

**WORKFORCE SOLUTIONS**



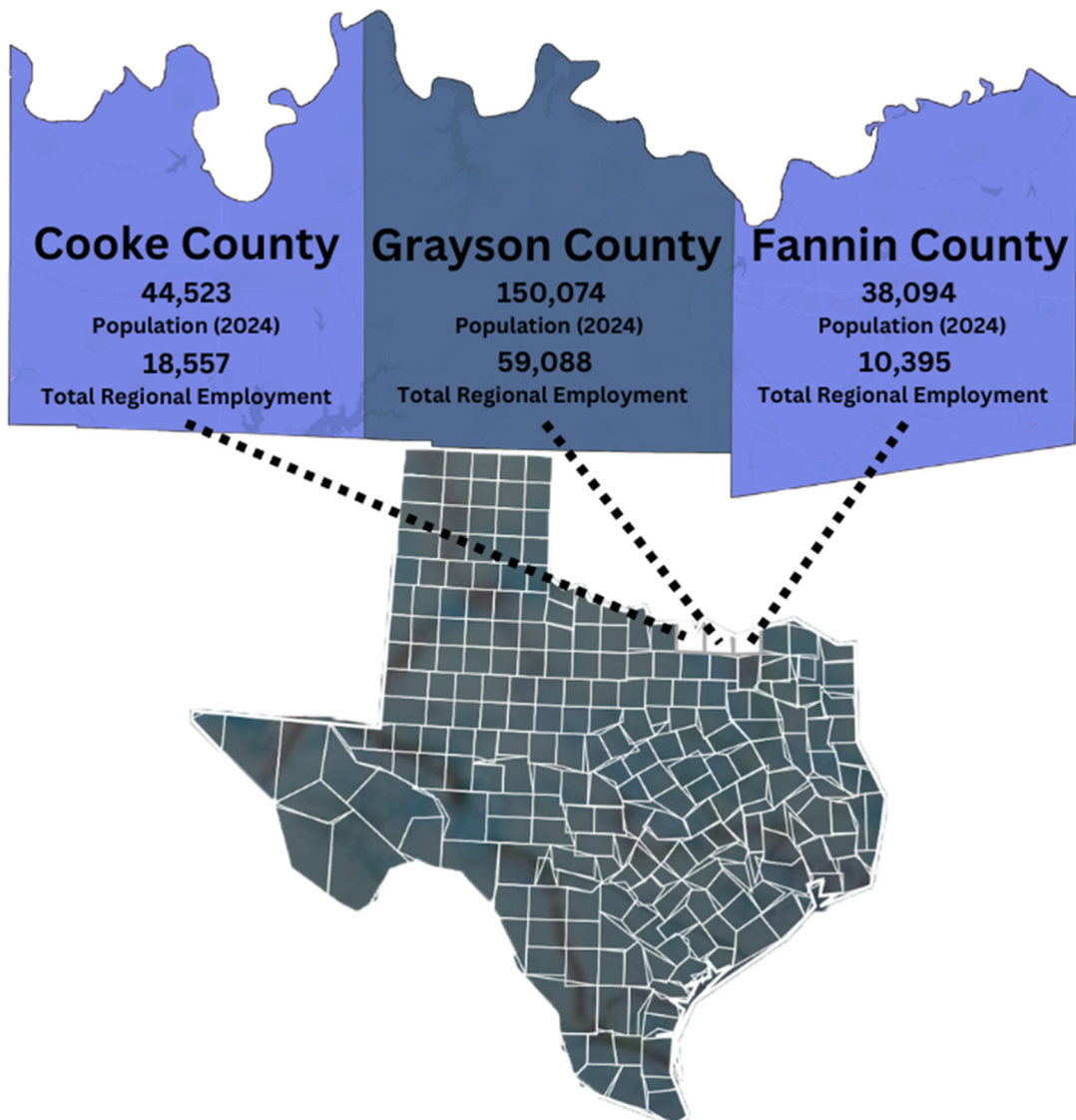
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**TEXOMA WORKFORCE  
DEVELOPMENT BOARD**

*d/b/a*

**WORKFORCE SOLUTIONS  
TEXOMA**

***DRAFT STRATEGIC PLAN***  
**Program Years 2025 - 2028**



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# WORKFORCE SOLUTIONS



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## Local Workforce Development Board Plan Program Years 2025–2028

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## **Texoma Workforce Development Board Introduction**

Under the Workforce Innovation and Opportunity Act (WIOA) §108 and Texas Government Code §2308.204, the Texoma Workforce Development Board (Board), doing business as Workforce Solutions Texoma (WST), is required to develop and submit to the state a comprehensive four-year plan that identifies and describes policies and procedures as well as local activities that are in line with the Texas combined Workforce Innovation and Opportunity Act (WIOA) State Plan. The Plan must promote communication, coordination, and collaboration among Adult Education and Literacy (AEL) grantees, employers, economic development organizations, community-based partners, and other service providers that support the economic growth of the Texoma Workforce Development Area while meeting the needs of employers and job seekers.

Texoma's Local Plan will be developed openly and be available to the public for comment for at least 15 days to members of the business, labor organizations and education. Along with submission of the Local Plan to the Texas Workforce Commission (TWC), the Board will submit all public comments of disagreement with the plan to TWC.

This plan will be reviewed by TWC and the Texas Workforce Investment Council (TWIC) with all comments and suggestions from TWC and TWIC being considered. The final Plan will be published on the Board's website at:

<https://www.workforcesolutionstexoma.com>.

# **WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE PART 1: BOARD VISION AND STRATEGIES A. VISION AND GOALS**

## **1.A.1 Texoma Board's goals for preparing an educated and skilled workforce, including the provision of early education services and services for youth and individuals with barriers to employment as defined by WIOA §3(24).**

Workforce Solutions Texoma serves as the convener to engage partners, employers and community members in developing strategies to support current and future workforce needs. To achieve this goal, we participate in bringing economic development, education, industry, local elected officials and other key partners to the table to collaborate and develop strategies to support regional economic growth and self-sufficiency and maximize workforce resources. Texoma offers opportunities for individuals to remove barriers to employment and pursue developing the skills, training and education they need

to obtain or retain employment that will lead to financial stability and economic security. We support our employers in providing trained, qualified workers that will fill their current and future openings.

Workforce Solutions Texoma Board has 3 regional strategic goals to support an educated and skilled workforce:

**1) Connecting Business and Industry with Education and Addressing Occupational Shortages**

Texoma routinely meets with local human resource groups, educators, economic developers and employers to gather information regarding local employment needs. These groups also discuss skills gaps and strategies for addressing them. Texoma's Executive Director served as the Chair of the Sherman Economic Development Board for two terms. Texoma has excellent relationships with all of the economic development agencies in the Texoma Workforce Development Area.

Along with three economic development corporations and with the support of the Texas Workforce Commission, we have assisted two high schools and one community college with funding to establish Electronic Engineering Technologists and Industrial Mechatronics training programs to support Texoma's growing semi-conductor industry.

Texoma also supports advanced manufacturing employers through providing scholarships with funding donated by local manufacturers and support for an Advanced Manufacturing Program (AMP) that is currently operating in several high schools in the Texoma areas.

Lastly, Texoma created our local Teacher Externship titled "Business Education for Teachers" in 2002 in partnership with local economic development entities. This program places high school and middle school teachers, counselors, and administrators in local business and industry settings for an intensive week-long experience where participants have an opportunity to learn what their students face when they enter the workplace; see how the subject they teach translates to the work of local businesses; discover what employers expect in relation to attendance, attitude, and other work ethic factors; and build valuable linkages with local companies. These linkages give participants a source for classroom presenters and field trips. At the end of the week-long project the teachers meet together, share their experiences, and talk about the basic skills workers will need in order to be successful. They also work together to identify strategies for how to take what they learned into the classroom. This program has been so successful, the Texas Workforce Commission implemented a grant-based program based on Texoma's program.

## **2) Increasing Literacy Levels**

Through work with community partners, Workforce Solutions Texoma has been working to provide opportunities to increase literacy levels since 2004. Our focus has been two-fold, working through child care providers to address early childhood literacy needs and working with workforce center staff and our community college partners to address adult literacy needs. Through these partnerships, we have successfully supported training in financial literacy for children, parents and child care providers. We also support our Adult Education and Literacy (AEL) provider who provides adult education classes in two of our workforce centers. Texoma Board staff facilitated the founding of the Fannin Literacy Council and continues to work with this council.

## **3) Regional Planning**

Workforce Solutions Texoma collaborates with local community partners to provide regional services throughout our tri-county region. Collaboration with all economic development entities to assist in training workers of the future is ongoing. Partnerships have resulted in the creation of matching funds for grants to fund High Demand Job Training Grants, Teacher Externships, and career pathway projects.

Texoma's strategic plan is strengthened by our partnerships with our local community colleges, Independent School Districts (ISD), and employer partners. We continue to work with multiple partners to ensure strong linkages between training programs and employer needs to make available an educated and skilled workforce. Texoma's strong partnership with our local economic development partners has resulted in multiple opportunities to present workforce services and resources to potential prospects throughout our Board area. As these companies move into our area, we have continued to provide needed services.

Texoma's strong partnership with our Vocational Rehabilitation partner also serves to assist youth and adults with barriers to employment. We serve youth through joint programs such as the Summer Earn and Learn (SEAL) and Paid Work Experience. Both of these programs provide paid internships for youth with disabilities. We also are one of the two pilot boards in the state to participate in a Vocational Rehabilitation and Workforce Referral program to facilitate communication and cross-referrals of customers in need of assistance.

Texoma also has a strong partnership with our local libraries to support our community members. Through written agreements, each library provides shortcuts on their computer desktops to showcase workforce programs, including WorkInTexas, and career exploration resources such as Texas Reality Check, Texas Career Check, Texas OnCourse, and Jobs Y'All.

Texoma has and will continue to work with our local employers and community college partners to develop Skills Development proposals for customized training programs for businesses who need to train new workers or upgrade skills of their existing workers.

**1.A.2 Texoma Board’s goals relating to the performance accountability measures based on the performance indicators described in WIOA §116(b)(2)(A).**

Workforce Solutions Texoma is in a positive position to achieve performance accountability goals set forth under the Workforce Innovations and Opportunity Act (WIOA) through the Texas Workforce Commission (TWC). Texoma has a track record of meeting or exceeding contracted performance and we feel confident we will be able to continue to do so in coming years. We incorporate strategies to closely monitor service delivery and performance to identify needed areas of improvement. We also provide program oversight and technical assistance when needed. The Board closely monitors activities that contribute to our contracted performance measures.

**WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE  
PART 1: BOARD VISION AND STRATEGIES  
B. BOARD STRATEGIES**

**1.B Texoma Board’s strategies to work with the entities carrying out AEL and VR to align resources available to achieve vision and goals.**

Texoma employs a number of strategies to achieve joint goals with our local Adult Education and Literacy (AEL) and Vocational Rehabilitation (VR) partners. These strategies help to align the resources of all partners and achieve the Board’s vision and goals. Both AEL and VR have a seat on the Board and a voice in our strategic mission and goals.

Workforce Solutions Texoma has strong ties with the Adult Education and Literacy (AEL) programs administered in Grayson, Cooke, and Fannin counties through Grayson College and the Fannin Literacy Council who provides literacy programs in Fannin County. Texoma has an established Memorandum of Understanding (MOU) with Grayson College and is a founding member of the Fannin Literacy Council. Texoma has provided staff to serve on the Fannin Literacy Council to support information sharing between our programs to assist our mutual customers and referrals of customers in need of both of our services. Through a Memorandum of Understanding and Infrastructure Agreement, Texoma provides space in two of our workforce centers (Denison Workforce Center

{Grayson County} and Gainesville Workforce Center {Cooke County}) for Grayson’s AEL program to provide needed assistance to both AEL and Workforce customers.

Texoma also partners with Vocational Rehabilitation (VR) services by providing fiscal payroll services to support VR’s Paid Work Experience (PWE) program and management, worksite identification, worksite placement and payroll processing to support the Summer Earn and Learn (SEAL) program. VR staff have been co-located in Texoma workforce centers since 2018. This has provided even further opportunities for staff integration and partnership, including joint training opportunities.

Texoma staff have participated in TWC’s Priority 5 System Partnership and Service Coordination Workgroup for the past three years. This workgroup was created to develop recommendations to improve how programs partner with each other to serve their mutual customers, and specifically to improve referral and service coordination processes among Workforce Solutions partners, including VR and AEL partners. As a result of this work, Texoma is one of two Boards participating in a pilot program to make and track referrals between workforce program participants and the VR program. After refining this process, the plan is to roll out this program to all Boards and eventually add other partners to the process, including AEL partners.

**WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE  
PART 1: BOARD VISION AND STRATEGIES  
C. HIGH-PERFORMING BOARD**

**1.C Texoma Board actions toward becoming or remaining a high-performing Board, consistent with the factors developed by the Texas Workforce Investment Council (TWIC).**

Workforce Solutions Texoma has a strong emphasis on continuous system improvement and collaborates with all partners to build strong partnerships that work together to achieve our vision of an effective and integrated workforce system that meets the needs of all system partners. These goals are aligned with the Texas Workforce Investment Council’s (TWIC)’s goal to better align, leverage, and integrate system services to ensure all Texans have a higher quality of life through educational, employment, and economic success. In addition, Texoma consistently focuses on performance outcomes that support performance improvement objectives.

Support for local alignment consistent with TWIC’s goals and objectives to ensure Texoma remains a high-performing Board follows:



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

Texoma consistently works with local colleges and independent school districts in the tri-county service area to develop and implement training programs tailored to employer's needs. Goals include short-term training programs that will increase upskilling and reskilling programs, increase enrollment in the Adult Education Program to increase employment outcomes for low-to middle skill workers, increase opportunities for certificate attainment, and increase opportunities for high school students to attain employment in high-demand occupations.

Due to the increased need in manufacturing and semi-conductor industries in the Texoma area, we have recently worked with TWC and our local economic development partners to provide funding through the receipt of three High Demand Job Training Grants to establish training labs and programs in two of our largest independent school districts (Sherman and Denison) and one of our local colleges (North Central Texas College). For the past five years, we have supported and will continue to support scholarships and provide guidance for an Advanced Manufacturing Program in several high schools in our area to support the manufacturing industry.

As a result of our participation as a founding member of the Texoma Semiconductor Tech Hub (TSTH), we have worked with Dallas College, Grayson College, North Central Texas College (NCTC), and Austin College to establish training opportunities pertinent to employer needs in the semiconductor industry. In addition, through multiple meetings Texoma Board staff and other local and regional partners, Dallas College shared their semiconductor training curriculum with Grayson and North Central Texas colleges. In 2024, Austin College announced they are responding to the need from the semiconductor industry to establish a Bachelor of Science in Engineering program – see announcement below: <https://acmagazine.austincollege.edu/2024-issue/austin-college-meets-the-moment>.

- **TWIC Learners Goal: Accelerate the expansion of and access to work-based skill and knowledge acquisition to respond to the needs of learners.**

For the past three years, Texoma's Workforce Readiness Outreach Career Coaches provided career assistance to middle and high school students to help them develop career goals, learn how to identify demand occupations, find work experience opportunities, and prepare for post-secondary education and

employment. During 2024, Texoma's Career Coaches worked with over 13,000 students and provided 528 career presentations to 18 middle and high schools in 10 independent school districts in our tri-county area. As noted above, Texoma has worked with multiple independent school districts to develop dual credit and credential programs that high school students can participate in while in school to enable them to obtain credentials that directly relate to high-demand employment opportunities or to continue with higher education to expand their knowledge base. Texoma is also in discussion with employers to discuss incumbent worker training as well as industry-recognized registered apprenticeship opportunities.

- **TWIC Partners Goal: Accelerate the development and use of models to support and build system partners' capacity, responsiveness, continuous improvement, and decision-making.**

Texoma has a proven history in working with our partners in education, industry, and community organizations in the area of capacity and continuous improvement. We have provided numerous labor market information reports to assist our education partners in developing strong CTE training and higher education training programs and to employers to support hiring, expansion, and payroll decisions. We work with our independent school districts and colleges to align training programs that provide value to our employers.

A success story in this area is the partnership that Texoma assisted in fostering between Dallas College and Grayson College to support the growing semiconductor industry in this area. GlobalWafers received \$406 million in CHIPS Act funding to construct two semiconductor fabs that will support the construction of 300-mm wafers and silicon-insulator wafers in Sherman. Texas Instruments received 1.6 billion in CHIPS Act funding to support four new 300mm semiconductor wafer fabs currently under construction. These funds were announced after Texas Instruments announced in 2022 they were investing \$30 billion to build four silicon wafer fabs with the intent of hiring 3,000 direct jobs. Also, GlobalWafers announced in 2022 they were investing \$5 billion dollars to also build their semiconductor fabs.

To support the semiconductor workforce in the Texoma area, partnerships were developed targeted to training. Dallas College had already completed some training for Texas Instruments in the Dallas area and readily shared their curriculum with Grayson College so all trainees would receive the same training to successfully become employed in the semiconductor industry.

To support the semiconductor industry in this area, Texoma was a founding member of a group of companies, colleges, economic development organizations and local/regional governments that covered 20 counties in North Texas and 19 counties in Southern Oklahoma that ultimately received the U.S. Department of Commerce's Economic Development Administration's designation as the Texoma Tech Hub. Click on the following link for the full EDA announcement: <https://www.eda.gov/news/press-release/2023/10/23/Texoma-Semiconductor-Tech-Hub>. Additional information can be located on the Texoma Tech Hub website located at: <https://www.texomatechhub.org>.

- **TWIC Policy and Planning Goal: Accelerate the availability of relevant workforce, education, and other data sets and the use of applied analytics to evaluate program outcomes to respond to the needs of policy makers and planners.**

Texoma consistently works to make workforce, education and other data available to the public, employers, economic development entities and education partners. Through access to multiple labor market systems, we are able to pull customized reports including wages, occupations, job postings, demographic information, and salary/employment projections in different occupations. System partners are able to use this information to make informed decisions.

Texoma fully supports the state's Texas Rising Star program, which is the state's quality rating system for child care providers. We have worked with all child care providers in our area to ensure providers know the value of providing quality child care services in their facilities. We continue to push our child care providers to work towards increased star levels.

In addition to aligning programs and information to the TWIC goals above, Texoma has a history of being a high-performing Board and has received numerous awards for high performance in the last twenty-eight years. Texoma continuously monitors systems and processes, both internally and at the service provider level, to ensure that program and fiscal processes and procedures follow local, state, and federal regulations. Texoma's annual audits and annual monitoring reviews from the Texas Workforce Commission have consistently resulted in few or no issues and the Board has every expectation of continuing to achieve these types of outcomes. Texoma has strong internal programmatic and fiscal monitoring that provides extensive oversight of enrollments, fiscal accountability and compliance with local, state, and federal requirements.

Texoma has participated in two separate workgroups this past year with state staff and other Boards designed to strengthen the relationship between the Boards and state staff in the areas of monitoring and quality improvement. Several years ago, Texoma participated on the Board Monitoring Recertification Workgroup to develop a set of recommendations for the process used to certify the Board's monitoring function in order for state monitoring staff to place high reliance on Board oversight capabilities. When the Board monitoring is recertified, state monitoring staff can rely on the Board's monitoring and reduce the amount of annual monitoring they perform. The second workgroup, Subrecipient Monitoring Workgroup, has focused on identifying key issues and recommendations regarding the state's Subrecipient Monitoring function that can be quickly implemented. These recommendations focused on process improvements to improve communication and trust between state monitoring staff and the Boards. Both of these workgroups developed recommendations that have resulted in the current process, communication and certification of the Board monitoring function by TWC. Texoma has consistently met all monitoring re-certification standards.

Texoma was a founding member and serves as co-chair of the statewide Quality Assurance Network (QAN) since September 2000. The QAN was developed under the direction of all 28 Texas Workforce Boards to provide networking and training opportunities to Board and Service Provider staff responsible for quality assurance activities. The purpose of the QAN is to provide support, address training needs, provide mentoring opportunities and establish a proactive network of board and subrecipient monitors throughout the State of Texas. The QAN meets twice a year and more often as needed. Goals of the network include:



- providing opportunities for a forum that allows development of innovative strategies for enhanced performance, accountability, and data integrity of the state's workforce programs.
- establishing an active network via e-mail, phone as well as virtual and in-person meetings for sharing best practices, monitoring tools, mentoring opportunities, and other valuable material/information.
- trainings based upon needs of Network members.
- discussing monitoring trends and best practices in board areas, TWC, DOL and HHSC.

- developing linkage between the 28 workforce development boards, the Executive Directors, and the Texas Workforce Commission in areas surrounding quality assurance and monitoring

Texoma meets and will continue to meet with the service provider as often as needed to discuss current events in the Workforce Centers and to hold our service provider accountable for efficient and effective programs. Regular performance meetings are held for all programs along with monthly budget meetings to ensure financial benchmarks are met. Enrollments are regularly reviewed and employer services are reported. Available performance-related reports are pulled on a weekly, monthly, and quarterly basis to track performance trends. Monitoring reports, audit reports, and financial report including expenditures to date and a comparison of expenditures to budget is shared at each Board meeting.

**WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE  
PART 2: ECONOMIC AND WORKFORCE ANALYSIS  
A. REGIONAL ECONOMIC AND EMPLOYMENT  
NEEDS ANALYSIS**

**2.A.1 Texoma Board’s regional analysis of the economic conditions, including existing and emerging in-demand industry sectors, in-demand occupations, and target occupations.**

Workforce Solutions Texoma’s Strategic Plan is anchored in the latest data and analysis of the region’s economic landscape, business and industry needs, and the job skills of our population. This plan is designed to be customer-centric, addressing the requirements of both employers and jobseekers.

Texoma continually reviews and analyzes current data to identify opportunities for enhancing our regional economy. Our objectives include:

- Employing data-driven strategies to identify and validate industry needs and leveraging existing resources to develop strategies that meet these needs.
- Engaging employers of all sizes to provide input in the development of our targeted occupations list and job training programs.
- Ensuring that the Workforce Innovations and Opportunity Act (WIOA) targeted populations are served more effectively by utilizing best practices and data-driven strategies.

Texoma utilizes data from the U. S. Census Bureau, U. S. Department of Labor’s Bureau of Labor Statistics, Texas Labor Market Information, Lightcast Labor Market Data Tool and other sources that track labor market data and information to inform our Board members and employers of existing and emerging occupations. All this data is also used, along with local employer input, to develop Texoma’s Target Occupations List. The Target Occupations List is developed to identify high-growth, high-demand, and emerging occupations that are critical to our local economy and employer’s needs. This list is used to share employment information with job seekers and underemployed workers as well as to direct individuals to training programs that meet the needs of the Texoma region. The most recent version of Texoma’s Target Occupations List can be found at the following site: <https://www.workforcesolutionstexoma.com/target-occupations>.

A brief overview of the Texoma Workforce Development Area (WDA) economy reveals some key takeaways highlighting the region's changes over recent years as well as projected changes (see Figure 2.A.1.a).

- As of 2024 the population for the Texoma WDA stood at 232,691. Over the past 5 years, the population grew by 19,920 and is expected to increase by 21,565 over the next 5 years.
- The total regional employment in the Texoma WDA stands at 88,040, with jobs having increased by 5,695 over the last 5 years and expected to grow by another 6,983 over the next 5 years. This represents a 6.9% job growth from 2019-2024, which outpaced the national growth rate of 3.9%.
- Regional average earnings per job are currently reported to be \$19k below the national average earnings of \$85k per job.

**Figure 2.A.1.a**

### **Economy Overview**

**232,691**  
Population (2024)

**88,040**  
Total Regional Employment

**\$66.0K**  
Avg. Earnings Per Job  
(2024)

Source:  Lightcast Q1 2025 Data Set

Recent data from Lightcast Labor Market Data Tool and Texas Labor Market Information highlights the Health Care and Social Assistance sector in Texoma as the largest in demand with an average employment of 12,491. Followed closely by the Manufacturing

sector with an average employment of 12,063 per the last Quarterly Census of Employment and Wages (QCEW) Report provided by Texas LMI (see Figure 2.A.1.b).

**Figure 2.A.1.b**

Year	Area	Industry	Average Employment
2024	Texoma	Health Care and Social Assistance	12,491
2024	Texoma	Manufacturing	12,063
2024	Texoma	Retail Trade	9,186
2024	Texoma	Educational Services	8,442
2024	Texoma	Accommodation and Food Services	7,684
2024	Texoma	Construction	5,704
2024	Texoma	Administrative and Support and Waste Management	3,492
2024	Texoma	Public Administration	3,225
2024	Texoma	Wholesale Trade	2,174
2024	Texoma	Finance and Insurance	2,087
2024	Texoma	Mining, Quarrying, and Oil and Gas Extraction	2,042
2024	Texoma	Professional, Scientific, and Technical Services	1,975
2024	Texoma	Transportation and Warehousing	1,717
2024	Texoma	Other Services (except Public Administration)	1,552
2024	Texoma	Arts, Entertainment, and Recreation	762
2024	Texoma	Utilities	745
2024	Texoma	Information	692
2024	Texoma	Real Estate and Rental and Leasing	657
2024	Texoma	Agriculture, Forestry, Fishing and Hunting	505
2024	Texoma	Management of Companies and Enterprises	149
2024	Texoma	Unclassified	64

Source: Texas LMI

Over the next decade, employment in the Texoma WDA is projected to grow by approximately 11,608 additional jobs. The manufacturing sector is expected to see the largest increase, with a projected growth of 5,186 jobs. Other sectors forecasted for significant job growth include Accommodation and Food Services (+1,242 jobs), Retail Trade (+1,070 jobs), and Health Care and Social Assistance (+1,028 jobs). (See Figure 2.A.1.c)

**Figure 2.A.1.c**

**Texoma - EMPLOYMENT BY INDUSTRY**

Industry Title	Annual Average Employment	Annual Average Employment	Number Change	Percent Change
	2022	2032	2022-2032	2022-2032
Manufacturing	9,779	14,965	5,186	53.0
Accommodation and Food Services	7,248	8,490	1,242	17.1
Retail Trade	9,132	10,202	1,070	11.7
Health Care and Social Assistance	11,311	12,339	1,028	9.1
Educational Services	8,216	8,887	671	8.2
Administrative and Support and Waste Management and Remediation Services	2,831	3,300	469	16.6
Wholesale Trade	2,111	2,498	387	18.3
Government, Except Postal Services, State and Local Education & Hospitals	4,817	5,123	306	6.4
Professional, Scientific, and Technical Services	1,687	1,991	304	18.0
Transportation and Warehousing	1,985	2,203	218	11.0
Construction	4,741	4,935	194	4.1
Other Services (except Public Administration)	3,178	3,335	157	4.9
Finance and Insurance	2,076	2,196	120	5.8
Information	635	681	46	7.2
Utilities	510	554	44	8.6
Management of Companies and Enterprises	274	310	36	13.1
Real Estate and Rental and Leasing	610	623	13	2.1
Arts, Entertainment, and Recreation	584	572	-12	-2.1
Agriculture, Forestry, Fishing and Hunting	383	353	-30	-7.8
Mining, Quarrying, and Oil and Gas Extraction	908	877	-31	-3.4

Source: Texas LMI

With planned investments totaling over \$40 billion in the Texoma WDA by multiple manufacturing companies, the manufacturing sector's growth can largely be attributed to the Semiconductor industry, which accounts for 4,600 of the projected 5,186 new jobs (see Figure 2.A.1.d).

**Figure 2.A.1.d**

**Texoma - Industries Adding the Most Jobs**

Industry Title	Annual Average Employment	Annual Average Employment	Number Change	Percent Change
	2022	2032	2022-2032	2022-2032
Total, All Industries	86,378	97,986	11,608	13.4
Semiconductor and Other Electronic Component Manufacturing	1,281	5,881	4,600	359.1
Restaurants and Other Eating Places	6,480	7,658	1,178	18.2
Elementary and Secondary Schools	6,799	7,340	541	8.0
Warehouse Clubs, Supercenters, and Other General Merchandise Retailers	2,239	2,749	510	22.8
Services to Buildings and Dwellings	1,216	1,636	420	34.5
Individual and Family Services	508	704	196	38.6
Self-Employed Workers	13,362	13,552	190	1.4
Local Government, Except Education & Hospitals	2,976	3,146	170	5.7
Machinery, Equipment, and Supplies Merchant Wholesalers	395	541	146	37.0
Sporting Goods, Hobby, and Musical Instrument Retailers	252	387	135	53.6
Home Health Care Services	1,596	1,729	133	8.3
Office Administrative Services	144	269	125	86.8
Building Equipment Contractors	1,448	1,555	107	7.4
Building Material and Supplies Dealers	963	1,056	93	9.7
Automobile Dealers	1,057	1,144	87	8.2
Offices of Physicians	1,261	1,348	87	6.9
Credit intermediation and related activities (5221 and 5223 only)	1,055	1,140	85	8.1
Offices of Other Health Practitioners	434	517	83	19.1
Utility System Construction	1,204	1,283	79	6.6
Automotive Parts, Accessories, and Tire Retailers	494	570	76	15.4
Offices of Dentists	898	973	75	8.4
State Government, Except Education & Hospitals	1,035	1,105	70	6.8
Computer Systems Design and Related Services	163	231	68	41.7
Continuing Care Retirement Communities and Assisted Living Facilities for the EI	361	428	67	18.6
Federal Government, Except Postal Services	806	872	66	8.2

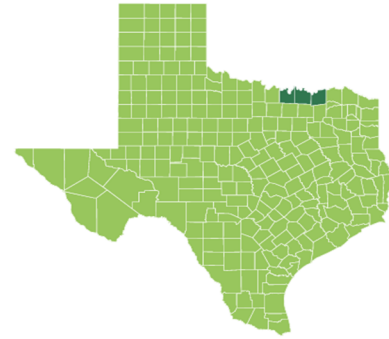
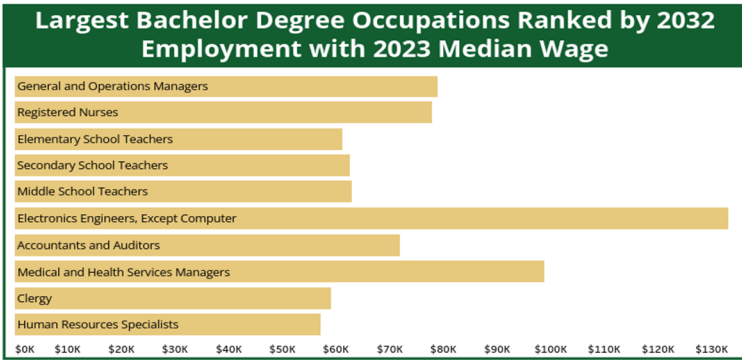
Source: Texas LMI

Expected growth rates for occupations vary by the education and training needed. While all employment in the Texoma WDA is projected to grow 13.4% over the next ten years, occupations typically requiring a postgraduate degree are expected to grow 1.2% per year, those requiring a bachelor's degree are forecasted to grow 1.0% per year, and occupations typically needing a 2-year degree or certificate are expected to grow 1.1% per year. The figure below shows a breakdown of the Texoma WDA Occupational Projections with an emphasis on degrees needed for certain occupations. (See Figure 2.A.1.e)

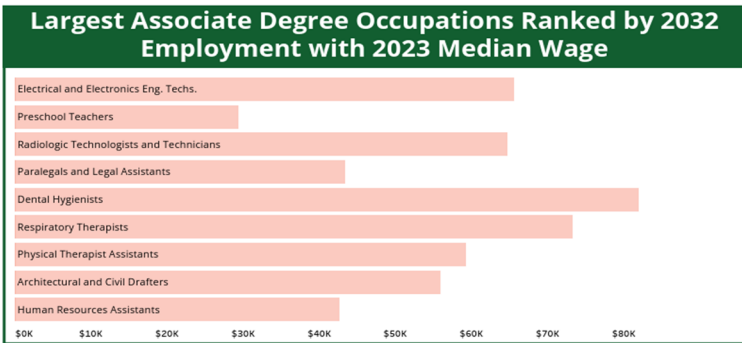


**Figure 2.A.1.e**

# TEXOMA WDA OCCUPATIONAL PROJECTIONS



TEXOMA WDA includes Cooke, Fannin & Grayson Counties.



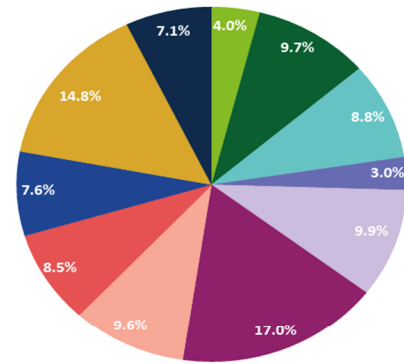
### Occupations Adding the Most Jobs 2022-2032

Industrial Machinery Mechanics	552
Electronics Engineers, Except Computer	436
Electrical and Electronics Eng. Techs.	366
Fast Food and Counter Workers	364
General and Operations Managers	341
Stockers and Order Fillers	312
Janitors & Cleaners	301
Supervisors of Production & Operating Workers	269
Cooks, Restaurant	239
Retail Salespersons	208

### Fastest Growing Occupations 2022-2032

Occupation	% Change
Industrial Machinery Mechanics	170.4%
First-Line Supervisors of Production and Operating Workers	47.9%
Cooks, Restaurant	39.2%
Medical and Health Services Managers	31.1%
Stockers and Order Fillers	20.8%
Janitors & Cleaners	20.1%
Supervisors of Food Prep. & Serving Workers	19.9%
Landscaping and Groundskeeping Workers	19.8%
Driver/Sales Workers	19.3%
Sales Reps., Wholesale & Manufacturing	17.8%

**Texoma WDA 2032 Employment by Occupation Family**



### 2022-2032 Employment Growth

Texoma WDA	13.4%
Texas	14.7%
United States	2.8%

### Annual 2023 OES Wages

Entity	25 <sup>th</sup> Pct	Median	75 <sup>th</sup> Pct
Texoma WDA	\$29,819	\$40,107	\$59,987
Texas	\$31,920	\$45,972	\$72,636
United States	\$35,660	\$48,060	\$76,980

- Farming, Fishing, Forestry
- Health Care
- Mgmt., Business, Finance
- Office, Admin Support
- Production
- Sales
- Service
- Transport., Material Moving
- Computer, Engrng., Science
- Construction, Maintenance
- Education, Legal, Arts, Community Service

Available at <https://texaslmi.com/Home/PopularDownloads>

Source: Texas Workforce Commission Labor Market and Career Information

Attached as Attachment A to this Plan is a spreadsheet developed in alignment with state guidelines. Excerpts of the In-Demand Occupation List, the In-Demand Industry Sectors List, and the Board's Target Occupations List can be seen in Figures 2.A.1.f, 2.A.1.g, and 2.A.1.h. This spreadsheet highlights Texoma's In-Demand Industries (up to the 4-digit code) and In-Demand Occupations (up to the 6-digit code). Together, this data supports Texoma's Target Occupations List, which is included on the spreadsheet at Attachment A and as Figure 2.A.1.h. Texoma's Target Occupations List identifies the occupations most needed in the Texoma area, where training and employment opportunities are available. The full spreadsheet at Attachment A contains additional information to highlight matches with the Governor's Industry Clusters and also includes additional local insights and comments, along with labor market information data sources.

Texoma's WIOA Target Occupation List is based on the top occupations projected to show the greatest percent change from 2022 to 2032. These occupations align with the anticipated industry growth in the Texoma WDA. Additional consideration is given to local employer and economic development knowledge of current and planned occupations, even if these are not yet reflected in labor market projections. The Target Occupations on our list are assessed based on the following factors: current or expected demand in our WDA as evidenced by labor market reports and local knowledge from area employers, self-sufficiency, and available training opportunities.

**Figure 2.A.1.f: In-Demand Occupations List**

Standard Occupational Classification (SOC) or Occupational Information Network (O*NET) Job Code	In-Demand Occupation Job Title	Annual Average Employment 2022	Annual Average Employment 2032	Number Change 2022–2032	Percent Change 2022–2032	Annual Change in Employment (Growth)
17-2072	Electronics Engineers, Except Computer	135	571	436	323.0%	44
17-3023	Electrical and Electronic Engineering Technologists and Technicians	136	502	366	269.1%	37
11-9041	Architectural and Engineering Managers	55	154	99	180.0%	10
49-9041	Industrial Machinery Mechanics	324	876	552	170.4%	55
17-2112	Industrial Engineers	121	325	204	168.6%	20
17-2071	Electrical Engineers	53	141	88	166.0%	9
13-2051	Financial and Investment Analysts	50	98	48	96.0%	5
15-1252	Software Developers	106	200	94	88.7%	9
17-2141	Mechanical Engineers	60	108	48	80.0%	5
29-1171	Nurse Practitioners	126	189	63	50.0%	6
51-1011	First-Line Supervisors of Production and Operating Workers	562	831	269	47.9%	27
11-3051	Industrial Production Managers	141	203	62	44.0%	6
35-2014	Cooks, Restaurant	609	848	239	39.2%	24
13-1111	Management Analysts	50	67	17	34.0%	2
11-3031	Financial Managers	183	240	57	31.1%	6
11-9111	Medical and Health Services Managers	312	409	97	31.1%	10
21-1018	Substance Abuse, Behavioral Disorder, and Mental Health Counselors	91	119	28	30.8%	3
11-3021	Computer and Information Systems Managers	98	126	28	28.6%	3
51-3092	Food Batchmakers	171	214	43	25.1%	4
17-3031	Surveying and Mapping Technicians	56	70	14	25.0%	1
29-2056	Veterinary Technologists and Technicians	100	124	24	24.0%	2
15-1232	Computer User Support Specialists	161	199	38	23.6%	4
17-3011	Architectural and Civil Drafters	56	69	13	23.2%	1
39-2021	Animal Caretakers	122	150	28	23.0%	3
17-2051	Civil Engineers	55	67	12	21.8%	1
29-2043	Paramedics	61	74	13	21.3%	1
51-3011	Bakers	71	86	15	21.1%	2
13-2052	Personal Financial Advisors	76	92	16	21.1%	2
53-7065	Stockers and Order Fillers	1498	1810	312	20.8%	31
29-1127	Speech-Language Pathologists	125	151	26	20.8%	3
13-1041	Compliance Officers	78	94	16	20.5%	2
29-2052	Pharmacy Technicians	245	295	50	20.4%	5
43-5061	Production, Planning, and Expediting Clerks	94	113	19	20.2%	2
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	1495	1796	301	20.1%	30
27-2012	Producers and Directors	50	60	10	20.0%	1
35-1012	First-Line Supervisors of Food Preparation and Serving Workers	705	845	140	19.9%	14
37-3011	Landscaping and Groundskeeping Workers	505	605	100	19.8%	10
35-9011	Dining Room and Cafeteria Attendants and Bartender Helpers	228	272	44	19.3%	4
53-3031	Driver/Sales Workers	306	365	59	19.3%	6
49-9043	Maintenance Workers, Machinery	95	113	18	18.9%	2
37-1011	First-Line Supervisors of Housekeeping and Janitorial Workers	127	151	24	18.9%	2
29-2042	Emergency Medical Technicians	90	107	17	18.9%	2
11-2022	Sales Managers	203	241	38	18.7%	4
47-2051	Cement Masons and Concrete Finishers	94	111	17	18.1%	2
15-1244	Network and Computer Systems Administrators	84	99	15	17.9%	2
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	493	581	88	17.8%	9
13-1199	Business Operations Specialists, All Other	163	192	29	17.8%	3
37-1012	First-Line Supervisors of Landscaping, Lawn Service, and Groundskeeping Workers	91	107	16	17.6%	2
25-1194	Career/Technical Education Teachers, Postsecondary	57	67	10	17.5%	1
13-2011	Accountants and Auditors	371	436	65	17.5%	6

**Figure 2.A.1.g: In-Demand Industries**

2022 North American Industry Classification System (NAICS) Code (4-digit)	NAICS Industry Title	Annual Average Employment 2022	Annual Average Employment 2032	Number Change 2022-2032	Percent Growth 2022-2032
3344	Semiconductor and Other Electronic Component Manufacturing	1281	5881	4600	359.1%
5611	Office Administrative Services	144	269	125	86.8%
4884	Support Activities for Road Transportation	52	84	32	61.5%
2111	Oil and Gas Extraction	67	104	37	55.2%
4591	Sporting Goods, Hobby, and Musical Instrument Retailers	252	387	135	53.6%
5415	Computer Systems Design and Related Services	163	231	68	41.7%
6241	Individual and Family Services	508	704	196	38.6%
4238	Machinery, Equipment, and Supplies Merchant Wholesalers	395	541	146	37.0%
5416	Management, Scientific, and Technical Consulting Services	115	157	42	36.5%
5617	Services to Buildings and Dwellings	1216	1636	420	34.5%
5413	Architectural, Engineering, and Related Services	269	332	63	23.4%
4552	Warehouse Clubs, Supercenters, and Other General Merchandise Retailers	2239	2749	510	22.8%
6219	Other Ambulatory Health Care Services	206	248	42	20.4%
6213	Offices of Other Health Practitioners	434	517	83	19.1%
5419	Other Professional, Scientific, and Technical Services	312	371	59	18.9%
6233	Continuing Care Retirement Communities and Assisted Living Facilities for the Elderly	361	428	67	18.6%
7225	Restaurants and Other Eating Places	6480	7658	1178	18.2%
2361	Residential Building Construction	192	224	32	16.7%
3370A1	Furniture and related product manufacturing (3371 and 3372 only)	121	141	20	16.5%
3121	Beverage Manufacturing	194	226	32	16.5%
4413	Automotive Parts, Accessories, and Tire Retailers	494	570	76	15.4%
4251	Wholesale Trade Agents and Brokers	145	166	21	14.5%
6116	Other Schools and Instruction	70	80	10	14.3%
4412	Other Motor Vehicle Dealers	197	224	27	13.7%
5511	Management of Companies and Enterprises	274	310	36	13.1%
1152	Support Activities for Animal Production	52	58	6	11.5%
4561	Health and Personal Care Retailers	416	462	46	11.1%
4911	Postal Service	319	353	34	10.7%
5222	Nondepository Credit Intermediation	172	190	18	10.5%
4442	Lawn and Garden Equipment and Supplies Retailers	211	232	21	10.0%
4441	Building Material and Supplies Dealers	963	1056	93	9.7%
5411	Legal Services	342	375	33	9.6%
2211	Electric Power Generation, Transmission and Distribution	371	406	35	9.4%
4599	Other Miscellaneous Retailers	144	157	13	9.0%
5242	Agencies, Brokerages, and Other Insurance Related Activities	475	516	41	8.6%
4821	Rail Transportation	153	166	13	8.5%
5412	Accounting, Tax Preparation, Bookkeeping, and Payroll Services	415	450	35	8.4%
6212	Offices of Dentists	898	973	75	8.4%
6216	Home Health Care Services	1596	1729	133	8.3%
8111	Automotive Repair and Maintenance	615	666	51	8.3%
4411	Automobile Dealers	1057	1144	87	8.2%
5220A1	Credit intermediation and related activities (5221 and 5223 only)	1055	1140	85	8.1%
6111	Elementary and Secondary Schools	6799	7340	541	8.0%
8113	Commercial and Industrial Machinery and Equipment (except Automotive and Electronic) Repair and Maintenance	141	152	11	7.8%
2382	Building Equipment Contractors	1448	1555	107	7.4%
8134	Civic and Social Organizations	113	121	8	7.1%
6211	Offices of Physicians	1261	1348	87	6.9%
2371	Utility System Construction	1204	1283	79	6.6%
4492	Electronics and Appliance Retailers	114	119	5	4.4%

**Figure 2.A.1.h: WIOA Target Occupations**

Standard Occupational Classification (SOC) Code (6-digit)	Target Occupation Job Title	Annual Average Employment 2022	Annual Average Employment 2032	Number Change 2022-2032	Percent Growth 2022-2032	Annual Change in Employment (Growth)
13-2011	Accountants and Auditors	371	436	65	17.5%	6
43-3031	Bookkeeping, Accounting, & Auditing Clerks	837	854	17	2.0%	2
39-9011	Childcare Workers	516	541	25	4.8%	2
31-9091	Dental Assisting/Assistants	308	336	28	9.1%	3
17-3023	Electrical & Electronic Engineering Technologists & Technicians	136	502	366	269.1%	37
47-2111	Electricians	366	396	30	8.2%	3
25-2021	Elementary Teachers, Ex. Special Education	1288	1403	115	8.9%	12
11-1021	General and Operations Managers	2422	2763	341	14.1%	34
49-9021	Heating/Air Conditioning/Refrigeration Mechanics & Installers	264	297	33	12.5%	3
53-3032	Heavy and Tractor-Trailer Truck Drivers	1233	1397	164	13.3%	16
49-9041	Industrial Machinery Mechanics-including Programmable Logic Controller Technician	324	876	552	170.4%	55
29-2061	Licensed Practical and Licensed Vocational Nurses (LPN / LVN)	584	613	29	5.0%	3
51-4041	Machinists	146	154	8	5.5%	1
49-9071	Maintenance and Repair Workers, General	858	941	83	9.7%	8
31-9092	Medical Assistants	324	362	38	11.7%	4
43-6013	Medical Secretaries	303	326	23	7.6%	2
25-2022	Middle School Teachers, Ex. Special & Career/Technical Education	525	574	49	9.3%	5
51-2090	Miscellaneous Assemblers and Fabricators	1082	1006	-76	-7.0%	-8
31-1131	Nursing Assistants-including Patient Care Technician & Certified Nursing Assistant (CNA)	650	656	6	0.9%	1
29-2052	Pharmacy Technicians	245	295	50	20.4%	5
47-2152	Plumbers, Pipefitters, and Steamfitters	316	354	38	12.0%	4
29-1141	Registered Nurses (RN)	1944	2123	179	9.2%	18
25-2031	Secondary School Teachers, Except Special & Career/Technical Education	938	1025	87	9.3%	9
51-9141	Semiconductor Processing Technicians	126	213	87	69.0%	9
29-2055	Surgical Technologists	59	66	7	11.9%	1
29-2056	Veterinary Technologists and Technicians	100	124	24	24.0%	2
51-4121	Welders, Cutters, Solderers, and Brazers	378	408	30	7.9%	3

Source: Texas Workforce Commission Labor Market and Career Information

As can be seen by the above Target Occupations List (Figure 2.A.1.h), Texoma has focused on addressing shortages in the advanced manufacturing and healthcare sectors, the two largest in our region. We are working to develop a workforce supply chain model starting from middle school and continuing through post-secondary education. Our goal is to close skills gaps, attract more large employers, and provide a skilled workforce to help Texoma employers become more globally competitive.

## **2.A.2 Texoma Board's regional analysis of the employment needs of employers, including the knowledge and skills needed to meet such employment needs, within in-demand industry sectors, in-demand occupations, and target occupations.**

Recent collaboration with the manufacturing and healthcare committees has led to increased employer engagement and strategies for developing local pipelines of workers. Texoma has made significant progress toward creating a new pipeline of future workers in both manufacturing and healthcare to meet employer needs. In light of the Texas Instruments and GlobalWafers expansions, Texoma has convened a workgroup of educators, employers, and economic development professionals to address the workforce needs for the semiconductor industry.

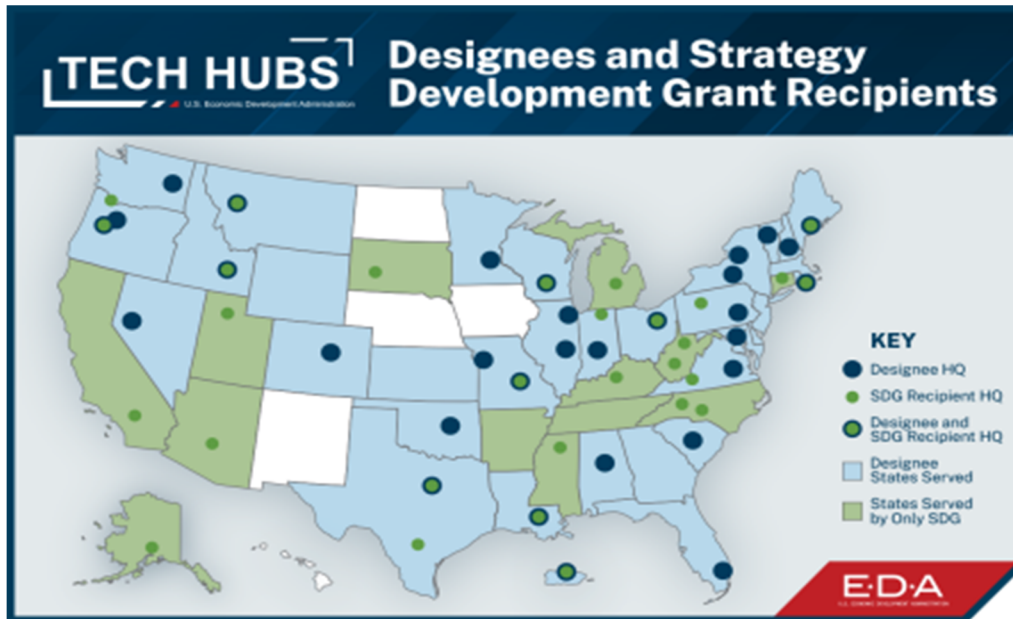
The following projects have been implemented and are ongoing:

- Texoma has partnered with over thirty employers to create a manufacturing-focused Middle Skills Committee, later renamed the Manufacturing Committee, with a Steering Committee chaired by Mark Anderson, Emerson Process Management Regional Manager and former Texoma Board Chair. The Manufacturing Committee meets regularly and focuses on addressing skills gaps in the middle skills sector by reaching out to the community with videos, site tours for educators, students, and parents, teacher externship projects, and other initiatives based on employer recommendations. In response to the Manufacturing Committee's recommendations, multiple schools, in cooperation with Grayson College, offer a manufacturing career pathway for high school students. Students are also offered multiple opportunities for on-site visits with local manufacturing companies to help them understand the value of middle skills jobs in our communities and the various career opportunities available.
- A separate Healthcare Committee was established, chaired by Dr. Candy VanSant, Director of Education at the Texoma Medical Center and a prior Texoma Board member. This committee worked with Grayson College to develop a curriculum targeted at healthcare career pathway development and training. Current goals of the Healthcare Committee include creating an interest in healthcare careers and laying the foundation for advanced degrees in healthcare. Future goals include researching and applying for sector partnership grants to support the creation of effective and sustainable sector partnerships in healthcare. In February 2024, Texoma served on the planning committee for the Second Annual Regional Healthcare Workforce Summit, which supported the goal of

creating greater sector partnerships as well as partnerships with education and healthcare partners in both Texas and Oklahoma. Planning is already underway for the Third Annual Regional Healthcare Workforce Summit. Texoma will continue to collaborate with the Board's Healthcare Committee and area partners to identify future projects to support the healthcare industries in our area.

- Another example of regional cooperation involves administering the Roberta Pond Nursing Scholarship. For the past 4 years, Texoma Health Foundation (THF) has partnered with Workforce Solutions Texoma to administer the Roberta Pond Scholarship Program. This scholarship is endowed by a local trust fund and provides 3-4 nursing scholarships for students who are pursuing advanced nursing degrees from RN to doctoral levels. THF covers two of our counties and 3 Oklahoma Counties. A committee composed of Workforce Solutions Texoma, Grayson College and the Southern Oklahoma Workforce Board reviews applications and selects the recipients. WST acts as the fiscal agent.
- With financial support from the Denison Development Alliance (DDA), Sherman Economic Development Corporation (SEDCO), and Grayson College, all entities work to promote career pathways among both middle and high schools in the region. With workforce funding and salaries supported by DDA and (SEDCO), Career Coaches were hired in 2021 to support career development in grades 6-12 throughout the Texoma area. These staff members engage counselors, teachers, and parents highlighting the benefits of youth obtaining training for jobs available in the region and recruiting youth into career and technical education and dual credit learning opportunities. Our Career Coaches also work with youth to identify careers using multiple online platforms and Virtual Reality simulations.
- The Texoma Workforce Development Board has also become a member of the Texoma Semiconductor Tech Hub (see Figure 2.A.2.a). This hub works to integrate existing and planned semiconductor supply chain infrastructure by boosting regional collaboration and supporting underserved communities through workforce expansion. The 'Tech Hub' designation, granted this past October, is one of 31 federally funded Tech Hubs created to foster and grow innovative industries across the U.S. This partnership includes various partners including Universities, Colleges, Economic Development Corporations, and ISD's located in the 29 counties designated as part of the Tech hub. This partnership will enable the development and collaboration of various projects to address the workforce needs of the planned semiconductor investments in the area.

Figure 2.A.2.a



Source: U.S. Economic Development Administration, U.S. Department of Commerce

**WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE  
PART 2: ECONOMIC AND WORKFORCE ANALYSIS  
B. LABOR FORCE ANALYSIS AND TRENDS**

**2.B.1 Texoma Board’s analysis of the regional workforce, including current labor force employment and unemployment data.**

In 2024, the population in the Texoma Workforce Development Area (WDA) (Cooke, Fannin & Grayson Counties) was 232,691. Between 2019 and 2024, Texoma’s population grew by a rate of 9.4.% for a total increase of 19,920 in population size. (see Figure 2.B.1.a)

**Figure 2.B.1.a**

	Population (2024)	Labor Force (Oct 2024)	Jobs (2024)	Cost of Living	GRP	Imports	Exports
Region	232,691	112,289	88,040	95.7	\$12.32B	\$18.00B	\$14.87B
State	30,912,083	15,573,852	15,700,467	96.6	\$2.62T	\$1.51T	\$2.02T

Source: Lightcast Q1 2025 Data Set

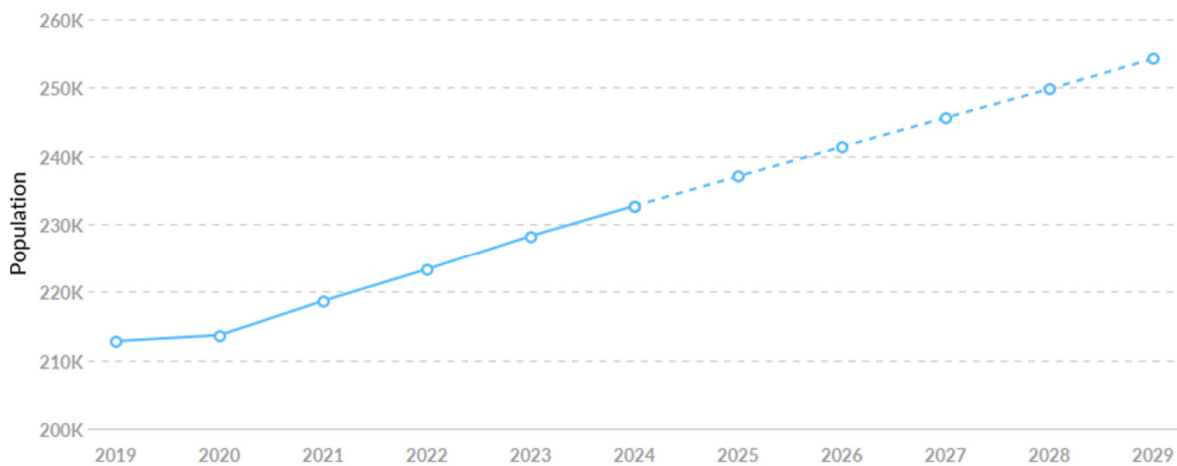


Those similar annual average rates hold true since the projected population growth for the next 4 years is expected to be 9.3% between 2024 and 2029. This rate results in a total increase of 21,565 for a total projected population of 254,256 in 2029 (see Figure 2.B.1.b).

**Figure 2.B.1.b**

## Historic & Projected Trends

### Population Trends



Source:  Lightcast Q1 2025 Data Set

Of those ages 16 years and older, Texoma has a civilian labor force of 112,289 with a participation rate of 62.40% (see Figure 2.B.1.c). The civilian labor force has been increasing steadily since its lowest point in 2021 when the participation rate was at 60.22% due to the pandemic. Texoma's labor force has since surpassed its pre-Covid participation rate of 61.37%.

## Figure 2.B.1.c

### Oct 2024 Labor Force Breakdown



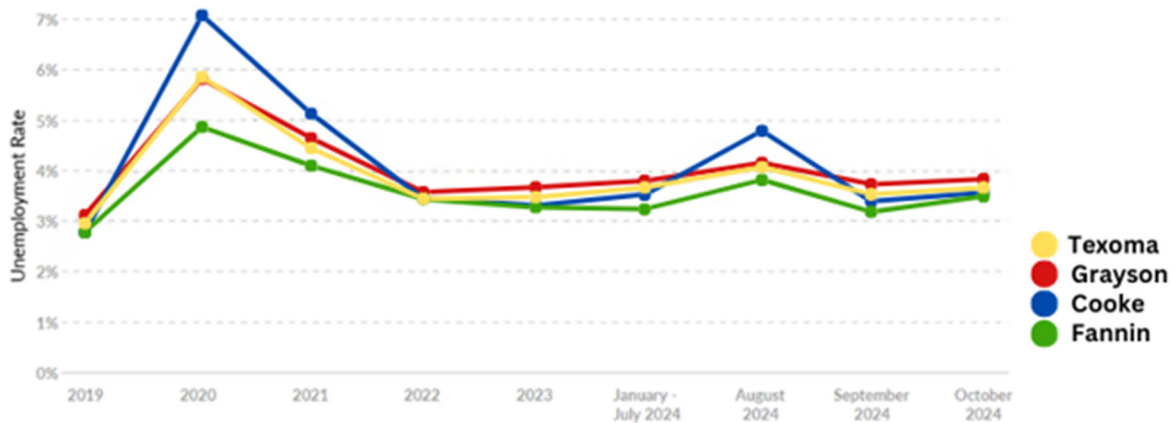
Source: Lightcast Q1 2025 Data Set

## Unemployment

Unemployment Data for the Texoma WDA, and the Nation, has changed significantly since the Novel Coronavirus-2019 pandemic. As Figure 2.B.1.d below reflects, in 2019, Texoma had an unemployment rate of 2.9%. In 2020, during the Novel Coronavirus-2019 pandemic the Texoma WDA had a 5.96% unemployment rate. By contrast, in the following 4 years to October 2024, the unemployment rate fell to 3.7%. From those unemployment figures we can further break down the number to unemployment by age with the 25-54 age range accounting for 69.33% of the total unemployment number (see Figure 2.B.1.e).

## Figure 2.B.1.d

### Unemployment Rate Trends



Lightcast The unemployment data in this report comes from the Bureau of Labor Statistics' Local Area Unemployment Statistics and the Department of Labor's Characteristics of the Insured Unemployed.

A further breakdown of unemployment rates by counties in the Texoma area (Grayson, Cooke, and Fannin) and the overall Board area (Texoma) using information from Figure 2.B.1.d follows:

- Grayson County Unemployment Rates:

Grayson County had an unemployment rate of 3.82% in October 2024, which increased from 3.08% five years earlier. This trend aligns with the overall unemployment rates seen for the entire Texoma WDA, largely due to Grayson County's significant impact on the WDA's unemployment rate due to having a larger population than Cooke and Fannin Counties. A similar trend was observed during the COVID-19 pandemic in 2020, where Grayson County experienced a spike, reaching a 6% unemployment rate.

- Cooke County Unemployment Rates:

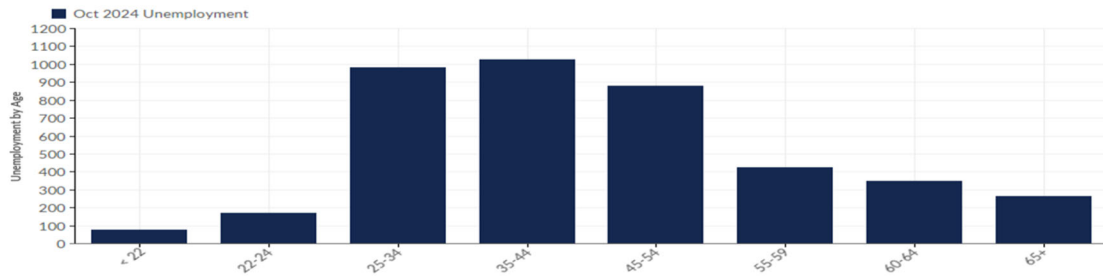
In October 2024, Cooke County had an unemployment rate of 3.67%, an increase from 2.82% five years earlier. Cooke County's unemployment trend mirrored that of the Texoma WDA, with similar patterns of increases and decreases. Notable variances occurred in August 2024 when Cooke County's unemployment rate was slightly higher at 5%, compared to the 4% rate of the Texoma WDA. In 2020, Cooke County's unemployment rate peaked at 7%, while the Texoma WDA's rate was at 6%.

- Fannin County Unemployment Rates:


In October 2024, Fannin County had an unemployment rate of 3.29%, which increased from 2.76% five years prior. Although this trend is similar to the Texoma WDA, Fannin County consistently had slightly lower unemployment rates through these years. The highest unemployment rate in Fannin County over the past five years was 4.8% during the 2020 pandemic, which was 1% lower than the Texoma WDA's rate. Fannin County recorded the lowest unemployment rate among the other counties and the Texoma WDA in October 2024, at 3.29%.

## Figure 2.B.1.e

Unemployment by Age



Age	Unemployment (Oct 2024)	% of Unemployed
< 22	75	1.80%
22-24	168	4.04%
25-34	979	23.54%
35-44	1,025	24.65%
45-54	879	21.14%
55-59	422	10.15%
60-64	348	8.37%
65+	262	6.30%
Total	4,158	100.00%

Source:  Lightcast The unemployment data in this report comes from the Bureau of Labor Statistics' Local Area Unemployment Statistics and the Department of Labor's Characteristics of the Insured Unemployed.

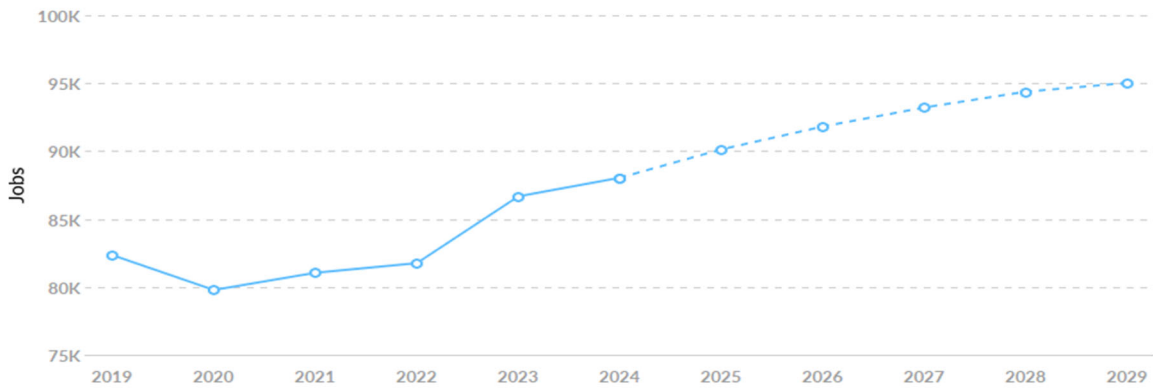
## 2.B.2 Texoma Board's analysis of the regional workforce, including current labor market trends.

### Employment Trends

As of 2024 the Total Regional Employment for the Texoma WDA was 86,692, jobs grew by 6,667 over the last 5 years and are projected to grow by 6,915 over the next 5 years (see Figure 2.B.2.a).

**Figure 2.B.2.a**

**Job Trends**

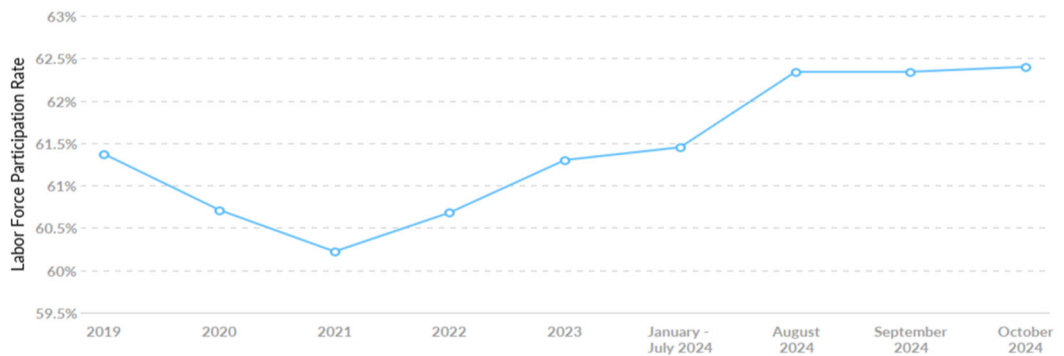


Source: Lightcast Q1 2025 Data Set

Texoma’s civilian labor force has been increasing steadily since its lowest point in 2021 when the participation rate was at 60.22% due to the pandemic. Texoma’s labor force has since surpassed its pre-Covid participation rate of 61.37%.(see Figure 2.B.2.b)

**Figure 2.B.2.b**

**Labor Force Participation Rate Trends**



Source: Lightcast Q1 2025 Data Set

**2.B.3 Texoma Board’s analysis of the regional workforce, including the educational and skill levels of the workforce, including individuals with barriers to employment.**

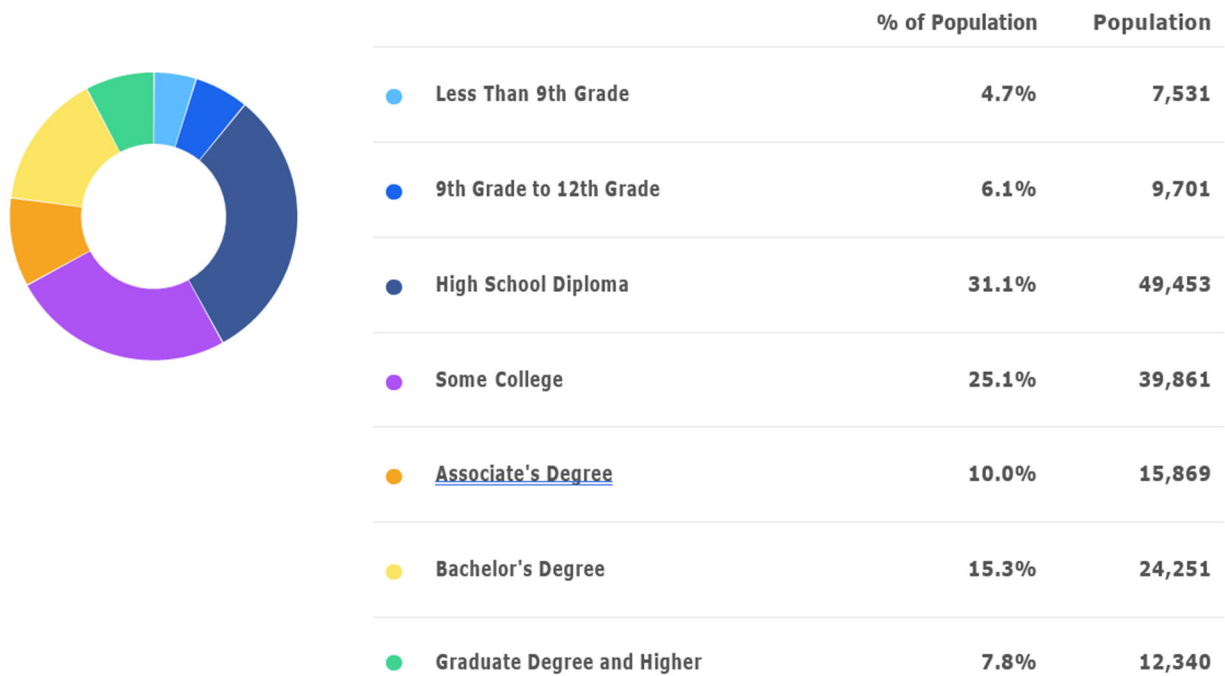
**Educational Attainment**

Concerning educational attainment of those individuals in Texoma aged 25 years or more, 15.0% have a bachelor’s degree, 9.8% have an associate’s degree, 25.2% have some college and 31.2% have a high school diploma (see Figure 2.B.3.a & 2.B.3.b). The Education Pipeline in the

Texoma WDA has shown an increase over the last five years. For the year 2023 there were 3,290 Graduates in the Texoma WDA, an increase of 27% over the last five years (see Figure 2.B.3.c). These 3,290 graduates consisted of 1,115 associate degrees and 413 certificates from North Central Texas College. Grayson College contributed with 555 associate degrees, 50 bachelor's degrees, and 762 certificates. Austin College awarded 341 bachelor's degrees and 15 master's degrees. Additionally, Diamonds College awarded 39 certificates. In total, 3,290 graduates earned a combination of associate, bachelor's, master's degrees, and certificates.

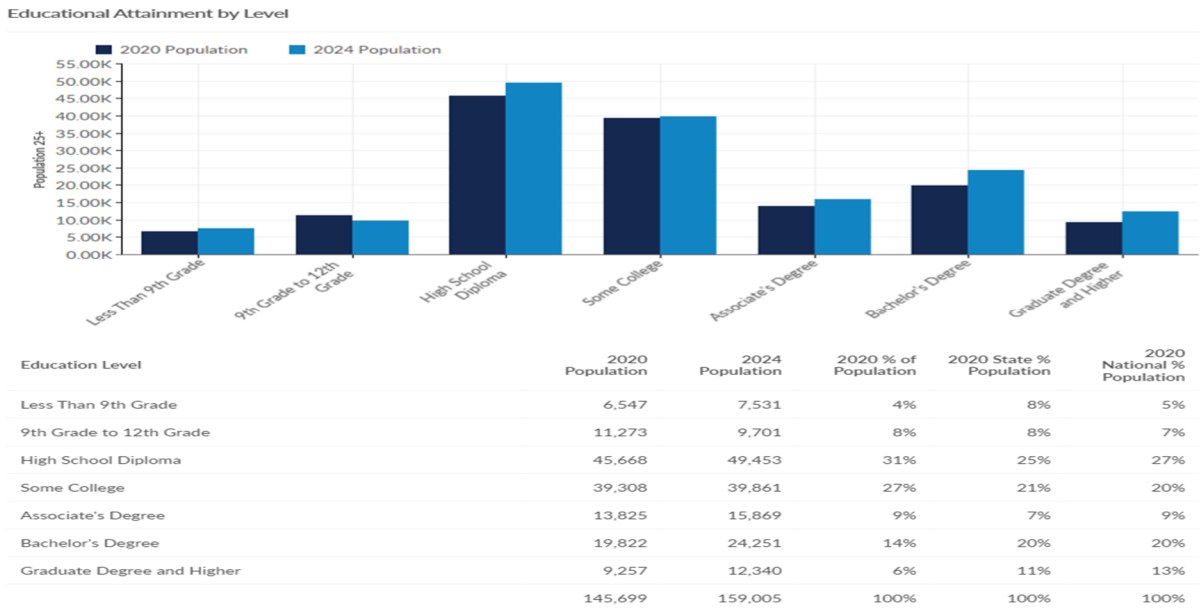
**Figure 2.B.3.a**

**Educational Attainment**



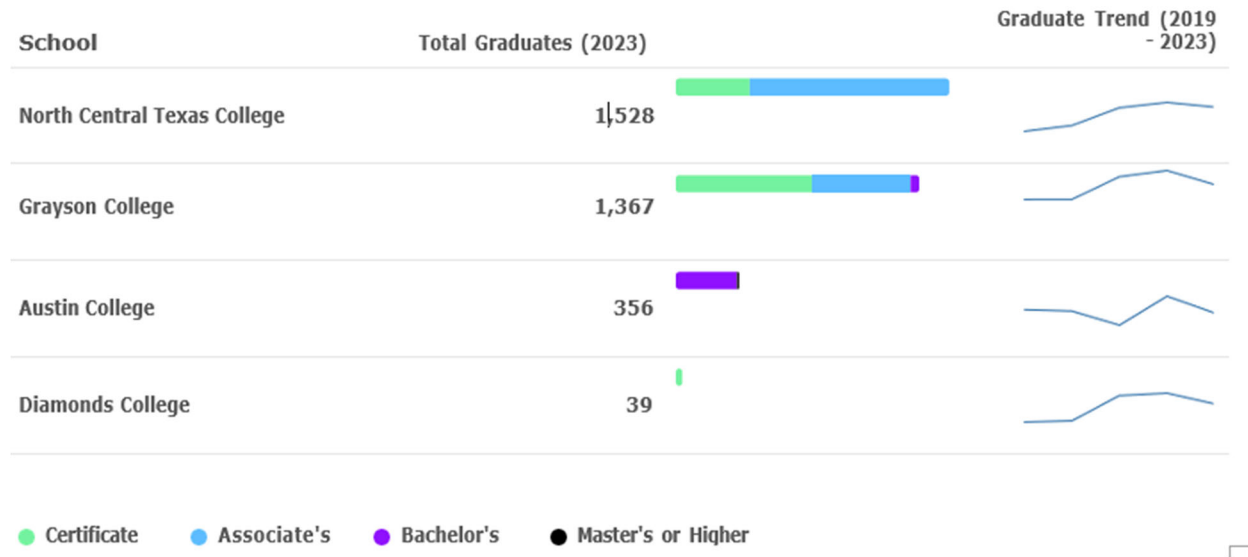
Source: Lightcast Educational attainment data are based on Lightcast's demographic data and the American community survey. Educational attainment data cover only the population aged 25 years or more and indicate the highest level achieved.

**Figure 2.B.3.b**



Source: Lightcast Educational attainment data are based on Lightcast's demographic data and the American Community Survey. Educational attainment data cover only the population aged 25 years or more and indicate the highest level achieved.

**Figure 2.B.3.c**



Source: Lightcast Q1 2025 Data Set

**WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE  
PART 2: ECONOMIC AND WORKFORCE ANALYSIS  
C. WORKFORCE DEVELOPMENT ANALYSIS**

**2.C.1 Texoma Board’s analysis of the workforce development activities in the region, including education and training.**

Texoma understands the importance of providing quality education and training programs within the Texoma WDA. These programs are essential for retaining and expanding existing employers while attracting new ones, thereby supporting economic growth and prosperity throughout the region. Texoma collaborates closely with community and industry partners to identify skill gaps and communicate these needs to training providers to ensure training opportunities align with employer requirements.

To support occupations requiring credentials or certifications, Texoma has formed many partnerships to promote collaboration in offering education and training programs. High schools in Texoma actively offer career and technical education and dual credit classes in manufacturing and healthcare, offering key career opportunities in the area. Both Grayson College and North Central Texas College are located in Texoma and collaborate with local school districts to plan and develop programs that meet employer expectations. Additionally, Texoma is working with both colleges to develop career pathway training in the semiconductor field to support the growing demand for these jobs. Texoma also collaborates with colleges in applying for skills grant training provided to local employers by the State’s Skills Development Fund through the Texas Workforce Commission. Skills funding offers local customized training to increase skill levels and wages, aiding both:

- Businesses and employers in creating new jobs and improving their current worker’s skills, and
- Job seekers and employees in acquiring new or upgrading existing skills to advance their careers.

Many opportunities exist through our community colleges and universities for online training opportunities for both certificate and degree programs. These online training opportunities make it easier for underemployed individuals to achieve credentials to advance in their career. Texoma funds Individual Training Accounts (ITA) for the final two years of advanced degree Bachelor’s programs if the occupation is on Texoma’s Target



Occupations List and either on the state's Eligible Training Provider List or the training meets out-of-state training program requirements.

Educational opportunities are further enhanced through childcare training opportunities. Texoma offers scholarships for childcare workers to obtain a Marketable Skills Award (CDA), Childcare Certificate, or associate's degree. In 2024, Texoma supported twenty-four participants in these training opportunities. Texoma also offers multiple professional development training opportunities throughout the year for childcare workers, supervisors, and directors. In 2024, Texoma offered twenty-eight sessions attended by 549 professionals in topics such as staff development, financial literacy for business, early childhood education, and general child development. Annually, a full day 'Super Saturday' training is sponsored for childcare professionals. The 2024 session presented several topics relating to child development and early learning with 115 attendees from 21 childcare centers. Texoma Board staff serve on Grayson College's Child Development Advisory Board and the Early Childhood Education Advisory Board. Grayson College and North Central Texas College also collaborate with Texoma to share referrals supporting early learning goals and training opportunities.

Workforce Solutions Texoma partners with area school districts, Child Care Regulation (previously Child Care Licensing), Child Protective Services (CPS), Regional Day Care Coordinators, United Way of Grayson County, and both Grayson and North Central Texas Colleges to discuss area needs and concerns relating to Texoma's child care services network. Additionally, Childcare Regulation staff serve as trainers for area childcare providers. Texoma, along with other Workforce Boards (Dallas, Tarrant, North Central), participates in the Regional Texas Department of Family and Protective Services-Child Protective Services (CPS) meetings to discuss concerns and improve CPS-authorized childcare. Other strong partnerships occur locally with Grayson College and North Central Texas College with their Child Development training programs.

Another strong tool to support employers is the use of Lightcast software to analyze long-term data projections, identifying industries with the fastest growth and highest need for skilled workers. This information, combined with input from colleges, high schools, and area employers, is used to develop Texoma's Target Occupations List.

## **2.C.2 Texoma Board's analysis of the strengths and weaknesses of the Board's workforce development activities.**

**Strengths:** Texoma has strong partnerships with area employers and other stakeholders participating in the Healthcare and Manufacturing Committees. These committees gather input and develop solutions to address skills gaps with local employers leading the way. These partnerships have resulted in new career pathway opportunities in both manufacturing and healthcare, developed in collaboration with educational providers based on input from local employers.

The Texoma Workforce Development Board is also a member of the Texoma Semiconductor Tech Hub. This hub aims to integrate existing and planned semiconductor supply chain infrastructure by boosting regional collaboration and supporting underserved communities through workforce expansion. The Tech Hub designation, granted this past October, is one of 31 federally funded Tech Hubs created to foster and grow innovative industries across the U.S. This partnership will enable the development and collaboration of various projects to address the workforce needs of the planned semiconductor investments in the area.

**Weaknesses:** Texoma addresses the challenge of lacking 4-year training programs in high-demand occupations such as nursing by offering opportunities for individuals pursuing bachelor's degree programs targeted to careers in need in the Texoma area. Both North Central Texas College (NCTC) and Grayson College (Grayson) now offer a pathway to a Bachelor's Degree in Nursing. NCTC offers the RN to BSN Transition through partners such as Midwestern State University and Texas Women's University. Grayson offers an RN to BSN program through a bridge program at the Grayson campus in Denison. Both NCTC's and Grayson's programs are approved on the state's Eligible Training Provider List. Other Bachelor's degree programs can be located through Southeastern State University in Durant Oklahoma, or East Texas A&M University in Commerce.

Texoma is working with several employers and child care providers to address the need to expand the availability of child care provided to infants and toddlers and to provide child care during non-traditional/shift-work hours. A major issue for those employees who work shifts is the lack of alignment between daycare hours and industry shifts. We are currently addressing this issue by bringing together a group of providers and employers with the goal of piloting the provision of care during times needed by employees.

### **2.C.3 Texoma Board's analysis of the effectiveness of the Board's programs and services.**

Texoma's economic development partners' willingness to collaborate with workforce and local employers is another major strength. These partnerships create opportunities for employers that might not be funded otherwise. For example, Grayson College and various economic development corporations (Sherman, Denison, Howe, Gainesville, Bonham, and Grayson College) helped Texoma purchase labor market economic modeling software. This software, housed at the Board, benefits all workforce partners, including local employers, by providing real-time labor market analysis reports. Furthermore, many economic development partners provide funding to support:

- job/career fairs
- Career Coaches to provide career identification assistance to middle and high school students to help students develop career goals, learn how to identify demand occupations, find work experience opportunities, and prepare for post-secondary education;
- grant opportunities, such as the High Demand Job Training Grant, which requires a 100% match from an economic development entity; and
- scholarship assistance for high school students enrolled in manufacturing and electronic engineering technology certificate programs.

Through serving as the convener to bring together economic development, independent school districts, higher education, and employers, Texoma has been able to accomplish:

- working with our local employers and community colleges to design curriculum to meet industry standards that is being taught in to high school students;
- bringing High Demand Job Training funding into the area to furnish two labs at two high schools and one community college to train the emerging workforce to support entering jobs in the semiconductor industry;
- provide scholarships to high school students that are funded by local economic development agencies that allow students to achieve locally recognized credentials;
- increase the number of quality, Texas Rising Star, providers in the Texoma by 45% over the number of providers with this designation two years ago; and

- provide needed training opportunities for child care provider directors and employees.

### **2.C.4 Texoma Board’s analysis of the Board’s capacity to provide workforce development activities to address the identified education and skills needs of the workforce and the employment needs of employers.**

Texoma continually works with employers to address identified education and skill needs as well as employer needs. As a regional convener, Texoma brought together a committee of over 30 employers that worked with one of our local colleges to develop curriculum that employers identified as needed in new hires. This curriculum is being used in area high schools where students can earn a Level 1 certificate which will assist students in gaining employment after high school. We are currently working with a different group of employers to follow this same process to address employer needs in the semiconductor industry in the Texoma area.

Texoma is currently in the process of planning for the Third Annual Healthcare Workforce Summit. This Summit encompasses healthcare workers, students, independent school districts, and college/university faculty in both Texas and Oklahoma. This event targets strategizing solutions to address current and future shortages of healthcare workers.

Texoma has participated in multiple discussions concerning the alignment of employer needs to what is being taught in local independent school districts and community colleges. These effective discussions will continue to ensure education programs in both high school and our local colleges address employer needs and are aligned with Texoma’s in-demand industries, occupations, and target occupations lists.

**WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE  
PART 3: CORE PROGRAMS  
A. WORKFORCE DEVELOPMENT SYSTEM**

### **3.A Texoma Board’s description of how the local workforce development system will work with entities carrying out core and required partner programs to support alignment to aid in the**

## **provision of services that support the strategies identified in TWC's WIOA Combined State Plan.**

Workforce Solutions Texoma is one of 28 Workforce Boards in the State of Texas. Texoma is governed by a local Board that consists of 32 members representing local private businesses, education, economic development agencies, labor organizations, community-based organizations and representatives from Workforce Innovation and Opportunity Act (WIOA)'s Core programs. Texoma's Board members meet bi-monthly with goals to shape the local workforce development system in alignment with federal and state law and promoting economic growth and economic self-sufficiency for Texoma's citizens and employers. Texoma also participates in the Workforce Innovations Network of Texas (WIN Texas) workgroup consisting of Board management staff and the Quality Assurance Network which consists of both Board and service provider quality assurance and monitoring staff. Both organizations include representatives from all 28 Texas Workforce Boards. The WIN Texas group meets via zoom calls twice monthly and in-person in different board areas in the state on a quarterly basis to share successful, innovative programs and practices and work on alignment of Board-operated programs with TWC and TWIC guidance. The QAN group meets twice a year or more often as needed to address training needs, share best practices and monitoring tools and provide mentoring opportunities. See page 12 for additional details on this organization.

Texoma serves as a regional facilitator and convener to address workforce development challenges throughout our tri-county area. Texoma provides oversight and technical support to programs operated by our service provider who is selected through a competitive procurement process. Texoma's service provider has the responsibility of operating Texoma's three one-stop centers:

- Denison (Grayson County): Full-Service One-Stop Center
- Gainesville (Cooke County): Satellite Center
- Bonham (Fannin County): Satellite Center

All Texoma Workforce Centers are accessible, and staff are dedicated to assisting customers to remove any barriers to employment. Removing barriers to employment has always been a priority and is accomplished by offering online assistance, child care assistance, assistive technology resources, providing training, arranging transportation and other supportive services, and utilizing community partners as well as ensuring all workforce centers and programs are accessible for those with barriers to employment, including individuals with disabilities.

In order to better align resources in the Texoma area, Board staff also participate on various advisory boards and committees such as the Center for Workplace Learning at Grayson College, Manufacturing and Healthcare Committees, the Texoma Council of Government's Transportation Committee, Community Services Advisory Council, , Fannin County's Literacy Council, the Aging & Disability Resource Center, the Texoma Family Shelter, Community Resource Coordination Groups in Grayson, Fannin, and Cooke Counties, and the Sherman Economic Development Corporation. Many of these groups and committees are made up of and led by local employers and locally elected officials. The Board's Executive Director has also served Sherman Economic Development Corporation for the past 7 years and served as their chair for 5 years.

Texoma is currently in the process of planning for the Third Annual Healthcare Workforce Summit. This Summit encompasses healthcare workers, students, and both independent school district and college faculty in the Texoma region of Texas and Southern Oklahoma in cooperation with the Southern Workforce Board. Target of the group is to strategize solutions to address current and future shortages of healthcare workers.

Texoma feels fortunate that the Texas Workforce Commission had the foresight to set plans in action to administer all core programs noted in the Workforce Innovation and Opportunities Act (WIOA). Texoma understands that the core programs of the WIOA must work together in order to form a well-rounded and effective workforce system. In Texas, all of the core programs are under the direct oversight of the Texas Workforce Commission with some of them being administered by local Workforce Boards and others in close partnership with local Boards.

All Workforce Innovation and Opportunity Act (WIOA) core partner programs housed within the one-stop centers operate under the common brand of Workforce Solutions Texoma. This creates a seamless approach to our employer and job seeker customers. Services and eligibility are also provided with a seamless approach. Services are marketed not as being provided through individual 'programs', but as available 'services' that are valuable to our employers and job seekers to support a fast approach to employment goals.

Partners also housed within our one-stop center include:

- Texas Veterans Commission - Disabled Veterans Outreach Program (DVOP)
- Alabama-Coushatta Employment and Training Program
- Texas Workforce Commission's
  - Texas Veterans Leadership Program

- Vocational Rehabilitation Services
- Wagner-Peyser Program
- Grayson College’s Adult Education and Literacy Programs
- Motivation Education and Training, Inc.’s
  - US Department of Labor’s Senior Community Service Employment Program (SCSEP)
  - US Department of Labor’s National Farm Workers Job Program (NFJP)

Workforce Solutions Texoma administers all WIOA Adult, Dislocated Worker and Youth Programs through the one-stops in Texoma. Wagner-Peyser programs are also administered in Texoma one-stops through the Texas Model in partnership with the Texas Workforce Commission. The Board works closely with the competitively procured one-stop service provider who operates all workforce centers and provides WIOA, other workforce programs and the Child care Development Block Grant (CCDBG) programs in Texoma. Board staff meet as needed, but at least monthly, with Texoma’s one-stop operator to review performance, review budgets, and as frequently as is needed to ensure all local partners are involved where appropriate. A break-down of partnerships with both WIOA core and required programs follows.

## **WIOA CORE PROGRAMS**

WIOA Core programs are operated in Texoma under the oversight of the Texoma Board by Texoma’s service provider. Staff representing all core programs meet regularly, and these meetings have been instrumental in the development and implementation of strategies to attain WIOA performance indicators, align resources, support common customers and have resulted in the development of strategies to have clean audits and monitoring reviews. Each Core program is defined below along with Texoma’s plans to alignment partners and services to aid in the development of strategies identified in TWC’s WIOA Combined State Plan.

### **➤ WIOA Title I: Adult, Dislocated Worker and Youth Programs**

WIOA programs assist individuals with training, education, and job search assistance through a variety of provided services. Specific information in relation to services provided can be located on our website at: <https://www.workforcesolutionstexoma.com/jobs-careers>.

WIOA’s Adult program is targeted to assisting low-income adults with training, education, and job search assistance. Priority is given to individuals who are on public assistance, other low-income individuals, and those who are basic skills deficient.

Texoma's Dislocated Worker program assists individuals who were laid off of work through no fault of their own with case management, job search assistance, training, support services and other assistance to quickly re-enter the workforce.

Texoma's WIOA Youth program is targeted to primarily assisting youth ages 14 through 24 years old, who have barriers to employment. Some barriers may include disability, lack of a high school diploma, basic skills deficient, offender status, homeless, runaway or current or former foster care youth. Multiple services are provided to assist youth including the provision of an objective assessment to determine appropriate services and career pathways for participants, the development of an individual service strategy, and identification of strategies to overcome barriers to employment. The WIOA Youth program mandates that youth have access to choose from fourteen youth program elements to assist them in successfully obtaining employment.

For all WIOA programs, Texoma provides individualized assistance to assist customers in overcoming barriers to employment and quickly entering/re-entering the workforce. Each customer assists in developing a customized employment plan and staff assist with pulling individualized labor market information reports for careers of interest. Case management, job search assistance, and job referrals are also provided to assist the customer in navigating their journey to employment. Customers may be provided scholarships and support services, such as child care and transportation assistance. This past year, Texoma provided training assistance scholarships and support services for customers in high-demand fields, such as truck driving, healthcare, and manufacturing.

### ➤ **Adult Education and Literacy (AEL)**

The Texoma Adult Education and Literacy (AEL) program is administered by Grayson College with AEL classes currently provided in two of Texoma's workforce centers (Denison & Gainesville). Texoma works closely with the AEL programs in our region through a memorandum of understanding (MOU) agreement to ensure all workforce and AEL customers receive needed services with a goal of cross-referrals, coordination, and integration of services. Texoma also has established a partnership with the Fannin Literacy Council which provides assistance to Fannin County residents to obtain their high school equivalency and supports English as a Second Language attainment.



## ➤ Vocational Rehabilitation Services

Texas Workforce Commission Vocational Rehabilitation (VR) Staff are housed in the Texoma one-stop offices and currently provide VR services in all three workforce centers on specified days of the week. VR and Workforce staff participate in joint trainings and customer referrals. Texoma also continues to support alignment of the VR program's business services initiatives through close alignment of goals and sharing of contacts, activities, and projects with both local and regional VR staff.

Texoma operates three grants/programs for VR services:

- Texoma's **HireAbility Navigator** staff housed at the Board works both locally and regionally, to promote VR's resources and services with a goal of primarily ensuring pre-employment transition services (Pre-ETS) are provided to students with disabilities as required under Title IV of the Workforce Innovation and Opportunity Act (WIOA), which amended the Rehabilitation Act of 1973 (Rehabilitation Act). This past year, Texoma's HireAbility Navigator has provided the following presentations:
  - Disability Etiquette Training for North Central Texas College staff.
  - Multiple Vocational Rehabilitation and Workforce services presentations for employers/employees, parents, and staff in the following organizations: Abigail's Arms, Spa 31, Grand Central Station, Lion's Club, North Texas Youth Connection and the Grayson County Child and Family Guidance Center.
  - In conjunction with subject matter experts, multiple webinars were provided targeted to students, parents, independent school district staff, employers, and other interested community members including: Government Programs 101; How to Hire, Retain, and Support Employees; Should I Open an ABLE Account; Why Do I Need a Special Needs Financial Planner & Attorney; Top 5 Legal Documents Needed for Special Needs Planning; Organizing Special Education Paperwork, Self-Advocacy and Education, Transition Tips for Launching Your Special Needs Teen, and many others. These webinars and many others are recorded and made available at the following link on our website:  
<https://www.workforcesolutionstexoma.com/disability-videos>.
  - Our Navigator also represents the Board at multiple community meetings to bring education and resources to attendees. Some of these meetings include

Community Resource Coordination Groups in Grayson, Fannin, and Cooke counties, the Monthly Transition Meeting at the Region 10 Education Service Center, the Tri-County Social Service Meeting, and Region 2 Vocational Rehabilitation meetings.

- **Paid Work Experience (PWE)** is a VR program for students with disabilities that enables students to participate in paid employment to assist with gaining familiarity with working and to develop transferrable skills. This program is available to students for 12-20 hours per week throughout the school year and summer months. VR determines program eligibility and works with Texoma's HireAbility Navigator to secure worksites. In partnership with VR, Texoma provides wage payments for students in this program. Texoma has been participating in the PWE program since 2019.
- **Summer Earn and Learn (SEAL)** is a VR program that also places students with disabilities in a paid work experience program during the summer months. Program goals are similar to the PWE program in that students will become familiar with working for an employer and develop transferable job skills. VR staff determine eligibility and make referrals to Texoma for program enrollment. Texoma's service provider staff locate worksites and provide case management services to ensure the worksite placement results in desired outcomes for both students and employers. Texoma has been participating in the SEAL program on an annual basis since 2017 and receives many positive comments from both student and employer participants.
- Texoma staff have participated in TWC's **Priority 5 System Partnership and Service Coordination Workgroup** for the past two years. This workgroup was created to develop recommendations to improve how programs partner with one another to serve their mutual customers and specifically to improve referral and service coordination processes among Workforce Solutions partners, including VR and AEL partners. As a result of this work, Texoma is one of two Boards participating in a pilot program to make and track referrals between workforce program participants and the VR program. After refining this process, the plan is to roll out this program to all Boards and eventually add other partners to the process, including AEL partners.

## **WIOA REQUIRED PROGRAMS**

A description of WIOA **required programs** in the Texoma Workforce Development Area and description of Texoma's partnership and alignment to aid in the provision of services that support the strategies identified in TWC's WIOA Combined State Plan follow.

### ➤ **Apprenticeship Programs**

Texoma is currently working with multiple employers to provide education about apprenticeships to help area employers build their current and future talent. Staff will continue to educate Texoma employers of the benefits of apprenticeship programs and available funding opportunities for apprenticeship training programs through the Department of Labor and TWC's ApprenticeshipTexas program.

### ➤ **Career and Technical Education (CTE) Programs**

Texoma CTE programs are administered by Grayson and North Central Texas Colleges. Current memorandums of understanding (MOU) exist to coordinate referrals, provide quality customer service, provide programmatic-related technical assistance, and promote capacity building and professional development for staff to raise awareness in dealing with customer service to all customers, including those with disabilities and barriers to employment. We continue to support our local colleges in their Perkins applications by attending their Comprehensive Local Needs Assessment meetings and providing specific labor market information on occupations that are in high demand in the Texoma area. Texoma also has a seat on the CTE programs advisory committee to provide needed input in matching programs and curriculum with employer need.

Texoma also assists our local colleges in ensuring their CTE and other programs of study are listed with the state's Eligible Training Provider List. Programs on this list are eligible for scholarship assistance for eligible enrollees in the WIOA Adult, Dislocated Worker, and Youth programs.

Texoma also assists independent school districts with their CTE programs by providing labor market information to assist schools in determining which CTE programs will be of most benefit to their students, including those employment opportunities that are in high demand in the Texoma area.

Texoma's goal with all CTE programs is to provide assistance and information to ensure Texoma CTE programs are aligned with current and future industry need.

➤ **Choices, the Temporary Assistance for Needy Families (TANF) Employment & Training Program and Supplemental Nutrition Assistance program (SNAP) Employment & Training Program**

The Choices program helps individuals and families with dependent children transition from welfare benefits (TANF) to employment. The SNAP E&T program assists both those with and without dependent children who are receiving SNAP benefits transition from welfare benefits (SNAP food assistance) to employment. Both Choices and SNAP customers are referred to Texoma from the Texas Health and Human Services Commission (HHSC) to participate in programs designed for rapid employment and customer transition off of public assistance. Through a Memorandum of Understanding (MOU) with HHSC, Texoma works closely with local and regional HHSC staff to ensure customers are coded correctly as exempt or mandatory to participate in the Choices program. HHSC and Texoma's service provider staff coordinate resources and provide coordinated services to address Choices and SNAP customers' barriers to employment. Although primarily an employment program, some of the other services provided to Choices and SNAP customers to address barriers to employment include Job search assistance, including job referrals, support services such as transportation assistance, child care, and work-related expenses, job skills assessments, career counseling and planning, training in basic and occupational skills, work experience/community service, and referrals to other community services.

Since 2001, Texoma staff have participated in a TANF regional meeting that also includes the Tarrant, North Central, and Dallas Workforce Boards. HHSC attendees include regional policy, program management, and appeals representatives. Meetings are held either in-person or virtually and attendees from both agencies bring up issues/questions about program management, policy guidance or appeals for both the Choices and SNAP programs. Meeting goals are to collaborate, coordinate, problem-solve, and share best practices for Choices and SNAP customers. This meeting has proved invaluable in establishing best practices, detecting/preventing errors and providing an avenue fostering communication between all of our agencies in an open discussion format to resolve issues and concerns.

➤ **Child Care Services**

Texoma Child Care Services (CCS) strengthens families and communities by offering assistance to help low-income parents pay for child care so they can work or attend educational or vocational programs or look for employment. CCS funding provides scholarships to eligible families to help pay for child care costs. This program assists

not only families who are working, attending school, or looking for work but also to employers as many of these family members may not be able to continue to work if they had to pay the full cost of child care. This past year, CCS funding provided scholarships for 1,773 children and 1,021 families.

Another Texoma child care asset involves assisting child care providers in providing quality care. TWC's Texas Rising Star (TRS) program is a quality rating and improvement system for child care programs participating in the Board's Child Care Services program. Those providers who



have achieved a TRS two-, three- and four-star levels have demonstrated higher levels of quality in the delivery of child care services and this achievement is tied to higher payment rates for children enrolled in the CCS program. TWC provides the following websites with additional public information about the state's TRS program: <https://texasrisingstar.org/about-trs> and <https://www.twc.texas.gov/programs/texas-rising-star>. Texoma provides mentoring staff to assist providers in attaining TRS levels. TWC has contracts with independent assessors who provide assessments to child care providers to see if they are meeting multiple criteria to attain a TRS star level.

Texoma also provides quality grants to assist child care providers in purchasing curriculum, manipulatives, furniture (cribs, tables, etc.), playground equipment, strollers, and other needed supplies and equipment. This past year our General Quality Grant provided \$84,228 to 39 child providers.

The CCS program also provides multiple training opportunities to assist providers and their staff in meeting quality objectives. Another facet of the CCS Quality program is providing scholarships for child care workers to attend college to obtain certifications in the child care field.

Several quality projects are promoted throughout the year:

- Funding was provided for 24 students to attend college to work on their child care certification.
- Nine child care providers participated in the Infant and Toddler Expansion Initiative which resulted in an increase of infant/toddler capacity by 49 slots.
- General professional development training was provided in 28 sessions where 549 professionals attended. Some of the topics included financial literacy for

business, early childhood education topics, general child development, and Texas Rising Star accreditation assistance.

- An annual Super Saturday training is held each year in April and this past year, with 115 child care staff attending which represented 21 child care centers and 7 home providers.

Activities provided targeted to children in the centers included:

**Science, Technology, Engineering, Art, Math – STEAM.** The STEAM 2024 focus was Art. Over 900 children from 44 provider facilities participated in this project. Children’s ages ranged from 3 to 12 years old. Projects included crayons, watercolors and mixed media paper. A small monetary incentive was given the 3–5-year-old classrooms that participated.



**The World Around Us Literacy Program** involved 1,000 students from 42 provider facilities. Project focus was to make students aware of states, monuments and national parks for older students and younger students participated in learning more about the State of Texas. A small monetary incentive was given to all providers that participated.

### ➤ **Community Services Block Grant Act Employment and Training Activities**

Texoma has multiple Memorandums of Understanding (MOU) with area providers who operate with Community Services Block Grant (CCBG) funding from multiple federal agencies. Texoma’s agreements include local housing authorities, the Texas Health and Human Services Commission, and the Texoma Council of Governments (TCOG). These agreements allow our agencies to partner together to provide cross referrals, staff training, and support services to our joint customers.

### ➤ **Native American Programs**

The Alabama-Coushatta Employment and Training (E&T) Program is housed in the Denison Workforce Center. This program has been in existence since 1973 and is funded through WIOA Section 188. The Alabama-Coushatta E&T program that is operated out of Texoma workforce centers serves 121 Texas counties. This organization has a goal to assist Native Americans/American Indians, Native

Hawaiians, and Native Alaskans in increasing their skill level and locate employment and economic opportunities to strengthen their economic outlook while retaining their traditions. Texoma operates with Alabama-Coushatta through a Memorandum of Understanding (MOU) that outlines joint referrals and communication, quality customer service, technical assistance, and staff trainings relating to priority of service requirements and program eligibility for each program.

➤ **Senior Community Service Employment Program (SCSEP) and National Farm Workers Job Program (NFJP)**

Motivation Education & Training, Inc. (MET) is housed in Texoma's Denison Workforce Center. MET operates the Senior Community Service Employment Program (SCSEP) and the National Farm Workers Job Program (NFJP). Texoma has Memorandums of Understanding for both programs to allow cross-referrals, staff training, and serves as a worksite for participants in the SCSEP program. MET's SCSEP program provides part-time subsidized employment opportunities for low-income, unemployed senior citizens. MET's services are targeted to low-income families (no more than 125% of the federal poverty level) who are at least 55 years old and unemployed. MET's NFJP program provides assistance to farmworkers who are unemployed and underemployed.

➤ **Trade Adjustment Assistance (TAA) programs**

Texoma operates the U.S. Department of Labor's TAA program which is targeted to individuals who are laid off due to imports or their jobs moving overseas. Texoma's TAA participants are also enrolled in the WIOA Dislocated Worker program in order to maximize both program's benefits for the customer. TAA is primarily a program that offers training, case management, and trade readjustment allowances. This federal program ended in 2022, however, Texoma still continues to provide needed assistance to customers who were laid off under TAA guidelines.

➤ **Veteran Employment and Training Programs—Local Veterans' Employment Representative (LVER) and Disabled Veterans' Outreach Program (DVOP)**

The Texas Veterans Commission (TVC) has assigned a Disabled Veterans' Outreach Program (DVOP) specialist to the Texoma area. This specialist primarily assists veterans who are disabled in locating education and employment opportunities. Cross-referrals and trainings between Texoma's TVC-DVOP and Workforce staff routinely occur. Both staff work with Veterans in the area of available

job postings, referrals, Veteran's priority of service, and opportunities for training through the WIOA program. Since Texoma has only DVOP to cover our tri-county area, close coordination of services occurs to ensure all Veterans receive needed services.

Texoma ensures that eligible Veterans receive priority of services for all workforce center services. This means that eligible Veterans can receive access to services before individuals who are not qualified for priority of service. Priority of Service training is provided to all Texoma service provider staff to ensure Veterans receive all needed services, whether the service is provided by the TVC DVOP or Texoma service provider staff.

### ➤ **Unemployment Insurance (UI)**

The Texas Workforce Commission operates the Unemployment insurance program in Texas. Texoma workforce staff provide assistance to claimants to assist them in quickly locating employment, UI claim appeal hearings and communication with TWC's UI department. Through Texoma's resource rooms, individuals can use telephones, high-speed internet service, computers, printers, and fax machines to file their claim, communicate with UI staff and look for a job. Texoma's service provider staff actively outreach UI claimants to offer assistance with creating a resume, developing interview skills, and providing job search opportunities through WorkInTexas.com and other job-matching sites.

#### • **Reemployment Services and Eligibility Assessment (RESEA)**

A sub-set of UI claimants are selected by TWC as being most likely to exhaust their unemployment benefits and are referred to Texoma for enrollment in the Reemployment Services and Eligibility Assessment (RESEA) program. The goal of the RESEA program is to assist individuals who file for Unemployment Benefits who are most likely to exhaust those benefits in quick engagement to the workforce. Those who are 'most likely to exhaust' are identified by TWC through a statistical analysis of their work history, occupational field, wage and location and other pertinent factors. Claimants who have a score from this statistical analysis that is over the Texoma board's cutoff score are mandatory to participate in the RESEA program. Texoma provides a case manager for all RESEA participants.

This past year, Texoma voluntarily participated in a Subsequent Meeting Pilot. In this pilot program, claimants identified for the RESEA program not only must participate in one face-to-face meeting but also two additional face-to-face



meetings. At these meetings, a personalized employment plan is developed, job search logs are reviewed, personalized labor market information is created, and the customer's ability to look for and accept employment is evaluated. In addition, job referrals are offered at each meeting. Additional case managed services are provided to move claimant's quickly back into the workforce. With lessons learned in this pilot, the program is slowly being rolled out to other Boards in Texas.

➤ **US Department of Housing and Urban Development**

Texoma has Memorandum of Understanding (MOU) agreements with seven Housing Authorities in our area. These agreements assist staff in making cross-referrals for both housing and workforce assistance, including assistance with training, employment, and needed support services.

➤ **Wagner-Peyser Act Employment Services**

The Texas Workforce Commission operates the Wagner-Peyser program in the state. Wagner-Peyser staff, Employment Services staff are hired and placed in the Texoma workforce centers to assist both job seekers and employers. For employers, the primary assistance provided is assistance with posting jobs in the WorkInTexas.com system and providing job matching to assist employers in finding qualified candidates for their open positions. Employment services staff also provide job seekers with assistance in getting their application posted in WorkInTexas.com and other job sites and providing job referrals so they can obtain needed employment.

**WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE**

**PART 3: CORE PROGRAMS**

**B. CORE PROGRAMS: EXPAND ACCESS, FACILITATE DEVELOPMENT, AND IMPROVE ACCESS**

**3.B.1 Texoma Board's description of how the Board will work with entities carrying out core programs to expand access to employment, training, education, and support services for eligible individuals, particularly eligible individuals with barriers to employment.**

Workforce Solutions Texoma supports Workforce Innovations and Opportunity Act (WIOA)'s focus on serving individuals with barriers to employment. Texoma has a priority to serve adults and youth with disabilities, public assistance recipients and other low-income individuals, as well as those who are basic-skills deficient. Texoma will continue to ensure collaboration with local area entities who also serve these individuals, such as Health and Human Services, Texoma Area on Aging, Texoma Council of Governments, the Texas Workforce Commission's Vocational Rehabilitation (VR) programs, Adult Education and Literacy (AEL) programs, Texas Veterans Commission staff, and Motivation Education & Training (MET), the area's Senior Community Service Employment and National Farm Workers Job Programs, as well as local housing authorities and the Texoma Council of Governments to promote co-enrollment and avoid duplication of services and maximizing Board resources.

Texoma has oversight of the employment programs for HHSC's Temporary Aid for Needy Families (TANF) employment program and the Department of Agriculture's Supplemental Nutrition Assistance Program (SNAP) employment program. Similar to WIOA programs, these programs have their own budgets, which provide support service opportunities to assist customers in overcoming barriers to employment, such as transportation, housing, and utility assistance. Many of the participants in the TANF and SNAP employment programs also have barriers to employment that often include some type of disability. Referrals to Core partners, such as Vocational Rehabilitation Services are made to provide assistance to these customers in attaining their employment goals. In addition, supportive services in the form of child care assistance can also be offered from the Child care Development Block Grant (CCDBG) Programs, which are also under the Board's oversight, and offer subsidies to low-income individuals in training or employment to assist with their child care needs. At various times of the year, the Texoma Council of Government (TCOG) offers assistance with utility assistance. Co-enrollment opportunities currently exist between all of these programs, including all funding streams of the Workforce Innovations and Opportunity Act (WIOA) programs and the Trade Adjustment Assistance for Workers (TAA) program within our one-stop system in order to seamlessly provide our joint customers with needed access to multiple funding streams to achieve their employment goals. Oversight of these programs provides multiple opportunities and allow Texoma to leverage financial resources for our program participants and provides flexibility for funding streams and programmatic planning. In addition, we work with our Vocational Rehabilitation (VR) and Adult Education and Literacy (AEL) partners to provide joint case management for our mutual customers based on customer need.

### **3.B.2 Texoma Board's description of how the Board will work with entities carrying out core programs to facilitate the development of career pathways and co-enrollment, as appropriate, in core programs.**

Workforce Solutions Texoma will use the following strategies to ensure employer and job seeker needs are met through career pathways and co-enrollment opportunities:

- Work to expand the scope of talent development strategies for in-demand industries and occupations, including, but not limited to, subsidized employment, enrollment in targeted occupations and continue to emphasize the use of apprenticeship programs.
- Explore opportunities to build innovative projects that address hard-to-fill positions, meet industry needs and create employment opportunities for jobseekers.
- Make data-informed decisions and validate career pathways with employers to ensure our one-stop staff and education and training providers are consistently meeting the needs of job seekers and industry partners.
- Continue to work with partner agencies to jointly serve mutual customers and co-enroll customers to effectively utilize resources.
- Continue to promote industry-recognized certificate/certification programs that are portable and stackable, such as the Manufacturing Technology Certificate and Electronics Engineering Technology (EET) Certificate programs developed in collaboration with Texoma's Manufacturing Committee and our education partners that are currently offered in multiple area high schools.
- Texoma will continually seek employer input to ensure that career pathways are identified and associated with employer needs. In this effort, Texoma will:
  - Convene employer partners to verify labor market information, identify market shifts and challenges, growth opportunities and occupational gaps.
  - Work with employers and educational partners to catalog knowledge, skills and abilities that lead to success in critical occupations.
  - Work with employers and educational partners to define career pathways that can be communicated to jobseekers and regional partners.
- Provide continuing support to local school districts and community colleges universities in their program development of certificate and credit programs assessment by providing labor market information and participating in stakeholder groups and program advisory committees.

- Texoma’s Career Coaches will continue to work with middle and high school students to ensure students are making an informed decision about their future education and employment plans when they choose their endorsement path and as they plan to graduate. Part of the Career Coach’s toolkit includes information on Texoma’s in-demand industry sectors and occupations, internships, career readiness activities and future educational opportunities. Our Career Coaches regularly introduce students to TWC resources such as Texas Reality Check, Texas Career Check, Texas Oncourse, Jobs Y’All career exploration activities and other career exploration opportunities.

### **3.B.3 Texoma Board’s description of how the Board will work with entities carrying out core programs to improve access to activities that lead to a recognized postsecondary credential (such as an industry-recognized certificate or certification) that is portable and stackable.**

Texoma has designed strategies as noted in 3.B.1 and 3.B.2 to support the alignment of curricula and credentials to workforce needs and support achievement of core competencies, credentialing and education requirements. Texoma’s work and close partnerships with employers will lend itself to discussions on the actual skills needed for the industry and/or occupation. Each career pathway will include education, training, employment, retention and advancement requirements, so jobseekers have a clear understanding of upward mobility options.

Texoma will also explore opportunities to invest in innovative projects that meet the needs of employer’s needs in demand industries and that support work-based learning opportunities. Texoma will ensure each enrolled customer has an identified career pathway, which will assist our customers in identifying pathways and growth opportunities available within specific industry sectors. We will also ensure classroom and work-based training is provided in fields and occupations that have opportunities to obtain credentials that are portable and stackable and provide clear and attainable pathways to employment.

Also crucial to our regional strategy will be providing Texoma’s employers information about the benefits of creating work-based learning opportunities for their current employees, i.e., strategies that increase employee satisfaction and/or reductions in employee turnover. Texoma will work with our local employers and community college

partners to develop Skills Development proposals for customized job training programs for businesses who need to train new workers or upgrade skills of their existing workers. Through Texoma’s Target Occupations List, available to the public through our website at: <http://www.workforcesolutionstexoma.com/target-occupations>, the Board outlines career opportunities that assist both adult and youth customers in accessing good jobs, wages, and careers.

**WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE**  
**PART 4: ONE-STOP SERVICE DELIVERY**  
**A. ONE-STOP SERVICE DELIVERY SYSTEM**

**4.A.1 Texoma Board’s description of the Texoma workforce area’s one-stop delivery system, including explanations how the Board will ensure the continuous improvement of eligible providers and how providers will meet the employment needs of local employers, workers, and job seekers.**

Texoma conducts local monitoring of contractors to ensure they are following all applicable federal, state, and local laws, rules, and policy. These reviews are also conducted to ensure the one-stop operator is meeting the needs of local employers, workers, and job seekers.

Texoma assists our training providers applying to have their programs certified on the state’s Eligible Training Provider List (ETPL). The state’s ETPL can be assessed at: <https://www.twc.texas.gov/partners/eligible-training-providers>. TWC is currently using the EdVera online system for training providers to upload program information which is then sent to Boards for review and verification of the required employer partnership documentation. Finally, the program is electronically submitted to TWC for approval. Once TWC approves the program, and places the program on the statewide ETPL, Workforce Innovation and Opportunity Act (WIOA) scholarship funds can be used for eligible participants. Also, once a program is approved on the ETPL, any Board in the state can refer eligible participants to the program. Training providers are required on an annual basis to submit student data, including program enrollment, drop-out, completion rates, and credentials attained for each individual enrolled in training.

In order to ensure continuous improvement of eligible training providers, Texoma reviews and responds to any training participant complaints, continuously reviews training completion and entered employment rates, and holds training programs accountable for ensuring quality programs are provided. With input from our service provider, the Board reviews completion rates, employment in training-related occupations as well as customer satisfaction to ensure programs are delivering high-quality training to all participants. The Board takes immediate action to work with providers to improve programs and/or suspend or remove programs with identified issues. If necessary, Texoma can place training programs in a 'hold' status while the training provider provides required improvements to curriculum and outcomes.

TWC matches information for each program participant to wages and publishes annually a Statewide ETPL Performance Report that lists the number of students, exiters, successful completions, and percent of students that receive a credential. Texoma uses this information to benchmark local program performance to other similar programs in the state. TWC will remove programs from the statewide ETPL if they do not receive the required annual student data report from any training provider.

Texoma also works with our employers and providers on advisory councils to provide real-time information to providers about employer needs that providers use to discontinue, create or enhance their training programs.

The Board reviews the Target Occupations list on at least an annual basis to ensure programs are in demand and meet the average wage for the Texoma Area. Programs are added to or deleted from this list as needed based on an analysis of labor market information, local economic indicators, local employer need and available training. Our goal is to ensure we are training individuals in careers that will result in their being hired in available jobs. The list of Target Occupations is approved in an open Board meeting and then published for the public on Texoma's website, <http://www.workforcesolutionstexoma.com/targeted-occupations>. Providers are sent a copy of all revisions to the target list.

**4.A.2 Texoma Board's description of the Texoma workforce area's one-stop delivery system, including explanations of how the Board will facilitate access to services provided through the one-stop delivery system, including to remote areas, using technology and other means.**

Texoma's tri-county area does include some remote areas. Texoma has three one-stop centers centrally located in each of our three counties for the convenience of our customers. Each of our workforce centers offers Resource Rooms that enable customers to use computers for resume creation, job seeking, or completing employer online applications. In addition, all centers, and many local housing authorities and libraries have links to WorkInTexas.com, the statewide job-matching system on their computer workstations. WorkInTexas.com creates a 24/7 remote-access opportunity for both employers to post jobs and advanced job matching to help employers find qualified candidates for open positions. WorkInTexas.com also offers job seekers the same 24/7 access to personalized job matching, resume building, and access to career tools. It should be noted that WorkInTexas.com can be accessed from any location as long as there is an Internet connection which offers job seekers and employers flexibility in looking for jobs and filling job vacancies. Texoma provides all citizens in our tri-county area access to online programmatic applications for our WIOA and child care programs.

To accommodate remote customers, Texoma has Letters of Agreement with 13 libraries in our tri-county area. Through these agreements, Texoma works with library information technology staff to place icons for our website, WorkInTexas.com, and multiple TWC career tools, such as Jobs Y'All, Texas Career Check, Texas Reality Check, and others on desktops of public-facing computers for easy access to library customers. Training is provided to Library staff on the purpose of each icon and a laminated desk aide giving a description of each icon is placed at all computer locations. These agreements also include customer-referral opportunities for libraries to directly make referrals for needed services.

Texoma's website, [www.workforcesolutionstexoma.com](http://www.workforcesolutionstexoma.com) has a chat feature that enables customers to interact with staff without in-person visits, email or telephone calls. The chat feature is manned by staff during office hours Monday-Friday. After business hours, the chat feature has the capability for customers to submit inquiries via email which are responded to the next day by service provider staff. Through the online application process on our website, customers can securely apply for program assistance and upload documents needed for eligibility determination at any time of the day without having to come into a local workforce center. Many of our participant customers use this feature to upload documents directly from their cell phone through the website, such as program participation documents like timesheets and employer verification documents. Staff have access to set up in-person meetings with applicants and customers through Zoom or

Microsoft Teams. We also are one of the two pilot boards in the state to participate in a Vocational Rehabilitation and Workforce Referral program to facilitate communication and cross-referrals of adults between our programs.

Texoma service provider staff also work with program customers in the Temporary Assistance for Needy Families (TANF) and Supplemental Nutrition Assistance Program's (SNAP) Employment and Training programs, Workforce Innovation and Opportunity Act (WIOA), and Reemployment Services and Eligibility Assessment (RESEA) Program who are located in rural areas or having transportation difficulties. In these instances, customers may speak to their case managers through Zoom calls or TEAMS chats on the Internet or through their cell phones, as needed, for required customer contact to meet programmatic requirements.

**4.A.3 Texoma Board's description of the Texoma workforce area's one-stop delivery system, including how entities within the one-stop delivery system, including Boards, contracted service providers, and one-stop partners, will comply with WIOA §188 (related to Non-Discrimination), if applicable, and with applicable provisions of the Americans with Disabilities Act of 1990 regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals who have disabilities.**

Texoma is committed to providing employment and job retention opportunities to people with disabilities throughout the Texoma region. All of Texoma's workforce centers are physically and programmatically accessible. TWC's Vocational Rehabilitation staff consult with workforce staff to ensure assistive technology resources meet their customer's needs.

In addition, Texoma has developed multiple Memorandums of Understanding (MOU) with one-stop partners with the goal of enhancing the provision of services to individuals, including those who have disabilities. Texoma's MOU's contain agreements for co-case management, customer referrals, staff cross-training, provisions for technical assistance, and use/sharing of information for our joint customers. In addition, each MOU contains assurances that each party will abide by the Equal Opportunity and Non-Discrimination



provisions concerning physical and programmatic disabilities relating to the following laws:

- WIOA Title I, Section 188 – Nondiscrimination
- Title VII of the Civil Rights Act of 1964
- The Pregnancy Discrimination Act
- Equal Pay Act of 1963
- Age Discrimination in Employment Act of 1967 (ADEA)
- Americans with Disabilities Act of 2008, as amended by the Americans with Disabilities Act of 1990 (ADA)
- Sections 102 and 103 of the Civil Rights Act of 1991
- Sections 501 and 505 of the Rehabilitation Act of 1973
- The Genetic Information Nondiscrimination Act of 2008 (GINA)
- Other Federal and State required accessibility and non-discrimination requirements.

In accordance with the Workforce Innovations and Opportunity Act (WIOA) guidance, Memorandums of Understanding (MOU) were developed with WIOA required partners that includes the required infrastructure funding plan, as follows:

- Grayson College's Adult Education and Literacy Program
- Motivation Education & Training, Inc., US DOL's Senior Community Service Employment Program (SCSEP) and the National Farm Workers Job Program (NFJP)
- Texas Veterans Commission
- Alabama-Coushatta Indian Tribal Council Employment and Training Program

Additional MOU's developed by the Board and local community partners include:

- Health and Human Services Commission (HHS)C - Region 3 - Cooke, Fannin, & Grayson Counties
- Cooke County Friends of the Family, Inc., d/b/a Abigail's Arms
- Housing Authority of Denison (DHA)
- Sherman Housing Authority (SHA)
- Housing Authority of Grayson County
- Texoma Housing Partners (THP)
- Texoma Community Center (TCC)
- Texoma Council of Governments (TCOG)
- E-Verify (Department of Homeland Security - DHS)
- Fannin County
- Motivation Education & Training, Inc. (MET)
- CitySquare TRAC Program
- Hamilton Valley Management, Inc., d/b/a Valley View Apartments and Willowick Apartments Gainesville
- Hamilton Valley Management, Inc., d/b/a Valley View Apartments and Willowick Apartments

Texoma performs an annual monitoring review of the Board's compliance with WIOA §188 and the applicable provisions of the Americans with Disabilities Act of 1990 and provides oversight for all applicable requirements in each MOU agreement. A site visit is performed annually for each workforce center to verify physical accessibility requirements with documentation of accessibility provided and any identified issues documented on the ADA Monitoring Checklist for Texas Workforce Facilities that is based on the 2012 Texas Accessibility Standards (TAS).

Texoma's Student HireAbility Navigator works with both local and regional Vocational Rehabilitation staff, local colleges, regional Education Service Centers, local schools, and employers to develop learning opportunities for students with disabilities, including, but not limited to, virtual opportunities. Highlights of accomplished projects include:

- **Creation of multiple videos of interviews with employers** that hire people with disabilities with some of those employers being Reba's Ranch House, Holiday Inn, and Grand Central Station. These videos have been created to enhance employment opportunities for people with disabilities and have been archived for easy access anytime on our website at: <https://www.workforcesolutionstexoma.com/video-resources>.
- **Americans With Disabilities Act (ADA) and National Disabilities Employment Awareness Month (NDEAM)** activities were held in July and October 2024 with the focus of assisting employers in learning about the resources available in hiring and retaining individuals with disabilities. In addition, four Proclamations were signed by our largest cities in support of the ADA.
- **Accessible Video Resources** New videos additions targeted to both students with disabilities and their parents as well as Vocational Rehabilitation and local Independent School District staff include virtual presentations by local and regional community experts over topics such as 'College Planning', 'Making the Most of your IEP Team/ARD Meeting', 'Tips for Launching our Special Needs Teen into Adulthood' and 'What is a Letter of Intent' and 'Why Do I need One'. These videos were archived for easy access through our website at: <https://www.workforcesolutionstexoma.com/disability-videos>.
- **Educational Informational E-Mail/Newsletter** has been frequently provided to workforce staff, Vocational Rehabilitation staff, local independent school districts, local employers, housing authorities, and libraries. This information

is developed to focus on providing information on national and local resources, quick facts and common misconceptions around disabilities and to help reduce common stereotypes.

Additional programs performed in collaboration with our Vocational Resource partners to support individuals with disabilities include;

- **Paid Work Experience.** This program is a collaboration with Transitional Vocational Rehabilitation (VR) Counselors to identify potential worksites for students in the 2019-2020 school year. A total of 39 worksite agreements with a commitment to place up to 79 students with disabilities in a paid work experience activity have been signed by our local employers.
- **Summer Earn and Learn (SEAL) Program:** Since 2017, in conjunction with TWC's Vocational Rehabilitation (VR) partners, Texoma also sponsors the Summer Earn and Learn (SEAL) program that supports subsidized internship opportunities for youth with disabilities. The objective of the SEAL program is to increase work-based learning opportunities for students with disabilities through Texas' integrated workforce system, thus providing participants with foundational employment skills and better preparing them for successful transition to postsecondary education and employment. The SEAL program provides these youth work readiness training and paid work experience during the summer months using the following basic components:
  - pre-employment work readiness training and preparation for the work experience placement;
  - work experience to help participants gain familiarity with the workplace environment and develop transferable job skills; and
  - paid compensation for time worked on the job.

The 2024 SEAL program received 95 student referrals and placed 68 of these students into a paid work experience with 41 employers. Texoma is currently in the planning process with our Vocational Rehabilitation partners for the 2025 SEAL program.

#### **4.A.4 Texoma Board's description of the Texoma workforce area's one-stop delivery system, including explanations of the roles and resource contributions of the one-stop partners.**

Texoma works closely with the multiple core and required partners - see details outlined in Part 3 of this plan. All one-stop partners refer customers to each other and work closely together to ensure both employer and job seeker customer needs are met. Cross-referrals and staffing to support mutual customer employment goals are frequent. Memorandums of Understanding (MOU) are developed with the following partners housed in our workforce centers that include an infrastructure funding agreement to ensure each partner program pays its fair cost for the one-stop center.

- Grayson College's Adult Basic Education (AEL) Program
- Texas Veterans Commission
- Motivation Education & Training (MET) – Senior Community Service Employment Program (SCSEP) and the National Farm Workers Job Program (NFJP)
- Alabama-Coushatta Indian Tribal Council Employment and Training Program.

**WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE**  
**PART 4: ONE-STOP SERVICE DELIVERY**  
**B. EMPLOYER ENGAGEMENT, ECONOMIC DEVELOPMENT, AND UNEMPLOYMENT INSURANCE PROGRAM COORDINATION**

**4.B.1 Texoma Board's description of the strategies and services that will be used in the workforce area to facilitate the engagement of employers, including small employers and employers in in-demand industry sectors, in-demand occupations, and target occupations, in workforce development programs.**

The largest two industry sectors in the Texoma region are manufacturing and healthcare. Texoma has a multi-faceted approach to aligning with industry needs. Currently, employers from both small and large manufacturing businesses (ranging from 10 employees to 1600) participate in the Manufacturing Committee which has developed curriculum in coordination with Grayson College for manufacturing career pathways. The largest hospitals in the area, two smaller hospitals and multiple nursing homes participate in the Healthcare Committee. Both North Central Texas College and Grayson College have advisory boards to seek employer advice for curriculum development. Texoma is a founding member of Grayson's Center for Workplace Learning's advisory board. Texoma

staff regularly attend Manufacturing Roundtables, plant managers meetings, Human Resource Managers meetings and civic clubs throughout our tri-county area where interaction with local businesses and economic development partners occurs.

Through local committees, focus groups and our Board members, staff stay connected to area businesses. Our partnership with the Center for Workplace Learning and the Adult Education and Literacy programs offers opportunities to be in tune with the needs of local employers and to participate with groups that design programs to meet the needs of businesses. Texoma is currently in the process of planning for the Third Annual Healthcare Workforce Summit. This Summit encompasses healthcare workers, students, and both independent school district and college faculty in Texas and Oklahoma. Target of the group is to strategize solutions to address current and future shortages of healthcare workers.

Texoma's business services staff offer a wide range of assistance to all employers in the Texoma area. Both large and small employers are outreached and offered assistance in placing job orders, job matching, providing labor market information pertinent to business needs, and specialized assistance with helping employers navigate the state's WorkInTexas.com job matching system.

#### **4.B.2 Texoma Board's description of the strategies and services that will be used in the workforce area to support a local workforce development system that meets the needs of businesses in the workforce area.**

Through interactions with both large and small employers, community colleges, and community agencies and organizations, Texoma solicits employer engagement in developing the strategic direction of the Board, including the development of the Board's Target Occupation List. In addition, Texoma provides numerous labor market information reports to employers to assist them in their hiring process, salary adjustments, and growth projections.

#### **4.B.3 Texoma Board's description of the strategies and services that will be used in the workforce area to coordinate workforce investment activities with regional economic development activities that are carried out in the local workforce area.**

Texoma has a long-standing relationship with our local economic developers in all three counties. We partner in multiple projects each year, provide employment data to them,

serve on boards and committees, meet with their prospects and attend their events. Multiple economic developers and employers have provided cash match for the Texas Industry Partnership Grants, High Demand Job Training Grants, and Teacher Externship grants and serve on our board and committees. Economic developers assisted with Texoma's purchase of economic modeling software that provides real-time labor market information to not only our economic developers but also to our education and employer partners. Texoma's Executive Director meets regularly with our economic development partners and she has served for five years as the Chair of the Sherman Economic Development Corporation.

A new partnership for 2025 has been developed with the Sherman Economic Development Corporation (SEDCO) to assist with the WOMO project – Women-Owned and Minority-Owned businesses. The WOMO project provides education and support to new and existing business owners. Texoma, along with SEDCO, Grayson College, Austin College, and other community partners, is also working with a group of women in Science, Technology, Engineering, and Math (STEM) fields to support growth, mentorship, and address needs and challenges for women in these fields.

#### **4.B.4 Texoma Board's description of the strategies and services that will be used in the workforce area to promote entrepreneurial-skills training and microenterprise services.**

Texoma maintains partnerships with local Small Business Development Centers located at our community colleges which assist in promoting entrepreneurial-skills training and microenterprise activities for our joint customers. Support has also been given to entrepreneurial and microenterprise businesses from local economic development entities who have offered financial assistance through grants and loans. Multiple entrepreneurial/microenterprise businesses have grown in recent years in the Texoma area such as craft brewers and local wineries. Many other small businesses bring their products, wares and craft items to local farmer's markets.

Developments in community support for entrepreneurial/microenterprise activities can be seen in the multiple food truck parks and Denison's RailYard Food Hall Incubator where fledgling chefs can rent time-limited low-cost workspaces that contain everything they need to grow and succeed in their business. One of the Denison Development Alliance's (DDA) major goals is to provide entrepreneur training and facilitate an entrepreneur-friendly environment to recruit and strengthen business owners. DDA also offers scholarships for entrepreneurs and owners to participate in the Destination Creation Course, which helps small businesses strengthen and grow.

#### **4.B.5 Texoma Board's description of the strategies and services that will be used in the workforce area to strengthen the linkage between the one-stop delivery system and unemployment insurance programs.**

Texoma plays a vital role in assisting unemployment insurance (UI) claimants in obtaining employment which assists our employers and strengthens the overall workforce availability in the Texoma area. We provide assistance to claimants in setting up their WorkInTexas application so they will be able to obtain as many job matches as possible and also provide resume assistance through the WorkInTexas resume feature. Resume creation assistance can also be obtained through use of software available in our workforce centers. We also provide assistance to claimants' in the area of job search by the creation of several job search assistance videos in both English and Spanish that are posted on our website under the Jobs & Careers header at: <https://www.workforcesolutionstexoma.com>. These videos include topics such as Resume-Chronological and Resume-Functional. A WorkInTexas workshop is provided both in-person and virtually to teach job seekers how to create, edit, and monitor their WorkInTexas application so job seekers and claimants can look for available jobs in the WorkInTexas system. Many questions about unemployment insurance claims are responded to by staff at all workforce centers daily. Workforce staff also offer assistance to claimants in contacting the unemployment offices in Texas for assistance with their claim and responses to specific questions about their application.

Staff also offer a private location in each of our centers for claimants to make calls to the State's Unemployment Insurance department for assistance with their claim or for appeals hearings. Texoma provides in-person worker profiling services through the Reemployment Services and Eligibility Assessment Program (RESEA). The RESEA program targets claimants who are identified by the state's Unemployment Insurance department through statistical modeling as most likely to exhaust benefits. The state's statistical modeling includes metrics such as work and other related factors, including, but not limited to length of workforce attachment, occupational field, wage, and location. Information and assistance is provided through RESEA program to help claimants find new employment as quickly as possible through the development of an individualized employment plan and the provision of customized job search assistance and customized labor market information to assist claimants in targeting in-demand industries and occupations for quicker attachment to the workforce. Customers interested in training

opportunities are assessed and enrolled in the Workforce Innovations and Opportunities Act (WIOA) Dislocated Worker Program to provided further assistance in their career

## **WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE**

### **PART 4: ONE-STOP SERVICE DELIVERY**

#### **C. COORDINATION OF WAGNER-PEYSER SERVICES**

#### **4.C Texoma Board’s description of the strategies that are used to maximize coordination, improve service delivery, and avoid the duplication of Wagner-Peyser Act services and other services that are provided through the one-stop delivery system.**

The Texoma Board is committed to maximizing partner relationships to leverage resources and avoid duplication of services. Staff who are housed in our one-stops work side-by-side with our service provider staff to provide services to employers, job seekers, and incumbent workers with a goal of maximizing customer access to multiple funding streams all targeted to assisting all of our customers to achieve their employment goals, including helping employers to meet their hiring needs.

All staff have access to general information about one-stop services, including use of our resource rooms, training information, labor market information and demand occupation information. As part of the Texas Model, Employer Services (ES) staff are included in all daily operations in Texoma’s one-stop centers. Services provided by ES staff are a part of Texoma’s integrated workforce system. All center staff duties and responsibilities are clearly outlined and are aligned with the overall roles and responsibilities of the workforce system. All staff receive training in the integrated model, all programs, and how each program impacts Texoma’s service delivery model. Center staff are cross trained to ensure efficiency and ensure that services are provided consistently across all programs.

Staff from all partners noted below are housed in Texoma’s one-stop centers and work together to provide access to information and resources such as job search assistance, placement assistance, job referrals, labor market information, subsidized employment opportunities, make cross-referrals and conduct staff training for other partners.

- **Wagner-Peyser Services**

In order to leverage resources and avoid duplication of services, Wagner-Peyser-funded staff are co-located in one-stop centers. Through the Texas



Model, work of the Wagner-Peyser-funded staff is jointly supervised by Texas Workforce Commission and the Board's One-Stop operator staff.

- **Texas Veterans Commission Disabled Veteran Outreach Specialist**

Texas Veterans Commission Disabled Veteran Outreach Specialist (DVOP) is also located in Texoma's one-stop. This individual, who provides services to Veterans and employers who employ veterans with a priority given to disabled and special disabled Veterans, also is a member of the one-stop's business services and employment services teams.

- **Alabama-Coushatta Employment and Training Program**

Alabama-Coushatta Employment and Training Program staff housed in our Denison Workforce Center provides Workforce Innovations and Opportunity Act (WIOA) employment and training services to Native Americans/American Indians, Native Hawaiians, and Native Alaskans in 120 counties in Texas, including the 3 counties in the Texoma workforce development area.

- **Vocational Rehabilitation Services**

Texoma works closely with our Vocational Rehabilitation partners who are now housed within the Denison workforce center full-time and provide part-time services in our two satellite centers in Gainesville and Bonham. We have developed a cross-referral process that assists both agencies in working with our mutual customers.

- **Adult Education and Literacy Act Services**

The Texas Workforce Commission also has oversight for the Adult Education and Literacy (AEL) Act programs by competitive procurement. In Texoma, the AEL program is locally administered by Grayson College, which is located in the Texoma WDA and co-locates in our Denison and Gainesville workforce centers. Texoma works closely with the AEL program in our region through a MOU agreement to ensure all workforce and AEL customers receive needed services.

**WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE**  
**PART 4: ONE-STOP SERVICE DELIVERY**  
**D. INTEGRATED, TECHNOLOGY-ENABLED**  
**INTAKE AND CASE MANAGEMENT**

**4.D Texoma Board’s description of how one-stop centers are implementing and transitioning to WorkinTexas.com for the programs that are carried out under WIOA and by one-stop partners.**

Workforce Solutions Texoma’s one-stop contractor has functioned with an integrated service delivery model for over twenty years. Case managers are trained on all workforce programs and manage their caseloads by alphabet. One caseworker is trained to support customers funded through multiple funding streams such as Choices (TANF employment program), Supplemental Nutrition Assistance Program (SNAP) Employment & Training program, and Workforce Innovations and Orientation Act (WIOA) Adult, Dislocated Worker and Youth programs.

In addition, facilitators and resource room staff are also trained on all programs to provide information and assist customers throughout the service delivery process. Our Business Services unit consisting of both state Wagner-Peyser and one-stop operator staff assist employers to fill openings, recruiting and enrolling area employers for subsidized employment sites for all workforce program, hosting multiple hiring events and job fairs, and throughout the WorkInTexas job posting and matching process. Our Business Services staff also work closely with child care providers in recruiting and retaining talent for their business needs. This level of integration is instrumental in streamlining and removing duplication in both services and program costs.

Workforce Solutions Texoma has utilized a paperless case management system since 2010. Texoma’s paperless system has been instrumental in streamlining paperwork and processes to improve the delivery of services and cut program costs. This paperless technology also is instrumental in protecting customer’s confidential information as all eligibility and other documentation is housed in a paperless environment, with no paper files being transported for eligibility determination, case management, oversight, monitoring or other purposes. All eligibility documents are scanned into the paperless system in front of the customer with the original documents being returned to the customer at that time. All programs have been streamlined using techniques from a Rapid Process Improvement (RPI) model to assist in improving the overall quality of services. Referrals

to and from one-stop partners are submitted in a confidential manner to ensure customer information and referral information are provided in a timely manner and confidential/personally identifying information (PII) is protected.

Several years ago, Texoma implemented an online application process for both the WIOA and child care programs. As of January 2025, the state implemented a statewide child care application form. Customers can apply for these programs via the Internet at the following links

- <https://www.workforcesolutionstexoma.com/jobs-careers>
  - Click on Selecting a Training Program and Paying for Training link
- <https://www.workforcesolutionstexoma.com/child-care-home-page>
  - Click on link to either login or create an account in TX3C to apply for child care assistance.

In response to customer need, Texoma has worked to provide many opportunities for our customers to access services. Some of these opportunities include:


- Online videos to provide information such as how to interview both in-person and virtually, career planning, fidelity bonding, selecting a child care provider and many others.
- Customer interactions with staff via Zoom meetings, TEAMS chats, and calls that can be made through any site that has an Internet connection, including customer's cell phones or through using computers at all libraries in the Texoma area.
- Customer completion of both workforce and child care program orientations and applications online
- Customer interactions to have quick chats with staff via the Pure Chat software available on our website: <https://www.workforcesolutionstexoma.com>. This technology has received positive reviews from customers and has resulted in over 3,969 chats (conversations) with 1,516 follow-up emails being sent to customers to continue conversations. The average chat duration is 7:56 minutes and the average staff response time is 11 seconds.
- Employer's ability to submit hire, eligibility and other documentation virtually through the secure portal on our website and through WorkInTexas.com.

Texoma has three one-stop centers centrally located in each of our three counties. Each of our workforce centers offers Resource Rooms that enable customers to use computers for resume creation, job seeking, or completing employer online applications. In addition, all centers, and many local housing authorities and libraries have links to WorkInTexas.com, the statewide job-matching system on their computer workstations. WorkInTexas.com creates a 24/7 opportunity for both employers to post jobs and advanced job matching to help employers find qualified candidates for open positions. WorkInTexas.com also offers job seekers the same 24/7 access to personalized job matching, resume building, and access to career tools. It should be noted that WorkInTexas.com can be accessed from any location as long as there is an Internet connection which offers job seekers and employers flexibility in looking for jobs and filling job vacancies.

In June 2023, all workforce staff transitioned program customer's Employment Plans to the WorkInTexas.com system. This provided customers easy access in a 24/7 environment to access their employment plans. In April 2024, WorkInTexas.com was designated as the case management system for all programs under the workforce umbrella. All eligibility, services, case notes, and other case management functions transitioned from the prior case management system to WorkInTexas.com. This process has not been without challenges. At the time of this plan, there still remains glitches in accessing data and missing data in WorkInTexas.com that is transferred from external sites, such as TWIST (the previous data entry system), and Health and Human Services. In addition, many tracking, customer, and performance reports that were previously available in the last system are still not available to staff. This has made it very difficult for the Board to track enrollments, progress, and performance management of our service provider. TWC continues to work with the WorkInTexas.com vendor to resolve these issues. We are hoping many of these issues will be resolved in 2025 with the state's partnership in steadily working on these issues.

Texoma has a strong partnership with our local libraries and housing authorities through Non-Financial Agreements. Through these agreements, each library and housing authority provides shortcuts on their public computer desktops to showcase workforce programs, including WorkInTexas.com, and career exploration resources such as Texas Reality Check, Texas Career Check, Texas OnCourse, and Jobs Y'All. We currently have a total of 14 Non-Financial Agreements with libraries and housing authorities in Grayson, Cooke and Fannin Counties.

Other workforce resources supporting an integrated, technology-enabled system include:

SYSTEM	PURPOSE
<p><b>Cash Draw and Expenditure Reporting (CEDR)</b></p>	<p>Texas workforce Commission’s online Cash Draw and Expenditure reporting system used by Board fiscal staff to report obligations and expenditures and to draw down funds from programmatic allocations.</p>
<p><b>Child Care Online Management Systems</b></p>	<ul style="list-style-type: none"> <li>• <b>TC3C:</b> The state’s new online Internet-based child care case management system is called Texas Child Care Connection (TX3C). All documentation, case management, and parent resources, such as applications for child care and search for a provider, can be accessed through this system.</li> <li>• <b>Kinder Sign/Kinder Smart:</b> A tablet or smart-phone application to allow parents to record attendance for their children.</li> <li>• <b>Kinder Connect:</b> Providers can view current child referral dates, weekly parent shares of cost, and attendance that has been recorded by parents for the children in their care. Providers can also review payment information within this system.</li> <li>• <b>Texas Child Care Availability Portal:</b> Child care providers can provide available openings by age group and share other useful information about their program, such as special activities, pictures, quality ratings, etc.</li> </ul>
<p><b>Program Integrity Reporting and Tracking System (PIRTS)</b></p>	<p>This online internet-based system is used for Board reporting of fraud and fact-finding cases related to potential fraud and recoupment issues for all programs.</p>
<p><b>WorkInTexas</b></p> 	<p>Texas Workforce Commission’s job matching system funded through Wagner-Peyser funds. WorkInTexas.com provides employers with job posting and advanced job matching opportunities. It also provides job seekers personalized job matching, resume assistance, customized labor market information, the ability to search job listings, including Texas state agency jobs, and a multitude of career tools. This free on-line web-based system is available to both employers and job seekers 24 hours a day, seven days a week.</p> <p>This system also has a separate employer section titled Customer Relationship Management to assist in managing job orders, marketing leads and employer work items.</p> <p>Also included is the ability to manage both in-person and virtual services provided to job seekers through the VOS</p>

	<p>Greeter platform housed in WorkInTexas. Job seekers can log in to kiosks provided at local workforce centers and select over 20 visit reasons, including appointments with workforce and one-stop partners, request services, log in orientation attendance. they need. Staff can access this same system to document virtual services provided to claimants and other workforce customers.</p>
<p><b>Texas Health and Human Services Texas Integrated Eligibility Redesign System (TIERS) Portal</b></p>	<p>Through partnership with the Texas Health and Human Services, all Boards in Texas have the ability to allow staff to complete training and paperwork to obtain access to HHSC’s TIERS portal. This access is used to obtain HHSC benefit information for customers enrolled in HHSC’s Supplemental Assistance and Nutrition (SNAP), Temporary Assistance for Needy Families (TANF) and Medicare programs. Access to these programs through this virtual interface is vital, provides multiple opportunities for coordination and streamlining services delivery in eligibility determination for the WIOA, Child Care Services, and SNAP and Choices Employment and Training Programs that Boards provide through one-stops.</p>

**WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE  
PART 4: ONE-STOP SERVICE DELIVERY  
E. THIRD PARTY PARTNERSHIP (TPP) IN  
SNAP EMPLOYMENT AND TRAINING PROGRAMS**

**4.E Texoma Board’s assurance of planning for the expansion of TPP including any planned or completed steps toward implementation.**

The State released guidance on October 9, 2024, pertaining to the SNAP Employment and Training Third-Party Partnership (TPP) program in the form of a Guide. This program provides reimbursement of up to 50 cents per dollar expended to local organizations that provide SNAP services to SNAP recipients. The state’s Third-Party Partnership initiative promotes Boards creating partnerships with these local organizations. Texoma is actively seeking opportunities to learn more about the SNAP Third Party Partnership initiative. Texoma started developing a list of potential community partners and plan to implement this program sometime during Fiscal Year 28 or 29.

**WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE  
PART 5: WORKFORCE INVESTMENT ACTIVITIES  
A. RAPID RESPONSE ACTIVITY COORDINATION**

**5.A Texoma Board’s description of how the Board will coordinate workforce investment activities that are carried out in the workforce area with the statewide rapid response activities described in WIOA §134(a)(2)(A).**

In order to rapidly support transitioning dislocated workers from layoff to re-employment, Texoma employs a variety of services. When Workforce Solutions Texoma receives a call from an employer requesting rapid response services, staff identifies the primary contact within that company and date of proposed layoff. Other ways the Board could receive information about a potential lay off event include calls or walk-ins from employees, a Worker Adjustment Retraining Notification Act (WARN) notice, or media announcements. Upon notification of a layoff event, Board staff gathers the number of affected employees and notifies the one-stop center staff so they can begin putting together packets for affected employees. Texoma then completes the Rapid Response Layoff Notification Form and submits it to the Texas Workforce Commission’s (TWC) Rapid Response Coordinator at the Layoff Notification Central department via e-mail. Upon receipt of the Layoff Notification Form, TWC issues a Rapid Response Control number so one-stop staff are able to complete required data entry in the state’s document management system. Texoma also notifies the TWC Unemployment Insurance (UI) staff liaison that provides on-site information to affected workers on filing for UI.

Texoma’s Rapid Response staff will make every attempt to schedule an on-site meeting with the employer as soon as possible to discuss the benefits of providing rapid response services to the affected workers. At this time, the Mass UI Claims, Layoff Aversion and Shared Work options will also be discussed with management. During these sessions, links to additional information on our website are also provided to the employer.

Once a rapid response on-site event is scheduled, a team consisting of the Texoma Board and service provider staff as well as the TWC UI staff liaison conducts an employee orientation, usually at the worksite, to give affected workers information pertaining to services and workshops available to employees. At this event, the TWC UI staff liaison gives employees information on filing for unemployment insurance benefits. Packets of information are passed out to employees containing the Rapid Response Data Form,

services brochures, WorkInTexas registration information, Unemployment Insurance information, 211 services information, and information on applying for the Workforce Innovations and Opportunity Act (WIOA) program for tuition assistance. After the rapid response event, information from the Rapid Response Data form that affected employees complete is then added to WorkInTexas.com by the service provider staff.

**WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE  
PART 5: WORKFORCE INVESTMENT ACTIVITIES  
B. YOUTH ACTIVITIES AND SERVICES**

**5.B Texoma Board’s description and assessment of the type and availability of workforce investment activities for youth in the workforce area, including activities for youth with disabilities. This description must include an identification of successful models of such activities.**

Texoma’s Healthcare and Manufacturing committees work with local employers and independent school districts to address middle skills gaps by designing in-school programs for high school students. Through the work of employers and educators on the Manufacturing Committee, students in multiple high schools in the Texoma area have had access to training in a manufacturing career pathway. Manufacturers and economic developers are so committed to this program they provide funding to support tuition, books and supplies for any high school student who wishes to enroll.

New for the 2024-2025 school year is the Electronics Engineering Technology (EET) training that is being piloted in the Sherman and Denison High Schools. Students who complete this training will be prepared to enter the workforce in the semiconductor industry. Curricula for the courses was developed by area manufacturers involved with the Manufacturing Committee and Grayson College.

The Healthcare Committee is also working to address the skills gaps in the healthcare industry. Representatives from the area hospitals, nursing homes, economic development, independent school districts, and community colleges attend these committee meetings to discuss strategies to address the skills gaps in Texoma. The goal of this committee is to create an interest in healthcare careers and to lay the foundation for advanced degrees in healthcare. The committee has developed programs for high school students to begin a career pathway in healthcare. Students can attend career and



technical education and dual credit classes while in High School and earn certificates in Certified Nurse's Aide (CNA), Certified Patient Care Technician (CPCT), Certified EKG Technician, and Certified Phlebotomy Technician (CPT). Texoma is currently in the process of planning for the Third Annual Healthcare Workforce Summit. This Summit encompasses healthcare workers, students, and both independent school district and college faculty in Texas and Oklahoma. Target of the group is to strategize solutions to address current and future shortages of healthcare workers.

Texoma also works with youth using three separate avenues in conjunction with the state's Vocational Rehabilitation Program.

- **Summer Earn and Learn (SEAL) Program:** Since 2017, in conjunction with TWC's Vocational Rehabilitation (VR) partners, Texoma also sponsors the Summer Earn and Learn (SEAL) program that supports subsidized internship opportunities for youth with disabilities. The objective of the SEAL program is to increase work-based learning opportunities for students with disabilities through Texas' integrated workforce system, thus providing participants with foundational employment skills and better preparing them for successful transition to postsecondary education and employment. The SEAL program provides these youth work readiness training and paid work experience during the summer months using the following basic components:
  - pre-employment work readiness training and preparation for the work experience placement;
  - work experience to help participants gain familiarity with the workplace environment and develop transferable job skills; and
  - paid compensation for time worked on the job.

The 2024 SEAL program received 95 student referrals and placed 68 of these students into a paid work experience with 41 employers. Texoma is currently in the planning process with our Vocational Rehabilitation partners for the 2025 SEAL program.

- **Paid Work Experience:** Texoma also supports VR's year-round Work Experience program for students with disabilities. Through this partnership, staff take an active role in identifying employers interested in mentoring these students. Currently, Texoma's Student HireAbility has been able to obtain 39 worksite agreements with a commitment to place up to 79 students with disabilities in a paid work experience

activity. In addition, Texoma's fiscal staff at the Board provides the hiring and payroll process for these students.

- Texoma's **Student HireAbility Navigator** staff housed at the Board works both locally and regionally, to promote VR's resources and services with a goal of primarily ensuring pre-employment transition services (Pre-ETS) are provided to students with disabilities as required under Title IV of the Workforce Innovation and Opportunity Act (WIOA), which amended the Rehabilitation Act of 1973 (Rehabilitation Act). This past year, Texoma's HireAbility Navigator has provided the following presentations:
  - Disability Etiquette Training for North Central Texas College staff
  - Multiple Vocational Rehabilitation Services for parents, and staff in the following organizations: Abigail's Arms, Spa 31, Grand Central Station, Lion's Club, North Texas Youth Connection and the Grayson County Child and Family Guidance Center.
  - In conjunction with subject matter experts, multiple webinars were provided targeted to students, parents, independent school district staff, employers, and other interested community members including:
    - Government Programs 101;
    - How to Hire, Retain, and Support Employees;
    - Should I Open an ABLE Account;
    - Why Do I Need a Special Needs Financial Planner & Attorney;
    - Top 5 Legal Documents Needed for Special Needs Planning;
    - Organizing Special Education Paperwork,
    - Self-Advocacy and Education,
    - Transition Tips for Launching Your Special Needs Teen, and many others.

These webinars and many others are recorded and made available at the following link on our website:

<https://www.workforcesolutionstexoma.com/disability-videos>.

Youth, including youth with disabilities, also have the opportunity to enroll in the Workforce Innovations and Opportunity Act (WIOA) youth program and participate in both paid and unpaid employment opportunities, complete their education, and participate in an array of services targeted to assisting youth in becoming successful. WIOA youth program components include the following opportunities:

- **Tutoring/Study Skills Tutoring** - Workforce Solutions Texoma utilizes online and community resources to address this element on an individual case-by-case basis. In specific circumstances, one-on-one tutoring is procured to assist the youth in achieving the necessary skill levels.
- **Alternative secondary school services**, or dropout recovery services, as appropriate - In School Youth are not a primary target for enrollment in the WIOA youth program due to funding limitations; however, Texoma coordinates with local school districts as needed for recruitment and referral resources.
- **Paid and unpaid work experiences** - Workforce Solutions Texoma recognizes this element as essential for career planning and identifying the customer's career path utilizing the Individual Service Strategy (ISS) designed by Workforce Solutions Texoma youth staff coordinates with the Business Services team to connect the youth with local businesses based on the customer's needs. Workforce Solutions Texoma utilizes an online application, Conover® to address and train soft skills and pre-employment skills prior to placement in work experience.
- **Occupational skills training** – After assessment and development of an Individual Service Strategy (ISS), the customer's career path emerges to support identified career goals. Training is instrumental in achieving many youth career goals. Texoma utilizes local training providers to provide quality training in our target occupations.
- **Education** offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster - Workforce Solutions Texoma currently coordinates with the local community colleges for basic education/remedial services which are listed on the statewide Eligible Training Provider List. These services are built specifically for the respective career paths and designed by the community colleges Adult Education and Literacy (AEL) program. AEL programs are offered in both the Cooke and Grayson Workforce Centers.
- **Leadership development** opportunities, which may include community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors, as appropriate - Texoma works with community partners to identify services available in the community to address this element based on individual need.

- **Supportive Services** - Workforce Solutions Texoma provides supportive services as needed or refers to community resources as appropriate.
- **Adult mentoring** for the period of participation and a subsequent period, for a total of not less than 12 months - Texoma coordinates with community partners and business to identify adult mentors that are appropriate. Currently, Texoma utilizes the work experience sites as mentors for youth to develop soft skills and foster selected career paths.
- **Follow-up services** for not less than 12 months after the completion of participation, as appropriate - Texoma conducts follow-up with monthly contact via mail/email and quarterly contact via telephone, email, social media, or in person. The monthly contact includes distribution of a “featured service of the month” to apprise the youth of community services that are typically relevant for that population and pertinent to each youth participant.
- **Comprehensive guidance and counseling**, which may include drug and alcohol abuse counseling and referral, as appropriate - Workforce Solutions Texoma identifies community services and refers youth based on need and on a case-by-case basis.
- **Financial literacy education** - Workforce Solutions Texoma utilizes a free online source for this service ([www.foolproofme.com](http://www.foolproofme.com)). Youth will complete this resource based on their agreed plan with their case manager.
- **Entrepreneurial skills training** - Workforce Solutions Texoma identifies community services in the region and refers youth as needed with a particular focus on referrals to small business development education and information.
- **Labor market and employment information** about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services. Workforce Solutions Texoma utilizes free online resources provided through Texas Cares, Tratify, Texas Career Check, Texas Reality Check and community partners. Workforce Solutions Texoma coordinates with local resources and the existing services in centers to formulate a plan for career exploration. Customized labor market information can also be provided to youth through use of the Texas Workforce Commission’s Information’s Labor Market and Information resources and the Board’s access to Lightcast Labor Market Data Tool.

- Activities that help youth **prepare for and transition to post-secondary education** and training - Workforce Solutions Texoma works with the local colleges and Independent School Districts (ISDs) to assist youth in transitioning to post-secondary education.

**WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE  
PART 5: WORKFORCE INVESTMENT ACTIVITIES  
C. COORDINATION WITH SECONDARY AND  
POSTSECONDARY EDUCATION PROGRAMS**

**5.C Texoma Board’s description of how the Board will coordinate workforce investment activities with relevant secondary and postsecondary education programs and activities to coordinate strategies, enhance services, and avoid the duplication of services.**

Texoma serves on numerous advisory boards and committees such as the Healthcare Committee, the Manufacturing Committee, the Grayson College Center for Workplace Learning, School District Strategic Planning Committees and other ad hoc groups that address the alignment of education and business. Texoma works with our local independent school districts to ensure close communication with our two community colleges to provide extensive career and technical education and dual credit classes, focusing on two of the top career clusters, manufacturing and healthcare.

Each year, Texoma provides several middle school and high school teachers, counselors, and administrators across the region with externships through the ‘Business Education for Teachers’ program that promote the connection between business and education. Teachers return to classrooms with a better understanding of what employers expect from their students.

During 2024, Texoma provided approximately 400 middle school students the opportunity to tour 11 different manufacturing companies. Through these tours, local manufacturers are committed to educating youth and their parents regarding the viable careers in Texoma. These tours enable our students to experience the opportunities of being employed in local high technology manufacturing companies.

Texoma’s newest program to support our school districts and students was established in 2021 with the addition of two staff to work with middle and high school students to help

them understand and identify career pathways. These Career Coach staff are currently working with middle and high school students in the school setting in multiple schools in all three of Texoma counties. To promote career readiness identification and preparation, they provide presentations, activities, and materials, including offering information on high-growth, high-demand occupations as well as on employment and educational opportunities. During calendar year 2024, this program provided 528 career identification and readiness classes to over 13, 260 students.

Youth also have an opportunity to participate in two large career events at both of our local community colleges. Texoma provide staff on the planning committee and on-site at the event to support North Central Texas College (NCTC)'s Career Fair, which is a career event for every 8<sup>th</sup> grader in Cooke County are transported by their respective school to NCTC where they are exposed to multiple career training opportunities. In October 2024, over 500 8<sup>th</sup> grade students participated in learning about almost 30 different career paths available through NCTC. Grayson College also hosts a Career Fair targeted to high school seniors in Grayson and Fannin Counties and Texoma also attends this event to provide support. For the September 2024 event, Grayson hosted more than 1,000 seniors for the 2-day event.

Educational opportunities have been created through the work of the Manufacturing and Healthcare Committees. New for the 2024-2025 school year is the Electronic Engineering Technology training that is being piloted in the Sherman and Denison High Schools. Students who complete this training will be prepared to enter the workforce in the semiconductor industry. Curricula for the courses was also developed by area manufacturers involved with the Manufacturing Committee and Grayson College. For certifications offered during high school in these industries, economic developers, the colleges and Workforce share the cost of tuition, books and supplies for in-school youth. Workforce pays for those who are eligible within Workforce Innovations and Opportunity Act (WIOA) guidelines and employer partners and economic developers pay tuition for those who are not eligible for WIOA services. The goal of both of these initiatives is that no student will be turned away from these programs due to the cost. For those in post-secondary, Texoma will enroll those eligible for WIOA as funding permits. Over 30 local employers who participated in focus groups have agreed to offer tuition reimbursement for their employees who wish to further their education in fields that benefit the employer.

Over the past two years, Texoma coordinated with three local economic development organizations and the Texas Workforce Commission to obtain three High Demand Job Training Grants. These grants represented a total commitment in two high schools and one community college in the sum of over \$844,000. These funds were used to create

Electronic Engineering Technology (EET) labs in both Sherman and Denison High Schools and an Industrial Mechatronics program at North Central Texas College. Photos of the Sherman and Denison Check presentations follow.



Both the North Central Texas Community College and Grayson College in the Texoma WDA offer courses that correspond to Texoma’s targeted occupations. Board staff meet regularly with local employers and colleges to update Texoma’s Target Occupation list and programmatic offerings on the statewide Eligible Training Provider List. Texoma also coordinates with training providers to ensure training programs are listed on the state’s Eligible Training Provider List (ETPL). Programs on this list are available to receive WIOA scholarships for eligible students.

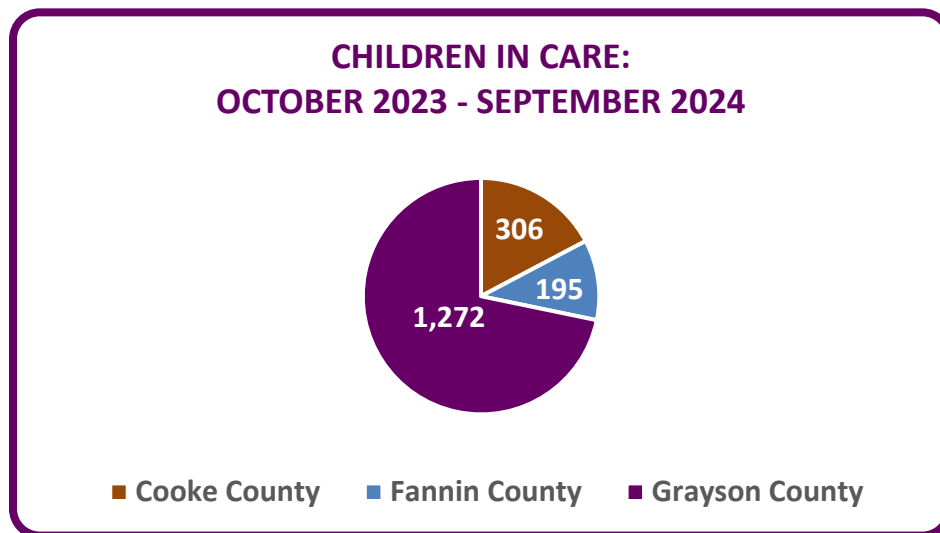
## WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE PART 5: WORKFORCE INVESTMENT ACTIVITIES D. CHILD CARE AND EARLY LEARNING

**5.D.1 Texoma Board’s description of strategically managing child care and early learning to enhance school readiness and strengthen and support the child care industry by coordinating with employers, economic development programs, and other industry leaders to increase the awareness and importance of early learning as a workforce and economic development tool.**

Texoma is committed to ensuring quality child care opportunities are provided throughout the Texoma Workforce Development area. Texoma’s quality child care program is a support not only to the parents we serve but also to area employers as a support to their employees.

For the low-income program last Board Contract Year of October 2021 – September 2022, care was provided to a total of 1,226 families (Cooke-385, Grayson-1,427, and Fannin-222) with 2,034 children being placed into care (Figure 5.D.1.a).

**Figure 5.D.1.a**



### CHILD CARE PARTNERSHIPS

Workforce Solutions Texoma coordinates efforts with area industry leaders to increase the awareness and importance of early learning and related child care services. Partnership agreements are developed annually with Grayson College, North Central Texas College, and the Heart of Texas Board to access the City of Waco’s child care programs. With each of these partner agreements, the Texoma Board can draw down additional federal funding through Child Care Development Funds (CCDF) using match from these existing programs. Figure 5.D.1.b below outlines the amount each local match contribution and additional CCDF Federal Funds received for the Texoma area:

**Figure 5.D.1.b**

Partner	Local Amount Matched	CCDF Federal Funds Received
Grayson College	\$137,000	\$274,000
North Central Texas College	\$38,606	\$77,212
City of Waco	\$87,267	\$174,534
<b>TOTALS</b>	<b>\$262,873</b>	<b>\$525,746</b>

Workforce Solutions Texoma meets and partners with area school districts, Child Care Regulation (previously known as Child Care Licensing), Child Protective Services (CPS),



Regional Day Care Coordinators, and with both Grayson and North Central Texas Colleges to discuss area needs and/or concerns. Additionally, Child Care Regulation staff have served as trainers for our area child care providers. Texoma, along with the Dallas, Tarrant and North Central Workforce Boards, also participates in Regional Texas Department of Family and Protective Services-Child Protective Services (CPS) meetings to discuss concerns and ways to improve CPS-authorized child care in each respective board area.

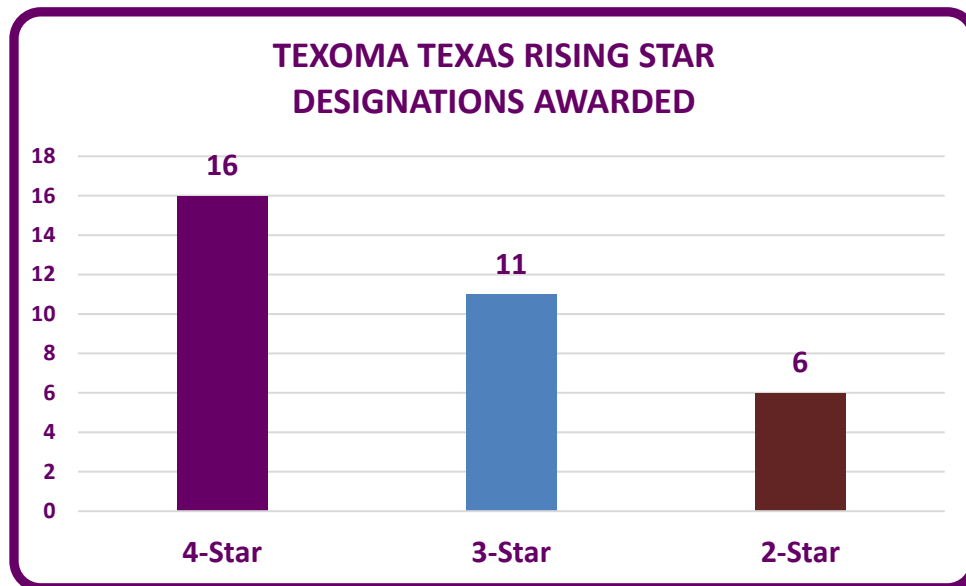
Texoma also partners with local employers. A new venture for 2024 involves working with the semiconductor industry and other manufacturing employers and child care providers to address the need to expand the availability of child care provided to infants and toddlers and to provide child care during non-traditional/shift-work hours. A major issue for those employees who work shifts is the lack of alignment between daycare hours and industry shifts. We are currently addressing this issue by bringing together a group of providers and employers with the goal of piloting the provision of care during times needed by employees.

### **5.D.2 Texoma Board’s description of strategically managing child care and early learning to enhance school readiness and strengthen and support the child care industry by supporting improved school readiness through higher-quality child care, including through the Texas Rising Star program and partnership opportunities.**

The Texas Rising Star (TRS) program is the Quality Rating and Improvement System (QRIS) for the State of Texas created to encourage higher-quality child care throughout the state. In order to achieve TRS status, each child care provider is assessed on a standard set of criteria that exceeds minimum standards required by the Texas Department of Family and Protective Service’s Child Care Licensing division. There are three levels of certification: 2-Star, 3-Star, and 4-Star, with each star reflecting a higher level of quality care that has been achieved by the child care provider. A 4-Star provider has met the highest quality standard for this accreditation. Facilities seek to be accredited by the TRS program to promote a higher standard of quality. Texoma is able to offer providers who provide care to families receiving child care scholarship assistance a higher reimbursement rate for each star level attained. As outlined in Figure 5.D.2.a below, there are currently 33 Texas Rising Star providers in the Texoma Board area. This represents a 45% increase from the number of quality providers in Texoma 2 years ago.



**Figure 5.D.2.a**



Texoma continues to provide mentors to assist providers with their Texas Rising Star applications. Individual time with a mentor allows each center or home the opportunity to obtain one-on-one guidance and focus on needs specific to their facility. Topics discussed may include classroom management, classroom set-up, outdoor learning environments, and transitions, as well as other topics pertinent to accreditation. These mentoring hours may encompass group training or individual teacher mentoring, depending on facility need. In addition, developmental resources, equipment, and materials may also be provided to facilities as an additional support to achieve and maintain accreditation.

Trainings provided specific to Texas Rising Star providers are also incorporated into the professional development offerings. These trainings align with Texas Rising Star measures and guidelines and are offered to TRS accredited providers and those pursuing TRS accreditation.

### **CHILD CARE QUALITY PROJECTS**

Texoma encourages area child care providers to participate in special quality projects offered throughout the year. These special projects are offered to varying ages of children to encourage creativity and foundational learning, while bolstering school readiness and early education. This past year's projects are showcased below.

➤ **STEAM Art 2024**

Students participated in watercolor and mixed-media paper projects for age groups 3-5 and 6-12. Participant totals follow:

- 3–5-year-olds: 752 students from 57 classrooms in 30 facilities
- 6–12-year-olds: 150 students from 14 facilities



➤ **The World Around Us Literacy Program 2024**

Students ages 3–5 were provided with four picture books about Texas and given projects for each book. 6–12-year-olds were given 22 books on U.S. States, Monuments, and National Parks. Students created a travel poster for at least one state or location they read about. Participant totals:

- 3–5-year-olds: 646 students from 42 classrooms in 26 facilities
- 6–12-year-olds: 354 students from 23 classrooms in 16 facilities



**5.D.3 Texoma Board’s description of strategically managing child care and early learning to enhance school readiness and strengthen and support the child care industry by supporting the needs of the child care industry, such as by providing assistance with business development or shared services, or by providing opportunities to support professional growth and career pathways for early education.**

• **CHILD CARE PROFESSIONAL DEVELOPMENT TRAINING**

Workforce Solutions Texoma (Texoma) is strengthening and supporting the child care industry by offering professional development activities to area child care providers, including directors, as well as front-line caregivers/teachers. Monthly child care trainings are held on various topics of interest, as suggested by previous training evaluations received. During 2024, 28 training sessions were provided with 549 (duplicated) child care workers, supervisors, and directors in attendance. In addition, a large annual “Super Saturday Training” is also held to offer general staff

development, financial literacy for business, early childhood education topics and general development information. The 2024 Super Saturday session provided training to 115 attendees representing 21 child care centers. Continuing Education Credit (CEC) is offered for all professional development trainings.

Child care providers are also encouraged to attend professional development trainings outside of our Board area as Texoma offers partial reimbursement scholarships for limited staff to attend conferences conducted by the Region 10 Education Service Center, Camp Fire, Frog Street Press, Texas Licensed Child Care Association, and Texas Association for the Education of Young Children.

- **CHILD CARE TRAINING SCHOLARSHIP OPPORTUNITIES**

In addition to the monthly trainings for area child care providers and TRS providers, Texoma also partners with Grayson College and North Central Texas College to offer child development training scholarships. The scholarship allows eligible and approved students to work towards the Child Development Certifications. As outlined in Figure 5.D.3.a below, Texoma provided 24 participants with child development scholarships in 2024 providing almost \$36,000 in financial assistance.

**Figure 5.D.3.a**



These continuing education activities not only encourage more professionalism and higher education in the early learning care profession, but also enrich the knowledge of the students working in the child care industry.

**WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE  
PART 5: WORKFORCE INVESTMENT ACTIVITIES  
E. TRANSPORTATION AND OTHER SUPPORT SERVICES**

**5.E Texoma Board’s description of how the Board will provide transportation, including public transportation, and other appropriate support services in the workforce area in coordination with WIOA Title I workforce investment activities.**

Workforce Solutions Texoma’s strategy for the coordination of transportation resources and other supportive services centers on taking advantage of both internal and external community resources to ensure the accessibility and affordability of services. The Board has served on the Texas Regional Transportation Planning Committee (RCTP) hosted by the Texoma Area Paratransit System (TAPS) and the Grayson County Metropolitan Planning Organization (MPO) for the past five years. This committee works to identify and address transportation shortages in the region. Members of this Board include Workforce Solutions Texoma, Texoma Council of Governments, Texas Department of Transportation, Texas Veterans Commission; mayors of multiple cities, the local public transit entity (TAPS), and other interested community individuals/agencies. This group completed a Transit Market Study in 2019 which showed that the ridership of public transportation was primarily concentrated on employment and medical provider visits. This study also showed that there is only one major public transportation provider (TAPS), which schedules rides according to demand. This sole provider does not currently meet the transportation needs of the region, which leaves gaps in service and poor connectivity to major community resources, such as employment and medical facilities. Following are projects implemented as a result of the market study recommendations:

- coordination of partnerships to develop trips to medical appointments for veterans, underserved populations and others in need.
- coordination among the Texas Department of Transportation and TAPS to determine opportunities for cross-regional services and planning.
- created a transportation assistance resource brochure and distributed same through the Texoma workforce area to communities and targeted individuals, including individuals with disabilities.

- conducting a fixed route study to determine the most beneficial fixed route for those in need of transportation assistance. Fixed routes will be developed in conjunction with communication with employers and medical providers as well as with the current ridership.

The committee has published the “Texoma Region Coordinated Human Services Transportation Plan” for the period 2022–2026. This plan’s purpose is to improve transportation services for everyone who in the region, including, but not limited to, people with disabilities, seniors and individuals with lower incomes. The plan’s contents is relevant to typical transportation stakeholders, non-transportation-focused stakeholders, and individual residents of the Texoma area. The plan contains opportunities to coordinate existing transportation resources and will be used as a framework for the prioritization and selection of projects to utilize federal funding assistance to guide funds throughout the Texoma area that may be acquired in the future. The transportation planning committee has already begun the process of developing the transportation plan that will begin in 2027.

Texoma continues to encourage customers to seek all available transportation options, including ride-sharing, seeking rides from friends and/or relatives and borrowing automobiles from relatives for employment-related activities. Based on need, transportation support services are available for eligible customers to pay for mileage, minor automobile related repairs, and driver’s licenses in the Workforce Innovations and Opportunity Act (WIOA) Dislocated Worker, Adult, and Youth programs as well as in HHSC’s Temporary Assistance for Needy Families (TANF) and Supplemental Nutrition Assistance Program (SNAP) employment programs. Additional supportive services are also available to eligible workforce program customers, including assistance with temporary housing, utilities, high school equivalency exams, childcare, and work-related assistance, including employment-related clothing. Funding to support customer needs exists to most of our enrolled workforce customers with co-enrollment in all programs as needed in order to maximize funding resources and availability to customers.

**WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE  
PART 5: WORKFORCE INVESTMENT ACTIVITIES  
F. COORDINATION OF ADULT EDUCATION  
AND LITERACY**

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

In Texas, the Texas Workforce Commission (TWC) has oversight for the Adult Education and Literacy (AEL) Act programs. In Texoma, the AEL program is locally administered by Grayson College through procurement from TWC. Texoma Executive Director or Deputy Director will review applications/grant proposals received from any Texoma AEL grant applicant. The review will consist of ensuring the proposed programs effectively address the needs of adult learners by providing them with the necessary literacy and basic skills training to improve their employment opportunities.

Grayson College is the current AEL grant recipient throughout the Texoma Workforce Development Area and co-locates in our Denison and Gainesville workforce centers through a mutually agreed upon Memorandum of Understanding (MOU) with an infrastructure agreement outlining costs for the program to operate in Texoma’s workforce centers.

To avoid duplication of services and alignment of services and resources, Texoma also works closely with Grayson’s AEL program and the Fannin Literacy Council programs in Bonham and Honey Grove to align literacy and adult education services. The Fannin Literacy Council’s mission is to assist Fannin County residents in obtaining their high school equivalency certification and they also support English as a Second Language attainment.

Texoma also works closely with the AEL program in our region through a MOU agreement to ensure all workforce and AEL customers receive needed services, including providing assistance for eligibility determination, if needed. The MOU does include an infrastructure agreement to outline the funding the AEL program pays in support of office and training room space in two of our three centers (Denison and Gainesville centers). Grayson’s AEL

program director also has a seat on the Board and a voice in our strategic mission and goals.

Texoma shares usage of the Traitify assessment with our AEL partner so their students can access this personalized career matching resource to identify career matches that are tied to personality, educational and employment needs. Texoma also works closely to cross-referral with the Grayson AEL program and co-case management as needed. Grayson's AEL program also shares assessment, progress reports, certificate attainment information, and other information pertinent to our joint customer's needs.

**WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE**  
**PART 6: ADULT AND DISLOCATED WORKERS**  
**A. ADULT AND DISLOCATED WORKER**  
**EMPLOYMENT AND TRAINING**

**6.A Texoma Board's description and assessment of the type and availability of adult and dislocated worker employment and training activities in the Texoma area.**





Texoma provides job search assistance as well as scholarship assistance for eligible adults and dislocated workers enrolled in the WIOA program. To assist participants in choosing a training program with a high likelihood of employment at great wages, Workforce Solutions Texoma publishes a Target Occupations List on the Board's website at: <http://www.workforcesolutionstexoma.com/targeted-occupations>. Texoma's Target Occupations List supports occupations in demand in the Texoma area as identified by extensive research involving current and projected labor market information as well as local employer input. To support job seekers who need training, the state publishes a list of eligible training providers on the Statewide List of Certified Training Providers located at: <http://www.twc.state.tx.us/partners/eligible-training-provider-system>. Training providers submit each individual training program to their host Board to review and approve. Board criteria for approval includes those programs that support a Board's Target Occupations List, meet performance requirements, result in a recognized credential, have a reasonable expectation of employment upon completion of the training program, have local employer support in the area the training will be delivered, and other factors. U.S. Department of Labor Registered Apprenticeship programs can apply directly to the Texas Workforce Commission for placement on the Statewide List.




Opportunities for training that is not on the Texoma approved Statewide List of Certified Training Providers can be approved as long as the training is on the Board's Target Occupations List, training outcomes support the Board's targeted wage, and the program is listed on the Statewide List as approved by another Board area.

Texoma currently has a total of 107 approved programs from multiple training providers in Texas. To support customer choice, a few out-of-state trainings that customers have requested; therefore, these trainings have been authorized as they meet Texoma's demand occupation requirements as well as state guidelines for out-of-state training programs. Currently out-of-state providers are authorized for the Texoma area to support the Bachelor of Science Degrees in Elementary and Secondary Education (no programs available in the Texoma WDA) as well as Accounting and Business Management and Management Science programs. In addition, one provider is approved for their Licensed Vocational Nurse/Licensed Practical Nurse certificate due to there being insufficient seats available to support demand in the Texoma area. Approved out-of-state providers/programs include programs at Southeastern Oklahoma State University and Kiamichi Tech, both within easy driving distance to Texoma workforce centers.

Specific assessments used by Texoma for adults, dislocated workers and youth as well as for customers in other programs administered by Texoma include assessments noted in the table below.

	<p><b>Traitify:</b> This assessment provides personalized career matching to assist our customers in identifying career matches that are tied to their personality, set educational goals, and identify local employment opportunity needs. We also make the Traitify assessment available to our Adult Education and Literacy partners for their customers usage as well as others interested in career development.</p>
	<p><b>Wonderlic Basic Skills Test (WBST):</b> This test assesses adult language and math skill levels.</p>
	<p><b>Test of Adult Basic Education (TABE):</b> This test is used to determine skill levels and aptitudes in reading, math, and English.</p>
	<p><b>O'Net Online:</b> This web-based tool offers users the opportunity for career exploration and job analysis.</p>
	<p><b>Texas Career Check:</b> This web-based tool offers users the opportunity to explore higher education options and careers.</p>

	<ul style="list-style-type: none"> <li>• The educational section provides a list of the higher education institutions in Texas, specifics on programs of study, and an option to compare schools to give users an idea of the costs of a specific program from school to school.</li> <li>• This tool also includes detailed information on occupations (titles, salary, projected openings in Texas, job trends, and occupational comparisons) and an interest profiler to identify occupations relevant to user's likes and interests which will lead to an identification of occupations to explore.</li> </ul>
	<p><b>Texas Reality Check:</b> Online tool to assist users in determining projected living expenses and the amount of salary they need to earn to pay for the lifestyle they envision.</p> <ul style="list-style-type: none"> <li>• The <b>Lifestyle Calculator</b> assists users in developing projected monthly expenses, taking into account lifestyles, determining minimum salary needs and exploring occupations that will earn the salary needed.</li> <li>• The <b>Occupation Calculator</b> allows users to review expenses to see if their specific occupation will support their lifestyle.</li> <li>• The <b>Quick View Calculator</b> allows users to quickly tally up expenses and compare costs with different occupations.</li> </ul>
	<p><b>Texas OnCourse:</b> A resource for Pre-K through 12th grade students, parents, teachers and counselors to assist in making decisions that will help adults, children, and students succeed after high school.</p>
	<p><b>Jobs Y'All:</b> A Career Exploration resource directed to Texas youth to create self-directed career paths which features in-demand industries and connects users to career resources in their hometown or throughout Texas.</p>

**WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE  
PART 6: ADULT AND DISLOCATED WORKERS  
B. SERVICE PRIORITY**

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

Workforce Solutions Texoma’s policies Chapter 8, Section 24, Workforce Innovations and Opportunity Act (WIOA); Chapter 8, Section 25, Workforce Innovation and Opportunity Act Individual Training Account Policy; and Chapter 27, Priority of Service Policy clearly outlines the Board’s priority of services provisions that must be followed in accordance with the state’s WIOA and U. S. Department of Labor guidelines. Policy guidance also clearly supports priority of service to recipients of public assistance, low-income individuals, veterans, foster youth, and individuals who are basic skills deficient, including English Language Learners.

Texoma follows the state’s Workforce Innovations and Opportunity Act (WIOA) guidelines for priority groups including:

1. Eligible veterans and eligible spouses (as defined in the TWC guidance contained in WD Letter 01-21, change 1) who are also recipients of public assistance, low-income, or basic skills deficient.
2. Non-covered persons (individuals who are not veterans or eligible spouses) who are recipients of public assistance, low income, or basic skills deficient in the following order:
  - Foster youth and former foster youth, as defined in WD Letter 43-11, Change 2, as required by Texas Family Code §264.121
  - Non-foster youth
3. All other eligible veterans and eligible spouses.
4. Priority populations established by the governor and/or Board in the following order:
  - All other foster youth and former foster youth, as required by Texas Labor Code §264.121

- Local Board priority groups, which include:
  - Priority Group 1a: individuals receiving TANF, SNAP, SSI Other Public Assistance, Homeless, Free or Reduced-Price Lunch, Foster Care Youth on behalf of whom state or local government payments are made, or who are Basic Skills Deficient
  - Priority Group 1b: Disabilities, Individual/Family Income at or below LLSIL
  - Priority Group 1c: Individual/Family Income at or below 70% LLSIL
  - Priority Group 2: Individuals receiving Childcare Assistance, CHIPS, Medicaid, Public Housing Section 8 Housing, or WIC
  - Priority Group 3: Individual/Family Income at or below 85% SMI
  - Priority Group 4: Spouse of a Dislocated Worker or Dependent Child of a Dislocated Worker

When a waitlist is needed due to restricted funding, priority groups are established as follows:

- Dislocated Worker local priority groups include those who live in and are laid off in the Texoma WDA, followed by those who live in and are laid off outside the Texoma WDA, and finally, those who are both laid off and live outside the Texoma WDA.
- Adults local priority groups for the waitlist include those who live in the Texoma WDA, followed by those who live outside the Texoma WDA.

Eligible WIOA Youth customers will be funded with WIOA ITAs if they live in the Texoma area at the time of their eligibility determination.

This Target Occupations List supports occupations in demand in the Texoma area. To support job seekers who need training, Texoma also publishes a list of eligible training providers on the Statewide List of Certified Training Providers located at: <http://www.twc.state.tx.us/partners/eligible-training-provider-system>. TWC's policy is for training providers to submit each individual training program to their host Board to review and approve. Board criteria for approval includes those programs that support a Board's Target Occupations List, meet performance requirements, result in a recognized credential, have a reasonable expectation of employment upon completion of the training program, have local employer support in the area the training will be delivered, and other factors. U.S. Department of Labor Registered Apprenticeship

programs can apply directly to the Texas Workforce Commission for placement on the Statewide List.

Opportunities for training that is not on the Texoma approved Statewide List of Certified Training Providers can be approved as long as the training is on the Board's Target Occupations List, training outcomes support the Board's targeted wage, and the program is listed on the Statewide List as approved by another Board area. To support additional customer choice, there are out-of-state trainings that customers have requested; therefore, these trainings have been authorized as they meet Texoma's demand occupation requirements as long as the training programs meet state guidelines.

**WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE  
PART 7: FISCAL AGENT, GRANTS, AND CONTRACTS  
A. FISCAL AGENT**

**7.A Texoma Board's identification of the entity responsible for the disbursement of grant funds described in WIOA §107(d)(12)(B)(i)(III), as determined by the CEOs or the governor under WIOA §107(d)(12)(B)(i).**

The Texoma Workforce Development Board was certified by the Governor of the State of Texas on October 18, 1996, is designated as the administrative entity/one stop operator in the Texoma Local Workforce Development Area. As noted in the Local Board Partnership Agreement between the Texoma Workforce Development Board and the Chief Elected Officials for the Texoma Workforce Development Area, last executed on October 1, 2022, the local Board currently serves as the fiscal agent as designated by the Chief Elected Officials and will continue to do so. The partnership agreement is updated when new CEO's are elected. The Texoma Workforce Development Board currently operates as Workforce Solutions Texoma.

**WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE  
PART 7: FISCAL AGENT, GRANTS, AND CONTRACTS**

## **B. SUBGRANTS AND CONTRACTS**

### **7.B Texoma Board's description of the competitive process that will be used to award the subgrants and contracts for WIOA Title I activities.**

Following the guidance in the Texas Workforce Commission's (TWC) Financial Manual for Grants and Contracts, the Agency Board Agreement between Texoma and TWC, and Board Policy Chapter 2-Procurement and Contracting, Texoma uses a competitive process to award subgrants and contracts for WIOA Title I activities. Texoma utilizes a procurement process for the purchase of supplies, equipment, construction and specific services, program activities, or goods for the operation of Texoma's services and programs which ensures full and open competition. These standards are intended to guarantee that purchases are obtained efficiently and economically and are in compliance with all Federal and State guidelines.

To ensure all procurement is conducted in a manner that enhances full and open competition, WST requires use of a procurement method that is appropriate to the type of purchase/contract being pursued. Further, in the event of non-competitive procurement, WST will obtain advance approval and appropriate documentation in accordance with the policies of the Texas Workforce Commission and the FMGC.

Procurement under TWC contracts may be made by one of the following methods (each method is further expanded upon below):

- 1) Small purchase procedures (informal procurement).
- 2) Competitive sealed bids (formal advertising or Invitation to Bid, ITB).
- 3) Competitive negotiation (Request for Proposals, RFP).
- 4) Non-competitive negotiation (sole source).
- 5) Customized training procurement.
- 6) On-the-Job Training (OJT) Contracts.
- 7) State and local inter-governmental agreements for procurement.

Procurement for micro-purchases (\$10,000 threshold) and small purchases (\$250,000 threshold) can use informal procurement procedures using the Board's Small Purchases Procurement Form. A Formal Procurement must be used for purchases that exceed the simplified acquisition threshold established in 48 CFR Part 2, subpart 2.1. Staff must use the Formal Procurement Checklist and associated forms noted in the Agency Board Agreement, Attachment D-Board Procurement Checklist.

Texoma’s service provider is selected via a competitive Request for Proposal (RFP) process. The RFP process involves a set of rules to safeguard fair and objective decision-making when awarding grant funds to a winning partner. The rules comply with applicable federal, state and local requirements and follow guidance in the State’s Financial Management for Grants and Contracts (FMGC), Chapter 14: Procurement and Appendix D: FMGC Supplement on Procurement sections.

**WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE**  
**PART 8: PERFORMANCE**  
**A. BOARD PERFORMANCE TARGETS**

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

The Board is the designated Fiscal Agent. The Board is audited on an annual basis and undergoes both internal and state monitoring reviews. Budgets and Expenditure Reports are reviewed and approved at regularly scheduled Board meetings by both the Executive Committee and the full Board. These reports are also reviewed by senior management.

Texoma’s procured one-stop operator is responsible for meeting performance that is contracted with the Texas Workforce Commission. See the following figure (Figure 8.A.a) depicting the Board Contract Year (BCY) 2023 Performance Measures.

**Figure 8.A.a**

<b>BCY 25 CONTRACTED PERFORMANCE TARGETS</b>	
<b>REEMS</b>	<b>Target</b>
Claimant Employment within 10 Weeks	60%
Active Job Seeker New Employment Connections	61.14%
Maintaining Employment Connections	42.62%
Employers Receiving Texas Talent Assistance	1,412
Successful Texas Talent Assistance Rate (STTAR)	55%
<b>CHILD CARE</b>	<b>Target</b>
Average Number of Children Served Per Day	1,276
Initial Job Search Success Rate	59.3%
<b>CHOICES</b>	<b>Target</b>
Choices Full Engagement	50%
<b>Reemployment Services and Eligibility Assessment (RESEA)</b>	<b>Target</b>
Outreach and Scheduling Rate	100% weekly
Initial Appointment Rate	77% quarterly
Failure to Report Rate	23% quarterly
<b>WIOA – C&amp;T Participants</b>	<b>Target</b>
Credential Rate – All C&T Participants	65%
<b>WIOA - ADULT</b>	<b>Target</b>
Employed Q2 Post Exit	83.6%
Employed Q4 Post Exit	82.3%
Median Earnings Q2 Post Exit	\$8,240
Credential Rate – Adult	78.2%
Measurable Skills Gains	69.7%
<b>WIOA - DISLOCATED WORKER</b>	<b>Target</b>
Employed Q2 Post Exit	79.50%
Employed Q4 Post Exit	85%
Median Earnings Q2 Post Exit	\$9,500
Credential Rate	81%
Measurable Skills Gains	78%
<b>WIOA - YOUTH</b>	<b>Target</b>
Employed/Enrolled Q2 Post Exit	77.5%
Employed/Enrolled Q4 Post Exit	77.6%
Median Earnings Q2 Post Exit	\$5,200
Credential Rate	66.3%
Measurable Skills Gains	64.3%
Work Experience Activities Expenditures (of total funds as defined in TEGL 8-15 & TEGL 21-16)	20.0%



**WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE**  
**PART 9: TRAINING AND SERVICES**  
**A. INDIVIDUAL TRAINING ACCOUNTS**

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

Workforce Solutions Texoma’s policies Chapter 8, Section 24, Workforce Innovations and Opportunity Act (WIOA); Chapter 8, Section 25, Workforce Innovation and Opportunity Act Individual Training Account Policy; and Chapter 27, Priority of Service Policy clearly outlines guidance in the area of issuance of Individual Training Accounts (ITA). ITA’s are issued in accordance with the state’s WIOA and U. S. Department of Labor guidelines.

Workforce Innovations and Opportunity Act (WIOA) Individual Training Accounts (ITAs) are used as scholarship assistance to provide funding for eligible WIOA customers to attend approved training programs when it has been determined that those customers will be unlikely or unable to obtain or retain employment that leads to self-sufficiency or higher wages from current or previous employment through career services alone. The determination of need for the issuance of an ITA authorizing the use of WIOA funding for training based on the results of a local assessment by Texoma’s service provider staff:

- of the skills levels and service needs of adults and dislocated workers; and
- career planning, in accordance with the Texas Workforce Commission’s (TWC) Workforce Innovation and Opportunity Act Guidelines for Adults, Dislocated Workers, and Youth (WIOA Guidelines).

ITAs are intended to be issued for a period of 2 years, are not entitlements, and will be provided to eligible participants on the basis of an individualized assessment of customer’s job readiness, employment and training needs, financial resources and need, social and supportive needs, labor market demand and potential for successful completion, as documented on the participant’s Individual Employment Plan (IEP). Workforce staff coordinate funding for ITAs with funding from other federal, state, and/or

local sources, or private job training programs to assist the individual in obtaining training services.

Texoma requires service providers ensure training services are provided in a manner that maximizes customer choice in the selection of an Eligible Training Provider and training program. In Texoma, ITA amounts are determined based on the type of training program and duration. Customers are provided a list of the approved training programs that are listed on the state's Eligible Training Provider List (ETPL). The ETPL is created between training providers, local Boards and the Texas Workforce Commission to maximize customer choice in the number of training opportunities available both within and outside of the Workforce Solutions Texoma area. In conjunction with Texoma's approved Target Occupations List, the ETPL can be used by customers of other Commission-funded workforce center programs such as Choices, Supplemental Nutrition Assistance Program's Employment & Training, Trade Adjustment Assistance, and Childcare program customers.

Once a training program is selected, the ITA amount for each program and the total cost of the training, including out-of-pocket expenses, is provided to assist customers in making an informed choice about selecting a training program. A plan is developed to ensure customer's needs are met for the entire cost of the training.

At this time, Workforce Solutions Texoma does not develop individualized contracts for training services. Instead, as designated by the Texas Workforce Commission, training programs authorized for Individual Training Accounts (ITA) funding are listed on the statewide Eligible Training Provider System site located at <http://www.twc.state.tx.us/partners/eligible-training-provider-system> as well as those providers/programs who have submitted information to have out-of-state programs approved for the Texoma area.

**WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE**  
**PART 9: TRAINING AND SERVICES**  
**B. ITA LIMITATIONS**

**9.B Texoma Board's description of how limits on the duration and amount of ITAs, of which such limitations must be described in the Board Plan.**

ITA's will be used to pay for required training costs as outlined in the customer's degree plan and/or the class syllabus. Funding will pay for in-district tuition and required fees, books, and equipment/tools. ITA's can also be used to fund the first time a training participant takes a required test pertinent to attaining a certification / degree related to the degree plan.

WST sets a total cost ceiling for ITAs by specific program. Board staff, in cooperation with service provider staff, will review program costs and set specific program ITA maximum amounts for in-district tuition and required fees, books, and equipment/tools based on a floor of \$4,000 for Certificate programs, \$5,000 for Associates programs and \$8,000 for Bachelor's degrees. Specific occupations determined to be in critical need can be raised above the credentialing amount. Texoma creates an ITA Maximum List which is shared with service provider staff. This list notes each approved training program and the ITA maximum amount allowable for scholarship funding. This list also gives directions for customer's out-of-pocket costs, if necessary. Texoma's policy requires that funding for training programs should be stretched to provide support for two years with Texoma funding the last two years of a bachelor's degree program. Texoma's ITA policy allows service provider staff to request exceptions from the Board for customers with extenuating circumstances. These maximum amounts will allow WST's training funds to be stretched to meet demand for training needs in the Texoma area and allow for additional customers to be served.

Texoma's service provider ensures that WIOA funds are not used to pay training costs:

- for any portion or term of training for which the participant has signed a loan as part of financial aid; or
- that were paid by the participant (or another source)

ITA's will be used to pay for required training costs as outlined in the customer's degree plan and/or the class syllabus.

**WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE**  
**PART 10: APPRENTICESHIP**  
**A. REGISTERED APPRENTICESHIP PROGRAMS**

**10.A Texoma Board's description of the Board's strategy to encourage Registered Apprenticeship programs within its workforce area to**

**register with the Eligible Training Provider System to receive WIOA funding.**

Workforce Solutions Texoma supports Registered Apprenticeship programs. The ability of Registered Apprenticeship programs to assist in preparing and training individuals for a career in a skilled trade or craft combined with supervised on-the-job training and classroom instruction has a proven success record. The fact that participants are often paid a salary while undergoing apprenticeship training enhances individual’s likelihood of success in achieving a high-wage outcome. Per state policy, Texoma will refer all Registered Apprenticeship programs to the state’s Eligible Training Provider System List where they will receive automatic approval and listing on the list that is available to the public. Texoma has worked with local employers to assist them in developing Registered Apprenticeship programs. Texoma has also invited Department of Labor and Texas Workforce Commission Apprenticeship staff on multiple occasions to present information to Texoma employers pertaining to the benefits of Registered Apprenticeship programs. Texoma stands ready to further collaborate with the Commission’s apprenticeship department, local employers, and educators in developing additional Registered Apprenticeship programs in our area and plans to host additional opportunities to showcase the advantages of Registered Apprenticeship programs to our local employers.

**WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE  
PART 10: APPRENTICESHIP  
B. APPRENTICESHIPTEXAS**

**10.B Texoma Board’s description of the Board’s strategy and commitment to support ApprenticeshipTexas efforts across the state.**

Workforce Solutions Texoma will ensure that our area employers are aware of the benefits of the ApprenticeshipTexas opportunities. Texoma will assist our employers responding to questions about apprenticeship opportunities, including information about financing the primary components of Registered Apprenticeship and ApprenticeshipTexas programs including use of Workforce Innovations and Opportunity Act (WIOA) funding for eligible adult, dislocated worker, and youth participants in the area of on-the-job training, training-related instruction, and supportive services.

Employers will also be informed that funding opportunities through ApprenticeshipTexas exist and state apprenticeship expansion funding can be accessed through employer partnerships with the Boards through a competitive Request for Applications (RFA) process. Texoma stands ready to assist any area employer in completing paperwork in response to this RFA process. Texoma will continue to work with and contact the state's ApprenticeshipTexas team at [apprenticeship@twc.texas.gov](mailto:apprenticeship@twc.texas.gov) if employer needs or questions arise. In addition, Board staff will attend ApprenticeshipTexas training opportunities and ensure interested employers have access to these same training opportunities in an effort to further engage them in learning about apprenticeship opportunities.

## **WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE PART 11. PUBLIC COMMENT**

### **11. Texoma Board's description of the public comment process.**

Notice that the draft 2025-2028 Strategic Plan is available for public comment and solicitations of public comment will be published in all Texoma area newspapers, available e-news outlets, and on our Board website for at least 15 days. In addition, email notification will be sent to elected officials, Board members, employers, members of the business, labor organizations and education and education partners. Notifications will inform the public that the draft Plan will be available for public review via the Board's website with a hard copy available upon request during the comment period and give available opportunities for submitting comments. Outside newspaper and e-news solicitation for public comments follow.:

- The notice will state that the draft 2025 - 2028 Texoma Strategic Plan will be available for public comment February 18, 2025, through March 7, 2025, and give the Board website address where the document can be downloaded, a hard copy requested, or comment can be provided through email or fax.
- Comments will be due no later than 5:00 pm on March 7, 2025.

The Plan will also be published on Workforce Solutions Texoma's Website at: <https://www.workforcesolutionstexoma.org> and will be available for download at this site or a copy can be provided, if requested. Notices will be published beginning February 14, 2025 and ending no later than 5:00 pm on March 7, 2025.

Comments can be submitted in writing via a form on the Board's website, by e-mail, or

by fax with instructions for all avenues available in the publicized notices.

Comments that express disagreement with the Local Plan will be incorporated in the Final Plan.

The Draft Strategic Plan, along with any public comments received, will be presented to the membership of the Texoma Workforce Development Board at the March 19, 2025, Board meeting for final approval.

## Appendix A:

### **Texas Workforce Investment Council Requirements Local Board Plan Requirements for Alignment to the Texas Workforce System Strategic Plan Requirement for Workforce Systemwide Alignment**

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

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

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

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

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

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## TWIC SYSTEM GOALS AND OBJECTIVES

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### **WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE TWIC SYSTEM GOAL 1: EMPLOYER'S GOAL – DELIVERY OF RELEVANT EDUCATION AND TRAINING PROGRAMS**

*(Board Plan References: 5-7, 9-10, 32, 33-34, 47, 53-54, 79, 89, 93, 97-99)*

Texoma works closely with local employers and employer groups to stay current with industry needs, both current and emerging. Long-standing relationships with our two community colleges, independent school districts and Austin College have allowed us to convene employers and educators to develop training programs for both short-term and long-term training. As a result of work with Texoma on the Tech Hub committee, Austin College will open their new engineering department this fall in response to the booming semiconductor industry in Texoma.

For over 30 years, Texoma has partnered with Adult Education and Literacy (AEL) Programs, even co-locating in two of our Workforce Centers. Workforce staff are able to assess customer needs and then walk them next door to enroll in training programs such as high school equivalency, courses to upgrade math or reading skills to obtain a job or to prepare to enter college level courses. AEL staff are also able to cross-refer customers to Workforce who are in need of subsidized employment or scholarship assistance to pay for training programs.

Our Advanced Manufacturing Program is a prime example of Workforce and employers working with the community college to develop a new program in response to industry needs for middle skill workers. Representatives from secondary and post-secondary education, economic development and over 30 local industries have worked to design curriculum that meets the needs of industry and provides career pathways in manufacturing and healthcare for youth and adults. The committees meet as needed and continue to stay in touch to review curriculum and class schedules to meet the changing needs of industry. The semiconductor industry has expanded in Texoma over the past year with an investment of \$40B in factories, necessitating the development of new training for area youth and adults. In response to hiring needs in this industry, Texoma also partnered with TWC and economic developers to obtain funding to support two



Electronic Engineering Technician (EET) labs for Denison and Sherman Independent School Districts and an Industrial Mechatronics training program located at North Central Texas College. Successful students will receive a certificate that will give them a better chance of employment within the semiconductor industry. Texoma is currently working with employers and childcare providers to align child care hours with industry shifts. Current and future needs for local employers will continue to be addressed through these collaborations.

As a partner in the Texas Workforce Commission's (TWCs) Eligible Training Provider List (ETPL), Texoma works with local training providers to collect enrollment and outcome information, attainment of credentials and employment related to training information to present to TWC who, in turn, presents same to the Department of Labor.

Texoma will continue to work with our training providers and independent school districts to ensure training is being provided to upskill and meet employer's demands. In addition, Texoma scrutinizes local labor market reports to check trends in training outcomes. We also provide customized labor market reports to our independent school district partners, employers, multiple economic developers and community colleges.

**WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE**  
**TWIC SYSTEM GOAL 2: LEARNER'S GOAL – EXPANSION OF**  
**WORK-BASED LEARNING AND APPRENTICESHIP**

*(Board Plan References: 9-10, 51-52, 59, 73, 93, 99-101)*

Texoma will also explore opportunities to invest in innovative projects that meet the needs of employers in demand industries and that support work-based learning opportunities. Texoma will ensure each enrolled customer has an identified career pathway, which will assist our customers in identifying pathways and growth opportunities available within specific industry sectors. We will also ensure classroom and work-based training is provided in fields and occupations that have opportunities to obtain credentials that are portable and stackable and provide clear and attainable pathways to employment.

Also crucial to our regional strategy will be providing Texoma's employers information about the benefits of creating work-based learning opportunities for their current employees, i.e., increased employee satisfaction and/or reductions in employee turnover. Texoma will work with our local employers and community college partners to develop

Skills Development proposals for customized job training programs for businesses who need to train new workers or upgrade skills of their existing workers.

Texoma also supports Registered Apprenticeship and ApprenticeshipTexas programs. The ability of apprenticeship programs to assist in preparing and training individuals for a career in a skilled trade or craft combined with supervised on-the-job training and classroom instruction has a proven success record. Per state policy, Texoma will refer all Registered Apprenticeship programs to the state's Eligible Training Provider System List (ETPL) where they will receive automatic approval and listing on the statewide ETPL that is available to the public.

Texoma has worked with local employers to assist them in developing Registered Apprenticeship programs. Texoma has also invited Department of Labor and Texas Workforce Commission Apprenticeship staff on multiple occasions to present information to Texoma employers pertaining to the benefits of Registered Apprenticeship programs. Texoma stands ready to further collaborate with the Commission's apprenticeship department, local employers, and educators in developing additional Registered Apprenticeship programs in our area and plans to host additional opportunities to showcase the advantages of Registered Apprenticeship programs to our local employers.

Texoma has also applied for the Texas Tri-Agency Grant for a Regional Convener to better map and define career and education pathways and opportunities that lead to high-paying jobs in our area.

**WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE**  
**TWIC SYSTEM GOAL 3: PARTNERS GOAL – ALIGNMENT TO**  
**SUPPORT CAREER PATHWAYS**

*(Board Plan References: 56, 22-23, 32, 34, 40, 51-52, 72, 77-78, 83)*

Since 2015, Texoma has worked with local manufacturers and healthcare employers to develop training to meet their needs. Both of our community colleges and Austin College have worked to make this a priority. Both of these industries have worked to implement new programs followed by an invitation to review those programs and tweak them to ensure they are meeting the needs of employers. Local Independent School Districts have been working with us and the community colleges to ensure the dual credit courses are relevant to local industries.

The semiconductor industry has spurred the development of more science and engineering programs in the high schools. The Electronics Engineering Technology (EET) programs in Denison and Sherman are aligned with Grayson College, North Central Texas College and Dallas College and will be the first step to the next certification in Automation. Austin College is also starting a baccalaureate program in engineering this Fall.

**WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE  
TWIC SYSTEM GOAL 4: POLICY AND PLANNING GOAL –  
RELEVANT DATA SETS**

*(Board Plan References: 11, 12-31, 33, 51, 61, 76)*

Texoma continues to work with our childcare providers to improve quality. A focus group of childcare providers and employers will be held in February of 2025 to address the challenges faced by employers, workers and childcare providers. A big issue in the Texoma area is the lack of alignment between the hours child care providers are open and industry shifts. Texoma has been chosen by GlobalWafers America to be their Intermediary for their CHIPS Act funding. We will assist GlobalWafers in finding child care for their employees that aligns with their shifts. GWA has been awarded \$1 million to address these needs. Texoma currently has 33 Texas Rising Star providers in the Texoma Board area. This represents a 45% increase from the number of quality providers in Texoma 2 years ago and we are continuing to show increases. We will continue to work with our assessors and mentors to bring all our providers into the TRS program. We offer grants and local training to childcare providers on a regular schedule to ensure they have the resources they need to remain quality providers.

Texoma continues to work with area employers to gain information to ensure WIOA funding is providing scholarship assistance for training programs our employers need. We work closely with our Board members, manufacturing and healthcare committees to collect information needed to produce the Board's Target Occupations List and ensure the list contains an array of occupations high in need with great wages.

Texoma collaborates with our area training providers to ensure data is available to report end of year statistics to the state so their programs can remain on the Eligible Training Provider List (ETPL). We also actively work with enrolled program participants to obtain credential and employment outcomes data up to one year from their program exit. We also collaborate with employers to obtain hire information.

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## TWIC STRATEGIC OPPORTUNITIES

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### **WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE TWIC STRATEGIC OPPORTUNITY 1: EMPLOYER ENGAGEMENT**

*(Board Plan References: 4-6, 13, 21, 32-38, 43, 49, 51-45, 58-64, 68-69, 71-72, 79, 81, 88, 100-101)*

The Texoma Board works with both community colleges and our independent school districts in the Texoma Workforce Development Area to provide customized labor market data/reports. This information is used to update educational professionals with our employer's current and emerging needs. We also work closely with our local economic developers. Texoma partnered with economic developers to conduct a study of the labor market. Once the study was completed, two committees were formed to address the skills gaps for the two largest occupational sectors, healthcare and manufacturing. These committees are chaired by and consist of local employers with Workforce and education partners providing support and input for these committees. Workforce Solutions Texoma's Board members also participate with the committees. The current chair of the manufacturing consortium is the former Board chair and a regional manager of a large employer.

Texoma also engages employers by participating in multiple advisory councils and community organizations to better understand employer workforce needs and challenges. Our strong partnership with our independent school districts, community colleges, and economic development organizations allow us to have a seat at the table for discussions pertaining to employment and salary trends without the need to obtain that information directly from individual employers.

Representatives from secondary and post-secondary education, economic development and over 30 local industries have worked to design curriculum that meets the needs of industry and provides career pathways in manufacturing and healthcare for youth and adults. The committees meet as needed but stay in touch to review curriculum and class schedules to meet the changing needs of industry. The semiconductor industry has

expanded in Texoma over the past year with an investment of \$40 Billion in the factories, necessitating the development of new training for area youth and adults. New Electronic Engineering Technology (EET) labs have been purchased for the high schools located closest to the new manufacturing plants. Texoma is currently working with employers and childcare providers to align childcare hours with industry shifts. Current and future needs for local employers will continue to be addressed through these collaborations. Texoma has also applied for the Texas Tri-Agency Grant for a Regional Convener to better map and define career and education pathways and opportunities that lead to high-paying jobs in our area.

Customized labor market reports are provided to all of the above entities as well as local employers through the Lightcast platform, which is funded by TWC, multiple economic developers, Grayson College and Workforce.

**WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE**  
**TWIC STRATEGIC OPPORTUNITY 2:**  
**IMPROVING OUTCOMES FOR TEXANS**  
**WITH BARRIERS TO EMPLOYMENT**

*(Board Plan References: 4-6, 37, 40, 43-44, 49-50)*

Vocational Rehabilitation staff have been collocated in the Texoma Workforce Centers since 2018 to create a better 'One Stop' system. Texoma is working with local and state Vocational Rehabilitation staff on a System Partnership and Service Coordination Workgroup to develop a referral network to cross-refer individuals with disabilities to ensure they receive needed services. In addition, both Board and service provider staff work to ensure all centers and programs are accessible for individuals with disabilities. Our Student HireAbility Navigator has worked to create employment opportunities for both students and adults with disabilities. Texoma's Navigator has created employer videos; monthly awareness newsletters targeted to employers, school district faculty, and individuals with disabilities as well as their family members; and multiple online training opportunities by local experts for these individuals. Texoma staff work with area employers to promote hiring opportunities for individuals with disabilities. Texoma also works closely with local Vocational Rehabilitation staff to support the Paid Work Experience and Summer Earn and Learn programs that provide employment opportunities for students with disabilities.

As part of our Workforce Readiness Outreach Program, Texoma's Career Coach staff work with students in the middle and high school settings to assist students in identifying career pathways and educational opportunities after high school. Part of their service area includes students in alternative schools and juvenile detention facilities.

As transportation has been identified as a primary barrier to employment and education in the Texoma area, Texoma staff serve on the Regional Transportation Committee that is working on partnerships to assist the underserved populations in our area, including veterans, people with disabilities, seniors and individuals with lower incomes.

**WORKFORCE SOLUTIONS TEXOMA BOARD RESPONSE**  
**TWIC STRATEGIC OPPORTUNITY 3:**  
**USE OF DATA TO SUPPORT INVESTMENT DECISIONS**

*(Board Plan References: 11, 13-33, 51, 61, 76)*

Texoma utilizes data from multiple sources to identify and target programs and activities to improve system performance. By utilizing current labor market trends, historical data, and successful program evaluations, the board ensures that resources are allocated effectively to programs and initiatives that have proven potential for success. Labor market information is obtained from the U. S. Census Bureau, U. S. Department of Labor's Bureau of Labor Statistics, Texas Labor Market Information, Lightcast Labor Market Data Tool and other sources that track labor market data and information to inform our Board members, educators and employers of existing and emerging occupations. In addition, our relationships with education partners, local employers, and our economic development partners give us real-time information that is useful in targeting specific training opportunities that meet employer needs and tracking program performance.