

## STRATEGIC PLAN

### II. STRATEGIC CHARTS FOR STATEWIDE GOALS

**These 22 charts correspond to the 22 (of the 25) Statewide objectives that pertain to local boards. The Boards are required to address each of the five Statewide goals, with a minimum of one objective per goal.**

*\*Note: Objectives 1c, 2d and 2e do not pertain to Boards and will not need to be addressed in the plan. Therefore, they are not included.*

<b>Guidelines</b> Pages 29-36	<b>★Strategic Charts★</b>	
<b>Goal 1: A dynamic, integrated and ever improving, business-driven workforce development system where employers and individuals have ready access to a network of information and services responsive to their unique employment needs.</b>		
<b>Workforce Development Objective 1a</b>	<b>Local Workforce Development Boards will assume the leadership and responsibility for ensuring business-driven workforce development services that meet the needs of local employers and individuals.</b>	
<b>Board Goal(s) Addressing Objective 1a</b>	1. The Board is a positive leader in workforce development.	
<b>Board Objectives Addressing Board Goals:</b>	1. The Board understands who its customers are and what they want (employers and employees). 2. The Board communicates well with its customers. 3. The community understands the roles of the players, including the CEOs, and the services offered. 4. The community is educated regarding the workforce development system. 5. Board is the workforce investment leader by providing training, education opportunities, labor market information.	
<b>Strategies Used to Meet Objectives</b>	1. Expand the mission and vision statements to reflect the board's strategic role in the workforce system. 2. Clearly define the Board's customers and partners. 3. Involve representatives from appropriate entities, including private business, as advisory members on Board committees. 4. Implement a communication campaign to include newsletter, PSA's, and press releases. 5. Develop a one-year schedule to present at local economic development meetings, chambers of commerce, and civic meetings. 6. Develop and implement a marketing plan to include creating a brand name and logo for the local workforce system. 7. Develop a one-sheet county specific data sheet for the CEOs and others about the workforce system in their county. 8. Conduct employer focus groups in the workforce centers. 9. Meet area needs for training. 10. Use the board's role as a convener of interests and influentials to address workforce issues. 11. Coordinate public and private stakeholders working together to eliminate duplication and overlap in services.	
<b>Outcome Measures</b>	<b>Target Outcomes &amp; Target Dates</b>	
1. Mission and vision statements are reviewed and revised	1. Mission and vision statements are reviewed and revised by August 2003	
2. Number of Board educational segments presented	2. At least 3 educational segments will be presented at Board meetings annually (January through December)	
3. Employers in targeted industries are identified	3. Employers in targeted industries are identified by June 2003, and updated annually	
4. The number of partners identified through resource mapping	4. At least 10 partner groups are identified by September 2003	
5. Roles of all partners in the workforce system are define.	5. Roles of all partners in the workforce system are defined by January 2004	
6. Number of joint Initiatives with partners	6. At least 1 joint initiative will be developed with partners by January 2005	
7. Number of advisory members appointed	7. At least 6 of advisory members appointed by January 2004	
8. Attendance of advisory members	8. At least 50% of advisory members will attend at least	

<ul style="list-style-type: none"> <li>9. A marketing and communications plan is developed and implemented</li> <li>10. County data sheets are prepared and distributed and available on the Board's web page</li> <li>11. Number of presentations to Economic Development, Chambers of commerce, and other civic or educational entities made by Board staff</li> <li>12. Skills Development Grants are promoted</li> <li>13. Obtain additional grants for training</li> <li>14. Number of employer focus groups held in the workforce centers</li> <li>15. Feedback from employer focus groups is provided</li> <li>16. Performance goals for entered employment and retention will be met</li> </ul>	<p style="text-align: center;"><b>2 Board committee meetings by January 2005</b></p> <ul style="list-style-type: none"> <li>9. A marketing and communications plan is developed and implemented by February 2004</li> <li>10. County data sheets are prepared and distributed and available on the Board's web page by December 2003</li> <li>11. At least 5 presentations will be made annually (July through June) for Economic Development, Chambers of commerce, and other civic or educational entities</li> <li>12. Skills Development grants are included in area marketing efforts</li> <li>13. The Board will obtain at least one additional grant per year</li> <li>14. At least 20 employer focus groups will be held annually in the workforce centers</li> <li>15. Feedback from all employer focus groups is provided to the Board within 1 month following the meeting</li> <li>16. Performance goals for entered employment and retention will be met annually</li> </ul>
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<b>Guidelines</b> Pages 29-36	<b>★Strategic Charts★</b>	
<b>Goal 1: A dynamic, integrated and ever improving, business-driven workforce development system where employers and individuals have ready access to a network of information and services responsive to their unique employment needs.</b>		
<b>Workforce Development Objective 1b</b>	<b>Local Workforce Development Boards will expand employer and individual participation in the workforce development system.</b>	
<b>Board Goal(s) Addressing Objective 1b</b>	<b>The Board is a positive leader in workforce development.</b>	
<b>Board Objectives Addressing Board Goals:</b>	<ol style="list-style-type: none"> <li>1. The Board understands who its customers are and what they want (employers and employees).</li> <li>2. The Board is the publicity and marketing arm for educating the community.</li> <li>3. A community that is educated regarding the workforce development system.</li> <li>4. Board is the workforce investment leader by providing training, education opportunities, labor market information.</li> </ol>	
<b>Strategies Used to Meet Objectives</b>	<ol style="list-style-type: none"> <li>1. Clearly define the Board's customers and partners.</li> <li>2. Involve representatives from appropriate entities, including private business, as advisory members on Board committees.</li> <li>3. Use economic development boards, chambers of commerce, education and training providers and employer.</li> <li>4. Attend economic development, chamber of commerce, education advisory etc. meetings.</li> <li>5. Develop presentation materials that can be used by staff or Board members to inform the community.</li> <li>6. Redesign the web page to be more interactive.</li> <li>7. Develop and implement a marketing plan.</li> <li>8. Implement a communications campaign.</li> <li>9. Schedule "town meetings" in each county to inform and receive feedback from the public.</li> <li>10. Conduct employer focus groups in the workforce centers.</li> <li>11. Use the board's role as a convener of interests and influentials to address workforce issues.</li> <li>12. Emphasize on-the-job training and customized training to enhance training opportunities.</li> </ol>	
<b>Outcome Measures</b>		<b>Target Outcomes &amp; Target Dates</b>
<ol style="list-style-type: none"> <li>1. Employers in targeted industries are identified</li> <li>2. The number of partners identified through resource mapping</li> <li>3. Roles of all partners in the workforce system are defined</li> <li>4. Number of joint Initiatives with partners</li> <li>5. Number of advisory members appointed</li> <li>6. Attendance of advisory members</li> <li>7. A marketing and communications plan is developed and implemented</li> <li>8. Number of presentations to Economic Development, Chambers of commerce, and other civic or educational entities made by Board staff</li> <li>9. Number of employer focus groups held in</li> </ol>	<ol style="list-style-type: none"> <li>1. Employers in targeted industries are identified by June 2003, and updated annually</li> <li>2. At least 10 partner groups are identified by September 2003</li> <li>3. Roles of all partners in the workforce system are defined by January 2004</li> <li>4. At least 1 joint initiative will be developed with partners by January 2005</li> <li>5. At least 6 of advisory members appointed by January 2004</li> <li>6. At least 50% of advisory members will attend at least 2 Board committee meetings by January 2005</li> <li>7. A marketing and communications plan is developed and implemented by February 2004.</li> <li>8. At least 5 presentations will be made annually (July through June) for Economic Development, Chambers of commerce, and other civic or educational entities</li> <li>9. At least 20 employer focus groups will be held</li> </ol>	

<p>the workforce centers</p> <p>10. Feedback from employer focus groups is provided</p> <p>11. Performance goals for entered employment and retention will be met</p> <p>12. Town meeting” format is developed, scheduled, held</p> <p>13. The number of on-the-job training contracts written</p> <p>14. The number of customized training contracts written.</p>	<p>annually in the workforce centers</p> <p>10. Feedback from all employer focus groups is provided to the Board within 1 month following the meeting</p> <p>11. Performance goals for entered employment and retention will be met annually</p> <p>12. A “Town meeting” format is developed, scheduled, held by June 2004</p> <p>13. At least 5 on-the-job training contracts will be written annually</p> <p>14. At least 2 customized training contracts will be written annually</p>
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<b>Goal 1: A dynamic, integrated, and ever improving, business-driven workforce development system where employers and individuals have ready access to a network of information and services responsive to their unique employment needs.</b>		
<b>Workforce Development Objective 1d</b>	<b>Embrace and support the use of technological advances in electronic communication to facilitate workforce development and employment objectives.</b>	
<b>Board Goal(s) Addressing Objective 1d</b>	<b>Prepare every citizen to successfully compete in the labor market.</b>	
<b>Board Objectives Addressing Board Goals:</b>	<ol style="list-style-type: none"> <li>1. Workforce training and services are delivered through a system of Texas Workforce Centers and branches serving a universal population of persons seeking jobs or workforce services.</li> <li>2. Targeted services are available for customers with special needs, including those with disabilities and limited English proficiency.</li> </ol>	
<b>Strategies Used to Meet Objectives</b>	<ol style="list-style-type: none"> <li>1. Provide self-help resources in the resource rooms, group workshops, and intensive services for targeted populations.</li> <li>2. Provide accessible facilities, adaptive devices, alternative communication, and specially trained staff.</li> </ol>	
<b>Outcome Measures</b>		<b>Target Outcomes &amp; Target Dates</b>
<ol style="list-style-type: none"> <li>1. Resource room resources are maintained or expanded</li> <li>2. Accessible facilities and adaptive devices are maintained</li> <li>3. Group workshops are held</li> <li>4. Services are targeted for customers with special needs and partner agencies are identified</li> </ol>	<ol style="list-style-type: none"> <li>1. Resource room resources, include an adequate number of computers, are maintained or expanded and reviewed at least annually</li> <li>2. Accessible facilities and adaptive devices are maintained and reviewed at least annually</li> <li>3. Group workshops are held weekly and reviewed at least annually</li> <li>4. Services are targeted for customers with special needs and partner agencies are reviewed annually</li> </ol>	

<b>Guidelines Pages 29-36</b>	<b>★Strategic Charts★</b>	
<b>Goal 1: A dynamic, integrated and ever improving, business-driven workforce development system where employers and individuals have ready access to a network of information and services responsive to their unique employment needs.</b>		
<b>Workforce Development Objective 1e</b>	Local education entities, local workforce development boards and other system partners will work with each other and with employers to provide timely training and educational programs specific to the current and future skill requirements of employers.	
<b>Board Goal(s) Addressing Objective 1e</b>	The Board is a positive leader in workforce development.	
<b>Board Objectives Addressing Board Goals:</b>	The Board is the workforce investment leader by providing training, education opportunities, labor market information.	
<b>Strategies Used to Meet Objectives</b>	<ol style="list-style-type: none"> <li>1. Meet area needs for training.</li> <li>2. Use the board's role as a convener of interests and influentials to address workforce issues.</li> <li>3. Include the education entities as a target for marketing and improve feedback to and from education institutions.</li> <li>4. Coordinate public and private stakeholders working together to eliminate duplication and overlap in services.</li> </ol>	
<b>Outcome Measures</b>		<b>Target Outcomes &amp; Target Dates</b>
<ol style="list-style-type: none"> <li>1. Number of advisory members appointed</li> <li>2. Attendance of advisory members</li> <li>3. A marketing and communications plan is developed and implemented</li> <li>4. Performance goals for entered employment and retention will be met</li> <li>5. The number of on-the-job training contracts written</li> <li>6. The number of customized training contracts written</li> <li>7. Number of Board educational segments presented</li> </ol>	<ol style="list-style-type: none"> <li>1. At least 6 of advisory members appointed by January 2004</li> <li>2. At least 50% of advisory members will attend at least 2 Board committee meetings by January 2005</li> <li>3. A marketing and communications plan is developed and implemented by February 2004</li> <li>4. Performance goals for entered employment and retention will be met annually</li> <li>5. At least 5 on-the-job training contracts will be written annually</li> <li>6. At least 2 customized training contracts will be written annually</li> <li>7. At least 3 educational segments will be presented at Board meetings annually (January through December)</li> </ol>	

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<b>Goal 1: A dynamic, integrated and ever improving, business-driven workforce development system where employers and individuals have ready access to a network of information and services responsive to their unique employment needs.</b>		
<b>Workforce Development Objective 1f</b>	Facilitate coordinated, customer-friendly eligibility determination and service delivery.	
<b>Board Goal(s) Addressing Objective 1f</b>	To prepare every citizen to successfully complete in the labor market.	
<b>Board Objectives Addressing Board Goals:</b>	<ol style="list-style-type: none"> <li>1. Deliver workforce training and services through a system of Texas Workforce Centers and branches serving a universal population of persons seeking jobs or workforce services</li> <li>2. Targeted services are available for customers with special needs, including those with disabilities and limited English proficiency</li> </ol>	
<b>Strategies Used to Meet Objectives</b>	<ol style="list-style-type: none"> <li>1. Provide workforce center orientation to all customers.</li> <li>2. Provide information and referral services to address customer needs.</li> <li>3. Meet customer needs with progressively increased intensity of services in an integrated program environments within the workforce centers.</li> <li>4. Make accessible facilities, adaptive devices, alternative communication, specially trained staff available.</li> </ol>	
Outcome Measures	Target Outcomes & Target Dates	
<ol style="list-style-type: none"> <li>1. Skills Development Grants are promoted</li> <li>2. Obtain additional grants for training</li> <li>3. Accessible facilities and adaptive devices are maintained</li> <li>4. Services are targeted for customers with special needs and partner agencies are identified</li> <li>5. All centers have a community resource book</li> <li>6. The customer orientation process is reviewed to ensure all first-time customers receive an orientation</li> <li>7. Intake for specialized programs is accomplished</li> <li>8. Services within the centers are integrated</li> <li>9. Customer referrals are made to appropriate entities</li> <li>10. Staff receive training in services to special populations</li> </ol>	<ol style="list-style-type: none"> <li>1. Skills Development grants are included in area marketing efforts</li> <li>2. The Board will obtain at least one additional grant per year</li> <li>3. Accessible facilities and adaptive devices are maintained and reviewed at least annually</li> <li>4. Services are targeted for customers with special needs and partner agencies are reviewed annually</li> <li>5. Community resources book is reviewed at least annually</li> <li>6. Customer intake and orientation process is reviewed at least annually</li> <li>7. Intake for specialized programs is reviewed annually</li> <li>8. Integration within the workforce center is reviewed at least annually</li> <li>9. Customer referrals are reviewed during annual monitoring and no findings result</li> <li>10. Staff training in services to special populations is identified by January 2004, and completed at least annually thereafter</li> </ol>	

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<b>Goal 1:</b> A dynamic, integrated and ever improving, business-driven workforce development system where employers and individuals have ready access to a network of information and services responsive to their unique employment needs.		
Workforce Development Objective 1g	Provide user-friendly, universal access to employment, education and training information, and support services that enable employment at the earliest opportunity.	
Board Goal(s) Addressing Objective 1g	To prepare every citizen to successfully compete in the labor market.	
Board Objectives Addressing Board Goals:	<ol style="list-style-type: none"> <li>1. Workforce training and services are available through a system of Texas Workforce Centers and branches serving a universal population of persons seeking jobs or workforce services.</li> <li>2. Targeted services are available for customers with special needs, including those with disabilities and limited English proficiency.</li> <li>3. Workforce Center will assist customers in making career decisions that meet the customer's need.</li> <li>4. Workforce Center will ensure informed customer choices.</li> <li>5. Workforce Center will provide necessary support to facilitate program completion.</li> <li>6. Workforce Center will provide services to facilitate job entry in demand occupations.</li> </ol>	
Strategies Used to Meet Objectives	<ol style="list-style-type: none"> <li>1. Provide self-help resources in the resource rooms, group workshops, and intensive services for targeted populations.</li> <li>2. Provide workforce center orientation to all customers.</li> <li>3. Make information and referral services available to address customer needs.</li> <li>4. Meet customer needs with progressively increased intensity of services in an integrated program environments within the workforce centers.</li> <li>5. Make accessible facilities, adaptive devices, alternative communication, specially trained staff available.</li> <li>6. Provide appropriate assessment and individual employment plans.</li> <li>7. Provide good labor market, training provider, and career information.</li> <li>8. Provide support and follow-up services.</li> <li>9. Provide job readiness/job search seminars and job development.</li> </ol>	
<b>Outcome Measures</b>		<b>Target Outcomes &amp; Target Dates</b>
<ol style="list-style-type: none"> <li>1. Skills Development Grants are promoted</li> <li>2. Obtain additional grants for training</li> <li>3. Accessible facilities and adaptive devices are maintained</li> <li>4. Services are targeted for customers with special needs and partner agencies are identified</li> <li>5. All centers have a community resource book</li> <li>6. The customer orientation process is reviewed to ensure all first-time customers receive an orientation</li> <li>7. Intake for specialized programs is accomplished</li> <li>8. Services within the centers are integrated</li> <li>9. Customer referrals are made to appropriate entities</li> <li>10. Staff receive training in services to special populations</li> </ol>	<ol style="list-style-type: none"> <li>1. Skills Development grants are included in area marketing efforts</li> <li>2. The Board will obtain at least one additional grant per year</li> <li>3. Accessible facilities and adaptive devices are maintained and reviewed at least annually</li> <li>4. Services are targeted for customers with special needs and partner agencies are reviewed annually</li> <li>5. Community resources book is reviewed at least annually</li> <li>6. Customer intake and orientation process is reviewed at least annually</li> <li>7. Intake for specialized programs is reviewed annually</li> <li>8. Integration within the workforce center is reviewed at least annually</li> <li>9. Customer referrals are reviewed during annual monitoring and no findings result</li> <li>10. Staff training in services to special populations is identified by January 2004, and completed at least annually thereafter</li> </ol>	

Guidelines Pages 29-36	Strategic Charts	
<b>Goal 2: An operational, comprehensive system-wide set of performance measures to monitor, evaluate and improve the effectiveness and accountability of the workforce development system.</b>		
<b>Workforce Development Objective 2a</b>	System partners will utilize the statewide workforce development strategic plan in developing state and local strategic plans.	
<b>Board Goal(s) Addressing Objective 2a</b>	Deep East Texas Workforce Centers and programs funded by the Board or over which the Board has planning or other authority must be quality and performance-driven.	
<b>Board Objectives Addressing Board Goals:</b>	<ol style="list-style-type: none"> <li>1. Ensure accountability for funds.</li> <li>2. Require performance of providers.</li> <li>3. Assure federal and state performance standards are met.</li> <li>4. Provide a cost effective and efficient service delivery system.</li> <li>5. Coordinate public and private stakeholders working together to eliminate duplication and overlap among program providers.</li> <li>6. Comply with state and federal law and policies.</li> <li>7. Assure service quality.</li> </ol>	
<b>Strategies Used to Meet Objectives</b>	<ol style="list-style-type: none"> <li>1. Conduct self-assessment, compliance monitoring and auditing.</li> <li>2. Build performance requirements into RFPs and contracts.</li> <li>3. Track performance on a regular basis.</li> <li>4. Develop a system of continuous improvement.</li> <li>5. Implement performance improvement plans at earliest point.</li> </ol>	
<b>Outcome Measures</b>		<b>Target Outcomes &amp; Target Dates</b>
<ol style="list-style-type: none"> <li>1. RFP's and contracts will contain performance expectations</li> <li>2. Performance tracking schedule will be developed for all contracts</li> <li>3. Performance improvement plans are implemented within 30 days of "trigger"</li> <li>4. Performance improvement plans implemented are monitored</li> <li>5. An self-assessment will be completed</li> <li>6. Compliance monitoring will be completed for all contractors at least annually based on a risk analysis</li> </ol>	<ol style="list-style-type: none"> <li>1. All RFP's and contracts contain performance expectations by January 2004</li> <li>2. Performance tracking schedule is developed by January 2004 for all contracts, and include a performance improvement "trigger" when performance is not met</li> <li>3. Performance improvement plans are implemented within 30 days of "trigger"</li> <li>4. Performance improvement plans implemented monitored monthly</li> <li>5. An annual self-assessment is completed</li> <li>6. Compliance monitoring based on a risk analysis is completed for all contractors at least annually</li> </ol>	

Guidelines Pages 29-36	Strategic Charts	
<b>Goal 2: An operational, comprehensive system-wide set of performance measures to monitor, evaluate and improve the effectiveness and accountability of the workforce development system.</b>		
<b>Workforce Development Objective 2b</b>	System partners will establish, implement and utilize performance measures and benchmarks to monitor and assess the workforce development system's ability to achieve its objectives.	
<b>Board Goal(s) Addressing Objective 2b</b>	Deep East Texas Workforce Centers and programs funded by the Board or over which the Board has planning or other authority must be quality and performance-driven.	
<b>Board Objectives Addressing Board Goals:</b>	<ol style="list-style-type: none"> <li>1. Assure accountability for funds.</li> <li>2. Comply with state and federal law and policies.</li> <li>3. Require performance of providers.</li> <li>4. Assure federal and state performance standards are met.</li> <li>5. Assure service quality and customer satisfaction.</li> <li>6. The Board regularly evaluates how the workforce system meets customer needs.</li> </ol>	
<b>Strategies Used to Meet Objectives</b>	<ol style="list-style-type: none"> <li>1. Conduct self-assessment, compliance monitoring and auditing.</li> <li>2. Build performance requirements into RFPs and contracts.</li> <li>3. Track performance on a regular basis .</li> <li>4. Implement performance improvement plans at earliest points.</li> <li>5. Utilize a system of continuous improvement.</li> <li>6. Collect customer satisfaction information at all points of service to refine service delivery.</li> <li>7. Evaluate current Board and contractor services as a starting point for a quality improvement plan.</li> </ol>	
<b>Outcome Measures</b>		<b>Target Outcomes &amp; Target Dates</b>
<ol style="list-style-type: none"> <li>1. RFP's and contracts will contain performance expectations</li> <li>2. Performance tracking schedule will be developed for all contracts</li> <li>3. Performance improvement plans are implemented within 30 days of "trigger"</li> <li>4. Performance improvement plans implemented are monitored</li> <li>5. An self-assessment will be completed</li> <li>6. Compliance monitoring will be completed for all contractors at least annually based on a risk analysis</li> <li>7. Obtain a baseline for continuous improvement</li> <li>8. Develop and implement a continuous improvement plan</li> <li>9. Customer satisfaction survey results are reviewed</li> <li>10. An audit will be completed</li> </ol>	<ol style="list-style-type: none"> <li>1. All RFP's and contracts contain performance expectations by January 2004</li> <li>2. Performance tracking schedule is developed by January 2004 for all contracts, and include a performance improvement "trigger" when performance is not met</li> <li>3. Performance improvement plans are implemented within 30 days of "trigger"</li> <li>4. Performance improvement plans implemented monitored monthly</li> <li>5. An annual self-assessment is completed</li> <li>6. Compliance monitoring based on a risk analysis is completed for all contractors at least annually</li> <li>7. A baseline for continuous improvement is obtained by January 2004</li> <li>8. A continuous improvement plan is developed and implemented by January 2005</li> <li>9. Customer satisfaction survey results are reviewed monthly, and service improvements are implemented as a result of comments by July 2003</li> <li>10. An annual audit is completed</li> </ol>	

<b>Guidelines</b> Pages 29-36	<b>Strategic Charts</b>	
<b>Goal 2: An operational, comprehensive system-wide set of performance measures to monitor, evaluate and improve the effectiveness and accountability of the workforce development system.</b>		
<b>Workforce Development Objective 2c</b>	System partners will identify and implement improvements based on annual assessments from stakeholders regarding system efficiency and effectiveness.	
<b>Board Goal(s) Addressing Objective 2c</b>	Deep East Texas Workforce Centers and programs funded by the Board or over which the Board has planning or other authority must be quality and performance-driven.	
<b>Board Objectives Addressing Board Goals:</b>	<ol style="list-style-type: none"> <li>1. The Board will assure service quality and customer satisfaction.</li> <li>2. The Board regularly evaluates how the workforce system meets customer needs.</li> </ol>	
<b>Strategies Used to Meet Objectives</b>	<ol style="list-style-type: none"> <li>1. Utilize a system of continuous improvement.</li> <li>2. Collect customer satisfaction information at all points of service to refine service delivery.</li> <li>3. Evaluate current Board and contractor services as a starting point for a quality improvement plan.</li> </ol>	
<b>Outcome Measures</b>		<b>Target Outcomes &amp; Target Dates</b>
<ol style="list-style-type: none"> <li>1. Obtain a baseline for continuous improvement</li> <li>2. Develop and implement a continuous improvement plan</li> <li>3. Customer satisfaction survey results are reviewed</li> </ol>		<ol style="list-style-type: none"> <li>1. A baseline for continuous improvement is obtained by January 2004</li> <li>2. A continuous improvement plan is developed and implemented by January 2005</li> <li>3. Customer satisfaction survey results are reviewed monthly, and service improvements are implemented as a result of comments by July 2003</li> </ol>

Guidelines Pages 29-36	Strategic Charts	
<b>Goal 3: Texans have access to obtain the literacy, education and workplace skills necessary for self-sufficient employment, employment advancement, and life-long learning.</b>		
<b>Workforce Development Objective 3a</b>	Assist adult Texans to improve their literacy, math proficiency and critical thinking skills to the level necessary for employment at the earliest opportunity and for employment advancement.	
<b>Board Goal(s) Addressing Objective 3a</b>	Prepare every citizen to successfully compete in the labor market.	
<b>Board Objectives Addressing Board Goals:</b>	<ol style="list-style-type: none"> <li>1. Workforce centers will assist customers to make career decisions that meet the customer's need.</li> <li>2. Provide information and training that increases long-term employability of customers.</li> </ol>	
<b>Strategies Used to Meet Objectives</b>	<ol style="list-style-type: none"> <li>1. Provide appropriate assessment and individual employment plans.</li> <li>2. Provide customer access to skill standards in relation to LMI.</li> </ol>	
Outcome Measures		Target Outcomes & Target Dates
<ol style="list-style-type: none"> <li>1. Performance goals for entered employment and retention will be met</li> <li>2. A review of all assessment instruments</li> <li>3. New assessment instruments are approved and procured if necessary</li> <li>4. Monitoring of individual employment plans</li> <li>5. Credential performance measures are met</li> <li>6. Skills standards information in relation to local labor market information is made available</li> </ol>	<ol style="list-style-type: none"> <li>1. Performance goals for entered employment and retention will be met annually</li> <li>2. Assessment instruments are reviewed by January 2004</li> <li>3. New assessment instruments are approved and procured if necessary by June 2004</li> <li>4. Monitoring of individual employment plans reveals no findings</li> <li>5. Credential performance measure is met annually</li> <li>6. Skills standards information, when available, is included in labor market information and made available to customers</li> </ol>	

Guidelines Pages 29-36	Strategic Charts	
<b>Goal 3: Texans have access to obtain the literacy, education and workplace skills necessary for self-sufficient employment, employment advancement, and life-long learning.</b>		
<b>Workforce Development Objective 3b</b>	Develop initiatives to increase the proportion of Texans who complete a post-secondary degree, high school diploma, GED or other recognized credential.	
<b>Board Goal(s) Addressing Objective 3b</b>	Prepare every citizen to successfully compete in the labor market.	
<b>Board Objectives Addressing Board Goals:</b>	<ol style="list-style-type: none"> <li>1. Deliver workforce training and services through a system of Texas Workforce Centers and branches serving a universal population of persons seeking jobs or workforce services.</li> <li>2. Workforce centers will assist customers to make career decisions that meet the customer's need.</li> <li>3. Ensure informed customer choice.</li> </ol>	
<b>Strategies Used to Meet Objectives</b>	<ol style="list-style-type: none"> <li>1. Make information and referral services available to address customer needs.</li> <li>2. Meet customer needs with progressively increased intensity of services in an integrated program environments within the workforce centers.</li> <li>3. Make appropriate assessment and individual employment plans available.</li> <li>4. Provide good labor market information, training provider information, and career information.</li> </ol>	
Outcome Measures	Target Outcomes & Target Dates	
<ol style="list-style-type: none"> <li>1. Performance goals for entered employment and retention will be met</li> <li>2. A review of all assessment instruments</li> <li>3. New assessment instruments are approved and procured if necessary</li> <li>4. Monitoring of individual employment plans</li> <li>5. Credential performance measures are met</li> <li>6. Skills standards information in relation to local labor market information is made available</li> <li>7. Obtain a baseline for continuous improvement</li> <li>8. Develop and implement a continuous improvement plan</li> </ol>	<ol style="list-style-type: none"> <li>1. Performance goals for entered employment and retention will be met annually</li> <li>2. Assessment instruments are reviewed by January 2004</li> <li>3. New assessment instruments are approved and procured if necessary by June 2004</li> <li>4. Monitoring of individual employment plans reveals no findings</li> <li>5. Credential performance measure is met annually</li> <li>6. Skills standards information, when available, is included in labor market information and made available to customers</li> <li>7. A baseline for continuous improvement is obtained by January 2004</li> <li>8. A continuous improvement plan is developed and implemented by January 2005</li> </ol>	

Guidelines Pages 29-36	Strategic Charts	
<b>Goal 3: Texans have access to obtain the literacy, education and workplace skills necessary for self-sufficient employment, employment advancement, and life-long learning.</b>		
<b>Workforce Development Objective 3c</b>	<b>Develop initiatives to increase the proportion of participants who complete a workforce preparation program, enter employment, enter employment with earnings gains and/or continue in education and training that leads to employment in demand occupations.</b>	
<b>Board Goal(s) Addressing Objective 3c</b>	<b>Prepare every citizen to successfully compete in the labor market.</b>	
<b>Board Objectives Addressing Board Goals:</b>	<ol style="list-style-type: none"> <li>1. Provide necessary support to facilitate program completion.</li> <li>2. Provide services to facilitate job entry in demand occupations.</li> <li>3. Deliver workforce training and services through a system of Texas Workforce Centers and branches serving a universal population of persons seeking jobs or workforce services.</li> <li>4. Ensure informed customer choice.</li> </ol>	
<b>Strategies Used to Meet Objectives</b>	<ol style="list-style-type: none"> <li>1. Make appropriate assessment and individual employment plans available.</li> <li>2. Provide good labor market information, training provider information, and career information.</li> <li>3. Provide support and follow-up services.</li> <li>4. Make job readiness/job search seminars and job development available.</li> <li>5. Provide self-help resources in the resource rooms, group workshops, and intensive services for targeted populations.</li> <li>6. Ensure workforce center orientation is provided to all customers.</li> <li>7. Make information and referral services available to address customer needs.</li> <li>8. Meet customer needs with progressively increased intensity of services in an integrated program environment within the workforce centers.</li> </ol>	
<b>Outcome Measures</b>		<b>Target Outcomes &amp; Target Dates</b>
<ol style="list-style-type: none"> <li>1. Performance goals for entered employment and retention will be met</li> <li>2. A review of all assessment instruments</li> <li>3. New assessment instruments are approved and procured if necessary</li> <li>4. Monitoring of individual employment plans</li> <li>5. Credential performance measures are met</li> <li>6. Skills standards information in relation to local labor market information is made available</li> <li>7. Obtain a baseline for continuous improvement</li> <li>8. Develop and implement a continuous improvement plan</li> </ol>	<ol style="list-style-type: none"> <li>1. Performance goals for entered employment and retention will be met annually</li> <li>2. Assessment instruments are reviewed by January 2004</li> <li>3. New assessment instruments are approved and procured if necessary by June 2004</li> <li>4. Monitoring of individual employment plans reveals no findings</li> <li>5. Credential performance measure is met annually</li> <li>6. Skills standards information, when available, is included in labor market information and made available to customers</li> <li>7. A baseline for continuous improvement is obtained by January 2004</li> <li>8. A continuous improvement plan is developed and implemented by January 2005</li> </ol>	

<b>Guidelines</b> Pages 29-36	<b>Strategic Charts</b>	
<b>Goal 3: Texans have access to obtain the literacy, education and workplace skills necessary for self-sufficient employment, employment advancement, and life-long learning.</b>		
<b>Workforce Development Objective 3d</b>	Develop initiatives to decrease expeditiously, through employment at a self-sufficient level, the proportion of Texans who need public assistance or unemployment insurance.	
<b>Board Goal(s) Addressing Objective 3d</b>	Prepare every citizen to successfully compete in the labor market.	
<b>Board Objectives Addressing Board Goals:</b>	<ol style="list-style-type: none"> <li>1. Career decisions will meet the customer's need.</li> <li>2. Ensure informed customer choice.</li> <li>3. Provide necessary support to facilitate program completion.</li> <li>4. Provide services to facilitate job entry in demand occupations.</li> <li>5. Provide services that will make the transition from public assistance to self-sufficiency possible.</li> </ol>	
<b>Strategies Used to Meet Objectives</b>	<ol style="list-style-type: none"> <li>1. Make appropriate assessment and individual employment plans available.</li> <li>2. Provide good labor market information, training provider information, and career information.</li> <li>3. Provide support and follow-up services.</li> <li>4. Make job readiness/job search seminars and job development available.</li> <li>5. Provide necessary support and identify community resources to assist recipients obtain and retain employment.</li> <li>6. Provide alternatives for recipients unable to get an unsubsidized job.</li> </ol>	
<b>Outcome Measures</b>	<b>Target Outcomes &amp; Target Dates</b>	
<ol style="list-style-type: none"> <li>1. Performance goals for entered employment and retention will be met</li> <li>2. A review of all assessment instruments</li> <li>3. Skills standards information in relation to local labor market information is made available</li> <li>4. Develop and implement a continuous improvement plan</li> <li>5. Customer satisfaction survey results are reviewed</li> <li>6. RFP's and contracts will contain performance expectations.</li> <li>7. Performance tracking schedule will be developed for all contracts</li> <li>8. Career exploration tools are maintained in the self-help resource area, including computer tools</li> <li>9. Labor market, training provider, and career information are provided to all customers</li> <li>10. Monitoring of support services</li> <li>11. Monitoring of follow-up services</li> </ol>	<ol style="list-style-type: none"> <li>1. Performance goals for entered employment and retention will be met annually</li> <li>2. Assessment instruments are reviewed by January 2004</li> <li>3. Skills standards information, when available, is included in labor market information and made available to customers</li> <li>4. A continuous improvement plan is developed and implemented by January 2005</li> <li>5. Customer satisfaction survey results are reviewed monthly, and service improvements are implemented as a result of comments by July 2003</li> <li>6. All RFP's and contracts contain performance expectations by January 2004</li> <li>7. Performance tracking schedule is developed by January 2004 for all contracts, and include a performance improvement "trigger" when performance is not met</li> <li>8. Career exploration tools are maintained in the self-help resource area, including computer tools, and reviewed at least annually</li> <li>9. Process for the distribution of labor market, training provider, and career information provided to all customers is reviewed at least annually</li> <li>10. Monitoring of support services shows no findings</li> <li>11. Monitoring of follow-up services shows no findings</li> </ol>	

Guidelines Pages 29-36	Strategic Charts	
<b>Goal 4:</b> Texas workers have the educational and occupational skills for employment advancement in meaningful, challenging and productive higher-skill, higher-wage careers and the educational foundation for lifelong learning.		
Workforce Development Objective 4a	Implement and refine a system for the development, recognition and use of industry-defined and recognized standards to facilitate the performance of participants in higher-skill, higher-wage demand occupations.	
Board Goal(s) Addressing Objective 4a	Prepare every citizen to successfully compete in the labor market.	
Board Objectives Addressing Board Goals:	Provide information and training that increases long-term employability of customers.	
Strategies Used to Meet Objectives	<ol style="list-style-type: none"> <li>1. Develop a library of sources for industry-defined standards for area demand occupations.</li> <li>2. Participate in statewide efforts to develop skill standards.</li> <li>3. Provide customer access to skill standards in relation to LMI.</li> <li>4. Develop a matrix for training providers to use when submitting applications for inclusion on the statewide list.</li> </ol>	
Outcome Measures	Target Outcomes & Target Dates	
<ol style="list-style-type: none"> <li>1. Performance goals for entered employment and retention will be met</li> <li>2. Performance improvement plans are implemented within 30 days of “trigger”</li> <li>3. Information requested by the state for skills standards will be provided</li> <li>4. Skills standards are received for all subsequent applications to the eligible training provider list</li> <li>5. Work with the Texas Skills Standards Board (TSSB) and training providers to determine postsecondary skills certification system</li> <li>6. A matrix is developed following guidance by the TSSB</li> <li>7. Industry-defined standards resources are identified</li> <li>8. A library of industry-defined standards resources is developed</li> <li>9. Labor market information will identify available resources that provide skills information</li> </ol>	<ol style="list-style-type: none"> <li>1. Performance goals for entered employment and retention will be met annually</li> <li>2. Performance improvement plans are implemented within 30 days of “trigger”</li> <li>3. Information requested by the state for skills standards will be provided within the requested timeframe</li> <li>4. Skills standards are received for all subsequent applications to the eligible training provider list are reviewed annually</li> <li>5. Work with the Texas Skills Standards Board (TSSB) and training providers to determine postsecondary skills certification system when requested</li> <li>6. A matrix is developed following guidance by the TSSB when available</li> <li>7. Industry-defined standards resources are identified when available</li> <li>8. A library of industry-defined standards resources is developed</li> <li>9. Labor market information sheets will identify resources for skills information, and will be updated annually</li> </ol>	

Guidelines Pages 29-36	Strategic Charts	
<b>Goal 4:</b> Texas workers have the educational and occupational skills for employment advancement in meaningful, challenging and productive higher-skill, higher-wage careers and the educational foundation for lifelong learning.		
<b>Workforce Development Objective 4b</b>	Establish a post-secondary only skills certification system which links industry-defined and recognized skill standards, workforce education and portability of credentials.	
<b>Board Goal(s) Addressing Objective 4b</b>	Prepare every citizen to successfully compete in the labor market.	
<b>Board Objectives Addressing Board Goals:</b>	To provide information and training that increases long-term employability of customers.	
<b>Strategies Used to Meet Objectives</b>	<ol style="list-style-type: none"> <li>1. Develop a matrix for training providers to use when submitting applications for inclusion on the statewide list.</li> <li>2. Provide customer access to skill standards in relation to LMI.</li> <li>3. Participate in statewide efforts to develop skill standards.</li> <li>4. Develop a library of sources for industry-defined standards for area demand occupations.</li> </ol>	
<b>Outcome Measures</b>		<b>Target Outcomes &amp; Target Dates</b>
<ol style="list-style-type: none"> <li>1. Performance goals for entered employment and retention will be met</li> <li>2. Industry-defined standards resources are identified</li> <li>3. Labor market information will identify available resources that provide skills information</li> <li>4. Performance improvement plans are implemented within 30 days of “trigger”</li> <li>5. Information requested by the state for skills standards will be provided</li> <li>6. Skills standards are received for all subsequent applications to the eligible training provider list</li> <li>7. Work with the Texas Skills Standards Board (TSSB) and training providers to determine postsecondary skills certification system</li> <li>8. A matrix is developed following guidance by the TSSB</li> <li>9. A library of industry-defined standards resources is developed</li> </ol>	<ol style="list-style-type: none"> <li>1. Performance goals for entered employment and retention will be met annually</li> <li>2. Industry-defined standards resources are identified when available</li> <li>3. Labor market information sheets will identify resources for skills information, and will be updated annually</li> <li>4. Performance improvement plans are implemented within 30 days of “trigger”</li> <li>5. Information requested by the state for skills standards will be provided within the requested timeframe</li> <li>6. Skills standards are received for all subsequent applications to the eligible training provider list are reviewed annually</li> <li>7. Work with the Texas Skills Standards Board (TSSB) and training providers to determine postsecondary skills certification system when requested</li> <li>8. A matrix is developed following guidance by the TSSB when available</li> <li>9. A library of industry-defined standards resources is developed</li> </ol>	

Guidelines Pages 29-36	Strategic Charts	
<b>Goal 4:</b> Texas workers have the educational and occupational skills for employment advancement in meaningful, challenging and productive higher skill, higher wage careers and the educational foundation for lifelong learning.		
<b>Workforce Development Objective 4c</b>	Improve the long-term employability of participants by providing workforce education and training opportunities to upgrade occupational skills that result in earnings gains and career advancement in demand occupations.	
<b>Board Goal(s) Addressing Objective 4c</b>	Prepare every citizen to successfully compete in the labor market.	
<b>Board Objectives Addressing Board Goals:</b>	<ol style="list-style-type: none"> <li>1. Train currently employed workers to upgrade skills and access/maintain self-sufficiency.</li> <li>2. Workforce centers will provide Career decisions that meet the customer's need.</li> <li>3. Ensure informed customer choice.</li> <li>4. Provide services to facilitate job entry in demand occupations.</li> <li>5. Provide information and training that increases long-term employability of customers.</li> </ol>	
<b>Strategies Used to Meet Objectives</b>	<ol style="list-style-type: none"> <li>1. Market current worker training programs to employers</li> <li>2. Increase employer awareness of training funding options, including skills development funds and incumbent worker training.</li> <li>3. Appropriate assessment and individual employment plans.</li> <li>4. Provide good labor market information, training provider information, and career information.</li> <li>5. Job readiness/job search seminars; job development.</li> <li>6. Provide customer access to skill standards in relation to LMI.</li> </ol>	
<b>Outcome Measures</b>		<b>Target Outcomes &amp; Target Dates</b>
<ol style="list-style-type: none"> <li>1. Current worker training programs and other training funding options are included in the marketing plan</li> <li>2. Board supports appropriate skills development fund proposals</li> <li>3. Basic skills performance measure is met.</li> <li>4. Performance goals for entered employment and retention will be met</li> <li>5. Industry-defined standards resources are identified</li> <li>6. Labor market information will identify available resources that provide skills information</li> <li>7. Career exploration tools are maintained in the self-help resource area, including computer tools</li> <li>8. Labor market, training provider, and career information are provided to all customers</li> </ol>	<ol style="list-style-type: none"> <li>1. Current worker training programs and other training funding options are included in the marketing plan</li> <li>2. Board reviews and supports appropriate skills development fund proposals within 30 days of presentation</li> <li>3. Basic skills performance measure is met annually</li> <li>4. Performance goals for entered employment and retention will be met annually</li> <li>5. Industry-defined standards resources are identified when available</li> <li>6. Labor market information sheets will identify resources for skills information, and will be updated annually</li> <li>7. Career exploration tools are maintained in the self-help resource area, including computer tools, and reviewed at least annually</li> <li>8. Process for the distribution of labor market, training provider, and career information provided to all customers is reviewed at least annually</li> </ol>	

<b>Guidelines Pages 29-36</b>	<b>Strategic Charts</b>	
<b>Goal 5: Texas youth are empowered with the knowledge, skills and behaviors necessary for employment and economic independence in higher-skill, higher-wage careers and life-long learning.</b>		
<b>Workforce Development Objective 5a</b>	Develop initiatives that work toward increasing annually the proportion of the total students entering sixth grade that receives a high school diploma within seven years.	
<b>Board Goal(s) Addressing Objective 5a</b>	Prepare every citizen to successfully compete in the labor market.	
<b>Board Objectives Addressing Board Goals:</b>	Increase the long-term employability and earnings potential for youth.	
<b>Strategies Used to Meet Objectives</b>	<ol style="list-style-type: none"> <li>1. Increase the basic skills of area youth by funding or collaborating with entities with demonstrated successful performance in improving basic skills of both in-school and out-of-school youth.</li> <li>2. Decrease the high school dropout rate by increasing services to in-school youth on a year-around basis.</li> <li>3. Form meaningful partnerships to maximize funds coming to the local area to prepare youth for the world of work.</li> <li>4. Engage partners to develop innovative youth programs and provide an array of services for youth that gives them appropriate information and preparation for competing for high skill, high wage jobs.</li> </ol>	
<b>Outcome Measures</b>		<b>Target Outcomes &amp; Target Dates</b>
<ol style="list-style-type: none"> <li>1. Youth advisory members are active</li> <li>2. Partnership is formed with CRCG</li> </ol>		<ol style="list-style-type: none"> <li>1. At least 1 Youth advisory members attend at least 2 Board committee meetings</li> <li>2. Center Staff attend at least 50% of local CRCG meetings</li> </ol>

<b>Guidelines Pages 29-36</b>	<b>Strategic Charts</b>	
<b>Goal 5: Texas youth are empowered with the knowledge, skills and behaviors necessary for employment and economic independence in higher-skill, higher-wage careers and life-long learning.</b>		
<b>Workforce Development Objective 5b</b>	Develop initiatives that work toward increasing annually the proportion of Texas youth entering and completing post-secondary education.	
<b>Board Goal(s) Addressing Objective 5b</b>	Prepare every citizen to successfully compete in the labor market.	
<b>Board Objectives Addressing Board Goals:</b>	Increase the long-term employability and earnings potential for youth.	
<b>Strategies Used to Meet Objectives</b>	<ol style="list-style-type: none"> <li>1. Increase the basic skills of area youth by funding or collaborating with entities with demonstrated successful performance in improving basic skills of both in-school and out-of-school youth.</li> <li>2. Decrease the high school dropout rate by increasing services to in-school youth on a year-around basis.</li> <li>3. Form meaningful partnerships to maximize funds coming to the local area to prepare youth for the world of work.</li> <li>4. Engage partners to develop innovative youth programs and provide an array of services for youth that gives them appropriate information and preparation for competing for high skill, high wage jobs.</li> </ol>	
<b>Outcome Measures</b>	<b>Target Outcomes &amp; Target Dates</b>	
<ol style="list-style-type: none"> <li>1. Youth advisory members are active</li> <li>2. Partnership is formed with CRCG</li> <li>3. Meet youth performance standards for entered post secondary training, skills achievement, and attained credential</li> </ol>	<ol style="list-style-type: none"> <li>1. At least 1 Youth advisory members attend at least 2 Board committee meetings</li> <li>2. Center Staff attend at least 50% of local CRCG meetings</li> <li>3. Youth performance standards for entered post secondary training, skills achievement, and attained credential are met annually</li> </ol>	

<b>Guidelines Pages 29-36</b>	<b>Strategic Charts</b>	
<b>Goal 5: Texas youth are empowered with the knowledge, skills and behaviors necessary for employment and economic independence in higher-skill, higher-wage careers and life-long learning.</b>		
<b>Workforce Development Objective 5c</b>	<b>Develop initiatives that work toward decreasing the proportion of post-secondary entrants requiring remediation.</b>	
<b>Board Goal(s) Addressing Objective 5c</b>	<b>Prepare every citizen to successfully compete in the labor market.</b>	
<b>Board Objectives Addressing Board Goals:</b>	<b>Increase the long-term employability and earnings potential for youth.</b>	
<b>Strategies Used to Meet Objectives</b>	<ol style="list-style-type: none"> <li><b>1. Increase the basic skills of area youth by funding or collaborating with entities with demonstrated successful performance in improving basic skills of both in-school and out-of-school youth.</b></li> <li><b>2. Decrease the high school dropout rate by increasing services to in-school youth on a year-around basis.</b></li> <li><b>3. Form meaningful partnerships to maximize funds coming to the local area to prepare youth for the world of work.</b></li> <li><b>4. Engage partners to develop innovative youth programs and provide an array of services for youth that gives them appropriate information and preparation for competing for high skill, high wage jobs.</b></li> </ol>	
<b>Outcome Measures</b>	<b>Target Outcomes &amp; Target Dates</b>	
<ol style="list-style-type: none"> <li><b>1. Youth advisory members are active</b></li> <li><b>2. Partnership is formed with CRCG</b></li> <li><b>3. Meet youth performance standards for entered post secondary training, skills achievement, and attained credential</b></li> </ol>	<ol style="list-style-type: none"> <li><b>1. At least 1 Youth advisory members attend at least 2 Board committee meetings</b></li> <li><b>2. Center Staff attend at least 50% of local CRCG meetings</b></li> <li><b>3. Youth performance standards for entered post secondary training, skills achievement, and attained credential are met annually</b></li> </ol>	

Guidelines Pages 29-36	Strategic Charts	
<b>Goal 5: Texas youth are empowered with the knowledge, skills and behaviors necessary for employment and economic independence in higher-skill, higher-wage careers and life-long learning.</b>		
<b>Workforce Development Objective 5d</b>	Develop initiatives that work toward increasing the proportion of employed youth in higher-skill, higher-wage occupations.	
<b>Board Goal(s) Addressing Objective 5d</b>	Prepare every citizen to successfully compete in the labor market.	
<b>Board Objectives Addressing Board Goals:</b>	Increase the long-term employability and earnings potential for youth.	
<b>Strategies Used to Meet Objectives</b>	<ol style="list-style-type: none"> <li>1. Increase the basic skills of area youth by funding or collaborating with entities with demonstrated successful performance in improving basic skills of both in-school and out-of-school youth.</li> <li>2. Decrease the high school dropout rate by increasing services to in-school youth on a year-around basis.</li> <li>3. Form meaningful partnerships to maximize funds coming to the local area to prepare youth for the world of work.</li> <li>4. Engage partners to develop innovative youth programs and provide an array of services for youth that gives them appropriate information and preparation for competing for high skill, high wage jobs.</li> </ol>	
<b>Outcome Measures</b>	<b>Target Outcomes &amp; Target Dates</b>	
<ol style="list-style-type: none"> <li>1. Youth advisory members are active</li> <li>2. Partnership is formed with CRCG</li> <li>3. Meet youth performance standards for entered post secondary training, skills achievement, and attained credential</li> <li>4. Youth Entered Employment measure is met</li> </ol>	<ol style="list-style-type: none"> <li>1. At least 1 Youth advisory members attend at least 2 Board committee meetings</li> <li>2. Center Staff attend at least 50% of local CRCG meetings</li> <li>3. Youth performance standards for entered post secondary training, skills achievement, and attained credential are met annually</li> <li>4. Youth Entered Employment measure is met annually</li> </ol>	

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<b>Goal 5: Texas youth are empowered with the knowledge, skills and behaviors necessary for employment and economic independence in higher skill, higher wage careers and life-long learning.</b>		
<b>Workforce Development Objective 5e</b>	Continue to support local Youth Advisory Groups and the development and sustainability of the regional School-to-Careers Partnerships and voluntary school-to-careers initiatives.	
<b>Board Goal(s) Addressing Objective 5e</b>	Prepare every citizen to successfully compete in the labor market.	
<b>Board Objectives Addressing Board Goals:</b>	Increase the long-term employability and earnings potential for youth.	
<b>Strategies Used to Meet Objectives</b>	<ol style="list-style-type: none"> <li>1. Form meaningful partnerships to maximize funds coming to the local area to prepare youth for the world of work.</li> <li>2. Engage partners to develop innovative youth programs and provide an array of services for youth that gives them appropriate information and preparation for competing for high skill, high wage jobs.</li> </ol>	
<b>Outcome Measures</b>		<b>Target Outcomes &amp; Target Dates</b>
<ol style="list-style-type: none"> <li>1. Youth advisory members are active</li> <li>2. Partnership is formed with CRCG</li> </ol>	<ol style="list-style-type: none"> <li>1. At least 1 Youth advisory members attend at least 2 Board committee meetings</li> <li>2. Center Staff attend at least 50% of local CRCG meetings</li> </ol>	

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<b>Goal 5: Texas youth are empowered with the knowledge, skills and behaviors necessary for employment and economic independence in higher skill, higher wage careers and life-long learning.</b>		
<b>Workforce Development Objective 5f</b>	<b>Develop initiatives to increase the proportion of secondary and post-secondary students enrolled in and completing Tech Prep and other proven, high-quality career preparation programs and transitioning to post-secondary institutions.</b>	
<b>Board Goal(s) Addressing Objective 5f</b>	<b>Prepare every citizen to successfully compete in the labor market.</b>	
<b>Board Objectives Addressing Board Goals:</b>	<b>Increase the long-term employability and earnings potential for youth.</b>	
<b>Strategies Used to Meet Objectives</b>	<ol style="list-style-type: none"> <li>1. <b>Form meaningful partnerships to maximize funds coming to the local area to prepare youth for the world of work.</b></li> <li>2. <b>Engage partners to develop innovative youth programs and provide an array of services for youth that gives them appropriate information and preparation for competing for high skill, high wage jobs.</b></li> </ol>	
<b>Outcome Measures</b>		<b>Target Outcomes &amp; Target Dates</b>
<ol style="list-style-type: none"> <li>1. <b>Youth advisory members are active</b></li> <li>2. <b>Partnership is formed with CRCG</b></li> </ol>	<ol style="list-style-type: none"> <li>1. <b>At least 1 Youth advisory members attend at least 2 Board committee meetings</b></li> <li>2. <b>Center Staff attend at least 50% of local CRCG meetings</b></li> </ol>	