF grants awarded. The breakdown by employer type for the one and three-year periods is shown below. Total funding for the six year plan period is presented on page 41.

Business Type (No. of employees)	FY 2009		FY 2007 – FY 2009	
	Total Dollars Awarded	% of Total	Total Dollars Awarded	% of Total
Micro (<21)	\$ 25,836.02	0.11%	\$ 759,352.35	1.06%
Small (21-99)	1,019,897.07	4.32%	4,205,091.67	5.89%
Medium (100-499)	5,858,841.22	24.81%	15,092,167.24	21.12%
Large (500+)	16,707,574.69	70.76%	51,388,018.75	71.93%
<b>Total</b>	<b>\$23,612,149.00</b>	<b>100.00%</b>	<b>\$71,444,630.01</b>	<b>100.00%</b>

The average FY 2009 grant amount was \$524,714. According to TWC, SDF grants often include a consortium of businesses, which may be composed of micro, small, medium and/or large employers. For FY 2009, the number of grants in which those business types were a partner included: five micro, 29 small, 51 medium and 85 large businesses.

<sup>56</sup> TWC Workforce Investment Act Rules: 40 TAC § 803.3(a)(2), effective January 9, 2006.

▶ *Internet Resources –*

- Launched in 2005, the Texas Business Portal<sup>57</sup> website simplified the process of fulfilling state reporting and licensing requirements. SB 96 (79th Legislature) provided for the expansion of Internet services by requiring state agencies to make all forms available online.
- No-fee access is to be developed for all business permits and occupational licenses listed on TexasOnline (<http://www.state.tx.us>). In 2007, the Consolidated Business Application website<sup>58</sup> was enhanced to allow users to apply and pay for new permits for retail, convenience store and restaurant business types.

**Background** – Over 98% of Texas' businesses are classified as small (i.e., fewer than 500 employees) and such businesses are expected to account for a high percentage of future entry-level job openings. Small and mid-size businesses must be able to readily and successfully access programs and services that can assist them in hiring, training and retaining a skilled workforce.

State and national employer feedback indicates that small to mid-size businesses often lack the internal capacity or resources to navigate system programs and services. However, system partners have actively pursued this customer segment by establishing tighter linkages and collaboration between state and local economic development activities and by increasing available economic development assistance and training options.

*Project Profile: Mid-Border Business Network*<sup>59</sup>

Most employers in the Middle Rio Grande area are small or mid-size businesses. To support their growth and success, Workforce Solutions Middle Rio Grande is one of nearly 20 partners in the Mid-Border Business Network (MBBN), working with the area Council of Governments, Southwest Texas Junior College and other partners to help entrepreneurs with training and access to varied funding sources. The board's five major Business Resource Centers provide office space, equipment and software resources for new and growing businesses.

Through the MBBN, Middle Rio signed Memoranda of Understanding with the Small Business Administration and Senior Corps of Retired Executives to provide counseling and business seminars. Enterprises such as the Southwest Texas Goat Producers Co-Op (Co-op) Inc. benefit from this collaboration.

*"SBDC figures .... In Fiscal Years 2007 and 2008, the region had 48 business startups; 153 jobs were created; and the center served 465 new clients. Through loans and owner investments, the SBDC had a \$5.6 million economic impact."*

- TWC Solutions (Winter 2009)

With about 40 wranglers raising dairy and meat goats, the Co-op is benefiting from a \$550,000 loan from the Small Business Development Center (SBDC). The loan has helped dairies purchase milk processing machinery, provide courses and certifications for cheese-making and fund a greenhouse to sustain hydroponic plants used to feed the goats.

<sup>57</sup> Accessible at <http://www.texasonline.com/portal/tol/en/bus/1/1>.

<sup>58</sup> Accessible at <http://www.texasonline.com/cbap/welcome.jsp>.

<sup>59</sup> TWC, *Solutions*, Vol. 6, No. 1 (Winter 2009).

## ADULT BASIC EDUCATION AND LITERACY

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### Mandate and Background

Texas Government Code § 2308.1016 mandates that the Council facilitate the efficient delivery of integrated adult education services in Texas, in part by evaluating the adult education and literacy services administered by the Texas Education Agency (TEA) and the Texas Workforce Commission (TWC). The Council is directed to develop and implement immediate and long-range strategies for any identified problems, including those related to duplicative planning efforts or lack of client information sharing. This represents the sixth annual report to the Governor and the Legislature, and is the summative report for the *Destination 2010* strategic plan cycle.

Since 2003, the Council and its adult basic education (ABE) partners – TEA/Texas LEARNS<sup>60</sup>, TWC and the Texas Higher Education Coordinating Board (THECB) – have worked to identify issues, document and report on the status of key areas within ABE in Texas, and develop and implement an action plan that outlined long term strategies for improvement.

In December 2003, the Council published *A First Look at Critical Issues Surrounding Adult Education and Literacy in Texas*.<sup>61</sup> Viewed as an initial evaluation, the report provided the basis for further research, evaluation and strategy development. At the request of the three partner agency Commissioners, the Council facilitated an ABE planning group that created a multi-strategy, tri-agency plan.

In November 2004, the Council reconvened the three agencies to consult with members on revisions to the primary *Destination 2010* Strategic Action Plan (SAP) that addressed ABE service delivery. Using the tri-agency plan as a basis, the SAP was revised and included additional actions from the Council's 2003 recommendations to strengthen collaborative planning efforts. The revisions contained both short- and long term strategies and actions, with high-level timelines, that the partner agencies were responsible for implementing.

In December 2004, the Council approved the revised SAP and assigned oversight responsibility to the System Integration Technical Advisory Committee (SITAC), the Council committee charged with implementation of the system strategic plan. The revised SAP was included in the 2005 Update to *Destination 2010*, which was approved by the Council in March 2005 and subsequently signed by the Governor.

Reviewed and updated annually through 2008, the ABE SAP was one of the most complex in *Destination 2010*, containing 17 major tasks. The tasks that were not completed were contingent on reauthorization of the federal Workforce Investment Act of 1998, which is still pending in Congress.

This section outlines key outcomes and project snapshots achieved during the six-year *Destination 2010* strategic plan cycle. The complete SAP, with all actions taken through FY 2009, is presented in Attachment 2.

### Key Outcomes

Significant progress has been made in implementing the ABE SAP since its approval in December 2004. TEA, THECB and TWC provided regular reports at SITAC meetings from 2004-2009, including updates on the tasks that follow. Key outcomes are grouped by the agencies' four overarching goal areas.

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<sup>60</sup> Under an agreement with TEA, Texas LEARNS provides nondiscretionary grant management functions, program assistance and other statewide support services to Texas' adult education and family literacy providers. TEA is responsible for all discretionary, policy and monitoring functions.

<sup>61</sup> Accessible at <http://governor.state.tx.us/twic/work/>.

### Collaborative Planning

- ▶ *Workforce Literacy Resource Team (WLRT)* – In 2006, the WLRT was formed to address the team’s primary goal of increasing collaborative efforts among employers, local boards and ABE providers. The team included representatives from employers, local adult education providers, local boards, Texas LEARNS and the three agencies.

WLRT later transformed into a workforce conference planning team with members representing local adult education, workforce and higher education. Although no longer a state level working team, the revamped workgroup continues to meet and assists with an annual workforce literacy conference.

- ▶ *State and Local Communication* – Coordinated in part by the WLRT, joint communication and planning efforts increased among the three agencies and with local adult education and workforce service providers. Agency staffs solicited input from system stakeholders and utilized email distribution lists and a website to gather input for planning purposes. Information on best practices and grant opportunities has been shared through small group meetings, state and regional conferences, email distribution lists, Internet postings and publications. In addition, ‘SHOP TALK’<sup>62</sup> information releases are readily available.
- ▶ *Planning Efforts* –
  - *P-16 Council* – The three agencies sit as members and participate in P-16 Council activities.
  - *Plan Review* – Federal and state-level plans are submitted to each of the three partner agencies for review and comment. Agency strategic plans and the THECB’s *Strategic Plan for Texas Public Community Colleges* are submitted biennially to the Office of the Governor and the Legislative Budget Board.
  - *Local Board Planning Guidelines* – In 2006, TWC revised the local board planning guidelines, in part to require local workforce development boards to describe how they (1) coordinate services with adult education programs and (2) share workforce service information between ABE providers and customers.

### Project Profile: Local Collaboration<sup>63</sup>

In 2006, the Postsecondary Awareness: Transition to Higher Education (PATH) committee was formed to assist adult learners with identifying a pathway and eliminating barriers when transitioning from adult education to postsecondary education and training. The committee consists of adult, correctional, community college, and workforce educators and administrators whose primary goal is the development of an educated and skilled workforce within the south Texas area. The committee shares resources and ideas that help create a coordinated network of services for adult learners wanting to enhance their quality of life.

#### **PATH Committee**

*Guided by the recommendations in the Council’s 2003 ABE report, the PATH committee was formed in order to seek a systemic, lasting effort that utilizes each program’s resources to address the many needs of adult learners as they transition from adult education programs to postsecondary education or the workplace.*

Two member organizations – Education Service Center Region 20 (ESC) and the Worksource Solutions Alamo local board – have a long standing relationship, with the ESC offering GED

<sup>62</sup> Accessible at <http://www-tcall.tamu.edu/texaslearns/st/sttoc.htm>.

<sup>63</sup> Texas Education Service Center, Region 20 staff, <http://portal.esc20.net/portal/page/portal/esc20public/adulteducation/PATH>, and State P-16 Council minutes (May 7, 2008).

and basic education classes in many of the area's workforce centers. The ESC also sponsors training for adult education teachers, funded through the GREAT Center.

The ESC, in partnership with the PATH Committee, held the *Success Trifecta: Collaboration to Stimulate Lifelong Learning* conference in October in San Antonio. Collaborative planning and participation continues to increase in such events, which typically feature a variety of workshops for adult education providers, workforce partners, businesses and institutions of higher education.

### *Segment Customers and Increase Service Options*

- ▶ *LEP Field Guide* – In 2007, TWC issued the *LEP Guide for Workforce Professionals*<sup>64</sup> to assist local boards, workforce center staff, and education and training professionals with the delivery of services to participants with limited English proficiency (LEP) – one of the fastest growing segments of Texas' workforce. The guide included four modules that addressed intake and case management; nontraditional occupations and entrepreneurial opportunities; scorecards for evaluating training services; and comprehensive assessment.

During 2007-2008, over 100 training sessions were held, with more than 1,700 board and workforce center staff, board members, and training and education providers participating. Local board Executive Directors were provided with curriculum and software to enhance resource center services and results of pre-/post-training questionnaires. Workforce boards and education and training providers have adopted some of the best practices recommended by the training.

- ▶ *Funding Mechanisms* – One of the SAP's major tasks was to evaluate and recommend changes to the funding allocation methodology and performance-based contracting model for ABE grants. In February 2008, the State Adult Education Advisory Committee formed a task group to draft a performance-based funding proposal. Earlier this year, the group recommended to TEA that a modification of the funding formula be carried forward to the State Board of Education (SBOE).

As of late August, the recommendations were under consideration by TEA's Commissioner of Education. Any implementation decisions will be made through the SBOE's rulemaking process and will not take effect until fall 2010 or potentially fall 2011.

- ▶ *Transition to Higher Education* –
  - In May, THECB hosted a summit to discuss the transition of ABE students to postsecondary education. The purpose of the summit was to identify local ABE program practices to assist ABE, English as a Second Language (ESL) and Adult Secondary Education students to enroll into postsecondary education.
  - TEA continues to work with the GO Centers to disseminate information about transition of ABE learners to postsecondary education.
  - A FY 2004 Perkins-funded project<sup>65</sup> created a model for GED students to transition from ABE programs to technical certificate and associate degree programs using a method similar to the Tech Prep model. Tech Prep is a comprehensive, articulated

<sup>64</sup> Accessible at <http://www.twc.state.tx.us/boards/guides/guides.html>.

<sup>65</sup> THECB – Carl Perkins Statewide Leadership Grant.

program that allows students to study in a high school career program and either gain credit or experience that assists them in their transition to higher education.

- ▶ *Management Information System* – Operational since 2005, TEA's Texas Educating Adults Management System (TEAMS) allows daily tracking of contact hours, including proxy hours for distance learning participants. A staff training tutorial is available through the TEA website, providing a review of reporting screens, keyboard shortcuts, online help feature and data entry examples for the secured access system.

*Project Profile: Distance Learning*

In 2006, Texas LEARNS and the GREAT Centers initiated nine pilot projects to train teachers and administrators in the fundamentals of distance learning. During the pilot year, only one distance learning option was offered – *English for All* for intermediate level ESL students. Currently, 15 distance curricula are approved and last year local service providers offered instruction in nine of the approved curricula.

Before local providers can offer distance learning options, state policy requires completion of *Distance Education 101* professional development through the GREAT Centers. In addition, a distance education plan must be developed by local providers that addresses recruitment, orientation, instruction and evaluation for courses selected from the list of approved curricula. Although there is no dedicated funding source for distance learning, local providers are

*Distance education is a formal learning activity where students and instructors are separated by geography, time or both for the majority of the instructional period.*

<b>2008-2009 BY THE NUMBERS</b>	
★	14 of 55 adult education grantees and one EL Civics program offered distance learning options
★	One or more providers in 6 of the state's 8 regions offered one or more distance options
★	682 individuals participated in distance learning
★	435 individuals completed one or more program levels
★	Total contact hours: 83,939
	Direct            62,826 (75%)
	Proxy             17,388 (21%)
	Orientation     3,725 ( 4%)

collaborating with partners such as workforce centers, public libraries and independent school districts to access funds to purchase software or utilize existing training facilities.

Victoria College is one example of a successful distance learning provider, having served 523 students in 2008-09 with 239 of them participating in distance learning. Of these, 141 (59%) completed one or more educational functional levels. Victoria College's integration of distance education into its adult education course delivery enabled the college to intensify instruction for all students, provide services to rural areas where intensive services were not feasible, increase performance and provide more efficient service delivery.

2007-08. The college was able to increase service in rural areas and decrease the cost of staffing classes that had been poorly attended in previous years.

Contributing to this success was Victoria College's building of partnerships with other agencies that shared the same clients:

- ▶ Workforce Solutions Golden Crescent local board bought seats for Aztec software that students used at the workforce site and other locations.
- ▶ Libraries serving rural areas offered space for student meetings and Internet access.
- ▶ County jails in Refugio and Calhoun permitted supported distance education for inmates, expanding service previously limited to days when instructors were scheduled.

*Project Profile: Adult Technology Training for Individuals with Limited English Proficiency*

In 2007, TWC awarded four grants with a total funding amount of almost \$700,000. Targeted for individuals with limited English proficiency, the one year projects integrated occupational training, Vocational English as a Second Language (VESL), technology application training and GED test preparation (if required for employment or training).

For example, the Workforce Solutions – Capital Area local board (based in Austin) partnered with Seton Family of Hospitals, St. David’s Healthcare, Austin Capital Area Dental Society, and Austin Community College (ACC) to create a VESL project.

With a goal of addressing local employer need for bilingual staff in high-growth occupations, skills training – offered concurrently with ESL instruction – was provided for Dental Assisting and Administrative Assistant.

*"This project was a tremendous success for everyone involved. One surprising element was the diversity (in terms of multiple nationalities) of the participants. We had students from Mexico, Asia, Eastern Europe, and Africa. They all came together as a group, supporting each other along the way. And the program faculty did a great job teaching to multiple languages. We will continue to work on similar programs in other occupations."*

- Alan D. Miller, Executive Director,  
Workforce Solutions – Capital Area

Using the \$143,014 TWC grant, ACC developed the curricula and initial courses. Financial support from the Capital Area Dental Society enabled the school to purchase a dozen state-of-the-art ‘Dexter’ training mannequins – life-size dummies that contain real human skulls and teeth.

Students attended school four evenings a week, for a total of 15 hours of in-class dental and ESL instruction weekly. Following the training, students participated in internships.

As of May 19, 2009	Dental Assisting	Admin Assistant	Total
Enrolled	19	20	39
Completed	18	20	38
Continued education	2	9	11
Entered employment	9	8	17
Retained employment	6	6	12

All of the Dental Assisting students passed their finals for Clinical Dental Assistant, Chairside Assisting and Radiology classes. In addition, 14 passed their state board radiology exam, and two were hired at the office where they

did their internship. Project managers noted that the number continuing their education was significant since, for many participants, this was the first contact with college courses.

ACC plans to offer the course using a tuition based model. While the school reports considerable interest, payment of full tuition may serve as a barrier to enrollment.

*Increase Employer Access and Utilize Industry Approaches*

- ▶ *Industry-Specific Curriculum Development [Rider 82<sup>66</sup>]* – In 2005, the Legislature required TEA to develop demand-driven workplace literacy and basic skills curriculum. Curricula were designed to introduce beginning and intermediate English language learners to vocabulary in the health care, sales and customer service and manufacturing industry sectors, as well as to general employability skills.

<sup>66</sup> Senate Bill 1 (79<sup>th</sup> Legislature) – General Appropriations Act 2006-2007 Biennium, Article III: Education, TEA Rider 82: *Development of Workplace and Workforce Literacy Curriculum.*

In 2007, the curricula were piloted following a 'soft launch'. Multiple partners<sup>67</sup>, with a lead role played by El Paso Community College, were responsible for the development of numerous products<sup>68</sup> ranging from instructor manuals and lesson plans to employability modules and an accompanying website for online support for students and instructors. In addition, two handbooks addressing planning and preparation for the delivery of workforce-related ABE/ESL instruction were also developed.<sup>69</sup> Partnerships continue to evolve with volunteer councils and a volunteer tutor training component has been added.

Copyrighted Texas Industry Specific English as a Second Language (TISESL) products are available to adult education providers statewide. As of late August 2009, 25 programs were offering or preparing to offer TISESL curricula or a workforce-related component, with a minimum of three classes being offered in each of the state's eight regions.

*"TISESL is designed for use in one or more ESL sections or classes, depending upon the local need for industry-related instruction. Programs must consider local need, industry demands, program infrastructure, time, location, and employer and workforce partnerships."*

- SHOP TALK #31, Texas LEARNS  
(May 29, 2009)

Texas LEARNS reports that approximately 1,000 students have participated in TISESL programs. A method to collect accurate completion data is being developed, with data expected to be available in the 2009-10 reporting year.

The three-county Seguin Independent School District (ISD) is an example of a successful TISESL program with 102 manufacturing and 83 health care students. Several factors have contributed to the program's success, including a program-wide commitment to deliver TISESL in small communities, professional development for instructors, student orientation and buy-in, employer partners, and access to technology.

#### **TISESL Student Success**

*Language skills were a barrier to this individual when seeking employment as a certified nursing assistant at a local nursing home. After TISESL enrollment, her language skills improved and she again inquired about employment. The employer asked the program to provide information about the TISESL curriculum and the student's attendance. A letter was provided describing the student's academic efforts and she was hired.*

- Texas LEARNS

The ISD made a strong commitment to implementing the TISESL program on a large scale for students in multi-level classes, the nature of instruction in many rural or semi-rural communities. Students and instructors were somewhat resistant until they became familiar with the curriculum's modular format, which bundles skills in thematic contexts that include

English language learning, related math, technology, and employability components. After the community suffered a significant downturn in manufacturing, the program switched to the sales and service curriculum while also continuing health care.

- ▶ **Conferences** – Employer participation continues to increase in events such as the *Central Texas Workforce Education Summit*, held September 2008 in Austin to address work-based education and literacy issues.<sup>70</sup> The Literacy Coalition of Central Texas sponsored the event with two local board partners, Workforce Solutions - Capital Area and Workforce Solutions Rural Capital, bringing together participants from employers, faith-based and community organizations, government and workforce centers. Participants addressed challenges and opportunities for local collaboration, and networked with employers, government and human service providers with similar workforce education interests.

<sup>67</sup> TEA and Texas LEARNS, TWC, El Paso Community College, Texas A&M University, Texas Center for the Advancement of Literacy and Learning, local adult education providers and volunteer literacy councils.

<sup>68</sup> Texas LEARNS, SHOP TALK #22 (July 1, 2008).

<sup>69</sup> Accessible at <http://www-tcall.tamu.edu/litresources/workres.htm>.

<sup>70</sup> Texas LEARNS, SHOP TALK #29 (October 31, 2008) and <http://www.willread.org>.

A regional employer needs survey was conducted prior to the summit, with data collected from a variety of industry sectors. Respondents indicated that both prospective and incumbent workers have significant needs for work readiness, English language and literacy skills as well as technical skills training.

*“Seventy-six percent indicated they were willing to invest in classes during work hours, and 60% were willing to pay a fee for services.”*

- SHOP TALK #29, Texas LEARNS  
(October 31, 2008)

### *Intensive Professional Development*

The eight GREAT Centers provide professional development activities that support a range of teacher, staff and advisory committee needs. These include topics mentioned in this section (e.g., distance learning, TISESL industry curricula) as well as ongoing training and assistance for subjects such as:

- ▶ *Content Standards* – Developing lesson plans using the content standards and benchmarks<sup>71</sup> for ABE/Adult Secondary Education and ESL learners.
- ▶ *Advisory Committee Orientation* – Training module to assist ABE fiscal agents with the selection and orientation of local advisory board members.

### **Future Considerations**

To meet the needs of both employers and current and future workers, training programs must be designed to better integrate ABE and skills-based training. Such programs will increase participants' ability to find, retain and advance employment in today's rapidly changing work environment.

As in *Destination 2010*, one of the issues identified in the new system strategic plan addresses the need for including all individuals in the pool of potential employees required by employers, especially in target populations such as:

***English language learners***, who constitute a rapidly growing population requiring additional skills for workplace-related success.

***Those with low literacy levels***, who can be assisted through targeted literacy programs to gain or maintain employment.

System partners must continue their efforts to more effectively use existing resources – and leverage new ones – in order to provide the language and skills-based training essential for these key participant groups. Through individual and collaborative projects, partner agencies have and will continue to build on lessons learned from the industry curricula, distance learning and adult technology training projects. Work accomplished through these and other *Destination 2010* initiatives is expected to provide information and resources as work proceeds under the new plan.

Earlier this year, TEA, THECB and TWC began development of a plan for ongoing collaborative planning and action. Based on final reporting for *Destination 2010*, work on a Memorandum of Understanding was ongoing, with a target effective date of October 1. It is essential that these partner agencies continue to build on the collaborative efforts undertaken over the past six years.

<sup>71</sup> *Texas Adult Education Content Standards and Benchmarks for ABE/ASE and ESL Learners: Implementation Guide*, Version 1.1 (June 2008). Accessible at <http://www-tcall.tamu.edu/taesp/index.htm>.

## TEXAS' LOCAL WORKFORCE DEVELOPMENT BOARD ALIGNMENT WITH *DESTINATION 2010*

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### Mandate and Background

The Council is charged in both state and federal law with recommending to the Governor approval of local workforce development board plan modifications for Program Year (PY) 2009 / Board Contract Year (BCY) 2010 as required under Title I of the Workforce Investment Act (WIA) of 1998, the Wagner-Peyser Act and other applicable statutes. WIA, Section 118(a), requires that each board develop and submit to the Governor a comprehensive local plan consistent with the WIA State Plan. WIA, Section 111, states that the Council, as the designated State Workforce Investment Board, shall assist the Governor in review of board plans.

Texas Government Code, 2308.101(a)(5) requires the Council to review local plans for workforce development and make recommendations to the Governor for approval. In addition, Chapter 2308.304(b)(4) specifies that local plans must include a strategic component that sets broad goals and objectives for local workforce programs, and that outcomes must be consistent with statewide goals, objectives, and performance standards. *Destination 2010* established these statewide goals and objectives through fiscal year (FY) 2009. The plan contained 22 Long Term Objectives (LTOs) with associated Strategic Action Plans (SAPs) to guide implementation. The 28 local boards were responsible for aligning their local goals and objectives with six of the LTOs.

In March 2009, the Texas Workforce Commission (TWC) initiated a process requiring boards to modify their current local plans. These plan modifications cover the period from October 1, 2009 to September 30, 2010. Because FY 2009 was the final year of implementation for *Destination 2010* and the Council had previously determined that the board plans aligned with *Destination 2010*, the Council did not request that boards demonstrate further alignment as part of the plan modification process. The Council did require the boards to report both on successful implementation strategies for three of the six LTOs that focused on employer awareness, use, and satisfaction, and on their capacity to identify and assess employer needs. The Council asked boards to describe their two most successful strategies and provide summative data and information related to:

- ▶ Increasing the number of employers accessing programs and services. (LTO CU1.0)
- ▶ Increasing communication and outreach to employers, thereby achieving increased levels of employer customer satisfaction. (LTO CU2.0)
- ▶ Identifying and assessing employer workforce needs, and how the results of those assessments informed changes or improvements to programs and services. (LTO SC4.0)

### General Findings

Over the six-year *Destination 2010* plan cycle, boards implemented strategies tailored to the needs of their regions that steadily increased the number of employers using workforce system programs and services. Boards also continued to improve their methodology for identifying and assessing employer needs, most often by developing relationships and ongoing avenues of communication with local employers, but also through the increased use of regional economic and labor market data.

Almost all local boards reported success with the development and deployment of Business Service Units (BSUs). BSUs are comprised of staff whose primary responsibility is to be proactive in contacting and building relationships with the region's employers. The units are able to assess employer needs and assist employers in accessing workforce programs and services. Boards repeatedly emphasized the importance of ongoing, face-to-face interaction as a key factor in building and maintaining successful relationships with employers.

Boards also reported success with the creation of locally administered customized training programs. The programs are generally funded with WIA dollars that may be used for this purpose. Boards report that such programs have given them the opportunity to work directly with local training providers such as community colleges and local employers to upgrade the skills of their employees.

Boards varied significantly in their use and analysis of data to quantify the outcomes achieved by implementing the strategies reported as most successful in their efforts to increase employer awareness, use and satisfaction, as well as to identify employer needs. Market Share and Staff Created Job Openings Filled were the two most frequently cited measures of employer use and satisfaction. These two measures are part of TWC's Reemployment and Employer Engagement Measures (REEM), with targets set for all boards each contract year. Boards reported data for the two measures when referencing their success in increasing the number of employers accessing programs and services and often cited the measures as proxies of employer satisfaction.

Aggregate results indicate that both measures generally increased over the life of *Destination 2010*. The table at right presents statewide data for BCY 2005-2009 (10/1/2004-9/30/2009).

Board Calendar Year	Market Share	Staff Created Job Openings Filled	
2005	19.85%	39,645	(66.30%)
2006	22.01%	196,531	(56.54%)
2007	23.42%	171,705	(59.43%)
2008	25.33%	161,547	(63.46%)
2009	27.02%	116,325	(71.78%)

## Summary of Responses to the Council's 2009 Request

The Council asked boards to report their two most successful strategies for three LTOs: CU1.0, CU2.0 and SC4.0. Summaries of board responses are included below, with examples of successful strategies.

**LTO CU1.0** – Describe the board's two most successful strategies for increasing the number of employers accessing programs and services.

Eighteen boards (64%) reported success in increasing the number of employers accessing programs and services through the development and implementation of a BSU. They reported specific aspects of this strategy as particularly successful, including face-to-face contact, business site visits, and dedicated account managers. Seven boards (25%) highlighted successful customized training programs that were tailored to meet regional needs, featuring partnerships with community colleges, and the creation of locally administered incumbent worker training funds. The third most frequently mentioned strategy was the formation of regional and community partnerships such as working with chambers of commerce, joint sponsorship of community functions, and serving on business advisory committees. Five boards (18%) identified successful use of these partnerships to increase the numbers of employers accessing programs and services.

**Example** – Workforce Solutions of West Central Texas is located in a largely rural area with a majority of small to mid-sized employers. In 2003, the board created a Workforce Investment Fund using statewide WIA dollars allocated by TWC for use in developing strategies to meet specific regional needs. Businesses or consortiums with 25% matching funds are eligible to apply for grants up to \$50,000. Employers receiving Workforce Investment Fund grants are required to post job openings in WorkInTexas.com. The board also credits the convenient online application form and the quarterly awards process for an increase of employers utilizing the workforce system. From the inception of the Fund through December 2008, 1,980 jobs were retained through the training and skills upgrading of current workers and 968 new jobs were created. The board earned the *Service to Business Award* for this initiative at the TWC's 2006 annual conference.

**LTO CU2.0** – Describe the board's two most successful strategies to increase communication and outreach to employers, thereby achieving increased levels of employer customer satisfaction.

Fourteen boards (50%) again mentioned at least one function of their BSU as the most successful strategy for increasing communication with employers and for improving employer satisfaction. Boards placed particular emphasis on the effectiveness of face-to-face communication, often through employer site visits to discuss their workforce needs. Six boards (21%) identified success with online strategies such as economic development portals, websites, or distribution of updates and newsletters via e-mail. Finally, job fairs and partnerships were the third and fourth most frequently mentioned strategies, with five boards (18%) identifying job fairs and partnerships as their most effective strategies.

**Example** – Workforce Solutions - Capital Area restructured their BSU into inside and outside teams. The inside team exclusively serves employers who are already using Workforce Solution services. The outside team meets one-on-one with businesses that are not utilizing workforce services, functioning as consultants who identify specific workforce needs and develop appropriate solutions while promoting the board's services. Restructuring the BSU improved employer access and encouraged the use of available services. This strategy resulted in 65 new employers accessing workforce services during the initial three months of implementation. Market Share has risen from 16.95% (BCY 2005) to 29.02% (BCY 2009).

**LTO SC4.0** – Describe the board's two most successful strategies for identifying and assessing employer workforce needs, and how the results of those assessments informed changes or improvements to programs and services.

Eleven boards (39%) mentioned at least one function of their BSU as the most successful method for assessing the needs of employers in their region. Eight boards (29%) identified at least one type of customized training program developed to respond to an identified employer need. Six boards (21%) mentioned some type of employer summit such as business seminars, employer workshops, or conferences about regional strategies for workforce and economic development. Four boards (14%) described the extensive analysis of labor market information as their most successful strategy for identifying and assessing employer workforce needs.

**Example** – Workforce Solutions Panhandle established a Labor Market Information Committee composed of private sector board members and representatives of economic development, education, and labor. The committee used input from employers, economic developers, educators, and the public in combination with labor market information to facilitate regional planning, promote a dialogue between employers and educators about training needs, and identify workforce skill gaps. The committee identified shortages of nurses, correctional officers, and truck drivers. In response to these findings, the board:

- ▶ collaborated with a food distributor and Amarillo College to provide truck driver instruction to approximately 40 incumbent and newly hired workers;
- ▶ worked with Amarillo College to submit an application for a U.S. Department of Labor Community-Based Job Training Grant that allowed the number of nursing students to be doubled; and
- ▶ assisted the Texas Department of Criminal Justice in hiring and training additional correctional officers by providing WIA-funded support services to eligible trainees.

## Additional Information in Boards' Plan Modifications

TWC required boards to include information on target industries and occupations in their plan modifications. The Council reviewed this information as it corresponds to LTO SC4.0 regarding the design and implementation of a method for identifying and assessing employer needs.

A summary report prepared by TWC identified the top 20 targeted industries and targeted occupations reported by the boards. The following table presents the results for each.

Top 20 Industries	Top 20 Occupations
- Elementary and Secondary Schools	- Licensed Practical and Licensed Vocational Nurses
- General Medical and Surgical Hospitals	- Registered Nurses
- Building Equipment Contractors	- Welders, Cutters, Solderers and Brazers
- Offices of Physicians	- Truck Drivers, Heavy and Tractor-Trailer
- Support Activities for Mining	- Electricians
- Architectural and Engineering Services	- HVAC Refrigeration Mechanics and Installers
- Power Generation and Supply	- Machinists
- Utility System Construction	- Bookkeeping, Accounting, and Auditing Clerks
- Home Health Care Services	- Executive Secretaries and Administrative Assistants
- Nonresidential Building Construction	- Pharmacy Technicians
- General Freight Trucking	- Plumbers, Pipefitters, and Steamfitters
- Local Government	- Automotive Service Technicians and Mechanics
- Agriculture, Construction and Mining Machinery	- Secondary School Teachers
- Computer Systems Design and Services	- Police and Sheriff's Patrol Officers
- Specialized Freight Trucking	- Computer Support Specialists
- Management and Technical Consulting Services	- Radiologic Technologists and Technicians
- Highway, Street and Bridge Construction	- Respiratory Therapists
- Colleges and Universities	- Bus and Truck Mechanics, Diesel Engine Specialists
- Oil and Gas Extraction	- Operating Engineers, Other Construction Equipment Operators
- Aerospace Production and Parts Manufacturing	- Correctional Officers and Jailers

The targeted industries and occupations reflect the priorities identified across the boards and largely align with the Governor's targeted industry clusters. Many boards identified industries and occupations in the life science cluster (including allied health occupations), the manufacturing and advanced technology cluster, the energy cluster and the petrochemical production cluster.

Regarding boards' strategies to support target industries and occupations, 21 boards (75%) mentioned a primary strategy that involved a partnership with adult education providers, colleges, public schools, local employers, or chambers of commerce. These partnerships identify workforce needs, facilitate training, and apply for funds or grants. Twenty boards (71%) reported providing customized training or working with a community college or other training provider to develop industry-specific training. Nine boards (32%) reported using labor market information such as occupational projections and targeted occupations to inform job seekers about growing fields and as guidance to determine the training that will be supported by the board. Frequently mentioned initiatives included:

- ▶ Planning with partners and stakeholders to set regional goals and to develop cooperative efforts.
- ▶ Conducting industry-specific labor market and workforce development planning studies.
- ▶ Developing career ladder, lattice, and pathway initiatives for target industries.

- ▶ Contacting eligible training providers in target occupations.
- ▶ Marketing workforce services to employers in the targeted and related industries.

### Alignment with Other LTOs

Local boards were also responsible for aligning with three additional LTOs under *Destination 2010*. While not required to report on these LTOs in this plan modification, boards reported on them in previous plan modifications. A general description of implementation progress follows for each of the three LTOs.

**LTO CU5.0** – *Increase by 2% per year (from actual rate of previous year), the percentage of persons receiving vocational rehabilitation services from HHSC who remain employed after exiting the program.*

All boards reported partnerships documented by formal Memoranda of Understanding (MOU) with the Health and Human Services Commission's (HHSC) Department of Assistive and Rehabilitative Services (DARS) and/or other disability entities regarding the delivery of services for people with disabilities. These partnerships allow the board and their workforce centers to collaborate with DARS regional offices to coordinate services for mutual customers and to determine how best to leverage their collective resources. In addition, some boards work with their DARS partners to host transition fairs for high school students and their parents to aid the students' transition from school to work.

**LTO SC5.0** – *Develop system to review workforce education programs and make recommendations to revise or retire them as appropriate to the current and future workforce needs identified in coordination with employers. This system capacity will be operational by 2008.*

In addition to state and national labor market information, boards also utilize local labor market information from area industries and employers to make informed decisions about workforce education programs. Boards collect this local information throughout the year through participation in industry steering committees, chambers of commerce, and advisory boards; from board members; and from staff interactions with employers. As illustrated in past years and again in FY 2009, the boards included a clear methodology for using local data to define the target occupations for their workforce area and to approve training providers through the state's Eligible Training Provider System.

Although boards do not have direct authority to retire workforce education programs, defining target occupations and approving training providers' programs allows them to affect the delivery of workforce education programs in order to meet current business needs. Boards can choose not to fund certain workforce education programs, or they may provide direct input to training providers regarding employers' training needs. For example, several boards described how they worked with training providers to develop training programs for specific employers or for an industry.

**LTO SC6.0** – *Increase the awareness, access rates, participation, and relevance of services to small and mid-size businesses throughout the State. The results of these efforts will achieve an increase in usage (to be determined) of system products, services, and solutions by a date to be specified.*

Most boards reported a single set of strategies for businesses of all sizes instead of separate strategies for large, small, and mid-sized businesses. Many of the businesses served by the boards, especially those in rural workforce areas, are small or mid-sized. Therefore, a majority of boards have simply integrated strategies for small and mid-sized businesses into

their overall plans for serving businesses. Some of the most attractive services offered to small businesses are human resources support services, since smaller companies have fewer resources to dedicate to human resource and staffing needs.

### **Future Considerations**

The board plan modifications were presented to the Council at its September 2009 meeting. The Council endorsed the plans and recommended final approval by the Governor. This was the boards' final report on alignment with and progress toward achieving the statewide goals and objectives in *Destination 2010*.

In the coming months the Council will work with TWC and the boards to determine how subsequent local plans and modifications will demonstrate alignment with the statewide goals and objectives in the new system strategic plan, *Advancing Texas: Strategic Plan for the Texas Workforce System (FY2010 – FY2015)*.

## CONCLUDING COMMENTS

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This report is the sixth and final evaluation for the *Destination 2010* strategic plan cycle. Previous reports included a section addressing issues that directly related to the report's scope as outlined on page 1. Three such issues were included in the Council's *Evaluation 2008* report, addressing data collection and reporting processes; employer use of workforce system products and services; and dropout reporting.

The Council and its System Integration Technical Advisory Committee (SITAC) worked with system partners to address these, and other critical issues. Significant progress has been made; however, work will continue during the next six-year strategic plan period as partners continue to focus on employers as a key customer. Current reporting processes will be reviewed and revised, where applicable, in order to provide performance outcomes and contextual information for the Long Term Objectives (LTOs) outlined in the new six-year plan.

In addition, partner work in many other areas addressed under *Destination 2010* (e.g., adult basic education and literacy, alignment of programs and policies) will be continued or expanded during the new plan period. SITAC will continue to play a vital leadership role, with partner representatives working individually and together to build on the work accomplished under *Destination 2010*.

### Data Collection and Reporting Processes

As noted previously, statute requires that the Council's evaluation report include program-level data, creating challenges related to the submission and presentation of aggregate versus unduplicated data. The Council strives to utilize existing reporting parameters, as appropriate, within the constraints of statutory mandates. The definitions and methodologies approved for reporting to the Council are very specific and align with the federal common measures where possible.

During the *Destination 2010* strategic plan cycle, the Council and partner agencies identified and implemented process improvements for all work phases associated with this report's preparation. In many cases, agencies provided supplemental data that aids in presenting a more comprehensive overview of Texas' workforce system outcomes.

Under the new system plan, the Council will continue to work with system partners to build upon process improvements made to date. Staff will work proactively with agency designees to finalize Formal and Less Formal performance measure definitions, methodologies and reporting processes for the next six-year plan period.

### Employer Use of System Products and Services

Since 2005, SITAC has been working to address employer use of and satisfaction with workforce system products and services, the subject of multiple LTOs in *Destination 2010*. In 2007, focus shifted to agency-specific projects, recognizing the different service strategies currently in place at the agency- and/or program-level. Work on multiple projects currently underway will continue under the new system strategic plan, which includes two LTOs addressing this critical issue:

*Existing data gap regarding employers' needs and customer satisfaction hinders the ability to assess whether existing programs and services are adequately meeting customer requirements.*

Agencies will continue efforts to use employment outcome data to evaluate program effectiveness and to improve program and service offerings. In addition, they will collect data from employer customers in order to assess both service needs and satisfaction levels.

Notably, of Texas' 25 year and older population, in 2007 only 79.1 percent (49<sup>th</sup> in U.S.) had a high school diploma.<sup>72</sup> CTE can be a strategy to help reduce the state's dropout rate by keeping more students engaged in and completing high school, thus positioning more graduates for a wider range of education and career options.

Timely, effective service delivery will be critical as the system partners strive to increase employer use rates by helping to ensure the availability of a skilled workforce for Texas' changing economy. In the longer-term, consideration might be given to additional cross-agency efforts for new and incumbent worker services, building on lessons learned from programs such as Project RIO (Re-Integration of Offenders), adult basic education and those designed for Temporary Assistance to Needy Families recipients.

## Dropout Reporting

Reporting of dropout performance data was a significant issue during the *Destination 2010* plan cycle. It was first identified as an issue in the *Evaluation 2004* report, which included a detailed explanation of the Texas Education Agency's (TEA) dropout definition, data collection and methodology.

Effective with the 2007 reporting cycle (academic year 2005-06), TEA began conforming to federal reporting requirements issued by the National Center for Education Statistics (NCES). TEA's estimated data for the 2004-2006 reporting cycles was published in the *Evaluation 2007 Data Addendum*; however, due to data limitations, data received for the 2007 reporting cycle was used to set a new benchmark.

The Dropout Rate presented in the **Less Formal Measures** section reflects the annual dropout rate (i.e., the percentage of students who drop out of school during one school year) reported by TEA in accordance with the NCES definition. In addition, TEA publishes a longitudinal dropout rate (i.e., the percentage of students from a class of beginning 7<sup>th</sup> or 9<sup>th</sup> graders who drop out before completing high school). For additional information, refer to TEA's annual *Secondary School Completion and Dropouts in Texas Public Schools*, typically released each July or August.

Last year, the U.S. Department of Education published final regulations<sup>73</sup> for programs administered under the Elementary and Secondary Education Act, as amended. Key areas addressed by the revised regulations included the establishment of a uniform and accurate method for calculating graduation rates for Adequate Yearly Progress purposes. Beginning 2010-11, states will have to calculate a 'four-year adjusted cohort graduation rate'.

Dropout reduction continues to be a major focus, as noted in one of eight Critical Business Issues identified for the new system strategic plan:

*Need for enhanced and more effective integration of academic and career technical education options at secondary and postsecondary levels to assist students to graduate and transition to further education or the workforce, and to reduce dropouts.*

The new LTO is defined as follows, with success to be measured in part by a decrease in the state's dropout rate.

*By 2013, Texas will decrease high school dropout rates by implementing rigorous career technical education (CTE) as part of the recommended high school graduation program.*

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<sup>72</sup> Texas Workforce Investment Council, *Texas Index 2009* (September 2009).

<sup>73</sup> *Federal Register*, Vol. 73, No. 210 (October 29, 2008).

## **ATTACHMENT 1 – DESTINATION 2010 SYSTEM STRATEGY MAP** \_\_\_\_\_

*Destination 2010's* System Strategy Map provided an integrated view of key plan components by:

- ▶ identifying Mission, Critical Success Factors, Long Term Objectives (LTOs) and Strategic Action Plans (SAPs);
- ▶ organizing LTOs and SAPs into logically related Key Performance Areas; and
- ▶ demonstrating the strategic linkages between the organization's preferred future state (i.e., Vision and Mission), its current situation and the primary objectives and actions required to be successful.

TWDS Vision & Mission	TWDS Strategy Statement	KPA	TWDS Critical Issues & Success Factors		TWDS Long Term Objectives	SAP ID#
			CBI	CSF		
<p><u>Vision Statement</u></p> <p>Texas has a world-class workforce system that promotes a higher quality of life through economic, employment, and educational success.</p> <p><u>Mission Statement</u></p> <p><b>The Texas Workforce Development System provides current and future Texas workers with relevant services and programs that enable competitive and sustainable employment. The System meets the current and emerging needs of Texas employers for a globally competitive workforce.</b></p> <p><b>The Partners comprising the TWDS achieve this mission by developing the capabilities to deliver integrated and leveraged workforce services.</b></p> <p><b>These Partners include:</b></p> <ul style="list-style-type: none"> <li>▶ Economic Development and Tourism Office</li> </ul>	<p>The strategy of the Texas Workforce Development System is to provide its customers: employers, current workers, and future workers of Texas with convenient and ready access to relevant and comprehensive workforce services that span a continuum from career planning and preparation, to career development and enhancement.</p> <p>Texas Workforce Services encompass education, training, support programs and services. These are delivered through an integrated and cohesive network of state agencies, educational institutions, and community based organizations who are accountable to the customers they serve for the successful execution and continuous improvement of the workforce development system. These partners will achieve the TWDS mission and strategy by:</p> <ul style="list-style-type: none"> <li>▶ Providing programs and services which are relevant and responsive to the evolving needs of the ultimate customers of the TWDS: employers, workers, and future workers.</li> </ul>	<p style="text-align: center;"><b>System Processes, Integration and Infrastructure</b></p>	<p>Increasing importance of collaborative problem solving by system partners.</p>	<p>Ensure collaboration (as a cultural value) is a high enough priority for system partners to effectively execute collaborative opportunities.</p> <p>Establish processes that enable system partners and stakeholders to identify and implement leveraging opportunities which improve the system and effectively execute the mission.</p>	<p>The Council Chair creates, enables and implements TWIC Advisory Committee that employs cross agency teams to ensure system collaboration and integration.</p>	<p>SI1.0</p>
			<p>Need to develop an integrated technology gateway to communicate with customers.</p>	<p>Establish a single web-based gateway for the system's primary customers, employers and job seekers, to facilitate access and a system identity.</p> <p>Increase the functionality of local workforce centers to address all primary customer information needs in a manner consistent through the use of the TWDS system gateway.</p>		
		<p style="text-align: center;"><b>Customers</b></p>	<p>Increase employer confidence in the system products and services.</p>	<p>Reduce barriers to entry for employers.</p>	<p>Increase system-wide, the number of employers using system products and services.</p>	<p>CU1.0</p>
				<p>Increase communication and outreach to employers to promote services and successes.</p>	<p>Employer Customer Satisfaction level will achieve an increase in the combined satisfactory and above satisfactory categories in the Council's System Employer Survey.</p>	<p>CU2.0</p>
				<p>Current and future workers will access and be successful at the programs necessary to gain knowledge and skills for tomorrow's economy. The system will maximize participant outcomes at critical points in the continuum of education to employment.</p>	<p>Increase the percentage of adult education students completing the level enrolled.</p> <p>Increase the percentage of adult education students receiving a high school diploma or Certificate of Equivalency (GED).</p> <p>Increase job placements as a result of SCSEP mature worker programs and services.</p>	<p>CU3.0</p> <p>CU3.1</p> <p>CU3.2</p>

TWDS Vision & Mission	TWDS Strategy Statement	KPA		TWDS Critical Issues & Success Factors		TWDS Long Term Objectives	SAP ID#
		CBI	CSF				
<ul style="list-style-type: none"> <li>▶ Local Workforce Development Boards through the Texas Association of Workforce Boards</li> <li>▶ Texas Department Of Criminal Justice</li> <li>▶ Texas Education Agency</li> <li>▶ Texas Health and Human Services Commission</li> <li>▶ Texas Higher Education Coordinating Board</li> <li>▶ Texas Workforce Commission</li> <li>▶ Texas Youth Commission</li> </ul>	<ul style="list-style-type: none"> <li>▶ Meeting system level and agency level performance objectives through coordinated planning and the execution of initiatives which produce accountable results.</li> <li>▶ The deployment of a coordinated and efficient statewide delivery system.</li> <li>▶ Collaborating to achieve integration of inter-agency systems, processes, programs and sharing of information critical to the success of the workforce development system.</li> <li>▶ Developing and deploying outreach and communications programs which build awareness, support, and participation for the TWDS.</li> </ul>					<p>Increase academic and future workplace success of youth by increasing the HS graduation and/or certification (GED) rates.</p> <p>Reduce the percentage of student dropouts from public schools between grades 7 and 12.</p> <p>Increase the percentage of exiting secondary students pursuing academic and/or workforce education.</p> <p>Increase Texas higher education participation rate.</p> <p>Increase the number of certificates, associate's and bachelor's degrees awarded annually.</p> <p>Sustain job placements for students exiting postsecondary programs.</p> <p>Decrease number of TANF recipients cycling on and off TANF.</p> <p>Establish a standard for job placement for adult and youthful offenders prior to release. Increase the percentage of adult offenders placed in jobs prior to release. Increase constructive activity rate (placements and other positive outcomes) for youthful offenders.</p> <p>Increase the percentage of persons receiving vocational rehabilitation services from HHSC who remain employed after exiting the program.</p>	<p>CU3.3</p> <p>CU3.4</p> <p>CU3.5</p> <p>CU3.6</p> <p>CU3.7</p> <p>CU3.8</p> <p>CU3.9</p> <p>CU4.0</p> <p>CU5.0</p>
		Recognize and treat youth and adult offender populations as employment assets.	Incarcerated youth and adult offenders receive meaningful educational and job training services to secure employment.				
		Recognize and treat persons with disabilities as employment assets.	Persons with disabilities receive meaningful vocational rehabilitation and secure and/or maintain employment.				

TWDS Vision & Mission	TWDS Strategy Statement	KPA	TWDS Critical Issues & Success Factors		TWDS Long Term Objectives	SAP ID#
			CBI	CSF		
		<b>System Capacity Building</b>	Enhance strategic alliances to facilitate more diverse and innovative collaboration relative to the identification, development and delivery of programs and services.	Develop linkages between system level coordination and the local level strategic alliances efforts.	Achieve job growth increases from 2000 to 2010.	SC1.0
				Aggressively seek strategic alliances with: 1. Employers, through trade associations and research consortia 2. Technical and community colleges.	Develop, approve, fund and implement a strategic alliance business model that targets a minimum of three strategic industry clusters. These alliances are targeted to industries that hold long term strategic relevance to the State.	SC2.0
			Need to increase collaboration between workforce, economic development and education.	Increase funding for and employer access to customized training.	Expand existing program or create a new program that enables employers to directly, readily and accountably access funds for new hire or incumbent worker training.	SC3.0
				Build and fund a systemic capability to conduct proactive market assessments for employers' future workforce requirements.	Design and implement a methodology and system for identifying and assessing employer needs.	SC4.0
				Flexible educational system, highly responsive to identified current and future workforce needs.	Develop system to review workforce education programs and make recommendations to revise or retire them as appropriate to the current and future workforce needs identified in coordination with employers.	SC5.0
				Improved access and relevance of economic and workforce development programs and services for small to mid-size businesses and communities.	Increase the awareness, access rates, participation, and relevance of services to small and mid-size businesses throughout the State. The results of these efforts will achieve an increase in usage of system products, services, and solutions.	SC6.0

## **ATTACHMENT 2 – *DESTINATION 2010* STRATEGIC AND AGENCY ACTION PLANS**

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Strategic Action Plans (SAPs) and Agency Action Plans (AAPs) are the high-level plans that identify major steps, milestones, timeframes and performance measures necessary for attainment of the Long Term Objectives and/or system goals specified in the system strategic plan. *Destination 2010* contained 22 such plans.

This attachment includes final versions of all 22 SAPs and AAPs, presented in their entirety.

TWDS SAP ID#: SI1.0		SAP Owner: Council		TWDS Strategic Action Plan 2009 Review		Updated: 8/31/09		Rev: 5	
Action Plan Status: FINAL		Key Performance Measures (KPMs)							
Key Performance Area: System Processes, Integration and Infrastructure		Tier 1 KPM(s):		Tier 2 KPM(s):		Tier 3 KPM(s): SAP Specific		Related Agency Action Plan(s) IDs:	
Accountable Participants: Council									
<b>Long Term Objective:</b> The Council Chair creates, enables and implements Council Advisory Committee that deploys cross agency teams to ensure system collaboration and integration. Committee will be appointed by Q1/04 and will resolve a subset of at least 3 cross system issues by Q4/07.		<b>Intended Outcomes:</b> Issues assigned by the Council and/or Chair to this committee will be high priority for resolution by the agencies. All agencies, to some degree, will be affected by this LTO. The committee will be the mechanism for implementation of coordinated agency actions to address those System LTOs that require multiple agencies to address issues and actions to achieve the LTO. The committee will monitor and evaluate progress towards successful resolution of issues. Successful resolution of the targeted issues will improve system effectiveness and efficiency, thereby resulting in the enhanced ability to serve system customers.							
<b>Major Tasks/Milestones</b>									
√	1	Develop scope, charge and structure of Council Advisory Committee.		Start Date (mm/yy)	09/03	Duration (days or months)	3 months	Dependencies	Tracking Measures, Interim Outputs & Recommended Reporting Schedule
√	2	Develop and execute operating/reporting procedures and feedback mechanism to the full Council.		09/03	3 months		Completed		Completed
√	3	Appoint members.		09/03	2 months		Completed		Completed
√	4	Initiate meeting schedule for plan implementation and reporting to Council.		01/04	1 month		Completed		Completed
√	5	Initial orientation meeting.		01/04	1 month		Completed		Completed
√	6	Communication to Agencies authorizing role and responsibilities of the Advisory Committee.		10/03	1 month		Completed		Completed
√	7	Implement process on issues identified as requiring multi-agency involvement for resolution.		06/04	Ongoing		Completed		SITAC meetings. (Ongoing)
√	8	Evaluate process and review achieved outcomes; make process corrections as necessary.		06/05	6 months		Completed		SITAC meetings and staff follow-up. (Ongoing)
√	9	Resolution of three priority issues accomplished.		06/07	42 months		Completed		Completed

TWDS SAP ID#: SI2.0		SAP Owner: Advisory Committee		TWDS Strategic Action Plan 2009 Review		Updated: 8/31/09		Rev: 6	
Action Plan Status: FINAL		Tier 1 KPM(s):		Tier 2 KPM(s):		Tier 3 KPM(s): SAP Specific		Related Agency Action Plan(s) IDs:	
Key Performance Area: System Processes, Integration and Infrastructure		Tier 1 KPM(s):		Tier 2 KPM(s):		Tier 3 KPM(s): SAP Specific			
Accountable Participants: TWC, TEA, THECB, OEDT, HHSC, TYC, TDCJ, Local Workforce Boards, TVC		Tier 1 KPM(s):		Tier 2 KPM(s):		Tier 3 KPM(s): SAP Specific			
<p><b>Long Term Objective:</b> All system partners and associated workforce service providers will participate in the scope and development of a system-wide universal information gateway designed to provide a consistent and universal framework for all system customers and provider information on system projects, services and solutions. System providers and customers will achieve uniform utilization by Q2/08.</p>		<p><b>Major Tasks/Milestones</b></p>		<p><b>Intended Outcomes:</b> The System will represent itself as a system. All partners will agree and utilize the universal information gateway.</p>					
√	1	Scope information gateway attributes.		09/03	2 months			Completed	
√	2	Explore TWC feasibility of system capacity.		01/04	6 months			Completed	
√	3	Identify linkages necessary across workforce system by customer type.		07/04	3 months			Completed	
√	4	Perform needs and capabilities assessment. Align partner web presence of each partner to workforce system branding requirements.		07/04	3 months			Completed	
√	5	Select existing system which meets needs or develop new system.		10/04	7 months			Completed	
√	6	Develop and launch information gateway and support system.		05/05	5 months			Completed	
√	7	Develop and execute outreach campaign to create the necessary customer awareness.		02/05	Ongoing	<ul style="list-style-type: none"> <li>Website enhancements</li> <li>Technical support</li> </ul>		Completed	<ul style="list-style-type: none"> <li>Outreach and Awareness Plan.</li> <li>Focus Groups.</li> <li>TexasOnline.</li> </ul>
√	8	Partner staff trained on information use and distribution.		09/05	22 months			Completed	<ul style="list-style-type: none"> <li>Outreach and Awareness Plan.</li> <li>Agency web contact work session. (April 2007)</li> <li>SITAC presentation. (June 2007)</li> </ul>
√	9	Information gateway system operational and primary resource of workforce system information.		12/06	5 months			Completed	Website rebuilt and relocated to TexasOnline. (April 2007)
√	10	Service providers utilize system as primary source of system information.		01/07	18 months	<ul style="list-style-type: none"> <li>Outreach materials</li> <li>Major Task 7</li> </ul>		In Progress	
√	11	Evaluate usage at specified intervals.		01/07	Annually	<ul style="list-style-type: none"> <li>Website utilization reports</li> </ul>		In Progress	

TWDS SAP ID#: CU1.0		SAP Owner: Advisory Committee		TWDS Strategic Action Plan 2009 Review		Updated: 3/7/08		Rev: 4	
Action Plan Status: FINAL		Key Performance Measures (KPMs)							
Key Performance Area: Customers		Tier 1 KPM(s): Formal		Tier 2 KPM(s):		Tier 3 KPM(s):		Related Agency Action Plan(s) IDs:	
Accountable Participants: TWC, TEA, THECB, HHSC, TYC, TDCJ, OEDT, Local Workforce Boards, TVC		<ul style="list-style-type: none"> <li>Number of customers served</li> </ul>							
<b>Long Term Objective:</b> Increase system-wide, the number of employers using system products and services, by a percentage growth rate to be determined, by Q4/09.		<b>Intended Outcomes:</b> To overcome lack of awareness, understanding or confidence of System capabilities among employers through communication, marketing, and adding to the employer base customer value, thereby generating system outcomes relevant to employers. Specific programs will be developed to simplify access, internal system processes, and use of the System by small employers. Adoption of a standard definition of "use" will impact the measure of performance.							
Major Tasks/Milestones		Schedule		Dependencies		Tracking Measures, Interim Outputs & Recommended Reporting Schedule			
✓	1	Assess current system capacity to serve employer needs.	Start Date (mm/yy) 02/05	Duration (days or months) 2 months		Completed Council data review and surveys (Boards and partner agencies).			
✓	2	Disseminate information to Boards and partner agencies.	04/05	1 month		Completed Employer Services briefing paper.			
✓	3	Develop strategies to recruit employer participation.	06/05	Ongoing	SC6.0	In Progress			
✓	4	Implement strategies.	11/05	Ongoing		In Progress			
✓	5	Evaluate results.	01/06	6 months		Completed State of the Workforce report. (June 2006)			
✓	6	Disseminate evaluation results.	09/06	1 month	SC6.0	Completed			
✓	7	Develop performance metrics and reporting process.	10/06	9 months	SC6.0	In Progress Agency action plans. (July 2007; updated January 2008)			
✓	8	Develop iterative process of evaluation and capacity building to mirror changing employer needs.	04/07	Ongoing		In Progress Quarterly SITAC reports.			

TWDS SAP ID#: CU2.0		SAP Owner: Advisory Committee		TWDS Strategic Action Plan 2009 Review		Updated: 8/31/09		Rev: 6	
Action Plan Status: FINAL		Key Performance Measures (KPMs)							
Key Performance Area: Customers		Tier 1 KPM(s):		Tier 2 KPM(s):		Tier 3 KPM(s): SAP Specific		Related Agency Action Plan(s) IDs:	
<b>Accountable Participants:</b> TWC, TEA, THECOB, HHSC, OEDT, TYC, TDCJ, Local Workforce Boards, TVC									
<b>Long Term Objective:</b> Employer Customer Satisfaction level will achieve a 0.1 increase biennially in the combined satisfactory and above satisfactory categories in the Council's System Employer Survey.									
<b>Intended Outcomes:</b> Overcome the lack of awareness of System capabilities among employers through communication, which will be measured by outcomes such as the number hired, the number of jobs created, the number of jobs listed, the number of jobs retained and the percentage of employers using the System.									
Major Tasks/Milestones		Schedule		Dependencies		Tracking Measures, Interim Outputs & Recommended Reporting Schedule			
√	1	Establish benchmark of employer satisfaction resultant of FY2004 System Employer Survey.	Start Date (mm/yy) 09/04	Duration (days or months) 2 months		Completed Benchmark: 4.6 (6 point scale) overall satisfaction rate in 2004.			
√	2	Determine targeted percentage increase in biennial Employer Customer Satisfaction level.	11/04	1 month		Completed => 0.1 increase.			
√	3	Develop reporting and evaluation process for employer satisfaction measure.	10/04	Ongoing	CU1.0/SC6.0 agency action plan implementation	In Progress Biennial Employer Survey. (Completed for 2006 and 2008)			
√	4	Increase employer satisfaction level by a percentage to be specified on a biennial basis.	04/05	Ongoing		NOTE: Evaluation of employer satisfaction addressed through partner agency projects 2007-forward; work to be continued during next strategic plan cycle.			

TWDS SAP ID#: CU3.0		SAP Owner: Advisory Committee		TWDS Strategic Action Plan 2009 Review		Updated: 8/31/09		Rev: 6	
Action Plan Status: FINAL		Key Performance Measures (KPMs)							
Key Performance Area: Customers		Tier 1 KPM(s): Formal		Tier 2 KPM(s):		Tier 3 KPM(s): SAP Specific		Related Agency Action Plan(s) ID(s):	
Accountable Participants: TEA, THECB, TWC		<ul style="list-style-type: none"> <li>Educational achievement</li> <li>Number of customers served</li> </ul>							
Long Term Objective: Increase the percentage of adult education students completing the level enrolled from 39% to 46% by Q4/09.		<p><b>Intended Outcomes:</b> Partner agencies participate in collaborative state- and local-level planning and in the development, refinement and standardization of administrative systems and processes. Technical assistance and training for system partners including teachers and local advisory committees are enhanced. Program content, delivery method and access options are implemented and evaluated. The System recognizes certain participant outcomes as indicative of success. Achievement of this LTO will demonstrate programmatic successes within the greater workforce development system.</p>							
Major Tasks/Milestones		Schedule		Dependencies		Tracking Measures, Interim Outputs & Recommended Reporting Schedule			
		Start Date (mm/yy)	Duration (days or months)						
√	1	12/04	Ongoing	TEA, THECB and TWC Tri-Agency plan, strategy 1.1.		<p>Completed</p> <ul style="list-style-type: none"> <li>TWC requires local boards to discuss efforts to strengthen the provision of ABE and literacy services with local education entities in their local board plans. (PY05 board planning cycle – January 2006) [Completed for 2009]</li> <li>TEA and TWC will collaborate to develop a Workforce Literacy Resource Team (WLRT) that will assist local areas in system integration with local boards and employer service collaboration. (June 2005) Begin dissemination of information in regard to the WLRT at TWC Forum. (August 2005) [Completed]</li> <li>TEA and TWC will strategize the participation of ABE providers in TWC rapid response strategies as they relate to ABE. (September 2005) [Completed]</li> </ul>		[Cont'd on next page]	

TWDS SAP ID#: CU3.0		SAP Owner: Advisory Committee		TWDS Strategic Action Plan 2009 Review		Updated: 8/31/09		Rev: 6	
Action Plan Status: FINAL		Key Performance Measures (KPMs)							
Key Performance Area: Customers		Tier 1 KPM(s): Formal		Tier 2 KPM(s):		Tier 3 KPM(s): SAP Specific		Related Agency Action Plan(s) IDs:	
Accountable Participants: TEA, THECB, TWC		<ul style="list-style-type: none"> <li>Educational achievement</li> <li>Number of customers served</li> </ul>							
Long Term Objective: Increase the percentage of adult education students completing the level enrolled from 39% to 46% by Q4/09.		<b>Intended Outcomes:</b> <i>Partner agencies participate in collaborative state- and local-level planning and in the development, refinement and standardization of administrative systems and processes. Technical assistance and training for system partners including teachers and local advisory committees are enhanced. Program content, delivery method and access options are implemented and evaluated. The System recognizes certain participant outcomes as indicative of success. Achievement of this LTO will demonstrate programmatic successes within the greater workforce development system.</i>							
Major Tasks/Milestones		Schedule		Dependencies		Tracking Measures, Interim Outputs & Recommended Reporting Schedule			
		Start Date (mm/yy)	Duration (days or months)						
1	<i>Cont'd from preceding page:</i> Facilitate local collaborative planning and partnerships between ABE and workforce boards, and other workforce network stakeholders in order to provide innovative and responsive services.	12/04	Ongoing	TEA, THECB and TWC Tri-Agency plan, strategy 1.1.		<ul style="list-style-type: none"> <li>TWC and TEA will develop an email distribution list and accompanying website for designated local board staff and ABE directors and staff to share best practices and for collaborative planning. (May 2005) [Completed]</li> <li>Texas LEARNS, through TEA, will distribute a guidance letter to local ABE contractors outlining approaches they should use to strengthen their communication and collaboration with local boards. (April 2005) [Completed]</li> </ul>			
2	Collaborate on the development of the Texas State Plan for Adult Education and Family Literacy to be submitted to the U.S. Department of Education. [WIA Title II]	04/05	12 months	TEA (lead), THECB and TWC (resources) Tri-Agency plan, strategy 1.2.		<ul style="list-style-type: none"> <li>Add SAP language to the WIA Title II Adult Education State Plan 2005-2006 Revision. (April 2005) [Completed]</li> <li>Designate an interagency team with outside stakeholder involvement to begin drafting new language for post WIA Title II Reauthorization. (TBD; pending Congressional reauthorization) [Not Started]</li> </ul>			

TWDS SAP ID#: CU3.0		SAP Owner: Advisory Committee		TWDS Strategic Action Plan 2009 Review		Updated: 8/31/09		Rev: 6	
Action Plan Status: FINAL		Key Performance Measures (KPMs)							
Key Performance Area: Customers		Tier 1 KPM(s): Formal		Tier 2 KPM(s):		Tier 3 KPM(s): SAP Specific		Related Agency Action Plan(s) ID(s):	
Accountable Participants: TEA, THECB, TWC		<ul style="list-style-type: none"> <li>Educational achievement</li> <li>Number of customers served</li> </ul>							
<p><b>Long Term Objective:</b> Increase the percentage of adult education students completing the level enrolled from 39% to 46% by Q4/09.</p>		<p><b>Intended Outcomes:</b> Partner agencies participate in collaborative state- and local-level planning and in the development, refinement and standardization of administrative systems and processes. Technical assistance and training for system partners including teachers and local advisory committees are enhanced. Program content, delivery method and access options are implemented and evaluated. The System recognizes certain participant outcomes as indicative of success. Achievement of this LTO will demonstrate programmatic successes within the greater workforce development system.</p>							
		Major Tasks/Milestones		Schedule		Dependencies		Tracking Measures, Interim Outputs & Recommended Reporting Schedule	
				Start Date (mm/yy)	Duration (days or months)				
√	3	Share data between agencies to increase efficiencies, reduce duplication, and enhance the evaluation of program outcomes.		12/04	14 months	TEA, THECB and TWC Tri-Agency plan, strategy 2.2.		<p>Completed</p> <ul style="list-style-type: none"> <li>TEA will review the MOU with THECB to enhance data-matching to drive program improvement. (June 2005) [Completed]</li> <li>TEA will make enhancement to ACES (Management Information System) to increase efficiency of data collection and data entry in reference to student level completions, goal setting, and the transition and follow-up performance measures for those ABE students with a goal of employment, retention of postsecondary education or employment and entry into training. (July 2005) [Completed]</li> <li>TWC will require local boards to articulate data sharing agreements with ABE providers in local board planning guidelines. (PY05 board planning cycle – January 2006) [Completed for 2009]</li> </ul>	

TWDS SAP ID#: CU3.0		SAP Owner: Advisory Committee		TWDS Strategic Action Plan 2009 Review		Updated: 8/31/09		Rev: 6	
Action Plan Status: FINAL		Key Performance Measures (KPMs)							
Key Performance Area: Customers		Tier 1 KPM(s): Formal		Tier 2 KPM(s):		Tier 3 KPM(s): SAP Specific		Related Agency Action Plan(s) ID(s):	
Accountable Participants: TEA, THECB, TWC		<ul style="list-style-type: none"> <li>Educational achievement</li> <li>Number of customers served</li> </ul>							
Long Term Objective: Increase the percentage of adult education students completing the level enrolled from 39% to 46% by Q4/09.		<p><b>Intended Outcomes:</b>  <i>Partner agencies participate in collaborative state- and local-level planning and in the development, refinement and standardization of administrative systems and processes. Technical assistance and training for system partners including teachers and local advisory committees are enhanced. Program content, delivery method and access options are implemented and evaluated. The System recognizes certain participant outcomes as indicative of success. Achievement of this LTO will demonstrate programmatic successes within the greater workforce development system.</i></p>							
Major Tasks/Milestones		Schedule		Dependencies		Tracking Measures, Interim Outputs & Recommended Reporting Schedule			
		Start Date (mm/yy)	Duration (days or months)						
√	4	12/04	24 months	TEA (lead), THECB and TWC (resources)  Tri-Agency plan, strategy 2.3.		Completed Identified states (by USDOE) as having performance-based or incentive funding. (May 2005) TEA will begin contact with states to get a copy of successful performance-based funding formulas. TEA will take the lead on evaluating the current funding formula in comparison to other funding formulas (State Board of Education rules establish ABE funding formula, i.e., amount of funds allocated to each county and each school district geographic area) and ensure compliance with federal contracting methods. (September 2005) [Completed] TEA will research formulas from other states and present findings to agency partners. (September 2005) [Completed]		[Cont'd on next page]	

TWDS SAP ID#: CU3.0		SAP Owner: Advisory Committee		TWDS Strategic Action Plan 2009 Review		Updated: 8/31/09		Rev: 6	
Action Plan Status: FINAL		Key Performance Measures (KPMs)							
Key Performance Area: Customers		Tier 1 KPM(s): Formal		Tier 2 KPM(s):		Tier 3 KPM(s): SAP Specific		Related Agency Action Plan(s) ID(s):	
Accountable Participants: TEA, THECB, TWC		Educational achievement		Number of customers served					
Long Term Objective: Increase the percentage of adult education students completing the level enrolled from 39% to 46% by Q4/09.		<p><b>Intended Outcomes:</b>  <i>Partner agencies participate in collaborative state- and local-level planning and in the development, refinement and standardization of administrative systems and processes. Technical assistance and training for system partners including teachers and local advisory committees are enhanced. Program content, delivery method and access options are implemented and evaluated. The System recognizes certain participant outcomes as indicative of success. Achievement of this LTO will demonstrate programmatic successes within the greater workforce development system.</i></p>							
Major Tasks/Milestones		Schedule		Dependencies		Tracking Measures, Interim Outputs & Recommended Reporting Schedule			
		Start Date (mm/yy)	Duration (days or months)						
4	Cont'd from preceding page: Evaluate and recommend changes to the funding allocation methodology and performance-based contracting model for Adult Basic Education grants.	12/04	24 months	TEA (lead) THECB and TWC (resources) Tri-Agency plan, strategy 2.3.		<ul style="list-style-type: none"> <li>TEA will convene a task group to study findings (May 2006), develop strategies for evaluating changes (October 2006), study and compare implementation of recommended changes, and present results to TEA Commissioner. (December 2006; delayed pending receipt of U.S. DOE report) [Completed]</li> </ul>			
5	Develop and implement curricula for teacher training to support employer-driven services for job seekers.	12/04	27 months	TEA (lead) and TWC (lead resource) Tri-Agency plan, strategy 4.1.		<ul style="list-style-type: none"> <li>TEA will consult with TWC and THECB to develop an RFA to fund a Workforce Literacy Resource Center (WLRC) that will assist local areas in curriculum development, resource identification, teacher training, system integration with local boards and employer service collaboration. (February 2007) [Completed]</li> <li>TEA will monitor progress of WLRC to provide teacher training services. (Ongoing) [Completed]</li> </ul>			

TWDS SAP ID#: CU3.0		SAP Owner: Advisory Committee		TWDS Strategic Action Plan 2009 Review		Updated: 8/31/09		Rev: 6	
Action Plan Status: FINAL		Key Performance Measures (KPMs)							
Key Performance Area: Customers		Tier 1 KPM(s): Formal		Tier 2 KPM(s):		Tier 3 KPM(s): SAP Specific		Related Agency Action Plan(s) ID(s):	
Accountable Participants: TEA, THECB, TWC		<ul style="list-style-type: none"> <li>Educational achievement</li> <li>Number of customers served</li> </ul>							
<p><b>Long Term Objective:</b> Increase the percentage of adult education students completing the level enrolled from 39% to 46% by Q4/09.</p>		<p><b>Intended Outcomes:</b> Partner agencies participate in collaborative state- and local-level planning and in the development, refinement and standardization of administrative systems and processes. Technical assistance and training for system partners including teachers and local advisory committees are enhanced. Program content, delivery method and access options are implemented and evaluated. The System recognizes certain participant outcomes as indicative of success. Achievement of this LTO will demonstrate programmatic successes within the greater workforce development system.</p>							
		Major Tasks/Milestones		Schedule		Dependencies		Tracking Measures, Interim Outputs & Recommended Reporting Schedule	
		Start Date (mm/yy)	Duration (days or months)						
√	6	12/04	24 months	Develop and implement orientation tools for local advisory committees.	TEA Tri-Agency plan, strategy 4.2.	Completed TEA to disseminate a training module through the GREAT Training Centers for ABE fiscal agents in the selection and orientation of advisory boards. (January 2005 and March 2005; ongoing) [Completed]			
√	7	12/04	24 months	Review the ABE customer base to generate an analysis of the customer universe, learners' goals, and expected outcomes. Determine the extent to which: <ul style="list-style-type: none"> <li>current program models and the State Curriculum Framework reflect learners' goals and expected outcomes, and</li> <li>ABE program eligibility criteria impact program performance.</li> </ul>	TEA and TWC (lead resource) Tri-Agency plan, strategy 2.1.	Completed TEA will conduct Focus Groups to gather student, teacher and administrator input on Texas Standardized Curriculum Framework. (August-November 2004) [Completed] TEA will present analysis of ACES data on student goals and findings from Focus Groups to TWC and THECB to determine how findings impact other SAP strategies. (May 2005) [Completed] TEA will contact employers at random to ask same Focus Group questions and analyze findings. (October 2005) [Completed]			

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Action Plan Status: FINAL		Key Performance Measures (KPMs)							
Key Performance Area: Customers		Tier 1 KPM(s): Formal		Tier 2 KPM(s):		Tier 3 KPM(s): SAP Specific		Related Agency Action Plan(s) IDs:	
Accountable Participants: TEA, THECB, TWC		<ul style="list-style-type: none"> <li>Educational achievement</li> <li>Number of customers served</li> </ul>							
<p><b>Long Term Objective:</b> Increase the percentage of adult education students completing the level enrolled from 39% to 46% by Q4/09.</p>		<p><b>Intended Outcomes:</b> <i>Partner agencies participate in collaborative state- and local-level planning and in the development, refinement and standardization of administrative systems and processes. Technical assistance and training for system partners including teachers and local advisory committees are enhanced. Program content, delivery method and access options are implemented and evaluated. The System recognizes certain participant outcomes as indicative of success. Achievement of this LTO will demonstrate programmatic successes within the greater workforce development system.</i></p>							
<p>8</p>		<p>Prioritize the development and implementation of ABE services for job seekers.</p>		<p>12/04</p>		<p>TEA (lead) and TWC (lead resource) Tri-Agency plan, strategy 2.4.</p>		<p><b>Tracking Measures, Interim Outputs &amp; Recommended Reporting Schedule</b></p> <p>Completed</p> <ul style="list-style-type: none"> <li>TEA will develop procedures for the prioritization of ABE services for job seekers. (September 2005) [Completed]</li> <li>TEA will develop and distribute to local ABE programs a best practices guide listing models of successful ABE services for job seekers and acceptable examples of industry-specific curricula. (Begin development September 2005) [Completed]</li> <li>TWC will distribute the best practices guide to local boards. (Dependent on preceding subtask) [Completed]</li> <li>TEA and TWC will continue to collaborate in presenting models of successful ABE services for job seekers at ABE conferences and workforce forums. (Ongoing) [In Progress]</li> </ul>	

TWDS SAP ID#: CU3.0		SAP Owner: Advisory Committee		TWDS Strategic Action Plan 2009 Review		Updated: 8/31/09		Rev: 6	
Action Plan Status: FINAL		Key Performance Measures (KPMs)							
Key Performance Area: Customers		Tier 1 KPM(s): Formal		Tier 2 KPM(s):		Tier 3 KPM(s): SAP Specific		Related Agency Action Plan(s) ID(s):	
Accountable Participants: TEA, THECB, TWC		<ul style="list-style-type: none"> <li>Educational achievement</li> <li>Number of customers served</li> </ul>							
Long Term Objective: Increase the percentage of adult education students completing the level enrolled from 39% to 46% by Q4/09.		<p><b>Intended Outcomes:</b>  <i>Partner agencies participate in collaborative state- and local-level planning and in the development, refinement and standardization of administrative systems and processes. Technical assistance and training for system partners including teachers and local advisory committees are enhanced. Program content, delivery method and access options are implemented and evaluated. The System recognizes certain participant outcomes as indicative of success. Achievement of this LTO will demonstrate programmatic successes within the greater workforce development system.</i></p>							
Major Tasks/Milestones		Schedule		Dependencies		Tracking Measures, Interim Outputs & Recommended Reporting Schedule			
		Start Date (mm/yy)	Duration (days or months)						
√	9	12/04	25 months	TEA Tri-Agency plan, strategy 2.5.		<p>Completed</p> <ul style="list-style-type: none"> <li>TEA will participate in multi-year Project IDEAL (national distance education project supported by USDOE) to gain expertise in developing a distance education plan for ABE. (January 2005) [Completed]</li> <li>TEA will fund pilot projects to evaluate various distance learning approaches. (May 2006) [Completed]</li> <li>TEA will participate in federal focus group to develop a formula to determine how to report contact hours in federal and state reports. (January 2006; ongoing) [Completed]</li> <li>TEA will recommend changes or establish distance education policy per findings in distance education projects. (December 2006; pending Federal approval of reporting requirements) [Completed]</li> </ul>			

TWDS SAP ID#: CU3.0		SAP Owner: Advisory Committee		TWDS Strategic Action Plan 2009 Review		Updated: 8/31/09		Rev: 6	
Action Plan Status: FINAL		Key Performance Measures (KPMs)							
Key Performance Area: Customers		Tier 1 KPM(s): Formal		Tier 2 KPM(s):		Tier 3 KPM(s): SAP Specific		Related Agency Action Plan(s) ID(s):	
Accountable Participants: TEA, THECB, TWC		<ul style="list-style-type: none"> <li>Educational achievement</li> <li>Number of customers served</li> </ul>							
Long Term Objective: Increase the percentage of adult education students completing the level enrolled from 39% to 46% by Q4/09.		<p><b>Intended Outcomes:</b> Partner agencies participate in collaborative state- and local-level planning and in the development, refinement and standardization of administrative systems and processes. Technical assistance and training for system partners including teachers and local advisory committees are enhanced. Program content, delivery method and access options are implemented and evaluated. The System recognizes certain participant outcomes as indicative of success. Achievement of this LTO will demonstrate programmatic successes within the greater workforce development system.</p>							
		Major Tasks/Milestones		Schedule		Dependencies		Tracking Measures, Interim Outputs & Recommended Reporting Schedule	
				Start Date (mm/yy)	Duration (days or months)				
√	10	Develop and implement a plan to encourage learners who participate in ABE programs to pursue postsecondary education opportunities leading to certificates and degrees.		12/04	24 months	TEA and THECB (co-leads) Tri-Agency plan, strategy 2.6.		<p>Completed</p> <ul style="list-style-type: none"> <li>THECB will share the results of Perkins Project 51502: Adult Ed Transitions to College Level Technical Programs upon completion. (September 2005) [Completed]</li> <li>TEA will establish partnership with GO Centers to disseminate information about transition of ABE learners into postsecondary. (Ongoing) [Completed]</li> </ul>	
√	11	Research, develop, and implement ABE/ESL services to employers.		12/04	12 months	TEA (lead) and TWC (lead resource) Tri-Agency plan, strategy 3.1. CU1.0/SC6.0 – Agency action plans.		<p>Completed</p> <ul style="list-style-type: none"> <li>TEA and TWC will identify types of services ABE could offer employers (e.g., assessment, literacy task analysis). (September 2005) [Completed]</li> <li>TEA will implement allowable services to employers through a Workforce Literacy Resource Center and local programs. (September 2005) [Completed]</li> </ul>	

TWDS SAP ID#: CU3.0		SAP Owner: Advisory Committee		TWDS Strategic Action Plan 2009 Review		Updated: 8/31/09		Rev: 6	
Action Plan Status: FINAL		Key Performance Measures (KPMs)							
Key Performance Area: Customers		Tier 1 KPM(s): Formal		Tier 2 KPM(s):		Tier 3 KPM(s): SAP Specific		Related Agency Action Plan(s) ID(s):	
Accountable Participants: TEA, THECB, TWC		<ul style="list-style-type: none"> <li>Educational achievement</li> <li>Number of customers served</li> </ul>							
Long Term Objective: Increase the percentage of adult education students completing the level enrolled from 39% to 46% by Q4/09.		<p><b>Intended Outcomes:</b> Partner agencies participate in collaborative state- and local-level planning and in the development, refinement and standardization of administrative systems and processes. Technical assistance and training for system partners including teachers and local advisory committees are enhanced. Program content, delivery method and access options are implemented and evaluated. The System recognizes certain participant outcomes as indicative of success. Achievement of this LTO will demonstrate programmatic successes within the greater workforce development system.</p>							
Major Tasks/Milestones		Schedule		Dependencies		Tracking Measures, Interim Outputs & Recommended Reporting Schedule			
		Start Date (mm/yy)	Duration (days or months)						
√	12	12/04	12 months	TEA and TWC (co-leads) Tri-Agency plan, strategy 3.2.	Completed TEA will develop policy and procedures for development and implementation of customized workplace ABE and/or ESL services to support the literacy needs of incumbent workers. (September 2005; ongoing) [Completed]				
√	13	12/04	12 months	TEA and TWC (co-leads) Tri-Agency plan, strategy 3.3.	Completed Texas LEARNS will propose TEA fund a project to formalize industry-specific curriculum practices. (September 2005) [Completed]				
√	14	12/04	12 months	TEA and TWC (co-leads) Tri-Agency plan, strategy 3.4.	Completed TEA and TWC will collaborate with local providers and local boards to develop an outreach strategy for employers. (August 2005) [Completed]				

TWDS SAP ID#: CU3.0		SAP Owner: Advisory Committee		TWDS Strategic Action Plan 2009 Review		Updated: 8/31/09		Rev: 6	
Action Plan Status: FINAL		Key Performance Measures (KPMs)							
Key Performance Area: Customers		Tier 1 KPM(s): Formal		Tier 2 KPM(s):		Tier 3 KPM(s): SAP Specific		Related Agency Action Plan(s) ID(s):	
Accountable Participants: TEA, THECB, TWC		<ul style="list-style-type: none"> <li>Educational achievement</li> <li>Number of customers served</li> </ul>							
Long Term Objective: Increase the percentage of adult education students completing the level enrolled from 39% to 46% by Q4/09.		<p><b>Intended Outcomes:</b> Partner agencies participate in collaborative state- and local-level planning and in the development, refinement and standardization of administrative systems and processes. Technical assistance and training for system partners including teachers and local advisory committees are enhanced. Program content, delivery method and access options are implemented and evaluated. The System recognizes certain participant outcomes as indicative of success. Achievement of this LTO will demonstrate programmatic successes within the greater workforce development system.</p>							
Major Tasks/Milestones		Schedule		Dependencies		Tracking Measures, Interim Outputs & Recommended Reporting Schedule			
		Start Date (mm/yy)	Duration (days or months)						
√	15	12/04	Ongoing	TEA, THECB and TWC		<p>In Progress</p> <ul style="list-style-type: none"> <li>WIA Title I State Plan – New plan due to DOL on May 31, 2005. After TWC Commission votes approval to publish plan, to send out for agency comment. [Completed for 2005; plan modification 2007 and 2009]</li> <li>Strategic Plan for Texas Public Community Colleges, revisions and updates. (2008) [Completed for 2008]</li> <li>Closing the Gaps, revisions and updates – annual progress report each July. [Completed for 2009]</li> <li>P-16 Council activities – procedures evolving; issues brought forward by members or standing subcommittees. (Ongoing) [In Progress]</li> <li>TEA, THECB and TWC began development of a plan for ongoing collaborative planning and action. (Spring 2009) [In Progress]</li> <li>WIA Title II State Plan. (Dependent on Major Task 2; pending Congressional reauthorization) [Not Started]</li> </ul>			

TWDS SAP ID#: CU3.0		SAP Owner: Advisory Committee		TWDS Strategic Action Plan 2009 Review		Updated: 8/31/09		Rev: 6	
Action Plan Status: FINAL		Key Performance Measures (KPMs)							
Key Performance Area: Customers		Tier 1 KPM(s): Formal		Tier 2 KPM(s):		Tier 3 KPM(s): SAP Specific		Related Agency Action Plan(s) IDs:	
Accountable Participants: TEA, THECB, TWC		<ul style="list-style-type: none"> <li>Educational achievement</li> <li>Number of customers served</li> </ul>							
Long Term Objective: Increase the percentage of adult education students completing the level enrolled from 39% to 46% by Q4/09.		<p><b>Intended Outcomes:</b> Partner agencies participate in collaborative state- and local-level planning and in the development, refinement and standardization of administrative systems and processes. Technical assistance and training for system partners including teachers and local advisory committees are enhanced. Program content, delivery method and access options are implemented and evaluated. The System recognizes certain participant outcomes as indicative of success. Achievement of this LTO will demonstrate programmatic successes within the greater workforce development system.</p>							
Major Tasks/Milestones		Schedule		Dependencies		Tracking Measures, Interim Outputs & Recommended Reporting Schedule			
		Start Date (mm/yy)	Duration (days or months)						
16	Examine the feasibility and changes required to implement consistency across TEA/Texas LEARNS and TWC ABE and literacy-related activities: <ul style="list-style-type: none"> <li>Application process,</li> <li>Contracting, and</li> <li>Evaluation/reporting requirements and documentation.</li> </ul>	12/04	8 months	TEA, THECB and TWC		<ul style="list-style-type: none"> <li>TEA will consult with TWC and THECB in the development of ABE competitive and continuation grants to the level allowable by statute. (Future funding applications or WIA reauthorization) [Not Started]</li> <li>TEA will ensure compliance with state and federal statute and the prescribed WIA Title II competitive application process. (Ongoing; pending Congressional reauthorization) [Completed for 2005]</li> </ul>			
√	17	03/09	10 months			Completed Council Annual Evaluation Report. (2009)			

TWDS SAP ID#: CU3.1		AAP Owner: TEA		TWDS Agency Action Plan 2009 Review		Updated: 8/31/09		Rev: 5	
Agency Action Plan ID#: CU3.1		Key Performance Measures (KPMs)							
TWDS Key Performance Area: Customers		Tier 1 KPM(s): Formal		Tier 2 KPM(s):		Tier 3 KPM(s):		Accountable Participants: TEA	
Action Plan Status: FINAL		<ul style="list-style-type: none"> <li>Educational achievement</li> <li>Number of customers served</li> </ul>							
<b>Programmatic Critical Success Factors:</b> Current and future workers will access and be successful at the programs necessary to gain knowledge and skills for tomorrow's economy. The system will maximize participant outcomes in critical points in the continuum of education to employment.		<b>Programmatic LTO:</b> Increase the percentage of adult education students receiving a high school diploma or Certificate of Equivalency (GED) from 56.7% to 59% by Q4/09.		<b>Intended Outcomes:</b> The System recognizes certain participant outcomes as indicative of success as they relate to ability to find, retain and advance employment. Achievement of these LTOs will demonstrate programmatic successes within the greater workforce development system.					
								<b>Tracking Measures, Interim Outputs &amp; Recommended Reporting Schedule</b>	
√	1	Determine relevance and appropriateness of alternate measures.		<b>Start Date (mm/yy)</b> 09/03	<b>Duration (days or months)</b> 6 months	<b>Dependencies</b>		Completed	
√	2	Determine definitions and methodology for tracking performance milestones.		09/03	6 months			Completed	
√	3	Determine the readiness potential of GED candidates.		06/05	6 months			Completed Process developed and policy implemented. (Completed 2005; revised 2006)	
√	4	Promote GED preparation classes.		06/05	Ongoing			In Progress <ul style="list-style-type: none"> <li>Pilot with selected GED testing centers. (Dependent on Major Task 3; completed June 2006)</li> <li>Phase 2 pilot. (Completed June 2007)</li> <li>Phase 3 pilot in urban area(s). (April 2008)</li> <li>Final report on pilots. (April 2009)</li> <li>Seek additional funding for distance education software. (2008-2009)</li> <li>Distance education software license. (Purchased 2008; renewable annually)</li> </ul>	
√	5	Work with responsible agency(ies) to develop a plan to achieve initial performance milestones to increase the percentage of adult education students completing a secondary certification.		12/05	6 months	TEA, TWC		Completed	

TWDS SAP ID#: CU3.1		AAP Owner: TEA		TWDS Agency Action Plan 2009 Review		Updated: 8/31/09		Rev: 5	
Agency Action Plan ID#: CU3.1		Key Performance Measures (KPMs)							
TWDS Key Performance Area: Customers		Tier 1 KPM(s): Formal • Educational achievement • Number of customers served		Tier 2 KPM(s):		Tier 3 KPM(s):		Accountable Participants: TEA	
Action Plan Status: FINAL									
<b>Programmatic Critical Success Factors:</b> Current and future workers will access and be successful at the programs necessary to gain knowledge and skills for tomorrow's economy. The system will maximize participant outcomes in critical points in the continuum of education to employment.		<b>Programmatic LTO:</b> Increase the percentage of adult education students receiving a high school diploma or Certificate of Equivalency (GED) from 56.7% to 59% by Q4/09.		<b>Intended Outcomes:</b> The System recognizes certain participant outcomes as indicative of success as they relate to ability to find, retain and advance employment. Achievement of these LTOs will demonstrate programmatic successes within the greater workforce development system.					
<b>Major Tasks/Milestones</b>		<b>Schedule</b>		<b>Dependencies</b>		<b>Tracking Measures, Interim Outputs &amp; Recommended Reporting Schedule</b>			
√	6	Implement plan and monitor performance with corrective action as required.		Start Date (mm/yy) 07/06	Duration (days or months) 37 months	TEA, TWC	Completed	<ul style="list-style-type: none"> <li>Performance improvement action – Phase 2-3 pilots with selected locality(ies). (Dependent on Major Tasks 4-5)</li> <li>Best practices report. (June 2009)</li> </ul>	
√	7	Modify milestones based on interim performance achievement and evaluation.		03/07	Ongoing	TEA, TWC	In Progress	Program review and modification as required. (Annual complete for 2008)	
√	8	Perform summative evaluation and longitudinal analysis.		03/09	10 months	Council – CU3.0	Completed	Council Annual Evaluation Report. (2009)	

TWDS SAP ID#: CU3.2		AAP Owner: TWC		TWDS Agency Action Plan 2009 Review		Updated: 8/3/09		Rev: 4	
Agency Action Plan ID#: CU3.2		Key Performance Measures (KPMs)							
TWDS Key Performance Area: Customers		Tier 1 KPM(s): Formal		Tier 2 KPM(s):		Tier 3 KPM(s):		Accountable Participants: TWC	
Action Plan Status: FINAL		<ul style="list-style-type: none"> <li>Entered employment rate</li> <li>Employment retention rate</li> <li>Number of customers served</li> </ul>							
Programmatic Critical Success Factors: Current and future workers will access and be successful at the programs necessary to gain knowledge and skills for tomorrow's economy. The system will maximize participant outcomes in critical points in the continuum of education to employment.		<p><b>Programmatic LTO:</b> Increase job placements as a result of SCSEP mature worker programs and services to 40% by Q4/PY09.</p>		<p><b>Intended Outcomes:</b> The System recognizes certain participant outcomes as indicative of success as they relate to ability to find, retain and advance employment. Achievement of these LTOs will demonstrate programmatic successes within the greater workforce development system.</p>					
Major Tasks/Milestones		Schedule		Dependencies		Tracking Measures, Interim Outputs & Recommended Reporting Schedule			
		Start Date (mm/yy)	Duration (days or months)						
√	1	12/04	3 months	TWC	Completed				
√	2	03/05	9 months	TWC	Completed				
√	3	09/05	1 month	TWC	Completed				
√	4	12/05	2 months	TWC	Completed				
√	5	01/06	4 months		Completed				
√	6	05/06	12 months		Completed				
√	7	05/07	12 months		Completed	<ul style="list-style-type: none"> <li>DOL quarterly reports.</li> <li>LBB quarterly reports.</li> <li>TWC contract management and monitoring processes.</li> </ul>			
√	8	05/08	12 months		Completed	<ul style="list-style-type: none"> <li>DOL quarterly reports.</li> <li>LBB quarterly reports.</li> <li>TWC contract management and monitoring processes.</li> </ul>			
√	9	05/09	12 months		In Progress	<ul style="list-style-type: none"> <li>DOL quarterly reports.</li> <li>LBB quarterly reports.</li> <li>TWC contract management and monitoring processes.</li> </ul>			

<b>TWDS SAP ID#:</b> CU3.2		<b>AAP Owner:</b> TWC		<b>TWDS Agency Action Plan</b> 2009 Review		<b>Updated:</b> 8/31/09		<b>Rev:</b> 4	
<b>Agency Action Plan ID#:</b> CU3.2		<b>Key Performance Measures (KPMs)</b>							
<b>TWDS Key Performance Area:</b> Customers		<b>Tier 1 KPM(s):</b> Formal <ul style="list-style-type: none"> <li>Entered employment rate</li> <li>Employment retention rate</li> <li>Number of customers served</li> </ul>		<b>Tier 2 KPM(s):</b>		<b>Tier 3 KPM(s):</b>		<b>Accountable Participants:</b> TWC	
<b>Action Plan Status:</b> FINAL		<b>Programmatic Critical Success Factors:</b> Current and future workers will access and be successful at the programs necessary to gain knowledge and skills for tomorrow's economy. The system will maximize participant outcomes in critical points in the continuum of education to employment.		<b>Programmatic LTO:</b> Increase job placements as a result of SCSEP mature worker programs and services to 40% by Q4/PY09.		<b>Intended Outcomes:</b> <i>The System recognizes certain participant outcomes as indicative of success as they relate to ability to find, retain and advance employment. Achievement of these LTOs will demonstrate programmatic successes within the greater workforce development system.</i>			
				<b>Schedule</b>		<b>Dependencies</b>		<b>Tracking Measures, Interim Outputs &amp; Recommended Reporting Schedule</b>	
				<b>Start Date (mm/yy)</b> 03/09	<b>Duration (days or months)</b> 10 months			Completed Council Annual Evaluation Report. (2009)	
<b>Major Tasks/Milestones</b>		Perform summative evaluation and longitudinal analysis.							
√	10								

TWDS SAP ID#: CU3.3		AAP Owner: TEA		TWDS Agency Action Plan 2009 Review		Updated: 8/31/09		Rev: 5	
Agency Action Plan ID#: CU3.3		Key Performance Measures (KPMs)							
TWDS Key Performance Area: Customers		Tier 1 KPM(s): Formal • Educational achievement • Number of customers served		Tier 2 KPM(s):		Tier 3 KPM(s):		Accountable Participants: TEA, TWC	
Action Plan Status: FINAL		Programmatic Critical Success Factors: Current and future workers will access and be successful at the programs necessary to gain knowledge and skills for tomorrow's economy. The system will maximize participant outcomes in critical points in the continuum of education to employment.		Programmatic LTO: Increase academic and future workplace success of youth by increasing the HS graduation and/or certification (GED) rates from 95.5% to 96.2% by Q4/09.		Intended Outcomes: The System recognizes certain participant outcomes as indicative of success as they relate to ability to find, retain and advance employment. Achievement of these LTOs will demonstrate programmatic successes within the greater workforce development system.			
		Major Tasks/Milestones		Schedule		Dependencies		Tracking Measures, Interim Outputs & Recommended Reporting Schedule	
				Start Date (mm/yy)	Duration (days or months)				
√	1	Work with responsible agency(ies) to develop a plan to achieve initial performance milestones relative to increased graduation rates and high school retention rates.		12/03	6 months	TEA Strategic Plan: • Texas High School Initiative (pp. 46-48) • School Improvement and Support Programs (p. 57)		Completed	
√	2	Determine definitions and methodology for tracking performance milestones.		09/03	6 months			Completed	
√	3	Determine TEA internal ownership including timeframes and reporting.		03/04	3 months			Completed	
√	4	Implement plan and monitor performance with corrective action as required.		07/04	36 months			Completed	
√	5	Modify milestones based on interim performance achievement and evaluation.		12/05	2 months			Completed	

TWDS SAP ID#: CU3.3		AAP Owner: TEA		TWDS Agency Action Plan 2009 Review		Updated: 8/31/09		Rev: 5	
Agency Action Plan ID#: CU3.3		Key Performance Measures (KPMs)							
TWDS Key Performance Area: Customers		Tier 1 KPM(s): Formal		Tier 2 KPM(s):		Tier 3 KPM(s):		Accountable Participants: TEA, TWC	
Action Plan Status: FINAL		<ul style="list-style-type: none"> <li>Educational achievement</li> <li>Number of customers served</li> </ul>							
<b>Programmatic Critical Success Factors:</b> Current and future workers will access and be successful at the programs necessary to gain knowledge and skills for tomorrow's economy. The system will maximize participant outcomes in critical points in the continuum of education to employment.		<b>Programmatic LTO:</b> Increase academic and future workplace success of youth by increasing the HS graduation and/or certification (GED) rates from 95.5% to 96.2% by Q4/09.		<b>Intended Outcomes:</b> The System recognizes certain participant outcomes as indicative of success as they relate to ability to find, retain and advance employment. Achievement of these LTOs will demonstrate programmatic successes within the greater workforce development system.					
<b>Major Tasks/Milestones</b>		<b>Schedule</b>		<b>Dependencies</b>		<b>Tracking Measures, Interim Outputs &amp; Recommended Reporting Schedule</b>			
		Start Date (mm/yy)		Duration (days or months)					
√	6	Implement plan and monitor performance with corrective action as required.	07/06	36 months		Completed	<ul style="list-style-type: none"> <li>Secondary School Completion and Dropouts in Texas Public Schools report. (Annual; July 2009 for 2007-08 academic year)</li> <li>Comprehensive Annual Report on Texas Public Schools. (Annual; completed for 2008)</li> <li>Program Evaluation reports related to High School/College Preparation Initiatives. (Variable)</li> <li>High School Completion and Success Initiative Council strategic plan. (Adopted March 11, 2008)</li> </ul>		
√	7	Modify milestones based on interim performance achievement and evaluation.	12/07	Ongoing		In Progress	High School Completion and Success Initiative Council strategic plan. (Adopted March 11, 2008); Objective 1.5 – Establish a P-16 focus by requiring grantees to demonstrate that they have a college going culture that leads to postsecondary success.		
√	8	Perform summative evaluation and longitudinal analysis.	03/09	10 months		Completed	Council Annual Evaluation Report. (2009)		

TWDS SAP ID#: CU3.4		AAP Owner: TEA		TWDS Agency Action Plan 2009 Review		Updated: 8/31/09		Rev: 5	
Agency Action Plan ID#: CU3.4		Key Performance Measures (KPMs)							
TWDS Key Performance Area: Customers		Tier 1 KPM(s):		Tier 2 KPM(s): Less Formal		Tier 3 KPM(s):		Accountable Participants: TEA, TWC	
Action Plan Status: FINAL		Tier 1 KPM(s):		Tier 2 KPM(s): Less Formal		Tier 3 KPM(s):		Accountable Participants: TEA, TWC	
Programmatic Critical Success Factors: Current and future workers will access and be successful at the programs necessary to gain knowledge and skills for tomorrow's economy. The system will maximize participant outcomes in critical points in the continuum of education to employment.		Programmatic LTO: Reduce the percentage of student dropouts from public schools between grades 7 and 12 to 2.8% by Q4/09.		Intended Outcomes: The System recognizes certain participant outcomes as indicative of success as they relate to ability to find, retain and advance employment. Achievement of these LTOs will demonstrate programmatic successes within the greater workforce development system.					
Major Tasks/Milestones		Schedule		Dependencies		Tracking Measures, Interim Outputs & Recommended Reporting Schedule			
		Start Date (mm/yy)	Duration (days or months)						
√	1	09/03	6 months			Completed			
√	2	12/03	6 months		TEA Strategic Plan: Texas High School Initiative (pp. 46-48) Academic Excellence for Students in At-Risk Situations (p. 55)	Completed			
√	3	01/04	3 months		TEA	Completed			
√	4	07/04	12 months		TEA	Completed			
√	5	07/05	6 months		TEA	Completed			
√	6	01/06	12 months		TEA	Completed			<ul style="list-style-type: none"> <li>Secondary School Completion and Dropouts in Texas Public Schools report. (Annual; August 2007 for 2005-06 academic year)</li> <li>Comprehensive Annual Report on Texas Public Schools. (Annual; completed for 2007)</li> <li>Program Evaluation reports related to High School/College Preparation Initiatives. (Variable)</li> </ul>

TWDS SAP ID#: CU3.4		AAP Owner: TEA		TWDS Agency Action Plan 2009 Review		Updated: 8/31/09		Rev: 5	
Agency Action Plan ID#: CU3.4		Key Performance Measures (KPMs)							
TWDS Key Performance Area: Customers		Tier 1 KPM(s):		Tier 2 KPM(s): Less Formal		Tier 3 KPM(s):		Accountable Participants: TEA, TWC	
Action Plan Status: FINAL		Dropout rate		Dropout rate					
<b>Programmatic Critical Success Factors:</b> Current and future workers will access and be successful at the programs necessary to gain knowledge and skills for tomorrow's economy. The system will maximize participant outcomes in critical points in the continuum of education to employment.		<b>Programmatic LTO:</b> Reduce the percentage of student dropouts from public schools between grades 7 and 12 to 2.8% by Q4/09.		<b>Intended Outcomes:</b> <i>The System recognizes certain participant outcomes as indicative of success as they relate to ability to find, retain and advance employment. Achievement of these LTOs will demonstrate programmatic successes within the greater workforce development system.</i>					
Major Tasks/Milestones		Schedule		Dependencies		Tracking Measures, Interim Outputs & Recommended Reporting Schedule			
7	Implement corrective action as required.	Start Date (mm/yy) 07/06	Duration (days or months) 34 months	TEA	U.S. Department of Education Grant – Texas School Dropout Prevention and Reentry Program (May 2006 – April 2009)	In Progress	<ul style="list-style-type: none"> <li>Secondary School Completion and Dropouts in Texas Public Schools report. (Annual; July 2009 for 2007-08 academic year)</li> <li>Comprehensive Annual Report on Texas Public Schools. (Annual; completed for 2008)</li> <li>Program Evaluation reports related to High School/College Preparation Initiatives. (Variable)</li> <li>U.S. Department of Education Grant – final evaluation report. (Fall 2009)</li> </ul>		
8	Modify milestones based on interim performance achievement and evaluation.	12/06	Ongoing	TEA		In Progress	<ul style="list-style-type: none"> <li>Secondary School Completion and Dropouts in Texas Public Schools report. (Annual; July 2009 for 2007-08 academic year)</li> <li>Comprehensive Annual Report on Texas Public Schools. (Annual; completed for 2008)</li> <li>Program Evaluation reports related to High School/College Preparation Initiatives. (Variable)</li> </ul>		
9	Perform summative evaluation and longitudinal analysis.	03/09	10 months	Council		Completed	Council Annual Evaluation Report. (2009)		

TWDS SAP ID#: CU3.5		AAP Owner: TEA		TWDS Agency Action Plan 2009 Review		Updated: 8/31/09		Rev: 5	
Agency Action Plan ID#: CU3.5		Key Performance Measures (KPMs)		Tier 3 KPM(s):		Accountable Participants: TEA, TWC			
TWDS Key Performance Area: Customers		Tier 1 KPM(s): Formal		Tier 2 KPM(s): Less Formal					
Action Plan Status: FINAL		• Number of customers served		• Transition rate					
Programmatic Critical Success Factors: Current and future workers will access and be successful at the programs necessary to gain knowledge and skills for tomorrow's economy. The system will maximize participant outcomes in critical points in the continuum of education to employment.		Programmatic LTO: Increase the percentage of exiting secondary students pursuing academic and/or workforce education to 56% by Q4/09.		Intended Outcomes: The System recognizes certain participant outcomes as indicative of success as they relate to ability to find, retain and advance employment. Achievement of these LTOs will demonstrate programmatic successes within the greater workforce development system.					
Major Tasks/Milestones		Schedule		Dependencies		Tracking Measures, Interim Outputs & Recommended Reporting Schedule			
		Start Date (mm/yy)		Duration (days or months)					
√	1	Work with responsible agency(ies) to develop a plan to achieve initial performance milestones to increase the percentage of exiting secondary students pursuing academic and/or workforce education.	09/03	6 months	TEA Strategic Plan: Texas High School Initiative (pp. 46-48)	Completed			
√	2	Determine definitions and methodology for tracking performance milestones.	03/04	4 months	TEA, THECB	Completed			
√	3	Implement plan.	07/04	12 months	TEA	Completed			
√	4	Monitor performance.	07/05	24 months	TEA	Completed			
√	5	Implement corrective action as required.	07/07	12 months	TEA	Completed	High School Completion and Success Initiative Council strategic plan. (Adopted March 11, 2008): Objective 1.5 – Establish a P-16 focus by requiring grantees to demonstrate that they have a college going culture that leads to postsecondary success.		
√	6	Modify milestones based on interim performance achievement and evaluation.	12/06	2 months	TEA, THECB	Completed	P-16 Implementation Report: College Readiness & Success Strategic Action Plan. (2007)		

TWDS SAP ID#: CU3.5		AAP Owner: TEA		TWDS Agency Action Plan 2009 Review		Updated: 8/31/09		Rev: 5	
Agency Action Plan ID#: CU3.5		Key Performance Measures (KPMs)							
TWDS Key Performance Area: Customers		Tier 1 KPM(s): Formal		Tier 2 KPM(s): Less Formal		Tier 3 KPM(s):		Accountable Participants:	
Action Plan Status: FINAL		• Number of customers served		• Transition rate				TEA, TWC	
Programmatic Critical Success Factors: Current and future workers will access and be successful at the programs necessary to gain knowledge and skills for tomorrow's economy. The system will maximize participant outcomes in critical points in the continuum of education to employment.		Programmatic LTO: Increase the percentage of exiting secondary students pursuing academic and/or workforce education to 56% by Q4/09.		Intended Outcomes: The System recognizes certain participant outcomes as indicative of success as they relate to ability to find, retain and advance employment. Achievement of these LTOs will demonstrate programmatic successes within the greater workforce development system.					
Major Tasks/Milestones		Schedule		Dependencies		Tracking Measures, Interim Outputs & Recommended Reporting Schedule			
		Start Date (mm/yy)		Duration (days or months)					
√	7	Perform summative evaluation and longitudinal analysis.	12/07	6 months	TEA, THECB	Completed	<ul style="list-style-type: none"> <li>P-16 College Readiness and Success Strategic Action Plan: Biennial Progress Report. (December 2008)</li> <li>Project Examples:                             <ul style="list-style-type: none"> <li>Recommended High School Program as qualifying HS diploma for federal Academic Competitiveness and Science and Mathematics Access to Retain Talent grants. (November 2007)</li> <li>Application for / award of federal grant funds to supplement Advanced Placement and International Baccalaureate exam fees for low income students. (Annual; awarded \$1,383,940 March 2009)</li> <li>Texas High School Project – public/private partnership. (2003–ongoing)</li> <li>College Credit Program – requires high schools to offer all students opportunity for 12 hours of college credit. (HB 1, 80<sup>th</sup> Legislature)</li> </ul> </li> </ul>		
√	8	Perform summative evaluation and longitudinal analysis.	03/09	10 months		Completed	<ul style="list-style-type: none"> <li>Completed Council Annual Evaluation Report. (2009)</li> </ul>		

TWDS SAP ID#: CU3.6		AAP Owner: THECB, TEA		TWDS Agency Action Plan 2009 Review		Updated: 8/31/09		Rev: 4	
Agency Action Plan ID#: CU3.6		Key Performance Measures (KPMs)							
TWDS Key Performance Area: Customers		Tier 1 KPM(s): Formal		Tier 2 KPM(s): Less Formal		Tier 3 KPM(s):		Accountable Participants: THECB, TEA	
Action Plan Status: FINAL		• Number of customers served		• Participation rate					
<b>Programmatic Critical Success Factors:</b> Current and future workers will access and be successful at the programs necessary to gain knowledge and skills for tomorrow's economy. The system will maximize participant outcomes in critical points in the continuum of education to employment.		Increase Texas higher education participation rate to 5.5% by Q4/09.		<b>Intended Outcomes:</b> Increase Texas higher education participation rate for all demographic groups : <ul style="list-style-type: none"> <li>• Increase higher education participation rate for the Black population from 4.6% in 2000 to 5.5% by 2009 and 5.6% by 2010.</li> <li>• Increase higher education participation rate for the Hispanic population from 3.7% in 2000 to 4.7% by 2009 and 4.8% by 2010.</li> <li>• Increase higher education participation rate for the White population from 5.1% in 2000 to 5.6% by 2009 and 5.7% by 2010.</li> </ul>					
		Schedule		Tracking Measures, Interim Outputs & Recommended Reporting Schedule					
		Start Date (mm/yy)	Duration (days or months)	Dependencies					
√	1	09/03	Ongoing			In Progress		<ul style="list-style-type: none"> <li>• Council Annual Evaluation Report. (Annual; completed for 2008)</li> <li>• Closing the Gaps Progress Report. (Annual; completed for 2009)</li> </ul>	
√	2	01/04	Ongoing			In Progress		THECB Rider 49, HB 1, 80 <sup>th</sup> Legislature. (Report adopted July 24, 2008)	
√	3	03/09	10 months			Completed		Council Annual Evaluation Report. (2009)	

<b>TWDS SAP ID#:</b> CU3.7		<b>AAP Owner:</b> THECB		<b>TWDS Agency Action Plan</b> Updated: 8/31/09		Rev: 4
<b>Agency Action Plan ID#:</b> CU3.7		Key Performance Measures (KPMs)				
<b>TWDS Key Performance Area:</b> Customers		<b>Tier 1 KPM(s):</b> Formal <ul style="list-style-type: none"> <li>Educational achievement</li> <li>Number of customers served</li> </ul>		<b>Tier 2 KPM(s):</b>		<b>Tier 3 KPM(s):</b>
<b>Action Plan Status:</b> FINAL		<b>Accountable Participants:</b> THECB				
<b>Programmatic Critical Success Factors:</b> Current and future workers will access and be successful at the programs necessary to gain knowledge and skills for tomorrow's economy. The system will maximize participant outcomes in critical points in the continuum of education to employment.		<b>Programmatic LTO:</b> Increase the number of certificates, associate's and bachelor's awarded to 165,000 by Q4/09. <sup>74</sup>		<b>Intended Outcomes:</b> The System recognizes certain participant outcomes as indicative of success as they relate to ability to find, retain and advance employment. Achievement of these LTOs will demonstrate programmatic successes within the greater workforce development system.		
<b>Major Tasks/Milestones</b>		<b>Schedule</b>		<b>Dependencies</b>		<b>Tracking Measures, Interim Outputs &amp; Recommended Reporting Schedule</b>
√	1	Work with the institutions on their uniform recruitment and retention strategies.	Start Date (mm/yy) 09/03	Duration (days or months) Ongoing		In Progress Uniform Recruitment and Retention Strategy. (Revised 2008)
√	2	Work with the institutions and other agencies to ensure a seamless student transition among high schools, community and technical colleges, universities and health-related institutions, including adult education providers.	09/03	Ongoing		In Progress <ul style="list-style-type: none"> <li>Report: A Study Regarding the Feasibility of Implementing an Automatic Admission Policy for Transferring Undergraduate Students Who Meet Certain Requirements. (October 2006)</li> <li>Report: Texas Education Code § 51.403(e) – Reports of Student Enrollment and Academic Performance. (Annual; completed for 2008)</li> <li>Report: THECB Rider 50 / TEA Rider 77. HB 1, 80<sup>th</sup> Legislature. (September 2008)</li> </ul>
[Cont'd on next page]						

<sup>74</sup> Includes private/independent institutions of higher education, i.e., a private or independent college or university that is organized under the Texas Non-Profit Corporation Act (Article 1396-1.01 et seq., Vernon's Texas Civil Statutes); exempt from taxation under Article VIII, Section 2, of the Texas Constitution and Section 501(c)(3) of the Internal Revenue Code of 1986 (26 U.S.C. Section 601); and accredited by a recognized accrediting agency. Currently, there are 44 independent institutions: 39 universities; two junior colleges (two-year); one health-related; and two chiropractic.



TWDS SAP ID#: CU3.8		AAP Owner: THECB		TWDS Agency Action Plan 2009 Review		Updated: 8/31/09		Rev: 4	
Agency Action Plan ID#: CU3.8		Key Performance Measures (KPMs)							
TWDS Key Performance Area: Customers		Tier 1 KPM(s): Formal		Tier 2 KPM(s):		Tier 3 KPM(s):		Accountable Participants: THECB	
Action Plan Status: FINAL		<ul style="list-style-type: none"> <li>Entered employment rate</li> <li>Employment retention rate</li> <li>Number of customers served</li> </ul>							
Programmatic Critical Success Factors: Current and future workers will access and be successful at the programs necessary to gain knowledge and skills for tomorrow's economy. The system will maximize participant outcomes in critical points in the continuum of education to employment.		<p><b>Programmatic LTO:</b> Sustain job placements for students exiting postsecondary programs at a total annual rate of 85% or greater.</p>		<p><b>Intended Outcomes:</b> <i>The System recognizes certain participant outcomes as indicative of success as they relate to ability to find, retain and advance employment. Achievement of these LTOs will demonstrate programmatic successes within the greater workforce development system.</i></p>					
Major Tasks/Milestones		Schedule		Dependencies		Tracking Measures, Interim Outputs & Recommended Reporting Schedule			
		Start Date (mm/yy)	Duration (days or months)						
√	1	09/03	Ongoing			In Progress <ul style="list-style-type: none"> <li>Council Annual Evaluation Report. (Annual; completed for 2008)</li> <li>Higher Education Accountability System.</li> <li>Institutional Effectiveness (IE) Process assessing Quality of Workforce Education Programs. (4-year cycle)</li> <li>IE Exemplary Program Review Instrument measure: Business and Industry Partnerships – documented evidence of active involvement.</li> <li>IE On-Site Review Instrument measure: Advisory Committee Membership – including business and industry representation.</li> <li>Institutional peer-to-peer mentoring referrals for low performing programs.</li> </ul>			
√	2	09/03	Ongoing			In Progress <ul style="list-style-type: none"> <li>IE measure: Placement of Program Graduates Over 3 Year Period.</li> <li>IE measure: Determination of Ongoing Program Need.</li> </ul>			



TWDS SAP ID#: CU3.9 Agency Action Plan ID#: CU3.9 TWDS Key Performance Area: Customers Action Plan Status: FINAL		AAP Owner: HHSC, TWC Key Performance Measures (KPMs)		TWDS Agency Action Plan 2009 Review Updated: 8/31/09		Rev: 5
Tier 1 KPM(s): Formal • Number of customers served		Tier 2 KPM(s): Less Formal • TANF recidivism rate		Tier 3 KPM(s):		Accountable Participants: HHSC, TWC
<b>Programmatic Critical Success Factors:</b> Current and future workers will access and be successful at the programs necessary to gain knowledge and skills for tomorrow's economy. The system will maximize participant outcomes in critical points in the continuum of education to employment.		<b>Programmatic LTO:</b> Decrease number of TANF recipients cycling on and off TANF to 44% by Q4/09.		<b>Intended Outcomes:</b> The System recognizes certain participant outcomes as indicative of success as they relate to ability to find, retain and advance employment. Achievement of these LTOs will demonstrate programmatic successes within the greater workforce development system.		
Major Tasks/Milestones		Schedule		Dependencies		Tracking Measures, Interim Outputs & Recommended Reporting Schedule
Start Date (mm/yy)	Duration (days or months)					
10/03	3 months			• HB 2292 (78 <sup>th</sup> Legislature). • Final HHSC Transition plan 12/03.		Completed
10/03	Ongoing	[pre-strategic plan activities since 1996]		TWC – Local board identification and addressing of barriers (e.g., child care, training, transportation). • TWC – Local board post-employment services (e.g., child care, transportation, mentoring). • State Auditor's Office Report No. 08-002. (October 2007)		In Progress Choices Employment Retention: 70% target for FFY 2009. (Implemented September 2005; reported monthly) In Progress • TWC – Post-employment stipend initiative. (February 2008-May 2009) • TWC – Modifications to case management system. (Completed January 2008) • TWC – Assess stipend/incentive results related to retention and recidivism. (October 2009)
10/03	Ongoing	[pre-strategic plan activities since 1996]		• TWC – Individual employment plans, including barrier identification. • TWC – Local board outreach to mandatory TANF adults.		In Progress TWC – TWC Subrecipient Monitoring Department monitors compliance with individual employment plan requirements.
10/03	Ongoing	[pre-strategic plan activities since 1996]		TWC – Local board MOUs with community and faith-based organizations to assist Choices participants with pre-/post-employment services.		In Progress Local board MOUs with other state and local entities for service provision to Choices participants. (Varies by board)

TWDS SAP ID#: CU3.9		AAP Owner: HHSC, TWC		TWDS Agency Action Plan 2009 Review		Updated: 8/31/09		Rev: 5	
Agency Action Plan ID#: CU3.9		Key Performance Measures (KPMs)							
TWDS Key Performance Area: Customers		Tier 1 KPM(s): Formal		Tier 2 KPM(s): Less Formal		Tier 3 KPM(s):		Accountable Participants: HHSC, TWC	
Action Plan Status: FINAL		• Number of customers served		• TANF recidivism rate					
<b>Programmatic Critical Success Factors:</b> Current and future workers will access and be successful at the programs necessary to gain knowledge and skills for tomorrow's economy. The system will maximize participant outcomes in critical points in the continuum of education to employment.		<b>Programmatic LTO:</b> Decrease number of TANF recipients cycling on and off TANF to 44% by Q4/09.		<b>Intended Outcomes:</b> The System recognizes certain participant outcomes as indicative of success as they relate to ability to find, retain and advance employment. Achievement of these LTOs will demonstrate programmatic successes within the greater workforce development system.					
<b>Major Tasks/Milestones</b>		<b>Schedule</b>		<b>Dependencies</b>		<b>Tracking Measures, Interim Outputs &amp; Recommended Reporting Schedule</b>			
√	6	Coordinate with Texas Department of Transportation (TXDOT) to provide transportation services for program participants.	10/03 [pre-strategic plan activities since 09/03]	Ongoing	Texas Department of Transportation (TXDOT).	In Progress	<ul style="list-style-type: none"> <li>TWC – Interagency agreement. (Established September 2003; renewed annually in September – complete for 2008)</li> <li>TWC – Transportation services contract with local boards. Boards also work independently with transit providers.</li> </ul>		
√	7	Coordinate with Texas Department of Housing and Community Affairs (TDHCA) to provide housing assistance for program participants.	10/03 [pre-strategic plan activities since 07/99]	Ongoing	Texas Department of Housing and Community Affairs (TDHCA).	Completed	MOU for WIA implementation included TDHCA. (Effective July 1999 – June 2004)		
	8	Following reauthorization of WIA, coordinate with Texas Department of Housing and Community Affairs (TDHCA) to provide housing assistance for program participants.	TBD	TBD	<ul style="list-style-type: none"> <li>WIA reauthorization.</li> <li>Texas Department of Housing and Community Affairs (TDHCA).</li> </ul>	MOU renewal. (TBD; pending Congressional action)			

TWDS SAP ID#: CU3.9 Agency Action Plan ID#: CU3.9 TWDS Key Performance Area: Customers Action Plan Status: FINAL		AAP Owner: HHSC, TWC TWDS Agency Action Plan 2009 Review		Updated: 8/3/09 Rev: 5	
Key Performance Measures (KPMs)					
Tier 1 KPM(s): Formal		Tier 2 KPM(s): Less Formal		Tier 3 KPM(s):	
<ul style="list-style-type: none"> <li>Number of customers served</li> </ul>		<ul style="list-style-type: none"> <li>TANF recidivism rate</li> </ul>		Accountable Participants: HHSC, TWC	
<b>Programmatic Critical Success Factors:</b> Current and future workers will access and be successful at the programs necessary to gain knowledge and skills for tomorrow's economy. The system will maximize participant outcomes in critical points in the continuum of education to employment.					
<b>Intended Outcomes:</b> The System recognizes certain participant outcomes as indicative of success as they relate to ability to find, retain and advance employment. Achievement of these LTOs will demonstrate programmatic successes within the greater workforce development system.					
Major Tasks/Milestones		Schedule		Dependencies	Tracking Measures, Interim Outputs & Recommended Reporting Schedule
Start Date (mm/yy)	Duration (days or months)				
9	Ongoing	10/03 [pre-strategic plan activities since 1996]		TWC – Choices rules.	In Progress <ul style="list-style-type: none"> <li>TWC – LBB measures: Entered Employment and Employment Retention.</li> <li>TWC – Using UI wages, track former Choices participants' wage growth over time.</li> <li>TWC – Service/technique examples:                             <ul style="list-style-type: none"> <li>Subsidized employment and OJT following earnings-based TANF denial.</li> <li>Support services (e.g., transportation, rent and/or utilities, work-related expenses, auto repairs).</li> <li>Retention bonus for individuals at or above a specified wage threshold.</li> </ul> </li> </ul>
√	10	10/03 [pre-strategic plan activities since 1996]	9/04		Completed TWC – Reported monthly to LBB: <ul style="list-style-type: none"> <li>Entered Employment</li> <li>Employment Retention</li> </ul>
√	11	10/03 [pre-strategic plan activities since 1996]	Ongoing	<ul style="list-style-type: none"> <li>SB 280 (78<sup>th</sup> Legislature).</li> <li>TWC – UI wage data.</li> </ul>	In Progress TWC – Entered Employment and Employment Retention for Choices participants entering employment. (Reported monthly to LBB)
√	12	02/06	13 months		Completed TWC – Contracted evaluation of Choices program. (January 2007)

TWDS SAP ID#: CU3.9		AAP Owner: HHSC, TWC		TWDS Agency Action Plan 2009 Review		Updated: 8/31/09		Rev: 5	
Agency Action Plan ID#: CU3.9		Key Performance Measures (KPMs)							
TWDS Key Performance Area: Customers		Tier 1 KPM(s): Formal		Tier 2 KPM(s): Less Formal		Tier 3 KPM(s):		Accountable Participants: HHSC, TWC	
Action Plan Status: FINAL		• Number of customers served		• TANF recidivism rate					
<b>Programmatic Critical Success Factors:</b> Current and future workers will access and be successful at the programs necessary to gain knowledge and skills for tomorrow's economy. The system will maximize participant outcomes in critical points in the continuum of education to employment.		<b>Programmatic LTO:</b> Decrease number of TANF recipients cycling on and off TANF to 44% by Q4/09.		<b>Intended Outcomes:</b> The System recognizes certain participant outcomes as indicative of success as they relate to ability to find, retain and advance employment. Achievement of these LTOs will demonstrate programmatic successes within the greater workforce development system.					
<b>Major Tasks/Milestones</b>		<b>Schedule</b>		<b>Dependencies</b>		<b>Tracking Measures, Interim Outputs &amp; Recommended Reporting Schedule</b>			
		Start Date (mm/yy)	Duration (days or months)						
√	13	02/06	Ongoing		TWC – Contractor evaluation report.	In Progress TWC – Evaluation of local board performance related to Choices participants' employment and retention. (Monthly)			
√	14	10/03 [pre-strategic plan activities since 09/03]	Annually			Completed TWC – Annual report to Legislature. (December; annually – completed for 2008)	<ul style="list-style-type: none"> <li>Percent of Choices participants who enter employment paying wages equal to or exceeding 200% of the federal poverty income level (FPIL).</li> <li>Percent of Choices participants who enter employment earning wages equal to or exceeding 200% of the FPIL and earn that amount before the first anniversary of their initial employment date.</li> </ul>		
√	15	03/09	10 months			Completed Council Annual Evaluation Report. (2009)			

TWDS SAP ID#: CU4.0		AAP Owner: TDCJ, TYC		TWDS Agency Action Plan 2009 Review		Updated: 8/31/09		Rev: 5	
Agency Action Plan ID#: CU4.0		Key Performance Measures (KPMs)							
TWDS Key Performance Area: Customers		Tier 1 KPM(s): Formal		Tier 2 KPM(s): Less Formal		Tier 3 KPM(s): SAP Specific		Accountable Participants: TDCJ, TYC, TWC	
Action Plan Status: FINAL		<ul style="list-style-type: none"> <li>Entered employment rate</li> <li>Employment retention rate</li> <li>Number of customers served</li> </ul>		<ul style="list-style-type: none"> <li>Percentage of adult offenders placed in jobs prior to release</li> <li>Constructive activity rate</li> </ul>					
Programmatic Critical Success Factors: Incarcerated youth and adult offenders receive meaningful educational and job training services to secure employment.		<p><b>Programmatic LTO:</b> Establish a standard for job placement for adult and youthful offenders prior to release by Q4/04. Increase the percentage of adult offenders placed in jobs prior to release by 5% per year (from actual rate of previous year) to Q4/09.</p> <p>Increase constructive activity rate (placements and other positive outcomes) for youthful offenders by 5% per year (from actual rate of previous year) to Q4/09.</p>						<p><b>Intended Outcomes:</b> <i>Ensure successful societal re-integration of ex-offenders by providing sustainable career opportunities post-release.</i></p>	
Major Tasks/Milestones		Schedule		Dependencies		Tracking Measures, Interim Outputs & Recommended Reporting Schedule			
		Start Date (mm/yy)	Duration (days or months)						
√	1	12/03	12 months		TDCJ	Completed			
√	2	01/04	9 months		TDCJ	Completed	Project Rio exit interview.		
√	3	06/04	3 months		TDCJ	Completed			
√	4	08/05	Ongoing		TDCJ	In Progress			<ul style="list-style-type: none"> <li>Biennial budget process. (2008)</li> <li>Grant application and/or renewal. (2007; renewed through 2010)</li> </ul>
√	5	09/05	Ongoing		TDCJ	In Progress			<ul style="list-style-type: none"> <li>Interagency MOU: TDCJ-Windham School District, TWC and TYC. (June 2007; valid through August 2010)</li> <li>Operating agreements with all local workforce boards. (Timeline varies by board)</li> </ul>

TWDS SAP ID#: CU4.0		AAP Owner: TDCJ, TYC		TWDS Agency Action Plan 2009 Review		Updated: 8/31/09		Rev: 5	
Agency Action Plan ID#: CU4.0		Key Performance Measures (KPMs)							
TWDS Key Performance Area: Customers		Tier 1 KPM(s): Formal		Tier 2 KPM(s): Less Formal		Tier 3 KPM(s): SAP Specific		Accountable Participants: TDCJ, TYC, TWC	
Action Plan Status: FINAL		<ul style="list-style-type: none"> <li>Entered employment rate</li> <li>Employment retention rate</li> <li>Number of customers served</li> </ul>		<ul style="list-style-type: none"> <li>Percentage of adult offenders placed in jobs prior to release</li> <li>Constructive activity rate</li> </ul>					
Programmatic Critical Success Factors: Incarcerated youth and adult offenders receive meaningful educational and job training services to secure employment.		<p><b>Programmatic LTO:</b> Establish a standard for job placement for adult and youthful offenders prior to release by Q4/04. Increase the percentage of adult offenders placed in jobs prior to release by 5% per year (from actual rate of previous year) to Q4/09.</p> <p>Increase constructive activity rate (placements and other positive outcomes) for youthful offenders by 5% per year (from actual rate of previous year) to Q4/09.</p>						<p><b>Intended Outcomes:</b> <i>Ensure successful societal re-integration of ex-offenders by providing sustainable career opportunities post-release.</i></p>	
Major Tasks/Milestones		Schedule				Dependencies		Tracking Measures, Interim Outputs & Recommended Reporting Schedule	
		Start Date (mm/yy)	Duration (days or months)						
√	6	08/05	Ongoing	Determine and seek levels of funding or community partnerships to enhance transitional aftercare for youth offenders.	TYC	SB 103 (80 <sup>th</sup> Legislature)	In Progress	<ul style="list-style-type: none"> <li>MOU renegotiation with local boards. (Timeline varies by board)</li> <li>Project RIO-Y grant renewal. (Completed October 2008 for FY09)</li> <li>Identify and establish new partnerships. (Ongoing)</li> </ul>	
√	7	08/05	Ongoing	Secure appropriate funding to enhance transitional workforce development activities.	TYC		In Progress	<ul style="list-style-type: none"> <li>Transitional aftercare staffing arrangements. (Dependent on availability of appropriate grant opportunities)</li> <li>Transitional aftercare staff positions. (HB 1, 80<sup>th</sup> Legislature)</li> </ul>	
√	8	03/09	10 months	Perform summative evaluation and longitudinal analysis.			Completed	Council Annual Evaluation Report. (2009)	

TWDS SAP ID#: CU5.0		AAP Owner: HHSC		TWDS Agency Action Plan		Updated: 8/3/09		Rev: 6	
Agency Action Plan ID#: CU5.0		Key Performance Measures (KPMs)							
TWDS Key Performance Area: Customers		Tier 1 KPM(s): Formal • Employment retention rate • Number of customers served		Tier 2 KPM(s):		Tier 3 KPM(s):		Accountable Participants: HHSC, Local Workforce Boards	
Action Plan Status: FINAL		Tier 1 KPM(s): Formal • Employment retention rate • Number of customers served		Tier 2 KPM(s):		Tier 3 KPM(s):		Accountable Participants: HHSC, Local Workforce Boards	
Programmatic Critical Success Factors: Persons with disabilities receive meaningful vocational rehabilitation services to secure and/or maintain employment.		Programmatic LTO: Increase by 2% per year (from actual rate of previous year), the percentage of persons receiving vocational rehabilitation services from HHSC who remain employed after exiting the program.		Tier 2 KPM(s):		Tier 3 KPM(s):		Intended Outcomes: To increase the effectiveness of the rehabilitation processes to ensure effective alignment between client capabilities and employer needs, thereby enhancing opportunity for employment retention.	
Major Tasks/Milestones		Schedule		Dependencies		Tracking Measures, Interim Outputs & Recommended Reporting Schedule			
		Start Date (mm/yy)	Duration (days or months)						
√	1	11/03	4 months		Completed		Completed		
√	2	04/04	12 months	Consolidation	Completed		Completed		
√	3	04/05	3 months	HHSC – DARS	Completed		Completed		
√	4	07/05	2 months	HHSC – DARS	Completed		Completed		
√	5	09/05	47 months	HHSC – DARS	Completed		Completed		
									<ul style="list-style-type: none"> <li>Medicaid Buy-In Program. (Statewide launch September 2006)</li> <li>Marketing campaign funded by one-year Medicaid Infrastructure Grant. (Awarded January 2008; renewed for FY 2009 with renewal option through FY 2011)</li> </ul>
√	6	11/05	1 month	HHSC – DARS	Completed		Completed		
√	7	12/05	Annually	HHSC – DARS	Completed		Completed		<ul style="list-style-type: none"> <li>Council Annual Evaluation Report. (Annual; completed for 2008)</li> <li>LBB reporting. (Annual; completed for 2008; 2009 in progress)</li> </ul>
√	8	02/06	Ongoing	TWC/HHSC - DARS	In Progress		In Progress		<ul style="list-style-type: none"> <li>MOUs with over 75% of local workforce boards. (Subject to renewal every 1-5 years)</li> </ul>

TWDS SAP ID#: CU5.0		AAP Owner: HHSC		TWDS Agency Action Plan 2009 Review		Updated: 8/31/09		Rev: 6	
Agency Action Plan ID#: CU5.0		Key Performance Measures (KPMs)							
TWDS Key Performance Area: Customers		Tier 1 KPM(s): Formal • Employment retention rate • Number of customers served		Tier 2 KPM(s):		Tier 3 KPM(s):			
Action Plan Status: FINAL		<b>Programmatic Critical Success Factors:</b> Persons with disabilities receive meaningful vocational rehabilitation services to secure and/or maintain employment.		<b>Programmatic LTO:</b> Increase by 2% per year (from actual rate of previous year), the percentage of persons receiving vocational rehabilitation services from HHSC who remain employed after exiting the program.		<b>Intended Outcomes:</b> To increase the effectiveness of the rehabilitation processes to ensure effective alignment between client capabilities and employer needs, thereby enhancing opportunity for employment retention.			
<b>Major Tasks/Milestones</b>  9 Increase the number of vocational rehabilitation consumers who are registered as job seekers for employment services through One Stop Centers.		<b>Schedule</b> Start Date (mm/yy) 04/06		<b>Duration</b> (days or months) Ongoing		<b>Dependencies</b>  TWC – Two-year federal grant (July 2006 – June 2009)		<b>Tracking Measures, Interim Outputs &amp; Recommended Reporting Schedule</b>  In Progress <ul style="list-style-type: none"> <li>Disability Program Navigator Initiative staffing in 14 local workforce board areas as of August 2009. (Joint Initiative of U.S. Department of Labor and Social Security Administration; Texas joined Initiative July 2006)</li> <li>Assess feasibility of tracking and measurement options. (Completed January 2008)</li> <li>Tracking/measurement option implementation through new ReHabWorks MIS.             <ul style="list-style-type: none"> <li>Phase 1 rollout – Track referrals to local workforce centers. (September 2009)</li> <li>Phase 2 enhancements – Track referral results (e.g., entered employment outcome). (Ongoing as of August 2009)</li> </ul> </li> </ul>	
		03/09		10 months		Completed Council Annual Evaluation Report. (2009)			
10 Perform summative evaluation and longitudinal analysis.									

<b>TWDS SAP ID#:</b> SC1.0		<b>SAP Owner:</b> Advisory Committee		<b>TWDS Strategic Action Plan</b> 2009 Review		<b>Updated:</b> 3/10/06		<b>Rev:</b> 3	
<b>Action Plan Status:</b> FINAL		<b>Key Performance Measures (KPMs)</b>							
<b>Key Performance Area:</b> System Capacity Building		<b>Tier 1 KPM(s):</b>		<b>Tier 2 KPM(s):</b> Less Formal		<b>Tier 3 KPM(s):</b>		<b>Related Agency Action Plan(s) ID(s):</b>	
<b>Accountable Participants:</b> TWC, OEDT				<ul style="list-style-type: none"> <li>Number of jobs created</li> </ul>					
<b>Long Term Objective:</b> Achieve job growth increases of 18% from 2000 to 2010.		<b>Intended Outcomes:</b> Develop a replicable business model for creating meaningful and results-oriented strategic alliances that will build systemic capacity for responding quickly and consistently to opportunities that could have positive impact for the system as a whole. Leverage existing Alliance programs and identify best practices in this area. Develop relationships in, and understanding of key strategic industry clusters to ensure that employer needs in these areas are identified, assessed and addressed in a timely manner. Strengthen system link to employers.							
		<b>Major Tasks/Milestones</b>		<b>Schedule</b>		<b>Dependencies</b>		<b>Tracking Measures, Interim Outputs &amp; Recommended Reporting Schedule</b>	
√	1	Develop programs and services to assist employers to expand or relocate to Texas.		01/04	12 months	SC2.0		Completed	Cluster identification and launch.
√	2	Create an economic – workforce agency strike force.		09/03	3 months	SC2.0		Completed	Formation of cluster teams.
√	3	Develop direct link between workforce centers and local economic development efforts.		06/04	12 months			Completed	OEDT regional economic development liaisons.
√	4	Develop a model of business advisor service and solutions (expansion needs and state package of incentives and opportunities) for expanding and relocating employers.		01/04	6 months			Completed	<ul style="list-style-type: none"> <li>OEDT weekly strategy meetings.</li> <li>OEDT regional economic development liaisons.</li> </ul>
√	5	Communicate most promising and best practices to system partners.		06/04	Ongoing	SC2.0		In Progress	<ul style="list-style-type: none"> <li>Cluster reports.</li> <li>Agency action plans.</li> </ul>

TWDS SAP ID#: SC2.0		SAP Owner: OEDT, TWC		TWDS Strategic Action Plan 2009 Review		Updated: 8/31/09		Rev: 6			
Action Plan Status: FINAL		Key Performance Measures (KPMs)									
Key Performance Area: System Capacity Building		Tier 1 KPM(s):		Tier 2 KPM(s):		Tier 3 KPM(s):		Related Agency Action Plan(s) IDs:			
Accountable Participants: TWC, OEDT, TEA, THECB		Tier 1 KPM(s):		Tier 2 KPM(s):		Tier 3 KPM(s):		SAP Specific			
<b>Long Term Objective:</b> Develop, approve, fund and implement a strategic alliance business model that targets a minimum of three strategic industry clusters by Q1/06. These alliances are targeted to industries that hold long term strategic relevance to the State.		<b>Intended Outcomes:</b> Address employer involvement and participation and ensure system is relevant, agile and responsive to market needs. System partners will pro-actively seek and engage in strategic relationships with employer organizations, trade organizations and technical and community colleges.									
Major Tasks/Milestones		Schedule		Dependencies		Tracking Measures, Interim Outputs & Recommended Reporting Schedule					
		Start Date (mm/yy)	Duration (days or months)								
√	1	12/01/03	02/02/04	OEDT, TWC	Completed	Texas Clusters document.					
√	2	02/05/04	03/19/04	OEDT, TWC	Completed	List – competitive clusters and methodology, rationale for selection.					
√	3	02/05/04	03/19/04	OEDT, TWC	Completed	Replicable model.					
√	4	03/22/04	04/02/04	Leadership	Completed	Target list.					
√	5	03/01/04 03/01/04 06/01/04	05/31/04 08/31/04 09/15/04	OEDT, TWC OEDT, TWC Cluster Team, OEDT, TWC	Completed	Cluster Team convened. Analysis delivered. Recommendation delivered.					
√	6	06/01/04	06/15/04	OEDT, TWC	Completed	Approach documented.					
√	7	06/15/04	Ongoing	Cluster Teams/OEDT, TWC	Completed	Clusters implementation.					
√	8	01/06	Ongoing	OEDT, TWC, THECB, TEA	Completed	Policies and procedures. Implementation of cluster-based initiatives.					
	9	TBD	TBD	OEDT, TWC							

TWDS SAP ID#: SC3.0		SAP Owner: Advisory Committee		TWDS Strategic Action Plan 2009 Review		Updated: 8/31/09		Rev: 6	
Action Plan Status: FINAL		Key Performance Measures (KPMs)							
Key Performance Area: System Capacity Building		Tier 1 KPM(s):		Tier 2 KPM(s): Less Formal		Tier 3 KPM(s): SAP Specific		Related Agency Action Plan(s) IDs:	
Accountable Participants: TWC, OEDT, Council		• Number of jobs created		• Number of jobs retained					
<b>Long Term Objective:</b> Expand existing program or create a new program that enables employers to directly, readily and accountably access funds for new hire or incumbent worker training by Q2/05.		<p><b>Intended Outcomes:</b> Have several options by which employers can access customized training programs to address their employee training needs, including funds provided directly to employers as well as funds provided to community colleges in partnership with employers. Contribute to employers' ability to upgrade the skills of their workforce and therefore to remain competitive. Increase available dollars appropriated to customized training.</p>							
Major Tasks/Milestones		Schedule		Dependencies		Tracking Measures, Interim Outputs & Recommended Reporting Schedule			
		Start Date (mm/yy)	Duration (days or months)						
√	1	09/03	6 months				Completed		
√	2	01/04	6 months				Completed		
√	3	06/04	6 months				Completed		
√	4	01/05	12 months				Completed HB 2421, 79 <sup>th</sup> Legislature.		
√	5	01/06	Ongoing		SC6.0		In Progress		<ul style="list-style-type: none"> <li>TWC Skills Development Fund Annual Report, (Annual; completed for 2008)</li> <li>TWC Skills Development and Self-Sufficiency Fund Report to Legislative Budget Board and Governor (HB 1, Rider 17, 80<sup>th</sup> Legislature).</li> <li>Council Annual Evaluation Report, (Annual; completed for 2008)</li> <li>TWC Employment and Training Investment Assessment (ETIA) Holding Fund Projections.</li> </ul>

TWDS SAP ID#: SC4.0		SAP Owner: Advisory Committee		TWDS Strategic Action Plan 2009 Review		Updated: 8/31/09		Rev: 6	
Action Plan Status: FINAL		Key Performance Measures (KPMs)							
Key Performance Area: System Capacity Building		Tier 1 KPM(s):		Tier 2 KPM(s):		Tier 3 KPM(s):		Related Agency Action Plan(s) ID(s):	
Accountable Participants: TWC, THECB, Local Workforce Boards						SAP Specific			
<p><b>Long Term Objective:</b> Design and implement a methodology and system for identifying and assessing employer needs with the first complete assessment and recommendations delivered by Q1/05.</p> <p><b>Intended Outcomes:</b> Have employers "at the table" to define future requirements. Have trained and ready workforce to meet future employment needs.</p>									
		Major Tasks/Milestones		Schedule		Dependencies		Tracking Measures, Interim Outputs & Recommended Reporting Schedule	
				Start Date (mm/yy)	Duration (days or months)				
√	1	Identify what existing data and data collection programs are currently available and potential for consolidation and sharing.		09/03	4 months			Completed	
√	2	Design methodology to collect ongoing employer input regarding proactive assessment of future workforce needs.		07/04	5 months			Completed 3-stage filter process.	
√	3	Establish liaisons with external scanning efforts.		06/04	6 months			Completed THECB and Texas State Leadership Consortium for Curriculum Development (TSLCCD) efforts.	
√	4	Conduct a market assessment to identify future workforce needs.		03/06	34 months	<ul style="list-style-type: none"> <li>SC2.0</li> <li>TWC skill assessment analysis</li> </ul>		Completed <ul style="list-style-type: none"> <li>Cluster reports. (2005)</li> <li>Implement skill assessment recommendations.</li> <li>Phase 2 cluster analysis and reports. (2008)</li> </ul>	
√	5	Identify and evaluate tools to assist system partners in determining employer needs.		09/06	Ongoing	SC5.0		In Progress TWC – Strategic Workforce Assessment Project. (2007)	
√	6	Disseminate resulting information attained, including formal recommendations for program development and program obsolescence.		09/06	24 months	<ul style="list-style-type: none"> <li>SC2.0</li> <li>CU1.0/SC6.0 agency action plan implementation</li> </ul>		Completed <ul style="list-style-type: none"> <li>Cluster reports. (2005)</li> <li>Phase 2 cluster analysis and reports. (2008)</li> </ul>	

TWDS SAP ID#: SC5.0		SAP Owner: Advisory Committee		TWDS Strategic Action Plan 2009 Review		Updated: 8/31/09		Rev: 6	
Action Plan Status: FINAL		Key Performance Measures (KPMs)							
Key Performance Area: System Capacity Building		Tier 1 KPM(s):		Tier 2 KPM(s):		Tier 3 KPM(s):		Related Agency Action Plan(s) IDs:	
Accountable Participants: Council, THECB, TWC, TEA, Local Workforce Boards						SAP Specific			
Long Term Objective: Develop system to review workforce education programs and make recommendations to revise or retire them as appropriate to the current and future workforce needs identified in coordination with employers. This system capacity will be operational by 2008.		Intended Outcomes: Texas will have globally competitive workforce and will be an attractive and competitive economic development location. Increase the system partners' ability to anticipate future employer and educational needs to maintain a globally-competitive workforce through awareness and utilization of education and workforce programs as economic development tools.							
Major Tasks/Milestones		Schedule		Dependencies		Tracking Measures, Interim Outputs & Recommended Reporting Schedule			
		Start Date (mm/yy)	Duration (days or months)						
√	1	01/05	6 months			Completed			
√	2	09/05	1 month			Completed			
√	3	10/06	6 months	SC2.0, SC4.0		Completed			
√	4	09/06	Ongoing	SC4.0		In Progress	<ul style="list-style-type: none"> <li>TWC – Strategic Workforce Assessment Project. (2007)</li> <li>TWC – Missing Link project. (2008)</li> </ul>		
√	5	09/06	Ongoing	<ul style="list-style-type: none"> <li>SC2.0, SC4.0</li> <li>CU1.0/SC6.0 agency action plan implementation</li> </ul>		In Progress			
	6	03/07	Annually						
	7	01/08	Annually						NOTE: To help ensure that program offerings meet the needs of current and future employers, work will continue during the next strategic plan cycle.

TWDS SAP ID#: SC6.0		SAP Owner: Advisory Committee		TWDS Strategic Action Plan 2009 Review		Updated: 8/31/09		Rev: 6	
Action Plan Status: FINAL		Key Performance Measures (KPMs)							
Key Performance Area: System Capacity Building		Tier 1 KPM(s):		Tier 2 KPM(s):		Tier 3 KPM(s):		Related Agency Action Plan(s) ID(s):	
Accountable Participants: TWC, OEDT, Local Workforce Boards, TVC						SAP Specific			
Long Term Objective: Increase the awareness, access rates, participation, and relevance of services to small and mid-size businesses throughout the State. The results of these efforts will achieve an increase in usage (to be determined) of system products, services, and solutions by a date to be specified.									
Intended Outcomes: Establish a tighter linkage and collaboration between state and local economic development activities as well as increase/formalize economic development assistance and information available to small and mid-size businesses.									
Major Tasks/Milestones		Schedule		Dependencies		Tracking Measures, Interim Outputs & Recommended Reporting Schedule			
		Start Date (mm/yy)	Duration (days or months)						
√	1	09/03	Ongoing			In Progress			
√	2	09/03	Ongoing			In Progress			
√	3	09/03	Ongoing			In Progress			
√	4	09/04	16 months			Completed			
√	5	01/05	Ongoing			Completed			
√	6	02/05	4 months			Completed			
√	7	01/06	6 months			Completed			
√	8	06/07	12 months			Completed			

<b>TWDS SAP ID#:</b> SC6.0		<b>SAP Owner:</b> Advisory Committee		<b>TWDS Strategic Action Plan</b> 2009 Review		<b>Updated:</b> 8/31/09		<b>Rev:</b> 6	
<b>Action Plan Status:</b> FINAL		<b>Key Performance Measures (KPMs)</b>							
<b>Key Performance Area:</b> System Capacity Building		<b>Tier 1 KPM(s):</b>		<b>Tier 2 KPM(s):</b>		<b>Tier 3 KPM(s):</b> SAP Specific		<b>Related Agency Action Plan(s) IDs:</b>	
<b>Accountable Participants:</b> TWC, OEDT, Local Workforce Boards, TVC		<b>Intended Outcomes:</b> Establish a tighter linkage and collaboration between state and local economic development activities as well as increase/formalize economic development assistance and information available to small and mid-size businesses.							
<b>Long Term Objective:</b> Increase the awareness, access rates, participation, and relevance of services to small and mid-size businesses throughout the State. The results of these efforts will achieve an increase in usage (to be determined) of system products, services, and solutions by a date to be specified.		<b>Major Tasks/Milestones</b>		<b>Schedule</b>		<b>Dependencies</b>		<b>Tracking Measures, Interim Outputs &amp; Recommended Reporting Schedule</b>	
√	9	Work with system partners to implement State of the Workforce report recommendations: determining employer needs and measuring related performance outcomes. Utilize results in development of next system strategic plan.		Start Date (mm/yy) 04/07	Duration (days or months) Ongoing	<ul style="list-style-type: none"> <li>• CU1.0, SC4.0</li> <li>• Major Tasks 7-8</li> <li>• SITAC reporting form/process</li> </ul>		Completed Quarterly SITAC reports.	

## ATTACHMENT 3 – DATA ADDENDUM TO EVALUATION 2008

### Introduction

The 2004 evaluative report marked a significant change for the Council and its partner agencies in the overall approach to system evaluation and reporting. For the 2004 evaluation cycle, the Council implemented a new report card series that was designed to exhibit and measure performance across system programs. The Council worked extensively with partner agencies and the Legislative Budget Board (LBB) to streamline measures definitions, where possible, to align with existing federal common definitions and mirroring, to the extent possible, like LBB performance measures.

In preparing the 2009 evaluation, three agencies identified the need to submit corrected data for the 2008 reporting cycle. This addendum is provided to publish and disseminate the revised information submitted by the Texas Higher Education Coordinating Board (THECB), the Texas Workforce Commission (TWC) and the Texas Youth Commission (TYC).

### Texas Higher Education Coordinating Board Revised Data

THECB submitted revised 2008 data for the Educational Transition measure. The agency reported that the revision was due to an increase in the number transitioning following data recertification.

Revised 2008 data – Less Formal measure:

Program	Number Transitioning	Rate
Educational Transition	135,772	56.29%

### Texas Workforce Commission Revised Data

TWC submitted revised 2008 data for applicable programs and related performance measures. The agency reported that the revisions were due to (1) data cleanup following further data entry by local boards, (2) clarifications in reporting specifications and (3) improvements in coding.

Revised 2008 data – Formal measures:

Program	Number Employed	Rate	Retained Employment	Rate	Education Achieved	Rate	Number Served
Apprenticeship Chapter 133	-	-	-	-	-	-	3,889
Employment Services	874,361	80.55%	875,579	84.04%	-	-	1,417,257
Project RIO – Adult	21,673	74.85%	12,962	64.73%	-	-	38,759
SCSEP	168	42.00%	-	-	-	-	1,332
Self-Sufficiency Fund	1,370	94.09%	1,820	84.65%	-	-	2,866
Skills Development Fund	-	-	9,772	90.55%	-	-	23,572
SNAP E&T	24,904	80.89%	14,988	75.71%	-	-	31,458
TAA/NAFTA	1,907	84.64%	2,471	92.44%	-	-	3,548
TANF Choices	29,388	85.10%	19,433	75.68%	-	-	48,507
Veterans E&T	50,887	78.31%	49,038	86.89%	-	-	105,215
WIA I - Adults	18,945	85.24%	26,345	89.02%	8,320	94.67%	36,337
WIA I - Dislocated Worker	6,239	87.85%	6,168	90.65%	2,229	94.33%	12,026
WIA I - Youth	7,509	72.29%	-	-	4,194	76.56%	15,679

In addition, revised numbers were submitted for Employer Customers Served by the following programs:

<b>Program</b>	<b>Number Served</b>
Self-Sufficiency Fund	122
Skills Development Fund	567
Other	133,783

### **Texas Youth Commission Revised Data**

TYC reported that the 2008 Educational Achievement data submission did not reflect the approved definition and methodology. To ensure reporting of consistent program data across the *Destination 2010* plan cycle, revised data for 2008 was required.

Revised 2008 data – Formal measure:

<b>Program</b>	<b>Education Achieved</b>	<b>Rate</b>
Secondary Academic (TYC)	1,134	44.93%

### **Summary**

The revised 2008 data submitted by the three agencies and reported above were used by the Council to compare and evaluate the data submitted for the 2009 evaluation report. It was used to calculate percentage point changes, and forms the basis for all comparative analysis included in the report.

# Texas Workforce Investment Council

## System Partners

*Economic Development and Tourism  
Texas Department of Criminal Justice  
Texas Education Agency  
Texas Health and Human Services Commission*

*Texas Higher Education Coordinating Board  
Texas Veterans Commission  
Texas Workforce Commission  
Texas Youth Commission*

## Council Members

### **Business and Industry Representatives**

Wes Jurey, Arlington Chamber of Commerce (Chair)  
Matthew Maxfield, Brownwood Regional Medical Center  
Paul Mayer, Garland Chamber of Commerce  
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### **Education Representatives**

Blas Castañeda, Laredo Community College  
Carmen Olivas Graham, Socorro Independent  
School District  
Larry Jeffus, Educational Consultant and Author

### **Ex Officio Members Representing State Agencies**

Aaron Demerson, Economic Development and Tourism  
Raymund Paredes, Texas Higher Education  
Coordinating Board  
Robert Scott, Texas Education Agency  
Thomas Suehs, Texas Health and Human Services  
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Larry Temple, Texas Workforce Commission

### **Labor Representatives**

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Regional Council  
Robert Cross, Houston Area Plumbing J.A.C.  
Richard Hatfield, Airline Pilots Association  
Robert Hawkins  
Danny Prosperie, Beaumont Electrical J.A.T.C.

### **Community-Based Organization Representative**

Sharla Hotchkiss, Consultant and Trainer (Vice Chair)

## The Mission of Texas Workforce Investment Council

*Assisting the Governor and the Legislature with strategic planning for  
and evaluation of the Texas workforce development system to promote  
the development of a well-educated, highly skilled workforce for Texas.*



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