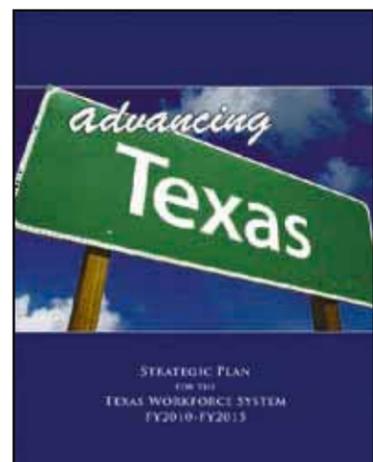


Introducing *Advancing Texas: Strategic Plan for the Texas Workforce System (FY2010 - FY2015)*



Advancing Texas' primary audience is the Council's partner agencies that operate workforce programs and services. Spanning September 1, 2009 to August 31, 2015 (FY 2010 to FY 2015), the system strategic plan is devised on a six-year time frame to align with the Texas Strategic Planning and Performance Budgeting system. Partner agency strategic plans submitted in June 2008 are the basis of the assessment of internal and external system issues, and the foundation of the critical issues analysis. The priorities and objectives of *Advancing Texas* will be reflected in the future strategic plans of each partner agency and local workforce board.

Vision: Our world-class workforce system enables Texas to compete successfully in the global market.

Mission: The Texas workforce system creates a globally competitive workforce through collaborative workforce system partner relationships that align, leverage and integrate system services.

Advancing Texas addresses eight priority issues that were identified by the Council and system partners. These issues include the availability of qualified workers for middle-skill occupations, the need for more adult literacy and English language training, and the role of career technical education (CTE) in Texas today. Other issues and opportunities for the developing workforce arise from the state's profoundly changing demographics as its Hispanic population grows and the current workforce matures. These priorities define the plan's critical business issues and are the basis of the long term objectives (LTOs) in *Advancing Texas*. The LTOs contain the goals toward which the Texas workforce system will work over the next six years:

- Assess workforce supply and demand by determining what credentials are needed to fill forecasted job openings
- Implement rigorous CTE to increase student completion of high school
- Facilitate credit transfer to build seamless educational pathways
- Improve knowledge and perception of the value of CTE
- Leave no pool of talent untapped, including the blind and disabled, veterans, English language learners, and Texans with low workplace literacy
- Deliver technical education tailored to meet employers' need for skilled workers
- Increase use of apprenticeship to meet employers' need for skilled workers
- Produce critical data to inform decisions that drive competitiveness
- Align state and local goals and objectives for the workforce system
- Gather data to determine employer need and satisfaction with programs and services.
- Use feedback from employer customers to improve program design and service delivery

Governor Rick Perry approved *Advancing Texas* on October 23, 2009.

Partners and Programs

The Texas workforce system is comprised of a number of programs, services and initiatives administered by eight state agencies, local workforce development boards, community and technical colleges, local adult education providers and independent school districts. By delivering programs that assist Texas' current and future workers to secure competitive and sustainable employment, system partners serve a critical role in the development of a world-class workforce that enjoys a higher quality of life through economic, employment and educational success.

The table below shows the partners and primary and supporting programs which make up the Texas workforce system:

Texas Workforce System – Partners and Programs	
<p>Texas Department of Criminal Justice</p> <ul style="list-style-type: none"> • Postsecondary Academic and Technical Education • Windham School District Secondary Academic Education Secondary Technical Education <p>Texas Education Agency</p> <ul style="list-style-type: none"> • Adult Basic Education and Literacy • Secondary Schools Academic Education Career and Technical Education <p>Texas Health and Human Services Commission</p> <ul style="list-style-type: none"> • Temporary Assistance for Needy Families <p>Department of Assistive and Rehabilitative Services</p> <ul style="list-style-type: none"> • Services for the blind or visually impaired • Rehabilitative services <p>Texas Higher Education Coordinating Board</p> <ul style="list-style-type: none"> • Community and Technical Colleges Academic Education Technical Education 	<p>Texas Veterans Commission</p> <ul style="list-style-type: none"> • Veterans Employment and Training <p>Texas Workforce Commission</p> <ul style="list-style-type: none"> • Apprenticeship Training, Chapter 133 • Choices Program for TANF Adults • Employment Services (Job Matching) • Project RIO (Re-Integration of Offenders) • Self-Sufficiency Fund • Senior Community Service Employment Program • Skills Development Fund • Supplemental Nutrition Assistance Program Employment and Training • Trade Adjustment Assistance/ NAFTA • Workforce Investment Act, Title I-B, employment and training services Adult Dislocated Workers Youth <p>Texas Youth Commission</p> <ul style="list-style-type: none"> • Secondary Academic Education • Secondary Technical Education



The Council produces a guide to the workforce system for stakeholders, the *Program Directory 2009: A Guide to Funding and Programs Related to the Texas Workforce Development System (Directory)*. Published annually, the *Directory* identifies and describes programs administered by the workforce system partner agencies, the foundation for much of the Council's work related to system planning, evaluation, and performance measurement. In the *Directory*, the Council collects and disseminates basic information on 20 workforce programs, as well as five academic education programs at the secondary and postsecondary levels. The *Directory* is also designed to assist the reader in identifying the source of program funding.

**Annual Report
Fiscal Year 2009**

September 1, 2008 - August 31, 2009



About the Council's Role in the Texas Workforce System

The Texas Workforce Investment Council (Council) was created in 1993 by the Governor and the Texas Legislature to promote the development of a highly-skilled and well-educated workforce for the State of Texas. The Council assists the Governor and the Legislature with strategic planning, research and evaluation for the Texas workforce system. In addition to its responsibilities in state law, the Council functions as the State Workforce Investment Board under the federal Workforce Investment Act of 1998. The Council does not operate programs but works to foster collaboration among its partners and their programs. It also conducts planning, evaluation and research to support continuous improvement of the system.

The Texas workforce system includes programs, services and initiatives administered by eight state agencies and local workforce development boards, along with school districts, community and technical colleges, and local adult education providers. The Council's eight partner agencies are: Economic Development and Tourism within the Office of the Governor, 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, and Texas Youth Commission.

There are 19 members on the Council. The Governor appoints 14 members representing business, organized labor, education, and community-based organizations. The remaining five members are ex officio representatives of the Council's member state agencies.

One of the Council's chief responsibilities is the development of an overarching strategic plan for the workforce system. The Council spent the last year developing *Advancing Texas: Strategic Plan for the Texas Workforce System (FY2010 - FY2015) (Advancing Texas)*, an ambitious plan that focuses on the critical workforce issues facing the state over the next six years. The Council develops and produces a comprehensive annual system evaluation, research publications such as the *Texas Index*, a quarterly newsletter, a series of briefs on successful workforce programs and participants, and various papers and reports on critical and emerging issues.

This annual report offers highlights of the Council's work during the past fiscal year. For more information about the Council's work, see: <http://governor.state.tx.us/twic/work/>.

Developing the Next Six-Year Plan for the Texas Workforce System

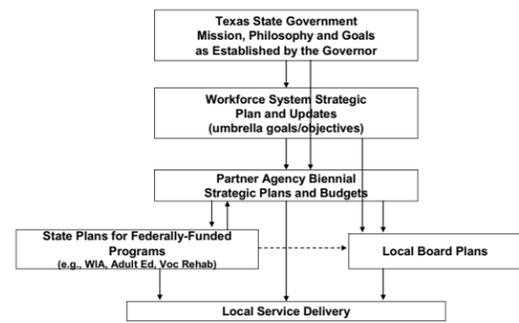
Texas Government Code requires the Council to develop a single strategic plan for the workforce system. *Advancing Texas: Strategic Plan for the Texas Workforce System (FY2010 - FY2015)* is the fourth such plan developed by the Council and its system partners. It builds upon the systems approach to workforce planning incorporated into the prior system plan, *Destination 2010: FY2004 - FY2009 Strategic Plan for the Texas Workforce Development System (Destination 2010)*. A systems approach assists in understanding complex organizations and the interrelationships between key components. Analyzing the system as a whole allows the Council to target critical areas to improve and enhance system performance, reduce redundancy, and work with system partners toward the overall mission of the Texas workforce system.

Council members and system partners worked together to develop the overarching plan to guide the system over the next six years. The planning process began in August 2008 with discovery interviews with each Council member and system partner agencies to identify issues and concerns. The planning process was led by the Council's Executive Committee, with regular input by Council members and system partners. The Council's System Integration Technical Advisory Committee (SITAC), comprised of executive-level staff from each of the system partners, provided feedback on the elements of the plan. In addition, SITAC members developed the action plans that are the road map for executing the plan. By July 2009, a draft plan was posted to the Council web site for public comment and partner agencies, local workforce boards, and other system stakeholders were notified of its availability. The planning process concluded in September 2009 with approval by the Council and submission to the Governor for final approval.

As the plan developed, Council members and system partners focused on critical issues that require collaboration by system partners to improve and increase outcomes for workforce system customers. *Advancing Texas* does not duplicate each agency's state strategic plan. Rather, it identifies those critical programmatic points and outcomes on the workforce continuum that affect the work of multiple agencies and workforce programs.

The plan includes system-oriented objectives that will result in greater cross-agency coordination and collaboration. In addition, throughout its implementation, *Advancing Texas* will undergo annual progress evaluations. Each biennium results will be translated into future actions by the Council and its system partners as part of updates to the plan. These updates ensure that the plan continues to be relevant during the implementation period.

Linking Key Texas Workforce Plans



Evaluating Progress

The Council is responsible for evaluating the effectiveness of the Texas workforce system and annually produces a report for the Governor and the Legislature. *Evaluation 2008: Accomplishments and Outcomes of the Texas Workforce Development System* was approved and published in December 2008. According to statute, the report must contain information on the implementation of the strategic plan and on the programs and performance of the workforce system, including an analysis of system performance based on the Formal and Less Formal measures required by Texas Government Code and approved by the Governor in 2003. Formal measures are those that are essentially consistent across all workforce programs, while Less Formal measures provide information essential to implementation of the workforce strategic plan. Other elements of the evaluation include reports on local workforce board and adult basic education (ABE) activities. The 2009 report, to be published in FY 2010, will include a summative evaluation of progress by system partners to implement the recently concluded six-year strategic plan, *Destination 2010*.

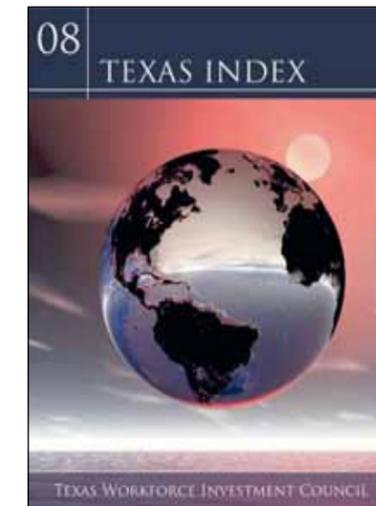
A focal point of *Evaluation 2008* is a series of report cards that provide an analysis of system and program performance. System partners are responsible for the delivery of 25 programs and services focused on education, workforce education and workforce training and services for adults, adults with barriers and youth. The report card series includes five report cards: A System report card with aggregate performance for the Formal and Less Formal measures and report cards for each of the four Formal measures, showing program performance data for the three key participant groups.

Highlights - 2008 Workforce System Report Card	
Educational Achievement -	442,351 participants completed a degree, certificate or other measure of educational achievement
Entered Employment -	1,175,803 million participants entered employment
Employment Retention -	1,112,672 million participants retained employment
Customers Served -	4,811,606 million participants received services

SITAC continued to play a critical role in implementation, success and wrap up of *Destination 2010*. In June 2009, Council Chair John Sylvester acknowledged the role of SITAC, commending system partners and agency representatives for their hard work in successfully implementing 21 of the 22 long term objectives (LTOs) in *Destination 2010*. He praised the significant progress made in areas such as ongoing development and support of the Texas Work Explorer portal, agencies' focus on how their employer customers use system products and services, implementation of the Governor's Industry Cluster Initiative, and increasing the effectiveness of ABE within the workforce system. Through SITAC's collaborative work, agencies have developed and implemented changes that improved coordination, accountability and access to programs and services. Agency representatives on SITAC led their agencies in developing several components of the new strategic plan, *Advancing Texas*, and will be instrumental in implementing the new plan.

Conducting Research

The *Texas Index* was created to provide the Governor, Legislature, policymakers, workforce system partners and stakeholders a snapshot of how Texas is performing in terms of its workforce, education and economic health. The



2008 Texas Index is the fourth annual publication, and provides data for a series of 42 indicators organized into four categories or domains: Training and Education, Research and Development, Market Composition and Characteristics, and Participant Access and Contribution. The indicators provide a measure of Texas' performance and are benchmarked against the U. S. average, state and international competitors, or against Texas' own longitudinal performance.

Texas continues to fare well in all four domains and results noted in this *Index* show that Texas is solidly building its asset-base for the future. For example, both per capita income and average pay rates rose, while the labor productivity and unemployment rates also improved. Median household income and computer technology in the home showed positive movement. Positive results were again reported for firm births and terminations, exports, and Gross State Product per capita. State revenue and budget surplus also increased.

The Council also maintains an Information Repository (IR) of selected publications that are relevant to its policy and research functions. Federal and state agency web sites, along with public policy and educational databases, are scanned monthly for relevant papers and then catalogued and stored electronically in the IR. Based on recent additions to the IR, the Council produces a quarterly newsletter called *Policy News Highlights* and distributes it to workforce system partners and stakeholders. The newsletter contains selected articles that focus on workforce trends and issues receiving heightened attention in recent months. For example, as the new U.S. presidential administration took hold in 2009, workforce policymakers wrote about the "green economy" and the American Recovery and Reinvestment Act's emphasis on building up the nation's renewable and energy efficiency sectors. Later in FY 2009, several papers appeared about the quickly growing biosciences field and its impact on the workforce in Texas. The most recent trend in publications selected for the IR showed increased awareness in rural America and how population migrations to rural areas impact the strength of the country's workforce.

