



DESTINATION 2010

FY2004-FY2009 Strategic Plan for the Texas Workforce Development System

2005 Update (SAPs)

2005 Update

Destination 2010: FY2004–FY2009 Strategic Plan for the Texas Workforce Development System

Introduction

In September 2003, the Texas Workforce Investment Council (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*, the strategic plan was approved by the Governor on October 15, 2003.

In accordance with Texas Government Code §2308.104(a)-(f), the plan establishes a framework for budgeting and operation of the Texas workforce system. The Texas Workforce Development System is comprised of the workforce programs, services, and initiatives administered by seven (7) state agencies and twenty-eight (28) local workforce development boards.

The plan was devised on a six-year timeframe to align with the existing Texas Strategic Planning and Performance Budgeting System as well as reauthorization of federal workforce legislation. The dynamic nature of the planning process provides for annual evaluations of progress and recommendations for further action. *Destination 2010* will be modified, in the form of annual updates to indicate accomplishments and milestones achieved as well as changes to the Strategic Action Plan status, performance measures, and/or accountable participants.

This document represents the second annual update to the strategic plan. The Strategic Action Plans (SAPs) are presented in their entirety with progress achieved indicated by a check mark (✓) in the left-hand column, and any major changes summarized in the Overview of Changes section.

Background

On December 1, 2003, the System Integration Technical Advisory Committee (SITAC) convened to begin implementation of the Strategic Action Plans which incorporate the twenty-two (22) Long Term Objectives necessary for attainment of the Council's Vision. The SITAC is the committee of the Council charged with implementation of the system strategic plan. The SITAC is authorized to create and deploy cross-agency teams to attain integrated solutions to issues associated with the implementation of Long Term Objectives.

The Council Chair appoints the SITAC members, who are executive-level officials of each of the partner agencies. Additionally, the SITAC has representation from the Texas Association of Workforce Boards and the Office of the Governor.

The following criteria are used to determine the need for an update to the strategic plan:

- ▶ System SAPs – referred to as Strategic Action Plans (SAPs) – represent the plan components that impact the system as a whole and that are under the purview of the SITAC. SAP updates are required if there are changes/modifications in one or more of the following areas:
 - Accomplishments/Milestone achievement
 - Changes to Status
 - Changes to Timelines
 - Changes to Major Tasks/Milestones
 - Changes to Accountable Participants
 - Changes to Performance Measures

- ▶ Programmatic SAPs – referred to as Agency Action Plans (AAPs) – outline the steps that specified partner agencies will take to accomplish their programmatic objectives. AAPs are updated to reflect:
 - Accomplishment of Major Tasks/Milestones
 - Accomplishment of Long Term Objectives
 - Clarification of Major Tasks/Milestones

- ▶ Updates will be made on an annual basis unless additional updates are required due to emergency or extenuating circumstances.

- ▶ Necessary actions:
 - Proposed changes will be brought before the SITAC for consideration or will result from SITAC actions.
 - Annual updates will be presented to the Council for action at the March meeting.
 - Upon receipt of Council approval, the update will be forwarded to the Governor for approval.
 - Following approval by the Governor, the update will be distributed to the legislature and all workforce system stakeholders.

Overview of Changes

This second annual update includes changes to all applicable SAPs and AAPs. Given the relative newness of *Destination 2010*, AAPs were not updated in 2004. As part of the 2005 update process, all AAPs were reviewed to determine if one or more major tasks/milestones were scheduled to be complete. Discussions were held with the partner agency(ies) designated as the AAP owner(s) to consider task completion status, start dates and duration. Where applicable, information regarding dependencies and/or task outputs was added or modified.

In addition, updated Environmental Scan information is included as Attachment 1.

Strategic Action Plans and Agency Action Plans

The following is a summary of the changes made to the SAPs and AAPs, including changes recommended by the SITAC or responsible partner agency(ies). The majority of the changes reflect accomplishment of milestone activities in the action plans. The update also includes status changes, as well as additions or modifications to tasks/milestones, start dates and timeframes to better reflect the anticipated actions and their durations.

SI1.0

- ▶ Indicated achievement of task.
- ▶ Added start date and duration information.
- ▶ Added measure/output information.

SI2.0

- ▶ Indicated achievement of tasks.
- ▶ Split tasks related to website launch and outreach/awareness plan development; adjusted associated start date and duration.
- ▶ Adjusted start dates and durations to reflect new project timelines.

CU1.0

- ▶ Replaced with revised SAP adopted by the SITAC on February 3, 2005.

CU2.0

- ▶ Indicated achievement of tasks.
- ▶ Added measure/output information.

CU3.0

- ▶ Replaced with revised SAP adopted by the Council on December 10, 2004.

CU3.1

- ▶ Indicated achievement of tasks.
- ▶ Added new tasks.
- ▶ Updated dependencies.

CU3.3

- ▶ Indicated achievement of tasks.
- ▶ Added dependency information.

CU3.4

- ▶ Indicated achievement of tasks.
- ▶ Added dependency information.

CU3.5

- ▶ Indicated achievement of tasks.
- ▶ Added dependency information.

CU3.9

- ▶ Deleted selected language related to consolidation of multiple human service agencies under the expanded Health and Human Services Commission.

CU4.0

- ▶ Indicated achievement of tasks.
- ▶ Added measure/output information.

CU5.0

- ▶ Indicated achievement of tasks.
- ▶ Revised tasks, start dates and durations to reflect reporting timelines/procedures.
- ▶ Updated dependencies.
- ▶ Deleted task identified as not applicable following the consolidation of multiple human service agencies under the expanded Health and Human Services Commission.

SC1.0

- ▶ Indicated achievement of tasks.
- ▶ Added measure/output information.

SC2.0

- ▶ Indicated achievement of tasks.

SC3.0

- ▶ Deleted language no longer applicable in Intended Outcomes.
- ▶ Indicated achievement of tasks.
- ▶ Revised task and duration to reflect funding request process/timeline.

SC4.0

- ▶ Indicated achievement of tasks.
- ▶ Adjusted start dates to reflect new project timelines.
- ▶ Added dependencies.
- ▶ Added measure/output information.

SC5.0

- ▶ Indicated achievement of tasks.
- ▶ Modified task to remove reference to gap determination due to lack of data.
- ▶ Added dependencies.

SC6.0

- ▶ Replaced with revised SAP adopted by the SITAC on February 3, 2005.

TWDS SAP ID#: SI1.0		SAP Owner: Council		TWDS Strategic Action Plan 2005 Update		Updated: 3/11/05	Rev: 2
Action Plan Status: Active			Key Performance Measures (KPMs)				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: Council							
Long Term Objective: The Council Chair creates, enables and implements TWIC 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.		Intended Outcomes: <i>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.</i>					
Major Tasks/Milestones			Schedule		Dependencies	Tracking Measures, Interim Outputs & Recommended Reporting Schedule	
			Start Date (mm/yy)	Duration (days or months)			
√		Develop scope, charge and structure of Council Advisory Committee.	09/03	3 months		Completed	
√		Develop and execute operating/reporting procedures and feedback mechanism to the full Council.	09/03	3 months		Completed	
√		Appoint members.	09/03	2 months		Completed	
√		Initiate meeting schedule for plan implementation and reporting to Council.	01/04	1 month		Completed	
√		Initial orientation meeting.	01/04	1 month		Completed	
√		Communication to Agencies authorizing role and responsibilities of the Advisory Committee.	10/03	1 month		Completed	
√		Implement process on issues identified as requiring multi-agency involvement for resolution.	06/04	Ongoing		Completed SITAC meetings – ongoing.	
		Evaluate process and review achieved outcomes; make process corrections as necessary.	06/05	6 months			
		Resolution of three priority issues accomplished.	06/07	42 months			

TWDS SAP ID#: SI2.0		SAP Owner: Advisory Committee		TWDS Strategic Action Plan 2005 Update		Updated: 3/11/05		Rev: 2		
Action Plan Status: Active			Key Performance Measures (KPMs)					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, DHS, OEDT, HHSC, TYC, TDCJ, Local Workforce Boards										
Long Term Objective: 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 will achieve uniform utilization by Q4/05 and uniform utilization by TWDS customers by Q2/06.					Intended Outcomes: <i>The System will represent itself as a system. All partners will agree and utilize the universal information gateway.</i>					
Major Tasks/Milestones			Schedule		Dependencies		Tracking Measures, Interim Outputs & Recommended Reporting Schedule			
			Start Date (mm/yy)	Duration (days or months)						
√		Scope information gateway attributes.	09/03	2 months		Completed				
√		Explore TWC feasibility of system capacity.	01/04	6 months		Completed				
√		Identify linkages necessary across workforce system by customer type.	07/04	3 months		Completed				
√		Perform needs and capabilities assessment. Align partner web presence of each partner to workforce system branding requirements.	07/04	3 months		Completed				
√		Select existing system which meets needs or develop new system.	10/04	7 months		Completed				
√		Develop and launch information gateway and support system.	05/05	5 months		Completed				
		Develop and execute outreach campaign to create the necessary customer awareness.	12/04	7 months						
		Partner staff trained on information use and distribution.	09/05	9 months						
		Information gateway system operational and primary resource of workforce system information.	12/05	12 months						
		100% of service providers utilize system as primary source of TWDS information.	01/07	18 months						
		Evaluate usage at specified intervals and at system points determined relevant by the Advisory Committee.	06/06	Annually						

TWDS SAP ID#: CU1.0		SAP Owner: Advisory Committee		TWDS Strategic Action Plan 2005 Update		Updated: 3/11/05		Rev: 1		
Action Plan Status: Active			Key Performance Measures (KPMs)					Related Agency Action Plan(s) IDs:		
Key Performance Area: Customers			Tier 1 KPM(s): Formal • Number of customers served		Tier 2 KPM(s):		Tier 3 KPM(s):			
Accountable Participants: TWC, DHS, TEA, THECB, HHSC, TYC, TDCJ, OEDT, Local Workforce Boards										
Long Term Objective: Increase system-wide, the number of employers using TWDS products and services, by a percentage growth rate to be determined, by Q4/09.			Intended Outcomes: <i>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.</i>							
Major Tasks/Milestones				Schedule		Dependencies	Tracking Measures, Interim Outputs & Recommended Reporting Schedule			
				Start Date (mm/yy)	Duration (days or months)					
		Assess current system capacity to serve employer needs.		2/05	2 months		TWIC data review and surveys (Boards and partner agencies).			
		Disseminate information to Boards and partner agencies.		4/05	1 month					
		Develop strategies to recruit employer participation.		6/05	4 months					
		Implement strategies.		11/05	8 months					
		Test with employers and evaluate results.		6/06	3 months		TWIC survey.			
		Disseminate evaluation results.		9/06	1 month					
		Develop performance metrics and reporting process.		10/06	5 months					
		Develop iterative process of evaluation and capacity building to mirror changing employer needs.		4/07	3 months					

TWDS SAP ID#: CU2.0		SAP Owner: Advisory Committee		TWDS Strategic Action Plan 2005 Update		Updated: 3/11/05		Rev: 2		
Action Plan Status: Active			Key Performance Measures (KPMs)					Related Agency Action Plan(s) IDs:		
Key Performance Area: Customers			Tier 1 KPM(s):		Tier 2 KPM(s):		Tier 3 KPM(s): SAP Specific			
Accountable Participants: TWC, DHS, TEA, THECB, HHSC, OEDT, TYC, TDCJ, Local Workforce Boards										
Long Term Objective: Employer Customer Satisfaction level will achieve a to-be-determined percentage increase in the combined satisfactory and above satisfactory categories in the Council's System Employer Survey.					Intended Outcomes: <i>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.</i>					
Major Tasks/Milestones					Schedule		Dependencies		Tracking Measures, Interim Outputs & Recommended Reporting Schedule	
					Start Date (mm/yy)	Duration (days or months)				
√		Establish benchmark of employer satisfaction resultant of FY2004 System Employer Survey.			09/04	2 months			Completed Benchmark: 4.6 (6 point scale) overall satisfaction rate in 2004.	
√		Determine targeted percentage increase in biennial Employer Customer Satisfaction level.			11/04	1 month			Completed => 0.1 increase.	
√		Develop reporting and evaluation process for employer satisfaction measure.			10/04	6 months			Completed Biennial Employer Survey.	
		Increase employer satisfaction level by a percentage to be specified on a biennial basis.			04/05	41 months				

TWDS SAP ID#: CU3.0		SAP Owner: Advisory Committee		TWDS Strategic Action Plan 2005 Update		Updated: 3/11/05	Rev: 2
Action Plan Status: Approved/Pending Action		Key Performance Measures (KPMs)					Related Agency Action Plan(s) IDs:
Key Performance Area: Customers		Tier 1 KPM(s): Formal • Educational achievement • Number of customers served		Tier 2 KPM(s):		Tier 3 KPM(s): SAP Specific	
Accountable Participants: TEA, THECB, TWC							
Long Term Objective: Increase the percentage of adult education students completing the level enrolled from 64% to 70% by Q4/07.		Intended Outcomes: <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)			
		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	Tri-Agency plan, strategy 1.1.		
		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]	4/05	12 months	Tri-Agency plan, strategy 1.2.		
		Share data between agencies to increase efficiencies, reduce duplication, and enhance the evaluation of program outcomes.	12/04	12 months	Tri-Agency plan, strategy 2.2.		
		Evaluate and recommend changes to the funding allocation methodology and performance-based contracting model for Adult Basic Education grants.	12/04	24 months	Tri-Agency plan, strategy 2.3.		
		Develop and implement curricula for teacher training to support employer-driven services for job seekers.	12/04	12 months	Tri-Agency plan, strategy 4.1.		
		Develop and implement orientation tools for local advisory committees.	12/04	24 months	Tri-Agency plan, strategy 4.2.		
		Review the ABE customer base to generate an analysis of the customer universe, learners' goals, and expected outcomes. Determine the extent to which: • current program models and the State Curriculum Framework reflect learners' goals and expected outcomes, and • ABE program eligibility criteria impact program performance.	12/04	24 months	Tri-Agency plan, strategy 2.1.		
		Prioritize the development and implementation of ABE services for job seekers.	12/04	12 months	Tri-Agency plan, strategy 2.4.		
		Prioritize the development and implementation of distance learning approaches.	12/04	18 months	Tri-Agency plan, strategy 2.5.		
		Develop and implement a plan to encourage learners who participate in ABE programs to pursue post-secondary education opportunities leading to certificates and degrees.	12/04	24 months	Tri-Agency plan, strategy 2.6.		
		Research, develop, and implement ABE/ESL services to employers.	12/04	12 months	Tri-Agency plan, strategy 3.1.		

TWDS SAP ID#: CU3.0		SAP Owner: Advisory Committee		TWDS Strategic Action Plan 2005 Update		Updated: 3/11/05	Rev: 2		
Action Plan Status: Approved/Pending Action		Key Performance Measures (KPMs)					Related Agency Action Plan(s) IDs:		
Key Performance Area: Customers		Tier 1 KPM(s): Formal • Educational achievement • Number of customers served		Tier 2 KPM(s):		Tier 3 KPM(s): SAP Specific			
Accountable Participants: TEA, THECB, TWC									
Long Term Objective: Increase the percentage of adult education students completing the level enrolled from 64% to 70% by Q4/07.		Intended Outcomes: <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)					
		Prioritize the development and implementation of customized workplace ABE and/or ESL services to support the literacy needs of incumbent workers.	12/04	12 months	Tri-Agency plan, strategy 3.2.				
		Develop and implement curricula and programs that utilize industry sector approaches.	12/04	12 months	Tri-Agency plan, strategy 3.3.				
		Develop and implement outreach services for incumbent workers to employers through ABE and workforce network partnerships.	12/04	12 months	Tri-Agency plan, strategy 3.4.				
		Implement joint TEA/Texas LEARNS, TWC and THECB state-level ABE and Literacy planning: • WIA Title I State Plan; • Strategic Plan for Texas Public Community Colleges, revisions and updates; • <i>Closing the Gaps</i> , revisions and updates; and • P-16 Council activities.	12/04	Ongoing		<ul style="list-style-type: none"> • WIA Title I State Plan – full plan submission requirements TBD pending reauthorization; amendments and/or modifications in the interim. • Strategic Plan for Texas Public Community Colleges, revisions and updates – even-numbered years. • <i>Closing the Gaps</i>, revisions and updates – annual progress report each July. • P-16 Council activities – procedures evolving; issues brought forward by members or standing subcommittees. 			
		Examine the feasibility and changes required to implement consistency across TEA/Texas LEARNS and TWC ABE and literacy-related activities: • Application process, • Contracting, and • Evaluation/reporting requirements and documentation.	12/04	8 months					

TWDS SAP ID#: CU3.1		AAP Owner: TEA		TWDS Agency Action Plan 2005 Update		Updated: 3/11/05		Rev: 1	
Agency Action Plan ID#: CU3.1		Key Performance Measures (KPMs)						Accountable Participants: TEA	
TWDS Key Performance Area: Customers		Tier 1 KPM(s): Formal		Tier 2 KPM(s):		Tier 3 KPM(s):			
Action Plan Status: Active		<ul style="list-style-type: none"> Educational achievement Number of customers served 							
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 adult education students receiving a high school diploma or GED from 6.7% to 10% by Q4/07.		Intended Outcomes: <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	
				Start Date (mm/yy)	Duration (days or months)				
√		Determine relevance and appropriateness of alternate measures.		09/03	6 months			Completed	
√		Determine definitions and methodology for tracking performance milestones.		09/03	6 months			Completed	
		Determine the readiness potential of GED candidates.		6/05	Ongoing				
		Promote GED preparation classes.		6/05	Ongoing				
		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			
		Implement plan and monitor performance with corrective action as required.		07/06	18 months	TEA, TWC			
		Modify milestones based on interim performance achievement and evaluation.		03/07	2 months	TEA, TWC			
		Perform summative evaluation and longitudinal analysis.		10/07	2 months	Council – CU3.0			

TWDS SAP ID#: CU3.2		AAP Owner: TWC		TWDS Agency Action Plan 2005 Update		Updated: 8/13/03		Rev:	
Agency Action Plan ID#: CU3.2		Key Performance Measures (KPMs)						Accountable Participants: TWC	
TWDS Key Performance Area: Customers		Tier 1 KPM(s): Formal		Tier 2 KPM(s):		Tier 3 KPM(s):			
Action Plan Status: Approved		<ul style="list-style-type: none"> Entered employment rate Employment retention rate Number of customers served 							
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 job placements as a result of SEP mature worker programs and services from 17% to 25% by Q4/05.		Intended Outcomes: <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	
				Start Date (mm/yy)	Duration (days or months)				
		Work with responsible agency(ies) to develop plan to achieve initial performance milestones relative to mature workers.		12/04	3 months	TWC			
		Implement plan and monitor performance with corrective action as required.		03/05	9 months	TWC			
		Modify milestones based on interim performance achievement and evaluation.		09/05	1 month	TWC			
		Perform summative evaluation and longitudinal analysis.		12/05	2 months	Council			

TWDS SAP ID#: CU3.3		AAP Owner: TEA		TWDS Agency Action Plan 2005 Update		Updated: 3/11/05		Rev: 1	
Agency Action Plan ID#: CU3.3			Key Performance Measures (KPMs)				Accountable Participants: TEA, TWC		
TWDS Key Performance Area: Customers			Tier 1 KPM(s): Formal • Educational achievement • Number of customers served		Tier 2 KPM(s):		Tier 3 KPM(s):		
Action Plan Status: Active									
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 92.5% to 95% by Q4/07.		Intended Outcomes: <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	
				Start Date (mm/yy)	Duration (days or months)				
√		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	
√		Determine definitions and methodology for tracking performance milestones.		09/03	6 months			Completed	
√		Determine TEA internal ownership including timeframes and reporting.		03/04	3 months			Completed	
		Implement plan and monitor performance with corrective action as required.		07/04	36 months				
		Modify milestones based on interim performance achievement and evaluation.		12/05	2 months				
		Perform summative evaluation and longitudinal analysis.		07/07	5 months				

TWDS SAP ID#: CU3.4		AAP Owner: TEA		TWDS Agency Action Plan 2005 Update		Updated: 3/11/05		Rev: 1	
Agency Action Plan ID#: CU3.4			Key Performance Measures (KPMs)				Accountable Participants: TEA, TWC		
TWDS Key Performance Area: Customers			Tier 1 KPM(s):		Tier 2 KPM(s): Less Formal • Drop-out rate		Tier 3 KPM(s):		
Action Plan Status: Active									
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 from 8.6% to 6.6% by Q4/07.		Intended Outcomes: <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
					Start Date (mm/yy)	Duration (days or months)			
√		Determine definitions and methodology for tracking performance milestones.			09/03	6 months			Completed
√		Work with responsible agency(ies) to develop a plan to achieve initial performance milestones to reduce the dropout rate between grades 7 and 12.			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
√		Determine TEA internal ownership including timeframes and reporting.			01/04	3 months	TEA		Completed
		Implement plan.			07/04	12 months	TEA		
		Monitor performance.			07/05	24 months	TEA		
		Implement corrective action as required.			07/06	12 months	TEA		
		Modify milestones based on interim performance achievement and evaluation.			12/05	2 months	TEA		
		Perform summative evaluation and longitudinal analysis.			07/07	5 months	Council		

TWDS SAP ID#: CU3.5		AAP Owner: TEA		TWDS Agency Action Plan 2005 Update		Updated: 3/11/05		Rev: 1	
Agency Action Plan ID#: CU3.5			Key Performance Measures (KPMs)					Accountable Participants: TEA, TWIC	
TWDS Key Performance Area: Customers			Tier 1 KPM(s): Formal		Tier 2 KPM(s): Less Formal		Tier 3 KPM(s):		
Action Plan Status: Active			• 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 from 75.3% to 76% by Q4/07.		Intended Outcomes: <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	
				Start Date (mm/yy)	Duration (days or months)				
√		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	
√		Determine definitions and methodology for tracking performance milestones.		03/04	4 months	TEA, THECB		Completed	
		Implement plan.		07/04	12 months	TEA			
		Monitor performance.		07/05	24 months	TEA			
		Implement corrective action as required.		07/07	12 months	TEA			
		Modify milestones based on interim performance achievement and evaluation.		12/06	2 months	TEA			
		Perform summative evaluation and longitudinal analysis.		12/07	6 months	Council			

TWDS SAP ID#: CU3.6		AAP Owner: THECB, TEA		TWDS Agency Action Plan 2005 Update		Updated: 8/13/03		Rev:	
Agency Action Plan ID#: CU3.6		Key Performance Measures (KPMs)					Accountable Participants: THECB, TEA		
TWDS Key Performance Area: Customers		Tier 1 KPM(s): Formal		Tier 2 KPM(s): Less Formal		Tier 3 KPM(s):			
Action Plan Status: Approved		• Number of customers served		• Participation 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 TX higher education participation rate from 5% to 5.2% (150,000 additional students) by Q4/05.		Intended Outcomes: <i>Increase TX higher education participation rate for all demographic groups :</i> <ul style="list-style-type: none"> • Increase higher education participation rate for the Black population from 4.6% to 5.1% (23,500 additional students) by Q4/05. • Increase higher education participation rate for the Hispanic population from 3.7% to 4.4% (102,600 additional students) by Q4/05. • Increase higher education participation rate for the White population from 5.1% to 5.2% (21,000 additional students) by Q4/05. 			
Major Tasks/Milestones				Schedule		Dependencies		Tracking Measures, Interim Outputs & Recommended Reporting Schedule	
				Start Date (mm/yy)	Duration (days or months)				
		Continue monitoring and reporting progress toward these targets annually.		09/03	Ongoing				
		Monitor the effects of tuition deregulation on the affordability of higher education at the university level.		01/04	Ongoing				

TWDS SAP ID#: CU3.7		AAP Owner: THECB		TWDS Agency Action Plan 2005 Update		Updated: 8/13/03		Rev:	
Agency Action Plan ID#: CU3.7			Key Performance Measures (KPMs)				Accountable Participants: THECB		
TWDS Key Performance Area: Customers			Tier 1 KPM(s): Formal		Tier 2 KPM(s):		Tier 3 KPM(s):		
Action Plan Status: Approved			<ul style="list-style-type: none"> Educational achievement Number of customers served 						
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 number of certificates, associate's and bachelor's awarded annually by 50% to 134,000 by 2005.		Intended Outcomes: <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	
				Start Date (mm/yy)	Duration (days or months)				
		Work with the institutions on their uniform recruitment and retention strategies.		9/03	Ongoing				
		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.		9/03	Ongoing				
		Continue monitoring and reporting on progress toward this target annually.		9/03	Ongoing				

TWDS SAP ID#: CU3.8		AAP Owner: THECB		TWDS Agency Action Plan 2005 Update		Updated: 8/13/03		Rev:	
Agency Action Plan ID#: CU3.8			Key Performance Measures (KPMs)				Accountable Participants: THECB		
TWDS Key Performance Area: Customers			Tier 1 KPM(s): Formal		Tier 2 KPM(s):		Tier 3 KPM(s):		
Action Plan Status: Approved			<ul style="list-style-type: none"> Entered employment rate Employment retention rate Number of customers served 						
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: Sustain job placements for students exiting post secondary programs at a total annual rate of 80% or greater.		Intended Outcomes: <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
					Start Date (mm/yy)	Duration (days or months)			
		Work with institutions and responsible agency(ies) to sustain identified performance targets and increase job placement for individuals exiting post secondary programs.			09/03	Ongoing			
		Implement plan and monitor performance with corrective action as required.			09/03	Ongoing			
		Continue monitoring and reporting on progress toward this target annually.			09/03	Ongoing			

TWDS SAP ID#: CU3.9		AAP Owner: Deferred Status		TWDS Agency Action Plan 2005 Update		Updated: 3/11/05		Rev: 1	
Agency Action Plan ID#: CU3.9			Key Performance Measures (KPMs)					Accountable Participants:	
TWDS Key Performance Area: Customers			Tier 1 KPM(s): Formal • Customers served		Tier 2 KPM(s): Less Formal • TANF recidivism rate		Tier 3 KPM(s):		
Action Plan Status: Deferred									
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: Decrease number of TANF recipients cycling on and off TANF by a rate to be specified.		Intended Outcomes: <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	
				Start Date (mm/yy)	Duration (days or months)				
		Coordinate with TWC, HHSC and Council to clarify actions and roles.		09/03	5 months	Final HHSC Transition plan 12/03			
		Identify barriers to employment retention for TANF recipients.		06/04	6 months				
		Work with responsible agency(ies) to develop a plan to achieve initial performance milestones to decrease TANF recidivism.		06/04	6 month				
		Develop mechanism to prepare an individual employment plan for each TANF recipient that includes specific post-employment strategies for transition to stable employment at a family self-sufficiency wage.		06/04	2 months				
		Develop Employment Services Referral program to include TANF recipient referrals to pre-employment and post-employment services offered by community-based organizations.		07/04	3 months				
		Assess the need for new initiatives to provide transportation services to TANF recipients.		07/04	2 months				
		Identify unmet housing needs that are barriers to employment for TANF recipients.		07/04	3 months				
		Establish procedures for development of service plans for TANF recipients which consider unmet housing needs.		10/04	1 month				
		Develop collaborative partnerships for referral and services to meet housing needs.		07/04	4 months				
		Design and encourage the use of post-employment case management services and mentoring techniques designed to increase each TANF recipient's potential for wage growth and a stable employment history.		06/04	6 months				

TWDS SAP ID#: CU3.9		AAP Owner: Deferred Status		TWDS Agency Action Plan 2005 Update		Updated: 3/11/05		Rev: 1	
Agency Action Plan ID#: CU3.9			Key Performance Measures (KPMs)				Accountable Participants:		
TWDS Key Performance Area: Customers			Tier 1 KPM(s): Formal • Customers served		Tier 2 KPM(s): Less Formal • TANF recidivism rate		Tier 3 KPM(s):		
Action Plan Status: Deferred									
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: Decrease number of TANF recipients cycling on and off TANF by a rate to be specified.		Intended Outcomes: <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	
				Start Date (mm/yy)	Duration (days or months)				
		Establish outcome measures.	12/03	6 months					
		Work with responsible agency(ies) to develop a plan to achieve initial performance milestones to decrease TANF recidivism.	03/05	6 months					
		Develop methodology and procedures to collect post-program wage data for recipients.	03/05	6 months					
		Implement plan and monitor performance with corrective action as required.	09/05	18 months					
		Modify milestones based on interim performance achievement and evaluation.	03/05	2 months					
		Perform summative evaluation and longitudinal analysis.	12/05	2 months					
		Provide data regarding percentage of recipients of Choices employment services who meet the wage performance criteria in SB280.	12/05	Annually					

TWDS SAP ID#: CU4.0		AAP Owner: TDCJ, TYC		TWDS Agency Action Plan 2005 Update		Updated: 3/11/05		Rev: 1	
Agency Action Plan ID#: CU4.0			Key Performance Measures (KPMs)				Accountable Participants: TDCJ, TYC, TWC		
TWDS Key Performance Area: Customers			Tier 1 KPM(s): Formal		Tier 2 KPM(s): Less Formal		Tier 3 KPM(s): SAP Specific		
Action Plan Status: Active			<ul style="list-style-type: none"> Entered employment rate Employment retention rate Number of customers served 		<ul style="list-style-type: none"> Percentage of adult offenders placed in jobs prior to release Constructive activity rate 				
Programmatic Critical Success Factors: Incarcerated youth and adult offenders receive meaningful educational and job training services to secure employment.			Programmatic LTO: 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 to Q4/09. Increase constructive activity rate (placements and other positive outcomes) for youthful offenders by 5% per year to Q4/09.			Intended Outcomes: <i>Ensure successful societal re-integration of ex-offenders by providing sustainable career opportunities post-release.</i>			
Major Tasks/Milestones			Schedule		Dependencies	Tracking Measures, Interim Outputs & Recommended Reporting Schedule			
			Start Date (mm/yy)	Duration (days or months)					
√		Work with responsible agency(ies) to develop plan to achieve initial performance milestone to increase job placement for adult offenders prior to release.	12/03	12 months		Completed			
√		Design a standards policy and practice to ensure that TDCJ can implement pre-release employment programs consistently throughout the system. This process will establish standard practices and activities for employers of adults and youth.	01/04	9 months		Completed Project Rio exit interview.			
√		Determine funding levels required to support initiative.	06/04	3 months		Completed			
		Seek alternative funding for job development and placement for adult offenders.	08/05	6 months					
		Determine and seek levels of funding for transitional aftercare for youth offenders.	08/05	6 months		<ul style="list-style-type: none"> MOU renegotiation. Transitional aftercare staffing arrangements. 			
		Enhance and implement parole linkages through the Offender Employment Network to ensure appropriate alignment with pre-release employment.	09/05	Ongoing					

TWDS SAP ID#: CU5.0		AAP Owner: HHSC		TWDS Agency Action Plan 2005 Update		Updated: 03/11/05		Rev: 2	
Agency Action Plan ID#: CU5.0			Key Performance Measures (KPMs)				Accountable Participants: HHSC, DHS, Local Workforce Boards		
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: Active									
Programmatic Critical Success Factors: Persons with disabilities receive meaningful vocational rehabilitation services to secure and/or maintain employment.			Programmatic LTO: Increase to a level to be determined, the percentage of persons receiving vocational rehabilitation services from HHSC who remain employed after exiting the program.			Intended Outcomes: <i>To increase the effectiveness of the rehabilitation processes to ensure effective alignment between client capabilities and employer needs, thereby enhancing opportunity for employment retention.</i>			
Major Tasks/Milestones			Schedule		Dependencies		Tracking Measures, Interim Outputs & Recommended Reporting Schedule		
			Start Date (mm/yy)	Duration (days or months)					
√		Define "retention" for the two major client population groups of gained employment and returned to employment including timeframes.	11/03	4 months			Completed		
√		Work with responsible agency(ies) to develop an effective method to measure the current employment retention rate for persons receiving vocational rehabilitation service.	04/04	12 months	Consolidation		Completed		
		Determine benchmark for LTO performance measurement(s) based on two most recent available data sets.	04/05	3 months	HHSC – DARS				
		If necessary, develop plan to meet performance goal.	07/05	2 months	HHSC – DARS				
		Implement plan and monitor performance with corrective action as required.	09/05	2 months	HHSC – DARS				
		Modify milestone based on analysis of two most recent available data sets.	11/05	1 month	HHSC – DARS				
		Perform summative evaluation and longitudinal analysis.	12/05	2 months	HHSC – DARS				
		Coordinate vocational rehabilitation services with One Stop Centers.	02/06	Ongoing	TWC/HHSC - DARS				
		Increase the number of vocational rehabilitation consumers who are registered as job seekers for employment services through One Stop Centers.	04/06	Ongoing					

TWDS SAP ID#: SC1.0		SAP Owner: Advisory Committee		TWDS Strategic Action Plan 2005 Update		Updated: 3/11/05	Rev: 2
Action Plan Status: Active			Key Performance Measures (KPMs)				Related Agency Action Plan(s) IDs:
Key Performance Area: System Capacity Building		Tier 1 KPM(s):		Tier 2 KPM(s): Less Formal • Number of jobs created	Tier 3 KPM(s):		
Accountable Participants: TWC, OEDT							
Long Term Objective: Achieve job growth increases of 18% from 2000 to 2010.			Intended Outcomes: <i>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 TWDS link to employers.</i>				
Major Tasks/Milestones			Schedule		Dependencies	Tracking Measures, Interim Outputs & Recommended Reporting Schedule	
			Start Date (mm/yy)	Duration (days or months)			
√		Develop programs and services to assist employers to expand or relocate to Texas.	01/04	12 months		Completed Cluster identification and launch.	
√		Create an economic – workforce agency strike force.	09/03	3 months		Completed Formation of cluster teams.	
√		Develop direct link between workforce centers and local economic development efforts.	06/04	12 months		Completed OEDT regional economic development liaisons.	
√		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 • OEDT weekly strategy meetings. • OEDT regional economic development liaisons.	
		Communicate most promising and best practices to system partners.	06/04	30 months			

TWDS SAP ID#: SC2.0		SAP Owner: OEDT, TWC		TWDS Strategic Action Plan 2005 Update		Updated: 3/11/05	Rev: 2
Action Plan Status: Active			Key Performance Measures (KPMs)				Related Agency Action Plan(s) IDs:
Key Performance Area: System Capacity Building		Tier 1 KPM(s):		Tier 2 KPM(s):	Tier 3 KPM(s): SAP Specific		
Accountable Participants: TWC, OEDT							
Long Term Objective: 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.				Intended Outcomes: <i>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.</i>			
Major Tasks/Milestones				Schedule		Dependencies	Tracking Measures, Interim Outputs & Recommended Reporting Schedule
				Start Date (mm/yy)	Duration (days or months)		
√		Identify Texas industry clusters.	12/01/03	02/02/04	OEDT, TWC	Completed Texas Clusters document.	
√		Identify those highly competitive clusters that offer strategic promise to the Texas economy.	02/05/04	03/19/04	OEDT, TWC	Completed List – competitive clusters and methodology, rationale for selection.	
√		Begin design and structure of “Cluster Teams” to create a preliminary functional model for implementation in those clusters determined to be strategic targets.	02/05/04	03/19/04	OEDT, TWC	Completed Replicable model.	
√		From the clusters generated above, select the specific clusters that will be targets for economic development in Texas.	03/22/04	04/02/04	Leadership	Completed Target list.	
√		Implement pilot for specified cluster target: <ul style="list-style-type: none"> • cluster engagement statewide, • research deliverables including comparative analysis, and • recommendations. 	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 <ul style="list-style-type: none"> • Cluster Team convened. • Analysis delivered. • Recommendation delivered. 	
		Agencies to develop policies and procedures for use of competitive cluster data.	03/01/04	05/01/04	OEDT, TWC, THECB	Published policies and procedures.	
√		Refine cluster approach model for remaining competitive clusters based on pilot.	06/01/04	06/15/04	OEDT, TWC	Completed Approach documented.	
√		Fund and implement remaining competitive clusters using refined model.	06/15/04	Ongoing	Cluster Teams/OEDT, TWC	Completed Clusters implementation.	
		Design and implement annual recognition awards for exemplary model projects.	TBD	TBD	OEDT, TWC		

TWDS SAP ID#: SC3.0		SAP Owner: Advisory Committee		TWDS Strategic Action Plan 2005 Update		Updated: 3/11/05	Rev: 2
Action Plan Status: Active			Key Performance Measures (KPMs)				Related Agency Action Plan(s) IDs:
Key Performance Area: System Capacity Building		Tier 1 KPM(s):		Tier 2 KPM(s): Less Formal • Number of jobs created • Number of jobs retained		Tier 3 KPM(s): SAP Specific	
Accountable Participants: TWC, OEDT, Council							
Long Term Objective: 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.				Intended Outcomes: <i>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.</i>			
Major Tasks/Milestones				Schedule		Dependencies	Tracking Measures, Interim Outputs & Recommended Reporting Schedule
				Start Date (mm/yy)	Duration (days or months)		
√		Assess success of previous customized training programs.		09/03	6 months		Completed
√		Determine flexibility of current funding.		01/04	6 months		Completed
√		Rationale for funding for employer-provided training jointly with employers.		06/04	6 months		Completed
		Request additional funding during 2005 legislative session and beyond.		01/05	12 months		

TWDS SAP ID#: SC4.0		SAP Owner: Advisory Committee		TWDS Strategic Action Plan 2005 Update		Updated: 3/11/05	Rev: 2
Action Plan Status: Active			Key Performance Measures (KPMs)				Related Agency Action Plan(s) IDs:
Key Performance Area: System Capacity Building		Tier 1 KPM(s):		Tier 2 KPM(s):	Tier 3 KPM(s): SAP Specific		
Accountable Participants: TWC, THECB, Local Workforce Boards							
Long Term Objective: Design and implement a methodology and system for identifying and assessing employer needs with the first complete assessment and recommendations delivered by Q1/05.				Intended Outcomes: <i>Have employers "at the table" to define future requirements. Have trained and ready workforce to meet future employment needs.</i>			
Major Tasks/Milestones				Schedule		Dependencies	Tracking Measures, Interim Outputs & Recommended Reporting Schedule
				Start Date (mm/yy)	Duration (days or months)		
√		Identify what existing data and data collection programs are currently available and potential for consolidation and sharing.		09/03	4 months		Completed
√		Design methodology to collect ongoing employer input regarding proactive assessment of future workforce needs.		07/04	5 months		Completed 3-stage filter process.
√		Establish liaisons with external scanning efforts.		06/04	6 months		Completed THECB and Texas State Leadership Consortium for Curriculum Development (TSLCCD) efforts.
		Conduct a market assessment to identify future workforce needs.		03/06	5 months	SC2.0	Cluster reports due Q2/05.
		Disseminate resulting information attained, including formal recommendations for program development and program obsolescence.		09/06	3 months	SC2.0	Cluster reports due Q2/05.

TWDS SAP ID#: SC5.0		SAP Owner: Advisory Committee		TWDS Strategic Action Plan 2005 Update		Updated: 3/11/05		Rev: 2		
Action Plan Status: Active			Key Performance Measures (KPMs)					Related Agency Action Plan(s) IDs:		
Key Performance Area: System Capacity Building			Tier 1 KPM(s):		Tier 2 KPM(s):		Tier 3 KPM(s): SAP Specific			
Accountable Participants: TWIC, THECB, TWC, TEA, Local Workforce Boards										
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: <i>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.</i>						
Major Tasks/Milestones			Schedule		Dependencies	Tracking Measures, Interim Outputs & Recommended Reporting Schedule				
			Start Date (mm/yy)	Duration (days or months)						
√		Poll partner agencies to catalog current data and programs designed to collect employer needs.	01/05	6 months		Completed				
√		Review existing employer data and additional data collection requirements.	09/05	1 month		Completed				
√		Design methodology to evaluate the currency of existing workforce programs.	10/06	6 months	SC2.0, SC4.0	Completed				
		Perform evaluation at a minimum each biennium.	06/06	3 months	SC2.0, SC4.0					
		Make recommendations and disseminate information regarding program currency, need for updating and program obsolesce as appropriate to labor market needs.	09/06	24 months	SC2.0, SC4.0					
		Evaluate the actioning of recommendations as part of the Council's annual reporting.	03/07	Annually						
		Link to employer feedback.	01/06	Annually						

TWDS SAP ID#: SC6.0		SAP Owner: Advisory Committee		TWDS Strategic Action Plan 2005 Update		Updated: 3/11/05		Rev: 2		
Action Plan Status: Active			Key Performance Measures (KPMs)					Related Agency Action Plan(s) IDs:		
Key Performance Area: System Capacity Building			Tier 1 KPM(s):		Tier 2 KPM(s):		Tier 3 KPM(s): SAP Specific			
Accountable Participants: TWC, OEDT										
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 TWDS products, services, and solutions by a date to be specified.					Intended Outcomes: <i>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.</i>					
Major Tasks/Milestones					Schedule		Dependencies		Tracking Measures, Interim Outputs & Recommended Reporting Schedule	
					Start Date (mm/yy)	Duration (days or months)				
		Provide information, referrals, and assistance regarding small business startup and available services/programs.			09/03	Ongoing			OEDT - Small Business Advocate	
		Sponsor employer seminars to provide information on state and federal employment laws, unemployment insurance and other relevant topics.			9/03	Ongoing			TWC – Texas Business Conferences	
		Provide information, publications, advocacy and assistance with unemployment compensation cases.			9/03	Ongoing			TWC – Office of the Commissioner Representing Employers	
		Develop a communication and collaboration strategy to ensure strategic alignment with workforce system partner agencies. [Regional liaisons]			9/04	12/05	OEDT with System partners		OEDT – Regional liaisons	
		Develop a 'business portal' website to provide the tools and information needed to start a business in Texas.			1/05	Ongoing			OEDT – Business Portal	
		Determine relevant and appropriate linkages between Business Portal and TWDS information gateway websites.			2/05	4 months	OEDT and TWC			
		Determine method for tracking increase in usage of system products and services.			01/06	3 months				
		Work with responsible agency(ies) to develop plan to achieve initial performance milestone to increase the percentage of small and mid-size businesses utilizing TWDS products and services.			01/06	6 months				
		Maintain increasing level of employer satisfaction with services. Modify milestone(s) based on interim performance/satisfaction ratings.			01/07	Ongoing	CU1.0, CU2.0			

