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Workforce Solutions Alamo
Local Plan Update
2021-2024

Texas Workforce Commission
Draft Submission April 2023

Who We Are

Workforce Solutions Alamo (WSA) serves as the governing board for the regional workforce system, a network of service providers and contractors that brings people and jobs together. WSA represents the taxpayers of the 13-county Alamo region that includes Atascosa, Bandera, Bexar, Comal, Frio, Gillespie, Guadalupe, Karnes, Kendall, Kerr, McMullen, Medina, and Wilson counties. Our key executives, staff and board members reflect the diverse constituencies of the regional community: business, economic development, education, labor, community organizations, and government.

Mission

The mission of Workforce Solutions Alamo is to strengthen the Alamo regional economy by growing and connecting talent pipelines to employers.

Vision

The vision of Workforce Solutions Alamo is to lead the most integrated community workforce network in the nation.

The **Core Values** of Workforce Solutions Alamo are:

- Accountability
- Collaboration
- Excellence
- Innovation
- Integrity

Workforce Solutions Alamo Chief Elected Officials 2023	
Mayor Ron Nirenberg City of San Antonio	Judge Peter Sakai Bexar County
Judge Weldon Cude Atascosa County	Judge Wade J. Hedtke Karnes County
Judge Richard A. Evans Bandera County	Judge Shane Stolarczyk Kendall County
Judge Sherman Krause Comal County	Judge Rob Kelly Kerr County
Judge Rochelle Lozano Camacho Frio County	Judge James E. Teal McMullen County
Judge Daniel Jones Gillespie County	Judge Keith Lutz Medina County
Judge Kyle Kutscher Guadalupe County	Judge Henry L. Whitman, Jr. Wilson County

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Workforce Solutions Alamo Board of Directors 2023		
Leslie Cantu – Chair	Mary Batch – Vice Chair	Yousef Kassim – Secretary
Private Sector Toyotetsu Texas, Inc.	Private Sector Talent Pipeline Consultant, Caterpillar, Inc.	Private Sector Easyexpunctions.com
Eric Cooper	Ana DeHoyos O'Connor	Angelique De Oliveira
Community Based Organization (CBO) San Antonio Food Bank	Community Based Organization YMCA	Adult Basic Continuing Education Goodwill Industries of San Antonio
Lindsay Dennis	Dawn Dixon	Jerry Graeber
Economic Development Seguin Economic Development Corporation	Vocational Rehabilitation Warm Springs Foundation ConnectAbility	Private Sector Leonard Contracting
Allison Greer Francis	Lowell Keig	Diana Kenny
Public Assistance The Center for Health Care Services	Public Employment TWC	Private Sector A.I.M., LLC
Elizabeth Lutz	Anthony Magaro	Betty Munoz
Community Based Organization (CBO) The Health Collaborative	Private Sector Southwest Research Institute	Private Sector JW Marriott San Antonio Hill Country
Dr. Sammi Morrill	Lisa Navarro Gonzales	Ben Peavy
Education Alamo College District	Private Sector Forma, LLC	Private Sector Accenture
Esmeralda Perez	Kelli Rhodes	Burnie Roper, Jr., Ph.D.
Private Sector CHRISTUS Santa Rosa Health System	Literacy Council Restore Education	Education Lackland I.S.D.
Mitchell Shane Denn	Becky Butler Cap	JR Trevino
Labor San Antonio Building & Construction Trades Council	Private Sector GenCure/BioBridge Global	Private Sector Treco Enterprises, Inc
	David Halverson	
	Private Sector Scorpion Biological Services	

Local Review and Approval of Two-Year WSA Local Plan Update 2021-2024

The Workforce Solutions Alamo Local Plan was presented in open meetings and approved by the following governing bodies

1. Workforce Solutions Alamo Board of Directors: **02/18/2023**
2. Committee of Six (Co6) **02/22/2023** and its individual members:
 - a. San Antonio City Council: **5/05/2023**
 - b. Bexar County Commissioners Court: **4/18/2023**
 - c. Alamo Area Judges: **4/26/2023**

Executive Summary

The Workforce Innovation and Opportunity Act (WIOA) requires each Workforce Development Board to develop a comprehensive 4-year local plan (an interim 2-year modification) that analyzes the local workforce development area and provides specific detail related to the WSA Board strategy to meet the economic and employment needs of the area's job seekers and employers.

Texas Workforce Commission (TWC) provides oversight and workforce development funding for services to employers and job seekers in Texas facilitated by 28 regional workforce boards, Workforce Solutions Alamo. WSA serves the 13-county region including Atascosa, Bandera, Bexar, Comal, Frio, Gillespie, Guadalupe, Karnes, Kendall, Kerr, McMullen, Medina, and Wilson counties.

The City of San Antonio and the 13 counties are parties to an Interlocal Agreement through the Chief Elected Officials (CEOs) of the WSA Service Area. Per this agreement, CEOs provide additional oversight for planning, budgeting, administration, and execution of WSA programs through the Committee of Six whose members include Area Judges as well as members of San Antonio City Council and Bexar County Commissioners. A key function of the Committee of Six is recommending approval of the Local Plan and any major modification for its subsequent submission to TWC.

Workforce Solutions Alamo Board of Directors, Chief Executive Officer, Directors, and staff have produced this document to address key mandates of the WIOA and to ensure alignment with:

- Texas Workforce Consolidated 2021-2025 Strategic Plan,
- Texas Workforce System Strategic Plan FY 2016-FY 2023,
- Texas Workforce Commission 2021-2025 Strategic Plan,
- WIOA Combined State Plan Program Years 2020-2023,
- Strategic Plan for Adult Education and Literacy for the Fiscal Year of 2021-2026,
- Texas Early Learning Strategic Plan, 2020-2025.

This WSA Local Plan 2021-2024 Update fulfills the local partnership agreements and requirements in collaboration with the CEO. The Modified Plan addresses strategic and operational elements that WSA will undertake to support the local workforce development system and to align with WSA's mission, vision, and core values. To develop the Modified Plan, extensive research

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was conducted including a comprehensive regional labor market analysis and an assessment of the delivery of services and partnerships. Substantial focus was placed on incorporating the new WIOA mandates into the local program design.

WSA submits this Modified Plan to represent existing and proposed workforce and economic development activities for the 13-County Alamo Region. This plan has been developed in cooperation with local community stakeholders including elected officials, area employers, education and training partners, community-based organizations, and individuals who are the recipients of services provided by Workforce Solutions Alamo.

Workforce Solutions Alamo is committed to the development of Sector-Based Partnerships model with emphasis on best practices that connect people to training opportunities that are employer-driven and data-informed. Workforce Solutions Alamo is prepared to convene strategic partnerships that align with industry clusters as defined in this plan and according to the Sector-Based Partnership model.

Workforce Solutions Alamo will continue to seek feedback from stakeholders in each of the 13 counties served by WSA. Community voice and employer input is essential to a community-based participatory and responsive methodology for continuous process evaluation and improvement.

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Part 1: Board Vision and Strategies

The strategic elements of the Local Workforce Development Board Planning Guidelines (Guidelines) are as follows:

A. Vision and Goals

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

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

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

The Workforce Solutions Alamo (WSA) Board serves as the governing board for the regional workforce system, a network of service providers and contractors that brings people and jobs together. The Board of Directors represents various sectors among the 13-county Alamo Region and reflects the diverse constituencies of the regional community: business, economic development, education, manufacturing, healthcare, community organizations, and government. The WSA Board strives to manifest its core values of accountability, collaboration, excellence, innovation, and integrity. WSA is committed to promoting regional economic growth, economic self-sufficiency through sector-based workforce system that fully aligns efforts of local partners and communities in the region with State-level strategic efforts with which the Plan is required align.

The Board works in partnership with the local Chief Elected Officials (CEOs), which include the Mayor of the City of San Antonio and the County Judges from Atascosa, Bandera, Bexar, Comal, Frio, Gillespie, Guadalupe, Karnes, Kendall, Kerr, McMullen, Medina, and Wilson counties. Together, the Board and the CEOs provide leadership and insight about the needs of the workforce system in the Alamo region, especially as it relates to the unique needs of urban and rural areas. WSA Board vision provides the inspiration to execute an integrated community workforce network in the nation.

The WSA Board and its regional partners recognize the collaborative process as a powerful means to collectively achieve economic growth that enables the workforce occupational demand to increase, thus providing the opportunity for more job seekers to reach self-sufficiency. WSA and its regional workforce partners have a history of collaborative planning and have aligned strategic initiatives with targeted industry sectors and demand occupations. The Strategic Goals outlined below identify the key areas of focus for the duration of this Plan. Subsequent sections describe the Strategies and Actions to achieve the outlined broader goals of the workforce system.

As required, WSA strategies align with the TWC's System Strategic Plan goals outlined in the:

- The Texas Workforce Consolidated 2021-2025 Strategic Plan: <https://www.twc.texas.gov/files/twc/strategic-plan-fiscal-years-2021-to-2025-twc.pdf>

- The Texas Workforce System Strategic Plan FY 2016–FY 2023
https://gov.texas.gov/uploads/files/organization/twic/Strategic_Plan_Summary.pdf
- The Texas Workforce Commission 2021–2025 Strategic Plan
<https://www.twc.texas.gov/files/twc/strategic-plan-fiscal-years-2021-to-2025-twc.pdf>
- WIOA Combined State Plan Program Years 2020–2023
<https://www.twc.texas.gov/files/partners/wioa-combined-state-plan-twc.pdf>
- Strategic Plan for Adult Education and Literacy for the Fiscal Year of 2021-2026
<https://www.twc.texas.gov/files/partners/adult-education-and-literacy-strategic-plan-2021-2026-twc.pdf>
- Texas Early Learning Strategic Plan, 2020- 2025
<https://www.twc.texas.gov/files/partners/tx-early-learning-strategic-plan-twc.pdf>

WSA is defined by a commitment to supporting the regional economic growth and economic self-sufficiency and acknowledging the unique needs of urban and rural areas of the 13-County Alamo Region.

Key Goal: A shared prosperity through inclusive growth

Strategic Framework: Target and develop initiatives based on key principles of inclusive growth to:

- Address the global scale and technological complexity of an advanced economy, and
 - Promote the socio-economic prosperity of children, workers, and communities so they may meet their productive potential.
-

Core Principles of Inclusive Growth

- Grow from within and prioritize industries, occupations, and firms that:
 1. Drive local competitive advantage, innovation, productivity, and wage gains.
 2. Prioritize industry specializations through sector-based strategies.
 - Invest in people and skills by:
 1. Targeting upskilling, re-skilling, and life-long learning to expand educational attainment and capacity to increase experience and wages.
 2. Increase capacity to serve priority populations including veterans, foster youth, and individuals with identified barriers to meaningful employment.
 - Support sector-based strategies
 1. Data-informed decision-making at the partnership level
 2. Meaningfully engage industries
 3. Deliver services specific to sector-based partnerships
 4. Invest in sustainability and continuous improvement
 5. Invest in capacity of staff to manage partnerships
-

Primary Objective:

- Develop and implement workforce development opportunities that lead to self-sufficiency including career pathways and stackable credentials that lead to identified target industries and occupations.

-

Key Performance Indicators (KPIs):

- *Formative and summative evaluation are conducted using established metrics including TWC-contracted performance measures. Short and long-term outcomes inform policy and program development and drive the allocation of staff and financial resources throughout the strategic framework.*

B. Board Strategies

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

Boards must include a description of the Board’s strategy to work with the entities carrying out the core programs and with the required partners to align resources available to the local workforce development area (workforce area) to achieve the vision and goals.

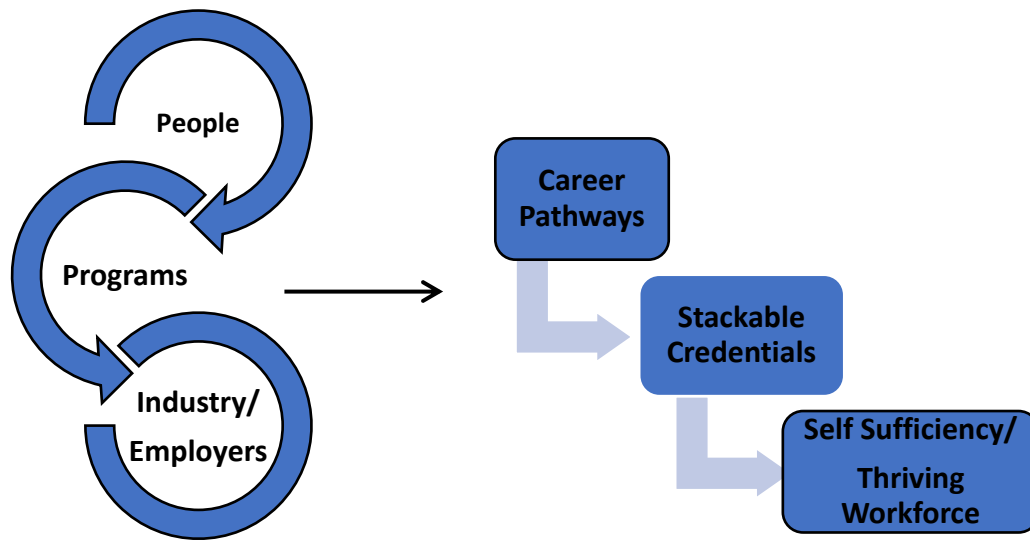
Sector-Based Partnerships

Workforce Solutions Alamo is working toward the development of a sector-based partnership model based on best practices in workforce development. WSA has worked to create partnerships within the regional labor market level in the 13-County Alamo Region area served by WSA. These partnerships include a diverse collection of employers, government entities and elected officials, education and training partners, economic development organizations, labor associations and organizations, and community-based and non-profit social service agencies that create an ecosystem focused on the development of the local workforce and driven by industry demand.

WSA is the convener of these partnerships and acts as a coordinating partner across multiple sectors to facilitate communication, funding, innovation, and progress. WSA’s approach incorporates data collection from specific constituencies to create highly customized responses to the needs of target industries.

WSA has transitioned from short-term collaborations that exist for the duration of a single grant or program to the establishment of long-term connectedness that envisions employers as partners with significant participation of the workforce as opposed to external customers. Furthermore, the model emphasizes people and relationships within a replicable process with defined outcome measures. The goal of WSA is to identify and prioritize the existing strengths of its partners to drive workforce and economic development for the region.

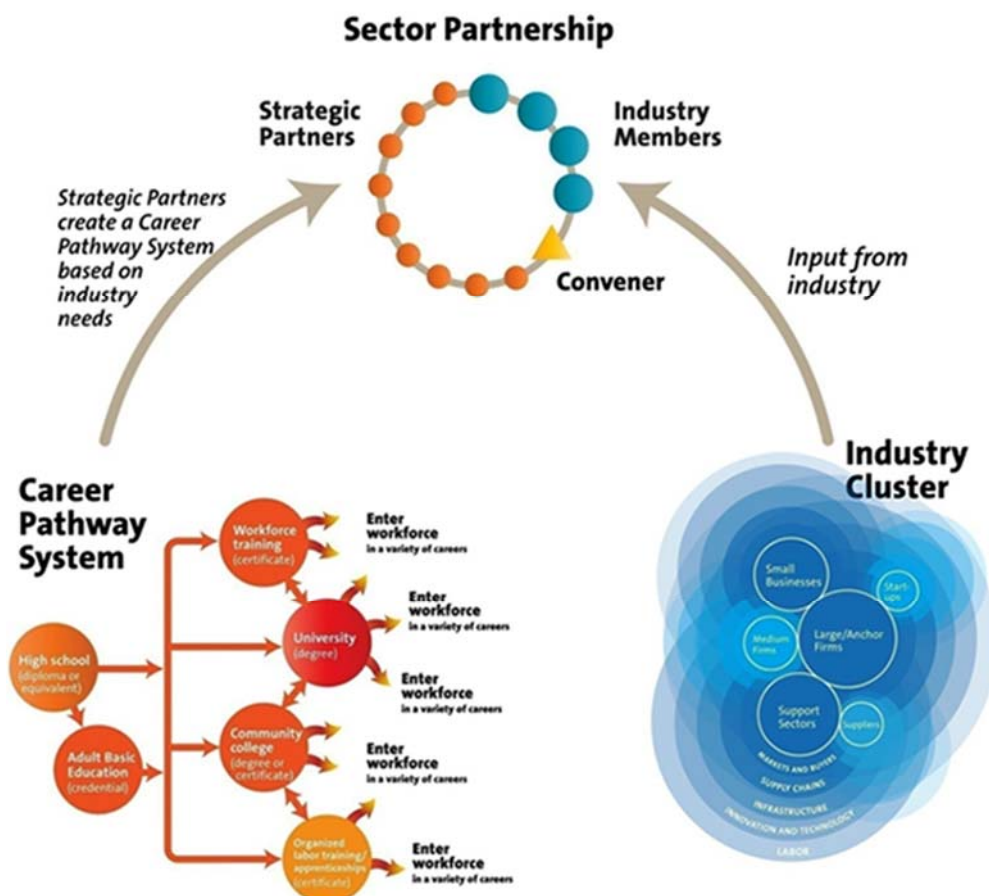
Workforce Solutions Alamo is committed to the people of the Alamo region, the execution of its programs with efficiency and intentionality, and to maintaining fidelity to identified target industries and occupations using data-driven approaches. The dynamic relationship that exists between People, Programs, and Industry serves as an iterative mechanism to facilitate process and program improvement while promoting innovation and collaboration.



This fundamental framework is the foundation for the continued development of plans and programs that support targeted sectors through intentional cooperation and continuous improvement that builds on integration of education, economic, and workforce development.

To accomplish the development of sector-based partnerships, WSA seeks to adopt best practices from other high performing workforce development boards and partnerships throughout the nation. Boards who have created successful relationships share operational elements that are the hallmarks of the sector-based model.

The Sector-Based partnership model (illustrated below) is based on the development of relationships with organizations and entities that facilitate career pathways with entry points, or on-ramps, to the regional workforce. Additionally, representatives from identified target industries provide input and information that drives the development of training and education programming to increase or expand appropriate entry points. WSA, as convener, provides cohesion and coordination to facilitate communication, coordination, and formative and summative evaluation.



Source: https://www.wtb.wa.gov/wp-content/uploads/2020/02/Improving-Employment-Outcomes_Handout.pdf

Best practices associated with the Sector-Based model include:

- The development of collaborative infrastructure with a lead agency in the role of convener or lead organization that facilitates connection with education, industry, and economic development partners with a shared vision for workforce development.
- Transparency and communication among regional partners to promote the shared vision for workforce development.
- Creation of a playbook to define communications plan for programs and partnerships.
- Emphasize local wisdom and community voice in program development and evaluation.
- Create measurable goals and objectives with culturally responsive data-gathering and evaluation processes.
- Clearly define career pathways that address the needs of employers and jobseekers.

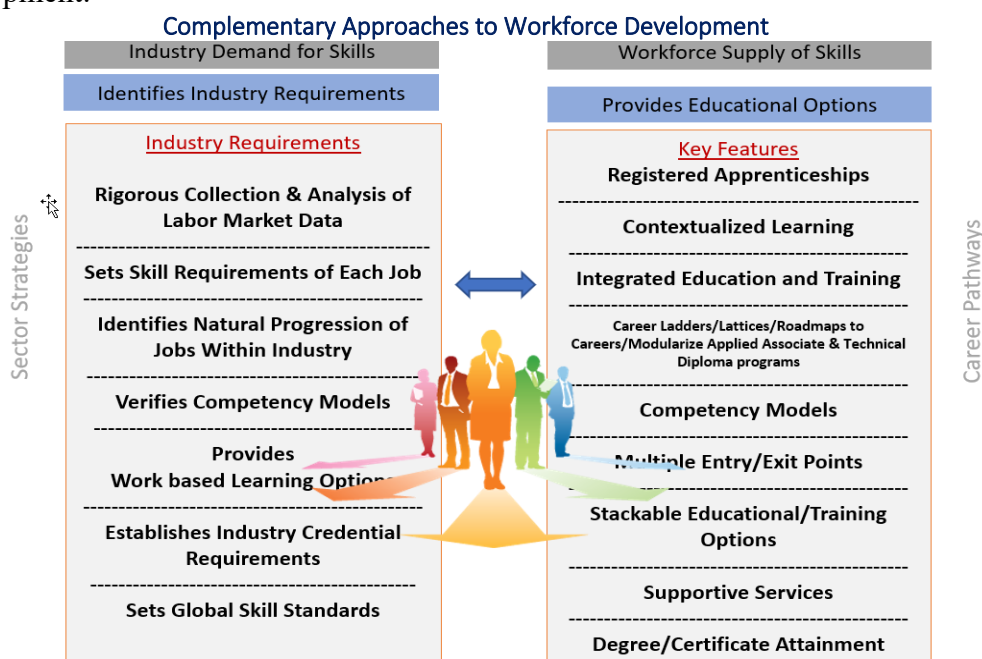
These deliverables must be predicted according to existing or developing circumstances. A study of Gold Standard Workforce Development Partnerships (Armstrong, 2018) outlines key tenets that

inform the development of successful sector-based partnerships. WSA is developing capacity in each of these in order to realize mature sector-based partnerships within the life span of this plan.

- Sector partnerships must be data driven.
 - WSA utilizes multiple sources of data to perform demographic, educational, employment, and wage trend analysis. These sources include industry snapshots and projections to understand the current and future movement in the environment. Other sources of data are labor market data, cost of living data, educational attainment and hiring needs of target occupations, availability of in-demand occupations or occupations that provide lower wages, and growth industries. Analysis also includes community-level US Census data that provide insight on population growth, and place of residence compared to place of work.
- Sector partners should implement data sharing agreements memoranda of understanding to expedite innovation and promote shared accountability.
 - WSA will execute a MOU and data sharing agreement with each of the sector partners. MOUs and data sharing agreements provide valuable information to WSA and its partners to align education and training programming with target labor market skills and credentials. MOUs will outline long-term expectations for the partnership, and data sharing will inform workforce development planning, curricula, marketing and communications, and evaluation.
- Sector partnerships should include K-12 partners and included measurable and connected activities to achieve measurable progress and scale.
 - WSA has established relationships with the largest K12 independent school districts and Pre-Kindergarten initiatives that serve a majority of students in the 13-county region i.e., Pre-K 4 SA, SAISD, Northeast ISD, Northside ISD, and others. WSA and schools will define middle and secondary curricula tracks that align with target industries to establish the prerequisite courses and graduation tracks that lead to career pathways for targeted industries and occupations.
- Sector partnerships should leverage cross-system resources.
 - In addition to the investment of WIOA funds and resources, WSA has forged strategic partnerships with cross-system organizations including municipal governments and city councils, county commissioners and rural, county judges, early childhood education organizations, housing, food and nutrition supplemental programs, and veterans and juvenile and adult corrections programs. WSA will continue to seek partnerships with other programs that support mental health and substance abuse prevention, child abuse and neglect prevention, healthcare, as other organizations that address social determinants of health and coalitions that address systems and systemic change.
- Sector partnerships should be guided by intermediary-level governance boards

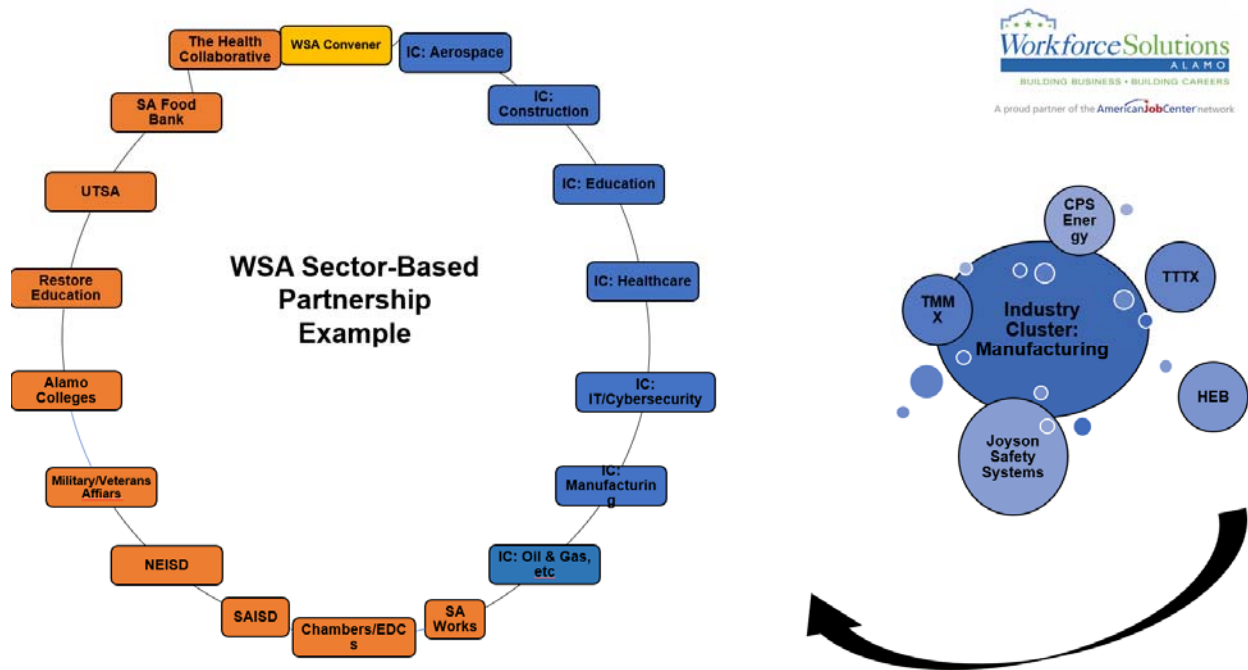
- The sector-based model proposed by WSA will be informed by a wide array of key decision-makers with expertise at the executive operational levels. Sector champions will be identified from target industries to form an advisory board intended to inform strategic planning and program development.
- Sector partnerships should facilitate career pathways that lead to skills required by target industries, industry-recognized post-secondary credentials, and living-wage jobs.
 - WSA has identified career pathways, with stackable credentials, so that job seekers can receive necessary skills instruction within a sector. The criteria for these skills are employer-driven and informed by data collected from employer partners. Demographic and descriptive data ensures that the special needs of target populations are addressed.
- Sector partnerships should be built with business, labor, and industry partners.
 - WSA has created an ongoing survey process to seek input from job seekers, local elected officials, employer, education, and community non-profit partners. These surveys collect both quantitative and qualitative data related to economic priorities, target industries and occupations, specialized populations, and hiring/recruitment/retention of workforce. These surveys provide local wisdom for the development of this plan as well as the framework for formative evaluation of programming.

The sector-based framework of WSA prioritizes strategies that promote systems change, a complimentary approach to workforce development. and partnerships across multiple sectors of the workforce ecosystem. Multiple entry points into the career pathway systems acknowledge varied levels of existing educational attainment to ensure equitable opportunities for career and skills development.



WSA engages partners to foster cooperation based in individual locales as well as larger regional strategies necessary to support the entire Alamo region. WSA continues to focus on data-driven analysis of successful strategies and the promotion of self-sufficiency of its clients.

The following diagram illustrates the structure of the sector-based partnerships infrastructure will be developed for the Alamo regions. Representatives and stakeholders from each industry cluster, from urban and rural counties, will be recruited to provide insight and input specific to their respective industries. Together with representatives from other strategic partners categories to form the sector-based advisory group for the WSA 13-County Alamo Region.



Resource Alignment - Board Response: Resource Alignment

Within the WSA operated workforce system, contract partners managing and operating the region's American Job Centers have full responsibility for operating core TANF, SNAP, WIOA (Adult, Dislocated Worker, and Youth) programs, as well as providing day-to-day guidance to TWC (state) Employment Services staff. TWC maintains administrative responsibility, and shares responsibility for directing daily work assignments, assigning individual performance goals, coordinating hiring, initiating disciplinary action, and evaluating staff performance.

WSA works collaboratively across entities to execute core programs and align resources available to the local area.

Efforts to integrate additional required partners, including Adult Education and Literacy (AEL) Consortium partners and Rehabilitative Services (TWC Department of Vocational Rehabilitative Services/VRS) will be spearheaded by WSA Board staff.

Due to the restructuring of AEL services in Texas to move management and oversight of services under TWC, the WSA Board is charged with coordination and collaboration responsibilities to

support and ensure continuous improvement of AEL services. WSA Board staff are active participants with the regional AEL Alamo Consortium that consist of eight service providers, led by TWC grant recipient Education Service Center Region 20 (ESC-20). Providers offer a variety of adult education services across the 13 county Alamo area. Students can be served as young as 16 years of age, and services are free of charge. Students are eligible if they need to earn their TxCHSE, improve basic skills, or learn English. Classes are offered both in-person and virtually at a variety of locations and times. In 2016, TWC VRS was restructured to move the function under TWC. With the restructuring, the WSA Board has been tasked with coordination with VRS to leverage the full breadth of resources provided to the Alamo region. WSA Board staff has actively engaged with their departmental counterparts. To efficiently coordinate operations and services, leadership from both of our groups has been engaged in strategic planning, business engagement and future facility co-location. WSA Board staff will continue to respond to TWC guidance regarding coordination of activities. Co-location with Vocational Rehabilitation partners improved the direct linkage for individuals with disabilities to workforce services. Vocational Rehabilitation partners are now located in # of the workforce centers in the Alamo workforce area. On November 18 and December 2nd, 2016, ESC-20 hosted work sessions for approximately 230 participants from VRS, ESC-20, Workforce Center Contractors and WSA Board staff. The purpose of the work sessions was to share program information, identify gaps between the service delivery system, and implement a referral system. Collaboration and continued planning continues.

AEL, VRS, and WSA contractors are provided guidance and strategies regarding alignment and leveraging of resources and are responsible for integration of services. WSA Board staff is responsible for direct management and oversight of all WSA contractors and coordination and collaboration with AEL and VRS to ensure effective execution.

Alignment with Vision and Goals:

Consolidation of core program management and oversight, and day to day management of partner staff, ensures alignment of resources. Strong management and oversight by the WSA Board and Board staff ensures resources are deployed consistent with the WSA Vision, “to lead the most integrated community workforce network in the nation” and achieve the goals outlined within this plan.

C. High-Performing Board

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

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

Board Response: Local Board Functions

As defined in WIOA Sec. 107(d), the Board will aim to excel in the following 13 functions. These include:

1. **Local Plan.** In partnership with local chief elected officials and other relevant stakeholders, develop, and submit a 4-year local plan and appropriate modifications as needed or required by TWC.

2. **Workforce research and regional labor market analysis.**
 - a. Analyze of economic conditions in the Alamo region, needed knowledge and skills, the workforce and workforce development activities.
 - b. Collect, analyze and use of workforce and labor market information.
 - c. Conducting research, data collection, and analysis related to workforce needs of the Alamo regional economy, including input from a wide array of stakeholders.
3. **Convening, brokering, and leveraging.** Convene a local workforce development system of stakeholders to assist in the development of the local plan.
4. **Employer engagement.** Lead efforts to engage with a diverse range of employers and with entities involved in:
 - a. Promoting business representation.
 - b. Developing effective linkages with employers through the implementation of sector-based partnerships to support employer utilization of the local workforce development system and support related investments.
 - c. Implementing proven or promising strategies for meeting employment and skill needs of workers and employers, including industry and sector partnerships, providing the skilled workforce needed by employers, expanding employment and career advancement opportunities for workforce development system participants in in-demand industry sectors and occupations.
5. **Career pathways development.** Along with representatives of childcare, K-12, secondary and postsecondary education programs, lead efforts to develop and implement career pathways by aligning employment, training, education, and supportive services needed by adults and youth, particularly individuals with barriers to employment.
6. **Proven and promising practices.** Lead efforts to:
 - a. Identify and promote proven and promising strategies/initiatives for meeting the needs of employers, and workers and jobseekers (including individuals with barriers to employment). This includes providing physical and programmatic accessibility to the one-stop delivery system.
 - b. Identify and disseminate information on proven and promising practices carried out in other local areas for meeting such needs.
7. **Technology.** Develop strategies for using technology to maximize the accessibility and effectiveness of the local workforce development system for employers, and workers and jobseekers, by:
 - a. Facilitating connections among the intake and case management information systems of the one-stop partner programs to support a comprehensive workforce development system in the local area.
 - b. Facilitating access to services provided through the one-stop delivery system, including access in remote areas.
 - c. Identifying strategies for better meeting the needs of individuals with barriers to employment, including those that augment traditional service delivery and increase

- access to services/programs of the one-stop delivery system, such as improving digital literacy skills.
 - d. Leveraging resources and capacity within the local workforce development system.
8. **Program oversight.** In partnership with local chief elected officials:
- a. Conduct oversight for local youth, employment and training activities, and the one-stop delivery system, and ensuring the appropriate use and management of the funds for these purposes.
 - b. Ensure the appropriate use, management, and investment of funds to maximize performance outcomes as contracted by TWC for workforce development activities.
9. **Negotiate local performance accountability measures.** Negotiate and reach agreement on local performance accountability measures.
10. **Select one-stop operators.**
- a. Designate or certify one-stop operators and may terminate for cause the eligibility of such operators (in alignment with the inter-local agreement with chief elected officials assigning the responsibility of this function to the Board).
 - b. Select youth providers.
 - c. Identify eligible providers of training.
 - d. Identify eligible providers of career services.
 - e. Ensure consumer choice requirements.
11. **Coordination with education providers.** Coordinate activities with education and training providers, providers of workforce investment activities, adult education and literacy, career and technical education, and agencies administering vocational rehabilitation services.
12. **Budget and administration.** Develop a budget for activities of the local board in the Alamo region consistent with the local plan and the duties of the local board, subject to the approval of the chief elected officials.
13. **Accessibility for individuals with disabilities.** Annually assess the physical and programmatic accessibility as required by applicable laws.

The Board will plan on using a set of criteria to determine whether it attains and retains “high performing” status. These criteria focus on elements that are critical to the nature of our work and include the following (these may be modified, and additional criteria may be added).

1. Compliance

- a. Receive no findings or formal determinations in Federal or State monitoring, particularly disallowed or questioned costs, as evidenced by documentation provided by the monitoring agency.
- b. Sustain fiscal integrity, as evidenced through the yearly Single Audit documentation.

- c. Have no recapture of grant funds for failure to obligate at least 95% of program funds within/by each grant's applicable program year.
 - d. Ensure core (required) partners provide access to their services through the One-Stop delivery system (e.g., through at least one Job Center designated as "Comprehensive") in alignment to TWC guidelines.
- 2. Performance & Services
 - a. Meet or Exceed 100% of TWC-contracted performance measures as evidenced by performance reports provided by TWC.
 - b. Attain the highest ratio of TRS Providers in Texas as compared to other Board areas.
- 3. Sector-Based Strategies
 - a. Develop, implement, and sustain at least three (3) sector initiatives each program year directly tied to industry sectors or occupations in the Target Occupation List, and which result in the following. Previous year's data will be used as a baseline.
 - i. Percent of WIOA Adult/Dislocated Worker/Youth in training (goal to be determined).
 - ii. Percent WIOA Adult/Dislocated Worker/Youth training participants in training-related employment (80% goal).

Part 2. Economic and Workforce Analysis

A. Regional Economic and Employment Needs Analysis

(WIOA §108(b)(1)(A); 20 CFR §679.560(a)(1))

Boards must include a regional analysis of the following:

- The economic conditions, including existing and emerging in-demand industry sectors, in-demand occupations, and target occupations*
 - The employment needs of employers in existing and emerging in-demand industry sectors, in-demand occupations, and target occupations*
-

Board Response: Economic conditions

Existing in-demand industry sectors

Prior to the COVID-19 pandemic of 2020, The economic environment of the 13-County Alamo Region strengthened significantly, offering quality employment opportunities for varying occupations and skill levels to local job seekers.. For the past four years, through February 2020, the Alamo region has had a growing economy with record low unemployment. The COVID-19 pandemic significantly affected the 13-County Alamo Region, Texas, the United States, and the rest of the world. A Bureau of Labor Statistics article examined the labor market impacts of establishment shutdowns implemented in response to coronavirus disease 2019 (COVID-19). The article identifies sectors directly exposed to the shutdowns using data from the Quarterly Census of Employment and Wages and Occupational Employment Statistics programs of the U.S. Bureau of Labor Statistics. The six of the most directly exposed sectors include: Restaurants and Bars, Travel and Transportation, Entertainment (e.g., casinos and amusement parks), Personal Services (e.g., dentists, daycare providers, barbers), other sensitive Retail (e.g., department stores and car dealers), and sensitive Manufacturing (e.g., aircraft and car manufacturing). Furthermore, the occupations with lower wages were directly exposed than other occupations. (How many workers are employed in sectors directly affected by COVID-29 shutdowns, where do they work, and how much do they earn?, April 2020).

The magnitude of job loss in March and April 2020 had no precedent since the end of World War II (Elizabeth Weber Handwerker, 2020, December). The effects of the pandemic became widespread, and employment losses were not confined to businesses in industries that were forced to shut down. As localities and states lifted stay-at-home orders and businesses in vulnerable industries begun to reopen and the economy is rebounding. However, several uncertainties remain. Will the industries identified as vulnerable continue to face difficulty? Other uncertainties are how COVID will affect how industries operate and the reskilling needs of incumbent workers employed by industries. Another concern is the long-term changes to industries operating processes resulting from the COVID-19 pandemic. How long will it take for the labor market to fully recover? It took more than 5 years for the labor market to recover after the end of the Great Recession (2007-2009) (Elizabeth Weber Handwerker, 2020, December).

Table 1 reflects the number of jobs February 2020 to February 2022. A review of jobs indicates the labor market is rebounding; as of February 2021 one major industry, Trade Transportation and Utilities indicated growth. By February 2022, six major industries of eleven indicated growth (TWC/Current Employment Statistics). As the Alamo region embarks on the changes due to the

COVID-19 pandemic and the changes occurring during the economic recovery, Alamo WSA reviews the strengths of the existing and emerging economy.

**Table 1: Number of Jobs by Major Industries MSA-San Antonio New Braunfels
February 2020 to February 2022 and year-over-year comparison growth (absolute change)
of Major Industries San Antonio New Braunfels, MSA**

Industry	No. of jobs Feb 2020	No. of jobs Feb 2021	Change Feb 20- Feb 21	No. of jobs Feb 2022	Change Feb 20- Feb 22
Mining and Logging	9,900	5,600	-4,300	5,900	-4,000
Construction	57,600	55,800	-1,800	57,200	-400
Manufacturing	51,400	50,400	-1,000	51,900	500
Trade, Transportation, and Utilities	183,400	183,600	200	193,700	10,300
Retail Trade	113,000	112,400	-600	118,100	5,100
Information	19,000	17,800	-1,200	17,400	-1,600
Financial Activities	94,500	92,500	-2,000	95,800	1,300
Professional and Business Services	143,300	142,900	-400	155,000	11,700
Education and Health Services	170,500	160,400	-10,100	169,400	-1,100
Leisure and Hospitality	135,600	110,900	-24,700	133,900	-1,700
Other Services	39,600	34,600	-5,000	39,900	300
Government	177,800	172,500	-5,300	175,400	-2,400
Source: TWC/LMCI/CES/February 2020, 2021, 2022					

Source: TWC/LMCI/CES/ San Antonio New Braunfels MSA

As seen in **Table 2.1**, during the period of 2020 4th Quarter and 2021 4th Quarter (QCEW) twelve of the thirteen counties within the region have shown steady increases in average employment and average weekly wages. During the same time-period the number of establishments and firms showed a decrease in Frio County, while Atascosa County showed a downturn in the number of firms. In addition, in McMullen the number of firms increased and in Karnes County both firms and establishments showed an increase.

Between 2019 4th Quarter and 2020 4th Quarter in twelve of the WSA counties, the average weekly wages showed a steady increase except for Atascosa County in which the average weekly wages reduced. During the same time-period the average employment decreased for all counties except for Bandera County and Comal with an increase of 49 and 823 jobs respectively. During this time-period, Establishments and Firms decreased in three counties, Frio, Karnes, and McMullen.

For the Alamo WDA 2019 4th Quarter and 2020 4th Quarter as indicated in **Table 2.3**, the weekly wage increased 6.1% and average employment decreased by 51,483 (5%) jobs. Employment rebounded between 2020 4th Quarter and 2021 4th Quarter for the Alamo region with an increase of 51,296 (6%) jobs and wages increased by 7%. Finally, as seen in **Table 2.3** number of

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establishments in the Alamo WDA region increased between 2019 to 2020 by 949 establishments and between 2020-2021 establishments grew to 1,644 new establishments.

Table 2.1 Economic Indicators Alamo Region Counties All Industries

Area	2019 4th Quarter				2020 4th Quarter				2021 4th Quarter			
	Establishments	Firms	Average Employment	Average Weekly Wage	Establishments	Firms	Average Employment	Average Weekly Wage	Establishments	Firms	Average Employment	Average Weekly Wage
Atascosa	906	845	14,055	\$1,092.00	927	867	12,286	\$1,026.00	933	866	12,741	\$1,099.00
Bandera	476	449	3,366	\$769.00	484	456	3,415	\$850.00	500	464	3,656	\$833.00
Bexar	43,878	35,312	889,039	\$1,055.00	44,337	35,526	843,358	\$1,170.00	45,152	36,213	883,920	\$1,228.00
Comal	4,069	3,688	60,083	\$916.00	4,310	3,910	60,906	\$1,022.00	4,667	4,205	66,015	\$1,083.00
Frio	430	407	7,563	\$1,008.00	423	398	6,571	\$1,072.00	418	391	6,594	\$1,149.00
Gillespie	1,136	1,080	11,197	\$821.00	1,176	1,115	11,002	\$903.00	1,202	1,137	11,690	\$946.00
Guadalupe	2,277	2,043	42,358	\$915.00	2,384	2,134	41,965	\$1,000.00	2,517	2,259	43,490	\$1,068.00
Karnes	427	378	6,825	\$1,148.00	417	369	6,067	\$1,178.00	423	378	6,145	\$1,189.00
Kendall	1,619	1,537	17,934	\$1,023.00	1,660	1,579	17,013	\$1,122.00	1,801	1,720	18,404	\$1,230.00
Kerr	1,535	1,405	18,870	\$879.00	1,543	1,411	18,166	\$975.00	1,583	1,449	18,568	\$1,060.00
McMullen	87	82	614	\$1,238.00	77	74	464	\$1,260.00	77	75	594	\$1,363.00
Medina	862	765	10,362	\$780.00	873	777	10,118	\$860.00	906	808	10,397	\$927.00
Wilson	778	719	9,165	\$833.00	818	758	8,617	\$866.00	864	798	9,030	\$941.00

Source: TWC/LMCI/Quarterly Census of Employment and Wages (QCEW)

Table 2.2 Change in Employment, Wages, Establishments and Firms by County

Area	Change Employment, Wages 2019 to 2020		Change in Establishments and Firms 2019 to 2020		Change in Employment, Wages 2020 to 2021		Change in Establishments and Firms 2020 to 2021	
	Change 2019 to 2020 Employment	Change 2019 to 2020 Weekly Wage	Change in Establishments 2019 to 2020	Change in Firms 2019 to 2020	Change in Employment 2020 to 2021	Change in Average Weekly Wage	Change in Establishments 2020 to 2021	Change in Firms 2020 to 2021
Atascosa	-1,769	-\$66.00	21	22	455	\$7.00	6	-1
Bandera	49	\$81.00	8	7	241	\$64.00	16	8
Bexar	-45,681	\$115.00	459	214	40,562	\$173.00	815	687
Comal	823	\$106.00	241	222	5,109	\$167.00	357	295
Frio	-992	\$64.00	-7	-9	23	\$141.00	-5	-7
Gillespie	-195	\$82.00	40	35	688	\$125.00	26	22
Guadalupe	-393	\$85.00	107	91	1,525	\$153.00	133	125
Karnes	-758	\$30.00	-10	-9	78	\$41.00	6	9
Kendall	-921	\$99.00	41	42	1,391	\$207.00	141	141
Kerr	-704	\$96.00	8	6	402	\$181.00	40	38
McMullen	-150	\$22.00	-10	-8	130	\$125.00	0	1
Medina	-244	\$80.00	11	12	279	\$147.00	33	31
Wilson	-548	\$33.00	40	39	413	\$108.00	46	40

Source: TWC/LMCI/Quarterly Census of Employment and Wages (QCEW)

Table 2.3

Alamo	2019 4th Quarter				Alamo	2020 4th Quarter				Alamo	2021 4th Quarter				Alamo % Change	Alamo % Change
	Establishments	Firms	Average Employment	Average Weekly Wage		Establishments	Firms	Average Employment	Average Weekly Wage		Establishments	Firms	Average Employment	Average Weekly Wage	Wages 2019-2020	Wages 2020-2021
Total	58,480	48,710	1,091,431	\$959.77	Total	59,429	49,374	1,039,948	\$1,023.38	Total	61,043	50,763	1,091,244	\$1,085.85	7%	6.1%
Change					Change 2019-2020	2019-20	2019-20	2019-20	2019-20	Change 2020-2021	2020-21	2020-21	2020-21	2020-21	Employment	Employment
						949	664	-51,483	\$63.62		1,614	1,389	51,296	\$62.46	-5%	6%

Source: TWC/LMCI/Quarterly Census of Employment and Wages (QCEW)

Table 3 summarizes Quarterly Census of Employment and Wages (QCEW) data for Quarter 4, 2021.

The five industry sectors with the **greatest number of establishments** are: Healthcare and Social Assistance (62) with 10,223 Professional, Scientific and Professional Services (54) with 7,572, Retail Trade (44-45) with 6,606 and Accommodations and Food Services (72) with 5,583. The five industry sectors with the **highest weekly wages** are Management of Companies and Enterprise (55) Finance and Insurance (52) and Mining Quarrying and Oil and Gas (21) at \$2,634.00, \$1,858.00 and \$1,838.00 respectively. Two IT/Cyber related sectors Professional, Scientific, and Technical Services (54) and Information (51) have high average weekly wages at \$1,755.00 and \$1,514.00 respectively. Finally, following the Professional, Scientific, and Technical (54) Wholesale Trade (42) has the next highest average weekly wages at \$1,687.00.

In terms of **Average Employment**, the Healthcare and Social Assistance sector (62) is the **largest** industry with 173,166 jobs, followed by Retail Trade (44-45) with 125,875 positions, Accommodation and Food Service with 117,614 positions, and Educational Services (61) with 103,611 positions.

Average Employment in Accommodation and Food Service (72) and Retail Trade (44-45), **exhibit an inverse relationship with Average Weekly Wages** of \$503 and \$835 respectively. Among the sectors, Accommodation and Food Services (72), Unclassified (99), and Retail Trade (44-45), Agriculture, Forestry, Fishing and Hunting (11) indicate the lowest average weekly wage with \$503, \$771, \$835, \$855, respectively.

The Healthcare and Social Assistance (62) sector, is the largest in the Alamo Region based on establishments and Average Employment. This industry is spearheaded by the South Texas Medical Center, the University of Texas Health Science Center, and the surrounding major cluster of healthcare facilities. **Information Technology and Cybersecurity** lead by Joint Base San Antonio (JBSA) Airforce Cyber, UTSA Cyber Security and Southwest Research Institute (SwRI) create a nucleus of cyber and defense technology Professional, Scientific, and Technical Services (54) sector, industries 5416, 5417 and 5415 respectively, are Cybersecurity related NAICS. The NAICS 5182 Data Processing and Related Services is an IT related industry component of the 51-Information industry sector. In the Alamo region NAICS 5182, the cloud computing industry, is led by the company, Rackspace.

Table 3-Economic Indicators Alamo Region 2021 Quarter 4

Industry Code	Industry	Establishments	Firms	Average Employment	Average Weekly Wage	Average Hourly Wage
62	Health Care and Social Assistance	10,223	8,893	173,166	\$ 1,208.00	\$ 30.20
44-45	Retail Trade	6,606	3,979	125,875	\$ 835.00	\$ 20.88
72	Accommodation and Food Services	5,583	4,127	117,614	\$ 503.00	\$ 12.58
61	Educational Services	803	736	103,611	\$ 1,038.00	\$ 25.95
56	Administrative and Support and Waste Ma	3,370	3,009	76,223	\$ 1,092.00	\$ 27.30
52	Finance and Insurance	3,314	1,982	67,743	\$ 1,858.00	\$ 46.45
54	Professional, Scientific, and Technical Servi	7,572	6,712	62,592	\$ 1,755.00	\$ 43.88
23	Construction	5,152	4,871	62,528	\$ 1,384.00	\$ 34.60
31-33	Manufacturing	1,747	1,576	55,584	\$ 1,420.00	\$ 35.50
92	Public Administration	525	173	47,934	\$ 1,551.00	\$ 38.78
48-49	Transportation and Warehousing	1,691	1,439	46,553	\$ 1,097.00	\$ 27.43
42	Wholesale Trade	2,758	2,443	36,164	\$ 1,687.00	\$ 42.18
81	Other Services (except Public Administrati	4,927	4,372	30,088	\$ 861.00	\$ 21.53
53	Real Estate and Rental and Leasing	3,254	2,435	18,021	\$ 1,342.00	\$ 33.55
71	Arts, Entertainment, and Recreation	815	723	17,228	\$ 764.00	\$ 19.10
51	Information	727	570	17,066	\$ 1,514.00	\$ 37.85
55	Management of Companies and Enterprise	286	268	13,972	\$ 2,634.00	\$ 65.85
21	Mining, Quarrying, and Oil and Gas Extract	470	422	8,118	\$ 1,838.00	\$ 45.95
22	Utilities	128	94	7,540	\$ 1,632.00	\$ 40.80
11	Agriculture, Forestry, Fishing and Hunting	640	635	2,742	\$ 855.00	\$ 21.38
99	Unclassified	452	452	881	\$ 771.00	\$ 19.28

Source: TWC/LMCI/QCEW/Q4 2021

According to **Table 4**, in 2020 the annual average employment in the WSA Alamo region was 1,122,429. By 2030, the annual average employment is projected to grow to 1,364,578, showing an increase of 21.6% in comparison to the base year of 2020.

**Table 4: Employment Projections within the Alamo Region
2020-2030 All Industries Combined**

Industry Title	Annual Average Employment 2020	Annual Average Employment 2030	Number Change 2020-2030	Percent Change 2020-2030
Total, All Industries	1,122,429	1,364,578	242,149	21.6

TWC/Industry Projections 2020-2030

Table 5 is the 2020-2030 projection of the number and percent change of Annual Average Employment for the Alamo Region.

Healthcare and Social Assistance (62) is represented as a primary driver of the local economy as far as Average Annual Employment. As seen in the table, in 2020 the estimated annual average employment for this sector was 154,904 jobs. According to TWC projections it is expected that by the year of 2030 the Healthcare and Social Assistance (62) sector will continue to be the largest industry employer with 196,420 jobs, and 41,516 new jobs will be added by 2030, the end of the projection period.

Mining, Quarrying, and Oil and Gas Extraction (21), an industry with historical downturns, is projected to add 6,514 new jobs by the year 2030, representing a 71.1 percent employment growth in comparison to the base year of 2020. This industry represents the highest percent change in Average Annual Employment among all sectors for the 2020-2030 projection years. At the low end of the spectrum, the Agriculture, Forestry, Fishing and Hunting (11) is projected to add only 135 new jobs by the year of 2030 representing a 5 percent change in comparison to the base year of 2020.

Regarding **employment and wages** for the projection decade, Health Care & Social Assistance (62), Accommodation & Food Services (72), Retail Trade (44-45) and Educational Services (61) are projected to be the four sectors within the WSA Alamo region with the most jobs at the end of the 2030 projection year with 196,420, 142,019, and 135,202 and 111,172. The sectors with the highest hourly wages are Management of Companies and Enterprises (55) at \$65.85, Mining, Quarrying and Oil and Gas Extraction (21) at \$45.95 and Professional, Scientific and Technical Services (54) at \$43.88.

Table-5 also shows all target sectors for 2018-2028 projection years and compares the 2020-2030 target sectors. The 2018-2028 sectors are highlighted in blue, the sectors with the asterisk (*) are the 2020-2030 target in-demand sectors. The WSA industries analysis for the years of 2020-2030 projection years will focus on a subset of the 2018-2028 identified target sectors. As defined, these 2020-2030 new target sectors have a substantial current or potential impact on the local economy. Workforce Solutions Alamo (WSA) recognizes the following in-demand target sectors for the period of 2020-2030: Healthcare and Social Assistance (62), Educational Services (61), Finance and Insurance (52), Construction (23), Professional, Scientific, and Technical Services (54), Manufacturing (31-33), Transportation & Warehousing (48-49), and Mining, Quarrying, and Oil and Gas Extraction (21) and one sector added by local wisdom (72) Accommodation and Food Service. The target sectors align to the in-demand four-digit industries. Analysis was conducted using primary and secondary data targets at the four-digit NAICS. Both the numeric employment change and percent employment change as well as the target wage of \$17.00 hourly are primary data targets. Numeric change indicates employment is growing due to creation of jobs and percent change indicates how fast employment is growing. The target wage assures investment in self-sufficiency jobs.

Table 5. 2020-2030 Industry Sector Projections

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Industry Code	Industry Title	Annual Average Employment 2020	Annual Average Employment 2030	Number Change 2020-2030	Percent Change 2020-2030	Average Weekly Wage Q4 21	Average Annual Wage	Average Hourly Wage
55	Management of Companies and Enterprises	13,658	17,727	4,069	29.8	\$2,634	\$136,968	\$65.85
52	Finance and Insurance *	67,818	83,515	15,697	23.1	\$1,858	\$96,616	\$46.45
21	Mining, Quarrying, and Oil and Gas Extraction *	9,168	15,682	6,514	71.1	\$1,838	\$95,576	\$45.95
54	Professional, Scientific, and Technical Services *	55,189	70,600	15,411	27.9	\$1,755	\$91,260	\$43.88
42	Wholesale Trade	35,043	42,043	7,000	20.0	\$1,687	\$87,724	\$42.18
22	Utilities	1,535	1,985	450	29.3	\$1,632	\$84,864	\$40.80
51	Information	17,574	20,831	3,257	18.5	\$1,514	\$78,728	\$37.85
31-33	Manufacturing *	49,989	61,201	11,212	22.4	\$1,420	\$73,840	\$35.50
23	Construction *	58,141	70,394	12,253	21.1	\$1,384	\$71,968	\$34.60
53	Real Estate and Rental and Leasing	16,646	20,189	3,543	21.3	\$1,342	\$69,784	\$33.55
62	Health Care and Social Assistance *	154,904	196,420	41,516	26.8	\$1,208	\$62,816	\$30.20
48-49	Transportation and Warehousing *	37,448	47,256	9,808	26.2	\$1,097	\$57,044	\$27.43
56	Administrative and Support and Waste Management and Remediation Services	66,195	79,965	13,770	20.8	\$1,092	\$56,784	\$27.30
61	Educational Services *	99,153	111,172	12,019	12.1	\$1,038	\$53,976	\$25.95
81	Other Services (except Public Administration)	36,838	44,216	7,378	20.0	\$861	\$44,772	\$21.53
11	Agriculture, Forestry, Fishing and Hunting	2,693	2,828	135	5.0	\$855	\$44,460	\$21.38
44-45	Retail Trade	114,580	135,202	20,622	18.0	\$835	\$43,420	\$20.88
999000	Government, Except Postal Services, State and Local Education & Hospitals	80,181	85,911	5,730	7.1	\$771	\$40,092	\$19.28
71	Arts, Entertainment, and Recreation	12,898	19,088	6,190	48.0	\$764	\$39,728	\$19.10
72	Accommodation and Food Services *	104,092	142,019	37,927	36.4	\$503	\$26,156	\$12.58

Source: Projections/Sectors/2020-2030

Source: QCEW/Q4 2021

Economic Development Alignment: WSA regional workforce partners have a history of collaborative planning and have executed strategic economic development initiatives aligned with targeted industry sectors and occupations.

The WSA Target Industry Clusters/Sectors/Industries are in strong alignment with those of regional economic development partners in metropolitan Bexar County and surrounding counties. Bexar County partners, the greater SATX: Regional Economic Partnership Bexar County Economic Development (Bexar Co ED), SA 2020, SA Tomorrow, SA WORX, the City of San Antonio Economic Development Department (COSA EDD), and the Alamo Area Council of Governments (AACOG) as articulated in the region's Comprehensive Economic Development Strategy (CEDs) and the Ready to Work Alliance. **Table 6** shows the aligned industry clusters with these regional partners.

Table 6. Alignment Of Target Industries by Regional Partner

Clusters	SA2020	SA Tomorrow Growth	SAEDF/Greater SATX	AACOG (CEDs)	WSA	Ready to Work Alliance
Healthcare/Bioscience	●	●	●	●	●	●
Aerospace	●	●	●	●	●	●
Manufacturing	●	●	●	●	●	●
IT/Cybersecurity	●	●	●	●	●	●
Finance			●	●	●	●
Oil and Gas/Energy		●		●	●	●
Warehousing & Transportation				●	●	●
Construction/Utilities					●	●

In addition to the economic development partners identified above, WSA works with economic development professionals from rural communities to best align community resources and target/demand occupations to meet their needs, and to support initiatives identified as key drivers of future economic growth in the Alamo region. Communities throughout the region have unique needs that WSA strives to support related to the presence of military bases throughout Bexar County, to robust and balanced economic growth in New Braunfels (Comal County) and the development of micro-cluster vineyard communities in Fredericksburg (Gillespie County). WSA strives to support all communities throughout the region to both capitalize on regional efforts driven by large economic development partners, but also to further economic development strategies capitalizing on their own unique community assets.

Emerging-Industry Sectors and Growth Areas:

Historically, through decades, the Alamo area, had traditional economic influencers that were drivers of the economy. The traditional economic assets for the San Antonio and surrounding area are Tourism (Accommodation, Food Service, Retail), Healthcare, Education, and the Military. Among the original big three, tourism, healthcare and the military, the military influence remains the strongest. Manufacturing, aviation, finance, technology, healthcare, bioscience, and education, all are tied to the military. Following the federal Base Realignment and Closure (BRAC) in 2005, many of the Pentagon's medical functions were transferred to San Antonio. This is highlighted by the Medical Education and Training Campus built at Fort Sam Houston, the world's largest facility for military medical education, research, and training. Brooke Army Medical Center, an inpatient hospital that is the military's largest health care organization is also housed at Ft. Sam Houston.

The aviation industry, also a product of both the military and aerospace manufacturing, has remained important for San Antonio since the closure of Kelly AFB. Key to the aerospace manufacturing industry has been Port San Antonio. In 1995, following the Cold War's end, Kelly AFB was closed. A government entity was created to repair and lease out the vast space to private companies, since then, the port has become an important facility and economic driver in San Antonio. Port San Antonio is located at the former Kelly AFB, with access to an airport and adjacent to Lackland AFB. Port San Antonio houses heavy industrial and aerospace companies and includes tenants like Boeing, and StandardAero. Port San Antonio has more recently evolved into a cybersecurity and IT center. The military has driven technology growth, as well. Some of this billion-dollar impact is generated by federal agencies that contract with local IT and cybersecurity firms, making San Antonio a lead in the country in concentration of data centers. Ventures such as Rackspace, Geekdom, have strengthened the IT economy for the region. A San Antonio Express News Article in July 2022 discussed a private study by Tech Block and Port San Antonio analyzed job data by zip codes to identify where most IT professionals work, the data showed that the Port San Antonio 900-acre campus was the home of 80 private sector and military affiliated organizations and is the city of San Antonio's top hub for IT/Cyber employment. This designation is due largely to federal and DoD employment. The same study cited in this article indicated that in recent years, San Antonio has integrated into the economy large concentration of data centers lead by local companies like Rackspace and Frost Bank and international companies' such as Microsoft Corp, Lowe's and J.P. Morgan Chase & Co. This report indicated that the IT industry, largely a service industry of computer programming, internet services, web hosting and

training, has evolved from a \$500 million payroll industry in 2000 to a 1.8 billion payroll industry in 2022 (Killelea, 2022). This article also indicates the importance of cybersecurity jobs, with at least 16,447 cybersecurity professionals working locally for the federal government. This is one-third of the city of San Antonio's approximately 48,000 plus IT workers. IT/Cyber is one of the industries that spearheads the region's growth economy.

The backbone of a growth economy is strength and diversity. Today San Antonio has evolved beyond its "traditional three" economic influencers — tourism, military, and health care. Although these industries remain important economic assets, the target growth areas for economic partners include industries with the "new mid-skill, mid-wage" jobs. Newer mid-skill/mid-wage jobs require technical certifications and associate degrees and work experience. These jobs are well compensated, show considerable employment growth over time, and their performance requires more skilled technical, analytical, problem solving, administrative, and communicative skills. The target job growth areas where the "new" analytical, high-tech jobs are found in the industries and clusters identified by Workforce Solutions Alamo partners including greater SATX: Regional Economic Partnership, San Antonio Tomorrow, San Antonio 2020, AACOG and other economic agencies. Target growth Industries include: 1) Healthcare, Bio-Science, Life Sciences, Bio-Scientific-Research and Development, 2) Information Technology and Cybersecurity, 3) Advanced Manufacturing (Aero, Auto and Heavy Equipment) 4) New Energy (Solar, Battery, Natural Gas) (Report, San Antonio Tomorrow).

Economic growth in the traditionally "rural" counties surrounding San Antonio also provide many economic assets for the WSA. A new economic corridor is emerging in the center of Texas. Hays and Comal Counties are part of the Austin and San Antonio metropolitan areas respectively. But they are not merely suburbs capturing overflow from larger cities. They are becoming part and parcel of an emerging 80-mile-long economic corridor between San Antonio and Austin, along Interstate 35. Texas State Demographer Lloyd Potter foresees an additional 1.5 million people in the corridor by 2030, a nearly 34 percent jump. In Hays and Comal counties, the state projects between 69 and 44 percent in population growth during that period. "Over the next 50 years, Austin and San Antonio will become a single mega-metro area" says Potter. Companies such as the Sysco distribution facility in New Braunfels, and other distribution facilities such as Amazon are driving forces in this growth. The entire I-35 corridor is among the national leaders in job creation. The Alamo Counties affected by this growth are Bexar, Comal, Guadalupe, and Kendall. The corridor may also be a catalyst for an emerging high-tech corridor between Austin and San Antonio (Beyer, 2016).

Sharing the longest border with Mexico of any U.S. state, Texas has become an important part of the realigned North American "auto alley," now running north from Mexico through several southern U.S. states. The Alamo Manufacturing Partnership is a Department of Commerce special designation targeting the Transportation Equipment Manufacturing subsector, NACIS 336. This designation has placed the Alamo Region in the top third of the country for employment in this manufacturing category. A catalyst to this subsector is the Toyota Motor Manufacturing Texas plant and suppliers on the Southside of San Antonio. Other transportation manufacturing companies located in the Alamo WSA are Caterpillar, Boeing, Independent Rough Terrain Center, Navistar Diesel and Electric Truck Manufacturing.

Education has traditionally been a part of a high-tech corridor's success. Education levels in many of the counties in the WDA have remained below the national standards. Efforts to educate and upskill the workforce are critical to advancing in the target growth industries. Big changes are happening in the once rural areas of the Alamo WDA. WSA's target industries are inclusive of industrial strengths throughout the Alamo Region and most of the WSA target occupations fall within the "new mid-skill, mid-wage" jobs. Recent partnerships with the City of San Antonio and Bexar County have provided opportunity to offer reskilling opportunities to many Bexar County and COSA residents affected by COVID-19. Bexar County's "Bexar Strong" and the City of San Antonio's "Training for Jobs SA" initiative combined to provide significant relief to residents. The City of San Antonio's unprecedented "Ready to Work" training and employment initiative provides tuition assistance and wraparound supports to enable over 28,000 people to obtain post-secondary education. WSA is a prime partner for the City's Ready to Work program and has built a consortium of subcontractors to accomplish its goals. Census data indicates continued population growth in the Alamo WSA 13 Counties. This continued population growth is an asset to the local economy.

COVID Essential Sectors:

As the nation comes together to respond to COVID-19, the Cybersecurity, and Infrastructure Security Agency (CISA) identified essential sectors and the critical workers employed in these sectors that will assist to address the "new" requirements. Over 104 million U.S. workers, or 71 percent of the total U.S. workforce, are employed in the "Essential Critical Infrastructure Workforce" battling COVID-19. Critical worker occupations and numbers vary by state. The following sectors were identified as essential:

Healthcare/ Public Health Workers,

Includes laboratory personnel, that perform critical clinical, biomedical, and research, development, and testing needed for COVID-19 or other diseases. Healthcare providers including, but not limited to, physicians, dentists; psychologists; mid-level practitioners; nurses; emergency medical services; infection control and quality assurance personnel; phlebotomists; pharmacists; physical, respiratory, speech and occupational therapists and assistants; social workers; optometrists; speech pathologists; chiropractors; diagnostic and therapeutic technicians; and radiology technologists. The healthcare industry also requires many support occupations.

Law Enforcement, Public Safety and Other First Responders

Includes public, private, and voluntary personnel in emergency management, law enforcement, fire and rescue services, emergency medical services (EMS), and security, public and private hazardous material responders, air medical service providers (pilots and supporting technicians), corrections, and search and rescue personnel. Personnel involved in provisioning of access to emergency services. Personnel that are involved in the emergency alert system (EAS) (broadcasters, satellite radio and television, cable, and wireline video) and wireless emergency alerts (WEA).

Education

Workers who support the education of pre-school, K-12, college, university, career and technical education, and adult education students, including professors, teachers, teacher aides, special education, and special needs teachers, ESOL teachers, para-educators, apprenticeship supervisors, and specialists. Workers who provide services necessary to support educators and students.

Food and Agriculture Workers enabling the production, sale, distribution of human food, animal food. This includes many other support service and supplier workers producing food supplies and other agricultural inputs for domestic consumption and export. Also includes manufacturing, packaging, and distribution of veterinary drugs and biologics (e.g., vaccines).

Energy

Workers supporting the energy sector, regardless of the energy source (including, but not limited to, nuclear, fossil, hydroelectric, or renewable), segment of the system, or infrastructure the worker is involved in, who are needed to construct, manufacture, repair, transport, permit, monitor, operate engineer, and maintain the reliability, safety, security, environmental health, and physical and cybersecurity of the energy system, including those who support construction, manufacturing, transportation, permitting, and logistics.

Water and Wastewater

Workers needed to operate and maintain drinking water and wastewater and drainage infrastructure.

Communications and Information Technology

Communications: Maintenance of communications infrastructure, -- including privately owned and maintained communication systems, -- supported by technicians, operators, call centers, wireline and wireless providers, cable service providers, satellite operations, Internet Exchange Points, Points of Presence, Network Access Points and manufacturers and distributors of communications equipment.

Information Technology: Workers who support command centers, including, but not limited to, Network Operations Command Centers, Broadcast Operations Control Centers, and Security Operations Command Centers. Data center operators, including system administrators, IT managers and purchasers, data transfer solutions engineers, software and hardware engineers, and database administrators for all industries. Workers who support client service centers, as well as manufacturers and supply chain vendors that provide hardware and software, support services, research and development, information technology equipment. Workers supporting communications systems, information technology, and work from home solutions and remote education. Workers required in person to support Software as a Service businesses that enable remote working, and education performance of business operations, distance learning, media services, and digital health offerings, or required for technical support crucial for business continuity and connectivity.

Other Community – Or Government – Based Operations and Essential Functions

Workers to ensure continuity of building functions, including but not limited to security and environmental controls (e.g., HVAC), building transportation equipment, the manufacturing and distribution of the products required for these functions, and the permits and inspections for construction supporting essential infrastructure. Elections personnel. Workers supporting the operations of the judicial system. Workers who support administration and delivery of unemployment insurance programs, income maintenance, employment services, vocational rehabilitation programs and services, disaster assistance, workers' compensation insurance and benefits programs, and pandemic assistance. Workers providing dependent care services,

including childcare, eldercare, and other service providers necessary to maintain a comprehensive, supportive environment for individuals and caregivers needing these services.

Critical Manufacturing

Workers necessary for the manufacturing of: metals (including steel and aluminum), industrial minerals, semiconductors, materials and products needed for medical supply chains, including PPE, medical equipment, products to support essential services, remote workforce including computing, communications devices, security tools to support communications, information technology and for supply chains associated with transportation, building transportation equipment, aerospace, energy, food and agriculture, chemical manufacturing, nuclear facilities, wood products, commodities used as fuel for power generation facilities, the operation of dams, water and wastewater treatment, processing and reprocessing of solid waste, emergency services, and the defense industrial base. Additionally, workers needed to maintain the continuity of these manufacturing functions and associated supply chains, and workers necessary to maintain a manufacturing operation.

Defense and Industrial Base

Workers who support the essential services required to meet national security commitments to the federal government and U.S. Military, including, but are not limited to, space and aerospace workers, nuclear matters workers, mechanical and software engineers (various disciplines), manufacturing and production workers, transportation logistics and cargo handling workers, IT support, security staff, security personnel, intelligence support, aircraft and weapon system mechanics and maintainers, and sanitary workers.

Residential /Shelter Facilities, Housing

Workers who support food, shelter, and social services, and other necessities of life for needy groups and individuals, including in-need populations and COVID-19 responders, including traveling medical staff.

Hygiene Products and Services

Workers to support production of hygiene products, home cleaning, disinfection services, sanitation of food manufacturing, pest control, home cleaning and pest control products.

Chemical

Workers supporting the chemical and industrial gas production and supply chains.

Commercial Facilities

Workers who support the supply chain of building materials from production through application and installation, including plumbing (including parts and services), electrical, heating and cooling, refrigeration, appliances, paint and coatings, and repair materials and equipment for essential functions. Workers supporting ecommerce of essential goods through distribution, warehouse, call center facilities, and other essential operational support functions, that accept, store, and process goods, and that facilitate their transportation and delivery.

Financial Services

Workers who are needed to provide, process, and maintain systems for processing, verification, and recording of financial transactions and services, including payment, clearing, and settlement;

wholesale funding; insurance services; consumer and commercial lending; public accounting; and capital markets activities.

Transportation And Logistics

Workers supporting or enabling transportation and logistics functions, including truck drivers, bus drivers, dispatchers, maintenance and repair technicians, warehouse workers, third party logisticians, driver training and education centers, DMV workers, enrollment agents for federal transportation worker, towing and recovery services, roadside assistance workers, intermodal transportation personnel, and workers that construct, maintain, rehabilitate, and inspect infrastructure. Workers who are critical to the manufacturing, distribution, sales, rental, leasing, repair, and maintenance of vehicles and other equipment. Warehouse operators, including vendors and support personnel critical for business continuity. (Guidance on the Essential Critical Infrastructure Workforce: Ensuring Community and National Resilience In COVID-19 Response, V. 4.0, 2020. August 18).

COVID-19 Pandemic Recovery:

The COVID-19, pandemic led to declines to employment for many industries due to business shutdowns or business losses. As per the Bureau of Labor Statistics a recession lasted a few months (Source BLS: Employment Projections Summary, September 8, 2022) as the economy started to recover in 2021, adding many jobs. The recovery led to structural and cyclical changes during the subsequent recovery process. When an industries employment declines during a recession this is referred to cyclical decline and grows during the recovery following the recession this is referred to cyclical growth. Eventually the industry may return to long-term trend levels. The Bureau of Labor Statistics (BLS) projects most industries most affected by COVID will grow on account of a cyclical recovery in employment rather than a long-term structural increase in demand.

Since the on-set of the pandemic many of the industries most affected by business shutdowns are now experiencing cyclical recovery growth. Consequently, the fast projected growth over the 2020-2030 decade for these industries will stem largely from recovery from low 2021 employment. Projected rapid cyclical employment growth is expected to continue throughout the decade for industries that employment was most affect in 2020 and that employment remained low in 2021. Occupations highly concentrated in the industries most affected by the pandemic are also expected to experience strong cyclical growth (Source BLS: Employment Projections Summary, September 8, 2022). For example, leisure and hospitality sector is projected to experience the fastest employment growth of all sectors, owing mostly to the employment loss of 2020 and the low base employment in 2021 (US Bureau of Labor Statistics, Economic Daily, October 2022). The expected cyclical recovery growth is a positive expectation for these hard-hit industries.

Structural changes in industries or occupations are based on factors such as changes in consumer preferences that affect demand for goods or services or new technologies. Some industries most affected by job loss during the pandemic such as retail trade, food and beverage services have also experienced structural changes in operations. To serve customers and reduce the economic impact of lockdown measures, many retailers began to provide or expand their Buy On-line, Pick-up in Store options (BOPIS) offerings. This option is expected to remain as a structural change because of continued customer demand. The growth of BOPIS is also expected to affect occupational staffing patterns within retail trade over the 2020–2030 projection decade. Online shopping applications and curbside pick-up and kitchens that only produce for these on-line options are also

expected to remain throughout the decade. Some industries and occupations are projected to have long-term structural demand arising from economic changes resulting from the pandemic. For example, many computer occupations are expected to have elevated long-term demand, in part due to increased business demand for telework, computing infrastructure and information technology (IT) security. The increased use of remote and hybrid work models implemented during the pandemic expected to continue after the pandemic will also continuing to affect business structures and technologies (Lindsey Ice and Michael J. Rieley, *Monthly Labor Review*, U.S. Bureau of Labor Statistics, February 2022).

Nationwide, the healthcare and social assistance sector is projected to create the most jobs over the decade, mostly because of the growth of the population that is age 65 and over. Various healthcare occupations, especially those involved in caring for the elderly and occupations such as nurse practitioner, related team-based healthcare is expected to increase in demand. Understanding these structural changes in operations, recoveries due to cyclical recovery growth, rather than long-term gains are important. Users of projection data should therefore understand that fast growth rates in the projections can be cyclically driven, reflecting cyclical recovery growth, or structurally driven (in the long term), or driven by a combination of cyclical and structural factors.

Total projected employment growth is conditional upon expected growth of the economy and of the labor force, both of which can be influenced by changes in the population. These factors will be further reviewed in this narrative. The statewide priorities such as the governor's clusters and the industry workforce concentration maps are also factors to review and consider.

Texas Governor's Industry Clusters: The Governor's Industry Clusters are: 1) Aerospace and Defense Cluster, 2) Advanced Technologies and Manufacturing Cluster, 3) Biotechnology and Life Science Cluster, 4) Energy cluster, 5) Petroleum Refining and Chemical Products Cluster, 6) Information and Computer Technology Cluster.

San Antonio, sometimes referred to as "Military City, USA" is home to tens of thousands of U.S. Air Force personnel and is a major national hub for aircraft maintenance, repair and overhaul (MRO).

WSA identified targeted industry clusters that align with the Governor's Industry Clusters which positions the region to capitalize on state investments to support WSA's regional economic and workforce development initiatives. The Governor's Industry Clusters workforce concentration maps are color coded for **high, above average, and moderate concentrations**. For industries in the WSA regional area:

- There are three industries with a **high concentration** in the WSA region: Data Management, Hosting and Related Services -Funds, Trusts & other Financial Vehicles (Mutual) - Insurance Carriers.
- The maps also indicate an **above average** concentration in the WSA region for: Aerospace Products & Parts Manufacturing - Support Activities for Air Transportation - Medical & Diagnostic Laboratories - Motor Vehicle Parts Manufacturing - Motor Vehicle Manufacturing - Scientific Research & Development Services - Specialized Hospitals - Oil & Gas, Financial Services - Other Financial Investments - HVAC and Refrigeration Equipment Manufacturing - Food Manufacturing – Beverage Manufacturing - Support Activities for Air Transportation.

There was a **moderate concentration** of the Consumable Pharmaceutical & Medicine Manufacturing - Architectural and Engineering Services, Legal Services - Medical Equipment Supply Manufacturing - Credit and Consumer Lending Services – Architectural and Structural Metals Manufacturing. A sample map is below:

Figure 1: Specialized Hospitals Texas Industry Concentrations: Where the State’s Key Sectors Cluster - Office of The Governor Economic Development & Tourism (p. 4)

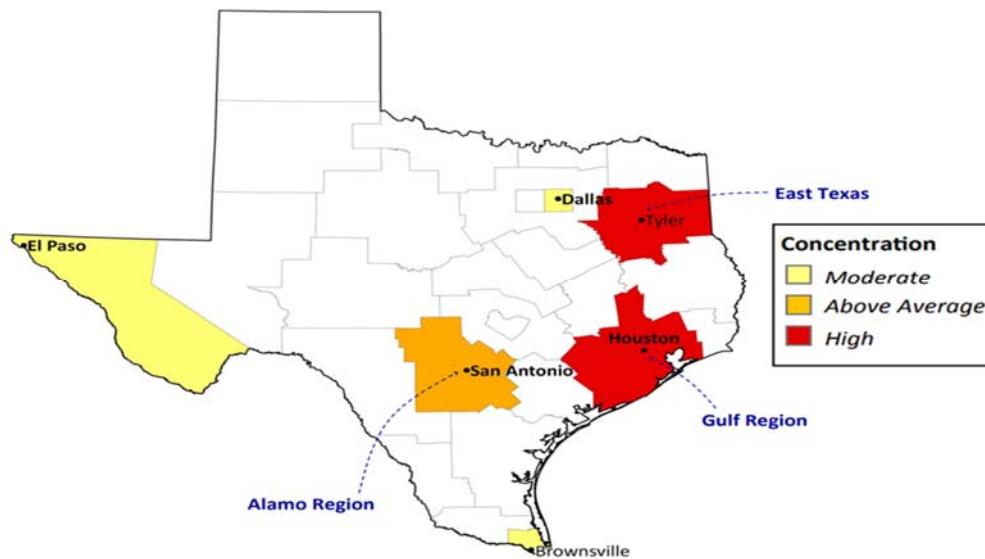


Table 7. Target Clusters & In-Demand Industries

The table shows our target clusters and their related target industries in the Alamo Region for 2022 to 2024.

TARGETS 2022-2024	
Clusters	Industries
Aerospace/Manufacturing	3361 Motor Vehicle Manufacturing
	3363 Motor Vehicle Parts Manufacturing
	3364 Aerospace Products and Parts Manufacturing
Health	6211 Offices of Physician
	6221 General Medical and Surgical Hospitals
	6212 Offices of Dentists
	6215 Medical and Diagnostic Laboratories
Information Technology/Cybersecurity	5415 Computer Systems Design
	5416 Management/Scientific, and Technical Consulting Services
Construction/Utilities	2382 Building Equipment Contractors
	2371 Utility System Construction
Oil & Gas/ Warehousing & Transportation/Finance/Traveler Accomadation/Other	5221 Depository Credit Intermediation
	2111 Oil & Gas Extraction
	4931 Warehousing and Storage
	2131 Support Activities for Mining
	7211 Traveler Accommodation
Education	6111-Elementary and Secondary Schools

Source: LMCI/Industry Projections 2020-2030

The WSA region continues to have strong and diversified industries, and many industry sectors in the area are considered emerging in-demand industry sectors. For 2020-2030 projection decade, the WSA Board will target industries for both the high-demand and target occupations that are expected to continue to experience high growth, high demand and offer living wages. The following table shows WSA's in-demand industry sectors for 2020-2030.

Table 8. Target In-Demand Industry Sectors 2020-2023

Industry Code	Industry Title	Annual Average Employment 2020	Annual Average Employment 2030	Number Change 2020-2030	Percent Change 2020-2030	Average Hourly Wage
21	Mining, Quarrying, and Oil and Gas Extraction *	9,168	15,682	6,514	71.1	\$45.95
23	Construction *	58,141	70,394	12,253	21.1	\$34.60
31-33	Manufacturing *	49,989	61,201	11,212	22.4	\$35.50
48-49	Transportation and Warehousing *	37,448	47,256	9,808	26.2	\$27.43
52	Finance and Insurance *	67,818	83,515	15,697	23.1	\$46.45
54	Professional, Scientific, and Technical Services *	55,189	70,600	15,411	27.9	\$43.88
61	Educational Services *	99,153	111,172	12,019	12.1	\$25.95
62	Health Care and Social Assistance *	154,904	196,420	41,516	26.8	\$30.20
72	Accommodation and Food Services *	104,092	142,019	37,927	36.4	\$12.58

Source: Projections/Sectors/2020-2030

WSA applies TWC's long term projections to identify industries and occupations that will likely grow the fastest (by % change). Long term projections also point to industries and occupations likely to have the largest absolute employment growth (by numeric change) over the projection

period, from 2020-2030. The projections for fastest growing or most added jobs were included in the data analysis of target industries and occupations for the Alamo region. Industries were also selected based on secondary data targets, such as average weekly wages, competitive effect, Location Quotient (LQ), regional percent of Industry, percent female employment and “local wisdom.” Growth assumes an adequate supply of workers with relevant skills; therefore, an analysis of trained/available workers and a validation of skills gaps were also completed. The local labor market analysis included input from all relevant stakeholders.

A recent employer survey conducted in collaboration with the UTSA Policy Institute utilized Qualtrics an online survey tool, to analyze survey responses. The questions measured the employer’s knowledge of occupations with labor shortages. The target population were employers within the 13 county WSA regions. A qualifying question assure the response was from the target population. Utilizing convenience sampling, the survey indicated the response to the following:

Q1.5 - Please list and describe the top occupation where your organization has a critical labor shortage. (e.g., Welder, fill holes, indentions, or seams of metal products)

The results of the survey indicated labor shortages in the following top fifteen occupations: Sales, Data Analyst, Childcare Providers, Electricians, Electrician Apprentice, Electrician Helper, Sheet Metal Technicians, Electrical Engineers, Contracting Specialist, Qualified Office Staff, Qualified Sales Staff, Registered Nurses, Carpenters, Property, Casualty Insurance, Security Officer. The survey responses were considered during the target occupation analysis.

Table 9. High Demand Occupations

These high demand occupations are not supported by WIOA training (i.e., Individual Training Accounts), unless otherwise included in the Target Occupation List. They represent occupations that are in high demand. These Occupations fall within the staffing pattern of the target industries and Selection Criteria includes Percent change $\geq 21.6\%$ and/or Number change (absolute) ≥ 500 Mean Wage $\geq \$17.00$ hourly (\$35,360 annual). Occupations may fall within the career pathway of the Target Occupations either at a more advanced or entry education level.

Table 1. Projected Employment, Entry Level Wage, and Percentage Change in Employment by SOC, Education, and Experience														
Count	SOC	SOC Title	Current Employment (2021)	Education	Entry Level Wage (as of 2021)	Experienced Level Wage (as of 2021)	Change in employment 2030 - 2020	Percentage Change	Change in Emp by Growth	Help Ads - 2nd	Career Cluster	STEM	Mean Wage	Target Industry Title- Staffing Pattern
Information Technology/Cybersecurity														
1	15-2051	Data Scientists	450	Bachelor's Degree	\$69,581	\$120,987	228	55.47	23	N/A	Science, Technology, Engineering, and Mathematics	Yes	\$103,852	Computer Systems Design and Related Services
Education														
2	21-1091	Health Education Specialists	470	Bachelor's Degree	\$36,209	\$57,382	140	35.62	14	205	Education and Training	Yes	\$50,325	General Medical and Surgical Hospitals
3	25-2011	Preschool Teachers, Except Special Education	3,110	Associate's Degree	\$23,552	\$49,273	389	22.19	39	751	Education and Training	No	\$40,699	Elementary and Secondary Schools
Healthcare														
4	19-2041	Environmental Scientists and Specialists in Protection of the Environment	340	Bachelor's Degree	\$50,722	\$89,047	225	28.23	22	44	Science, Technology, Engineering, and Mathematics	Yes	\$76,272	Management, Scientific, and Technical Consulting Services
5	29-1031	Dietitians and Nutritionists	410	Bachelor's Degree	\$46,170	\$75,976	106	22.36	11	313	Health Science	Yes	\$66,040	Denist
6	29-9091	Athletic Trainers	190	Bachelor's Degree	\$42,470	\$67,577	52	32.91	5	40	Health Science	Yes	\$59,208	Elementary and Secondary Schools
Finance and Insurance/Other														
7	13-2061	Financial Examiners	790	Bachelor's Degree	\$55,172	\$91,035	240	23.19	24	80	Finance	Yes	\$79,081	Credit intermediation and related activities (5221 and 5223 only)
8	41-3031	Securities, Commodities, and Financial Markets Analysts	3,080	Bachelor's Degree	\$37,270	\$92,831	809	25.68	81	590	Finance	No	\$74,310	Credit intermediation and related activities (5221 and 5223 only)
9	41-3091	Sales Reps of Svcs, Ex Advertising, Insurance, and Financial Services	7,640	High-School Diploma or Equivalent	\$30,092	\$72,527	1,769	24.55	177	462	Marketing, Sales and Service	No	\$58,382	Credit intermediation and related activities (5221 and 5223 only)
10	43-3021	Billing and Posting Clerks	3,320	High-School Diploma or Equivalent	\$31,370	\$44,131	884	20.85	88	216	Business, Management and Administration	No	\$39,877	Offices of Physicians
11	43-9041	Insurance Claims and Policy Processing Clerks	4,770	High-School Diploma or Equivalent	\$36,254	\$48,726	1,364	24.81	136	207	Finance	No	\$44,569	Offices of Physicians
12	11-2022	Sales Managers	3,210	Bachelor's Degree	\$65,140	\$156,181	554	25.9	55	1,485	Marketing, Sales and Service	No	\$125,834	Credit intermediation and related activities (5221 and 5223 only)
13	11-3121	Human Resources Managers	1,000	Bachelor's Degree	\$81,777	\$147,973	212	26.6	21	538	Business, Management and Administration	No	\$125,908	Elementary and Secondary Schools
14	13-1151	Training and Development Specialists	2,780	Bachelor's Degree	\$31,829	\$70,464	836	30.56	84	487	Education and Training	No	\$57,586	Credit intermediation and related activities (5221 and 5223 only)
15	13-1161	Market Research Analysts and Marketing Research Scientists	3,640	Bachelor's Degree	\$31,295	\$77,853	1,069	40.26	107	914	Marketing, Sales and Service	Yes	\$62,334	Management, Scientific, and Technical Consulting Services
16	27-3031	Public Relations Specialists	1,860	Bachelor's Degree	\$35,395	\$73,075	472	24.49	47	383	Arts, Audio & Video Technical and Communications	No	\$60,515	Management, Scientific, and Technical Consulting Services
Manufacturing /Construction														
17	47-1011	First-Line Supervisors of Construction Trades	5,670	High-School Diploma or Equivalent	\$46,084	\$77,931	1,390	25.12	139	220	Architecture and Construction	No	\$67,315	Utility System Construction
18	47-2031	Carpenters	2,380	High-School Diploma or Equivalent	\$33,043	\$48,923	639	17.12	64	286	Architecture and Construction	No	\$43,629	Transportation Equipment Manufacturing
19	51-1011	First-Line Supervisors of Production and Operations	3,660	High-School Diploma or Equivalent	\$35,451	\$71,601	734	24.86	73	446	Manufacturing	No	\$59,551	Transportation Equipment Manufacturing
20	51-9124	Coating, Painting, and Spraying Machine Operators	960	High-School Diploma or Equivalent	\$32,438	\$58,959	324	28.3	32	67	Manufacturing	No	\$50,119	Transportation Equipment Manufacturing
	Source: TWC/LMCI 2020-2030 Projections/LMI Tools													

Target in-demand industry sectors and occupations

A list of the target industry sectors and occupations are found below:

Industries and Occupations identified as priority investment areas for WSA are included in the Target Occupation List which, (Target List). Targeted occupations are those that are authorized for training expenditures from the Workforce Innovation Opportunity Act (WIOA). WSA will commit resources in the form of Individual Training Accounts (ITAs) to promote high-growth/high-demand industries and occupations that include educational programs offering industry-recognized credentialing. While On-the-Job Training (OJTs), Work Experience, and other individualized services for customers are related to these occupations, these services are tied to the career lattices and industries (and not specifically the occupation, as allowable).

Scope. It is important to note that WSA's investments to meet labor demands of industry/employers is not limited to the Target List. WSA's mission and scope includes offering services to businesses in need of labor – generating quality matches between job seekers and employers is perhaps the most critical workforce development task. Please refer to Part A. Question #4 in this document for a broader description of Business Business Services. The Target List also represents local regional economic and workforce development priorities, for which WSA will pursue opportunities for special projects, potential grants, etc., through regional collaboration.

Methodology. To select the industries and occupations, we applied a specific methodology and used specific data sources as guided and required by TWC, including the use of both 'primary' and 'secondary' data targets. TWC recommends for the Target List to include 20-40 target occupations. It is permissible (and conducive) for large Board regions (such as WSA) to have more than 40 but not in excess.

Local Wisdom. WSA's original target list, prior to public comment included 57 occupations. Based on local wisdom and comments received through the public comment period held between December 19, 2022, to January 19, 2023, as well as WSA Board, local public official, and key stakeholder feedback an additional 15 occupations were added for a total of 72 Target Occupations.

Local Partnerships. The work that several key partners do with industry and employers ties into other local funding streams and resources. These funding streams depend on and/or are tied to the occupations on the Target List. WSA is cognizant of this extended type of role that the Target List plays at the local level and is fully in support of this type of regional collaboration. For this reason, we have included occupations that, based on local wisdom, help leverage local resources. Targets of investments and growth targets of key local stakeholders (e.g., AACOG, SA Tomorrow, SA2020, greater SATX: Regional Economic Partnership /COSA EDD, Port of San Antonio, Ready to Work Alliance) play a primary role for alignment of WSA's target in-demand industries.

Standard Occupational Classification (SOC) Crosswalks. Sometimes during the comment period WSA receives recommendations for occupations without a specific SOC code tied to them. As best as possible, these occupations are cross-walked, and all the occupations for which a SOC code was identified are reviewed using primary and secondary data targets.

Classification of Instructional Programs (CIP) Codes. Some occupations that are submitted for review during the comment period are not tied or do not crosswalk to a formal educational/training credentialing program, or CIP Code. All occupations in the Target List are required to have a CIP code. CIP codes are tied to our Occupational/Vocational Training, and to specific programs as offered by training providers registered through the Eligible Training Provider System (ETPS), and which must meet additional State requirements.

In-demand Industries. In-demand industries are defined by TWC as an industry or industry sector that has a substantial current or potential impact on the local economy. They include jobs that lead to economic self-sufficiency and opportunities for advancement, and that contribute to the growth or stability of other industry sectors or businesses.

Target In-Demand Industries. Target industries have a high demand for workers due to growth or expansion. These industries provide sustainable job opportunities and opportunities for advancement. Three key characteristics of the staffing patterns of these industries show that they are projected to provide good pay, job security, and job portability. The target wage for these industries was set at a minimum average of \$17.00 an hour.

Target In-Demand industries should reflect the following:

- Turnover that is consistently moderate (including most of their occupations);
- High unmet demand for labor that may be a good option for:
 - career changers,
 - students selecting a major, or
 - officials who develop training programs.
- Workers do not move from site to site and from employer to employer with a high degree of turnover (separations with replacement hires).
- Other optional economic factors that affect the outlook of staffing patterns may include:
 - A high-technology occupation,
 - The degree to which they are tied to “newer” middle-skill, middle-wage occupations and/or STEM,
 - Local targets for investments and job trends that indicate:
 - expansion hiring,
 - continued growth,
 - demand for or emerging skills (such as high technical, analytical, communicative skills).
- Be minimally impacted by business cycles, or seasonal hiring. Traditionally there are industries with occupations that are affected by the business or seasonal cycles, the ups and downs due to weather or contracted jobs. The occupations in the staffing pattern of these industries may reflect replacement hiring due to high turnover, as well as seasonal hiring rather than expansion hiring. For example, the accommodations, food services, and retail trade are industries characterized with changes in employment due to seasonal cycles. Construction Laborers may be an occupation affected by business cycles and is often affected by contracted jobs. However, the more technical occupations in the construction industry such as plumbers, electricians, sheet-metal workers, iron-steel workers are not readily affected by the business cycle because of the demand for the technical skills for these occupations.

In-demand Industries & Target Occupations

Policy Statement

WSA is committed to move towards in-demand industry sectors and target occupations that pay a living wage and invest funds in ways that promote sustainability.

Table 10. Target Occupation List (2022-24)- Selection Criteria Percent change $\geq 21.6\%$ and/or Number change (absolute) ≥ 500 Mean Wage $\geq \$17.00$ hourly (\$35,360 annual), Educational requirements $>$ Highschool Diploma, \leq Bachelors.

Secondary Data Targets: Employment change due to growth (not exits) ≥ 50 , Entry Wage $\geq \$15.00$ hourly, Help Wanted Online (HWOL) postings ≥ 300 2nd Q 2022, STEM related, Staffing Pattern Target Industry, Occupations identified by TWC as adding the most jobs or fastest growing, most projected job openings, Local Targets for Investment, Top 25 occupations current employment, Occupation has a related CIP Code, Local Wisdom, Stakeholder Input. * Red are occupations not on the 2021 Target Occupation List.

Table 10: Target Occupations 2022-2024

*****Please refer to the Appendix for detailed information.*****

No. SOC	SOC Title	Additional Information
Aerospace /Manufacturing		
1 43-5061	Production, Planning, and Expediting Clerks	
2 49-1011	First-Line Supervisors of Mechanics, Installers, and Repairers	
3 49-3011	Aircraft Mechanics and Service Technicians	
4 49-9041	Industrial Machinery Mechanics	
5 49-9071	Maintenance and Repair Workers, General	
6 51-4121	Welders, Cutters, Solderers, and Brazers	Includes all specializations 51-4122
7 17-3021	Aerospace Engineering and Operations Technologists and Technicians*	
8 51-4041	Machinists**	
Healthcare		
9 11-9111	Medical and Health Services Managers	
10 29-1141	Registered Nurses	
11 29-1292	Dental Hygienists*	
12 29-2032	Diagnostic Medical Sonographers	
13 29-2034	Radiologic Technologists and Technicians	
14 29-2052	Pharmacy Technicians	
15 29-2061	Licensed Practical and Licensed Vocational Nurses	
16 29-2099	Health Technologists and Technicians, All Other *	Crosswalks to 29-2036, 29-2072, 29-2054, 29-2071, 29-9093, 29-9021, 29-2098, 29-2054-Respiratory Therapy Technicians
17 31-2021	Physical Therapist Assistants	
18 31-9091	Dental Assistants	
19 31-9092	Medical Assistants	
20 43-6013	Medical Secretaries and Administrative Assistants	
21 29-2072	Medical Records Specialists*	
22 29-1126	Respiratory Therapists **	
23 29-2010	Clinical Laboratory Technologists and Technicians **	
24 29-2031	Cardiovascular Technologists and Technicians **	
25 29-2055	Surgical Technologists **	
26 31-2011	Occupational Therapy Assistants **	
Information Technology/Cybersecurity		
27 11-3021	Computer and Information Systems Managers	
28 15-1211	Computer Systems Analysts	Includes 15-1121
29 15-1212	Information Security Analysts	Includes 15-1122
30 15-1231	Computer Network Support Specialists	
31 15-1232	Computer User Support Specialists	Includes 15-1151
32 15-1241	Computer Network Architects	
33 15-1242	Database Administrators*	
34 15-1243	Database Architects *	Includes 15-1143
35 15-1244	Network and Computer Systems Administrators	Includes 15-1142
36 15-1252	Software Developers *	Includes 15-1256
37 15-1253	Software Quality Assurance Analysts and Testers *	Includes 15-1256 * 15-1133, *15-1132
38 15-1254	Web Developers*	
39 15-1255	Web and Digital Interface Designers	Includes 15-1134, *15-1257
40 15-1299	Computer Occupations, All Other*	
41 15-2031	Operations Research Analysts	
Source: TWC/LMCI 2020-2030 Projections/LMI Tools		
*New Occupations		
** Requested by Partners (some are new)		
Notes: Career Pathway Lists tied to Target Occupations and occupations with similar CIP codes are included		

Table 10: Target Occupations 2022-2024 Continued

No. SOC	SOC Title	Additional Information
Constructon/Utilities		
42 47-2111	Electricians	
43 47-2152	Plumbers, Pipefitters, and Steamfitters	
44 49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	
45 11-9021	Construction Managers*	
46 47-2073	Operating Engineers and Other Construction Equipment Operators **	
47 47-2231	Solar Photovoltaic Installers **	
Oil & Gas/Warehousing & Transportation/Finance/Travelers Accomadations/Others		
48 43-3031	Bookkeeping, Accounting, and Auditing Clerks	
49 19-2042	Geoscientists, Except Hydrologists and Geographers*	
50 11-1021	General and Operations Managers	
51 11-3031	Financial Managers	
52 11-3071	Transportation, Storage, and Distribution Managers*	
53 13-1071	Human Resources Specialists	
54 13-1081	Logisticians	
55 13-1111	Management Analysts	
56 13-2011	Accountants and Auditors	
57 13-2072	Loan Officers*	
58 43-9061	Office Clerks, General	
59 53-3032	Heavy and Tractor-Trailer Truck Drivers	
60 49-3023	Automotive Service Technicians and Mechanics	
61 11-9051	Food Service Managers **	
62 11-9081	Lodging Managers **	
63 13-1121	Meeting, Convention, and Event Planners **	
64 19-4021	Biological Technicians **	
65 23-2011	Paralegals and Legal Assistants **	
Education		
66 43-1011	First-Line Supervisors of Office and Administrative Support Workers*	
67 25-2021	Elementary School Teachers, Except Special Education	Includes all specializations *25-2052 Special Education Teachers, Kindergarten and Elementary School
68 25-2022	Middle School Teachers, Except Special and Career/Technical Education	Includes all specializations *25-2057 Special Education Teachers, Middle School
69 25-2031	Secondary School Teachers, Except Special and Career/Technical Education	Includes all specializations *25-2058 Special Education Teachers, Secondary School
70 35-1011	Chefs and Head Cooks	
71 33-3051	Police and Sheriffs Patrol Officers **	
72 21-1094	Community Health Workers **	

Source: TWC/LMCI 2020-2030 Projections/LMI Tools

***New Occupations**

**** Requested by Partners (some are new)**

Notes: Career Pathway Lists tied to Target Occupations and occupations with similar CIP codes are included

*****Please refer to the Appendix for detailed information. *****

B. Knowledge and Skills Analysis

(WIOA §108(b)(1)(B); 20 CFR §679.560(a)(2))

Boards must include an analysis of the knowledge and skills needed to meet the employment needs of the employers in the region, including employment needs for in-demand industry sectors, in-demand occupations, and target occupations.

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Minimum Plan Requirements:

An analysis of knowledge and skills needed to meet the following:

Employers' needs, employment needs in in-demand industry sectors, in-demand occupations, and target occupations.

Board Response:

Table 11 shows the number of regional institutions degree and certificate completions by institution type. Regional Trends indicate a total of 33,735 Completions between 2017 and 2021 from 48 Institutions.

Table 11: All Completions for All programs by Institution Type

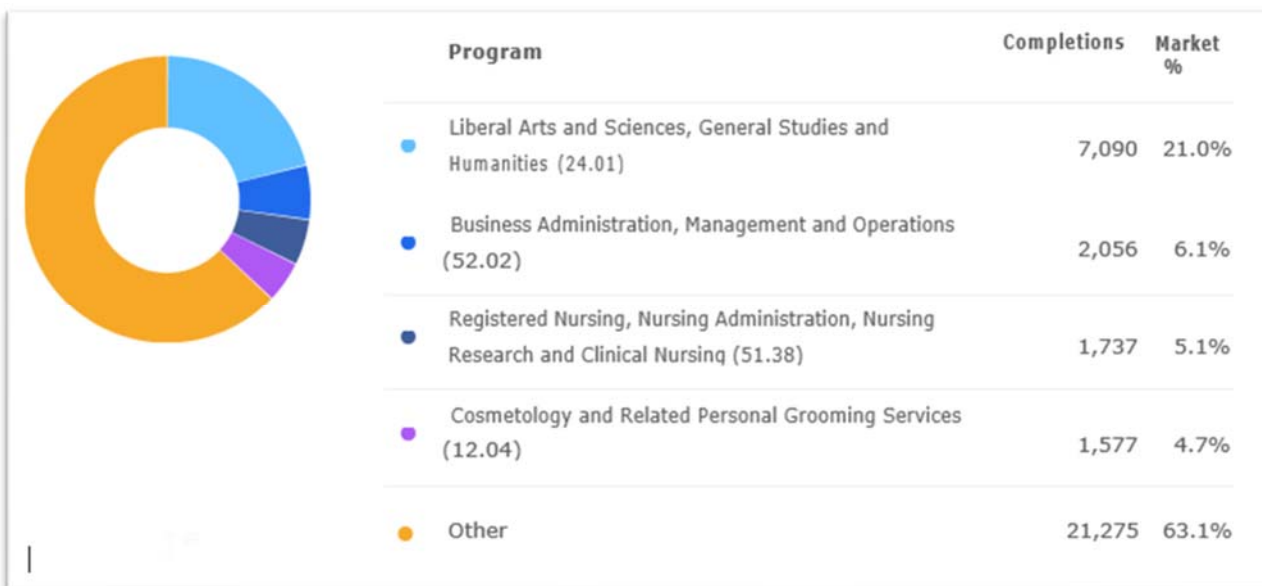


Source: EMSI-Lightcast/Educational Snapshot/2021

The top educational programs' completions are indicated in **Table 12**. The top programs are in Liberal Arts and Sciences, General Studies, and Humanities, followed by Business Administration, Management and Operations, Registered Nursing programs are the third most completions for the

region. Top completions include General Studies there were 6,893, Business Administration 1,644, Registered Nurse are 1,602, Medical Assistant are 889, Psychology 850, Cosmetology 697, Kinesiology 697, Biology 673, Computer Information System, Security 583 and Accounting 564. From a total of 524 programs of study there were 33,735 completions.

Table 12: Completions by Program Area of Study



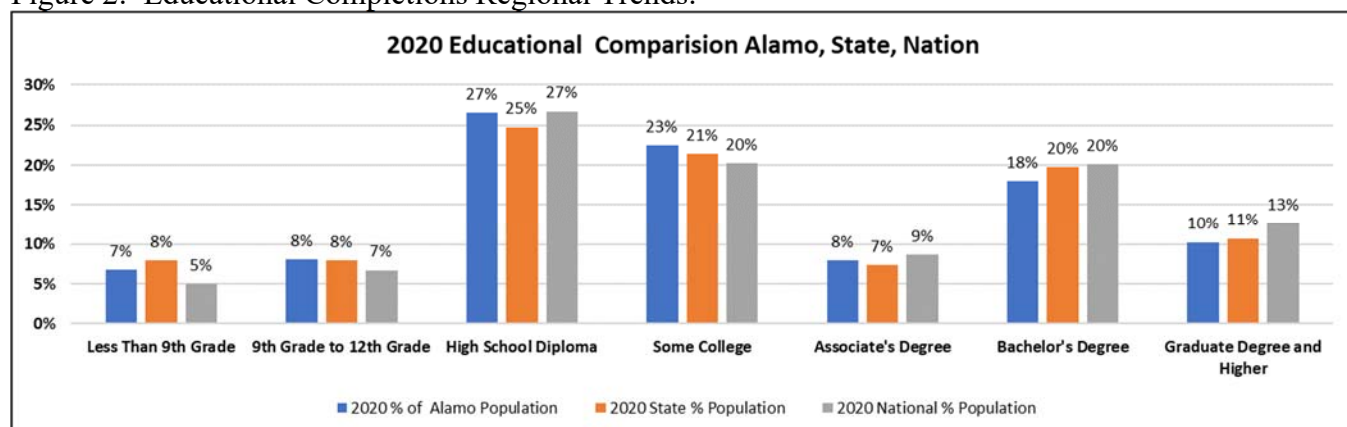
In 2021, there were 33,735 graduates in the 13 Alamo Counties. This pipeline has grown by 1 % from 2017 to 2021. The highest share of these graduates come from Liberal Arts and Sciences, General Studies and Humanities, Business Administration, Management and Operations, Registered Nurse, and other nursing. Table 13 shows the primary educational pipeline and the number of graduates.

Table 13: Educational Institutions Creating a Pipeline with Total Graduates

Educational Pipeline	
School	All Programs 2020 Graduates
The University of Texas at San Antonio	7,563
San Antonio College	3,901
Northwest Vista College	3,227
University of the Incarnate Word	2,233
St Philip's College	2,188
Palo Alto College	1,931
Texas A&M University-San Antonio	1,594
The University of Texas Health Science Center at San Antonio	1,288
St. Mary's University	997
Galen College of Nursing-San Antonio	956
Our Lady of the Lake University	889
Trinity University	772
Southern Careers Institute-San Antonio	545
Platt College-STVT-San Antonio	407
Concorde Career College-San Antonio	372
Baptist Health System School of Health Professions	368
Source EMSI Lightcast/ Educational Snapshot 2020	

Figure 2- below compares the education attainment at for the Alamo Region, the State, and the Nation. The percent of the population having attained High School Diploma is higher than the State of Texas and Some College completion is higher, in comparison with the State of Texas and the Nation. On the contrary, the percentage of the population with a bachelor's and Graduate degree is less than the State or the Nation.

Figure 2: Educational Completions Regional Trends:



Source: EMSI/ Lightcast Q4 2022 Data Set/ Educational Attainment Snapshot

Figure 3: Regional Completions by Award Level (EMSI)



Source: EMSI/ Lightcast Q4 2022 Data Set/ Economic Overview Alamo WDA

While 22.3% of the population in the Alamo Region have some college, but no degree, most program completions in 2022 are bachelor's degree with 18.2% of the population obtaining an award.

Knowledge & Skills In-Demand.

Using Job Postings Analytics, EMSI, Table 14. shows the top 440 most requested Certifications & Degrees. Table 15 provide insight into the supply and demand of relevant skills. The skills associated with workforce profiles represent workers of all education and experience levels.

Table 14. Certifications & Degrees

Certifications - Degrees Qualification	Postings with Qualification
Basic Life Support (BLS) Certification	7,446
Advanced Cardiovascular Life Support (ACLS) Certification	2,948
Licensed Vocational Nurses	2,279

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Security Clearance	2,270
Top Secret-Sensitive Compartmented Information (TS/SCI Clearance)	2,091
Licensed Practical Nurse	1,548
Certified Nursing Assistant	1,478
Commercial Driver's License (CDL)	1,388
Board Certified/Board Eligible	1,217
CDL Class A License	1,100
Secret Clearance	1,036
Nurse Practitioner	950
Food Handler's Card	899
Pediatric Advanced Life Support	887
Project Management Professional Certification	753
Certified Information Systems Security Professional	724
Certified Public Accountant	608
CompTIA Security+	606
Certified Medical Assistant	545
Basic Cardiac Life Support	535
IAT Level II Certification	511
Top Secret Clearance	508
Certified Pharmacy Technician	480
American Registry Of Radiologic Technologists (ARRT) Certified	467
Certified Information System Auditor (CISA)	461
ServSafe Certification	452
Forklift Certification	450
Medical License	434
Licensed Clinical Social Worker (LCSW)	425
Barber License	420
GIAC Certifications	420
Certified Internal Auditor	384
Licensed Professional Counselor (LPC)	375
Certified Nurse Practitioner	361
Registered Dental Assistant	361
CDL Class B License	347
American Society For Clinical Pathology (ASCP) Certification	327
CompTIA A+	325
Patient Care Technician	312
Cisco Certified Network Associate	307
Source: EMSI-Lightcast Q4 2022 Data Set/ Certifications and Degrees/Jun 2022 - Oct 2022	

Table 15. Hard Skills & Soft Skills

Hard Skills	Postings	% of Total Postings	Common (Soft) Skills	Postings	% of Total Postings
Nursing	11,285	7%	Communications	58,160	37%
Marketing	9,636	6%	Customer Service	42,158	27%
Auditing	9,108	6%	Management	38,105	24%
Accounting	7,436	5%	Operations	26,400	17%
Merchandising	6,613	4%	Leadership	23,732	15%
Cardiopulmonary Resuscitation (CPR)	6,407	4%	Sales	23,322	15%
Warehousing	6,083	4%	Valid Driver's License	20,367	13%
Selling Techniques	5,671	4%	Planning	19,090	12%
Finance	5,551	4%	Detail Oriented	18,650	12%
Restaurant Operation	5,515	4%	Problem Solving	17,081	11%
Data Entry	4,907	3%	Writing	16,115	10%
Invoicing	4,807	3%	Microsoft Excel	13,589	9%
Nursing Care	4,713	3%	Microsoft Office	13,355	8%
Data Analysis	4,705	3%	Interpersonal Communications	13,228	8%
Housekeeping	4,696	3%	Lifting Ability	13,079	8%
Billing	4,508	3%	Coordinating	12,075	8%
Office Equipment	4,482	3%	Multitasking	11,362	7%
Workflow Management	4,318	3%	Research	11,196	7%
Medical Records	4,179	3%	Professionalism	10,940	7%
Computer Science	4,004	3%	Computer Literacy	10,079	6%
Process Improvement	3,954	3%	Self-Motivation	10,059	6%
Bilingual (Spanish/English)	3,820	2%	Scheduling	9,902	6%
Customer Relationship Management	3,751	2%	Time Management	9,793	6%
Agile Methodology	3,715	2%	Organizational Skills	9,734	6%
Construction	3,657	2%	Troubleshooting (Problem Solving)	9,533	6%
Inventory Management	3,502	2%	Presentations	9,421	6%
Risk Management	3,441	2%	Verbal Communication Skills	9,397	6%
Project Management	3,374	2%	Teamwork	9,310	6%
Food Safety And Sanitation	3,328	2%	Microsoft Outlook	7,614	5%
Source: EMSI/Lightcast Jun 2022 - Oct 2022					

Further Gap Analysis

The following tables (**Tables 16 & 17**) indicate a gap in demand and supply. **Table 16.** indicates the occupations groups that have a hiring gap. Monthly job postings June 2022-October 2022 indicate a hiring gap in 5 major occupational groups (highlighted in blue). The highest hiring gap between Job Postings and Hires is the Healthcare Practitioners and Technical Occupation Group with a gap of 2,407.

Table 16. Hiring GAP June 2022-October 2022 Job Postings vs. Hires

ALAMO WDA		31,427.00 Avg. Monthly Postings (Jun 2022 - Oct 2022)	71,798.00 Avg. Monthly Hires (Jun 2022 - Oct 2022)	
Occupation	Avg Monthly Postings (Jun 2022 - Oct 2022)	Avg Monthly Hires (Jun 2022 - Oct 2022)	Hiring Gap (Blue more postings than hires)	
Healthcare Practitioners and Technical Occupations	4,387	1,980	2,407	
Management Occupations	3,384	2,934	450	
Office and Administrative Support Occupations	3,072	9,039	(5,967)	
Sales and Related Occupations	2,707	7,873	(5,166)	
Computer and Mathematical Occupations	2,543	1,184	1,359	
Business and Financial Operations Occupations	1,988	3,070	(1,082)	
Transportation and Material Moving Occupations	1,711	7,619	(5,908)	
Food Preparation and Serving Related Occupations	1,558	13,489	(11,931)	
Installation, Maintenance, and Repair Occupations	1,405	2,607	(1,202)	
Healthcare Support Occupations	1,148	4,619	(3,471)	
Educational Instruction and Library Occupations	1,091	2,024	(933)	
Unclassified Occupation	1,077	0	1,077	
Architecture and Engineering Occupations	822	458	364	
Production Occupations	817	2,953	(2,136)	
Building and Grounds Cleaning and Maintenance Occupation	766	2,576	(1,810)	
Construction and Extraction Occupations	554	2,854	(2,301)	
Arts, Design, Entertainment, Sports, and Media Occupations	543	641	(98)	
Personal Care and Service Occupations	435	2,372	(1,937)	
Protective Service Occupations	427	1,341	(914)	
Community and Social Service Occupations	425	773	(348)	
Life, Physical, and Social Science Occupations	324	307	17	
Legal Occupations	198	209	(11)	
Farming, Fishing, and Forestry Occupations	35	330	(295)	
Military-only occupations	10	545	(535)	
Source: EMSI/Lightcast/June 2022-October 2022				

A key question for WSA is: “Are educational completions tied to key clusters for the Alamo region supported by WSA and partners sufficient to meet regional employer hiring needs?”

Key clusters reviewed include Aerospace-Manufacturing, Healthcare, Information Technology/Cybersecurity, Oil & Gas, Transportation & Warehousing, Finance, Construction and Education. The occupations fall within staffing patterns and are identified as 2020-2030 target occupations. The following **Table 17** focuses is on this type of “Gap Analysis” as it reflects both the gap in demand and supply and the gap in annual openings and graduates and gap in employment (growth) for occupations on the Target Occupation List.

Table 17 below identifies the gap in current labor demand (job postings) and supply (WIT candidates) **in gray and pink**, and the results show how employer demand *is not* being met for many of the listed occupations (by either worker supply, supply gap, or annual number of graduates, education gap).

An employment growth gap (absolute, numeric change, in jobs for 2021 and projected jobs 2030) in **blue** is indicated for all except for six of the listed Target Occupations. Thus, for the listed occupations, in key occupational clusters, the region does not have a current supply of candidates in the occupation registered nurses and is not graduating enough candidates in 23 occupations to supply the number of job openings.

If our labor exchange, Business Engagement, and Program services are working efficiently, then, WSA should identify qualified jobseeker candidates and train these jobseekers to meet the employer demand. Then employers should hire job seekers mostly from within the region (e.g., as opposed to mostly importing talent from other areas).

Table 17. Demand And Gaps For 57 2020-2030 Target Occupations

Workforce Solutions Alamo Local Plan 2021-2024

SOC Code	SOC Title	Current Demand (HWOL - Oct 2022)	Current Supply (WIT - Oct 2022)	Supply GAP (Current) Additional Workers Needed	Avg. Annual Openings	Annual Graduates	Education GAP (Annual) Additional Graduates Needed	Current Employment (2021)	Projected Employment (2030)	Employment Gap (# Change) Jobs to Fill
Aerospace / Manufacturing										
17-3021	Aerospace Engineering and Operations Technologists and Technicians	6	81	-75	31	109	-78	50	290	240
43-5061	Production, Planning, and Expediting Clerks	173	253	-80	310	N/A	N/A	2,190	2,798	608
49-1011	First-Line Supervisors of Mechanics, Installers, and Repairers	253	303	-50	482	N/A	N/A	4,620	4,860	240
49-3011	Aircraft Mechanics and Service Technicians	54	304	-250	169	115	54	1,790	1,911	121
49-9041	Industrial Machinery Mechanics	70	173	-103	289	N/A	N/A	2,070	2,899	829
49-9071	Maintenance and Repair Workers, General	805	1,086	-281	1,272	N/A	N/A	9,960	12,272	2,312
51-4121	Welders, Cutters, Solderers, and Brazers	34	730	-696	292	46	246	2,240	2,564	324
Healthcare										
11-9111	Medical and Health Services Managers	673	712	-39	503	485	18	3,410	5,319	1,909
29-1141	Registered Nurses	2,294	1,050	1,244	1,667	1,741	-74	19,650	26,337	6,687
29-1292	Dental Hygienists	27	117	-90	131	52	79	940	1,620	680
29-2032	Diagnostic Medical Sonographers	43	58	-15	48	60	-12	870	561	-309
29-2034	Radiologic Technologists and Technicians	91	138	-47	148	126	22	1,490	1,833	343
29-2052	Pharmacy Technicians	201	307	-106	336	54	282	3,410	4,044	634
29-2061	Licensed Practical and Licensed Vocational Nurses	441	655	-214	785	578	207	6,640	9,314	2,674
29-2072	Medical Records Specialists	219	807	-588	287	112	175	1,910	3,558	1,648
29-2099	Health Technologists and Technicians, All Other	211	345	-134	287	105	182	1,350	3,558	2,208
31-2021	Physical Therapist Assistants	76	148	-72	123	96	27	960	946	-14
31-9091	Dental Assistants	156	492	-336	606	255	351	3,420	4,746	1,326
31-9092	Medical Assistants	365	1,621	-1,256	1,281	452	829	8,380	10,225	1,845
43-6013	Medical Secretaries and Administrative Assistants	352	857	-505	1,134	16	1,118	6,230	9,810	3,580
Information Technology/Cybersecurity										
11-3021	Computer and Information Systems Managers	31	496	-465	248	1,541	-1,293	3,260	2,815	-445
15-1211	Computer Systems Analysts	231	350	-119	466	630	-164	3,310	5,622	2,312
15-1212	Information Security Analysts	338	417	-79	155	1,061	-906	1,270	1,625	355
15-1231	Computer Network Support Specialists	65	222	-157	151	1,067	-916	870	1,729	859
15-1232	Computer User Support Specialists	365	1,103	-738	516	N/A	N/A	5,020	6,087	1,067
15-1241	Computer Network Architects	136	211	-75	126	1,411	-1,285	900	1,673	773
15-1242	Database Administrators	125	186	-61	108	1,043	-935	600	1,271	671
15-1243	Database Architects	N/A	69	N/A	108	1,339	-1,231	310	1,271	961
15-1244	Network and Computer Systems Administrators	252	483	-231	305	1,067	-762	2,700	3,862	1,162
15-1252	Software Developers	1,043	412	631	875	243	632	5,130	9,627	4,497
15-1253	Software Quality Assurance Analysts and Testers	N/A	107	N/A	875	623	252	1,070	9,627	8,557
15-1254	Web Developers	103	168	-65	110	153	-43	350	1,282	932
15-1255	Web and Digital Interface Designers	N/A	57	N/A	110	571	-461	320	1,282	962
15-1299	Computer Occupations, All Other	1,160	1,172	-12	412	414	-2	4,090	4,906	816
15-2031	Operations Research Analysts	222	72	150	101	54	47	1,350	1,176	-174
Construction/Utilities										
11-9021	Construction Managers	223	837	-614	465	1,640	-1,175	2,360	5,558	3,198
47-2111	Electricians	80	610	-530	632	92	540	4,620	5,561	941
47-2152	Plumbers, Pipefitters, and Steamfitters	50	388	-338	485	8	477	3,100	4,375	1,275
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	157	465	-308	339	87	252	2,940	3,257	317
Oil & Gas/Warehousing & Transportation/Finance/Others										
19-2042	Geoscientists, Except Hydrologists and Geographers	4	50	-46	32	47	-15	170	306	136
43-3031	Bookkeeping, Accounting, and Auditing Clerks	297	1,562	-1,265	1,369	60	1,309	10,830	11,929	1,099
43-9061	Office Clerks, General	172	9,196	-9,024	3,245	35	3,210	18,140	27,629	9,489
49-3023	Automotive Service Technicians and Mechanics	373	750	-377	668	154	514	4,800	6,438	1,638
53-3032	Heavy and Tractor-Trailer Truck Drivers	551	2,354	-1,803	2,208	N/A	N/A	15,290	18,609	3,319
11-1021	General and Operations Managers	546	2,028	-1,482	2,035	2,189	-154	25,430	21,525	-3,905
11-3031	Financial Managers	312	585	-273	453	313	140	4,090	5,106	1,016
11-3071	Transportation, Storage, and Distribution Managers	111	1,005	-894	93	1,868	-1,775	840	1,067	227
13-1071	Human Resources Specialists	335	1,131	-796	675	1,804	-1,129	5,670	6,592	922
13-1081	Logisticians	87	298	-211	228	1,646	-1,418	1,330	2,175	845
13-1111	Management Analysts	365	449	-84	701	1,882	-1,181	4,380	6,909	2,529
13-2011	Accountants and Auditors	441	1,226	-785	1,068	516	552	7,900	10,912	3,012
13-2072	Loan Officers	98	352	-254	260	313	-53	2,360	2,999	639
Education										
25-2021	Elementary School Teachers, Except Special Education	102	284	-182	962	532	430	10,440	12,401	1,961
25-2022	Middle School Teachers, Except Special and Career/Technical Education	151	94	57	437	214	223	4,740	5,645	905
25-2031	Secondary School Teachers, Except Special and Career/Technical Education	67	218	-151	653	1,897	-1,244	8,660	8,761	101
35-1011	Chefs and Head Cooks	78	626	-548	95	132	-37	1,120	684	-436
43-1011	First-Line Supervisors of Office and Administrative Support Workers	252	1,089	-837	1,295	107	1,188	11,600	12,381	781

To meet employer needs, WSA will implement a process described as follows. Some employers take the initiative to contact WSA for assistance, and these will be provided with labor exchange and other services.

To be strategic, WSA will develop strategies for specific occupations, occupational groups, individual employers, and groups of employers. For instance, we will review data that reflects real-time demand, such as job postings.

Business Services staff – which at the Centers are now specializing by key industry, using sector strategies, – will strengthen current and develop new initiatives with each of these employers (along with the top ten employers for all job postings in a specific target occupation).

Staff dedicated to Programs will work with Business Service staff to first understand the characteristics of workers that these employers are looking for. To match job seekers to these employers, the top *Credentials* sought for ‘juniors’ or entry-level (0 to 2 years of experience) in the occupation for these employers will be utilized.

For example, using a sample occupation, **15-1212, Information Security Analyst, *15-1122:**

Using tools such as ONET ONLINE and Help Wanted On-Line (HWOL) a profile of the occupation will be developed.

The identified occupation, **Information Security Analyst**, will plan, implement, upgrade, or monitor security measures for the protection of computer networks and information. Assess system vulnerabilities for security risks and propose and implement risk mitigation strategies. May ensure appropriate security controls are in place that will safeguard digital files and vital electronic infrastructure. May respond to computer security breaches and viruses.

As per ONET-Online the *Hard Skills for this occupation* include the following software and certificates:

Software

- Development environment software — C; Go; Microsoft PowerShell; Microsoft Visual Studio
- Network monitoring software — IBM QRadar SIEM; Nagios; Symantec Blue Coat Data Loss Prevention; Wireshark
- Operating system software — Linux; Microsoft Windows Server ; Shell script ; UNIX
- Transaction security and virus protection software — HP WebInspect; McAfee; Portswigger BurP Suite; Symantec
- Web platform development software — AJAX; Hypertext markup language HTML ; Node.js ; Spring Framework

Certification Name

- Cisco Certified Network Associate Security
- Certified Information Systems Auditor
- GIAC Assessing and Auditing Wireless Networks
- EC-Council Certified Security Analyst
- Certified Secure Software Lifecycle Professional

The related *Soft Skills* include Oral and Written Communication, Critical Thinking, Complex Problem Solving, Monitoring, System Analysis, Troubleshooting, etc. Additional information about the occupation can be found at O*NET OnLine.Org.

Individual conversations with and surveys of these employers will be used to validate their needs, which combined with the posting analysis can be used to identify potential talent. Identifying potential talent involves finding and developing talent pipelines. These include, primarily, priority populations (e.g., Transitioning Service Members, Veterans, and Foster Youth) and individuals

with barriers to employment. Some of these job candidates will come from job seekers whom we serve directly (through WorkInTexas, our Job Centers, and our grants and Programs), while others will be identified by working closely on these initiatives with our partners (organizations that invest in and/or work with these populations).

WSA will administer assessments that will let us determine which individuals from the potential talent either meets the requirements and/or needs short-term or occupational/vocational training to meet the job requirements. Knowledge of principles and processes for providing customer services to appropriately match job seekers to employers will be targeted for staff training. This includes administering customer needs assessment and/or assessment to identify knowledge skills and abilities and customer interest. Workforce Center staff training will also include meeting quality standards for job seeker, providing wrap around services and follow-up that will assure job seekers success in training and success on the job, once placed. Appropriate referrals to the employers, along with the provision of needed soft skills as offered through the Job Centers (and/or partners), will be provided to job seekers. The further ramp-up of short-term pre-vocational training and employability skills as well as the provision of services to address specific barrier to employment will be a focus for the 2021-2024 plan years. Finally, an evaluation of customer satisfaction at different points of job seeker services will be implemented.

The usage of our labor exchange system (WorkInTexas/WIT) by these employers is also critical – the system is used to post the job openings and match the job seekers with the employers. To be effective, the BE team will recruit employers and market WIT – this will help ensure that the postings for these occupations are a part of WSA’s and the State’s system. Part of our marketing and of BE team involvement includes developing the needed promotional materials and a more strategic approach to promote the use of WIT. Varied media production, communication, and dissemination techniques and methods will be utilized. This includes alternative ways to inform and entertain via written, oral, and visual media.

Lastly, WSA will work with training providers and educational institutions to promote the needed training for these occupations. This involves working with TWC (e.g., for skills development and other funds), community colleges, public and private universities, and other training providers (e.g., through the Eligible Training Provider System/ETPS). Having current and adequate training – training that meets employer needs for the job – can be challenge in Bexar County but also particularly in the rural counties. Many of the training providers in the rural counties are in adjacent counties outside of the Board Area. The BE team and staff in the rural centers will develop relationships with those training providers and identify training available at their institutions in the target occupations.

At an industry-wide level, WSA aims to develop plans that address industry’s immediate goals (0-1 year), medium term goals (2-5 years), and long-term goals (more than 5 years). These plans would specifically address the hiring needs of employers, along with plans for each employer. Industry-wide level plans/strategies will be based on the plans that are developed for individual employers and/or groups of employers.

C. Labor Force Analysis and Trends

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

Boards must include an analysis of the regional workforce, including current labor force.

- *WD Letter 18-20, Attachment 2 5*
 - *employment and unemployment data, information on labor market trends, and educational and skill levels of the workforce, including individuals with barriers to employment.*
 - *Analysis of regional workforce and labor market*
 - *An analysis of the regional workforce, including current labor force employment and unemployment data, information on labor market trends, and educational and skill levels of the workforce, including individuals with barriers to employment.*
-

Board Response:

The regional information provided in the following sections pertains to the 13-county Alamo region unless otherwise stated.

Labor Market for Alamo WSA:

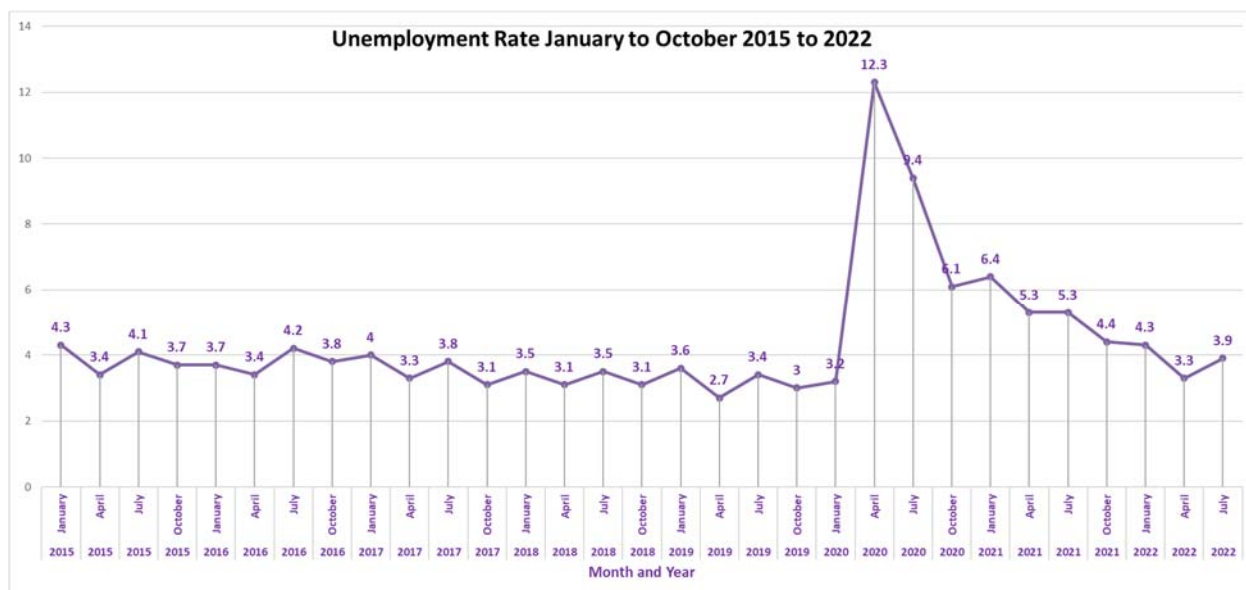
- As of October 2022, the estimated Labor Force was reported at 1,295,641.
- With an unemployed population of 45,393 or 3.5%, and
An estimated employment for all occupations of 1,250,248

The unemployment rate in the region has continued to decrease from 2015 to 2019 and was reported at a low of 2.7 % in April of 2019, in April 2020 because of COVID-19 related business closures the unemployment rate rose to 12.3%. This was the largest March to April unemployment rate increase in the series that began in 1976. *Source: TWC LAUS*

The unemployment rate for the counties also rose over the year 2020 because of Coronavirus related business closures. As indicated in Table 18, in October of 2021 the lowest unemployment rate of the 13 Alamo counties was reported in McMullen at 1.8% and the highest was in Atascosa County at 5.4%. From 2019 to 2020 all the 13 counties indicated an increase in the employment rate over the year. In contrast, 2021 indicate a decrease in the unemployment rate over the year (2020-2021) for all counties in the Alamo WDA. In October 2022 decreases in unemployment rates continued for all counties. (Source: TWC LAUS, 2019,2020,202, 2022).

Figure 4. Unemployment Rate, Alamo Workforce Development Area (WDA)

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TWC/LMCI/LAUS/2015-2022

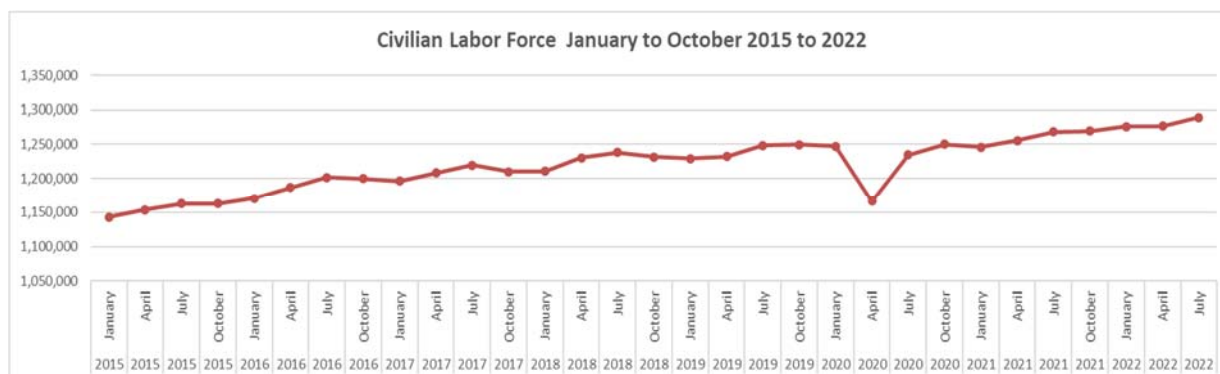
Table 18. Unemployment Rate by Alamo Counties

San Antonio New Braunfels MSA					
Month	Counties	Unemployment Rate 2019	Unemployment Rate 2020	Unemployment Rate 2021	Unemployment Rate 2022
October	Atascosa	3.4	7.9	5.4	3.9
October	Bandera	3.2	4.9	4.2	3.6
October	Bexar	3.0	6.4	4.5	3.6
October	Comal	2.8	5.0	3.9	3.3
October	Frio	2.4	5.5	4.2	3.2
October	Gillespie	2.2	3.6	2.9	2.3
October	Guadalupe	2.8	5.0	3.9	3.2
October	Karnes	2.4	6.7	4.4	2.9
October	Kendall	2.6	4.1	3.4	3.0
October	Kerr	2.9	4.5	4.1	3.4
October	McMullen	1.6	2.6	1.8	1.8
October	Medina	3.0	5.6	4.3	3.6
October	Wilson	2.7	4.9	3.8	3.0
Source: TWC/LMCI/LAUS					

Figure 5 shows that the civilian labor force for the Alamo Region continued to grow from January 2015 until the dramatic drop in April 2020, due to coronavirus related affects. Since 2020, years 2021 and 2022 indicate a recovery in the Civilian labor force.

Figure 5: Labor Force 2015-2022 Alamo WDA

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TWC/LMCI/LAUS

Educational Attainment

Table 19 shows that educational attainment in the Alamo region indicates some challenges. For the population ages 18-24, four counties show a high number not having completed high school: Atascosa 21.4%, Medina 25.50% and Frio 28.4% and Karnes at 28.20%.

Table 19. Educational Attainment, Ages 18-24

Counties	Population 18 to 24	Less than high school graduate	%	High school graduate (includes equivalency)	%	Some college or Associate's degree	%	Bachelor's degree or higher	%
Atascosa	4,496	961	21.4%	2,013	44.8%	1,471	32.7%	51	1.1%
Bandera	1,504	150	10.0%	641	42.6%	592	39.4%	121	8.0%
Bexar	203,818	26,186	12.8%	73,481	36.1%	85,972	42.2%	18,179	8.9%
Comal	11,349	1,540	13.6%	4,977	43.9%	3,439	30.3%	1,393	12.3%
Frio	2,808	798	28.4%	1,650	58.8%	286	10.2%	74	2.6%
Gillespie	1,757	304	17.3%	724	41.2%	559	31.8%	170	9.7%
Guadalupe	14,376	1,675	11.7%	6,689	46.5%	5,019	34.9%	993	6.9%
Karnes	1,637	461	28.2%	558	34.1%	478	29.2%	140	8.6%
Kendall	3,694	746	20.2%	1,585	42.9%	996	27.0%	367	9.9%
Kerr	4,268	567	13.3%	1,991	46.6%	1,590	37.3%	120	2.8%
McMullen	49	0	0.0%	21	42.9%	28	57.1%	0	0.0%
Medina	5,030	1,285	25.5%	1,936	38.5%	1,384	27.5%	425	8.4%
Wilson	4,078	655	16.1%	1,432	35.1%	1,653	40.5%	338	8.3%

Source: U.S. Census Bureau, 2016-2020 American Community Survey 5-Year Estimates

For the population 25 years of age and older, **Table 20** indicates that three counties show high rates of individuals not having completed high school: Frio 35.10%, Karnes 24.30%, and Atascosa 21.10%. The completion of bachelor's degrees in the region is a challenge with the highest % occurring in Kendall County at 28.7% and followed by Comal County at 24.7%. The lowest completion of bachelor's degrees was in Frio County at 4.2%.

Table 20. Educational Attainment 25 And Older

Counties	Population 25 +	Less than 9th grade %	9th to 12th grade, no diploma %	High school graduate (includes equivalency) %	Some college, no degree %	Associate's degree %	Bachelor's degree %	Graduate or professional degree %
Atascosa	32,110	3,171 9.9%	3,584 11.2%	12,739 39.7%	6,336 19.7%	1,363 4.2%	3,651 11.4%	1,266 3.9%
Bandera	17,461	721 4.1%	1,073 6.1%	5,570 31.9%	4,671 26.8%	1,511 8.7%	2,671 15.3%	1,244 7.1%
Bexar	1,269,771	90,443 7.1%	107,192 8.4%	318,911 25.1%	288,263 22.7%	103,458 8.1%	227,899 17.9%	133,605 10.5%
Comal	103,971	2,684 2.6%	3,893 3.7%	26,439 25.4%	24,334 23.4%	7,198 6.9%	25,639 24.7%	13,784 13.3%
Frio	12,515	2,177 17.4%	2,214 17.7%	4,217 33.7%	2,077 16.6%	804 6.4%	528 4.2%	498 4.0%
Gillespie	19,583	1,026 5.2%	993 5.1%	5,869 30.0%	3,797 19.4%	1,211 6.2%	4,666 23.8%	2,021 10.3%
Guadalupe	107,800	4,971 4.6%	7,093 6.6%	33,049 30.7%	22,463 20.8%	10,020 9.3%	19,500 18.1%	10,704 9.9%
Karnes	10,540	1,266 12.0%	1,292 12.3%	3,824 36.3%	1,938 18.4%	545 5.2%	1,190 11.3%	485 4.6%
Kendall	31,162	1,009 3.2%	844 2.7%	5,983 19.2%	6,740 21.6%	2,481 8.0%	8,944 28.7%	5,161 16.6%
Kerr	37,918	1,545 4.1%	2,505 6.6%	10,714 28.3%	9,736 25.7%	2,731 7.2%	6,890 18.2%	3,797 10.0%
McMullen	460	23 5.0%	28 6.1%	210 45.7%	98 21.3%	33 7.2%	47 10.2%	21 4.6%
Medina	34,123	2,433 7.1%	2,901 8.5%	10,838 31.8%	8,181 24.0%	2,846 8.3%	4,294 12.6%	2,630 7.7%
Wilson	33,963	1,689 5.0%	2,193 6.5%	11,661 34.3%	8,166 24.0%	2,472 7.3%	5,430 16.0%	2,352 6.9%

Source: U.S. Census Bureau, 2016-2020 American Community Survey 5-Year Estimates

Individuals with Barriers to Employment

In alignment with WIOA purposes, WSA is committed to increase for individuals, particularly for those individuals with barriers to employment, access to and opportunities for the employment, education, training, and support services they need to succeed in the labor market (WIOA Sec. 2.1). WIOA includes individuals with barriers to employment as members of one or more of the following populations (WIOA Sec. 3.24):

- 1) Displaced homemakers,
- 2) Low-income individuals,
- 3) Indians, Alaska Natives, and Native Hawaiians,
- 4) Individuals with disabilities, including youth who are individuals with disabilities,
- 5) Older individuals,
- 6) Ex-offenders,
- 7) Homeless individuals,
- 8) Youth who are in or have aged out of the foster care system,
- 9) Individuals who are English language learners, individuals who have low levels of literacy, and individuals facing substantial cultural barriers,
- 10) Eligible migrant and seasonal farmworkers,
- 11) Individuals within two years of exhausting lifetime eligibility under part A of the title IV of the Social Security Act,
- 12) Single parents (including single pregnant women),
- 13) Long-term unemployed individuals, and
- 14) Such other groups as the Governor determines to have barriers to employment.

WSA has a document that provides definitions for each of these populations, and which is available upon request.

To serve these individuals, WSA partners with organizations that have it as part of their mission to serve them. We help develop and participate in coalitions that pilot initiatives to help integrate these individuals into the labor market. WSA also invites staff from these organization to offer services from and/or be housed at one of our Job Center locations.

To further promote workforce development, WSA plans on developing an asset and/or resource mapping that identifies local organizations that specialize in or focus on providing services to these populations.

D. Workforce Development Analysis

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

Boards must include an analysis of workforce development activities in the region, including education and training.

Workforce development activities, including education and training.

An analysis of workforce development activities in the region, including education and training.

Note: This analysis must include the strengths and weaknesses of workforce development activities and an evaluation of the effectiveness of programs and services. It must evaluate the Board's capacity to provide workforce development activities to address the identified education and skills needs of the workforce. The analysis must include individuals with barriers to employment. The analysis also must address the employment needs of employers.

Board Response

In reviewing strengths and weaknesses, WSA includes a review of poverty, disparities, and population growth. There are great challenges in the Alamo region, including for example, low to moderate educational attainment and skills particularly as these relate to meeting employer demand and the technological changes occurring in the labor market. At another level, the area has high levels of inequality and vast disparities of wealth. Segregation is high and there are multiple geographical pockets that historically have been isolated.

A strong San Antonio area economy has helped reduce poverty over the past 5-Years prior to the COVID-19 Pandemic. For the 13 WSA counties, the new 2020 American Community Survey (ACS) Five-Year Estimates found in Table 21, indicate disparities for the population living below the poverty level. The highest estimates for individuals living below the poverty levels are found in Frio County at 19.6%, Karnes at 17.2%, followed by Bexar and Bandera Counties at 15.6% and 13.8% respectively. Further disparities in the WSA thirteen (13) counties are indicated for childhood poverty.

For children less than 18 years of age who are living below poverty, ACS Five-Year-Estimates indicate that in WSA counties the highest rate of 28.7% is found in Frio County, followed by Bexar

at 22.2%, and Bandera at 21.4%. These numbers indicate that almost a quarter of children under 18 years of age were living below poverty in Bexar County and in Bandera County.

Bexar County's childhood poverty rate for 2016-2020 at 22.2 percent, accounts for 110,321 children. That's a decline from the 25.4 percent reported for 2010-2014, covering almost 120,000 children. According to the Chronical quote from Lloyd Potter, the State Demographer, "the numbers indicate the economy was getting better prior to the coronavirus pandemic" (O'Hare P. , December 9, 2020 11:05 p.m.). However, Dr. Potter is concerned progress may have been halted by the pandemic sweeping across the nation. "Certainly, it's a sign that the economy has been continuing to recover since the recession that we had in 2008," said Potter, who is also a University of Texas at San Antonio professor of demography. "And that was continuing to have positive impacts on those people who are at the lower end of the socioeconomic spectrum." (O'Hare P. , December 9, 2020 11:05 p.m.)

The ACS survey focuses solely on the years 2016 through 2020. In Bexar County as a whole, overall five-year poverty rate from 2016 to 2020 was 15.6 percent, lower than San Antonio's at 17.6 percent. That amounts to more than 300,000 Bexar County residents living below the poverty level. San Antonio's poverty rate dropped to 17.6 percent in 2020, an improvement from five years earlier, when 19.8 percent of the city's residents were estimated to be living below the poverty level. The city of San Antonio's poverty rate remained higher than those reported for the nation and Texas. The nation's poverty rate was estimated at 12.8 percent, while Texas stood at 14.2 percent (O'Hare P. O., 2022) (O'Hare, San Antonio Express News, March 16, 2022). \

The U.S. Census Bureau defines the 2021 poverty threshold as persons younger than 65 living alone who earn less than \$14,097 annually or seniors 65 and older who live alone and get by on less than \$12,996 per year. The poverty threshold for a family of four, with two children is \$27,479 per year or \$13.21 hourly.

Table 21. Poverty By Alamo Counties-5-Year Estimates

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Courties Alamo WDA	Population	In Poverty	Percent	<18 Years of age	In Poverty	Percent
Atascosa	49,491	5,448	11.0%	13,273	1,794	13.5%
Bandera	22,260	3,079	13.8%	3,469	744	21.4%
Bexar	1,944,919	303,389	15.6%	497,510	110,321	22.2%
Comal	147,787	11,323	7.7%	33,216	3,064	9.2%
Frio	15,751	3,095	19.6%	3,968	1,138	28.7%
Gillespie	26,301	2,841	10.8%	5,268	1,091	20.7%
Guadalupe	161,021	14,502	9.0%	40,453	4,812	11.9%
Karnes	12,181	2,101	17.2%	3,164	785	24.8%
Kendall	44,993	2,180	4.8%	10,500	525	5.0%
Kerr	50,648	6,341	12.5%	9,737	1,873	19.2%
McMullen	724	76	10.5%	215	31	14.4%
Medina	48,450	5,099	10.5%	11,695	1,886	16.1%
Wilson	49,409	4,934	10.0%	11,869	1,486	12.5%
Total	2,573,935	364,408	11.8%	644,337	129,550	16.9%
Source: US Census/5 year Estimates ACS/2020						

Table 22 indicates poverty remains high with 11.88% persons in poverty for the Alamo WSA, this percent is slightly higher than the national average which is around 11.6%, but lower than Texas's 14.2%. Per capita income is a measure of the amount of money earned per person in a nation or geographic region. Per capita income can be used to determine the average per-person income for an area and to evaluate the standard of living and quality of life of the population. the lowest per capita incomes are found in Frio and Atascosa counties at \$20,036 and \$25,385 respectively, the highest per capita incomes are found in Kendall and Comal at \$47,725 and \$39,924 respectively. For the **City of San Antonio**, the largest urban area, the percent of persons living in poverty is also high at 17.6%, with a 2021 one year estimate median income of \$55,084 and per capita income of \$28,579. The median household income for San Antonio is approximately \$12,000 less than the median household income of \$67,321 for Texas and \$13,000 less than the \$69,021 median household income for the nation.

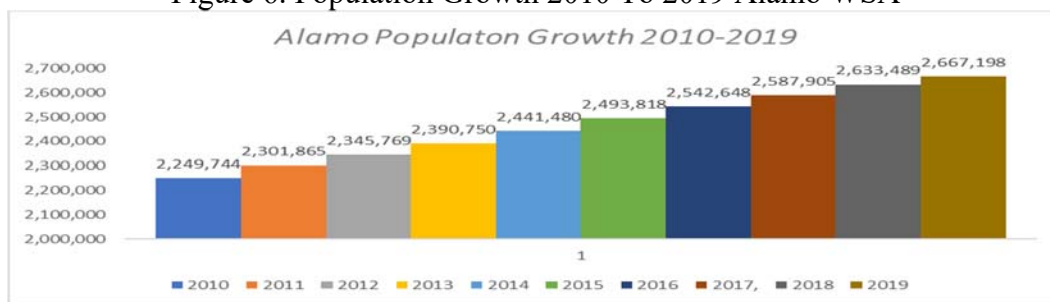
Table 22. Population 1-Year Estimates 2021 Population, Income and Poverty by County

Courtnties Alamo WDA	Population, Census, Apr 1, 2010	Population Census, Apr 1, 2020	Population Percent change Apr 2010 to 2020	Population Estimates, Jul 1 2021,	Population Percent change Apr 1, 2020 to Jul 1, 2021	Median household income 2016-2020	Per capita income 2016-2020	Persons in poverty, percent
Atascosa	44,911	48,981	9.1%	49,939	2.0%	\$59,251	\$25,385	14.9%
Bandera	20,485	20,851	1.8%	21,565	3.4%	\$60,361	\$32,993	11.0%
Bexar	1,714,773	2,009,324	17.2%	2,028,236	0.9%	\$58,288	\$28,313	15.0%
Comal	108,472	161,501	48.9%	174,986	8.3%	\$80,781	\$39,942	7.5%
Frio	17,217	18,385	6.8%	18,436	0.3%	\$48,708	\$20,036	22.3%
Karnes	14,824	14,710	-0.8%	14,754	0.3%	\$52,896	\$25,978	17.5%
Kerr	49,625	52,598	6.0%	53,161	1.1%	\$57,196	\$32,361	11.6%
Kendall	33,410	44,279	32.5%	46,788	5.7%	\$98,692	\$47,724	6.7%
Guadalupe	131,533	172,706	31.3%	177,036	2.5%	\$75,774	\$32,406	8.5%
Gillespie	24,837	26,725	7.6%	27,297	2.1%	\$61,445	\$34,689	9.2%
McMullen	707	600	-15.1%	608	1.3%	\$67,386	\$31,191	9.7%
Medina	46,006	50,748	10.3%	51,981	2.4%	\$62,701	\$27,200	11.2%
Wilson	42,918	49,753	15.9%	51,257	3.0%	\$80,082	\$33,972	9.4%

Source: US Census/Quick Facts

Table 22 also reflects population growth and population percent change. This table indicates that the July 2021 population estimates shows growth for all Alamo counties. In **Figure 6**, the change in a population for five years is depicted. For the Alamo WSA counties population growth from 2010 to 2019 is evident. Population growth is a very positive indicator for a growing economy.

Figure 6. Population Growth 2010 To 2019 Alamo WSA



US Census-Population Estimates

WSA's services have quite a large impact in the well-being of the population and the economic productivity of the region. This is significant because WSA's region indicates a growing population with a percent change of 18.56% from 2010 to 2019.

From October 2021 to September of 2022, our Job Centers welcomed and served approximately 83,737 in-person visitors at job centers and 62,089 virtual guests for a total of 145,826 visitors. During the COVID-19 Pandemic, WSA, immediately took steps to provide technology and support for staff to work from home and began to implement virtual orientations and other services usually

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provide in-person at job centers. Eventually, services were returned to in-person operations with virtual options. As of September 2022, there were 53,096 active job seekers in Work-In-Texas (WIT).

Additionally, 9,834 jobs were filled, 40,127 job postings, and 2,515 active employers are in the WIT system. Over 6,184 participants are enrolled in workforce development programs from October 2021 through September 2022 with approximately 87% and 13% residing in urban and rural counties, Job centers provided 37,119 units of service to all job seekers and universal customers (those not enrolled in a program).

The following graphic provides detail on job center activity from October 2021-September 2022.

WORKFORCE DEVELOPMENT ACTIVITIES AT OUR JOB CENTERS

OCTOBER 2021 - SEPTEMBER 2022

DATA SOURCES:

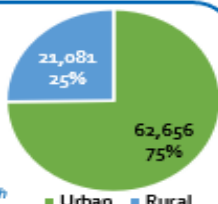
WORKINTEXAS.COM (WIT), TWC WORKFORCE REPORTS, THE WORKFORCE INFORMATION SYSTEM OF TEXAS (TWIST) AD HOC REPORTS

GUESTS AT JOB CENTERS

83,737

(OCT 2021 - SEP 2022)

COVID-19 Stay at Home orders led to center closures in the month of March

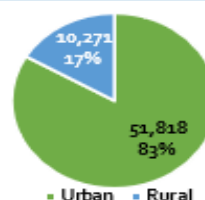


VIRTUAL GUESTS AT JOB CENTERS

62,089*

(OCT 2021 - SEP 2022)

*Number of phone calls and emails sent/received by staff working remotely



LABOR EXCHANGE SUMMARY – WorkInTexas.com

JOB PLACEMENTS
(OCT 2019 - SEP 2020)

9,834

ACTIVE JOB SEEKERS
(as of SEP 2022)

53,096

JOB ORDERS
(OCT 2021 - SEP 2022)

40,127

ACTIVE EMPLOYERS
(as of SEP 2022)

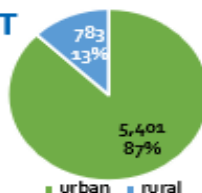
2,515

PARTICIPANTS ENROLLED IN WORKFORCE DEVELOPMENT PROGRAMS

6,184

(OCT 2021 - SEP 2022)

Some programs not available outside Bexar County.



UNITS OF SERVICE AT JOB CENTERS

37,119

(OCT 2021 - SEP 2022)

Provided to all job seekers and universal customers (those not enrolled in a programs)



PROGRAM PARTICIPANTS WITH BARRIERS TO EMPLOYMENT

(OCT 2019 - SEP 2020)

BARRIER	# ENROLLED
Not Self Sufficient	1,841
Lack Work Histories	1,098
Criminal Justice Involved	928
Individuals With Disabilities	716
Deficient in Basic Literacy	226
Homeless	356
American Indians Alaska Natives, and Native Hawaiians	159
Limited English	130
Long Term Unemployed	20
Displaced homemakers	89

For a description of "individuals with barriers to employment" please refer to Part A. Question #7

A review of training for the past program year, October 1, 2020, to September 30, 2021, indicates the following customer choice of occupational training:

Table 23: Customer Choice of Occupational Training - October 1, 2020, to September 30,

Training Analysis Adult, Dislocated Worker and Youth	
Comp TIA A+ Certification Course/Network Administrator/Network Support	5
Full Stack Web Development Java	35
Computer User Support Specialist	54
Bachelor Science Cybersecurity	2
System Administration	7
Security IT Associate	7
Information Security Analyst (ISA)	5
IT/Technical Support	3
IT Project Management Professional	4
Cyber Security	5
Digital Marketer	5
Digital Marketer Apprenticeship	1
Digital Fullstack Software Developer	4
Big Data Analyst/Six Sigma	4
Bookkeeping Accounting	12
Business Administration	4
Educator (Teacher Alternative Certification)	4
Mobile Crane Operator	1
Nondestructive testing	1
Automobile Repair Collision	1
Welding	6
HVAC	2
Electrical Technician/Electrical pre-apprenticeship	7
Human Resources	8
Customer Service	4
CDL Professional Truck Driver (CE)	91
Digital Marketing-Search Engine	4
Patient Care Technician	1
Licensed Vocational Nurse	3
Associate of Applied Science LVN to RN Bridge Option	3
Prelicensure Vocational Nursing Program & BSN	10
Vocational Nursing Level 2 Certificate	1
Paramedic Apprenticeship	1
Medical Assistant/Phlebotomy/EKG Technician Specialist Dual Program	1
Medical Assistant/Certified Medical Assistant	77
Dental Assistance	29
Certified Billing and Coding Specialist	1
Medical Billing and Coding	34
Surgical Technology	1
Medical Front Office/Administration	13
Administrative Assistance	3
	464
Source: TWC/TWIST/Training Analysis	

Part 3: Core Programs

A. Workforce Development System

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

Boards must include a description of the workforce development system in the workforce area that identifies:

- the programs that are included in the system; and*
 - how the Board will work with the entities that facilitate core programs and other workforce development programs **to support alignment to provide services**, including programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006, that support the strategy identified in the State Plan under WIOA §102(b)(1)(E).*
-

The WIOA authorizes key employment and training programs in the service delivery system to assist workers in the acquisition of essential tools and skills and to connect employers to a workforce with identified sector-specific skillsets. WIOA further aligns “core” programs to provide coordinated, comprehensive workforce services.

The following core programs must be made available either in-person and/or virtually at the American Job Centers:

- Workforce Innovation and Opportunity Act (WIOA) Adult, Youth and Dislocated Worker
- Temporary Assistance for Needy Families (TANF)/CHOICES
- CHOICES Non-Custodial Program (NCP)
- Supplemental Nutrition Assistance Program Employment & Training (SNAP)
- Trade Adjustment Assistance Act (TAA)
- Rehabilitation Act: that provide services to individuals with disabilities.
- Wagner-Peyser Employment Services: staff located within centers and directly employed by TWC; the contractor integrates these services under the Texas Model
- Veteran’s Employment Services/Texas Veterans Leadership Program (TVLP): provided by staff located within the centers and employed by the Texas Veterans Commission (TVC) or TWC.

Under the guidance of TWC and in collaboration with our local area public officials, WSA provides service delivery oversight and planning through a partnership network. In support of WIOA, WSA will continue to reinforce progress toward service integration for customers.

As part of the job training, work-related, and educational programs and functions, WSA convenes all relevant programs identified as one-stop required-partner programs, including:

- Workforce Innovation and Opportunity Act (WIOA)
- Wagner-Peyser Employment Service (ES)
- Unemployment Insurance (UI) Benefits Information
- Choices, the Temporary Assistance for Needy Families (TANF) employment and training program
- Supplemental Nutrition Assistance Program Employment and Training (SNAP E&T)
- Subsidized childcare
- Trade Adjustment Assistance (TAA)
- Adult Education and Literacy (AEL) programs

WSA establishes memoranda of understanding (MOUs) with the following agencies for programs that are not under the direct oversight of the board:

- Adult Education and Literacy (WIOA, Title II)
- Apprenticeship programs
- Non-Certificate Postsecondary Career and Technology Training programs
- Senior Community Service Employment Program
- HHSC (jointly developed with TWC)

WSA establishes additional cooperative relationships, on an ad hoc basis, to expand capacity and strengthen the regional workforce ecosystem include:

- Local boards of education
- Local-level vocational education agencies
- Community-based Organizations (CBOs)
- Chambers of Commerce
- Industry- and Sector-based Consortiums
- Appointed Municipal Task Force(s)
- Faith-based Organizations (FBOs)
- Texas Department of Housing and Community Affairs (TDHCA)
- Other appropriate training and employment agencies and services to expand local presence.

Career and Technical Education Act: Consistent with the Carl D. Perkins Career and Technical Education Act of 2006, WSA aims to more fully support the academic and career and technical skills of secondary education students and postsecondary education students who elect to enroll in career and technical education programs.

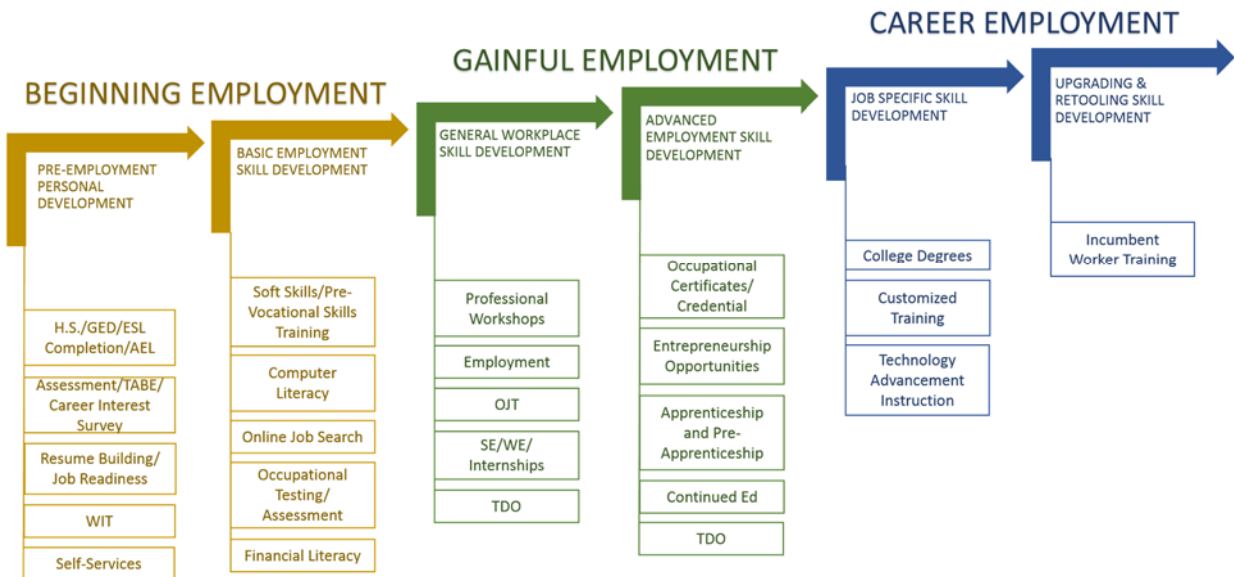
To that effect, WSA will explore opportunities to develop MOUs with the following optional partners:

- Career and technical education programs authorized under the Carl D. Perkins Act of 2006
- Job counseling, training, and placement services for veterans, 38 USC 41
- Education and vocational training program through Job Corps administered by DOL
- Native American programs authorized under Title I of WIOA
- HUB-administered employment and training programs
- Employment and training activities carried out under the Community Services Block Grant Act
- Reintegration of offenders' programs authorized under the Second Chance Act, 2007

As previously noted within this plan, youth, job seekers, and incumbent workers are expected to enter the education and/or workforce at various points and various levels of job readiness and education. Many require front-end services to gain the necessary competencies to begin the search for employment. Those with high school graduation or equivalency, computer literacy, interviewing skills, completed resume, and the ability to autonomously complete job searches are potentially equipped to pursue gainful employment and subsequently progress toward advanced education, skills acquisition, and professional development.

Workforce Solutions Alamo
Local Plan 2021-2024

WSA has developed the following employment supply-chain that describes our customers' experience from entry into the network/system and on through advanced training/employment opportunities. This diagram describes the progression of these career services available and serves as a framework for workforce and economic development.



Building on this progressive approach, WSA has also developed wages and professional advancement over time in order to sufficiently articulate to youth, job seekers, and incumbent workers about potential entry into appropriate career pathways based on their current skill levels, credentials, certifications, or educational attainment.



THE AEROSPACE INDUSTRY NEEDS YOU NOW!

WHY AEROSPACE?

There are a lot of openings for exciting, cutting-edge jobs that offer great pay! Be part of an innovative, fast-changing industry. Most aerospace jobs offer training and certification programs to help you advance your career.

WHAT IS THE AVERAGE WAGE?

THE AVERAGE HOURLY WAGE

\$37.50

THE AVERAGE YEARLY WAGE

\$78,000

Source: TexasWorkforceCommission/LaborMarket&CareerInformation/Tracer2

WHERE CAN I GET EDUCATION AND TRAINING?



Coastal Bend
COLLEGE



ALAMO
COLLEGES
DISTRICT



SOUTHERN
CAREERS
INSTITUTE



Lamson Institute



ALAMO COLLEGES DISTRICT
St. Philip's College

HOW DO I GET STARTED?

Everyone is eligible to receive assistance through WSA. Starting is easy and training is available for those who qualify. Below is an example of a career plan within the aerospace industry. Contact our career counselors for a complete list of job opportunities in the aerospace industry and to get your personal career plan!

SAMPLE CAREER PLAN

CAREER LEVEL ENTRY-LEVEL	CAREER LEVEL INTERMEDIATE	CAREER LEVEL ADVANCED	CAREER LEVEL VERY ADVANCED PROFESSIONAL
\$14.30	\$19.20	\$25.23	\$54.07
Helpers – Carpenters	Sheet Metal Workers	Mechanical Engineering Technicians	Computer Network Architects
EDUCATION NO FORMAL EDUCATION	EDUCATION HIGH SCHOOL / EQUIVALENCY DIPLOMA	EDUCATION ASSOCIATE'S DEGREE	EDUCATION BACHELOR'S DEGREE
WORK EXPERIENCE ON-THE-JOB TRAINING	WORK EXPERIENCE APPRENTICESHIP	WORK EXPERIENCE PREVIOUS WORK EXPERIENCE	WORK EXPERIENCE 5 YEARS OR MORE

Source: TWC/Tracer2/Occupational Projections/Occupational Mean Hourly Wages, Benchmarked 2015



THE CONSTRUCTION INDUSTRY NEEDS YOU NOW!

WHY CONSTRUCTION?

There are a lot of job openings in a variety of fields that offer great pay! Most construction jobs offer training and certification programs to help you advance your career.

WHAT IS THE AVERAGE WAGE?

THE AVERAGE HOURLY WAGE

\$34.78

THE AVERAGE YEARLY WAGE

\$72,332

Source: TexasWorkforceCommission/LaborMarket&CareerInformation/Tracer2

WHERE CAN I GET EDUCATION AND TRAINING?



ALAMO
COLLEGES
DISTRICT



Lamson Institute

HOW DO I GET STARTED?

Everyone is eligible to receive assistance through WSA. Starting is easy and training is available for those who qualify. Below is an example of a career plan within the construction industry. Contact our career counselors for a complete list of job opportunities in the construction industry and to get your personal career plan!

SAMPLE CAREER PLAN

CAREER LEVEL ENTRY-LEVEL	CAREER LEVEL INTERMEDIATE	CAREER LEVEL ADVANCED	CAREER LEVEL VERY ADVANCED PROFESSIONAL
\$15.47	\$19.05	\$26.16	\$37.41
Roofers	Carpenters	Telecommunication Line Installers and Repairers	Architect
EDUCATION NONE	EDUCATION HIGH SCHOOL / EQUIVALENCY DIPLOMA	EDUCATION HIGH SCHOOL / EQUIVALENCY DIPLOMA	EDUCATION BACHELOR'S DEGREE
WORK EXPERIENCE MODERATE	WORK EXPERIENCE APPRENTICESHIP	WORK EXPERIENCE LONG-TERM	WORK EXPERIENCE INTERNSHIP / RESIDENCY

Source: TWC/Tracer2/Occupational Projections/Occupational Mean Hourly Wages, Benchmarked 2015



THE EDUCATION INDUSTRY NEEDS YOU NOW!

WHY EDUCATION?

The education industry offers job security, great pay and flexible schedules! Help shape the future of children in our community. Some education jobs let you earn certifications while you teach.

WHAT IS THE AVERAGE WAGE?

THE AVERAGE HOURLY WAGE

\$21.93

THE AVERAGE YEARLY WAGE

\$45,604

Source: TexasWorkforceCommission/LaborMarket&CareerInformation/Tracer2

WHERE CAN I GET EDUCATION AND TRAINING?



ALAMO
COLLEGES
DISTRICT

HOW DO I GET STARTED?

Everyone is eligible to receive assistance through WSA. Starting is easy and training is available for those who qualify. Below is an example of a career plan within the education industry. Contact our career counselors for a complete list of job opportunities in the education industry and to get your personal career plan!

SAMPLE CAREER PLAN

CAREER LEVEL ENTRY-LEVEL	CAREER LEVEL INTERMEDIATE	CAREER LEVEL ADVANCED	CAREER LEVEL VERY ADVANCED PROFESSIONAL
\$10.89	\$22.23	\$27.37	\$54.44
Substitute Teacher	Education Admin., Preschool & Childcare Center	Kindergarten Teachers	Education Administrators, Postsecondary
EDUCATION HIGH SCHOOL/ EQUIVALENCY DIPLOMA	EDUCATION BACHELOR'S DEGREE	EDUCATION BACHELOR'S DEGREE	EDUCATION MASTER'S DEGREE
WORK EXPERIENCE SHORT-TERM ON-THE-JOB TRAINING	WORK EXPERIENCE LESS THAN 5 YEARS	WORK EXPERIENCE PREVIOUS WORK EXPERIENCE	WORK EXPERIENCE 5 YEARS OR MORE

Source: TWC/Tracer2/Occupational Projections/Occupational Mean Hourly Wages, Benchmarked 2015



THE HEALTHCARE INDUSTRY NEEDS YOU NOW!

WHY HEALTHCARE?

There are a lot of job openings in a variety of fields that offer great pay! Be a part of this critical, life-saving industry. Most healthcare jobs offer training and certification programs to help you advance your career.

WHAT IS THE AVERAGE WAGE?

THE AVERAGE HOURLY WAGE

\$35.35

THE AVERAGE YEARLY WAGE

\$73,530

Source: TexasWorkforceCommission/LaborMarket&CareerInformation/Tracer2

WHERE CAN I GET EDUCATION AND TRAINING?



ALAMO
COLLEGES
DISTRICT



Coastal Bend
COLLEGE



SOUTHERN
CAREERS
INSTITUTE



THE INSTITUTE
OF ALLIED HEALTHCARE



GALEN
COLLEGE OF NURSING



Lamson Institute



TSCER
Texas School of Continuing Education & Research



SWTC
Southwest Texas State University



HALLMARK
UNIVERSITY



Schreiner
UNIVERSITY



Quest College



CONCORDE



CHCP
THE COLLEGE OF
HEALTH CARE PROFESSIONALS



New Horizons
Computer Learning Centers



GOODWILL
SAN ANTONIO



SOUTHWEST SCHOOL OF BUSINESS
AND TECHNICAL CAREERS



Parent Achievement Center



YATES HEALTH
CAREER INSTITUTE



UIW



TEXAS DENTAL
ASSISTING ACADEMY

HOW DO I GET STARTED?

Everyone is eligible to receive assistance through WSA. Starting is easy and training is available for those who qualify. Below is an example of a career plan within the healthcare industry. Contact our career counselors for a complete list of job opportunities in the healthcare industry and to get your personal career plan!

SAMPLE CAREER PLAN

CAREER LEVEL ENTRY-LEVEL	CAREER LEVEL INTERMEDIATE	CAREER LEVEL ADVANCED	CAREER LEVEL VERY ADVANCED PROFESSIONAL
\$14.72	\$16.87	\$28.87	\$51.87
Pharmacy Aides	Pharmacy Technicians	Dietitians and Nutritionists	Medical and Health Services Managers
EDUCATION HIGH SCHOOL/ EQUIVALENCY DIPLOMA	EDUCATION HIGH SCHOOL/ EQUIVALENCY DIPLOMA	EDUCATION BACHELOR'S DEGREE	EDUCATION BACHELOR'S DEGREE
WORK EXPERIENCE SHORT-TERM ON-THE- JOB TRAINING	WORK EXPERIENCE MODERATE ON-THE- JOB TRAINING	WORK EXPERIENCE INTERNSHIP/ RESIDENCY	WORK EXPERIENCE LESS THAN 5 YEARS

Source: TWC/Tracer2/Occupational Projections/Occupational Mean Hourly Wages, Benchmarked 2015



These projections are intended to communicate the potential entry points for a targeted industry while also enabling youth, job seekers, and incumbent workers to visualize the upward progression

of a company, industry, or sector. These projections also enable WSA and training providers to make data-informed decisions about how to customize programming to meet the needs of employers.

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

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

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

- *expand access to employment, training, education, and support services for eligible individuals, particularly eligible individuals with barriers to employment.*
- *facilitate the development of career pathways and co-enrollment, as appropriate, in core programs, including specific career pathways occupations that the Board currently includes on its Target Occupations List, and career pathways occupations that the Board is planning to develop; and improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable).*

Boards must include a description of the Board’s plan for working with at least one of the Governor’s industry clusters.

WSA provides innovative, progressive services through its Workforce Solutions American Job Center network and WSA centers assist in connecting job seekers, incumbent workers, and students with employment and training opportunities.

WSA has a strong focus on providing leveraged services. This includes, for example, forming partnerships throughout the community to create alternative entry points and opportunities for co-enrollment. To do so, WSA works closely with community-based organizations urban and rural city and county delegate agencies, libraries, faith-based organizations, mutual aid, housing authorities, and multiple education and training providers. Examples of these established relationships include the San Antonio Food Bank, the Health Collaborative, Victoria College, Coastal Bend Junior College (Pleasanton, Atascosa County), Go Medina/Southwest Texas Junior College (Hondo, Medina County), and Hill Country University Center (Fredericksburg, Gillespie County).

This section describes services offered by WSA and contracted by Texas Workforce Commission. These are defined according to the TWC service matrix descriptions. The intent here is not to provide a full description or definition of the service; rather, the intent is to report on the available services as TWC records them in WSA data applications and systems.

Individualized Career Services: Consistent with our vision and mission, as well as WIOA requirements and federal cost principles, individualized career services must be made available if determined to be appropriate for an individual to obtain or retain employment. These include the following services:

- **Informational Services:** orientations, career guidance services, and referrals
- **Outreach and Eligibility Determination:** targeted contact of potential applicant eligibility determinations

- **Assessment & Planning:** comprehensive assessments, employability development plans, group counseling, ONET assessments, job search assessment, and Reemployment Services and Eligibility Assessments (RESEA). ~~REA assessments~~
- **Case Management:** tracking and reporting of training and educational outcomes provided by other entities/agencies for job seekers, but where supportive services are paid from TWC program funds while in training. A qualifying service must be provided in addition to this service to make the person a participant. These services also include tracking participants during one or more quarters after exit.
- **Job Search Services:** job search assistance, supervised job-search, computer workstation usage, counseling, labor market/information, resume/application/ interview preparation, job development, self-service career guidance, self-service labor market information
- **Life Skills:** mentoring (Choices, NCP, and youth) and leadership development (youth only)
- **Pre-Employment Activities:** job readiness/employment skills, bonding assistance, and Work Opportunity Tax Credit (WOTC) eligibility
- **Work Readiness:** short-term work readiness services (Choices, NCP, and WIOA)

Employment Services: employment-related services are offered to job seekers to assist in gaining and retaining employment and promote advancement in their employment trajectories. These services include the following:

- **Unsubsidized Self-Employment**, an income-producing enterprise that is intended to promote a clear pathway to self-sufficiency by decreasing family reliance on public benefits.
- **Unsubsidized Employment/Employment Entry**, for TANF/Choice's customers, includes full or part-time employment for a Choices customer even if they are currently employed; for SNAP E&T customers, customers must receive other services before this service can be used to take credit for full or part-time employment (no other programs are eligible for this service)
- **Community Service**, community service opportunities with nonprofit organizations (only for TANF/Choices and NCP)
- **Subsidized Employment**, full or part-time employment in either the private or public sector that is subsidized in full or in part with wages of at least federal or state minimum wage, whichever is higher (only for TANF/Choices and NCP)
- **Unpaid Public/Non-Profit/For Profit Work Experience**, unpaid work experience, time-limited training in the public, non-profit, or for-profit sectors
- **Subsidized Work Experience**, paid work experience, time-limited training in the private, for-profit, nonprofit, or public sectors (SNAP E&T and WIOA)
- **Workfare** is a SNAP E&T activity designed to improve the employability of ABAWDs through actual employment experience or training, or both. Nonexempt ABAWDs perform work in a public service capacity as a condition of eligibility to receive the SNAP allotment.
- **Summer Employment-Work Experience**, employment, or work experience opportunities for youth within designated timeframes, directly linked to academic and/or occupational learning (WIOA Youth).

Training Programs: training services are offered to individuals who are unable to gain employment through basic labor exchange services, and for those who need additional training to attain economic self-sufficiency. These services include both short-term training (for rapid return to the workplace) and more extensive training (for job seekers who remain unsuccessful in finding or returning to employment, or in advancing into occupations that lead to economic self-sufficiency). Training-related services/activities are classified as follows:

- **Occupational/Vocational Training:** training conducted in an institutional setting that provides specific technical skills and knowledge required for a specific job or group of jobs and results in the attainment of a certificate.
- **On-the-Job Training:** employee training at the place of work while they are doing the actual job, and which may be supported by formal classroom training.
- **Apprenticeship Training** (only under Trade Adjustment Assistance and WIOA): a registered training program where the employer offers the worker a combination of employment, related instruction, and on-the-job training.
- **Internships** (only under WIOA): participants receive supervised practical training in a job setting.
- **Entrepreneurial training:** training that assists job seekers to achieve their goals for economic self-sufficiency by providing information on starting and running their own business.
- **Customized Training** (only under Trade Adjustment Assistance and WIOA for Adults and Dislocated Workers): training designed to meet the specific requirements of an employer or employers' group.
- **Private Sector Training – Upgrade/Retrain** (only under WIOA): training provided and operated by the employer for current employees that provides instruction on new technologies and production or service procedures. Training provided to upgrade skills necessary for retraining or upgrading skills.
- **Prerequisite Training** (only under Trade Adjustment Assistance): coursework required by a training provider prior to acceptance into a specific training program; and,
- **Skills/Self Grant:** training provided through a Skills Development or Self-Sufficiency Grant.

Under WIOA sec 134(c)(3)(A), training services may be made available to employed and unemployed adults and dislocated workers who (a) a one stop partner determines, after an interview, evaluation, or assessment, and career planning, are: (1) unlikely or unable to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment through career services, (2) in need of training services to obtain or retain employment leading to economic self-sufficiency or wages comparable to or higher than wages from previous employment, and (3) have the skills and qualifications to participate successfully in training services.

Educational Services

- **Basic Educational Skills/ABE:** training designed to enhance the employability of job seekers by upgrading basic skills. For WIOA Adult and Dislocated Workers, training includes services provided in combination with other training activities. For WIOA Youth, training includes services conducted in an institutional setting that is designed to enhance

the employability of the individual by upgrading basic skills. For TANF/Choices, it includes Basic Education Skills training that does not occur in an employment setting.

- **English as a Second Language:** training services activities designed to enhance the English-speaking ability of nonnative speakers.
- **High School (for TANF/Choices):** for teen heads of households and adults without high school diploma or GED, who are attending high school.
- **GED:** for job seekers lacking a high school degree or GED, and those who are attending GED classes as a training service conducted in an institutional setting designed to enable an individual to pass a GED exam. The term “GED” includes all associated high school equivalencies.
- **Tutoring/Study Skills/Instruction** includes the communication of knowledge, ideas, and facts to help youth complete their secondary education. This includes dropout prevention strategies.
- **Alternative Secondary School:** includes enrollment in nontraditional schools to complete high school, GED, and related high school equivalency.
- **Short-term Educational Services:** includes services to prepare the individual for unsubsidized employment and increase employability, e.g. Literacy, Adult Basic Education, development of learning skills, etc. "Short Term" is defined by Board policy but should, with limited exceptions, be six-months or less.
- **Work-based Literacy:** work-based (tied to employment) literacy component (ABE, ESL, Workforce Adult Literacy).
- **Middle School:** middle school services are offered to teen heads of households and adults without high school diploma or GED, including those who are attending middle school; and,
- **High School:** includes tracking and supporting High School attendance and completion.

Support Services: to remove barriers and provide assistance necessary to allow participants to successfully complete program goals, WSA provides a wide variety of support services including:

- **Healthcare:** includes, but is not limited to preventive and clinical medical treatment, voluntary family planning services, nutritional services and appropriate psychiatric, psychological and prosthetic services to the extent any such treatment(s) or service(s) are necessary to enable the attainment or retention of employment (NCP, WIOA)
- **Family/Child Care:** referrals to subsidies for childcare services
- **Transportation:** such as bus passes, gas allowance, and other transportation related costs
- **Housing/Rental Assistance:** financial assistance to support housing / rental costs is available to eligible participants.
- **Counseling:** provision of or referral to Counseling Services necessary to allow a participant to successfully complete program goals.
- **Needs-Related payments:** needs-related payments provide financial assistance to participants (Adult, DW, and Youth) to enable participation in training. Includes NRPs made to individuals who have exhausted UI or TRA payments or did not qualify for UI payments where the individual is in training.
- **Substance Abuse Treatment:** referral to Substance Abuse Treatment as needed to allow a participant to successfully complete program goals (Choices, NCP, and WIOA Statewide Initiative Funding)

- **Wheels to Work:** provides low-cost automobiles to eligible participants (Choices, WIOA Statewide Initiative Funding)
- **GED Test Payment:** provision of financial assistance to help a participant pay for GED testing (Choices, NCP, SNAP, WIOA Statewide Initiative Funding)
- **Work Related Expense:** provision of financial assistance to assist participants to pay for necessary, work-related items. Can include clothing and tools needed for employment (Choices, NCP, SNAP, WIOA Statewide Initiative Funding)
- **Financial Planning Assistance:** available in support of job seekers as an educational activity to understand their financial responsibilities and develop a plan to secure employment in order to meet their financial needs and develop a plan to achieve financial goals.
- **Incentives:** incentive payments are funds paid to participants based on actions such as attendance, successful performance, or completion of a program activity to encourage the participant to continue in the program (Choices, NCP, WIOA)
- **Job Search and Relocation Allowance (TAA only)**

Follow-up services: follow-up services are provided, as appropriate, to program participants who have received their last WIOA service and no other WIOA services are necessary. WIOA Youth are provided with follow-up for a minimum of 12 months. Follow-up services consist of a wide variety of services, including post-employment services, job search assistance, individual counseling/career planning, job clubs, group counseling, outreach/intake/orientation, job referrals/contacts, counseling, labor market information, support services, local area information, provider information, non-WIOA financial assistance information, UI Claims, and resource room services. Some of WSA's follow-up services are available only to Youth, and these include leadership development, employer contact, mentoring, and progressive tracking.

Youth Services: WSA provides WIOA youth activities consistent with the governor's vision of strengthening the academic and future workplace outcomes for youth facing challenges and barriers to success. WSA, its partners, network, and contractors provide activities consistent with eligibility criteria for two groups: in-school youth (ISY) and out-of-school youth (OSY).

Referrals: WSA providers make available and coordinate supportive services to promote the ability of WIOA participants to participate in activities leading to employment or other performance outcomes. WSA providers make referrals to ensure community resources are sought prior to providing services and services provided are reasonable and necessary for participation. Referrals are also made when WSA's funding is not available and, or, when specific services are not allowable. An example of agencies that receive referrals include the www.211texas.org; United Way San Antonio Texas www.unitedwaysatx.org, San Antonio Community Resource [Directory www.sacrd.org](http://www.sacrd.org), Federally Qualified Health Centers (FQHCs), and other community action networks, indigent care programs, and mutual aid organizations. Through our continued promotion of strategic partnerships, WSA aims at increasing opportunities for leveraging resources throughout the local area.

Additional Job Center Services: In addition to the services outlined above, WSA American Job Centers operate programs in service of several additional key customer groups. These include services to: (1) Unemployment Insurance Claimants, (2) Long Term Unemployed, (3) Adult

Education and Literacy customers, (4) Temporary Assistance for Needy Families (TANF), (5) Non-Custodial Parent (NCP), (6) Supplemental Nutrition Assistance (SNAP) customers, and (7) Child Care.

- **Unemployment Insurance Claimants:** Consistent with State goals, one of our priorities includes serving the unemployment insurance (UI) claimant population and ensuring a fast return to work. As allowed by law and in alignment to local labor market conditions, WSA determines the number of work search contacts required of UI claimants. WSA uses the Rapid Reemployment Services (RRES) statistical score (provided by TWC) to target UI claimants for enhanced re-employment services. At a minimum, outreached claimants will receive an orientation and an employment plan.
- **Long-Term Unemployed:** “Long-term unemployed” is defined by DOLETA as someone who has been jobless for 27 weeks or longer. WSA offers job search and related services to these individuals before they reach this level of unemployment. One of the TWC-contracted performance measures requires WSA to assist those who are in receipt of Unemployment Insurance gain employment within 10 weeks of their initial monetary eligibility. Our strategies include increased outreach, improved quality in job postings/job matching, and job development activities.
- **Adult Education and Literacy:** WSA participates in career and postsecondary education and training by following guidance from TWC and collaborating with our local partners and extended network. To support employment, skills gains, and secondary completion, efforts include implementing strategies for enhanced enrollment and expansion of career pathway programs. To that effect, WSA engages and supports AEL grant recipients and the AEL Alamo Consortium, in activities that promote student success in the achievement of career and higher education goals. AEL services encompass; High School Equivalency (HSE), Upgrade Academic Skills, English as a Second Language, Re-entry Services for probation/incarcerated adults, Career Training while you learn English and or earn your HSE, Employer Partnerships (AEL services on work sites with employers), College and Career Readiness services and Distance Learning.

The Alamo Consortium includes Alamo Colleges I-BEST, Southwest Texas Junior College, Northside ISD, North East ISD, San Antonio ISD, Each One Teach One, Restore Education, and ESC-20 AEL Program. Integration and alignment strategies with the AEL Lead Agency, Education Service Center, Region 20, and the AEL Consortium include:

- Co-location for the provision of AEL classes and services in WSA’s American Job Centers
- Design and implementation of WSA, AEL, and VR Integration events
- Cross-training
- Development of one-on-one contacts
- With the participation and guidance of TWC, move toward developing a single or common intake along with the sharing of information.
- Streamlining of services (administration of assessments, development of individual plans, service provision and case management, attainment of performance targets, and the provision of follow-up services)
- Referrals to and co-enrollment with other workforce programs to support student retention, transition, and employment success

- Strategic and program design guidance for career pathways
- Sharing results from the analysis of employment statistics and local labor market information, regional economic development, and industry or occupational demand studies
- **Temporary Assistance for Needy Families (TANF):** WSA provides employment and training services to help public assistance recipients' transition into self-sufficiency through a "work-first" delivery approach. Choices, Texas' TANF employment and training program, enables WSA to assist applicants, recipients, and former recipients of TANF in preparing for, obtaining, and retaining employment. This includes ensuring that adults meet mandatory work requirements through activities, including but not limited to:
 - Job search and job readiness
 - Basic skills training
 - Education
 - Vocational training
 - Support services

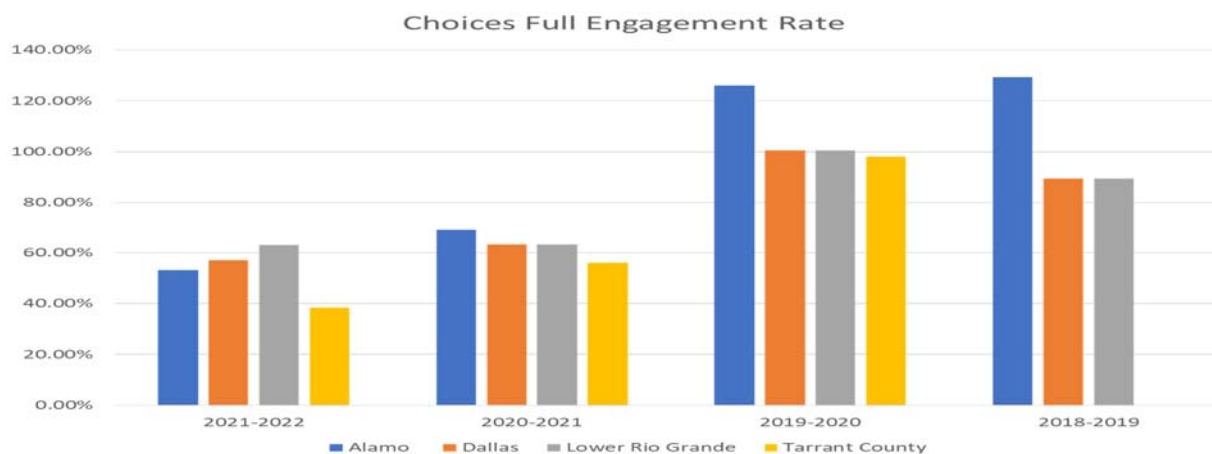
The primary goal is to keep participants "engaged in work" through participation in Unsubsidized Employment, Subsidized Employment, On-the-job training, and/or educational services for those who have not completed secondary school or received a GED credential/high school equivalency. WSA, through its contractor for workforce services, engages Choices participants by focusing on intensive case management, the provision of support services and a mix of allowable work activities. Career Pathways for Choices participants is included in the Boards Targeted Occupations list, identifying opportunities for entry level, to mid-level and eventual career level employment (reference Health Care Industry example). In the Alamo area work-based learning activities including Subsidized Employment is promoted to connect Choices participants with employers that can provide relevant, hands-on work experiences. In addition to providing learning opportunities, work-based training enables Choices participants to earn needed wages while gaining valuable work experience and building networks and social capital.

The Full Engagement Rate, defined as the percentage of TANF participants required to meet work-related participation requirements, reflects WSA's ability to engage the Choices participant in work activities. In the 2017-2018 and 2018-2019 program years, and as compared to all other large Board areas in Texas, WSA attained the highest performance outcome for the Choices Full Engagement Rate. WSA has exceeded the Choices Full Engagement Rate target of 50% in each of the last four contract years.

Comparison Year	Alamo	Dallas	Lower Rio Grande	Tarrant County
2021-2022	53.22%	56.98%	63.06%	38.34%
2020-2021	69.40%	63.16%	69.66%	56.00%
2019-2020	125.94%	100.54%	116.90%	98.08%

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2018-2019	129.32%	89.50%	122.40%	102.60%
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Noncustodial Parent Choices: The Noncustodial Parent (NCP) Choices program is a collaborative effort between TWC, the Office of the Attorney General (OAG) of Texas, WSA Board, WSA Office staff, and family court judges. Through the NCP program, WSA serves low-income unemployed and underemployed noncustodial parents who are in arrears on their child support payments and whose children are current or former recipients of public assistance. Services through the NCP program assist NCPs in overcoming barriers to employment and career advancement, become economically self-sufficient, and make consistent child support payments. To promote the provision of a wide range of services, WSA Contractors are encouraged to collaborate with other programs and explore opportunities for co-enrollment. Since 2005, when the NCP program was implemented in the Alamo area over 5,390 Noncustodial parents have been served with over \$85,399,244.06 dollars collected in child support payments.

Opportunities to co-enroll NCP program participants into other workforce programs is an area that WSA will seek to improve. During the past four program years less than 5 NCP's have been enrolled in WIOA program services. To address the need to provide a wide range of services that can assist the NCP in developing a career pathway, that leads to more sustainable wages, the Office of the Attorney General's staff agreed to allow short term training as an activity for NCP's beginning in the 2019 program year. The short-term training ranges from 8 to 90 hours. NCPs are now able to participate in OSHA General Industry training, Forklift Operator training and Computer Literacy Training. Seven NCP's completed short term training with 4 of the 7 obtaining employment within 4 weeks of finishing the training.

- **Collaboration** with partners in the Alamo region to provide additional services or supports for NCP's include American GI Forum, San Antonio Food Bank, Goodwill Industries and Christian Assistance Ministries. These partners provide work experience opportunities, food assistance and other support services.
- **Training and Employment Navigator Pilot** aims to deter repeated victimization of sex-trafficked youth and foster youth ages 16-25 by aiding them in navigating Workforce Center services and increase their chances of securing employment.
- **Supplemental Nutrition Assistance Program Employment and Training (SNAP):** Through our partnership with TWC, WSA manages the SNAP Employment & Training (SNAP E&T) program. As determined eligible by Health and Human Services (HHS), SNAP eligible individuals receive comprehensive services designed to improve the recipient's ability to obtain and retain regular employment, increase earnings, and reduce dependency on public assistance. Services to this population include:
 - Informational Services,
 - Assessment and Planning,
 - Case Management,
 - Job Search Services,
 - Education (Basic Educational Skills/ABE, English as a Second Language, and GED),
 - Training Services – Occupational Skills (Occupational/Vocational Training),
 - Employment Experience, and
 - Support Services.

Employment Experience under SNAP includes Unsubsidized Employment/Employment Entry, Unpaid Public Work Experience, Unpaid Non-Profit Work Experience, Unpaid For-Profit Work Experience, Subsidized Work Experience, and Workfare.

- **Childcare:** WSA administers Childcare Services (CCS) funding for the 13-county region. CCS helps parents pay for childcare while they work, go to school, or participate in job training to become self-sufficient. Those eligible for childcare assistance include:
 - Parents in receipt of TANF
 - Parents who have recently stopped receiving TANF benefits because of earned income.
 - Parents with low incomes who need help paying for childcare, so they can continue to work or attend school.
 - Teen parents from low-income families who need childcare to attend school.
 - Parents with low incomes who have children with disabilities.
 - Parents who meet the definition of experiencing homelessness

Parents who receive CCS assistance are required to pay a portion of their cost of care except:

- parents who are participating in Choices or who are in Choices childcare.

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- parents who are participating in Supplemental Nutrition Assistance Program Employment and Training (SNAP E&T) services or who are in SNAP E&T childcare.
- parents of a child receiving childcare for children experiencing homelessness,
- parents who have children who are receiving protective services childcare unless the Texas Department of Family and Protective Services (DFPS) assesses the parent share of cost.

The parent's share of cost will be based on a sliding fee scale. Families are required to participate in employment or school/training activities for an average of 25 hours per week for a single family or 50 hours per week for a two- parent family at eligibility determinations / redeterminations, in order to receive subsidized child care. Based on sliding scale the maximum monthly income for a family size of 4 is \$6,289.

Workforce Solutions Alamo Child Care Services (CCS) Sliding Fee Scale
Effective October 1, 2022 through September 30, 2023

Step 1: Find the row with your family size listed and locate within the row your average monthly income
Step 2: Find which column your income falls

Family Size	Percentage of State Median Income (SMI)																	
	0% - 20%		21% - 30%		31% - 40%		41% - 50%		51% - 60%		61% - 70%		71% - 75%		76% - 80%		81% - 85%	
2	\$0	\$1,006	\$1,007	\$1,509	\$1,510	\$2,012	\$2,013	\$2,516	\$2,517	\$3,019	\$3,020	\$3,522	\$3,523	\$3,773	\$3,774	\$4,025	\$4,026	\$4,276
3	\$0	\$1,243	\$1,244	\$1,864	\$1,865	\$2,486	\$2,487	\$3,107	\$3,108	\$3,729	\$3,730	\$4,350	\$4,351	\$4,661	\$4,662	\$4,972	\$4,973	\$5,283
4	\$0	\$1,480	\$1,481	\$2,220	\$2,221	\$2,959	\$2,960	\$3,699	\$3,700	\$4,439	\$4,440	\$5,179	\$5,180	\$5,549	\$5,550	\$5,919	\$5,920	\$6,289
5	\$0	\$1,716	\$1,717	\$2,575	\$2,576	\$3,433	\$3,434	\$4,291	\$4,292	\$5,149	\$5,150	\$6,008	\$6,009	\$6,437	\$6,438	\$6,866	\$6,867	\$7,295
6	\$0	\$1,953	\$1,954	\$2,930	\$2,931	\$3,906	\$3,907	\$4,883	\$4,884	\$5,860	\$5,861	\$6,836	\$6,837	\$7,325	\$7,326	\$7,813	\$7,814	\$8,301
7	\$0	\$1,998	\$1,999	\$2,996	\$2,997	\$3,995	\$3,996	\$4,994	\$4,995	\$5,993	\$5,994	\$6,992	\$6,993	\$7,491	\$7,492	\$7,990	\$7,991	\$8,490
8	\$0	\$2,042	\$2,043	\$3,063	\$3,064	\$4,084	\$4,085	\$5,105	\$5,106	\$6,126	\$6,127	\$7,147	\$7,148	\$7,658	\$7,659	\$8,168	\$8,169	\$8,679

Step 3: Find the corresponding column in the table below. The cost for the first child is listed followed by the cost of each additional child(ren).

REGULAR PROVIDER									
	0%-20%	21%-30%	31%-40%	41%-50%	51%-60%	61%-70%	71%-75%	76%-80%	81%-85%
1 st Child	\$30	\$50	\$75	\$100	\$170	\$210	\$250	\$270	\$290
Each Additional Child	\$0	\$20	\$30	\$40	\$50	\$90	\$115	\$125	\$140

If you choose a Texas Rising Star Provider, use the table below. The cost for the first child is listed followed by the cost of each additional child(ren).

TEXAS RISING STAR PROVIDER									
	0%-20%	21%-30%	31%-40%	41%-50%	51%-60%	61%-70%	71%-75%	76%-80%	81%-85%
1 st Child	\$27	\$45	\$68	\$90	\$153	\$189	\$225	\$243	\$261
Each Additional Child	\$0	\$18	\$27	\$36	\$45	\$81	\$104	\$113	\$126

- **Individuals with Disabilities:** Beginning Sept. 1, 2016, the state agency formerly known as the Department of Assistive and Rehabilitative Services (DARS) was dissolved and several of its programs transferred to the Texas Workforce Commission (TWC). The changes are the result of legislation passed during the 84th Texas Legislative session which places all the state's programs funded through the federal Workforce Innovation and Opportunity Act (WIOA) together under one agency.

Transferring programs, to be operated in coordination with WSA, include:

- The Vocational Rehabilitation (VR) program for individuals with visual impairments, including the Criss Cole Rehabilitation Center,
- The Vocational Rehabilitation program for individuals with other disabilities,
- The Business Enterprises of Texas program, and

- The Independent Living Services program for older individuals who are blind.
- WSA is working with TWC's Vocational Rehabilitation program to ensure services for individuals with disabilities. Co-location of Vocational Rehabilitation staff in workforce centers facilitates immediate referrals between workforce and rehabilitation services. Monthly meetings between management staff and regional VR staff occurs and allows service delivery issues or concerns to be identified and resolved.

WSA works closely with VR staff to promote the Summer Earn and Learn, SEAL, program for students with disabilities. SEAL prepares students for transition to post-secondary and employment opportunities by providing work readiness training and paid work experience in work-based learning positions. Workforce staff develop work experience positions for students with employers throughout the workforce area. WSA pays the wage for students while employers provide real work opportunities. During the 2022 Program Year (PY), 222 students were provided work experience under the SEAL program with over 228 worksites, 285 participants completing work readiness training, and over 70 employers.

Student Hireability Navigators, under WSA are also providing connections to workforce services for students, parents and local schools. Navigators work with VR staff to increase the provision of quality pre-employment transition services to students with disabilities. WSA Navigators share TWC's Labor Market Career Information, LMCI, tools with school districts and Education Service Center staff for use with students in exploring career and education resources. Navigators conduct monthly meetings with VR Transition Vocational Rehab Counselors, TVRC's to coordinate services to schools. Navigators collaborate with partner agencies to increase awareness and understanding of the abilities of students with disabilities. The Alamo Area Coalition was convened by WSA as a clearinghouse of information on events supporting individuals with disabilities in the Alamo area. Coalition members include Alamo Area Council of Governments, The ARC-SA, Center for Excellence, Autism Life Links, Disability SA, Vocational Rehabilitation, River City Group, Providence Place and South Fields.

Strategies to Expand Access: Due to the nature of our workforce funding, eligible customer groups for workforce programs are well defined. WSA will focus on implementing seven key strategies to expand access to services for these populations, as follows. These strategies are aligned with the understanding that the foundation for success heavily relies on solid partnerships.

- **Microtargeting outreach:** WSA will leverage data mining and analysis capabilities tied to its two large information systems (WorkInTexas.com and The Workforce Information System of Texas, or TWIST). Improved data mining and analysis will be performed to refine and tailor traditional marketing efforts and help drive potentially eligible customers to services. Outreach efforts include (1) social media strategies (i.e., LinkedIn, Facebook, Twitter, Constant Contact, Instagram, etc.), (2) traditional print, radio, and television media, (3) public service announcements, and (4) distribution of collateral materials. Workforce Solutions Alamo utilizes the following social media and communication platforms to reach our consumers. From December 2019 to November 2020, Facebook had a total of 27, 512 followers, 2,669 Instagram followers, 39,442 LinkedIn followers, and 5,618 Twitter followers.

- The WSA website has had a total of 68,161 unique visits between May 2020 and November 2020. WSA Our constant contact email marketing platform has sent over 423,922 emails and has reached 166,789 contacts between November 2019 and November 2020.
- **Streamlining Service Delivery:** WSA will work with its partners and contractors to streamline programs and services to engage with customers. These efforts will include the provision of intake and other services outside of the American Job Center locations, that is, on-site at various key locations and throughout the community. These include, for example, creating or tapping into pipelines that lead individuals ages 14 and over into key training and employment opportunities. For instance, performing intake and providing other case management-related services on location.
- **Leverage Partnerships:** WSA will strategically develop partnerships with agencies that serve target population groups in order to (1) establish strong intake, referral, and service networks, (2) identify and capitalize on efficiencies, (3) provide more robust service offerings to common customers and enhance outcomes, and (4) explore applying and working with community partners to secure match and expand services (i.e., SNAP third party reimbursement, local investments in child care and quality child care, etc.).
- **Leverage Technology:** The WSA service region covers 13-counties and includes numerous municipalities, communities, and rural population centers. Brick and mortar locations are insufficient to provide consistent accessibility to customers throughout the region in a cost-effective manner. WSA will leverage technology to expand access to customers without direct access to a physical Job Center using commercially available technology solutions, including video conferencing, kiosks, and other frameworks.
- **Localized and Specialized Planning Approaches:** a *localized planning approach* will involve holding regional “round tables” at different locations in the 13-county region. The intent behind the “round tables” aims at reviewing and discussing local labor market, educational, and service delivery conditions, opportunities, and gaps. The goals include the development of specific plans tailored to each region as based on their specific goals and needs. A *specialized planning approach* will involve participating in and, or, developing and structuring group panels dedicated to addressing the needs of specific population groups. This includes, for example, a Youth Panel, a VR Panel, a Veterans Panel, and others.
- **Data Analysis and Information:** WSA will continue offering data analysis and information services to key partners and stakeholders in the community that have executed a data sharing agreement and/or a memorandum of understanding. This includes assisting economic and workforce development partners with information related to the socio-economic conditions of the region. WSA understands that this type of information is key for policy, strategic, and other purposes.
- **Building Strong Internal Partnerships:** WSA understands that our own Board members and staff, and our contractors and network of suppliers, along with our partnerships along

with the supports offered by TWC are our most asset. Building on these relationships will be critical to WSA's success.

- **Career Pathways and Co-enrollment:** A successful *Career Pathways* approach includes a combination of rigorous and high-quality education, training, and other services that align with skill needs of industries and prepare individuals to be successful in a range of secondary or postsecondary education options, including apprenticeships. This approach supports a long-term continuum of training stacked by a sequential flow or ladder of career options that lead to the attainment of portable postsecondary credentials as a key objective. Employed effectively, Career Pathways strategies (1) accelerate attainment of educational and career goals within a specific occupation or occupational cluster, and (2) have been proven to be effective in serving disconnected youth and lower-skilled adults.

With a focus on career pathways, WSA will collaborate with employers, industry associations and organizations, high schools and colleges, community-based and private education and training providers, human service agencies, and involve parents (e.g., for youth) to develop and integrate a coordinated approach into career advising and human capital development. This approach will include work based learning and stackable credentials.

In alignment to the Accelerate TEXAS program, WSA supports the state's ambitious 60x30 goal, that at least 60% of WSA region residents aged 25 to 34 will have a post-secondary degree or recognized certification by 2030.

The following table shows the educational attainment of individuals ages 25-34 in both Texas and the Alamo Region as related to attainment of an Associate Degree from 2013 to 2020, as well as information of WSA program participants attaining credentials in both ~~PY20 and PY19~~. BCY20, BCY21, and BCY22.

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Ages 25-34 Total Population and those with Associates Degrees*							
Texas				Alamo Region			
		2013	2018	2020	2013	2018	2020
	Total 25 to 34 years:	1,865,604	2,080,185	2,141,299	163,313	193,691	202,292
Male	Associate's degree	121,975	141,811	154,641	13,145	16,057	16,966
	% Change		16.3	9.0		22.2	5.7
	Total 25 to 34 years:	1,824,699	2,014,112	2,069,189	190,155	183,965	159,670
Female	Associate's degree	135,908	169,677	185,004	19,892	17,915	12,097
	% Change		24.8	9.0	11.0	48.1	
Recognized Credentials**							
BCY 2020 - 256 WSA participants							
BCY 2021 - 336 WSA participants							
BCY 2022 - 216 WSA participants							

*Source: American Community Survey **Source: The Workforce Information System of Texas (TWIST)

The following table shows the proportion of individuals ages 25-34 whose educational attainment is an associate degree in both Texas and the Alamo Region from 2013 to 2020.

Percentage with an Associate's Degree, Ages 25-34 by Selected Years*						
Texas			Alamo			
	Both	Male	Female	Both	Male	Female
2013	7.0	6.5	7.4	7.8	8.0	7.6
2018	7.6	6.8	8.4	9.0	8.3	9.7
2020	8.1	7.2	8.9	9.4	8.4	10.5

In 2020, the percentage of individuals who attained a associate degree in the Alamo Region was 9.4%. this was 1.3% points greater than Texas as a whole, the difference varied substantially by sex. The percentage of women ages 25 to 34 who had an associate degree in the Alamo Region was 1.3% points greater than that of the State's. The same tendency can be seen for males. Data shows that the percentage of males in the Alamo Region who had an associate degree was 1.5% points greater than Texas.

Career pathways strategies and programs, for both youth and adult customers, may include:

- Short/long-term career planning,
- Apprenticeships/Pre-Apprenticeships,
- Contextualized adult education and English as a second language,

- Internships,
- Structured mentoring,
- Career Technical Education Programs of Study with embedded industry & professional certifications,
- Dual enrollment options to work concurrently toward high school diploma, industry certifications & postsecondary credentials,
- Modularized Applied Associate & Technical Diploma programs,
- Other Structured Career Pathways,
- Stackable credentials - a sequence of credentials that accumulate over time and build qualifications in career pathways or career ladders toward higher paying jobs,
- Lattice/ladder credentials which help mobility across career pathways, and
- Processes for awarding credit for learning (for instance, give credits to veterans for experience)

WSA has developed diagrams of career pathways which reflect credentialing opportunities related to the targeted occupations. These tools will be used to develop individual employment plans for career counseling as well to identify gaps in training opportunities. Samples of these pathways are included in the **College Reengagement**.

- **Career Pathways Readiness (CPR).** WSA allocates funds provided through TWC's Workforce Commission Initiatives (WCI) that are awarded for the Job's Yall events for middle school, high school, and post-secondary students. These events will include inviting sector-based employers to participate in a relevant way to help students explore career opportunities including understanding pathways to in-demand careers, networking, internships, and other applied learning opportunities. Parents will also be invited to attend with their children to discuss their critical role in career exploration.
- **Co-enrollment:** As appropriate and allowable, WSA explores co-enrollment opportunities for eligible individuals. For individuals who are eligible for one or more of WSA's programs, this strategy is particularly helpful when funding from one of the core programs helps cover services or activities that cannot be funded by another core program, or when funding from one program is limited. For example, support services to remove barriers for participants in the Trade Adjustment Assistance (TAA) program are offered/provided through the Dislocated Worker program. Individuals who receive SNAP benefits also qualify for WIOA Adult and WIOA Youth services (depending on age and other eligibility criteria), so that the leveraging of resources from multiple grants may benefit these customers.

Co-enrollment of WSA customers with partner agencies and programs is also used to leverage resources and support initiatives leading to broader local community workforce development outcomes. These types of co-enrollments aim to build regional talent pipelines that lead to attachment/re-attachment into the labor force but also to mid-skill/mid-wage occupations. Programs or projects with overlapping eligible populations facilitate co-enrollment. WSA aims to be proactively engaged in the development of Memorandums of Understanding (MOUs) which promote these types of co-enrollments. MOUs of this nature require an individualized and customized approach in the

relationships and processes that can be established. Because of this, the specific elements that describe each MOU vary. We include below descriptions of elements that the agency will look at for potential co-enrollments.

- Overlaps in the characteristics of eligible populations,
 - Streamlining of intake (including cross-training in eligibility determinations, record development, sharing of applicant information as allowable by related law; ideally, WSA aims at supporting the development of a single intake system or mechanism for all applicants and which will require investments and TWC involvement and guidance),
 - Streamlining of referrals (i.e., one-on-one direct partner staff contacts),
 - Overlaps and similarities in performance outcomes (i.e., high school or an equivalent diploma completion, enrollment into post-secondary training or education, attainment of post-secondary degrees and credentials, job gain, job and wage advancement, job retention, etc.),
 - Opportunities for the leveraging of resources (through a combination or mix of partner funding and services, including wrap-around and support services),
 - Local initiatives/investments (whether the specific program forms a part of a larger or broader local effort/investment),
 - Overlaps and similarities in activities/services (i.e., assessments, development of individualized career plans, case management, follow-up), and
 - Other similar elements.
- **Improving Access to Activities Leading to a Recognized Postsecondary Credential:** WSA promotes education and training opportunities that provide portable, stackable, and transferable credits and credentials. This includes identifying gaps in opportunities and outreaching local training providers to assist in the development of programs within the career pathways that are reflected in the Target Occupations. This effort entails offering assistance to training providers so that they may incorporate specific courses and programs of study in the Eligible Training Provider System (ETPS). This process is critical because WIOA requires training providers to submit an application to WSA for review, then, WSA submits provider/program information to TWC for certification. Once the provider and program are approved to provide WIOA funded training services, they are eligible to receive WIOA funds primarily through Individual Training Accounts (ITAs). In 2020, WSA more than doubled the number of approved training opportunities available on this list from 224 in January 2020 to 450 in December 2020. The Statewide List of Certified Training Providers and instructions may be found at: <http://www.twc.state.tx.us/partners/eligible-training-provider-system>.

Improved access also requires having the necessary processes and tools to administer in-depth and comprehensive assessments of the educational abilities and interests of potential students. WSA intends to implement revised job-matching systems and, training-matching processes based on customer data and predictive analytics to create innovative efficiencies and help expand access to training opportunities. WSA plans on investing into these types of tools.

- **Adult Education and Literacy (AEL):** With the addition of AEL program services to TWC, WSA has been charged with exploring new strategies to engage training providers and encourage adults to take part in literacy advancement to achieve greater success in employment leading to self-sufficiency. The AEL Alamo Consortium incorporates relevant labor market and career information to assist with decisions regarding services and curricula that promote the occupational needs of the local area. WSA will provide guidance to and collaborate with the AEL Alamo Consortium to enhance AEL services with the goal of strengthening collaborative efforts and partnerships between AEL and WSA and with educational, public services and other service agencies. WSA engages and supports AEL grant recipients and the AEL Alamo Consortium, in activities that promote student success in the achievement of career and higher education goals. Integration and alignment strategies with the AEL Lead Agency, Education Service Center, Region 20, and the AEL Consortium include:
 - Co-location for the provision of AEL classes and services in WSA's American Job Centers
 - Design and implementation of WSA, AEL, and VR Integration events
 - Cross-training on TWC sponsored Labor Market Information (every 2 years or as needed)
 - Streamlining of services (administration of assessments, development of individual plans, service provision and case management, attainment of performance targets, and the provision of follow-up services)
 - Referrals to and co-enrollment with other workforce programs to support student retention, transition, and employment success.
 - Strategic and program design guidance for career pathways

WSA strategies will aim at supporting system integration with postsecondary educational outcomes, as measured by high school equivalency, college and career readiness, enrollment in non-remedial, for-credit courses in postsecondary educational institutions, and occupational and industry skill standards and certification widely used and recognized by business and industry.

Part 4: One-Stop Service Delivery

A. One-Stop Service Delivery System

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

Boards must include a description of the one-stop delivery system in the workforce area, including explanations of the following:

- *How the Board will ensure the continuous improvement of eligible providers and how providers will meet the employment needs of local employers, workers, and job seekers*
- *How the Board will facilitate access to services provided through the one-stop delivery system, including to remote areas, using technology and other means*
- *How entities within the one-stop delivery system, including the one-stop operators and the one-stop partners, will comply with WIOA §188 (related to Non-Discrimination), if applicable, and with applicable provisions of the Americans with Disabilities Act of 1990 regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for*

individuals with disabilities, including providing staff training and support for addressing the needs of individuals who have disabilities

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

Board Response: One-Stop Service Delivery

Continuous improvement of eligible providers: Eligible providers, including all agencies contracted by WSA, are required to carry out the duties consistent with all applicable federal and state laws, regulations, and other requirements, and implement all workforce services and/or programs consistent with the Board Plan, WSA policy, procedures, directives, and Memorandum of Records.

WSA requires providers to operate responsive systems and programs that embrace continuous improvement. This requires a top-down commitment to performing a continuous assessment of system performance as well as the development of systemic solutions. As part of its internal controls, WSA deploys and requires providers to engage in two key strategies to drive continuous improvement in the workforce system: data analysis and customer feedback.

- **Data Analysis:** Workforce systems are data rich environments. TWC requires utilization of two large information systems, (1) The Workforce Information System of Texas (TWIST) and WorkInTexas.com. Each year critical demographic, service, and outcome information is collected on tens of thousands of participants, and available for ad hoc analysis. WSA and its providers engage in proactive internal monitoring done through random sampling, data mining, analysis, and synthesis to quantify compliance, quality, and customer flow, and evaluate opportunities for efficiencies and targets for reducing inertia and redundancy for customers accessing the system.
- **Customer Feedback:** Critical to continuous improvement initiatives is collecting qualitative and quantitative feedback regarding the system's efficiency and efficacy in serving primary customer groups, including:
 - **Employer Customers:** Employers are the primary customers of the workforce system. Establishing meaningful relationships with employers and providing streamlined, value-added services is critical to our ability to prepare and place job seeker customers.
 - **Job Seeker Customers:** To effectively serve job seeker customers, they must be prepared to enter the local job markets and placed on Career Pathways that lead to self-sufficiency and career progression.
 - **Chief Elected Officials:** The elected officials that represent the constituents of the 13 counties of the Alamo region are responsible for creation of policy and activities that drive alignment of economic priorities and allocation of resources to address these priorities. WSA has established regular communication with the area judge and other governing bodies in each of the 13 counties of the Alamo region and will continue to seek the input of these officials to inform the development of programming.
 - **Education and Training Partners:**
 - **Community Partner Customers:** To maximize the impact of workforce development resources on communities, the workforce system must leverage partnerships to fill in the gaps and provide wrap-around services to employer and job seeker customers.

- **Internal Customers:** Staff are a critical asset of the workforce system. Their feedback is invaluable to enhancement efforts.

WSA evaluates system compliance and performance and requires providers to monitor these systems as well by collecting feedback from customer groups and developing action plans to improve systems based on analysis.

Workforce Academy Ambassador Program

WSA created a Workforce Academy Ambassador Program to create multigenerational impact by distilling the activities of WSA into a concise and accessible curriculum. The program is open to school personnel, nonprofit organizations, case managers, social service agencies, etc. This program helps organizations and individuals understand: the strategic vision of the WSA's plan and sector-based model, programs, and services, occupations, and careers, and how organizations contribute to the ecosystem. Currently 265 Ambassadors are on their way to being equipped with the tools and knowledge to play a vital role in connecting people to sustainable jobs and careers. The curriculum offers 3 sessions including:

- Workforce 101
 - Workforce Programs
 - Workforce Business Services
- Ambassadors will:
 - Attend workgroups facilitated by strategic partners and employers.
 - Participate at workforce events.
 - Create brand awareness and market workforce career occupation opportunities and events.
 - Receive professional development training and incentives.

Refer clients to Workforce Solutions Alamo to help them land a high-paying, high-demand job.

Facilitating access to services: WSA maintains five Job Centers in located in urban areas of Bexar County and one in each of the twelve rural service counties: Atascosa, Bandera, Comal, Frio, Gillespie, Guadalupe, Karnes, Kendall, Kerr, McMullen, Medina, and Wilson.

Center capacity and staffing levels are adjusted according to the composition of the county population (i.e., demographic profile), the consumption of Center services, and available funding. Regular (annual minimum) demographic and customer flow analysis is conducted to ensure Job Center capacity is adequate to meet the community demand and that operations are efficient. Access to services in Bexar and in the surrounding counties aim to mirror population. Center traffic in the Bexar County locations was 75% of total traffic in the area, compared to 25% in the surrounding counties. According to the 2020 US Census estimates show that 75.4% of the population reside in Bexar County and 24.6% in the 12 surrounding counties.

	BCY 2020*	BCY 2021	BCY 2022
Urban	10,393	54,716	62,656
Rural	3,625	16,108	21,081
Total	14,018	70,824	83,737

Split	74%/26%	77%/23%	75%/25%
*COVID-19 Stay at Home orders led to center closures in the month of March and continued through August.			
Source: VOS Greeter Reports			

In addition to physical service delivery locations, WSA utilizes its website resources as a “virtual information center” for customers to access information, including information about childcare eligibility, youth services, job seeker services, and labor market information. Local efforts are complemented with state technology tools. WorkInTexas.com, for example, provides a powerful platform for removing geographic barriers from the provision and dissemination of job seeker services (events calendar, bulletin board, subscriptions, etc.).

WSA utilizes social media to quickly deliver information to large numbers of users of all ages and backgrounds. It also enables WSA to assist customers in a form that they are familiar with. Furthermore, social networking capabilities provide a low-cost way to reach employers, job seekers, and others with a need for WSA services. WSA hosts a Facebook page, Twitter account, LinkedIn account, and Instagram account.

Satellite offices are strategically located in rural areas to increase access, including those for individuals with disabilities, and all customers in need of services. Particularly with VRS, Board and Job Center staff will maintain strong relationships with entities that assist individuals with disabilities in the 13-county region. Board and Job Center Business Service staff will promote the benefits of workforce services to local business and training providers throughout the region.

Accessibility: Geographic availability is a strategy for increasing access to services for individuals with disabilities. In each of the five urban and some of our rural locations, designated space is made available and VR staff and other community partners are co-located to increase the scope of services that are provided at the center.

Board staff will conduct yearly accessibility and Equal Opportunity reviews at the Centers to maintain and expand access to services for individuals with disabilities. Adaptive equipment is evaluated and replaced as needed, including but not limited to TTY phones, Pocket Talker, Sorensen Video Relay Service Units, Visikey keyboards, large trackball mouse, noise-canceling headphones, Zoom Text, and JAWS.

Interpreters are coordinated, made available, and funded by WSA upon request to ensure equal access and quality of services. One of our strongest efforts includes cross-training and the scheduling of regular on-going meetings with VR management and staff. VR and Workforce management level staff meet monthly to share updates and coordination activities. Issues or concerns that may be impacting service delivery are identified and resolved. In addition, WSA will continue to learn and share best practices for services people with disabilities by attending workforce forums, Quality Assurance Network (QAN) meetings, and other similar events.

One-Stop partner contributions: WSA partners include employer-led organizations, associations and consortiums of employers, industry sectors, economic development organizations, training and educational institutions, labor organizations, and faith-based, other

private, and community-based organizations. Regional workforce and economic development planning and execution requires a collaborative effort to fully maximize return of investments made in the interest of growing a robust and vibrant economy.

The roles and resource contributions of one-stop partners to the workforce development delivery system are many. WSA plans on leveraging these resources and complementing a comprehensive workforce development service delivery via the development of Memorandums of Understanding (MOUs). MOUs are intended to describe the services to be provided through the system, including the way the services will be coordinated and delivered. At a minimum, MOUs will:

- Identify each partner,
- Describe the system design,
- Identify the services, including career services applicable to partners,
- Identify and describe the system's customers, and
- Describe each partner's responsibilities.

In accordance with the "WIOA Guide to Texas Workforce System Operations, TWC December 2020, Appendix B: WIOA MOU Provisions Checklist and as appropriate, MOUs will include a description of how operating costs will be funded, methods for referring customers, access to services, and the duration of the MOU.

WSA plans on continuing the delivery of comprehensive workforce development services through the development of MOUs that support one or more of the following:

- Training and education,
- Labor market attachment, advancement, and retention,
- Employer attraction, expansion, and retention,
- Support and Wrap-around Services, including for example:
 - Assessments,
 - Transportation,
 - Housing,
 - Childcare,
 - Utilities, and
 - Other services
- Services that support the attainment of TWC-contracted performance measures,
- Services that support local workforce and economic development initiatives as based on their alignment with TWC's and WSA's vision, mission, and goals.
- Methods of referring customers
- Access to services
- Duration of the MOU

B. Cooperative Agreements

(WIOA §108(b)(14); 20 CFR §679.560(b)(13))

Boards must provide copies of executed cooperative agreements that explain how all local service providers, including additional providers, will carry out the requirements for integration of and access to the entire set of services available in the local one-stop delivery system. This includes cooperative agreements (as defined in WIOA §107(d)(11)) between the Board or other local entities described in §101(a)(11)(B) of the Rehabilitation Act of 1973 (29 USC 721(a)(11)(B)) and the local office of a designated state agency or designated state unit that administers programs that are carried out under Title I of the Rehabilitation Act (29 USC 720 et seq.) (other than §112 or part C of that title (29 USC 732, 741) and are subject to §121(f)) in accordance with §101(a)(11) of the Rehabilitation Act (29 USC 721(a)(11)) with respect to efforts that will enhance the provision of services to individuals who have disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts.

WSA has attached all cooperative agreements (as defined in WIOA §107(d)(11)) between the Board or other local entities described in §101(a)(11)(B) of the Rehabilitation Act of 1973 (29 USC 721(a)(11)(B)) and the local office of a designated state agency or designated state unit that administers programs that are carried out under Title I of the Rehabilitation Act (29 USC 720 et seq.) (other than §112 or part C of that title (29 USC 732, 741) and are subject to §121(f)) in accordance with §101(a)(11) of the Rehabilitation Act (29 USC 721(a)(11)) with respect to efforts that will enhance the provision of services to individuals who have disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts.

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

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

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

- Facilitate engagement of employers in the workforce development programs, including small employers and employers in in-demand industry sectors, in-demand occupations, and target occupations*
- Support a local workforce development system that meets the needs of businesses in the workforce area*
- Better coordinate workforce development programs and economic development*
- Strengthen links between the one-stop delivery system and unemployment insurance programs*

Note: *This may include the implementation of grants and initiatives such as the Skills Development Fund grant, Skills for Small Business grant, Texas Industry Partnership (TIP) grant, High Demand Job Training (HDJT) Program, incumbent worker training programs, on-the-job training programs, customized training programs, industry and sector strategies, career pathways initiatives, use of effective business intermediaries, and other business services and strategies designed to meet the needs of regional employers. These initiatives must support the strategy described above.*

WSA's Business Engagement framework is based on some of the core principles of inclusive growth, specifically "Growth from Within." WSA's Growth from Within strategy prioritizes industries, occupations, and firms that:

- a. Drive local competitive advantage, innovation, productivity, and wage gains, and
- b. Boost export growth and trade with other markets.

WSA aims to focus on these industries, occupations, and firms in alignment to efforts of local partners and their workforce and economic development priorities and targets. Along with the City of San Antonio EDD, WDO, Bexar County EDD, and the Area Judges/AACOG, for example, the region has a focus on three key industries, including Healthcare, Advance Manufacturing, and Information Technology. Port SA is strong on Aerospace while portions of our region and nearby regions are tied to Oil & Gas. One of our region's primary industry focus also lies in Cybersecurity.

Our methodology to select the Target Occupations looks closely into these types of local investments and goals. WSA incorporates this "local wisdom" not only as an intricate part of our secondary data targets but mainly as our initial framework from which we began selecting industries that show the most promising projected growth, jobs, and wages.

Having selected these most promising industries, WSA aims to partner with organizations, associations, and employers with which to further help promote the needed education, up-skilling, and re-skilling of our residents to meet the needs of regional employers.

In addition to working closely with Chambers, associations, economic development corporations/agencies, and employers, there are several strategies that WSA aims at strengthening and/or implementing. These include the following:

- 1) Electronically surveying employers from these key industries in a regular basis. This will help WSA, and the region stay in touch with industry regarding labor and skills needs.
- 2) As based on industry needs, work to address local educational and training needs.
- 3) Develop Business Plans that address labor/skills needs in the immediate term (within 1 year), medium term (1 -3 years), and long-term (3-5 years).

Overall Goal. The overall goal of these strategies is to create pipelines into mid-skill/mid-wage occupations. WSA aims to achieve this goal by offering services that can be classified into the following three types: Traditional Services, Sector Strategies, and Place-based Strategies.

A. Traditional Services. In addition to meeting/exceeding our TWC-contracted performance measure of Workforce Services to Employers, traditional services include the promotion and development of job postings through WorkInTexas and the participation of employers into our labor exchange system. Job Fairs, Hiring Fairs, providing space at our Job Centers for promotion and interviewing, and other similar services are also included. These services also include working with employers to created 'transitional' jobs programs, such as short-term subsidized employment and supportive services for people with limited work experience and barriers to employment, as well as other Job Center services. Job Center services focus on in-person and individualized assistance, including skill and interest assessments that help match employer needs, as well as career and training planning, and others with a view on ensuring that these services match employer needs.

B. Sector-Based Strategies. Sector strategies work to identify employer skill and workforce needs in a given industry cluster and region and develop recruiting, assessment, and training strategies to help employers find workers with the right skills. The following are examples of sector strategies:

- a) **Industry Partnerships.** Collaborations of businesses from a particular industry that meet regularly with the assistance of a workforce intermediary to address their region and industry's collective workforce and talent needs. Includes discussions of shared human-resources issues, exchange of information about industry practices, and specific actions to address workforce challenges.
- b) **Sectoral Skills Partnerships.** Bring together multiple employers within an industry to collaborate with colleges, schools, labor/workforce agencies, community organizations and other stakeholders to align training with the skills needed for that industry to grow and compete. Sector partnerships can help facilitate the advancement of workers at all skill levels, including the least skilled.
- c) **Regional Skills Alliances.** These can take many forms. Broadly, they can be defined as collaborations within a regional labor market among multiple firms with similar labor market needs and other key stakeholders (such as labor, educational institutions, community organization, the public sector) to identify and address skills shortages.
- d) **Industry Skills Panels.** Private/public partnerships work to ensure that employees in key industries have the skills needed to quickly and competently meet the changing needs of businesses. Harnessing the expertise of leaders in business, labor, education, economic development, and other sectors. Skill Panels bring competitors within a specific industry together to collaboratively address critical issues, skill gaps, training needs, and performance outcomes that affect the industry as a whole.
- e) **Value-Chain Models.** NAICS classifies industries by processes of production, and do not account for activities that contribute to the processes of production (upstream) nor activities on which the outputs of production depend (downstream). Value-Chain Models look into these upstream and downstream processes to better capture, understand and meet the needs of industry.
- f) **Entrepreneurship.** Starting a business is challenging, but women and minorities have traditionally faced increased challenges (perhaps they have less access to capital and/or weaker networks). These strategies aim at closing these gaps by broadening access and building trust in under-represented communities.
- g) **Incumbent Worker Training.** Workplace-based learning has critical advantages, particularly in rapid changing contexts. This type of training helps to keep training relevant to the job. These strategies help firms because it's an efficient way to up-skill workers and often open new possibilities for lower skilled workers, and/or advancement opportunities for workers.
- h) **Customized Training.** Involves tailoring of training programs to meet both the requirements of the targeted jobs and the learning needs of those being trained. Off-the-shelf programs often are in need of customization and/or to be offered at times and places that are accessible to the target population. Customized training helps to respond to competitive pressures and new technologies.
- i) **Career Pathways.** A combination of rigorous and high-quality education, training, and other services that align with the skill needs of industries, prepare individuals to be successful in education, includes counseling and support in education and career goals, and

includes education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster, organizes education/training to accelerate educational and career advancement, and enables the attainment of recognized diplomas or credentials and advancement within a specific occupation or occupational cluster.

- C. **Place-based Strategies.** These strategies involve offering traditional services and/or developing sector strategies in specific locations, particularly those that have historically experienced isolation, such as lack of transportation and other services, in segregated areas, and/or areas that experience high poverty or unemployment.

Our Business Engagement team will work to remove barriers to inclusive growth by identifying barriers and working with partners to remove these.

- **Dynamism Barriers.** These barriers inhibit the process of firm creation and expansion that fuels employment and productivity growth.
- **Skills Barriers.** These inhibit individuals from gaining the knowledge and capabilities to fill good-paying jobs and reach economic self-sufficiency.
- **Access Barriers.** These barriers isolate individuals' communities with limited access to economic opportunity.

Engagement of Employers: WSA's Business Services Team serves as the Board's ambassador to businesses by connecting them to workforce system services throughout the 13-county region. The focus is on multiple activities in which services are prioritized based on employer needs. These include but are not limited to:

- Assessment and delivery of system-wide services to assist businesses in meeting their workforce needs.
- Support economic efforts and initiatives throughout the region by providing socio-economic and labor market data, analysis, and information.
- Outreach targeted businesses to inform them of system-wide workforce services and connect them to those services through a "warm-handoff" referral to service providers.
- Implement marketing and communications to expand access to employment through partnerships with local community colleges within our region.
- Expand career pathways by connecting employers to Department of Labor Registered Apprenticeship (work/education blended training) and TWC's Employer Initiatives, Skills Development Fund, Self-Sufficiency Fund grants, and Skills for Small Business, ~~and Skills for Veterans~~
- Expand career pipelines by identifying eligible candidates, implementing in-depth assessments and matching, and developing intake/referral mechanisms to help enroll these candidates into training that meets employer skills needs.
- Facilitate the development of work-related opportunities for program participants; and,
- Educate businesses about benefits offered that are available through partner agencies and refer as needed.
- Conduct employer collaboratives to explore local labor market data, understand the needs of sector-based industries and how to strengthen the talent pipeline and local labor force.

Business Engagement Model. The role of the BE Team and model aims at aligning business services and operations with WSA’s strategic goals. This model strengthens and streamlines integration, coordination, and collaboration across programs and partners for improved business services.

The BE strategy also includes a division of the region into two sectors in a way that it supports the economic development and business needs of both the surrounding counties and the San Antonio metro area. By assigning staff by region (East/West), WSA engages all communities in the 13-counties.

Small Employers

WSA recognizes the critical role that small businesses play in economic and workforce development and, particularly, job creation. To that effect, the WSA BE Team will work closely with local business incubators and startup initiatives, small business ambassadors, entrepreneurial training providers, and the small business committees that participate in various chambers.

Business Human Resource Needs.

BE staff supports the human resource needs of businesses by:

- Offering opportunities to help businesses improve their current workforce through easy access to incumbent worker training resources,
- Working with businesses who are downsizing through “rapid response” to manage economic transition, including the potential for lay-off aversion,
- Developing a profile of the workforce system talent pool to help businesses appreciate the potential for recruiting from the workforce system,
- Presenting services available via TWC, Employer Initiatives Skills for Small Businesses,
- Offering benefits of the Work Opportunity Tax Credit (WOTC) which is a federal income tax benefit administered by the U.S. Department of Labor (DOL) for employers who hire individuals from specified target populations. The WOTC reduces a business’s federal tax liability, and serves as an incentive to select job candidates who may be disadvantaged in their efforts to find employment,
- Providing specialized recruiting events at the Job Centers for small employers, and directing Business Service Representatives (BSRs) to assist in identifying leads prior to scheduled hiring events, and
- Recruiting and specifically targeting employers from In-Demand Industry Sectors/Occupations to utilize services.

WSA’s BE Team will work to promote target industries and occupations by:

- Developing industry-specific partnerships to meet the specific human resource needs of Alamo regional targeted industries,
- Giving priority to outreach and facilitating service delivery to businesses within these targeted industries,
- Prioritizing hiring events based on Targeted occupations and wages, and
- Developing externships for Teachers Program for the facilitation of Career Pathways in STEM fields.

Meeting Business Needs. WSA's BE Team assesses business needs and helps determine the best plan of action for workforce growth and/or any potential grants, TWC grants, and board special programs/grants to help fill workforce needs.

- WSA works with local economic development councils, chambers, and professional organizations to provide support for new and expanding business,
- WSA's BE Team participates in various committees in our 13-counties supporting local business and economic development needs,
- BE Team utilizes a monthly dashboard to identify active WIT job seekers and recruit businesses,
- WSA builds upon what already exists with partners in communities (SA Promise Zone, Fredericksburg Labor Force Taskforce, Hondo Economic Development Council-Go Medina, and other efforts), and
- WSA also works with community partners to assist in identifying individuals that meet recruiting needs. (i.e., Goodwill Ind. SAMMinistries, career training schools, and others)

Workforce and Economic Development Coordination: WSA has a strong commitment to engage and align workforce development, economic development, and educational efforts to ensure the Alamo region remains competitive in the global economy. WSA is actively involved with many economic development entities, chambers of commerce, and industry/employer associations within the region.

With a market-driven approach, WSA will continue to engage multiple organizations involved with economic development. WSA staff will maintain membership and participation in related boards, committees, taskforces, and/or panels. WSA and American Job Center staff play a consultative role and serve as a principal resource for regional labor market information, economic data, demographic information, and other forms of data analysis. WSA will collaborate in meetings with prospective employers and business clients seeking to relocate or start a business in the region. WSA will also participate in joint planning activities and in economic impact studies and analysis. Collaboration with local and regional economic development organizations allows us to better identify future workforce needs to develop timely and responsive solutions.

In addition, WSA will collaborate with TWC in the presentation of and promotion of resources through the Governor's Small Business Forums. These forums offer businesses with opportunities, best practice methodologies, and access to credit and needed supply chains.

Other services that WSA offers to local area EDCs include:

- **Grant application partnerships:** for example, Access High Demand Job Training Program which supports collaborations between Workforce Solutions partners and local economic development corporations (EDCs). These grants are part of a statewide effort to create occupational job training programs that will improve the skill sets of individuals for jobs in high-demand occupations in Texas communities.
- **Labor Market Analysis and Information:** for business development, attraction, and retention resource; and,
- **Business Summits:** information dissemination of programs/services to communities.

Linkages Between One-stop Delivery and Unemployment Insurance Programs: Acting as ‘head-hunters,’ WSA’s Business Service Representative (BSR) Team targets employers whose needs align with identified skill sets of UI recipients. WSA evaluates active WIT job seeker and program participant qualifications to perform quality job matches and develop employment-related opportunities. This is accomplished through networks and collaborative strategies which include labor exchange and career counseling services that aim at providing enhanced services to UI job seekers.

D. Coordination of Wagner-Peyser Services

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

A description of plans, assurances, and strategies for maximizing coordination, improving service delivery, and avoiding duplication of Wagner-Peyser Act services and other services provided through the one-stop delivery system.

Board Response: Coordination of Wagner-Peyser Services

WSA has fully implemented and operates the Texas Model for workforce system service delivery. In 2003, the Texas Workforce Commission (TWC) implemented the Texas Model for the delivery of Employment Services (ES) (Wagner-Peyser Act services). In the Alamo region, the contractor managing and operating the region’s American Job Centers has full responsibility for day-to-day guidance of TWC (state) ES staff. TWC maintains administrative responsibility, but the WSA contract or shares responsibility for directing daily work assignments, assigning individual performance goals, coordinating hiring, initiating disciplinary action and evaluating staff performance.

Operating under the Texas Model ensures system coordination, and that duplication of services is minimized. In addition, WSA engages in joint strategic planning with all contractors and partners, stressing the importance of coordination and consistent services provision.

E. Integrated, Technology-Enabled Intake and Case Management

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

Boards must include a description of how one-stop centers are implementing and transitioning to an integrated, technology-enabled intake and case management information system for programs carried out under WIOA and by one-stop partners.

Board Response: Integrated, Technology-Enabled Intake and Case Management

WSA incorporates technology into the one-stop service delivery system in the Alamo region, including incorporation of integrated, technology enabled intake and case management information systems for programs carried out under WIOA and by one-stop partners. The backbone of WSA’s approach are systems administered by the Texas Workforce Commission (TWC), which include:

- WorkInTexas.com (WIT): Labor-exchange online system mandated by the Wagner-Peyser Act and operated in cooperative effort with Job Central, the National Labor Exchange system.
- The Workforce Information System of Texas (TWIST): integrated intake, eligibility, case management, and reporting system for employment and training services. TWIST acts as the central repository for customer information. Includes interfaces with WIT, the UI benefits system, and HHSC's system.

Cash Draw and Expenditure Reporting: TWC's online Cash Draw and Expenditure Reporting (CDER) system is a web application used by Boards to draw funds from their program allocation. Handles all financial transactions.

- VOS Greeter: traffic tracking system used at career center locations, job fairs, and other events/activities for visitors to directly check into the career center upon arrival and indicate the service they are seeking.

TWC systems are supplemented by local technology investments that include:

- Cabinet: local network document management and workflow system used in the delivery of Child Care Services. WSA plans to expand this technology throughout the workforce system.
- Online applications and reporting: to expand accessibility and improve customer service, WSA plans to develop online applications and reporting for all workforce services programs.
- Cisco Contact Center: to expand call center services and out-bound (robo-call) campaigns, for instance, to remind customers about scheduled activities.
- Customer Relationship Manager: WSA is in the process of obtaining customer feedback to strengthen operations and inform existing processes. This feedback, along with local labor market data will be utilized to understand the shift in the workforce and how to meet the demands of employers. Lightcast: WSA will continue procuring/utilizing labor market tools which facilitate the analysis and reporting of key local and state-level data.

Employer Feedback Survey: WSA will send a feedback survey to all employers engaged in services on a quarterly basis to understand the services provided, quality and opportunities for improvement.

Part 5: Workforce Investment Activities

A. Economic Development and Entrepreneurial/Microenterprise Activities

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

Boards must include an explanation of how the Board will coordinate local workforce investment activities with regional economic development activities that are carried out in the workforce area and how the Board will promote entrepreneurial-skills training and microenterprise services.

Board Response: Economic Development and Entrepreneurial/Microenterprise Activities

WSA actively engages with regional economic development partners and helps lead and coordinate local workforce investment activities in the region. WSA's goals include:

- developing regional service strategies

- facilitating job fairs
- performing targeted talent development
- participating in the development of community partnerships
- participating in business recruitment
- promoting entrepreneurial-skills training and microenterprise services

Entrepreneurial skills training and microenterprise services: The 13-county region benefits from a significant footprint of agencies providing small business development and microenterprise services, to include micro-lending. Established regional Small Business Development Centers (SBDC) have a long history of assisting burgeoning entrepreneurs, and new investments by governments and professionals such as the Maestro Entrepreneur Center, Launch SA, Lift Fund, and SA Tech Bloc are injecting new energy into community startups.

Consistent with priorities put forth in WIOA, WSA has established efficient two-way referral processes with these agencies to provide entrepreneurial training and resources to customers of the workforce system. These services are offered through strong partnerships, including:

- UTSA, Small Business Development Center
- Launch SA
- SA Tech Bloc
- San Antonio Entrepreneur Center
- Alamo Colleges
- Minority Week Development (MED Week)
- San Antonio Hispanic Chamber of Commerce-Small Business Committee and Maestro Entrepreneurship Center
- Texas Governor's Forum
- Texas Business Conference
- Bexar County Small Minority Women-Owned Business Enterprise
- Lift Fund

Services from these partners will be incorporated into the portfolio of services offered by WSA to customers, highlighting a broad range of opportunities supported by the local community. Specifically, WSA intends to foster an enhanced relationship with the Maestro Entrepreneur Center to align resources and support small business owners.

The Maestro Entrepreneur Center is a non-profit organization that provides an innovation model to assist entrepreneurs grow their small businesses in the Alamo region. Maestro provides incubation, acceleration, and connection in a creative learning environment for businesses with the goal of job creation. Maestro provides resources and tools for entrepreneurs in order to continue to grow their business.

The Maestro campus provides office space, shared business amenities (including Wi-Fi, utilities and janitorial services, onsite notary, parking, scanning/printing, etc.), a HUBZone address for Federal Certification, large and small conference rooms, training classrooms, reception, and property, tax, and maintenance services.

Maestro seeks to remove barriers to sustainability and growth and has created multiple programs aimed at acceleration.

- Entrepreneurship Cohort Program

A 12-week Cohort Program curriculum based-intensive accelerator program for existing small businesses seeking to accelerate their growth.

- After Cohort Meet Ups

Monthly small support group sessions are for cohort entrepreneurs to come together, discuss challenges, share solutions, and celebrate success stories.

- Phenomenal Women in Leadership

A tradition started since Maestro's inception, the series brings together a panel of women leaders who discuss topics, trends, and issues as they relate to women in business.

- Maestro Leadership Life Lessons

Intimate conversations with successful business owners who share their Life Lessons around particular topics.

- Mastering Your Money

Lessons by successful business owners who have built wealth by diversifying, increasing financial capacity, and investing in multiple business ventures.

- Going Global- 3 Day Bootcamp

3 Day Bootcamp for international business owners to enhance their skills in all areas of operating a successful business in the US.

- Youth Entrepreneurship Program

This one-week youth program introduces the spirit of entrepreneurship and leadership skills to the next generation of entrepreneurs.

- Silver Jacket Program

This 12 Week Intensive Start Up Program for fashion industry in partnership with the Texas Fashion Industry Institute.

B. Rapid Response Activity Coordination

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

WD Letter 18-20, Attachment 2 8

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

Board Response: Rapid Response

WSA Board staff coordinate Rapid Response services with employers, and subcontractors are utilized for all service provision. Rapid Response is an early intervention service to quickly

transition dislocated workers to new employment. Rapid Response services are provided to layoffs and closures of all sizes. Per the statutory reference to mass layoffs, rapid response services must be provided to plant closures or layoffs of 50 or more. Additionally, rapid response services must be provided for any layoff which receives a WARN notice.

During the Rapid Response orientation session, workers are provided:

- Overview of the WIOA Dislocated Worker program
- Overview of registration in Work-In-Texas (WIT) - job search assistance through the state's online job matching service serves as a focal point for many of the workshops.
- At orientation meetings, impacted workers will be informed about services and benefits designed to help them, including:
 - Career counseling
 - Résumé preparation and interviewing skills workshops.
 - Education and training opportunities, including an explanation of occupational skills training offered at the Job Centers
 - Health benefits and pensions
- Job readiness services
- Job placement assistance Job search and job readiness assistance opportunities such as:
 - job application preparation
 - assessing accomplishments and skills
 - résumé development lab
 - effective interviewing techniques
 - coping with job loss
- job placement assistance
- Local labor market facts and figures, includes a target and demand occupations list along with information on other occupational resources.
- Accessing community resources
- Unemployment insurance information on eligibility for UI benefits and how to apply.
- Group seminars on topics such as financial, stress management

With the consent of the employer, affected employees are contacted on-site by the Rapid Response Team before they become unemployed. Workers learn about workforce services and are given the opportunity to complete a Rapid Response Registration Form. The Rapid Response Registration form is available in electronic format, utilizing Cognito form. Affected workers may immediately begin receiving workforce services without waiting to complete the intake process at the Job Center. To ensure accessibility to all available services, and to obtain employment or occupational skills training, affected employees are given the opportunity to enroll into the WIOA Dislocated Worker program.

Activities under Rapid Response acknowledge the importance of early intervention and are designed to address the most recognized needs of dislocated workers. The services provided through Rapid Response are designed to help make the period of unemployment as manageable and brief as possible. Through Rapid Response, on-site workshops at the employer's location are made available to help prepare employees to seek employment. The workshops that are offered include resume writing, interviewing, job search, stress management, and financial management.

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At the request of the employer, on-site job fairs are coordinated with local area employers who may be interested in hiring affected workers with known skills sets. Services are tailored as needed to meet the various levels of need of the affected workers. To successfully return to the workforce, some workers require only minimal assistance while others may need more intensive services. The focus is to assist everyone regardless of their level of need.

In March 2020, all these activities were transitioned to an online/digital format. Workshops, orientations, job fairs, and individual employee services are available virtually. On-site services at the employer location or the job centers are also available.

C. Youth Activities and Services

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

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

Board Response: Youth Activities and Services

The 13-county region is home to significant, but decentralized support structures to serve WIOA youth target populations. This includes a complex network of more than 50 Independent School Districts, fragmented dropout recovery efforts, and numerous agencies whose service communities are marbled throughout the Alamo region. Providing for a consistent type of coverage of WIOA elements and related services is one of WSA's primary goals. An inventory of significant youth serving community partners, with service area descriptions is contained below. While not entirely inclusive of all agencies, the resource mapping provides for an assessment of availability and gaps in workforce investment services available to youth in the region.

Table 1. Workforce Investment Activities for Youth

Agency	Workforce Investment Services	Service Region
Communities in Schools	Needs assessment, service planning, support services, mentoring, and case management.	San Antonio (ISDs: Dilley, Harlandale, Edgewood, IDEA, Northeast, Northside, Pearsall, San Antonio, Somerset, South San Antonio, Southwest), New Braunfels (ISDs: New Braunfels, Canyon, Marion, Schertz-Cibolo-Universal City).
SA WORX	Internships.	San Antonio.
Connections	Counseling, life skills training, housing.	Counties: Atascosa, Comal, Frio, Guadalupe, Karnes, Wilson.
Goodwill Industries	Career services, support services, and training.	Alamo region with locations in San Antonio, New Braunfels, and Seguin; City of San Antonio delegate agency.
George Gervin Youth Center	Youth Build, Education, tutoring, transitional living, job readiness, counseling, and mentoring.	San Antonio.
Good Samaritan	Counseling, mentoring, leadership development/life skills, civic engagement, and career readiness.	San Antonio.
San Antonio Youth Literacy	Education and tutoring.	San Antonio.

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Agency	Workforce Investment Services	Service Region
United Way of San Antonio and Bexar County	Education, tutoring, emergency assistance, food/shelter, and referrals.	San Antonio and Bexar County.
Alamo Academies (Alamo Colleges)	Occupational skills training, dual credit, tutoring, and internships.	Alamo region with concentration in San Antonio, New Braunfels, and Seguin.
BCFS Health and Human Services	Workforce assistance, dropout prevention activities, self-esteem and leadership activities, and counseling.	San Antonio.
TWC Vocational Rehabilitative Services	Career readiness, employment, assistive technology (for youth with disabilities - see further detail below).	Alamo region.
SA Lighthouse for the Blind	Educational programs, work skills, assistive technology, and scholarships.	San Antonio.
Chrysalis Ministries	Job readiness, money management, substance abuse and other counseling.	Alamo region (City of San Antonio delegate agency).
SA Youth	Youth Build – workforce training,	San Antonio
Haven for Hope	Housing and counseling. Needs assessment, service planning, support services, mentoring, and case management for homeless youth.	San Antonio.
The Children’s Shelter	Needs assessment, service planning, support services, mentoring, and case management for youth transitioning out of foster care.	San Antonio.
Catholic Charities of San Antonio	Parenting education and counseling.	San Antonio.
Texas Juvenile Justice Department	Education, life skills, support services, and counseling.	Alamo region.
Adult Education and Literacy (AEL) Partners / Numerous TWC funded headed	Adult education, English as a second language, and remediation.	Alamo region.

Agency	Workforce Investment Services	Service Region
by ESC-20 and private funded agencies		
Independent School District (ISD) Partners	Education, tutoring, dropout recovery, and credit recovery.	Alamo region.
Healy-Murphy Center	High school, GED, and high school equivalency programs	Alamo region.

Due to the significant need for youth workforce investment activities in the region, and the high concentrations of WIOA youth target populations, WSA’s focus is on (1) fostering partnerships with youth serving agencies in the region to ensure the availability of services, (2) strengthening the service delivery system (3) supplementing community services with WIOA resources, and (4) working to fill service gaps.

To increase accessibility for youth, WSA’s definition of the Board’s WIOA definition of “additional assistance” has been made sufficiently broad to incorporate disconnected low-income youth experiencing a wide variety of barriers.

Youth with Disabilities: Active partnerships with youth-serving agencies in the region help build the resources and competencies needed to serve youth with disabilities. WSA’s partnership with the TWC Vocational Rehabilitative Services Department (formerly Department of Assistive and Rehabilitative Services) aims to do just that. VRS serves youth with vision related disabilities, behavioral and mental health conditions, hearing impairments, including deafness, alcoholism or drug addiction, Intellectual, learning, and developmental disabilities, and physical disabilities, including traumatic brain and spinal cord injury, back injury, paralysis and impaired movement.

In addition to VRS, WSA also partners with numerous agencies deploying highly successful service strategies in benefit of youth with disabilities, including:

- Alamo HireAbility Coalition (Established by WSA in 2018 to bring together youth-serving agencies to expand and enhance pre-employment transition services to students with disabilities.
- San Antonio Lighthouse for the Blind,
- BCFS Health and Human Services,
- Family Endeavors, and
- San Antonio Independent Living Services.

Youth services include:

- Vocational counseling, including counseling in job exploration and post-secondary training opportunities.

- Counseling concerning opportunities for post-secondary education such as college and vocational schools.
- Work-based learning experiences, including internships and on-the-job training
- Training related to workplace and employer expectations.
- Training in self-advocacy and social skills
- Referrals for hearing, visual and other examinations
- Assistance with medical appointments and treatment
- Rehabilitation devices, including hearing aids, wheelchairs, artificial limbs and braces
- Therapy to address a disability, including occupational or speech therapy and applied behavioral analysis.
- Medical, psychological, and vocational assessments
- Assistive technologies, including screen reader software, computer equipment and other items.
- Job matching and placement services.
- Transportation assistance to and from the job, college or certification program
- Referral to other state, federal and community agencies and organization
- Rehabilitation Teachers Services to help learn Braille, orientation & mobility, and home and health management skills for youth with a vision-related disability
- Vocational adjustment training
- Supported employment services.

Individuals with Disabilities: Beginning Sept. 1, 2016, the state agency formerly known as the Department of Assistive and Rehabilitative Services (DARS) was dissolved and several of its programs transferred to the Texas Workforce Commission (TWC). The changes are the result of legislation passed during the 84th Texas Legislative session which places all the state's programs funded through the federal Workforce Innovation and Opportunity Act (WIOA) together under one agency.

Transferring programs, to be operated in coordination with WSA, include:

- The Vocational Rehabilitation (VR) program for individuals with visual impairments, including the Criss Cole Rehabilitation Center,
- The Vocational Rehabilitation program for individuals with other disabilities,
- The Business Enterprises of Texas program, and
- The Independent Living Services program for older individuals who are blind.
- WSA is working with TWC's Vocational Rehabilitation program to ensure services for individuals with disabilities. Co-location of Vocational Rehabilitation staff in workforce centers facilitates immediate referrals between workforce and rehabilitation services. Monthly meetings between management staff and regional VR staff occurs and allows service delivery issues or concerns to be identified and resolved.

WSA works closely with VR staff to promote the Summer Earn and Learn, SEAL, program for students with disabilities. SEAL prepares students for transition to post-secondary and employment opportunities by providing work readiness training and paid work experience in work-based learning positions. Workforce staff develop work experience positions for students with employers throughout the workforce area. WSA pays the wage for students while employers

provide real work opportunities. Last year 222 students were provided work experience under the SEAL program with over 228 worksites, 285 participants completing work readiness training, and over 70 employers.

Student Hireability Navigators, under WSA are also providing connections to workforce services for students, parents, and local schools. Navigators work with VR staff to increase the provision of quality pre-employment transition services to students with disabilities. WSA Navigators share TWC's Labor Market Career Information, LMCI, tools with school districts and Education Service Center staff for use with students in exploring career and education resources. Navigators conduct monthly meetings with VR Transition Vocational Rehab Counselors, TVRC's to coordinate services to schools. Navigators collaborate with partner agencies to increase awareness and understanding of the abilities of students with disabilities. The Alamo Area Coalition was convened by WSA as a clearinghouse of information on events supporting individuals with disabilities in the Alamo area. Coalition members include Alamo Area Council of Governments, The ARC-SA, Center for Excellence, Autism Life Links, Disability SA, Vocational Rehabilitation, River City Group, Providence Place and South Fields.

D. Coordination with Secondary and Postsecondary Education Programs

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

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

Board Response: Coordination with Secondary and Postsecondary Education Programs

WSA supports partnerships with employers, training institutions and providers, and agencies to facilitate institutionalization of opportunities for youth and adult learners toward the goal of transitioning to and attaining needed postsecondary credentials.

The continuity of these partnerships leads to varied opportunities in licensing and certification, including registered apprenticeship certifications, industry-recognized certificates, diverse licenses, and certifications that are both portable and stackable. To that effect, regional Independent School Districts, Alamo Colleges and regional community colleges and universities, including the University of Texas at San Antonio, Texas A&M San Antonio, Southwest Texas Junior College, Victoria College, Schreiner University, Texas Lutheran University, and Coastal Bend College are progressive in developing fully articulated education pathways.

WSA helps to infuse these initiatives by sponsoring education, training, work experience and related services with workforce development resources, including WIOA, TANF, SNAP, and other sources of funding. Our Career Pathway partnerships help to:

- leverage the entire larger workforce and education communities.
- ensure agency coordination to minimize duplication of services in the community.
- allow for customers to take advantage of their educational backgrounds and prior experience by granting them entry at the most advanced point possible along their Career Pathway.

WSA and the Community Responsive Model for Workforce Development

WSA serves a 13-county region but acknowledges that each county is unique with respect to its population characteristics and economic and educational priorities. The Alamo region consists of both urban and rural areas and includes some of the most economically segregated communities in the United States. Disparities related to social determinants of health create the need to solicit community input and feedback from local stakeholders and job seekers to create customized programming and services. To this end, WSA will distribute surveys and hold community listening sessions related to target industries and occupations, SDOH, special populations, and other priorities at least twice per year for the duration of this Plan. Quantitative and qualitative data from surveys and listening sessions will inform ongoing program development and will provide insights to formative and summative evaluation of core programs. Survey recipients include local area judges and other elected officials, education and training partners at the Pre-K, middle and secondary levels, vocational training centers, colleges and universities, employer and industry partners, organized labor associations, and jobseekers.

E. Child Care and Early Learning

(40 TAC §809.12 Board Plan for Child Care Services)

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

Note: This may include efforts to:

- Coordinate with employers, economic development, and other industry leaders to increase the awareness and importance of early learning as a workforce and economic development tool*
 - Support improved school readiness through higher quality childcare, including Texas Rising Star, and through partnership opportunities such as prekindergarten partnerships*
 - Support the needs of the Child Care industry, which could include assistance with business development or shared services, as well as opportunities to support professional growth and career pathways for early education*
-

WSA has developed a Child Care Committee that meets on a regular basis to discuss Child Care and Early Learning topics. The key focus areas for the committee are:

- Provide guidance and recommendations on access to high quality Child Care for every child in the WSA board area.
- High quality teaching practices
- Educator supports and career pathways for EC teachers.
- Coordinated systems.
- Comprehensive, continuous, and integrated, advocacy, oversight, and family engagement.

WSA has a wealth of knowledge that includes board members, early childhood education experts, and community partners. The committee works together to develop strategies and collaborate on Child Care opportunities.

WSA strives to increase the number of quality providers in our region and recognizes that quality care helps make children school ready. The Texas Rising Star (TRS) program is the quality rating system in Texas. WSA has contractors who work with Child Care Centers to become Texas Rising Star certified. TRS mentors assist centers in the pre-qualifications to prepare for assessments and provide training to Childcare Staff. TRS assessors schedule and complete Texas Rising Star assessments and meet with Center staff to provide follow up reports that outline the score received. Centers are rated as TRS 2 Star, 3 Star or 4 Star. Once certified, these centers are eligible to receive enhanced reimbursement rates for CCS children served.

WSA also understands the lack of Child Care in the rural areas. WSA works to ensure that funding is balanced in efforts to continue to provide opportunities for quality Childcare to children & families in these underserved areas.

Effective October 1st, 2022, all Child Care Services regulated providers are required to participate in Texas Rising Star certification, current CCS providers must meet Entry Level Designation by March 31st, 2023. WSA has launched a TRS Quality Cohort to assist Entry Level Designated child care centers to achieve certification by the September 30th, 2024 timeframe set by TWC. The cohort is six months long, providers will meet once a month virtually and in person. The cohort will occur in the Fall from October to March and in the Spring from April to September. The goal of the cohort is to provide resources and mentoring to providers on their pathway to Texas Rising Star certification. Providers participating in the cohort must be identified as Entry Level Designation to receive material, children's assessments, curriculum if needed, and quality mentoring.

WSA has implemented Contracted slots through the Contracted Slots Pilot Program, which are designed to (a) increase the supply of available childcare for children receiving subsidies, (b) help stabilize finances of child care programs, and (c) improve quality. With this opportunity, WSA can address supply issues particular to the local board region, in order to address the goal of increasing quality childcare for low-income children and their communities.

WSA offers TRS / Child Care discounts for families who choose a TRS certified center for Child Care. The goal is to increase the number of children served in TRS certified centers, and to assist families offset the cost of this choice.

WSA participates in the Shared Services Alliance meetings and collaborates with other programs, such as United Way of SA and Pre-K 4 SA on the goals and mission that centers are working towards. The goal of Shared Services is to provide childcare providers with the tools necessary to improve operations and make businesses more profitable. WSA also partners with Region 20 and Head Start in facilitating partnerships.

Childcare and Workforce Development

WSA is gathering data in order to evaluate the impact of child care subsidies. WSA creates an annual data report, called the Child Care Infographic Report, that shows the impact of child care on parent employment, earned income, family financial stability, and how child care effects the workforce. In addition, The WSA data team analyzes data on past child care clients to understand the trends associated with clients who have received child care services. The goal of WSA is to encourage parents to participate in education and training opportunities in target industries and occupations in order to maximize the benefit associated with the provision of childcare. This analysis will provide baseline data to inform additional programming and strategies for child care clients.

F. Transportation and Other Support Services

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

*Boards must include a description of how the Board will provide transportation, including public transportation, and other appropriate support services in the workforce area in
WD Letter 18-20, Attachment 2 9 coordination with WIOA Title I workforce investment activities.*

Board Response: Transportation

WSA recognizes the need to provide convenient and efficient transportation supportive services to customers and to remove or alleviate the negative effects of a lack of transportation has on the ability to secure and maintain employment. WSA accomplishes this through a combination of utilizing gas cards/mileage reimbursement and leveraging of public transportation.

- Gas cards/mileage reimbursement: This service option is utilized for eligible program customers that have access to personal transportation but require transportation assistance to fully participate in workforce programs. Assistance is provided within policy allowances and limitations specific to the program in which the customer is enrolled.
- Public transportation: The Alamo region benefits from efficient large-scale public transportation system in Via Metropolitan Transit (www.viainfo.net). Via provides

affordable transportation to 98 percent of Bexar County, including unincorporated parts of Bexar County and the following municipalities: Alamo Heights, Balcones Heights, Castle Hills, China Grove, Converse, Elmendorf, Kirby, Leon Valley, Olmos Park, San Antonio, Shavano Park, St. Hedwig, Terrell Hills, and Bexar County portions of Cibolo. Via offers Bus services, Van Sharing, Primo (rapid bus transit), and Paratransit services at low costs.

Rural areas are served by Alamo Regional Transit through the Alamo Area Council of Governments (www.aacog.com). Public transportation cost is subsidized for customers within policy allowances and limitations specific to the program in which the customer is enrolled.

Leveraged Community Resources: WSA is also aggressive in braiding community funding with partner agencies to leverage community resources and expand availability of supportive services to joint agency customers in the Alamo region. WSA provides letters of support to strategic partners and actively partners with several community agencies to expand the pool of resources.

F. Coordination of Adult Education and Literacy (AEL)

(WIOA §108(b)(13); 20 CFR §679.560(b)(12))

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

The AEL Alamo Consortium consists of 8 Service Providers that offer a variety of adult education services across 13 counties (to match WSA service area). Students can be served as young as 16 years of age, and services are free of charge to the student. Students are eligible if they need to earn their TxCHSE, improve basic skills, or learn English. Classes are offered both in-person and virtually at a variety of locations and times.

AEL services include:

- High School Equivalency (HSE) (English & Spanish classes) (GED®, HiSET®)
- Upgrade Academic Skills: have diploma/HSE but need refresher.
- English as a Second Language (ESL): ESL, ESL for Professionals, EL Civics
- Re-entry Services for probation/incarcerated adults
- Career Training while you learn English and/or earn your HSE
- Employer Partnerships (AEL services on work sites with employees)
- College and Career Readiness (CCRS) services: TSI prep, career navigator support
- Distance Learning: study anywhere with internet

The AEL Alamo Consortium also offers Student Success Initiatives to improve retention, enhance student resumes, and build community amongst our adult learners. These activities include but are not limited to:

- Student Externships: tours of employment and post-secondary opportunities
- National Adult Education Honor Society
- AEL Student IDs for various student discounts
- Certificates: Digital Literacy, CPR, Job Skills

The AEL Alamo Consortium 8 Service Providers include:

1. Alamo Colleges I-BEST
2. Southwest Texas Junior College
3. Northside ISD
4. Northeast ISD (Walzem Career Center)
5. San Antonio ISD (E. Houston Career Center)
6. Each One Teach One
7. Restore Education (Datapoint and Marbach Career Centers)
8. ESC-20 AEL Program (S. Flores Career Center)

Adult Education and Literacy: WSA participates in career and postsecondary education and training by following guidance from TWC and collaborating with our local partners and extended network. To support employment, skills gains, and secondary completion, efforts include implementing strategies for enhanced enrollment and expansion of career pathway programs. To that effect, WSA engages and supports AEL grant recipients and the AEL Alamo Consortium, in activities that promote student success in the achievement of career and higher education goals. Integration and alignment strategies with the AEL Lead Agency, Education Service Center, Region 20, and the AEL Consortium include:

- Co-location for the provision of AEL classes and services in WSA's American Job Centers
- Design and implementation of WSA, AEL, and VR Integration events
- Cross-training
- With the participation and guidance of TWC, move toward developing a single or common intake along with the sharing of information
- Streamlining of services (administration of assessments, development of individual plans, service provision and case management, attainment of performance targets, and the provision of follow-up services)
- Referrals to and co-enrollment with other workforce programs to support student retention, transition, and employment success
- Strategic and program design guidance for career pathways
- Provision of analysis of employment statistics and local labor market information, regional economic development, and industry or occupational demand studies.

As feasible, exploring opportunities in taking additional roles, such as executing responsibilities as the AEFLA grant recipient and/or participating as a strategic managing organization in AEL consortia

WSA will carry out the review of local applications as submitted by ISDs and Community Colleges for the Jobs and Education for Texas (JET) grant program to defray start-up costs associated with career and technical education programs in high-demand occupations. WSA also reviews, provides letters of support, information, and assistance anytime a grant requires coordination with the local workforce investment board. WSA will carry out the review of local applications submitted under Title II by reviewing all AEFLA grant applications for funds. In addition to reviewing AEFLA grant applications, WSA will participate in design and planning of application with AEFLA grant recipient. The AEFLA grant application review process may include the following elements.

Upon WSA's receipt of all applications for funds under AEFLA, the Alamo Board will review and make recommendations as to how the applicant promotes alignment with the local plan. Other considerations for review included the degree to which the eligible providers would be responsive to:

- Regional needs as identified in the local workforce development plan; and
- Serving individuals in the community who were identified in such plan as most in need of adult education and literacy activities, including individuals who:
 - Have low levels of literacy skills; or
 - Are English language learners.
- The ability of the eligible provider to serve eligible individuals with disabilities, including eligible individuals with learning disabilities.
- The past effectiveness of the eligible provider in improving the literacy of eligible individuals, especially those individuals who have low levels of literacy, and the degree to which those improvements contribute to the eligible agency meeting TWC performance measures.

Part 6: Adult, Dislocated Workers, and Youth Services

A. Adult and Dislocated Worker Employment and Training

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

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

Boards must also include the list of assessment instruments (tools) used for adult, dislocated worker, and youth.

Board Response: Adult, Dislocated Workers, and Youth Services

WSA operates a total of 16 American Job Centers and satellite offices located throughout the 13-county Alamo region. In determining optimal location of American Job Centers, WSA staff conducts a cost-benefit analysis of:

- local demographics to identify significant population centers and projected population centers.
- concentrations of historical WSA job seeker customers.
- geographic areas with characteristics that are likely to utilize workforce services.
- feedback from local stakeholders regarding community need and planned development.
- alignment with HHSC (for TANF/Choices and SNAP E&T customers) and UI Offices (for UI customers).
- costs and funding availability.

All Centers provide access to the full range of programs and services offered by WSA, including resource rooms equipped with Accessibility Equipment, informational services, orientations, training, employment, supportive services, and all related program services. In addition, WSA has designated the Datapoint American Job Center as the "Comprehensive Center" which meets the

Memorandum of Understanding/Infrastructure Funding Agreement Requirements. The following table lists Center locations:

Table 24. American Job Center Locations

	Job Center	Address
1	Datapoint Job Center	9725 Datapoint Drive, San Antonio, TX 78229
2	Fredericksburg Job Center	2818 US 290, Fredericksburg, TX 78624
3	Kerrville Job Center	1700 Sidney Baker Suite 200 Kerrville, TX 78028
4	Bandera Job Center	702 Buck Creek Bandera, TX 78003
5	Boerne Job Center	124 E, Bandera, Boerne, TX 78006
6	Hondo Job Center	402 Carter St. Hondo, TX 78861
7	New Braunfels Job Center	183 North IH-35, New Braunfels, TX 78130
8	Walzem Job Center	4615 Walzem RD. San Antonio, TX 78218
9	Marbach Job Center	7008 Marbach Rd. San Antonio, TX 78227
10	East Houston Job Center	4535 E. Houston St. San Antonio, TX 78220
11	South Flores Job Center	6723 S. Flores Suite 100 San Antonio, TX 78221
12	Seguin Job Center	1411 E. Court St. Seguin, TX 78155
13	Pearsall Job Center	107 E. Hackberry Pearsall, TX 78061
14	Floresville Job Center	1106 10th St. (Hwy 181) Suite C Floresville, TX 78114
15	Pleasanton Job Center	1411 Bensdale Pleasanton, TX 78064
16	Kenedy Job Center	491 N. Sunset Strip St. #107 Kenedy, TX 78119

WSA also makes services available off-site at partner offices and other ad hoc locations in the community. This approach allows center staff to take advantage of partner agency locations that are more accessible to that partner's client base is consistent with a culturally responsive strategy to leverage rapport and trust of the partner agency. It creates an added convenience to both customers and partners and expands our offering of immediate access to services i.e., customers are not obliged to visit a center to access services. Our services become immersed within or as a part of the broader system of services that are offered throughout the community. Serving customers who also receive additional services from partner agencies helps create stronger safety nets and supports in ways that contribute to improved outcomes. This applies to both adults and youth.

WSA partners with Joint Base San Antonio (JBSA) and the Bexar County Military & Veterans Services Center to offer workforce services to transitioning military members, veterans at the workforce career centers and the military spouses at the Military and Family Readiness Center at JBSA Fort Sam Houston.

Another example of this type of co-location is the manifestation of a partnership with the Bexar County court system, WSA provides employment and training services on location to non-custodial parents who are mandated by the court to obtain and retain employment for child support purposes. This relationship facilitates continuity of services and alleviates the need for parents to visit an additional location while accomplishing the goal of increased compliance with court orders.

We are exploring long-range plans to meet and service customers where customers are located. An example of this strategy is the provision of services at the San Antonio Food Bank. This Co-Location will allow outreach SNAP and Choices participants served at the Food Bank. Other strategies may also include a mobile unit, as well as self-service options, and enhance accessibility through online, virtual services and mobile-app channels.

Potentially eligible customers apply for training and educational services at partner agency locations (i.e., Alamo Colleges, CodeUp, etc.). Recruitment and initial information are provided to students by a partner agency with training or educational opportunities. Partner agencies and Job Center contacts collaborate to determine eligibility facilitate the provision of other services. This approach increases enrollments into targeted occupations.

To supplement WSA program services and better serve customers, WSA has established partnerships with numerous agencies. MOUs are in place with some agencies and include agreed upon responsibilities and costs for space and/or delivery of program services, as applicable.

Some of key partnerships include those which offer expanded services for job seekers, share similar performance goals, and help leverage our resources.

B. Priority to Recipients of Public Assistance and Low-Income Individuals

(20 CFR §679.560(b)(21))

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

Board Response: Priority to Recipients of Public Assistance and Low-Income Individuals

WSA has incorporated and follows the priority of services as established by federal and state guidelines. Career and training services must be given on a priority basis, regardless of funding levels, to the following populations in the following order:

- Veterans and eligible spouses who are also recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient (TEGL 19-16; WD 25-15).
- Foster youth and former foster youth (as defined in WD 43-11 Ch 2) who are also recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient.
- All other individuals who are recipients of public assistance, low-income, or basic skills deficient (as referenced in WIOA §134(c)(3)(E) and Final Rule §680.600).
- All other eligible veterans and eligible spouses (e.g., not included in #1).
- All other foster youth and former foster youth (not included in #2).
- All other eligible persons (not included in #3).

- *Local Priority*: individuals potentially eligible for co-enrollment into programs of and services offered by local partners (e.g., City of San Antonio Ready to Work Program).
- *Local Priority*: individuals with barriers to employment.

WSA Contractors are required to ensure that priority populations are made aware of:

- their entitlement to priority service
- the full array of career and training services available under priority of service
- any applicable eligibility requirements for those programs and/or services.

It is expected that WSA Contractors monitor operations to ensure that policies, procedures, and processes comply with priority of service requirements (TEGL 10-09).

Definitions

Priority of Service: “Priority” means that these populations are entitled to precedence and receive access to a service earlier in time or, if the resource is limited, receive access to the resource instead of or before than lower priority populations. If a waiting list exists, priority of service requires these populations to be placed first on the list in the order listed above. If a service has already been approved or funds have already been encumbered (e.g., approval for training or a support service, etc.), priority of service is not intended to allow a person from a priority group who is identified subsequently to displace or deprive the participant of that service or resource.

WSA has not established priority of services for any additional populations. However, WSA has approved services for Youth who exceed low-income guidelines, which fall under priority #6 (WSA WIOA 48).

Priority Groups have been identified for Child Care Services:

The priority group that is assured childcare services and includes:

- Children of parents eligible for CHOICES childcare as referenced in 809.45 and D-300 of the TWC Child Care Guide.
- Children of parents eligible for TANF Applicant childcare as referenced in 809.46 and D-400 of the TWC Child Care Guide.
- Children of parents eligible for Supplemental Nutrition Assistance Program (SNAP) Employment & Training childcare as referenced in 809.47 and D-500 of the TWC Child Care Guide.

The second priority group that is served, subject to the availability of funds, includes, in the order of priority:

- Children needing to receive protective services related to childcare as referenced in 809.49 and D-700 of the TWC Child Care Guide.
- Children of a qualified veteran or qualified spouse as defined in 801.23.
- Children of a foster youth as defined in 801.23.
- Children experiencing homelessness as defined in 809.2 and described in 809.52.

- Children of parents on military deployment as defined in 809.2 whose parents are unable to enroll in military-funded childcare assistance programs.
- Children of teen parents as defined in 809.2.
- Children with disabilities defined in 809.2.
The third priority group includes any other local priority group adopted by the Board. Children in Rural Counties will be a local priority until at least 20% of children receiving Discretionary funded subsidized childcare do so from the Rural Counties
- WIOA participants
- Siblings of a child already receiving care
- Families enrolled in Early Head Start Child Care Partnerships
- JBSA military members, civilians, and associated Contractors
- Children dually enrolled in a recognized partnership site.

Basic Skills Deficient:

- An individual who is unable to compute or solve problems, or read, write, or speak English at a level necessary to function on the job, in the individual's family, or in society satisfies the basic skills deficient requirement for WIOA adult services.
- Receiving a result/score on an acceptable assessment tool, such as the TABE, that demonstrates the participant does not have the level necessary to function in training and on the job.
- Behind grade level (e.g., based on age and scores from a recognized/standardized test showing grade-level, or attending secondary school but being behind one or more grade levels).
- English language learners also meet the criteria and must be included in the priority populations for the title I Adult program (TEGL 19-16, WD 25-15).

Individuals with Barriers to Employment:

- WIOA emphasizes the goal of helping job seekers and workers access employment, education, training, and support services to succeed in the labor market and match employers with the skilled workers they need to compete in the global economy.

Part 7: Fiscal Agent, Grants, and Contracts

A. Fiscal Agent

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

Boards must include 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).

Board Response: Fiscal Agent, Grants, and Contracts

The Alamo Workforce Development Board, DBA Workforce Solutions Alamo, is responsible for the disbursement of grant funds for the 13-county Alamo region, as described in WIOA §107(d)(12)(B)(i)(III), as determined by the chief elected official or the governor under WIOA §107(d)(12)(B)(i). The area Inter-local Agreement and the Partnership Agreement both identify the Alamo Workforce Development Board as the grant recipient.

B. Sub-Grants and Contracts

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

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

Board Response: Sub-Grants and Contracts

Competitive proposal procedures are conducted in accordance with applicable administrative requirements as outlined in Chapter 14 of the Texas Workforce Commission (TWC) Financial Manual for Grants and Contracts (FMGC). The competitive proposal method of procurement is utilized when purchasing goods or services for which the aggregate cost exceeds the simplified acquisition threshold which is currently at \$250,000. Competitive proposal procurements adhere to the following federal requirements:

- Requests for proposals (RFPs) are publicized and identify all evaluation factors and their relative weighting.
- RFPs are solicited from an adequate number (usually two or more) of qualified sources.
- Technical evaluations are completed of the proposals received and for selecting awardees.
- Awards are made to the responsible firm whose proposal is most advantageous to the program, with price and other factors considered.

In preparation of the competitive proposal procurement, an assessment of need is determined, and an initial cost estimate is conducted. With the Chief Executive Officer's (CEO) or his/her designee approval, a formal solicitation is issued and identifying to include the following:

- Purpose,
- Eligibility,
- Scope of work,
- Type of contract,
- Term of contract,

- Administrative/Governance provisions,
- Required certifications,
- Evaluation criteria,
- Proposal submission instructions, and
- Protest procedures.

Prior to finalization, an evaluation tool is developed based on the evaluation criteria defined within the solicitation. Upon finalization and approval of the CEO or his/her designee, the solicitation is publicly advertised on the (WSA) website and on the Electronic State Business Daily (ESBD). In addition, the solicitation is distributed to applicable bidder's listings of interested parties.

A minimum of two (2) evaluators are selected from either internal or external subject matter experts. Evaluators must declare and sign conflict of interest and non-disclosure forms. Proposals received are date stamped and documented. Timely proposals are initially reviewed for responsiveness to the RFP requirements. Once deemed responsive, the proposals and evaluation tools are distributed to internal/external evaluators to score the proposals. The scores are averaged and ranked accordingly. Costs are analyzed. Results are presented to the CEO. The CEO communicates results to the Board Chair. A recommendation is taken to the appropriate Committee(s) for approval and taken to the Board of Director's for action.

If the services solicited meet the definition of workforce services, a pre-award survey/fiscal integrity evaluation is conducted prior to the Board of Director's action. The pre-award survey/fiscal integrity evaluation is approved by key management staff and WSA's CEO. The approval is documented on the appropriate review form and the Board of Director's approval is documented in the meeting minutes. Upon approval, the awarded contractor is notified, and contract negotiations begin. Non-select notifications are sent to any other entity that submitted a proposal.

Part 8: Performance

A. Board Performance Targets

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

Boards must include a description of the local levels of performance negotiated with TWC and the CEOs consistent with WIOA §116(c), to be used to measure the performance of the area and to be used by the Board 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 area.

Board Response: Board Performance Targets

To meet employer and job seeker needs, WSA performance strategies aim to strengthen the alignment of TWC-Contracted common performance accountability measures with requirements governing the one-stop delivery system. TWC-contracted measures will be automatically incorporated into subrecipient contracts. While TWC-Contracted Performance measures take priority, WSA also aims at facilitating living, self-sustaining wages, particularly for priority populations and individuals with barriers to employment. All TWC-contracted measures are incorporated as part of WSA's subrecipient contracts.

WSA supplements performance negotiated with TWC with Local Expenditure Measures, Eligible Training Provider Measures, and Customer Satisfaction Measures.

Negotiated TWC-Contracted Performance

For each measure, the performance target set by TWC is evaluated based on the “Percent of Target” met. WSA adheres to TWC’s method of calculating whether a measure is Met, Not Met, or Exceeded.

Local Expenditure Measures

WSA contractor expenditure benchmarks are set during contract negotiations. Negotiated benchmarks facilitate meeting TWC expenditure benchmarks for which WSA is responsible. TWC sets specific benchmarks for each of the core formula grants (i.e., WIOA, TANF, SNAP E&T, Child Care), and for special grants (i.e., NCP, NDW). WSA performs contractor oversight to ensure that all benchmarks are adequately met.

Eligible Training Provider Measures

Eligible Training Providers (ETPs) are entities with job training programs approved by the Texas Workforce Commission (TWC) to provide Workforce Innovation and Opportunity Act (WIOA)–funded training services. Local Workforce Development Boards (Boards) fund training for Adult and Dislocated Worker program participants primarily through Individual Training Accounts (ITAs). The publicly accessible Statewide Eligible Training Providers List (ETPL) includes all programs that are currently approved by TWC for ITA funding. The Statewide ETPL Performance Report includes data related to student enrollment for approved programs. To be included on the statewide ETPL, WIOA requires all ETPs, except Registered Apprenticeships, to submit verifiable student-level performance data for all students connected to programs. The student data is collected through Student Data Reports (SDRs) distributed to providers by TWC. For new programs, SDRs are required before inclusion on the statewide ETPL. Eligible programs must submit a Student Data Report (SDR) each year in July for continued inclusion on the statewide ETPL. The success criteria for programs of study reported to TWC is published on a statewide performance report utilizing data submitted on the SDRs. Providers submit reports on all programs of study for all students, WIOA and Non-WIOA, reporting number of students enrolled, successful completions, credentials received and employment.

Other local area performance measures include both job seeker and employer satisfaction surveys. These are used to evaluate quality in the services provided to WSA’s primary customers.

City of San Antonio Ready to Work Program

Part 9: Training and Services

A. Individual Training Accounts (ITAs)

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

Boards must include a description of how training services outlined in WIOA §134 will be provided through the use of ITAs, including, if contracts for training services will be used, 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 to be provided.

Board Response:

Individual Training Accounts (ITAs): Training services authorized under the WIOA Eligible Training Provider System (ETPS) are provided through the use of ITAs. Training services may be made available to eligible participants who meet requirements for training as specified by TWC, including the WIOA, TANF/Choices, SNAP E&T, and TAA guidelines, Workforce Development (WD) Letters and other TWC directives, as well as all related federal laws, rules, and regulations, and WSA policies.

Customers use ITAs to purchase training services for skill attainment in occupations identified by WSA in 1) The Target Occupations List or 2) occupations that have been determined on a case-by-case basis to have a high potential for sustained demand and growth in the workforce area, based on sufficient and verifiable documentation

Customers may utilize training from: 1) Eligible Providers listed on the statewide ETP list, through Training Contracts that meet criteria set in Section F of Local Board ITA Policy, or 2) Registered Apprenticeships Texas Workforce Commission (TWC) sets provider application requirements by which Eligible Training Providers (ETPs) become certified. TWC publishes the statewide ETPL, a statewide list of all approved Providers, and monitors to ensure training providers meet established performance minimums for each board area. Service providers must ensure equitable treatment in the provision of ITAs. Selected training provider, whether within WSA region or in other Board areas, must be on the statewide Eligible Training Providers List (ETPL).

The training program must be aligned with local Target Occupations List, Target Occupations List in the area to which the participant is willing to commute or relocate to, identified on the Statewide Targeted Occupations List. In accordance with TWC Policy out-of-state training providers or programs are not eligible. The following exception is applicable, to promote additional upgrading of skills or education, the Board may contract with training providers not listed on the ETPL. The WSA Board has approved education and training investments for the Target Occupation List including their associated Career Pathways and programs with similar CIP codes.

All customers funded with an ITA have an Individual Employment Plans (IEPs), Individual Service Strategies (ISS), or Reemployment Plans (REP) developed with goals and objectives related to their selected training and subsequent employment goals. In all cases, evaluation

of the lowest cost provider must be considered. Career Advisors assist customers in developing a financial plan to cover the total cost of training.

B. ITA Limitations

(20 CFR §663.420)

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

Board Response: Individual Training Accounts (ITAs) and Limitations

ITAs expire two (2) years from the date of the account's establishment. Therefore, customers must attend classes on a full-time basis, as determined by the training provider's catalog/policy, with the following exceptions:

- If a customer is employed, the customer may attend on a part-time basis, if half time scheduling is available with the training provider and the training program can be completed within a two-year timeframe.
- Contractor's management may approve exceptions to time/duration limitation in writing, on a case-by-case basis. Requests for exceptions must include a justification and evidence that financial support is available during this extended training period.

Workforce Solutions Alamo does not limit the funding amount for provided training. Staff have discretion to award ITAs in accordance with their internal policies, budget limitations, and Workforce Alamo's Individual Training Account (ITA) and Contractor Training policy. ITA funds may be used for training costs to include tuition, fees, books, supplies/materials, testing fees, review courses, and other training-related expenses required for participation in the eligible program. The ITAs for training programs outside of the workforce areas must follow local policy that includes the following requirements:

- The training program must be included on the statewide ETPL in Texas.
- The training program must be aligned with local target occupations or target occupations in an area to which the participant is willing to commute or relocate.
- The ITA must be used in accordance with other existing TWC guidance.

In accordance with TWC Policy, out of state training providers or programs are not eligible for inclusion on the statewide ETPL. Programs outside of Texas do not have access to ITAs except if local WSA policies have been established. Policy established must include and follow all the guidance found on WD 12-19, Change 2.

Funding may be provided for post-secondary instruction only when both criteria listed below are met:

- Training Services Priority consideration shall be given to programs leading to recognized post-secondary credentials that align with Board approved sectors and targeted in-demand occupations. ITA funds may be provided for general academic programs (including bachelor's Degrees) whose CIP codes are cross walked or matched to a program of study/training in a Board-approved targeted demand occupation or Board-approved sector (on a case-by-case basis, with documented Labor Market Information); and,
- The customer has reasonably demonstrated ability to meet all training program prerequisites and requirements.

Note: Contracts for training services will not be used (except for special initiative grants, pilot projects or other non-WIOA funding sources if allowable).

Part 10: Apprenticeship

A. Registered Apprenticeship Programs

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

Board Response: Apprenticeship

WSA will use the apprenticeship model as a key strategy in meeting the needs of business in the Alamo Region, integrating this service offering into business services and training strategies. WSA will design Registered Apprenticeship service strategies around recommendations outlined by the Department of Labor <https://www.apprenticeship.gov> (DOL one-stop apprenticeship platform) and <https://www.apprenticeshiptexas@twc.texas.gov> (Apprenticeship Texas: to enhance outreach with employers).

To encourage Registered Apprenticeship programs to register with the Eligible Training Provider System (ETPS) and increase the overall utilization of Registered Apprenticeships among regional employers, WSA will:

- **Educate regarding Registered Apprenticeship Program (RAP) eligibility in the ETPS:** Under WIOA, all Registered Apprenticeship program sponsors are automatically eligible to be placed on the ETPL. Because these programs undergo the US Department of Labor's (DOL) rigorous application process, they have a streamlined TWC application process. Other benefits for registered apprenticeships are that RAPs are not required to submit student-level data or meet other state or local criteria to be included on the statewide ETPL. Also, all registered apprenticeships on the statewide ETPL are considered connected to local target occupations and eligible for ITAs. The WSA Business Engagement Team will actively educate employers regarding their eligibility to receive federal workforce funding as pre-approved training providers. This is one of the most important changes in WIOA, as it expands opportunities for job seekers and for the

workforce system to use WIOA funds for related instruction and other apprenticeship costs.

- **Educate regarding Registered Apprenticeship benefits:** Registering an apprenticeship program provides several benefits, such as a national credential for apprentices and potential state tax credits for businesses. The WSA Business Engagement Team will educate employers regarding these additional benefits.
- **Promote work-based learning to meet employer skilled worker's needs:** The WSA Business Engagement Team will promote the use of work-based learning services to employers, including use of On-The-Job Training (OJT) and Registered Apprenticeships. WSA will also encourage use of OJT to support non-registered apprenticeship programs.
- City is requesting acknowledgement of RTW and the Apprenticeship Building America DOL grant

B. Apprenticeship Texas

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

Board Response: Apprenticeship Texas

WSA will employ the strategies below to increase the utilization of Apprenticeship as a service option and support Apprenticeship Texas statewide and regional efforts:

- **Using Pre-Apprenticeships and Registered Apprenticeships to build Career Pathways for youth:** WIOA supports apprenticeship as a workforce strategy for youth, including the use of pre-apprenticeship activities and work-based learning as program elements. WSA youth programs will work with regional employers to emphasize these service strategies. The WSA youth program will also coordinate with Gary Job Corps which recognizes apprenticeship as a career pathway, and coordinate with Youth Build to utilize pre-apprenticeship and apprenticeship programs.
- **Leverage related WIOA Youth 14 Elements:** WSA will utilize WIOA youth services including tutoring, mentoring, and work experience, in combination with pre-apprenticeship and apprenticeship programs, to strengthen Career Pathway opportunities available to youth customers.
- **Customized Training/Incumbent Worker Training Options:** Using WIOA funds, customized and incumbent worker training will be leveraged to support businesses that sponsor apprenticeships and other training programs. Customized training will be used as an option to support apprenticeship programs by meeting the special requirements of an employer or a group of employers. Apprenticeships will also be used as an option to up-skill entry-level (incumbent workers) employees, retain them, and provide workers with an upward career path. In addition, WSA will explore other customized training and incumbent worker training opportunities.

WSA recognizes that WIOA emphasizes work-based learning/training and employer engagement and provides workforce systems with enhanced flexibility in deploying resources to support regional employers. WSA will continue to work with representatives of the Texas Workforce Commission, US Department of Labor, and the regional employer community to identify further strategies that encourage use of Apprenticeship to develop Career Pathway opportunities for residents and efficiently supply employers with labor.

Part 11: Public Comment

Boards must include a description of the process used by the Board, consistent with WIOA §108(d), 20 CFR §679.550(b) and §679.560(b) and (e), to:

- make copies of the proposed local plan available to the public through electronic and other means, such as public hearings and local news media;*
 - include an opportunity for comment by members of the public, including representatives of business, labor organizations, and education;*
 - provide at least a 15-day, but no more than a 30-day period for comment on the plan before its submission to TWC, beginning on the date that the proposed plan is made available, before its submission to TWC; and*
 - submit any comments that express disagreement with the plan to TWC along with the plan.*
-

Consistent with WIOA §108(d), 20 CFR §679.550(b) and §679.560(b) and (e), WSA provided a 30-day public comment period beginning December 19, 2022, and ending January 19, 2023.

Using multiple vehicles, Workforce Solutions Alamo provided communications and notices of opportunity to provide public comment on the update of the 2021-2024 Local Plan. These included:

WSA provided a 30-day public comment period starting December 19, 2022, through January 19, 2023. Using various methods, communications and notices of the comment period were issued to the community. These included:

- Posting of the notice for Public Comment on the WSA website.
- Posting of the plan and accompanying notice on www.workforcesolutionsalamo.org
- Posting of the plan on the website of the State of Texas Secretary of State
- Posting of the notice of the Public Comment on the Bexar County Courthouse
- Posting of the notice and links to the plan on www.workforcesolutionsalamo.org on all WSA social media channels
- Making the Local Plan available for download from WSA website in electronic format.
- Email blast both through mass mail-outs to thousands of individuals and organizations using Constant Contact.
- Sent to members representing business, education, Joint Base San Antonio, partners, and the community.
- Held Public Hearings on January 9, 2023, Wednesday January 11, 2023, Tuesday January 23, 2023
- Presented Local Plan at public meetings.
 - SA Chamber and Workforce Council Meeting Jan 18, 2023
 - UIW School of Professional Studies
 - Executive Committee Meeting Feb 10, 2023
 - Board Meeting Board Retreat – Feb 17, 2023
 - February 22, 2023, Committee of Six (CO6) Meeting

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Receipt of Comments: There were several ways in which key stakeholders and the public could provide comments. This included email (localplan@wsalamo.org), at the public hearings, some individuals contacted WSA Board staff.

All comments were documented, with information on the individual providing comment, request, response, and results.

All requests for inclusion of an occupation on the target occupation list were reviewed and analyzed. All requests were documented with the results of the request.

Key stakeholders and the public were notified of several ways to provide a comment. Comments could be sent directly to the dedicated email address (localplan@wsalamo.org). Other WSA staff made their individual contact information available to stakeholders and local elected officials to provide feedback directly to WSA. The following are comments received, including those that express disagreement with some aspect of the Local Plan as posted on December 19, 2021:

Date	Comment	Request	Response	Results
December 30, 2022	Mike Ramsey, City of San Antonio, Workforce Development	Requested document that shows current and proposed specified changes for: Clusters, In-demand Industries, Target Demand Occupations, In demand Occupations. Want to understand why in-demand sectors, in-demand industries were removed.	Review and analysis, responded to all questions.	PPT with results of analysis sent.
January 10 2023	Michele Yandell	Requested Costumer Service Job for self	Referred to workforce center	Qualified for WIOA
January 10 2023	Lydia Nevins	Requested Better Paying Job and certificate classes	Referred to workforce center	Staff is outreaching
Jan 9, 2023	Urrutia, Xavier D, Alamo Colleges	Adrian brought forth. Requested outreach to discuss local plan	Referred to listening sessions. Invite to individual session	No request for individual session
January 12, 2023	Linda Martinez sent link to listening session held Jan 11, 23	Review recording for comments	Reviewed, made notes of questions and responses.	Questions and Responses noted.
January 18, 2023	Gladys Hernandez	Requested PPT from presentation at Incarnate Word College	PPT was sent	Response complete
January 19, 2023	Hugo Hernandez, Project Quest	Submitted Occupations for consideration on Target Occupation List	Reviewed Occupations and added	Added five out of six requested.

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			occupations meeting WSA data targets, including wage.	
January 19, 2023	Michael Ramsey, City of San Antonio, Workforce Development	Requested Occupations for consideration on Target Occupation List, for local plan, changes to local plan	Reviewed occupations and added occupations meeting WSA data targets, including wage.	Added four out of 9 requested. Special Ed Techers will be included as an area of specialization for educational level. Carpenters are available as an apprenticeship program.
January 19, 2023,	Michelle Madison	Proposal to include mid-level occupations in the Target Occupation List at mid-level. Proposed recognizing Hospitality and Tourism as a Target Industry.	Reviewed occupations and added occupations meeting WSA data targets, including wage. Reviewed industry, researched other Boards as to their target industries.	Added 3 of the occupations to the target list. Three of the requested occupations were already on the TO list. An additional Two occupations have remained on the list that were previously requested by the accommodation industry.
January 24, 2023	Nate Raschke, Food Bank	Requested copy of ppt for review	PPT was sent	Request completed
January 24, 2023	Linda Martinez sent link to listening session held Jan 23, 23	Reviewed recording for comments	Reviewed listening sessions, compiled questions, and responses.	Responded to all questions. Questions and Responses noted.
January 11, 2023	Amy Contreras	Asked if about the 2022 self-sufficiency wage, and why do we have that for our MSA?	Miriam Botello-Barksdale and Frank Martinez answered her question.	Ms. Contreras accepted response. No further response needed
January 11, 2023	Question sent to Katherine Pipoly by chat.	Within the data sets will the current educational attainment be considered and the population that needs it will be able to qualify for the trainings?	Response from Miriam: We believe in customer choice, once a person is eligible for training, they could choose any of the trainings in	No further response needed

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			the target occupation list.	
January 11, 2023	Amy Contreras	Where are they, when it comes to their educational attainment and are they below the level to get into the trainings that will feed these industries and occupations.	Response from Miriam and Michael DeFrees: All the individuals, to be deemed eligible for training, they go through a series of Workforce analysis, including testing to determine if they are qualified to go into training. As part of the initial assessment and the review of our customers we are looking at, in attitudes interest, TABE test, and we do utilize My Inner Genius to see if they have an interest in certain training they are going for.	No further response needed
January 11, 2023	Hugo Hernandez	What is the Max duration through which we can assist?	Response from Sandra Alvarez: The Max duration that we can assist to the customer for training is 2 years and cannot exceed 104 weeks of training.	No further response needed
January 11, 2023	Hugo Hernandez	Was healthcare, invasive, cardiovascular text, surgical tech respiratory therapist, and assistance included?	Response by Miriam: We removed the surgical technicians and the respiratory technicians, there	Hugo submitted these occupations for consideration via the local plan email, these occupations were reviewed and included.

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			was a big occupation code that encompassed a whole bunch of allied health occupations.	
January 11, 2023	Amy Contreras	Have you gotten feedback from the employers in your sector discussions that they were okay with the cutting in healthcare?	Response by Miriam: The reason that they were cut is we go by 1 st the primary data targets and that is like the 1 st cut off. Then we still have a real extensive list of occupations, and we go by the 2 nd data targets and that is our next cut off. We can only add so many since TWC puts a limit as to the number of occupations that we have, but we will take anything into consideration. Please submit any requests to the local plan email.	All requests were submitted, considered, reviewed and added to the target occupation list if applicable.
January 11, 2023	Hugo Hernandez	Computer Programmers do not necessarily have to be a bachelor's program, right? Computer programming and cloud administrators that is missing from the list, but they could potentially fall under the computer occupations?	Responses from Miriam: Computer applications and all the other computer occupations say that the educational level for entry is a bachelor's degree, that data comes from the DOL/BLS. We do have many associate degree	No further response needed

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			programs of the ETP List.	
January 23, 2023	Questions entered through the chat	Can you provide information on where you found your information on sustainable wage and benefits needed for a family potentially to thrive?	We did a wage of analysis that's part of one of the 1 st steps of our research process and we look at a range of wages we look from poverty wages through Health and Human Services. We review the census, poverty wages then we look at the lower cost of living standard, which is a wage that TWC puts out that they considered to be a self-sufficiency wage for people that are participate in our program. Then we look at the MIT wage which is the higher-end wage.	
January 23, 2023	Question entered through the chat	Where does the low to moderate income threshold for San Antonio's area and medium income based on U.S. housing and Urban development fall in the range.	It aligns with the Health and Human Services poverty wages, I am not familiar with a lot of the different criteria, but I know that many programs base their qualification for	No further response needed

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			certain programs on that Health and Human Service poverty wage and they do it at a certain percent of poverty, but it does align with that.	
January 23, 2023	Questions entered through the chat	Are there some sustainable energy jobs as well in the plan?	Yes, we do have one of our target Industries is the Oil and Gas Industry. We will consider any occupations submitted to the local plan email.	No further response needed
January 23, 2023	Nadia Mavrakis	Why did the Chef and Head Cook be removed from the Healthcare Industry to the Education Industry?	We want to put those occupations on the list that serve a variety of Industries. That occupation does serve those two industries.	No further response needed
January 23, 2023	Nadia Mavrakis	Is there an opportunity to expand some of the occupations for different codes under the same umbrella?	Yes, the ONET codes that fall under that occupation are considered.	No further response needed
January 23, 2023	Nadia Mavrakis	Should we email it in, about a specific code?	If you want to email it in, to get a response but if it's the chef occupation, we do have that occupation listed on the target occupation list. We do consider, related ONET	No further response needed

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			Codes and we do try to put different training programs on our list, all the training programs we can find for chef. We do welcome apprenticeships.	
January 23, 2023	Nadia Mavrakis	Do you support completion of bachelor's degrees for those who already have a bachelor's degree?	They do a variety of assessments when they are determining whether to approve a person for training. I am not sure all of what goes into that, but I am not saying it would not be considered. We do have programs on the ETP with a resulting bachelor's degree.	No further response needed
January 23, 2023	Question in the chat	Will you support, or do you support the models for non-bachelor, associate level students for example, a non-credential student who needs to work? While learning?	Yes, those are our integrated program models.	No further response needed
February 7, 2023	Dr. Sammi Morrill, Alamo Colleges	Will WSA target occupations support critical health occupations, such as allied health including technical positions	Yes. The career pathways leading to target occupations include nursing assistants, etc. These are not included as target occupations but	No further response needed

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			are included on the career pathway towards the health care target occupation	
February 13, 2023	City of San Antonio requested additional data regarding the construction industry	Additional information requested regarding the	WSA share current data regarding the construction industry and occupations. WSA requested additional data to include in the local plan as a support to the construction list of target occupations.	Clearly articulate how the career pathway supports the construction industry, i.e., entry positions to target occupations.
February 14, 2023	Council Woman Rocha Garcia one-on-one meeting to discuss local plan	Will WSA local plan support allied health and construction	Yes. Reviewed target occupation list regarding construction and health care careers. Reviewed career pathway for construction and health care careers supporting critical in demand positions.	Clearly articulate in community presentations how these careers are included in the career pathway and support a path towards target occupations.
February 16, 2023	Kim Vinton, Adult Education and Literacy	How will the career pathways support health careers	CAN, Phlebotomist, and other allied health degrees are included in the healthcare career pathways.	Support community in understanding career pathways towards target occupations in the healthcare career.

Conclusion

Workforce Solutions Alamo
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Workforce Solutions Alamo submits this Local Plan Update in accordance with the Workforce Innovation and Opportunity Act (WIOA) §108 (20 Code of Federal Regulations §679.500–580) and is intended to represent existing and proposed workforce and economic development activities for the 13-county Alamo region. This plan has been developed in cooperation with local community stakeholders including elected officials, area employers, education and training partners, community-based organizations, and individuals who are the recipients of services provided by Workforce Solutions Alamo.

Workforce Solutions Alamo is committed to the development of Sector-Based Partnerships model with emphasis on best practices that connect people to training opportunities that are employer-driven and data informed. Workforce Solutions Alamo is prepared to convene strategic partnerships that align with industry clusters as defined in this plan and according to the Sector-Based Partnership model.

Workforce Solutions Alamo will continue to seek feedback from stakeholders in each of the 13 counties served by WSA. Community voice and employer input is essential to a community-based participatory and responsive methodology for continuous process evaluation and improvement.

Part 12: Appendices

Appendix 1: Texas Workforce Investment Council Requirements Board Plan Program Years 2021-2024- WD Letter 18-22, Attachment 2

Appendix: Texas Workforce Investment Council Requirements

Local Workforce Development Board Strategic Planning

Focus on Employers

Engage in Partnerships

Align System Elements

Improve and Integrate Programs

System Goal 1 and Rationale

Focus on Employers.

By accessing critical education and labor data sets, employers can better find and plan for skilled workers to meet their needs in both the immediate time frame and the future. Through greater engagement with employers, education and training providers can better design career and technical education content and delivery options that are more aligned with industry needs. Providers can make adjustments in program content to benefit employers and students, as well as address both state and regional economic needs.

System Goal 1—Local Board Response

Board response and corresponding plan page number(s): pp.10, 11,12

Core Principals of Inclusive Growth include:

- Support sector-based strategies
 1. Data-informed decision-making at the partnership level
 2. High level of industry engagement
 3. Delivery of services specific to sector-based partnerships
 4. Emphasis on sustainability and continuous improvement
 5. Investment in capacity of staff to manage partnerships

Sector-Based Partnerships is the strategy WSA will utilize to meet employer needs, leverage partnerships, and enhance system alignment. The core principles include a high level on industry engagement and delivery of services based on this strategy. Through greater engagement with employers, education and training provider career and technical education programs are aligned to industry needs.

Sector partnerships the must be data driven, WSA utilizes multiple sources of data to perform demographic, educational, employment, and wage trend analysis. These sources include industry snapshots and projections to understand the current and future movement in the environment. Other sources of data are labor market data, cost of living data, educational attainment and hiring needs of target occupations, availability of in-demand occupations or occupations that provide lower wages, and growth industries. Analysis also includes community-level US Census data that provide insight on population growth, and place of residence compared to place of work.

Sector partnerships should facilitate career pathways that lead to skills required by target industries, industry-recognized post-secondary credentials, and living-wage jobs. WSA has

identified career pathways, with stackable credentials, so that job seekers can receive necessary skills instruction within a sector. The criteria for these skills are employer-driven and informed by data collected from employer partners. Demographic and descriptive data ensures that the special needs of target populations are addressed.

System Goal 2 and Rationale

Engage in Partnerships.

Through collaborative and transparent processes, workforce system partners focus on outcomes that improve the employability of all program participants—from across a wide spectrum of capabilities and experiences—to meet employer needs. The leveraging of partnerships to enhance system alignment and outcomes depends on trust, a culture of collaboration both within and external to the workforce system, deep working relationships, and technical capacity to communicate to share needs, data, and information. Partnerships can provide for common planning, intake, and reporting on outcomes, as well as ensuring a “no wrong door” approach to the provision of workforce programs and services.

System Goal 2—Local Board Response

Board response and corresponding plan page number(s): p.10, 11, 13,14,15,16

WSA’s Primary Objective: Develop and implement workforce development opportunities that lead to self-sufficiency including career pathways and stackable credentials that lead to identified target industries and occupations. This is accomplished through strategic partnerships.

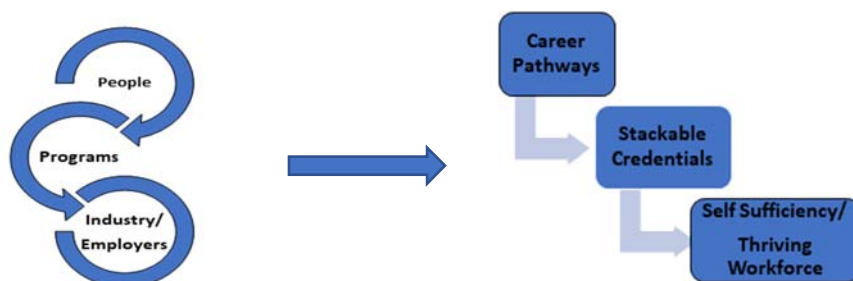
[Sector-Based Partnerships](#) is the strategy WSA will utilize to meet employer needs, leverage partnerships, and enhance system alignment from within and externally. Key performance metrics identified through this strategy will be inclusive of TWC performance measures as well as the shared needs of the partnership. Common planning, intake and reporting of outcomes will drive the success of the partnership and the provision of workforce programs and services/

Workforce Solutions Alamo is working toward the development of a [sector-based partnership model](#) based on best practices in workforce development. WSA has worked to create partnerships within the regional labor market level in the 13-county area served by WSA. These partnerships include a diverse collection of employers, government entities and elected officials, education and training partners, economic development organizations, labor associations and organizations, and community-based and non-profit social service agencies that create an ecosystem focused on the development of the local workforce and driven by industry demand.

WSA has established the agency as the convener of these partnerships and acts as a coordinating partner across multiple sectors to facilitate communication, funding, innovation, and progress. WSA’s approach incorporates data collection from specific constituencies in order to create highly customized responses to the needs of target industries.

WSA has transitioned from short-term collaborations that exist for the duration of a single grant or program to the establishment of long-term connectedness that envisions employers as partners with significant participation of the workforce as opposed to external customers. Furthermore, the model emphasizes people and relationships within a replicable process with defined outcome measures. The goal of WSA is to identify and prioritize the existing strengths of its partners to drive workforce and economic development for the region.

Workforce Solutions Alamo is committed to the people of the Alamo region, the execution of its programs with efficiency and intentionality, and to maintaining fidelity to identified target industries and occupations using data-driven approaches. The dynamic relationship that exists between People, Programs, and Industry serves as an iterative mechanism to facilitate process and program improvement while promoting innovation and collaboration.



System Goal 3 and Rationale

Align System Elements

By improving transitions, aligning programs, and ensuring portability and transferability, Texas improves access and the ability of all participants to complete programs of study, earn credentials, transition to further education, and gain critical employability skills. Texas employers are better positioned to find and hire the employees they need through an enhanced education and training pipeline.

System Goal 3—Local Board Response

Board response and corresponding plan page number(s): p, 17,18,19

Board Response: Resource Alignment

The sector-based framework of WSA prioritizes strategies that promote systems change and partnership across multiple sectors of the workforce ecosystem. Multiple entry points into the career pathway systems acknowledge varied levels of existing educational attainment to ensure equitable opportunities for career and skills development. Improving transitions, aligning Core programs, and ensuring portability and transferability is a WSA objective in the Sector Strategy model. Improving access and the ability of all participants who enter the workforce system at any level and with any barrier to employment to complete programs of study, earn credentials, transition to further education, and gain critical employability skills begins with alignment of services available through the workforce system and the broader ecosystem. The work of aligning Core programs required partners and systems starts within the WSA operated workforce system, contract partners who managing and operating the region's American Job Centers have full responsibility for operating core TANF, SNAP, WIOA (Adult, Dislocated Worker, and Youth) programs, as well as providing day-to-day guidance to TWC (state) Employment Services staff. TWC maintains administrative responsibility, and shares responsibility for directing daily work assignments.

WSA works collaboratively across entities to execute core programs and align resources available to the local area. Efforts to integrate additional required partners, including Adult Education and Literacy (AEL) Consortium partners and Rehabilitative Services (TWC Department of Vocational Rehabilitative Services/VRS) will be spearheaded by WSA Board staff.

WSA Board staff are active participants with the regional AEL Alamo Consortium that consist of eight service providers, led by TWC grant recipient Education Service Center Region 20 (ESC-20). Providers offer a variety of adult education services across the 13 county Alamo area. Students can be served as young as 16 years of age, and services are free of charge. Students are eligible if they need to earn their TxCHSE, improve basic skills, or learn English. Classes are offered both in-person and virtually at a variety of locations and times. To efficiently coordinate operations and services, leadership from both of our groups has

been engaged in strategic planning, business engagement and facility co-location. Coordination of VRS services is spearheaded by the WSA Disability Navigators. WSA Board staff will continue to respond to TWC guidance regarding coordination of activities. Co-location with Vocational Rehabilitation partners improved the direct linkage for individuals with disabilities to workforce services. Vocational Rehabilitation partners are now located in the workforce centers in the Alamo workforce area. AEL, VRS, and WSA contractors are provided guidance and strategies regarding alignment and leveraging of resources and are responsible for integration of services. The WSA Disability Navigators guide the alignment of VRS services to other Core Programs. WSA Board staff is responsible for direct management and oversight of all WSA contractors and coordination and collaboration with AEL and VRS to ensure effective execution.

Alignment with Vision and Goals: Consolidation of core program management and oversight, and day to day management of partner staff, ensures alignment of resources. Strong management and oversight by the WSA Board and Board staff ensures resources are deployed consistent with the WSA Vision, “to lead the most integrated community workforce network in the nation” and achieve the goals outlined within this plan.

System Goal 4 and Rationale

Improve and Integrate Programs

Accelerate employment and improve efficiencies through shared resources that can be leveraged to create new, relevant, and innovative opportunities that serve the needs of all stakeholders. By addressing high-priority programmatic needs through an integrated strategy, decision-making at the system, partner, and participant levels is improved and system service delivery is enhanced. The changing economic and educational landscapes provide opportunities to share relevant data through appropriate “push” mechanisms in an organized manner to key stakeholders who rely on information generated by system partners.

System Goal 4—Local Board Response

Board response and corresponding plan page number(s): 9,14,15,18

To accelerate employment and improve efficiencies through shared resources that can be leveraged to create new, relevant, and innovative opportunities that serve the needs of all stakeholders WSA has engages partners to foster cooperation based in individual locales as well as larger regional strategies necessary to support the entire Alamo region. WSA continues to focus on data-driven analysis of successful strategies and the promotion of self-sufficiency of its clients. The following diagram illustrates the structure of the sector-based partnerships infrastructure will be developed for the Alamo regions.



Strategic Opportunities to Drive Local Implementation

Before TWIC began the process to develop the new system strategic plan, Board directors were invited to provide input on issues and opportunities for consideration in system planning. Please consider the responses you provided (above) to local board area implementation of the four primary goals in the current system plan and identify how the new system strategic plan can help future implementation of your regional goals and strategies related to the following:

Increase engagement of target populations, including Opportunity Youth, Texans with disabilities, foster youth, and sex-trafficking victims.

Describe Board strategies that support engagement of sometimes underserved populations.

Board response and corresponding plan page number(s):

- The primary goal is to keep participants “engaged in work” through participation in Unsubsidized Employment, Subsidized Employment, On-the-job training, and/or educational services for those who have not completed secondary school or received a GED credential/high school equivalency. In addition to providing learning opportunities, work-based training enables participants to earn needed wages while gaining valuable work experience and building networks and social capital. Collaboration with partners in the Alamo area to provide additional services or supports for participants that may include American GI Forum, San Antonio Food Bank, Goodwill Industries and Christian Assistance Ministries. These partners provide work experience opportunities, food assistance and other support services.
- WSA is working with TWC’s Vocational Rehabilitation program to ensure services for individuals with disabilities. Co-location of Vocational Rehabilitation staff in workforce centers facilitates immediate referrals between workforce and rehabilitation services. Monthly meetings between management staff and regional VR staff occurs and allows service delivery issues or concerns to be identified and resolved. The Alamo Area

Coalition was convened by WSA as a clearinghouse of information on events supporting individuals with disabilities in the Alamo area. Coalition members include Alamo Area Council of Governments, The ARC-SA, Center for Excellence, Autism Life Links, Disability SA, Vocational Rehabilitation, River City Group, Providence Place and South Fields.

- Career Pathways and Co-enrollment: A successful *Career Pathways* approach includes a combination of rigorous and high-quality education, training, and other services that align with skill needs of industries and prepare individuals to be successful in a range of secondary or postsecondary education options, including apprenticeships. This approach supports a long-term continuum of training stacked by a sequential flow or ladder of career options that lead to the attainment of portable postsecondary credentials as a key objective. Employed effectively, Career Pathways strategies (1) accelerate attainment of educational and career goals within a specific occupation or occupational cluster, and (2) have been proven to be effective in serving disconnected youth and lower-skilled adults. P.82, 83,84
- WSA has developed diagrams of career pathways which reflect credentialing opportunities related to the targeted occupations. These tools will be used to develop individual employment plans for career counseling as well to identify gaps in training opportunities.
- Samples of these pathways are included in the College Reengagement. In partnership with Alamo Colleges, WSA is working with two campuses, San Antonio College (SAC) and St. Philip's College to provide students who drop out or need assistance to have access to workforce development services on-site and begin a career pathway to a portable postsecondary credential. This initiative is customized to address the growing number of those who begin college but do not complete or attain a credential. WSA will also provide a career awareness Jobs Yall event for middle, high school, and post-secondary students. This event will connect with sector-based employers, will explore career opportunities and provide an understanding of career pathways to in-demand careers.
- WSA will collaborate with the AEL Alamo Consortium to enhance AEL services with the goal of strengthening collaborative efforts and partnerships between AEL and WSA and with educational, public services and other service agencies. WSA engages and supports AEL grant recipients and the AEL Alamo Consortium, in activities that promote student success in the achievement of career and higher education goals. WSA will work with integrated education programs located within the AEL Alamo Consortium and will support the development of integrated programs career pathways.
- Community Partner Customers: To maximize the impact of workforce development resources on communities, the workforce system must leverage partnerships to fill in the gaps and provide wrap-around services to employer and job seeker customers, including

customers with specific needs or barriers to employment such as the homeless, pregnant, or parenting teens and sex trafficking victims. P.82,83,84,85,86

Improve efficiency and outcomes through data-driven decision-making and investments.

Describe Board strategies that support data-driven decision-making and investments.

Board response and corresponding plan page number(s)

- WSA aggressively incorporates technology into the one-stop service delivery system in the Alamo region, including incorporation of integrated, technology enabled intake and case management information systems for programs carried out under WIOA and by one-stop partners. Improved technology options will assist customers with specific needs or barriers to employment. Incorporating data reports to support decision making and investments will assure all customers, including participants with barriers to employment are adequately served. WSA will continue offering data analysis and information services to key partners and stakeholders in the community that have executed a data sharing agreement and/or a memorandum of understanding. This includes assisting economic and workforce development partners with information related to the socio-economic conditions of the region. WSA understands that this type of information is key for policy, strategic, and other purposes. P. 82

Appendix 2: WIOA Board Two-Year Plan Modification Form

Overview

The Workforce Innovation and Opportunity Act (WIOA) Final Rule at 20 CFR §679.580 requires that at the end of the first two years of the four-year local plan, Local Workforce Development Boards (Boards) and their appropriate chief elected officials (CEOs) review their local plans and prepare and submit modifications to reflect labor market changes, economic conditions, and other factors affecting plan implementation. These factors may include, but are not limited to, changes to the financing available to support WIOA Title I services and partner-provided WIOA services or a need to revise strategies in order to meet local performance goals.

Instructions

Boards must respond to each of the following prompts and make corresponding changes to their plans. When modifying their plans, Boards must use Track Changes for easy identification by the Texas Workforce Commission during review. If no modifications are required, Boards must provide a brief yet detailed explanation as to how the Board and its CEO(s) made that determination. For each response, include **all** corresponding page numbers from the plan.

1a. Describe any changes in labor market and economic conditions in the Board's local workforce development area, including changes to the employment needs of employers and changes to existing and emerging in-demand industry sectors and occupations.

The economic environment of the WSA service region strengthened significantly during the four years, prior to the pandemic of 2020, coronavirus disease, 2019, (COVID-19), offering quality employment opportunities for varying occupations and skill levels to local job seekers. For the past four years, through February 2020, the Alamo region had a growing economy with record low unemployment. The pandemic of 2020, coronavirus disease, 2019, (COVID-19) affected the Alamo area as well as Texas and the Nation. Emerging industry needs post pandemic include understanding how industries operate, and the reskilling needs of incumbent workers employed by industries. Other emerging industry needs to understand, and address are the long-term structural changes to industries operating processes resulting from the COVID-19 pandemic. A review of jobs indicates the labor market is rebounding, as of February 2021 one major industry, Trade Transportation and Utilities indicated growth. By February 2022, six major industries of eleven indicated growth (TWC/Current Employment Statistics). As the Alamo region embarks on the changes due to the COVID-19 pandemic and the changes occurring during the economic recovery, Alamo WDA reviews the strengths of the existing and emerging economy.

in 2020 the annual average employment in the WSA Alamo region was 1,122,429. By 2030, the annual average employment is projected to grow to 1,364,578, showing an increase of 21.6% in comparison to the base year of 2020.

Findings from QCEW indicates that the Alamo WDA, the industry sectors with the most establishments are: Healthcare and Social Assistance (62) with 10,223, Professional, Scientific and Professional Services (54) with 7,572, Retail Trade (44-45) and Accommodations and Food Services (72) with 6,606 and 5,583 respectfully. in terms of average employment, the Healthcare

and Social Assistance sector (62) is the largest industry with 173,166 jobs, followed by Retail Trade (44-45) with 125,875 positions, Accommodation and Food Service with 117,614 positions, and Educational Services (61) with 103,611 positions. Industries with large, triple digit employment the Accommodation and Food Service (72) and the 44-45 Retail Trade, indicated an inverse relationship with wages at \$503 and 835 (Average Weekly Wage) respectively. The five industry sectors with the highest weekly wages are Management of Companies and Enterprise (55) Finance and Insurance (52) and Mining Quarrying and Oil and Gas (21) at \$ 2,634.00, \$1,858.00, and \$1,838.00 respectively. Two IT/Cyber related sectors Professional, Scientific, and Technical Services (54) and Information (51) have average weekly wage at \$1,755.00 and \$ 1,514.00 respectively. Finally, Wholesale Trade (42) has the next highest average weekly wages at \$1,687.00.

the Healthcare and Social Assistance (62) sector continues to enhance its position as a primary driver of the local economy. In 2020 the estimated annual average employment for this sector was 154,904 jobs. According to TWC projections it is expected that by the year of 2030 the Healthcare and Social Assistance (62) sector will continue to be the largest industry employer with 196,42 jobs, 41,516 new jobs will be added by 2030, the end of the projection period. The Healthcare industry, a component of the Healthcare and Social Assistance (62) sector, is the largest industry in the Alamo Region. This industry is spearheaded by the South Texas Medical Center, the University of Texas Health Science Center, and the surrounding major cluster of healthcare facilities.

The Mining, Quarrying, and Oil and Gas Extraction (21), an industry with historical downturns, is projected to add 6,514 new jobs by the year of 2030, representing a 71.1 percent employment growth in comparison to the base year of 2020. Reviewing employment and wages for the projection decade, Health Care & Social Assistance (62), Accommodation & Food Services (72), Retail Trade (44-45) and Educational Services (61) are projected to be the four sectors within the WDA Alamo region with the most jobs at the end of the 2030 projection year with 196,420, 142,019, and 135,202 and 111,172. The sectors with the highest wages are Management of Companies and Enterprises (55) at \$65.85 hourly, Mining, Quarrying and Oil and Gas Extraction (21) at \$45.95 and Professional, Scientific and Technical Services (54) at \$43.88. Professional, Scientific, and Technical Services (54) sector, industries 5416, 5417 and 5415 respectively, are Cybersecurity related NAICS. Information Technology and Cybersecurity lead by JB SA Airforce Cyber, UTSA Cyber Security and Southwest Regional Institute (SwRI) create a nucleus of cyber and defense technology.

WSA identified targeted industry clusters that align with the Governor's Industry Clusters, and local regional partners which positions the region to capitalize on state investments to support WSA's regional economic and workforce development initiatives and industries important to the Alamo Region. The industries aligning with the Governors Clusters are Oil and Gas Extraction, Utility System Construction, Motor Vehicle Manufacturing. Motor Vehicle Parts Manufacturing, Aerospace Products and Parts Manufacturing, Computer System Design and Related Services and Medical and Diagnostic Laboratories. The WSA Target Industry Clusters/Sectors/Industries are in strong alignment with those of regional economic development partners in metropolitan Bexar County and surrounding counties. Bexar County partners, the San Antonio Economic Development Foundation (SAEDF)/Greater SATX, Bexar County Economic Development (Bexar

Co ED), SA2020, SA Tomorrow, SA WorkX, the City of San Antonio Economic Development Department (COSA EDD), and the Alamo Area Council of Governments (AACOG) as articulated in the region's Comprehensive Economic Development Strategy (CEDS) and the Ready to Work Alliance. Alignment with the partners, governors' clusters were secondary data targets considered in the industry analysis process.

The backbone of a growth economy is one that has strengthened and diversified. Today San Antonio has evolved beyond its "traditional three" economic influencers — tourism, military, and health care. Although these industries remain important economic assets, the target growth areas for WSA and economic partners include industries with the "new mid-skill, mid-wage" jobs. Newer mid-skill/mid-wage jobs require technical certifications and associate degrees and work experience. These jobs are well compensated, show considerable employment growth over time, and their performance requires more skilled technical, analytical, problem solving, administrative, and communicative skills. The target job growth areas where the "new" analytical, high-tech jobs are found in the industries and clusters identified by Workforce Solutions Alamo. The WSA industries analysis for the years of 2020-2030 projection years will focus only on a subset of the 2018-2028 identified target sectors. As defined, these 2020-2030 new target sectors align with the identified 4-Digit in-demand industries, they have a substantial current or potential impact on the local economy. The analysis for the in-demand industries is conducted at the 4-Digit industry NAICS.

Workforce Solutions Alamo (WSA) recognizes the following **eight in-demand target sectors** for the period of 2020-2030: Healthcare and Social Assistance (62), Educational Services (61), Finance and Insurance (52), Construction (23), Professional, Scientific, and Technical Services (54), Manufacturing (31-33), Transportation & Warehousing (48-49), and Mining, Quarrying, and Oil and Gas Extraction (21) and one added through local wisdom Accommodation and Food Service (72).

Workforce Solutions Alamo recognizes the **following 17 in-demand industries**: 3361-Motor Vehicle Manufacturing, 3363-Motor Vehicle Parts Manufacturing, 3364-Aerospace Products and Parts Manufacturing, 6211-Offices of Physicians, 6221-General Medical and Surgical Hospitals, 6212-Offices of Dentist, 6215-Medical and Diagnostic Laboratories, 5415-Computer Systems Design, 5416-Management/Scientific, and Technical Consulting Services, 2382-Building Equipment Contractors, 2371-Utility System Construction, 5221-Depository Credit Intermediation, 2111-Oil and Gas Extraction, 4931-Warehousing and Storage, 2131-Support Activities for Mining, 6111-Elementary and Secondary Schools were identified through industry analysis and one industry added by local wisdom 7211-Traveler Accommodation.

WSA applies TWC's long term projections to identify industries and occupations that will likely grow the fastest (by % change). Long term projections also point to industries and occupations likely to have the largest absolute employment growth (by numeric change) over the projection period, from 2020-2030. The projections for fastest growing or most added jobs were included in the data analysis of target industries and occupations for the Alamo region. Industries were also selected based on secondary data targets, such as average weekly wages, competitive effect, Location Quotient, Regional percent of Industry, percent female employment and "local wisdom." Growth assumes an adequate supply of workers with relevant skills; therefore, an analysis of

trained/available workers and a validation of skills gaps were also completed. The local labor market analysis included input from all relevant stakeholders.

Pages, 21-43

1b. Describe any changes made to the Board's Target Occupations, In-Demand Occupations, and In-Demand Industries lists since the four-year local plan was approved in July 2021 and include the updated template (WD Letter 18-22, Attachment 3, WIOA Target Occupations, In-Demand Occupations, and In-Demand Industries Template). If no changes were made to a list, submit the current list with the current date. Describe the review process that the Board used to determine whether the Target Occupations, In-Demand Occupations, and In-Demand Industries lists required modification. Cite all sources used.

Changes to the Target Industries and Occupations are as follows:

3 Industry sectors were removed.

Retail Trade,
Wholesale Trade,
Information,

4-Digit Industries removed:

6223- Specialty (except Psychiatric and Substance Abuse) Hospitals*
5182-Data Processing and Related Services
4234 Professional and Commercial Equipment and Supplies Merchant Wholesalers
2373 Highway, Street and Bridge Construction
5413 Architectural Engineer and Related Services
4441 Building Material and Supplies Dealers
5242 Agencies, Brokerages and Other Insurance Related Activities

Industries were reviewed based on primary and secondary data targets.

5182- Negative (loss) number change and %Change
2373- Number change and %Change of 393, 10.7% did not meet industry primary data targets
5413- Number change and % Change of 449, 36 did not meet industry primary data targets
4441-% change did not meet primary data targets, meet only 2 secondary data targets
5242- % change did not meet primary data target, only 2 secondary data targets
6223-Number change and % Change of 206 and 15% did not meet primary data targets, only 2 secondary data targets
4234- % Change did not meet primary data target, meet only 1 secondary data target.

Occupations Removed: 14 Occupations were removed. Some of the 21 occupations originally removed under the first draft 57 Occupations list were added on at the request of partners.

Did not fall in staffing patterns.

13-1041 Compliance Officers
13-1151 Training and Development Specialists
17-3026 Industrial Engineering Technologists and Technicians

17-2112 Industrial Engineers

Did not meet primary data change targets, only 1 secondary.

13-2052 Personal Financial Advisors
17-2061 Computer Hardware Engineers
47-2211 Sheet Metal Workers

Meet 1 change or 2 or 1 primary data targets.

29-1031 Dietitians and Nutritionists
31-9097 Phlebotomists (does not meet wage)
41-4011 Sales Rep., Wholesale & Manufacturing, Technical & Scientific Products * Related to wholesale trade.
43-4051 Customer Service Representatives

Meet all primary, 3 of 6 secondary.

13-1161 Market Research Analysts and Marketing Specialists
41-3031 Securities, Commodities, and Financial Services Sales Agents* related to insurance industry.
51-1011 First-Line Supervisors of Production and Operating Workers * On High Demand

Occupations Added:

Occupations Added: Were identified in Red in the template and Target Occupation List.

29-1292 Dental Hygienist
29-2099 Health Technologist and Technicians, All Other
29-2072 Medical Records Specialist
15-1243 Database Architects
15-1253 Software Quality Assurance Analysts and Testers
15-1299 Computer Occupations, All Other
11-9021 Construction Manager
19-2042 Geoscientist, Except Hydrologist and Geographers
11-3071 Transportation and Distribution Managers
43-1011 First Line Supervisors of Office and Administrative Support Workers

All updates were included in the templates. (WD Letter 18-22, Attachment 3, WIOA Target Occupations, In-Demand Occupations, and In-Demand Industries Template)

Methodology, Target Industries, Target Occupations

Rational:

Workforce Solutions Alamo, will review, revise, and submit modifications to the 2021 -2024 local Board Plan at the end of the first two-year period of the four-year local plan, in compliance with the Texas Workforce Commission (TWC) WD letter 18-20. The two-year plan modification reflects changes in the labor market, economic conditions, changes to the employment needs and changes to existing and emerging in-demand industries, and occupations as well as factors and strategies affecting the plan implementation. The plan modification will describe how the WIOA in- Demand Industries, Target Occupations, In-Demand Occupations, lists were reviewed, revised, and sources that were utilized are cited.

Goals for the Board Plan modification are to review, revise and update:

In-Demand Industries and Target Occupation

In-Demand Industry sectors

The Economic and Workforce Analysis

The Knowledge and Skills Analysis

Labor Force Analysis and Trends for the Alamo Workforce Development Area and a review of people, community with barriers to employment and employers served.

The Workforce Development Activities Analysis

Strategies, factors, and financing affecting the plan implementation and performance goals.

Publish the proposed plan modification for public comment for 30 days.

Strategies:

To accomplish these goals, WSA will use information from a variety of external and internal data sources.

The following list details WSA's main sources of information:

Texas Workforce Commission (TWC) Labor Market and Career Information

TWC Quarterly Census of Employment and Wages (QCEW)

TWC Industry and Occupational Projections 2020-2030

TWC Texas Labor Analysis

TWC Staffing Patterns for In-Demand Industries

U.S. Census Bureau 5-year estimates

EMSI/Lightcast Labor Market Data

TWIST and Work in Texas (WIT)

Research Methods/ Methodology

Analysis of historical labor market trends,

Review of WSA target Industries, clusters, sectors

Review of 2020-2030 industry projections by using 4-digit NAICS.

Collapse Industry NAICS based on WSA primary & secondary data targets (cut-off criteria)

Identify in-demand industries.

Review of staffing pattern of in-demand industries

Review of Occupations

TWC Occupational Projections 2020-2030

Collapse Occupations on WSA primary and secondary data targets

Stakeholder Input, local wisdom

Primary Data Targets Industries

Texas Workforce Commission 2020-2030 Industry Growth Projections

Job Growth Projections, % Growth $\geq 21.6\%$ and/or number change (absolute) $\geq 500+$ (50+ for counties)

Mean Wages of at least \$17.00/hourly, \$35,360 annual

Secondary Data Targets Industries

Competitive Effect 1,000 or higher

2% Regional Employment/Jobs
Location Quotient of 1.00 or higher
Female employment $\geq 50\%$
Help Wanted Online Postings ≥ 300 , 2nd Qtr. 2022
STEM related.
Local targets for investments, partners, employers
Industries strong in counties, meet data targets for counties (Percent change data target $\geq 21.6\%$ and/or Number Change data target ≥ 50 , mean wage \$17.00 hourly, LQ ≥ 3.0)
TWC Adding the most jobs and fastest growing and most job openings.

Research Process for Occupations

Match Industries (NAICS to occupations (SOC codes) using staffing patterns.

Primary Data Targets Occupations

Texas Workforce Commission 2020-2030 Occupational Projections, Job Growth Projections:
% Growth (% change) \geq or 21.6% and/or number change (absolute) ≥ 500
Mean Wages \geq \$17.00 hourly, \$35,360 annual
Educational requirements $>$ Highschool Diploma, \leq Bachelors

Secondary Data Targets

Employment changes due to growth (not exits) ≥ 50
Entry Wage \geq \$15.00 hourly
Help Wanted On-Line (HWOL) postings ≥ 300 , 2nd Qtr. 2022
STEM Related
Top 25 Occupations Current Employment
Local Targets for Investment
Occupations (TWC) Adding Most Jobs, Fastest Growing, Most Job Openings
Occupation has a related Code for Instructional Program (CIP)
Stakeholder Input, Local Wisdom

Results:

7 Clusters
9 In-Demand Sectors (2-Digit)
16-In-Demand Industries (4-Digit) one added by partner request, 17 final total for in-demand Industries
57 Target-Demand Occupations (Targets for WIOA Training) before comment period, 72 Target-Demand Occupations are the final after comment period.
20 In-Demand Occupations

2. Describe any changes in the financing available to support WIOA Title I services and partner provided WIOA services that have affected the implementation of the Board's plan. For partner-provided services, Boards should consider the roles and resource contributions of the Workforce

Solutions Offices, changes in partner infrastructure contributions, and whether any financial changes have required the Board to revise a strategy that was described in the original plan. For example, if reductions in federal funding or changes in the Board's funding strategies have required the Board to consider closing one or more Workforce Solutions Offices or if a shift in how services are delivered has changed the amount available for operating costs, Boards must include this information as part of the two-year modification.

No major changes are anticipated to Workforce Solutions Offices in operation, partner contributions or provided services. We have one Center or Satellite in 12 rural counties, plus five Centers in Bexar County, and a Satellite also in Bexar County (for NCP at the Court House). WSA is exploring long-range plans to meet and service customers where customers are located. An example of this strategy is the provision of services at the San Antonio Food Bank. This Co-Location will allow outreach SNAP and Choices participants served at the Food Bank. A strategy may also include a mobile unit, as well as self-service options, and enhance accessibility through online, virtual services and mobile-app channels. To help address potential changes in funding at the state or federal level, we are reviewing all our leases and establishing 5-year plans to address changes in funding. Ideally, our goal would be to retain all the locations. WSA is looking into ways to address costs, for example, with the use of technology for customer service, virtual service options and the use of technology to reduce costs in storage of documents.

3. Describe any changes made to the strategies used to meet local performance goals.

Since the initial writing of the Local Plan, WSA has now mostly met and/or exceeded most WIOA and other TWC-contracted performance goals.

WSA's strategy has included more careful and thoughtful planning, a more thorough analysis of data, and the implementation of process improvements at various levels. Through the deliberation of a long-term vision and its accompanying policies that, as overseen by Board staff and implemented by Service Providers (subrecipients), have an immediate impact on services. In addition, our current success is due to having gained on the one hand, internal stability through teamwork, training, and oversight and, on the other hand, expanded external productivity through partnerships. The implementation of corrective action plans, up to and including procuring services and contracting new subrecipients as required, will ensure that we have in place clear expectations. All these expectations are written in the subrecipient contracts.

Training is made available and offered to staff on a regular basis. Data is readily gathered and analyzed both at the Board and Contractor levels and is reviewed monthly, and this is also reported and reviewed by the Board every other month. Oversight and monitoring, thus, occur on an ongoing basis.

WSA is in the process of obtaining customer feedback to strengthen operations and inform existing processes. This feedback, along with local labor market data will be utilized to understand the shift in the workforce and how to meet the demands of employers. WSA will continue procuring/utilizing labor market tools which facilitate the analysis and reporting of key local and state-level data. These strategies along with other mechanisms helps ensure that we maintain the highest level of customer service, which is conducive to accountability and high-performance achievement.

[Corresponds to pages 100,116)

The sector strategy framework is tied to other more specific strategies in how we approach working with employers, training/educational providers, partners, and jobseekers, incumbent workers, and students. Having a more concise framework helps to more clearly focus on how to fulfill our mission.

4. Describe any other factors affecting plan implementation.

Clarity in the Role of Local Boards. Expectations at the local level may at times go above and beyond the role of what Boards are contracted by TWC to do. Additional educational materials to local areas from the part of TWC may be conducive in helping to clarify a Local Board's role in the community.

Availability of Education/Training. The rapid pace at which industry evolves presents challenges in the ability that training providers have in offering programs that promptly adapt to industry needs.

Working closely and involving employers and training providers is one mechanism that can help bridge this gap, but it can often fall short particularly in industries experiencing rapid change, such as those where technology is more rapidly advancing.

Data/Analysis. TWIST is tailored to report data/information at the Center, Board, and Program/Grant level. However, Boards report to local officials including, for example, the City of San Antonio, Bexar County, and the Area Judges. This requires us to produce reports at various geographical units, for instance, Council Districts and Precincts. It would be beneficial for TWC data applications to be more flexible in the way that the data can be reported.

Appendix 3: Detailed Target Occupation List

The tables are available in a more readable format upon request.

No.	SOC	SOC Title	Current Employment (2021)	Education	Entry Level Wage (as of 2021)	Experienced Level Wage (as of 2021)	Change in Employment 2020 - 2030	Percentage Change	Change in Employment by Growth	Help Wanted Ads 2nd Qtr 2022	Career Cluster	STEM	Occup. Code	Mean Wage	Target Industry Staffing Pattern	Additional Information
Aerospace /Manufacturing																
1	43-5061	Production, Planning, and Expediting Clerks	2,190	High-School Diploma or Equivalent	\$33,616	\$56,810	574	25.81	57	589	Transportation, Distribution and Logistics	No	43-5061	\$49,078	Transportation Equipment Manufacturing	
2	49-1011	First-Line Supervisors of Mechanics,	4,620	High-School Diploma or Equivalent	\$43,485	\$81,164	929	23.63	93	739	Manufacturing	No	49-1011	\$68,604	Support Activities for Mining	
3	49-3011	Aircraft Mechanics and Service Technicians	1,790	Postsecondary Non-Degree Award	\$46,247	\$68,114	244	14.64	24	190	Transportation, Distribution and Logistics	No	49-3011	\$60,825	Transportation Equipment Manufacturing	
4	49-9041	Industrial Machinery Mechanics	2,070	High-School Diploma or Equivalent	\$39,215	\$66,583	765	35.85	76	243	Manufacturing	No	49-9041	\$57,461	Transportation Equipment Manufacturing	
5	49-9071	Maintenance and Repair Workers, General	9,960	High-School Diploma or Equivalent	\$27,102	\$44,763	2,322	23.34	232	2,545	Architecture and Construction	No	49-9071	\$38,876	Transportation Equipment Manufacturing	
6	51-4121	Welders, Cutters, Solderers, and Brazers	2,240	High-School Diploma or Equivalent	\$32,261	\$54,709	482	23.15	48	135	Manufacturing	No	51-4121	\$47,226	Transportation Equipment Manufacturing	Includes all specializations 51-4122
7	17-3021	Aerospace Engineering and Operations Technologists and Technicians*	50	Associate's Degree	\$51,707	\$83,895	74	34.26	7	16	Science, Technology, Engineering and Mathematics	Yes	17-3021	\$73,166	Transportation Equipment Manufacturing	
8	51-4041	Machinists **	800	High-School Diploma or Equivalent	\$33,175	\$54,167	357	30.96	36	53	Manufacturing	No	51-4051	\$47,169	Transportation Equipment Manufacturing	

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Healthcare																
9	11-9111	Medical and Health Services Managers	3,410	Bachelor's Degree	\$70,546	\$137,286	1,603	43.14	160	2,937	Business, Management and Administration	Yes	11-9111	\$115,040	Hospitals	
10	29-1141	Registered Nurses	19,650	Bachelor's Degree	\$60,178	\$87,952	4,079	18.33	408	9,532	Health Science	Yes	29-1141	\$78,694	Hospitals	
11	29-1292	Dental Hygienists *	940	Associate's Degree	\$62,109	\$85,142	462	39.90	46	98	Health Science	Yes	29-1292	\$77,464	Denist	
12	29-2032	Diagnostic Medical Sonographers	870	Associate's Degree	\$59,078	\$82,658	131	30.47	13	261	Health Science	Yes	29-2032	\$74,798	Medical Diagnostic Labs	
13	29-2034	Radiologic Technologists and Technicians	1,490	Associate's Degree	\$44,205	\$72,386	302	19.73	30	419	Health Science	Yes	29-2034	\$62,992	Medical Diagnostic Labs	
14	29-2052	Pharmacy Technicians	3,410	High-School Diploma or Equivalent	\$31,377	\$42,945	813	25.16	81	500	Health Science	Yes	29-2052	\$39,089	Hospitals	
15	29-2061	Licensed Practical and Licensed Vocational Nurses	6,640	Postsecondary Non-Degree Award	\$41,954	\$55,732	1,308	16.34	131	1,817	Health Science	Yes	29-2061	\$51,139	Offices of Physicians	
16	29-2099	Health Technologists and Technicians, All Other *	1,350	Associate's Degree	\$32,638	\$49,366	585	19.68	58	944	Health Science	Yes	29-2099	\$43,790	Hospitals	Crosswalks to 29-2036, 29-2072, 29-2054, 29-2071, 29-9093, 29-9021, 29-2098, 29-2054-Respiratory Therapy Technicians
17	31-2021	Physical Therapist Assistants	960	Associate's Degree	\$49,503	\$83,192	278	41.62	28	236	Health Science	Yes	31-2021	\$71,962	Hospitals	
18	31-9091	Dental Assistants	3,420	Postsecondary Non-Degree Award	\$28,418	\$43,400	1,328	38.85	133	501	Health Science	Yes	31-1131	\$38,406	Denist	
19	31-9092	Medical Assistants	8,380	Postsecondary Non-Degree Award	\$28,233	\$36,672	2,313	29.23	231	1,342	Health Science	Yes	31-9092	\$33,859	Offices of Physicians	
20	43-6013	Medical Secretaries and Administrative Assistants	6,230	High-School Diploma or Equivalent	\$28,519	\$40,084	1,877	23.66	188	1,273	Business, Management and Administration	No	43-6013	\$36,229	Offices of Physicians	
21	29-2072	Medical Records Specialists *	1,910	Postsecondary Non-Degree Award	\$30,837	\$50,295	585	19.68	58	849	Health Science	Yes	29-2072	\$43,809	Offices of Physicians	
22	29-1126	Respiratory Therapists **	910	Associate's Degree	\$52,997	\$69,531	343	33.46	34	289	Health Science	Yes	29-1126	\$64,019	Hospitals	
23	29-2010	Clinical Laboratory Technologists and Technicians **	2,470	Associate's Degree	\$34,160	\$61,073	512	19.75	51	N/A	Health Science	Yes	29-2010	\$52,102	Medical Diagnostic Labs	
24	29-2031	Cardiovascular Technologists and Technicians **	340	Associate's Degree	\$33,679	\$70,974	138	21.00	14	392	Health Science	Yes	29-2031	\$58,542	Hospitals	
25	29-2055	Surgical Technologists **	1,270	Postsecondary Non-Degree Award	\$35,817	\$51,462	263	18.75	26	310	Health Science	Yes	29-2055	\$46,247	Hospitals	
26	31-2011	Occupational Therapy Assistants **	400	Associate's Degree	\$48,121	\$79,479	227	45.95	23	131	Health Science	Yes	31-2011	\$69,026	Hospitals	

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Information Technology/Cybersecurity																
27	11-3021	Computer and Information Systems Managers	3,260	Bachelor's Degree	\$96,544	\$170,515	671	31.30	67	193	Information Technology	Yes	11-3021	\$145,858	Computer Systems Design and Related Services	
28	15-1211	Computer Systems Analysts	3,310	Bachelor's Degree	\$62,816	\$114,176	1,211	27.45	121	962	Information Technology	Yes	15-1211	\$97,056	Computer Systems Design and Related Services	Includes 15-1121
29	15-1212	Information Security Analysts	1,270	Bachelor's Degree	\$65,476	\$118,290	623	62.18	62	2,015	Information Technology	Yes	15-1212	\$100,685	Computer Systems Design and Related Services	Includes 15-1122
30	15-1231	Computer Network Support Specialists	870	Associate's Degree	\$41,705	\$76,936	426	32.69	43	199	Information Technology	Yes	15-1231	\$65,193	Computer Systems Design and Related Services	
31	15-1232	Computer User Support Specialists	5,020	Some College, No Degree	\$33,817	\$59,264	1,239	25.56	124	1,416	Information Technology	Yes	15-1232	\$50,781	Computer Systems Design and Related Services	Includes 15-1151
32	15-1241	Computer Network Architects	900	Bachelor's Degree	\$66,552	\$132,487	377	29.09	38	374	Information Technology	Yes	15-1241	\$110,509	Computer Systems Design and Related Services	
33	15-1242	Database Administrators*	600	Bachelor's Degree	\$60,407	\$116,755	255	25.10	26	756	Information Technology	Yes	15-1242	\$97,972	Computer Systems Design and Related Services	
34	15-1243	Database Architects *	310	Bachelor's Degree	\$95,533	\$151,643	255	25.10	26	N/A	Information Technology	Yes	15-1243	\$132,940	Computer Systems Design and Related Services	Includes 15-1143
35	15-1244	Network and Computer Systems Administrators	2,700	Bachelor's Degree	\$57,633	\$98,591	836	27.63	84	747	Information Technology	Yes	15-1244	\$84,938	Management, Scientific, and Technical Consulting Services	Includes 15-1142
36	15-1252	Software Developers *	5,130	Bachelor's Degree	\$70,492	\$124,992	2,825	41.53	282	5,638	Information Technology	Yes	15-1252	\$106,826	Computer Systems Design and Related Services	Includes 15-1256
37	15-1253	Software Quality Assurance Analysts and Testers *	1,070	Bachelor's Degree	\$56,707	\$100,869	2,825	41.53	282	N/A	Information Technology	Yes	15-1253	\$86,148	Computer Systems Design and Related Services	Includes 15-1256 * 15-1133, *15-1132
38	15-1254	Web Developers*	350	Associate's Degree	\$39,871	\$90,555	274	27.18	27	604	Information Technology	Yes	15-1254	\$73,660	Computer Systems Design and Related Services	
39	15-1255	Web and Digital Interface Designers	320	Bachelor's Degree	\$41,116	\$84,411	274	27.18	27	N/A	Information Technology	Yes	15-1255	\$69,979	Computer Systems Design and Related Services	Includes 15-1134, *15-1257
40	15-1299	Computer Occupations, All Other*	4,090	Bachelor's Degree	\$59,826	\$108,301	907	22.68	91	5,290	Information Technology	Yes	15-1299	\$92,142	Computer Systems Design and Related Services	
41	15-2031	Operations Research Analysts	1,350	Bachelor's Degree	\$56,957	\$128,751	358	43.77	36	824	Business, Management and Administration	Yes	15-2031	\$104,820	Management, Scientific, and Technical Consulting Services	

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Construction/Utilities																
42	47-2111	Electricians	4,620	High-School Diploma or Equivalent	\$36,556	\$60,184	1,280	29.90	128	259	Architecture and Construction	Yes	47-2111	\$52,308	Utility System Construction	
43	47-2152	Plumbers, Pipefitters, and Steamfitters	3,100	High-School Diploma or Equivalent	\$33,159	\$56,792	856	24.33	86	219	Architecture and Construction	No	47-2152	\$48,914	Construction	
44	49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	2,940	Postsecondary Non-Degree Award	\$35,137	\$57,512	631	24.03	63	549	Architecture and Construction	No	49-9021	\$50,054	Construction	
45	11-9021	Construction Managers*	2,360	Bachelor's Degree	\$62,731	\$112,928	1,072	23.90	107	643	Architecture and Construction	Yes	11-9021	\$96,196	Utility System Construction	
46	47-2073	Operating Engineers and Other Construction Equipment Operators **	3,130	High-School Diploma or Equivalent	\$34,262	\$49,720	1,117	25.63	112	104	Architecture and Construction	No	47-2073	\$44,567	Utility System Construction	
47	47-2231	Solar Photovoltaic Installers **	230	High-School Diploma or Equivalent	\$37,216	\$79,855	177	181.00	43	47	Architecture and Construction	No	47-2231	\$65,645	Construction	

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Oil & Gas/Warehousing & Transportation/Finance/Traveler Accommodation/Others																
48	43-3031	Bookkeeping, Accounting, and Auditing Clerks	10,830	Some College, No Degree	\$30,466	\$49,333	1,335	12.60	134	1,254	Finance	Yes	43-3031	\$43,044	Management, Scientific, and Technical Consulting Services	
49	19-2042	Geoscientists, Except Hydrologists and Geographers*	170	Bachelor's Degree	\$69,427	\$161,381	73	31.33	7	13	Science, Technology, Engineering and Mathematics	Yes	19-2042	\$130,730	Support Activities for Mining	
50	11-1021	General and Operations Managers	25,430	Bachelor's Degree	\$41,758	\$134,217	4,575	26.99	458	2,142	Business, Management and Administration	No	11-1021	\$103,397	Warehousing and Storage	
51	11-3031	Financial Managers	4,090	Bachelor's Degree	\$83,371	\$171,985	1,416	38.37	142	1,325	Finance	Yes	11-3031	\$142,447	Credit intermediation and related activities (5221 and 5223 only)	
52	11-3071	Transportation, Storage, and Distribution Managers*	840	High-School Diploma or Equivalent	\$62,888	\$127,463	230	27.48	23	434	Transportation, Distribution and Logistics	No	11-3071	\$105,938	Warehousing and Storage	
53	13-1071	Human Resources Specialists	5,670	Bachelor's Degree	\$42,451	\$80,878	1,087	19.75	109	1,729	Business, Management and Administration	No	13-1071	\$68,069	Mining, Quarrying, and Oil and Gas Extraction	
54	13-1081	Logisticians	1,330	Bachelor's Degree	\$54,014	\$91,920	715	48.97	72	224	Transportation, Distribution and Logistics	No	13-1081	\$79,284	Warehousing and Storage	
55	13-1111	Management Analysts	4,380	Bachelor's Degree	\$59,288	\$101,183	1,463	26.86	146	1,821	Business, Management and Administration	No	13-1111	\$87,218	Management, Scientific, and Technical Consulting Services	
56	13-2011	Accountants and Auditors	7,900	Bachelor's Degree	\$52,001	\$95,853	2,092	23.72	209	1,918	Business, Management and Administration	Yes	13-2011	\$81,235	Credit intermediation and related activities (5221 and 5223 only)	
57	13-2072	Loan Officers*	2,360	Bachelor's Degree	\$34,565	\$89,015	519	20.93	52	395	Finance	Yes	13-2072	\$70,865	Credit intermediation and related activities (5221 and 5223 only)	
58	43-9061	Office Clerks, General	18,140	High-School Diploma or Equivalent	\$24,103	\$42,231	2,298	9.07	230	793	Business, Management and Administration	No	43-9061	\$36,188	Support Activities for Mining	
59	53-3032	Heavy and Tractor-Trailer Truck Drivers	15,290	Postsecondary Non-Degree Award	\$33,740	\$53,455	4,022	27.57	402	3,486	Transportation, Distribution and Logistics	No	53-3032	\$46,883	Warehousing and Storage	
60	49-3023	Automotive Service Technicians and Mechanics	4,800	Postsecondary Non-Degree Award	\$27,818	\$57,223	781	13.81	78	1,376	Transportation, Distribution and Logistics	No	49-3023	\$47,421	Warehousing and Storage	
61	11-9051	Food Service Managers **	1,360	High-School Diploma or Equivalent	\$40,100	\$74,153	817	29.24	82	1,661	Hospitality and Tourism	No	11-9051	\$62,802	Elementary and Secondary Schools	
62	11-9081	Lodging Managers **	260	High-School Diploma or Equivalent	\$43,108	\$88,922	138	28.22	14	235	Hospitality and Tourism	No	11-9081	\$73,651	Other Industry, Accomadations	
63	13-1121	Meeting, Convention, and Event Planners **	670	Bachelor's Degree	\$33,424	\$58,588	176	31.21	18	288	Hospitality and Tourism	No	13-1121	\$50,200	Other Industry, Accomadations	
64	19-4021	Biological Technicians **	250	Bachelor's Degree	\$32,649	\$58,281	52	24.88	5	30	Science, Technology, Engineering and Mathematics	Yes	19-4021	\$49,737	Education and Health Services	
65	23-2011	Paralegals and Legal Assistants **	2,100	Associate's Degree	\$31,336	\$60,536	627	30.03	63	322	Law, Public Safety, Corrections and Security	No	23-2011	\$50,803	Other Industry, Legal Services 5411	

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Education																
66	43-1011	First-Line Supervisors of Office and Administrative Support Workers*	11,600	High-School Diploma or Equivalent	\$40,227	\$71,033	1,553	14.34	155	1,060	Business, Management and Administration	No	43-1011	\$60,764	Elementary and Secondary Schools	
67	25-2021	Elementary School Teachers, Except Special Education	10,440	Bachelor's Degree	\$49,804	\$66,611	1,300	11.71	130	467	Education and Training	No	25-2021	\$61,009	Elementary and Secondary Schools	Includes all specializations *25-2052 Special Education Teachers, Kindergarten and Elementary School
68	25-2022	Middle School Teachers, Except Special and Career/Technical Education	4,740	Bachelor's Degree	\$51,060	\$64,127	589	11.65	59	824	Education and Training	No	25-2022	\$59,771	Elementary and Secondary Schools	Includes all specializations *25-2057 Special Education Teachers, Middle School
69	25-2031	Secondary School Teachers, Except Special and Career/Technical Education	8,660	Bachelor's Degree	\$49,655	\$67,988	968	12.42	97	440	Education and Training	No	25-2031	\$61,877	Elementary and Secondary Schools	Includes all specializations *25-2058 Special Education Teachers, Secondary School
70	35-1011	Chefs and Head Cooks	1,120	High-School Diploma or Equivalent	\$28,817	\$58,941	206	43.10	21	232	Hospitality and Tourism	No	35-1011	\$48,900	Elementary and Secondary Schools	
71	33-3051	Police and Sheriffs Patrol Officers **	5,080	High-School Diploma or Equivalent	\$49,851	\$73,046	572	13.48	57	101	Law, Public Safety, Corrections and Security	No	33-3051	\$65,314	Elementary and Secondary Schools	
72	21-1094	Community Health Workers **	370	High-School Diploma or Equivalent	\$33,033	\$49,236	115	39.25	12	93	Human Services	No	21-1094	\$43,835	Elementary and Secondary Schools	
Source: TWC/LMCI 2020-2030 Projections/LMI Tools *New Occupations ** Requested by Partners (some are new) Notes: Career Pathway Lists tied to Target Occupations and occupations with similar CIP codes are included																

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Appendix 4: Career Pathways

Career Pathway - Aerospace	SOC	Mean Wage	Entry Education	Work Experience
VERY ADVANCED PROFESSIONAL				
Computer Network Architects* (15-1143**)	15-1241	\$53.13	Bachelor's degree	5 years or more
Mechanical Engineers	17-2141	\$47.51	Bachelor's degree	None
Industrial Engineers	17-2112	\$45.37	Bachelor's degree	None
Electrical Engineers	17-2071	\$45.82	Bachelor's degree	None
Software Developers and Software Quality Assurance Analysts and Testers* (15-1132, 15-1133; 15-1252, 15-1253**)	15-1256	\$51.36	Bachelor's degree	None
Aerospace Engineers	17-2011	\$52.77	Bachelor's degree	None
Computer Hardware Engineers	17-2061	\$51.35	Bachelor's degree	None
Computer Systems Analysts* (15-1121**)	15-1211	\$46.66	Bachelor's degree	None
Information Security Analysts * (15-1122**)	15-1212	\$48.41	Bachelor's degree	Less than 5 years
Transportation/Aviation Inspectors	53-6051	\$43.04	High school/equivalency diploma	Moderate on-the-job training
Aerospace Engineering and Operations Technologists and Technicians*	17-3021	\$35.18	Associate's degree	None
ADVANCED				
Computer Occupations, All Other* (15-1199**)	15-1299	\$44.30	Bachelor's degree	None
Compliance Officer	13-1041	\$34.32	Bachelor's degree	Moderate on-the-job training
Occupational Health and Safety Specialists (29-9011**)	19-5011	\$35.64	Bachelor's degree	None
Engineering Technicians, Except Drafters, All Other	17-3029	\$30.11	Associate's degree	None
Avionics Technicians	49-2091	\$31.76	Associate's degree	None
Electrical and Electronic Engineering Technicians	17-3023	\$32.95	Associate's degree	None
First-Line Supervisors of Mechanics, Installers, and Repairers*	49-1011	\$32.98	High-School Diploma or Equivalent	Less than 5 years
Industrial Engineering Technologists and Technicians	17-3026	\$29.98	Associate's degree	None
First-Line Supervisors of Production and Operating Workers***	51-1011	\$28.63	High school diploma or equivalent	Less than 5 years
Aircraft Mechanics and Service Technicians*	49-3011	\$29.24	Postsecondary Non-Degree Award	None
Mechanical Engineering Technicians	17-3027	\$29.83	Associate's degree	None
INTERMEDIATE				
Maintenance and Repair Workers, General*	49-9071	\$18.69	High-School Diploma or Equivalent	Moderate-term on-the-job training
Life, Physical & Social Science Technicians/Quality Control	19-4099	\$22.93	Associate's degree	None
Industrial Machinery Mechanics*	49-9041	\$22.47	High school/equivalency diploma	Long-term on-the-job training
Structural Iron and Steel Workers	47-2221	\$21.70	High school/equivalency diploma	Apprenticeship
Sheet Metal Workers	47-2211	\$22.98	High school/equivalency diploma	Apprenticeship
Carpenters	47-2031	\$20.98	High school/equivalency diploma	Apprenticeship
Welders, Cutters, Solderers, and Brazers*	51-4121	\$22.71	High-School Diploma or Equivalent	Moderate-term on-the-job training
Production, Planning, and Expediting Clerks*	43-5061	\$23.60	High-School Diploma or Equivalent	Moderate-term on-the-job training
Machinists*	51-4041	\$22.48	High-School Diploma or Equivalent	Long-term on-the-job training
Heavy or Tractor-trailer Truck Drivers*	53-3032	\$22.54	Postsecondary Non-Degree Award	Short-term on-the-job training
Welding, Soldering, and Brazing Machine Setters, Operators, and Tenders	51-4122	\$18.59	High-School Diploma or Equivalent	Moderate-term on-the-job training
ENTRY				
Cabinetmakers and Bench Carpenters	51-7011	\$15.51	High school/equivalency diploma	Apprenticeship
Helpers - Carpenters	47-3012	\$16.89	No formal education	Short-term on-the-job training
Electrical, electronic, and electromechanical assemblers, except coil winders, tapers, and finishers (51-2022, 51-2023**)	51-2028	\$16.84	High school/equivalency diploma	Moderate on-the-job training
KEY CERTIFICATIONS				
Manufacturing Skill Standards Council (MSSC), American Production and Inventory Control Society (APICS)				
* Target Occupation				
** Changes in SOC Codes or Titles				
***High In-Demand Occupation				
Source: TWC/LMCI 2018-2028 Projections/LMI Tools/OESWages				

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Career Pathway - Manufacturing	SOC	Mean Wage	Entry Education	Work Experience	On-the-Job Training
VERY ADVANCED PROFESSIONAL					
Industrial Production Managers	11-3051	\$56.29	Bachelor's degree	5 years or more	
Mechanical Engineers	17-2141	\$47.51	Bachelor's degree	None	
Industrial Engineers	17-2112	\$45.37	Bachelor's degree	None	
Electrical Engineers	17-2071	\$45.82	Bachelor's degree	None	
Electronics Engineers, Except Computer	17-2072	\$50.14	Bachelor's degree	None	
ADVANCED					
Engineering Technicians, Except Drafters, All Others	17-3029	\$30.11	Associate's degree	None	
Electrical and Electronic Engineering Technicians	17-3023	\$32.95	Associate's degree	None	
Industrial Engineering Technologists and Technicians	17-3026	\$29.98	Associate's degree	None	
Electrical and Electronics Drafters	17-3012	\$30.43	Associate's degree	None	
Aircraft Mechanics and Service Technicians*	49-3011	\$29.24	Postsecondary Non-Degree	None	
Aerospace Engineering and Operations Technologists and Technicians*	17-3021	\$35.18	Associate's Degree	None	
Mechanical Engineering Technologists and Technicians	17-3027	\$29.83	Associate's degree	None	
INTERMEDIATE					
First-Line Supervisors of Mechanics, Installers, and Repairers*	49-1011	\$32.98	High-School Diploma or Equivalent	Less than 5 years	
Industrial Machinery Mechanics*	49-9041	\$27.63	High school/Equivalent	Long-term	
Welders, Cutters, Solderers, and Brazers*	51-4121	\$22.71	High school/Equivalent	Moderate	
Welding, Soldering, and Brazing Machine Setters, Operators, and Tenders	51-4122	\$18.59	High school diploma or equivalent	None	Moderate-term on-the-job training
Machinists*	51-4041	\$22.48	High school/Equivalent	Long-term	
First-Line Supervisors of Production and Operating Workers***	51-1011	\$28.63	High school/Equivalent	None	
Maintenance Workers, Machinery	49-9043	\$22.85	High school/Equivalent	Long-term	
Automotive Service Technicians and Mechanics*	49-3023	\$22.80	Postsecondary nondegree	Short-term	
Coating, Painting, and Spraying Machine Setters, Operators, and Tender	51-9124	\$24.10	High-School Diploma or Equivalent	None	
Bus and Truck Mechanics and Diesel Engine Specialists	49-3031	\$24.76	High-School/ Equivalent	None	
Sheet Metal Workers	47-2211	\$22.98	High-School/ Equivalent	None	Apprenticeship
Structural Metal Fabricators and Fitters	51-2041	\$19.83	High school/Equivalent	Moderate	
Heavy and Tractor-Trailer Truck Drivers*	53-3032	\$22.54	Postsecondary Non-Degree Award	Short-term	
Maintenance and Repair Workers, General*	49-9071	\$18.69	High school/Equivalent	Moderate	
ENTRY					
Production Workers, All Other	51-9199	\$14.64	High school/Equivalent	Moderate	
Multiple Machine Tool Setters, Operators, Tenders	51-4081	\$15.57	High school/Equivalent	Moderate	
Laborers and Freight, Stock, and Material Movers	53-7062	\$15.38	None	Short-term	
Stockers and Order Fillers (43-5081**)	53-7065	\$16.53	High school/Equivalent	Short-term	Few months to one year or Apprenticeship
Production, Planning, and Expediting Clerks*	43-5061	\$23.60	High school/Equivalent	Moderate	
Helpers - Production Workers	51-9198	\$15.38	High school/Equivalent	Short-term	
KEY CERTIFICATIONS					
Manufacturing Skill Standards Council (MSSC), American Welding Society (AWS), National Institute for Metalworking Skills (NIMS), American Production and Inventory Control Society (APICS), Automotive Service Excellence (ASE)					
* Target Occupation					
** Changes in SOC Codes or Titles					
***High In-Demand Occupation					
Source: TWC/LMCI 2018-2028 Projections/LMI Tools/OESWages					

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Career Pathway - Healthcare	SOC	Mean Wage	Entry Education	Work Experience
VERY ADVANCED PROFESSIONAL				
Medical and Health Services Managers*	11-9111	\$55.31	Bachelor's degree	Less than 5 years
Physical Therapists	29-1123	\$47.80	Doctoral or professional degree	None
Occupational Therapy Assistants*	31-2011	\$33.19	Associate's degree	None
Dental Hygienists* (29-2021**)	29-1292	\$37.24	Associate's degree	None
Registered Nurses*	29-1141	\$37.83	Bachelor's degree	None
Diagnostic Medical Sonographers*	29-2032	\$35.96	Associate's degree	None
Physical Therapist Assistants*	31-2021	\$34.60	Associate's degree	None
ADVANCED				
Respiratory Therapists*	29-1126	\$30.78	Associate's degree	None
Dietitians and Nutritionists***	29-1031	\$31.75	Bachelor's degree	Internship/residency
Radiologic Technologists and Technicians *	29-2034	\$30.28	Associate's degree	None
Medical Dosimetrists	29-2036	\$57.90	Associate's degree	None
Cardiovascular Technologists and Technicians*	29-2031	\$28.15	Associate's degree	None
Clinical Laboratory Technologists and Technicians* (29-2011, 29-2012**)	29-2010	\$25.05	Associate's degree	None
Licensed Practical and Licensed Vocational Nurses*	29-2061	\$24.59	Postsecondary nondegree award	None
Magnetic Resonance Imaging Technologists	29-2035	\$36.41	Associate's Degree	Less than 5 years
Surgical Assistants	29-9093	\$28.06	Postsecondary nondegree award	None
Health Information Technologists and Medical Registrars	29-9021	\$30.72	Associate's degree	None
Health Education Specialists	21-1091	\$24.19	Bachelor's Degree	None
Surgical Technologists*	29-2055	\$22.23	Postsecondary nondegree award	None
Biological Technicians* (**)	19-4021	\$23.91	Bachelor's Degree	None
INTERMEDIATE				
Community Health Workers*	21-1094	\$21.07	High school/equivalency diploma	Short-term on-the-job training
Medical Dosimetrists, Medical Records Specialists, and Health Technologists and Technicians, All Other (29-2099, 29-2071, 29-2054, 29-2091, 29-2072, 29-9093, 29-9021,29-2036**)	29-2098	\$21.06	Postsecondary nondegree award	None
Health Technologists and Technicians, All Other * (Crosswalks to 29-2036, 29-2072, 29-2054, 29-2071, 29-9093, 29-9021, 29-2098, 29-2054-Respiratory Therapy Technicians**)	29-2099	\$21.05	Associate's Degree	None
Medical Secretaries*	43-6013	\$17.42	High school/equivalency diploma	Moderate on-the-job training
Medical Records Specialists*	29-2072	\$21.06	Postsecondary Non-Degree Award	
Pharmacy Technicians*	29-2052	\$18.79	High school/equivalency diploma	Moderate on-the-job training
Phlebotomists	31-9097	\$16.94	Postsecondary nondegree award	None
Dental Assistants*	31-9091	\$18.46	Postsecondary Non-Degree Award	None
Medical Assistants*	30-9092	\$16.28	Postsecondary nondegree award	None
ENTRY				
Emergency Medical Technicians	29-2042	\$16.35	Postsecondary Non-Degree Award	None
Pharmacy Aides	31-9095	\$14.64	High school/equivalency diploma	Short-term on-the-job training
Nursing Assistants (31-1014**)	31-1131	\$14.78	Postsecondary nondegree award	None
Dietetic Technicians	29-2051	\$14.50	Associate's degree	None
Crematory Operators and Personal Care and Service Workers, All Other (39-9099, 39-4012**)	39-9098	\$12.14	High school/equivalency diploma	Short-term on-the-job training
Home Health and Personal Care Aides (39-1122,31-1011,39-9021**)	31-1120	\$10.66	High school/equivalency diploma	Short-term on-the-job training
KEY CERTIFICATIONS				
Professional Societies for Medical Specializations				
* Target Occupation				
** Changes in SOC Codes or Titles				
***High In-Demand Occupation				
Source: TWC/LMCI 2018-2028 Projections/LMI Tools/OESWages				

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Career Pathway - IT & Cybersecurity	SOC	Mean Wage	Entry Education	Work Experience
VERY ADVANCED PROFESSIONAL				
Sales Rep., Wholesale & Manufacturing, Technical & Scientific Products	41-4011	\$43.16	Bachelor's degree	
Computer and Information Systems Managers*	11-3021	\$70.12	Bachelor's degree	5 or more years
Computer Network Architects* (15-1143**)	15-1241	\$53.13	Bachelor's degree	5 or more years
Software Developers * (15-1256**)	15-1252	\$51.36	Bachelor's Degree	Few months to one year
Software Quality Assurance Analysts and Testers * (15-1256, 15-1133, 15-1132**)	15-1253	\$41.42	Bachelor's Degree	Few months to one year
Software Developers and Software Quality Assurance Analysts and Testers (15-1132, 15-1133**)	15-1256	\$51.36	Bachelor's degree	None
Computer and Information Research Scientists (15-1111**)	15-1221	\$62.73	Master's degree	None
Computer Hardware Engineers	17-2061	\$51.35	Bachelor's degree	None
Data Scientists***	15-2051	\$49.93	Bachelor's Degree	None
ADVANCED				
Computer Systems Analysts* *15-1121**)	15-1211	\$46.66	Bachelor's degree	None
Information Security Analysts * (15-1122**)	15-1212	\$48.41	Bachelor's degree	Less than 5 years
Computer Programmers (15-1131**)	15-1251	\$38.99	Bachelor's degree	None
Database Administrators* (15-1141**)	15-1242	\$47.10	Bachelor's degree	None
Database Architects * (15-1143**)	15-1243	\$63.91	Bachelor's Degree	Short-term on-the-job training
Network and Computer Systems Administrators* (15-1142**)	15-1244	\$40.84	Bachelor's degree	None
Computer Occupations, All Other* (15-1199**)	15-1299	\$44.30	Bachelor's degree	None
Operations Research Analysts*	15-2031	\$50.39	Bachelor's degree	None
Web Developers*	15-1254	\$35.41	Associate's Degree	None
Web Developers and Digital Interface Designers* (15-1134, 15-1257**)	15-1255	\$35.41	Associate's degree	None
Computer Network Support Specialists* (15-1152**)	15-1231	\$31.34	Associate's degree	None
INTERMEDIATE				
Computer User Support Specialists* (15-1151**)	15-1232	\$24.41	Some college, no degree	None
Desktop Publishers	43-9031	\$15.12	High school/equivalency diploma	Moderate on-the-job training
Medical Dosimetrists, Medical Records Specialists, and Health Technologists and Technicians, All Other (29-2054, 29-2071, 29-2099, 29-2036**)	29-2098	\$21.06	Postsecondary non-degree award	None
Information and Record Clerks, All Other	43-4199	\$18.59	High school/equivalency diploma	Short-term on-the-job training
Computer, Automated Teller, and Office Machine Repairers	49-2011	\$19.50	Some college, no degree	Short-term on-the-job training
ENTRY				
Office Machine Operators, Except Computer	43-9071	\$16.05	High school/equivalency diploma	Short-term on-the-job training
Data Entry Keyers	43-9021	\$17.19	High school/equivalency diploma	Short-term on-the-job training
Customer Service Representatives	43-4051	\$17.75	High school/equivalency diploma	Short-term on-the-job training
Receptionists and Information Clerks	43-4171	\$14.51	High school/equivalency diploma	Short-term on-the-job training
KEY CERTIFICATIONS				
CompTIA, Microsoft, Cisco				
* Target Occupation				
** Changes in SOC Codes or Titles				
***High In-Demand Occupation				
Source: TWC/LMCI 2018-2028 Projections/LMI Tools/OESWages				

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Career Pathway - Construction-Architectural-Utilities	SOC	Mean Wage	Entry Education	Work Experience	On-the-Job Training
VERY ADVANCED PROFESSIONAL					
Architectural and Engineering Managers	11-9041	\$76.02	Bachelor's	5 years or more	None
Architect	17-1011	\$42.58	Bachelor's degree	Internship/residency	None
Construction Managers*	11-9021	\$46.25	Bachelor's degree	None	Moderate-term on-the-job training
Industrial Engineer	17-2112	\$45.37	Bachelor's	None	None
Civil Engineer	17-2051	\$43.42	Bachelor's	None	None
Urban & Regional Planner	19-3051	\$34.32	Master's	None	None
Software Developers and Software Quality Assurance Analysts and Testers* (15-1132, 15-1133**)	15-1256	\$51.36	Bachelor's degree	None	None
ADVANCED					
Surveyors	17-1022	\$30.68	Bachelor's degree	None	Internship/residency
First-Line Supervisors of Construction Trades and Extraction Workers***	47-1011	\$32.36	High school/equivalency	5 years or more	None
Industrial Engineering Technologists and Technicians	17-3026	\$29.98	Associate's degree	None	None
Civil Engineering Technicians	17-3022	\$24.55	Associate's degree	None	None
Telecommunication Line Installers and Repairers	49-9052	\$32.90	High school/equivalency	None	Long-term
Architectural and Civil Drafters	17-3011	\$26.31	Associate's degree	None	None
INTERMEDIATE					
Electrical and Electronic Engineering Technicians	17-3023	\$32.95	Associate's degree	None	None
Solar Photovoltaic Installers *	47-2231	\$31.56	High-School Diploma or Equivalent	None	Few months to one year of work experience. A recognized apprenticeship program.
Surveying and Mapping Technicians	17-3031	\$20.94	High school/equivalency	None	Moderate-term on-the-job training
Crane and Tower Operators	53-7021	\$28.18	High school/equivalency	Less than 5 years	Moderate
Electricians*	47-2111	\$25.15	High school/equivalency	None	Apprenticeship
Heavy and Tractor-Trailer Truck Drivers*	53-3032	\$22.54	Postsecondary nondegree	None	Short-term
Welders, Cutters, Solderers, and Brazers*	51-4121	\$22.71	High school/equivalency	None	Moderate
Welding, Soldering, and Brazing Machine Setters, Operators, and Tenders	51-4122	\$18.59	High school diploma or equivalent	None	Moderate-term on-the-job training
Brickmasons and Blockmasons	47-2021	\$23.55	High school/equivalency	None	Apprenticeship
Operating Engineers and Other Construction Equipment Operators*	47-2073	\$21.43	High school/equivalency	None	Moderate
Machinists*	51-4041	\$22.68	High school/equivalency	None	Long-term
Structural Iron and Steel Workers	47-2221	\$21.70	High school/equivalency	None	Apprenticeship
Plumbers, Pipefitters, and Steamfitters*	47-2152	\$23.52	High school/equivalency	None	Apprenticeship
Sheet Metal Workers	47-2211	\$22.98	High school/equivalency	None	Apprenticeship
Carpenters***	47-2031	\$20.98	High school/equivalency	None	Apprenticeship
ENTRY					
Glaziers	47-2121	\$20.07	High school/equivalency	None	Apprenticeship
Maintenance and Repair Workers*	49-9071	\$18.69	High school/equivalency	None	Moderate
Painters, Construction & Maintenance	47-2141	\$17.91	None	None	Moderate
Cement Masons & Concrete Finisher	47-2051	\$20.07	None	None	Moderate
Pre-Apprenticeship at Entry Wage					
Bookkeeping, Accounting, and Auditing Clerks*	43-3031	\$20.69	Some College, No Degree	None	None
Cabinetmakers and Bench Carpenters	51-7011	\$15.51	High school/equivalency	None	Short-term, Pre-Apprenticeship
Helpers - Construction Trades, All Other	47-3019	\$15.93	None	None	Short-term, Pre-Apprenticeship
Heating, AC & Refrigeration Mechanics and Installers*	49-9021	\$24.06	Postsecondary nondegree	None	Long-term
Helpers - Installation, Maintenance, and Repair Workers	49-9098	\$16.19	High school/equivalency	None	Short-term, Pre-Apprenticeship
Helpers - Brickmasons, Blockmasons, Stonemasons, Tile and Marble Setters	47-3011	\$17.78	None	None	Short-term, Pre-Apprenticeship
Helpers - Electricians	47-3013	\$17.30	High school/equivalency	None	Short-term, Pre-Apprenticeship
Roofers	47-2181	\$19.42	None	None	Moderate
Helpers - Carpenters	47-3012	\$16.89	None	None	Short-term, Pre-Apprenticeship
Helpers - Pipelayers, Plumbers, Pipefitters, and Steamfitters	47-3015	\$16.01	High school/equivalency	None	Short-term, Pre-Apprenticeship
KEY CERTIFICATIONS					
National Center for Construction and Educational Research (NCCER)					
NCCER certification means that the holder is highly trained, knowledgeable, and qualified to do the job anywhere in the country.					
* Target Occupation					
** Changes in SOC Codes or Titles					
***High In-Demand Occupation					
Source: TWC/LMCI 2018-2028 Projections/LMI Tools/OESWages					

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Career Pathway - Oil & Gas/Energy	SOC	Mean Wage	Entry Education	Work Experience
VERY ADVANCED PROFESSIONAL				
Geoscientists, Except Hydrologists and Geographers*	19-2042	\$62.85	Bachelor's Degree	None
Petroleum Engineers	17-2171	\$64.73	Bachelor's Degree	None
Mechanical Engineers	17-2141	\$47.51	Bachelor's Degree	None
Industrial Engineers	17-2112	\$45.37	Bachelor's Degree	None
Computer Network Architects* (15-1143**)	15-1241	\$53.13	Bachelor's degree	None
General Operations Managers*	11-1021	\$49.71	Bachelor's degree	None
Financial Managers*	11-3031	\$68.48	Bachelor's Degree	None
Financial Specialist	13-2099	\$32.39	Bachelor's degree	Moderate-term on-the-job training
Software Developers and Software Quality Assurance Analysts and Testers* (15-1132, 15-1133**)	15-1256	\$51.36	Bachelor's degree	None
Computer Hardware Engineers	17-2061	\$51.35	Bachelor's degree	None
Computer Systems Analysts* (15-1121**)	15-1211	\$46.66	Bachelor's degree	None
Information Security Analysts* (15-1122**)	15-1212	\$48.41	Bachelor's degree	Less than 5 years
Logisticians*	13-1081	\$38.12	Bachelor's degree	None
Accountants and Auditors*	13-2011	\$39.06	Bachelor's Degree	None
Purchasing Managers	11-3061	\$61.77	Bachelor's Degree	5 years or more
ADVANCED				
Quality Control Systems Managers/Industrial Production Managers	11-3051.01	\$56.29	Bachelor's degree	5 years or more
Computer Occupations, All Other* (15-1199**)	15-1299	\$44.30	Bachelor's degree	None
Human Resources Specialists*	13-1071	\$32.73	Bachelor's Degree	None
On-line Merchants/Telesales/Business Operations Specialists, All Other	13-1199.06	\$36.03	Bachelor's degree	None
Business Operations Specialists, All Other	13-1199	\$36.03	Bachelor's degree	None
INTERMEDIATE				
Environmental Engineering Technologists and Technicians	17-3025	\$22.16	Associate's Degree	None
Sales Representatives, Services, All Other-41-3099	41-3091	\$28.07	Highschool/Equivalent	Moderate-term on-the-job training
Derrick Operators, Oil and Gas	47-5011	\$21.71	No formal educational credential	Moderate-term on-the-job training
Service Unit Operators, Oil, Gas, and Mining	47-5013	\$25.08	No formal educational credential	Moderate-term on-the-job training
Bus and Truck Mechanics and Diesel Engine Specialists	49-3031	\$24.76	Highschool/Equivalent	Long-term on-the-job-training
Industrial Machinery Mechanics*	49-9041	\$27.63	High school diploma or equivalent	Long-term on-the-job training
Cost Estimators	13-1051	\$32.08	Bachelor's degree	Moderate-term on-the-job training
Supervisors of Construction and Extraction Workers	47-1011	\$32.36	High school diploma or equivalent	5 years or more
Mobile Heavy Equipment Mechanics, Except Engines	49-3042	\$25.84	High school diploma or equivalent	Long-term on-the-job training
Operating Engineers and Other Construction Equipment Operators*	47-2073	\$21.43	High school diploma or equivalent	Moderate-term on-the-job training
Heavy and Tractor-Trailer Truck Drivers*	53-3032	\$22.54	Postsecondary nondegree award	Short-term on-the-job training
First-Line Supervisors of Mechanics, Installers, and Repairers*	49-1011	\$32.98	Information not available	Information not available
Production, Planning, and Expediting Clerks*	43-5061	\$23.60	High school diploma or equivalent	Moderate-term on-the-job training
Welders, Cutters, Solderers, and Brazers*	51-4121	\$22.71	High school/Equivalent	Moderate-term on-the-job training
ENTRY				
Bookkeeping, Accounting, and Auditing Clerks*	43-3031	\$20.69	Some College, No Degree	None
Excavating and Loading Machine and Dragline Operators	53-7032	\$19.70	Highschool/Equivalent	Moderate-term on-the-job training
Roustabouts, Oil and Gas	47-5071	\$19.72	No formal educational credential	Moderate-term on-the-job training
Inspectors, Testers, Sorters, Samplers, and Weighers	51-9061	\$20.78	High school diploma or equivalent	Moderate-term on-the-job training
Dispatchers, Except Police, Fire and Ambulance	43-5032	\$19.70	High school or equivalent	Moderate-term on-the-job training
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	43-6014	\$18.51	High school /equivalent	Short-term on-the-job training
Maintenance and Repair Workers, General*	49-9071	\$18.69	High school /equivalent	Moderate-term on-the-job training
Office Clerks, General*	43-9061	\$17.40	High school /equivalent	Short-term on-the-job training
Pipelayers	47-2151	\$18.17	No formal educational credential	Short-term on-the-job training
Construction Laborers	47-2061	\$17.03	No formal educational credential	Short-term on-the-job training
KEY CERTIFICATIONS				
* Target Occupation				
** Changes in SOC Codes or Titles				
***High In-Demand Occupation				
Source: TWC/LMCI 2018-2028 Projections/LMI Tools/OESWages				

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Career Pathway - Transportation & Warehousing	SOC	Mean Wage	Entry Education	Work Experience
VERY ADVANCED PROFESSIONAL				
Computer Network Architects* (15-1143**)	15-1241	\$53.13	Bachelor's degree	5 years or more
General Operations Managers*	11-1021	\$49.71	Bachelor's degree	5 years or more
Transportation Storage and Distribution Managers*	11-3071	\$50.93	High school/equivalent	5 years or more
Sales Manager	11-2022	\$60.50	Bachelor's degree	Less than 5 years
Health and Safety Engineers, Except Mining Safety Engineers and Inspectors	17-2111	\$49.92	Bachelor's degree	None
Financial Managers*	11-3031	\$68.48	Bachelor's Degree	None
Financial Specialist	13-2099	\$32.39	Bachelor's degree	None
Petroleum Engineers	17-2171	\$64.73	Bachelor's degree	None
Mechanical Engineers	17-2141	\$47.51	Bachelor's degree	None
Industrial Engineers	17-2112	\$45.37	Bachelor's degree	None
Software Developers and Software Quality Assurance Analysts and Testers* (15-1132, 15-1133**)	15-1256	\$51.36	Bachelor's degree	None
Web and Digital Interface Designers*	15-1255	\$33.64	Bachelor's degree,	Few months to one year
Computer Hardware Engineers	17-2061	\$51.35	Bachelor's degree	None
Computer Systems Analysts* (15-1121**)	15-1211	\$46.66	Bachelor's degree	None
Information Security Analysts* (15-1122**)	15-1212	\$48.41	Bachelor's degree	Less than 5 years
Logistician*	13-1081	\$38.12	Bachelor's degree	None
Management Analysts*	13-1111	\$41.93	Bachelor's Degree	None
Accountants and Auditors*	13-2011	\$39.06	Bachelor's Degree	None
Transportation/Aviation Inspectors	53-6051	\$43.04	High school/equivalent	Moderate on-the-job training
ADVANCED				
Computer Occupations, All Other* (15-1199**)	15-1299	\$44.30	Bachelor's degree	None
Bookkeeping, Accounting, and Auditing Clerks*	43-3031	\$20.69	Some College, No Degree	None
Compliance Officer	13-1041	\$34.32	Bachelor's degree	Moderate on-the-job training
Occupational Health and Safety Specialists	19-5011	\$35.64	Bachelor's degree	None
Engineering Technicians, Except Drafters, All Other	17-3029	\$30.11	Associate's degree	None
Heavy and Tractor-Trailer Truck Drivers*	53-3032	\$22.54	Postsecondary Non-Degree Award	Short-term on-the-job training
Avionics Technicians	49-2091	\$31.76	Associate's degree	None
Electrical and Electronic Engineering Technicians	17-3023	\$32.95	Associate's degree	None
Industrial Engineering Technologists and Technicians*	17-3026	\$29.83	Associate's Degree	None
Training and Development Specialists***	13-1151	\$27.69	Bachelor's Degree	Less than 5 years
Human Resources Specialists*	13-1071	\$32.73	Bachelor's Degree	None
On-line Merchants/Business Operations Specialists, All Other	13-1199.06	\$36.03	Bachelor's degree	None
Mechanical Engineering Technicians	17-3027	\$20.94	Associate's degree	None
Public Relations Specialists***	27-3031	\$29.09	Bachelor's degree	None
Market Research Analysts and Marketing Specialists***	13-1161	\$29.97	Bachelor's degree	None
INTERMEDIATE				
Aircraft Mechanics and Service Technicians*	49-3011	\$29.24	Postsecondary Non-Degree Award	None
Industrial Machinery Mechanics*	49-9041	\$27.63	High school/equivalency	Long-term on-the-job training
Bus and Truck Mechanics and Diesel Engine Specialists	49-3031	\$24.76	High school diploma or equivalent	Long-term on-the-job training
Automotive Service Technicians and Mechanics*	49-3023	\$22.80	Postsecondary Non-Degree Award	Short-term on-the-job training
Paralegals and Legal Assistants*	23-2011	\$24.42	Associate's degree	Moderate-term on-the-job training
ENTRY				
Dispatchers, Except Police, Fire and Ambulance	43-5032	\$19.70	High school or equivalent	Moderate-term on-the-job training
Laborers and Freight, Stock, and Material Movers, Hand	53-7062	\$15.38	No formal education	Short-term on-the-job training
Material Moving Workers, All Other	53-7199	\$22.73	No formal education	Short-term on-the-job training
Cargo and Freight Agents	43-5011	\$22.05	High school /equivalent	Short-term on-the-job training
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	43-6014	\$18.51	High school /equivalent	Short-term on-the-job training
Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	41-4011	\$43.16	Bachelor's degree	Moderate-term on-the-job training
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	41-4012	\$32.36	High school /equivalent	Moderate-term on-the-job training
Industrial Truck and Tractor Operators	53-7051	\$18.09	No formal educational credential	Short-term on-the-job training
Maintenance and Repair Workers General	49-9071	\$18.69	High school /equivalent	Moderate-term on-the-job training
Delivery Service Drivers	53-3031	\$14.02	High school /equivalent	Short-term on-the-job training
Stockclerks and Order fillers	53-7065	\$15.89	High school /equivalent	Short-term on-the-job training
Billing and Posting Clerks***	43-3021	\$19.17	High school /equivalent	Short-term on-the-job training
Traffic Shipping and Receiving Clerks	43-5071	\$17.24	High school /equivalent	Short-term on-the-job training
Office Clerks, General*	43-9061	\$17.40	High school /equivalent	Short-term on-the-job training
Customer Service Representative	43-4051	\$17.75	High school/equivalency	Short-term on-the-job training
Hand Packers and Packagers	53-7064	\$12.53	No formal educational credential	Short-term on-the-job training
KEY CERTIFICATIONS				
* Target Occupation				
** Changes in SOC Codes or Titles				
***High In-Demand Occupation				
Source: TWC/LMCI 2018-2028 Projections/LMI Tools/OESWages				

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Career Pathway - Finance & Insurance	SOC	Mean Wage	Entry Education	Work Experience
VERY ADVANCED PROFESSIONAL				
Computer Network Architects* (15-1143**)	15-1241	\$53.13	Bachelor's degree	5 years or more
General Operations Managers*	11-1021	\$49.71	Bachelor's degree	5 years or more
Financial Managers*	11-3031	\$68.48	Bachelor's Degree	None
Financial Specialist	13-2099	\$32.39	Bachelor's degree	Moderate-term on-the-job training
Financial Examiners	13-2061	\$38.02	Bachelor's degree	Long-term on-the-job training
Software Developers and Software Quality Assurance Analysts and Testers* (15-1132, 15-1133**)	15-1256	\$51.36	Bachelor's degree	None
Computer Hardware Engineers	17-2061	\$51.35	Bachelor's degree	None
Computer Systems Analysts* (15-1121**)	15-1211	\$46.66	Bachelor's degree	None
Information Security Analysts (15-1122**)	15-1212	\$48.41	Bachelor's degree	Less than 5 years
Logistician*	13-1081	\$38.12	Bachelor's degree	None
Management Analysts*	13-1111	\$41.93	Bachelor's Degree	None
Accountants and Auditors*	13-2011	\$39.06	Bachelor's Degree	None
Appraisers and Assessors of Real Estate (13-2021, 13-2023, 13-2022**)	13-2020	\$43.78	Bachelor's Degree	Long-term on-the-job training
Budget Analysts	13-2031	\$40.00	Bachelor's Degree	None
Computer Occupations, All Other* (15-1199**)	15-1299	\$44.30	Bachelor's degree	None
Cost Estimators	13-1051	\$32.08	Bachelor's Degree	Moderate-term on-the-job training
Personal Financial Advisors	13-2052	\$48.30	Bachelor's Degree	Long-term on-the-job training
Purchasing Managers	11-3061	\$61.77	Bachelor's Degree	5 years or more
Labor Relations Specialists	13-1075	\$32.25	Bachelor's degree	Less than 5 years
Credit Analyst	13-2041	\$33.18	Bachelor's degree	None
Quality Control Systems Managers/Industrial Production Managers	11-3051.01	\$56.29	Bachelor's degree	5 years or more
ADVANCED				
Compensation, Benefits, and Job Analysis Specialists	13-1141	\$30.20	Bachelor's Degree	Less than 5 years
Meeting, Convention, and Event Planners*	13-1121	\$24.13	Bachelor's Degree	Less than 5 years
Tax Examiners and Collectors, and Revenue Agents	13-2081	\$38.44	Associate's degree	Moderate-term on-the-job training
Insurance Underwriters	13-2053	\$31.78	Bachelor's degree	Moderate-term on-the-job training
Loan Officers*	13-2072	\$34.07	Bachelor's degree	Moderate-term on-the-job training
Compliance Officer	13-1041	\$34.32	Bachelor's degree	Moderate-term on-the-job training
Training and Development Specialists*	13-1151	\$27.69	Bachelor's Degree	Less than 5 years
Human Resources Specialists*	13-1071	\$32.73	Bachelor's Degree	None
On-line Merchants/Telesales/Business Operations Specialists, All Other	13-1199.06	\$36.03	Bachelor's degree	None
INTERMEDIATE				
Claims Adjusters, Examiners, and Investigators	13-1031	\$32.78	Postsecondary nondegree award	Prelicensing education, licensing exam.
Title Examiners, Abstractors, and Searchers	23-2093	\$26.59	High school/equivalent	Moderate-term on-the-job training
Securities, Commodities, and Financial Services Sales Agents	41-3031	\$35.73	Bachelor's degree	Moderate-term on-the-job training
Financial and Investment Analysts	13-2051	\$42.74	Bachelor's degree	None
Credit Counselors	13-2071	\$21.49	Bachelor's degree	Moderate-term on-the-job training
Fundraisers	13-1131	\$26.81	Bachelor's degree	None
ENTRY				
Bookkeeping, Accounting, and Auditing Clerks*	43-3031	\$20.69	Some College, No Degree	None
Bill and Account Collectors	43-3011	\$19.98	High school/equivalent	Moderate-term on-the-job training
Tellers	43-3071	\$16.45	High school/equivalent	Short-term on-the-job training
Dispatchers, except police, fire and ambulance	43-5032	\$19.70	High school or equivalent	Moderate-term on-the-job training
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	43-6014	\$18.51	High school /equivalent	Short-term on-the-job training
Maintenance and Repair Workers, General*	49-9071	\$18.69	High school /equivalent	Moderate-term on-the-job training
Insurance Claims and Policy Processing Clerks	43-9041	\$21.43	High school /equivalent	Moderate-term on-the-job training
Credit Authorizers, Checkers, and Clerks	43-4041	\$18.68	High school /equivalent	Moderate-term on-the-job training
Billing and Posting Clerks***	43-3021	\$19.17	High school /equivalent	Short-term on-the-job training
Office Clerks, General*	43-9061	\$17.40	High school /equivalent	Short-term on-the-job training
Customer Service Representative	43-4051	\$18.68	High school/equivalency	Short-term on-the-job training
KEY CERTIFICATIONS				
Six Sigma, Certified Trust-Examiner, Accredited Financial Examiner				
* Target Occupation				
** Changes in SOC Codes or Titles				
***High In-Demand Occupation				
Source: TWC/LMCI 2018-2028 Projections/LMI Tools/OESWages				

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Career Pathway - Education & Training	SOC	Mean Wage	Entry Education	Work Experience
VERY ADVANCED PROFESSIONAL				
Education Administrators, Elementary & Secondary	11-9032	\$43.75	Master's degree	5 years or more
Education Administrators, Postsecondary	11-9033	\$50.28	Master's degree	Less than 5 years
Education Administrators, Other	11-9039	\$42.26	Bachelor's degree	Less than 5 years
Postsecondary Teachers, All Other	25-1199	\$29.48	Doctoral or professional degree	None
ADVANCED				
Coaches and Scouts	27-2022	\$23.13	Bachelor's Degree	None
Education and Childcare Administrators, Preschool and Daycare	11-9031	\$25.34	Bachelor's degree	Less than 5 years
Athletic Trainers***	29-9091	\$28.46	Bachelor's Degree	None
First-Line Supervisors of Office and Administrative Support Workers*	43-1011	\$29.21	High school diploma or equivalent	Less than 5 years
Police and Sheriffs Patrol Officers*	33-3051	\$31.40	High-School Diploma or Equivalent	Moderate-term on-the-job training
Secondary School Teachers*	25-2031	\$29.75	Bachelor's degree	None
Middle School Teachers*	25-2022	\$28.74	Bachelor's degree	None
Elementary School Teachers*	25-2021	\$29.33	Bachelor's degree	None
Special Education Teachers, Kindergarten and Elementary School* (All Specializations include)	25-2052	\$29.76	Bachelor's Degree	None
Special Education Teachers, Middle School* (All Specializations included)	25-2057	\$29.75	Bachelor's Degree	None
Special Education Teachers, Secondary School* (All Specializations included)	25-2058	\$30.52	Bachelor's Degree	None
Kindergarten Teachers	25-2012	\$29.56	Bachelor's degree	None
INTERMEDIATE				
Adult Basic & Secondary Education	25-3011	\$23.33	Bachelor's degree	None
Librarians and Media Collections Specialists (25-9011**)	25-4022	\$28.91	Bachelor's degree	None, less than 5 years
Education Admin., Preschool & Childcare Center	11-9031	\$25.34	Bachelor's degree	Less than 5 years
Education, Training & Library Workers, All Other	25-9099	\$23.40	Bachelor's degree	None
Preschool Teachers***	25-2011	\$19.57	Associate's degree	None
Chefs and Head Cooks*	35-1011	\$23.51	High-School Diploma or Equivalent	5 years or more
Community Health Workers*	21-1094	\$21.07	High-School Diploma or Equivalent	Short-term on-the-job training
ENTRY				
Library Technicians	25-4031	\$17.68	Postsecondary nondegree award	None
Library Assistants, Clerical	43-4121	\$13.72	High school/equivalency	Short-term on-the-job training
Teacher Assistants (25-9041, 25-9044**)	25-9045	\$13.99	Some college, no degree	None
Substitute Teacher (25-3098**)	25-3031	\$12.40	High school/equivalency diploma	Short-term on-the-job training
Childcare Worker	39-9011	\$11.51	High-School Diploma or Equivalent	Short-term on-the-job training
KEY ACCREDITATIONS				
Key Accreditations by subject area				
* Target Occupation				
** Changes in SOC Codes or Titles				
***High In-Demand Occupation				
Source: TWC/LMCI 2018-2028 Projections/LMI Tools/OESWages				

Appendix 2: Examples of Partnerships with Industry

WSA partners with regional professional associations and Chambers of Commerce to identify workforce gaps and leverage workforce initiatives driven from industry that are taking place in the region. As part the Sector-Based Partnership model, WSA will assess and audit all relationships described below. It is expected that some partnerships will be formalized through MOU and/or data sharing agreement as the model develops.

Association partnerships include:

- San Antonio Manufacturers Association (SAMA)
- New Braunfels Manufacturers Association
- Seguin Industrial Relations Committee
- Northwest Vista Business Council
- San Antonio Chamber of Commerce Healthcare & Bioscience Committee
- SATech Bloc (information technology)
- US Conference of Mayors

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- National Association of Workforce Boards (NAWB)
- Texas Association of Workforce Boards (TAWB/Executive Committee)
- Texas Economic Development Council (TEDC)
- International Economic Development Council (IEDC)
- P16 Council
- United Way
- Joint Base SA Transition Assistance ~~Information~~ Program (TIP) (TAP)
- Future of the Region
- State Adult Education Literacy Council
- Northeast Partnership
- Alamo Manufacturing Partnership
- Alamo Academies
- Fredericksburg Workforce Taskforce
Alamo STEM Workforce Coalition (ASWC)
- UTSA Institute of Economic Development
- Alliance for Technology Education in Advanced Manufacturing (ATEAMS)

Chamber of Commerce partnerships include:

- Bexar County
 - San Antonio Chamber of Commerce
 - San Antonio Hispanic Chamber of Commerce
 - Women's Chamber
 - North San Antonio Chamber of Commerce

Rural areas:

- Devine Chamber of Commerce
- Castroville Chamber of Commerce
- Tri-County (Schertz/Cibolo/Universal City) and Schertz/Cibolo/Selma Area Chambers of Commerce
- New Braunfels Chamber of Commerce
- Seguin Chamber of Commerce
- Kenedy Chamber of Commerce

Hondo Chamber of Commerce

- Pearsall Chamber of Commerce
- Bandera Chamber of Commerce, Medina Chamber of Commerce
- Kerrville Chamber of Commerce
- Fredericksburg Chamber of Commerce
- Boerne Chamber of Commerce
- Floresville Chamber of Commerce

These partnerships are critical to understanding industry needs. In addition to representing membership views and feedback, many of these agencies maintain industry specific committees that are aligned to regional economic development efforts and WSA's targeted industry clusters.

Appendix 3: Non-Exhaustive List of Partners, Organizations, and Employers

WSA partners with regional employers and other supportive services organizations to identify workforce gaps and leverage workforce initiatives driven from industry and to respond to the social and individual needs of job seekers. As part the Sector-Based Partnership model, WSA will assess and audit all relationships described below and expand this list in the coming year. It is expected that some partnerships will be formalized through MOU and/or data sharing agreement as the model develops.

Workforce Development Activities in the Region: WSA is working in partnership with several notable workforce development strategies, activities, and projects which are being implemented throughout the 13-county region, all of which have the potential to increase job gains for local job seekers in the targeted industry sectors:

SA WORX, a nonprofit, board and staff implement an industry-led demand-driven collective impact model that ties together three domains or areas of focus through a collaborative system that includes multiple entry points for both businesses and job seekers. SA WORX seeks to create and support innovative programs that develop coordinated engagement with the in-demand industries and support consistent implementation of best practices to meet the workforce needs of employers.

Information Technology/Cybersecurity

Geekdom, a local IT co-working space, currently boasts 780 members.

SA Tech Bloc, a 3,000-member nonprofit formed in 2015 at a grassroots level by local IT innovators to encourage progressive high technology policies on a city level, recruit, and train talented and highly skilled tech workers, install high-speed fiber Internet and attract venture capital and economic development funds to bring more technology entrepreneurs to the area.

Youth Code Jam (Code Jam) works to inspire youth to tell computers what to do by learning to code. With a focus on parent engagement, the agency works to connect the dots from playing online to creating online to real world jobs. Code Jam fosters an interest in technology by introducing upper elementary through high school students to computer science. Four of Code Jam's key programs include School-based Coding Clubs, Summer Camps, She Code Connect, and the Tech TEAM Fellowships.

Codeup is shifting away from its roots as a bootcamp and aiming to be more of a local institution. Codeup allows up to 700 hours of paid apprenticeship with companies offering the 16-week program. The startup acts as a career accelerator.

Launch SA is a one-stop shop where entrepreneurs and small-business owners can gain valuable information, resources, market data, and expert guidance to help start and maintain their business. Through a partnership with the City of San Antonio and LiftFund, Launch SA can offer tailored programs, workshops, networking opportunities and valuable resources created especially for the San Antonio entrepreneurial community, at no cost.

Maestro Entrepreneur Center, a collaboration with the Maestro Leadership Foundation and the SA Hispanic Chamber of Commerce Leadership Development Foundation has 24,200 square foot of office space for small, women and Veteran owned businesses. The Center is a small business incubator and offers mentoring, assistance in accessing capital, and business financial literacy to help the small business owners.

The San Antonio Manufacturers Association (SAMA) conducted a study in 2015 to identify and quantify the Alamo Region's skilled workforce demands to meet the regional manufacturing industry's needs. Manufacturing companies were asked to identify their top 3 high-demand employment needs for current, 2-, 5- and 10-year projections. The assessment included responses from nearly all sectors of the manufacturing industry and represented over 25% of the region's manufacturing employment. Although progress continues to be made to address regional workforce issues, the report provides a perspective that significant efforts are still needed to meet both critical current and projected vacancies within the manufacturing industry. To meet the skill and training needs will require continued engagement and collaboration within the Alamo Region.

Texas Manufacturing Assistance Center (TMAC), the Texas organization responsible for the execution of the federal Manufacturing Extension Partnership (MEP) program. TMAC delivers hands-on technical assistance and training to a wide range of businesses, including manufacturing, government, and health care. This organization offers a wide array of services that improve efficiency, quality, and productivity. Focus areas include Lean Enterprise, technology solutions, strategic management, quality systems, environment, and safety.

Toyota Motor Manufacturing Texas, is expanded production of the Tacoma pickup truck in Mexico to increase Tacoma's production by more than 60,000 trucks annually in 2018. During a speech before the SAMA, the San Antonio Mayor revealed that the local Toyota plant has never been at "full employment" due to a lack of skilled workers, a problem that plagues all if not most manufacturers across the Alamo City.

Holt Industries, the largest Caterpillar dealership in the United States expanded its corporate headquarters to a new 84,000 square-foot, three-story building located in East San Antonio. The city of San Antonio provided an incentive package based on a capital investment of \$20.2M; the company employs about 642 persons.

Indo-Mim, has established a 20-year lease for a 58,000 square foot facility located at Port San Antonio. The company produces precision component parts through metal injection molding technology. Manufacturers in the aerospace, automotive, biomedical equipment, defense and other advanced industries use the company's products. The startup workforce will have more than 100 employees with a potential growth of 300 jobs within five years.

Niagara Bottling LLC, selected Seguin, Texas, as the site for their new 557,000-square-foot, \$85 million bottling plant. Construction has taken place on 30.77 acres of land at the intersection of Rio Nogales Drive and Eighth Street.

Port San Antonio is a unique asset that has helped to advance the industry regionally. The aerospace complex and international logistics platform located on the 1,900-acre site of the former

Kelly Air Force Base operates an industrial airport along one of the region's longest runways, Kelly Field. Aerospace and IT/Cybersecurity-related businesses operate there, including large hangar and shop facilities. Among the marquee names with facilities on site are Boeing, Lockheed Martin, StandardAero, Chromalloy, New Breed Logistics, and General Dynamics.

Methodist Hospital and Children's Hospital construction, which began in 2014 includes upgrades to add two new patient towers, expansion of women's services and neonatal ICU, and expansion of emergency and surgical services.

The Alamo Colleges District hosts a national award-winning, innovative, STEM-based instructional model which is operated by the Alamo Area Academies Inc., a non-profit organization. In partnership with Alamo Colleges, five academies offer the region's youth with tuition-free career pathways into critical demand STEM-related jobs. The five academies include the Aerospace Academy, Information Technology and Security Academy, Advanced Technology and Manufacturing Academy, Health Professions Academy, and Heavy Equipment Academy.

Dress for Success San Antonio - Enhancing Economic Self-Sufficiency: Provides workforce development services tailored to the people and cultures of San Antonio. Services that are unique to the organization include those related to post-employment support as well as specific partnerships with WSA.

Goodwill Industries of San Antonio – Learn While You Earn: The Goodwill Learn While You Earn program assists eligible program participants to overcome barriers to employment. The model provides opportunities for immediate transitional employment (funded by Goodwill) into jobs and includes placement goal within 90 days. The goals of the program include a *model continuum* which focuses on preparing, placing, retaining and advancing a participant on the job.

Project Quest Inc.: Project QUEST provides San Antonio residents with access to a variety of training programs that lead to the attainment of certificates, associate degrees, bachelor's degrees, and industry recognized certifications. QUEST provides intense case management and wrap around services and offers job search and placement assistance upon completion of training. Through its Open Cloud Academy, QUEST also offers a comprehensive training program leading to occupations in information technology, including cyber security. Instruction in the program is provided by Rackspace.⁴⁹ In addition, WSA has specific partnerships with QUEST that focus on the provision of training for dislocated workers, including the long-term unemployed.

SA Youth – YouthBuild Program: The YouthBuild program provides young people, ages 16 to 24 an opportunity to receive workforce training and education. The program operates 40 hours a week and helps young people attain a GED, a HS Diploma, and several workforce certifications and skills attainment. The program is holistic in that it offers case management, leadership development, counseling, soft job skills and preparedness, workforce certifications, and civic engagement. Depending on need, YouthBuild offers scholarships and assistance with clothing and transportation.

My Brother's Keeper San Antonio (MBKSA) is a national initiative designed to help boys and men of a variety of minorities reach their full potential regardless of life's circumstances. MBKSA

helps coordinate strategies that connect youth with opportunities focusing on six primary goals: 1) ensuring all youth graduate from high school, 2) ensuring all youth complete post-secondary education or training, 3) ensuring all out-of-school youth are employed, 4) ensuring all youth are safe from violent crime, 5) ensuring all youth who have been convicted or incarcerated receive opportunity to lead a productive life, and 6) ensuring that local efforts are sustainable. In alignment with WSA's Youth Program goals, WSA will continue to collaborate closely with MBKSA to provide youth with leveraged resources.

P16 Plus Council of Greater Bexar County (P16+) includes the involvement of the San Antonio Youth Commission as a civic engagement platform for area high school students. The commission is comprised of 22 high school youth leaders, two members from each City Council District and two Mayoral appointees. The Youth Commission meets monthly to create and advocate for student policies and programs. To better model and leverage services to in-school youth, WSA will continue to collaborate closely and request ongoing input from P16+.

SA WORX was modeled after the Boston Private Industry Council (PIC) and housed at the greater SATX: Regional Economic Partnership. SA WORX is an industry led coalition assembled to develop a comprehensive human capital strategy to fill San Antonio's and Bexar County's most pressing talent needs. The goal of SA WORX includes offering educators and students a minimum of 20,000 experiential learning opportunities by year 2020, and to develop true career pathways that lead to meaningful employment opportunities for San Antonio and Bexar County residents. WSA is committed to continue to work closely with SA WORX, and this includes the development of sector strategies and career pathways envisioned as part of a region-wide "workforce community plan." SA WORX impetus is critical to meeting the needs of both residents and industry in the San Antonio-Bexar County region of WSA's 13-county workforce development area.

Healy Murphy Center serves youth who have had difficulty succeeding in a traditional school environment. Services focus on one-on-one attention, individualized curriculum, counseling, childcare, and health services. This includes high school, GED, and high school equivalency programs, daycare for infants and toddlers, and health services.

Vocational Rehabilitation: Staff have been co-located in Workforce Career Centers through integration to strengthen and expand career opportunities for individuals with disability barriers. These service opportunities provide a portal for dual-service participation. Individuals enter the Sector pipeline through a variety of TWC Initiatives such as Summer Earn & Learn (SEAL) Pre-Educational Training Services at age 16 – 22 years, or Paid Work Experience opportunities with supported employment staff to help them assimilate in the jobsite for successful employment to earn a living wage.

The IDDS Internship Program, in partnership with AACOG and TWC Vocational Rehabilitation, is a unique paid manufacturing internship offered to individuals with documented Intellectual, Developmental or adults with disabilities. It is designed to support the participant to acquire manufacturing job skills for the purpose of gainful competitive integrated employment. The program is for 12 weeks and hosted at Toyotetsu Texas, Inc. Individuals must register with TWC-VR and must commit to 12 Consecutive weeks of training and be 18 plus years of age and graduated.