


***Appendix J:
Progress Report on the
2002 Implementation
of the Board's Strategic
Goals & Objectives***

Texas Workforce Development Strategic Plan 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.

<p>Workforce Development Objective 1a 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.</p>	
<p>Board Goal(s) Addressing Objective 1a: The Board is a positive leader in workforce development.</p>	
<p>Board Objectives Addressing the above Board Goal(s):</p> <ol style="list-style-type: none"> 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. 	
<p>Strategies to Meet the above Objectives:</p> <ol style="list-style-type: none"> 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. 	
<p>Target Outcomes</p> <ol style="list-style-type: none"> 1. Mission and vision statements are reviewed and revised by August 2003 2. At least 3 educational segments will be presented at Board meetings annually (January through December) 3. Employers in targeted industries are identified by June 2003, and updated annually 4. At least 10 partner groups are identified by September 2003 5. Roles of all partners in the workforce system are defined by January 2004 6. At least 1 joint initiative will be developed with partners by January 2005 7. At least 6 of advisory members appointed by January 2004 	<p>Progress Toward Meeting</p> <ol style="list-style-type: none"> 2. Two educational segments had to be cancelled in 2003. The Instructional Design Program, Work Opportunity Tax Credit and Veteran Education, and Labor Market Information presentations are to be presented in 2004. 3. Annual labor market analysis is completed annually in conjunction with the planning cycle. The 2004 analysis can be viewed in Appendix F. 4. Partner Groups identified: Employers, Education, Human Services, Rehabilitation Organizations, Organized Labor, Community Based Organizations, Employer Organizations, Faith Based Organizations, Economic Development, Veterans, Organizations that provide services to ex-offenders. 5. Local partners roles defined. Further collaborative efforts will be explored in the coming year to enhance services. 6. A joint initiative with Abitibi, Angelina and Lufkin Economic Development, Angelina College, faith-based organizations and other local organizations has been developed to assist Abitibi dislocated workers. 7. The Board discussed and approved issues related to advisory members in

<p>8. At least 50% of advisory members will attend at least 2 Board committee meetings by January 2005</p> <p>9. A marketing and communications plan is developed and implemented by February 2004</p> <p>10. County data sheets are prepared and distributed and available on the Board's web page by December 2003</p> <p>11. At least 5 presentations will be made annually (July through June) for Economic Development, Chambers of commerce, and other civic or educational entities</p> <p>12. Skills Development grants are included in area marketing efforts</p> <p>13. The Board will obtain at least one additional grant per year</p> <p>14. At least 20 employer focus groups will be held annually in the workforce centers</p> <p>15. Feedback from all employer focus groups is provided to the Board within 1 month following the meeting.</p> <p>16. Performance goals for entered employment and retention will be met annually</p>	<p>December 2003.</p> <p>8. Advisory members are in the process of being identified.</p> <p>9. Marketing plan is completed, implementation has begun with the new DBA and logo presented in the April 2003 Board Meeting. Press release for the DBA and logo was distributed to the media in November. Name tags, business cards, letterhead, and signs are completed. "Friday shirts" with the logo have been distributed. New brochures are in progress.</p> <p>10. County data sheets will be available on the redesigned web page, anticipated completion date of April 2004</p> <p>11. 1- Labor market information was presented August 8, 2003 to Angelina Economic Development related to the new ETI call center. 2-Presentation made to DETDA member on the Labor Shed Survey September 19, 2003 after the regular meeting. 3-Labor market information was presented to Leadership Shelby County October 15, 2003. 4-Presentation to the Economic Development Partnership January 12, 2004. 5-Presentation at Stubblefield Learning Center November 12, 2003. 6-Presentation to area school vocational counselors at Angelina College November 21, 2003.</p> <p>12. To be included in updated web site. Currently included in marketing and outreach efforts.</p> <p>13. The Board was awarded a National Emergency Grant in January 2003, and a second "First Generation College" grant in March 2004.</p> <p>14. Employer focus groups are being held quarterly in the 5 full-service workforce centers.</p> <p>15. Reports are submitted by the Workforce Center operator with the Business Services Report as they are held.</p> <p>16. PY 2002 performance results indicate all programs were meeting entered employment goals; all retention goals were met except for Employment Services, Veterans, and Disabled Veterans.</p>
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Workforce Development Objective 1b: Local Workforce Development Boards will expand employer and individual participation in the workforce development system.

Board Goal(s) Addressing Objective 1b: The Board is a positive leader in workforce development.

Board Objectives Addressing the above Board Goal(s):

1. The Board understands who its customers are and what they want (employers and employees).
2. The Board is the publicity and marketing arm for educating the community.
3. A community that is educated regarding the workforce development system.
4. Board is the workforce investment leader by providing training, education opportunities, labor market information.

Strategies to Meet the above Objectives:

1. Clearly define the Board's customers and partners.
2. Involve representatives from appropriate entities, including private business, as advisory members on Board committees.
3. Use economic development boards, chambers of commerce, education and training providers and employer.
4. Attend economic development, chamber of commerce, education advisory etc. meetings.
5. Develop presentation materials that can be used by staff or Board members to inform the community.

6. Redesign the web page to be more interactive.
7. Develop and implement a marketing plan.
8. Implement a communications campaign.
9. Schedule "town meetings" in each county to inform and receive feedback from the public.
10. Conduct employer focus groups in the workforce centers.
11. Use the board's role as a convener of interests and influentials to address workforce issues.
12. Emphasize on-the-job training and customized training to enhance training opportunities.

Target Outcomes

1. Employers in targeted industries are identified by June 2003, and updated annually
2. At least 10 partner groups are identified by September 2003
3. Roles of all partners in the workforce system are defined by January 2004
4. At least 1 joint initiative will be developed with partners by January 2005
5. At least 6 of advisory members appointed by January 2004
6. At least 50% of advisory members will attend at least 2 Board committee meetings by January 2005
7. A marketing and communications plan is developed and implemented by February 2004.
8. At least 5 presentations will be made annually (July through June) for Economic Development, Chambers of commerce, and other civic or educational entities
9. At least 20 employer focus groups will be held annually in the workforce centers
10. Feedback from all employer focus groups is provided to the Board within 1 month following the meeting
11. Performance goals for entered employment and retention will be met annually
12. A "Town meeting" format is developed, scheduled, held by June 2004
13. At least 5 on-the-job training contracts will be written annually
14. At least 2 customized training contracts will be written annually

Progress Toward Meeting

1. Annual labor market analysis is completed annually in conjunction with the planning cycle. The 2004 analysis can be viewed in Appendix F.
2. Partner Groups identified: Employers, Education, Human Services, Rehabilitation Organizations, Organized Labor, Community Based Organizations, Employer Organizations, Faith Based Organizations, Economic Development, Veterans, Organizations that provide services to ex-offenders.
3. Local partners roles defined. Further collaborative efforts will be explored in the coming year to enhance services.
4. A joint initiative with Abitibi, Angelina and Lufkin Economic Development, Angelina College, faith-based organizations and other local organizations has been developed to assist Abitibi dislocated workers.
5. The Board discussed and approved issues related to advisory members in December 2003.
6. Advisory members are in the process of being identified.
7. Marketing plan is completed, implementation has begun with the new DBA and logo presented in the April 2003 Board Meeting. Press release for the DBA and logo was distributed to the media in November. Name tags, business cards, letterhead, and signs are completed. "Friday shirts" with the logo have been distributed. New brochures are in progress.
8. 1- Labor market information was presented August 8, 2003 to Angelina Economic Development related to the new ETI call center. 2-Presentation made to DETDA member on the Labor Shed Survey September 19, 2003 after the regular meeting. 3-Labor market information was presented to Leadership Shelby County October 15, 2003. 4-Presentation to the Economic Development Partnership January 12, 2004. 5-Presentation at Stubblefield Learning Center November 12, 2003. 6-Presentation to area school vocational counselors at Angelina College November 21, 2003.
9. Employer focus groups are being held quarterly in the 5 full-service workforce centers.
10. Reports are submitted by the Workforce Center operator with the Business Services Report as they are held.
11. PY 2002 performance results indicate all programs were meeting entered employment goals; all retention goals were met except for Employment Services, Veterans, and Disabled Veterans.
13. Nine OJT contracts have been written since May 2003.

Workforce Development Objective 1d: Embrace and support the use of technological advances in electronic communication to facilitate workforce development and employment objectives.	
Board Goal(s) Addressing Objective 1b: Prepare every citizen to successfully compete in the labor market.	
Board Objectives Addressing the above Board Goal(s):	
<ol style="list-style-type: none"> 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. 2. Targeted services are available for customers with special needs, including those with disabilities and limited English proficiency. 	
Strategies to Meet the above Objectives:	
<ol style="list-style-type: none"> 1. Provide self-help resources in the resource rooms, group workshops, and intensive services for targeted populations. 2. Provide accessible facilities, adaptive devices, alternative communication, and specially trained staff. 	
Target Outcomes	Progress Toward Meeting
<ol style="list-style-type: none"> 1. Resource room resources, include an adequate number of computers, are maintained or expanded and reviewed at least annually 2. Accessible facilities and adaptive devices are maintained and reviewed at least annually 3. Group workshops are held weekly and reviewed at least annually 4. Services are targeted for customers with special needs and partner agencies are reviewed annually 	1-4 A schedule for reviewing center processes and infrastructure will be set.

Workforce Development Objective 1e: 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.	
Board Goal(s) Addressing Objective 1b: The Board is a positive leader in workforce development.	
Board Objectives Addressing the above Board Goal(s): The Board is the workforce investment leader by providing training, education opportunities, labor market information.	
Strategies to Meet the above Objectives:	
<ol style="list-style-type: none"> 1. Meet area needs for training. 2. Use the board's role as a convener of interests and influentials to address workforce issues. 3. Include the education entities as a target for marketing and improve feedback to and from education institutions. 4. Coordinate public and private stakeholders working together to eliminate duplication and overlap in services. 	
Target Outcomes	Progress Toward Meeting
<ol style="list-style-type: none"> 1. At least 6 of advisory members appointed by January 2004 2. At least 50% of advisory members will attend at least 2 Board committee meetings by January 2005 3. A marketing and communications plan is developed and implemented by February 2004 4. Performance goals for entered employment and retention will be met annually 	<ol style="list-style-type: none"> 1. The Board discussed and approved issues related to advisory members in December 2003. 2. Advisory members are in the process of being identified. 3. Marketing plan is completed, implementation has begun with the new DBA and logo presented in the April 2003 Board Meeting. Press release for the DBA and logo was distributed to the media in November. Name tags, business cards, letterhead, and signs are completed. "Friday shirts" with the logo have been distributed. New brochures are in progress. 4. PY 2002 performance results indicate all programs were meeting entered employment goals; all retention goals were met except for Employment

<ol style="list-style-type: none"> 5. At least 5 on-the-job training contracts will be written annually 6. At least 2 customized training contracts will be written annually 7. At least 3 educational segments will be presented at Board meetings annually (January through December) 	<p>Services, Veterans, and Disabled Veterans.</p> <ol style="list-style-type: none"> 5. Nine OJT contracts have been written since May 2003. 7. Labor Market Information segment scheduled for October 2003 Board Meeting. Labor Market Information segment was not presented. Instructional Design Program is scheduled for February, and the Work Opportunity Tax Credit and Veteran Education is tentatively scheduled for March.
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<p>Workforce Development Objective If: Facilitate coordinated, customer-friendly eligibility determination and service delivery.</p>	
<p>Board Goal(s) Addressing Objective 1b: To prepare every citizen to successfully complete in the labor market.</p>	
<p>Board Objectives Addressing the above Board Goal(s):</p>	
<ol style="list-style-type: none"> 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 2. Targeted services are available for customers with special needs, including those with disabilities and limited English proficiency 	
<p>Strategies to Meet the above Objectives:</p>	
<ol style="list-style-type: none"> 1. Provide workforce center orientation to all customers. 2. Provide information and referral services to address customer needs. 3. Meet customer needs with progressively increased intensity of services in an integrated program environments within the workforce centers. 4. Make accessible facilities, adaptive devices, alternative communication, specially trained staff available. 	
<p>Target Outcomes</p>	<p>Progress Toward Meeting</p>
<ol style="list-style-type: none"> 1. Skills Development grants are included in area marketing efforts 2. The Board will obtain at least one additional grant per year 3. Accessible facilities and adaptive devices are maintained and reviewed at least annually 4. Services are targeted for customers with special needs and partner agencies are reviewed annually 5. Community resources book is reviewed at least annually 6. Customer intake and orientation process is reviewed at least annually 7. Intake for specialized programs is reviewed annually 8. Integration within the workforce center is reviewed at least annually 9. Customer referrals are reviewed during annual monitoring and no findings result 10. Staff training in services to special populations is identified by January 2004, and completed at least annually thereafter 	<ol style="list-style-type: none"> 1. To be included in updated web site. Currently included in marketing and outreach efforts. 2. The Board was awarded a National Emergency Grant in January 2003, and a second "First Generation College" grant in March 2004. 3-8 A schedule for reviewing center processes and infrastructure will be set. 9. Scheduled monitoring will be completed April 2004

<p>Workforce Development Objective Ig: Provide user-friendly, universal access to employment, education and training information, and support services that enable employment at the earliest opportunity.</p>	
<p>Board Goal(s) Addressing Objective: To prepare every citizen to successfully compete in the labor market.</p>	

Board Objectives Addressing the above Board Goal(s):	
<ol style="list-style-type: none"> 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. 2. Targeted services are available for customers with special needs, including those with disabilities and limited English proficiency. 3. Workforce Center will assist customers in making career decisions that meet the customer's need. 4. Workforce Center will ensure informed customer choices. 5. Workforce Center will provide necessary support to facilitate program completion. 6. Workforce Center will provide services to facilitate job entry in demand occupations. 	
Strategies to Meet the above Objectives:	
<ol style="list-style-type: none"> 1. Provide self-help resources in the resource rooms, group workshops, and intensive services for targeted populations. 2. Provide workforce center orientation to all customers. 3. Make information and referral services available to address customer needs. 4. Meet customer needs with progressively increased intensity of services in an integrated program environments within the workforce centers. 5. Make accessible facilities, adaptive devices, alternative communication, specially trained staff available. 6. Provide appropriate assessment and individual employment plans. 7. Provide good labor market, training provider, and career information. 8. Provide support and follow-up services. 9. Provide job readiness/job search seminars and job development. 	
Target Outcomes	Progress Toward Meeting
<ol style="list-style-type: none"> 1. Skills Development grants are included in area marketing efforts 2. The Board will obtain at least one additional grant per year 3. Accessible facilities and adaptive devices are maintained and reviewed at least annually 4. Services are targeted for customers with special needs and partner agencies are reviewed annually 5. Community resources book is reviewed at least annually 6. Customer intake and orientation process is reviewed at least annually 7. Intake for specialized programs is reviewed annually 8. Integration within the workforce center is reviewed at least annually 9. Customer referrals are reviewed during annual monitoring and no findings result 10. Staff training in services to special populations is identified by January 2004, and completed at least annually thereafter. 	<ol style="list-style-type: none"> 1. To be included in updated web site. Currently included in marketing and outreach efforts. 2. The Board was awarded a National Emergency Grant in January 2003, and a second "First Generation College" grant in March 2004. 3-8 A schedule for reviewing center processes and infrastructure will be set. 9. Scheduled monitoring will be completed April 2004

Texas Workforce Development Strategic Plan 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.

Workforce Development Objective 2a: System partners will utilize the statewide workforce development strategic plan in developing state and local strategic plans.	
Board Goal(s) Addressing Objective: 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.	
Board Objectives Addressing the above Board Goal(s):	
<ol style="list-style-type: none"> 1. Ensure accountability for funds. 2. Require performance of providers. 3. Assure federal and state performance standards are met. 4. Provide a cost effective and efficient service delivery system. 5. Coordinate public and private stakeholders working together to eliminate duplication and overlap among program providers. 6. Comply with state and federal law and policies. 7. Assure service quality. 	
Strategies to Meet the above Objectives:	
<ol style="list-style-type: none"> 1. Conduct self-assessment, compliance monitoring and auditing. 2. Build performance requirements into RFPs and contracts. 3. Track performance on a regular basis. 4. Develop a system of continuous improvement. 5. Implement performance improvement plans at earliest point. 	
Target Outcomes	Progress Toward Meeting
<ol style="list-style-type: none"> 1. All RFP's and contracts contain performance expectations by January 2004 2. Performance tracking schedule is developed by January 2004 for all contracts, and include a performance improvement "trigger" when performance is not met 3. Performance improvement plans are implemented within 30 days of "trigger" 4. Performance improvement plans implemented monitored monthly 5. An annual self-assessment is completed 6. Compliance monitoring based on a risk analysis is completed for all contractors at least annually 	<ol style="list-style-type: none"> 1. All Board procurement and contracts contain performance expectations. 2. Performance tracking is occurring monthly during contract management. Monthly program analysis is completed for the WIA and Choices programs. 5. This will be developed and implemented after the completion of the baseline study. 6. Annual monitoring has been scheduled, based on a risk assessment of contractors. Monitoring of six contractors has been completed, workforce center operations monitoring is in process.

Workforce Development Objective 2b: 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.	
Board Goal(s) Addressing Objective: 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.	
Board Objectives Addressing the above Board Goal(s):	
<ol style="list-style-type: none"> 1. Assure accountability for funds. 2. Comply with state and federal law and policies. 3. Require performance of providers. 4. Assure federal and state performance standards are met. 	

<ol style="list-style-type: none"> 5. Assure service quality and customer satisfaction. 6. The Board regularly evaluates how the workforce system meets customer needs. 	
<p>Strategies to Meet the above Objectives:</p> <ol style="list-style-type: none"> 1. Conduct self-assessment, compliance monitoring and auditing. 2. Build performance requirements into RFPs and contracts. 3. Track performance on a regular basis . 4. Implement performance improvement plans at earliest points. 5. Utilize a system of continuous improvement. 6. Collect customer satisfaction information at all points of service to refine service delivery. 7. Evaluate current Board and contractor services as a starting point for a quality improvement plan. 	
<p>Target Outcomes</p>	
<ol style="list-style-type: none"> 1. All RFP's and contracts contain performance expectations by January 2004 2. Performance tracking schedule is developed by January 2004 for all contracts, and include a performance improvement "trigger" when performance is not met 3. Performance improvement plans are implemented within 30 days of "trigger" 4. Performance improvement plans implemented monitored monthly 5. An annual self-assessment is completed 6. Compliance monitoring based on a risk analysis is completed for all contractors at least annually 7. A baseline for continuous improvement is obtained by January 2004 8. A continuous improvement plan is developed and implemented by January 2005 9. Customer satisfaction survey results are reviewed monthly, and service improvements are implemented as a result of comments by July 2003 10. An annual audit is completed 	<p>Progress Toward Meeting</p> <ol style="list-style-type: none"> 1. All Board procurement and contracts contain performance expectations. 2. Performance tracking is occurring monthly during contract management. Monthly program analysis is completed for the WIA and Choices programs. 5. This will be developed and implemented after the completion of the baseline study. 6. August 2003 through June 2004 schedule has been completed, and monitoring has begun. Monitoring of 6 contractors has been completed, the Workforce Center contract monitoring is in process. 7. A contractor was chosen to complete the baseline assessment; estimated completion in March 2004. 8. A continuous improvement plan will be developed following the baseline study. 9. Workforce Center operator submits a customer satisfaction survey results as a quarterly report. Monthly TWC results are reported in the Performance reports to the Board. Periodic reports are also received from TWC, such as the mystery shopper reports. This information is incorporated into contract management reports that are reviewed by the Workforce Center Committee 10. Audit completed and the audit report presented in February 2004 indicated an unqualified opinion with no findings.

<p>Workforce Development Objective 2c: System partners will identify and implement improvements based on annual assessments from stakeholders regarding system efficiency and effectiveness.</p>
<p>Board Goal(s) Addressing Objective: 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.</p>
<p>Board Objectives Addressing the above Board Goal(s):</p> <ol style="list-style-type: none"> 1. The Board will assure service quality and customer satisfaction. 2. The Board regularly evaluates how the workforce system meets customer needs.
<p>Strategies to Meet the above Objectives:</p> <ol style="list-style-type: none"> 1. Utilize a system of continuous improvement. 2. Collect customer satisfaction information at all points of service to refine service delivery. 3. Evaluate current Board and contractor services as a starting point for a quality improvement plan.

Target Outcomes	Progress Toward Meeting
<ol style="list-style-type: none"> 1. A baseline for continuous improvement is obtained by January 2004 2. A continuous improvement plan is developed and implemented by January 2005 3. Customer satisfaction survey results are reviewed monthly, and service improvements are implemented as a result of comments by July 2003 	<ol style="list-style-type: none"> 1. A contractor was chosen to complete the baseline assessment; estimated completion in March 2004. 2. A continuous improvement plan will be developed following the baseline study. 3. Workforce Center operator submits a customer satisfaction survey results as a quarterly report. Monthly TWC results are reported in the Performance reports to the Board. Periodic reports, such as the mystery shopper, are also received from TWC and is incorporated into contract management reports.

Texas Workforce Development Strategic Plan Goal 3: Texans have access to obtain the literacy, education and workplace skills necessary for self-sufficient employment, employment advancement, and life-long learning.

Workforce Development Objective 3a: 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.	
Board Goal(s) Addressing Objective: Prepare every citizen to successfully compete in the labor market.	
Board Objectives Addressing the above Board Goal(s): <ol style="list-style-type: none"> 1. Workforce centers will assist customers to make career decisions that meet the customer's need. 2. Provide information and training that increases long-term employability of customers. 	
Strategies to Meet the above Objectives: <ol style="list-style-type: none"> 1. Provide appropriate assessment and individual employment plans. 2. Provide customer access to skill standards in relation to LMI. 	
Target Outcomes	Progress Toward Meeting
<ol style="list-style-type: none"> 1. Performance goals for entered employment and retention will be met annually 2. Assessment instruments are reviewed by January 2004 3. New assessment instruments are approved and procured if necessary by June 2004 4. Monitoring of individual employment plans reveals no findings 5. Credential performance measure is met annually 6. Skills standards information, when available, is included in labor market information and made available to customers 	<ol style="list-style-type: none"> 1. PY 2002 performance results indicate all programs were meeting entered employment goals; all retention goals were met except for Employment Services, Veterans, and Disabled Veterans. 2. Assessment instruments will be included in the Continuous Improvement baseline study, and recommendations, if any, will be taken to the Board. 4 Training held for Choices and WIA counselors in July 2003. Also included in annual monitoring. 5 Met for program year 2003.

Workforce Development Objective 3b: Develop initiatives to increase the proportion of Texans who complete a post-secondary degree, high school diploma, GED or other recognized credential.	
Board Goal(s) Addressing Objective: Prepare every citizen to successfully compete in the labor market.	
Board Objectives Addressing the above Board Goal(s): <ol style="list-style-type: none"> 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. 2. Workforce centers will assist customers to make career decisions that meet the customer's need. 3. Ensure informed customer choice. 	
Strategies to Meet the above Objectives: <ol style="list-style-type: none"> 1. Make information and referral services available to address customer needs. 2. Meet customer needs with progressively increased intensity of services in an integrated program environments within the workforce centers. 3. Make appropriate assessment and individual employment plans available. 4. Provide good labor market information, training provider information, and career information. 	
Target Outcomes	Progress Toward Meeting
<ol style="list-style-type: none"> 1. Performance goals for entered employment and retention will be met annually 2. Assessment instruments are reviewed by January 2004 3. New assessment instruments are approved and procured if necessary by June 2004 4. Monitoring of individual employment plans reveals no findings 	<ol style="list-style-type: none"> 1. PY 2002 performance results indicate all programs were meeting entered employment goals; all retention goals were met except for Employment Services, Veterans, and Disabled Veterans. 2. Assessment instruments will be included in the Continuous Improvement baseline study, and recommendations, if any, will be taken to the Board.

<ul style="list-style-type: none"> 5. Credential performance measure is met annually 6. Skills standards information, when available, is included in labor market information and made available to customers 7. A baseline for continuous improvement is obtained by January 2004 8. A continuous improvement plan is developed and implemented by January 2005. 	<ul style="list-style-type: none"> 4. Training held for Choices and WIA counselors in July 2003. Also included in annual monitoring. 5. Met for program year 2003. 7. A contractor was chosen to complete the baseline assessment; estimated completion in March 2004. 8. A continuous improvement plan will be developed following the baseline study.
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<p>Workforce Development Objective 3c: 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.</p>	
<p>Board Goal(s) Addressing Objective: Prepare every citizen to successfully compete in the labor market</p>	
<p>Board Objectives Addressing the above Board Goal(s):</p> <ul style="list-style-type: none"> 1. Provide necessary support to facilitate program completion. 2. Provide services to facilitate job entry in demand occupations. 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. 4. Ensure informed customer choice. 	
<p>Strategies to Meet the above Objectives:</p> <ul style="list-style-type: none"> 1. Make appropriate assessment and individual employment plans available. 2. Provide good labor market information, training provider information, and career information. 3. Provide support and follow-up services. 4. Make job readiness/job search seminars and job development available. 5. Provide self-help resources in the resource rooms, group workshops, and intensive services for targeted populations. 6. Ensure workforce center orientation is provided to all customers. 7. Make information and referral services available to address customer needs. 8. Meet customer needs with progressively increased intensity of services in an integrated program environment within the workforce centers. 	
<p>Target Outcomes</p> <ul style="list-style-type: none"> 1. Performance goals for entered employment and retention will be met annually 2. Assessment instruments are reviewed by January 2004 3. New assessment instruments are approved and procured if necessary by June 2004 4. Monitoring of individual employment plans reveals no findings 5. Credential performance measure is met annually 6. Skills standards information, when available, is included in labor market information and made available to customers 7. A baseline for continuous improvement is obtained by January 2004 8. A continuous improvement plan is developed and implemented by January 2005 	<p>Progress Toward Meeting</p> <ul style="list-style-type: none"> 1. PY 2002 performance results indicate all programs were meeting entered employment goals; all retention goals were met except for Employment Services, Veterans, and Disabled Veterans. 2. Assessment instruments will be included in the Continuous Improvement baseline study, and recommendations, if any, will be taken to the Board. 4. Training held for Choices and WIA counselors in July 2003. Also included in annual monitoring. 5. Met for program year 2003. 7. A contractor was chosen to complete the baseline assessment; estimated completion in March 2004. 8. A continuous improvement plan will be developed following the baseline study.

Workforce Development Objective 3d: Develop initiatives to decrease expeditiously, through employment at a self-sufficient level, the proportion of Texans who need public assistance or unemployment insurance.

Board Goal(s) Addressing Objective: Prepare every citizen to successfully compete in the labor market.

Board Objectives Addressing the above Board Goal(s):

1. Career decisions will meet the customer's need.
2. Ensure informed customer choice.
3. Provide necessary support to facilitate program completion.
4. Provide services to facilitate job entry in demand occupations.
5. Provide services that will make the transition from public assistance to self-sufficiency possible.

Strategies to Meet the above Objectives:

1. Make appropriate assessment and individual employment plans available.
2. Provide good labor market information, training provider information, and career information.
3. Provide support and follow-up services.
4. Make job readiness/job search seminars and job development available.
5. Provide necessary support and identify community resources to assist recipients obtain and retain employment.
6. Provide alternatives for recipients unable to get an unsubsidized job.

Target Outcomes	Progress Toward Meeting
<ol style="list-style-type: none"> 1. Performance goals for entered employment and retention will be met annually 2. Assessment instruments are reviewed by January 2004 3. Skills standards information, when available, is included in labor market information and made available to customers 4. A continuous improvement plan is developed and implemented by January 2005 5. Customer satisfaction survey results are reviewed monthly, and service improvements are implemented as a result of comments by July 2003 6. All RFP's and contracts contain performance expectations by January 2004 7. Performance tracking schedule is developed by January 2004 for all contracts, and include a performance improvement "trigger" when performance is not met 8. Career exploration tools are maintained in the self-help resource area, including computer tools, and reviewed at least annually 9. Process for the distribution of labor market, training provider, and career information provided to all customers is reviewed at least annually 10. Monitoring of support services shows no findings 11. Monitoring of follow-up services shows no findings 	<ol style="list-style-type: none"> 1. PY 2002 performance results indicate all programs were meeting entered employment goals; all retention goals were met except for Employment Services, Veterans, and Disabled Veterans. 2. Assessment instruments will be included in the Continuous Improvement baseline study, and recommendations, if any, will be taken to the Board. 4 A continuous improvement plan will be developed following the baseline study. 5. Workforce Center operator submits a customer satisfaction survey results as a quarterly report. Monthly TWC results are reported in the Performance reports to the Board. Periodic reports are also received from TWC, such as the mystery shopper reports. This information is incorporated into contract management reports that are reviewed by the Workforce Center Committee 6. All Board RFPs and contracts contain performance expectations. 7. Performance tracking is occurring monthly during contract management. Monthly program analysis is completed for the WIA and Choices programs. 8. A schedule for reviewing center processes and infrastructure will be set. 9. Demand and target occupations are updated and distributed to the workforce centers for distribution to job seekers in June of each year for the new program year. 10-11 Monitoring current program services is scheduled to be completed in April 2004.

Texas Workforce Development Strategic Plan Goal 4: 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: Prepare every citizen to successfully compete in the labor market.	
Board Objectives Addressing the above Board Goal(s): Provide information and training that increases long-term employability of customers.	
Strategies to Meet the above Objectives:	
<ol style="list-style-type: none"> 1. Develop a library of sources for industry-defined standards for area demand occupations. 2. Participate in statewide efforts to develop skill standards. 3. Provide customer access to skill standards in relation to LMI. 4. Develop a matrix for training providers to use when submitting applications for inclusion on the statewide list. 	
Target Outcomes	Progress Toward Meeting
<ol style="list-style-type: none"> 1. Performance goals for entered employment and retention will be met annually 2. Performance improvement plans are implemented within 30 days of “trigger” 3. Information requested by the state for skills standards will be provided within the requested timeframe 4. Skills standards are received for all subsequent applications to the eligible training provider list are reviewed annually 5. Work with the Texas Skills Standards Board (TSSB) and training providers to determine postsecondary skills certification system when requested 6. A matrix is developed following guidance by the TSSB when available 7. Industry-defined standards resources are identified when available 8. A library of industry-defined standards resources is developed 9. Labor market information sheets will identify resources for skills information, and will be updated annually 	<ol style="list-style-type: none"> 1. PY 2002 performance results indicate all programs were meeting entered employment goals; all retention goals were met except for Employment Services, Veterans, and Disabled Veterans. 4. Currently Implementing 9. Completed June 2003, updated annually by June.

Workforce Development Objective 4b: Establish a post-secondary only skills certification system which links industry-defined and recognized skill standards, workforce education and portability of credentials.	
Board Goal(s) Addressing Objective: Prepare every citizen to successfully compete in the labor market.	
Board Objectives Addressing the above Board Goal(s): To provide information and training that increases long-term employability of customers.	
Strategies to Meet the above Objectives:	
<ol style="list-style-type: none"> 1. Develop a matrix for training providers to use when submitting applications for inclusion on the statewide list. 2. Provide customer access to skill standards in relation to LMI. 3. Participate in statewide efforts to develop skill standards. 4. Develop a library of sources for industry-defined standards for area demand occupations. 	
Target Outcomes	Progress Toward Meeting
<ol style="list-style-type: none"> 1. Performance goals for entered employment and retention will be met annually 2. Industry-defined standards resources are identified when available 3. Labor market information sheets will identify resources for skills information, and will be updated annually 	<ol style="list-style-type: none"> 1. PY 2002 performance results indicate all programs were meeting entered employment goals; all retention goals were met except for Employment Services, Veterans, and Disabled Veterans. 3. Completed June 2003, updated annually by June.

<ol style="list-style-type: none"> 4. Performance improvement plans are implemented within 30 days of “trigger” 5. Information requested by the state for skills standards will be provided within the requested timeframe 6. Skills standards are received for all subsequent applications to the eligible training provider list are reviewed annually 7. Work with the Texas Skills Standards Board (TSSB) and training providers to determine postsecondary skills certification system when requested 8. A matrix is developed following guidance by the TSSB when available 9. A library of industry-defined standards resources is developed 	<p>6. Currently Implementing</p>
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<p>Workforce Development Objective 4c: 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.</p>	
<p>Board Goal(s) Addressing Objective: Prepare every citizen to successfully compete in the labor market</p>	
<p>Board Objectives Addressing the above Board Goal(s):</p> <ol style="list-style-type: none"> 1. Train currently employed workers to upgrade skills and access/maintain self-sufficiency. 2. Workforce centers will provide Career decisions that meet the customer’s need. 3. Ensure informed customer choice. 4. Provide services to facilitate job entry in demand occupations. 5. Provide information and training that increases long-term employability of customers. 	
<p>Strategies to Meet the above Objectives:</p> <ol style="list-style-type: none"> 1. Market current worker training programs to employers 2. Increase employer awareness of training funding options, including skills development funds and incumbent worker training. 3. Appropriate assessment and individual employment plans. 4. Provide good labor market information, training provider information, and career information. 5. Job readiness/job search seminars; job development. 6. Provide customer access to skill standards in relation to LMI. 	
<p>Target Outcomes</p>	<p>Progress Toward Meeting</p>
<ol style="list-style-type: none"> 1. Incumbent Worker training funding options are included in the marketing plan 2. Board reviews and supports appropriate skills development fund proposals within 30 days of presentation 3. Basic skills performance measure is met annually 4. Performance goals for entered employment and retention will be met annually 5. Industry-defined standards resources are identified when available 6. Labor market information sheets will identify resources for skills information, and will be updated annually 7. Career exploration tools are maintained in the self-help resource area, including computer tools, and reviewed at least annually 8. Process for the distribution of labor market, training provider, and career information provided to all customers is reviewed at least annually 	<ol style="list-style-type: none"> 1. To be included in updated web site. 2. The Board supported Skills Development Grants by both Panola and Angelina College. Both colleges received the grants. 3. Met for PY 2002; currently being met. 4. PY 2002 performance results indicate all programs were meeting entered employment goals; all retention goals were met except for Employment Services, Veterans, and Disabled Veterans. 5. PY 2002 performance results indicate all programs were meeting entered employment goals; all retention goals were met except for Employment Services, Veterans, and Disabled Veterans. 6. Completed June 2003, updated annually by June. 7. A schedule for reviewing center processes and infrastructure will be set. 8. Demand and target occupations are updated and distributed to the workforce centers for distribution to job seekers in June of each year for the new program year.

Texas Workforce Development Strategic Plan 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.

Workforce Development Objective 5a: 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.	
Board Goal(s) Addressing Objective: Prepare every citizen to successfully compete in the labor market	
Board Objectives Addressing the above Board Goal(s): Increase the long-term employability and earnings potential for youth.	
Strategies to Meet the above Objectives:	
<ol style="list-style-type: none"> 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. 2. Decrease the high school dropout rate by increasing services to in-school youth on a year-around basis. 3. Form meaningful partnerships to maximize funds coming to the local area to prepare youth for the world of work. 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. 	
Target Outcomes	Progress Toward Meeting
<ol style="list-style-type: none"> 1. At least 1 Youth advisory members attend at least 2 Board committee meetings 2. Center Staff attend at least 50% of local CRCG meetings 	<ol style="list-style-type: none"> 1. Advisory members are in the process of being identified. 2. New workforce center operator assures meetings have been and will be attended

Workforce Development Objective 5b: Develop initiatives that work toward increasing annually the proportion of Texas youth entering and completing post-secondary education.	
Board Goal(s) Addressing Objective: Prepare every citizen to successfully compete in the labor market.	
Board Objectives Addressing the above Board Goal(s): Increase the long-term employability and earnings potential for youth.	
Strategies to Meet the above Objectives:	
<ol style="list-style-type: none"> 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. 2. Decrease the high school dropout rate by increasing services to in-school youth on a year-around basis. 3. Form meaningful partnerships to maximize funds coming to the local area to prepare youth for the world of work. 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. 	
Target Outcomes	Progress Toward Meeting
<ol style="list-style-type: none"> 1. At least 1 Youth advisory members attend at least 2 Board committee meetings 2. Center Staff attend at least 50% of local CRCG meetings 3. Youth performance standards for entered post secondary training, skills achievement, and attained credential are met annually 	<ol style="list-style-type: none"> 1. Advisory members are in the process of being identified. 2. New workforce center operator assures meetings have been and will be attended 3. Met for PY 2002, currently meeting.

Workforce Development Objective 5c: Develop initiatives that work toward decreasing the proportion of post-secondary entrants requiring remediation.	
Board Goal(s) Addressing Objective: Prepare every citizen to successfully compete in the labor market.	
Board Objectives Addressing the above Board Goal(s): Increase the long-term employability and earnings potential for youth.	

Strategies to Meet the above Objectives:	
<ol style="list-style-type: none"> 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. 2. Decrease the high school dropout rate by increasing services to in-school youth on a year-around basis. 3. Form meaningful partnerships to maximize funds coming to the local area to prepare youth for the world of work. 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. 	
Target Outcomes	Progress Toward Meeting
<ol style="list-style-type: none"> 1. At least 1 Youth advisory members attend at least 2 Board committee meetings 2. Center Staff attend at least 50% of local CRCG meetings 3. Youth performance standards for entered post secondary training, skills achievement, and attained credential are met annually 	<ol style="list-style-type: none"> 1. Advisory members are in the process of being identified. 2. New workforce center operator assures meetings have been and will be attended 3. Met for PY 2002., currently meeting.

Workforce Development Objective 5d: Develop initiatives that work toward increasing the proportion of employed youth in higher-skill, higher-wage occupations.	
Board Goal(s) Addressing Objective: Prepare every citizen to successfully compete in the labor market.	
Board Objectives Addressing the above Board Goal(s): Increase the long-term employability and earnings potential for youth.	
Strategies to Meet the above Objectives:	
<ol style="list-style-type: none"> 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. 2. Decrease the high school dropout rate by increasing services to in-school youth on a year-around basis. 3. Form meaningful partnerships to maximize funds coming to the local area to prepare youth for the world of work. 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. 	
Target Outcomes	Progress Toward Meeting
<ol style="list-style-type: none"> 1. At least 1 Youth advisory members attend at least 2 Board committee meetings 2. Center Staff attend at least 50% of local CRCG meetings 3. Youth performance standards for entered post secondary training, skills achievement, and attained credential are met annually 4. Youth Entered Employment measure is met annually 	<ol style="list-style-type: none"> 1. Advisory members are in the process of being identified. 2. New workforce center operator assures meetings have been and will be attended 3. Met for PY 2002., currently meeting. 4. Met for PY 2002., currently not meeting.

Workforce Development Objective 5e: 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.	
Board Goal(s) Addressing Objective: Prepare every citizen to successfully compete in the labor market.	
Board Objectives Addressing the above Board Goal(s): Increase the long-term employability and earnings potential for youth.	
Strategies to Meet the above Objectives:	
<ol style="list-style-type: none"> 1. Form meaningful partnerships to maximize funds coming to the local area to prepare youth for the world of work. 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. 	
Target Outcomes	Progress Toward Meeting
<ol style="list-style-type: none"> 1. At least 1 Youth advisory members attend at least 2 Board committee meetings 	<ol style="list-style-type: none"> 1. Advisory members are in the process of being identified.

2. Center Staff attend at least 50% of local CRCG meetings	2. New workforce center operator assures meetings have been and will be attended
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Workforce Development Objective 5f: 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.	
Board Goal(s) Addressing Objective: Prepare every citizen to successfully compete in the labor market.	
Board Objectives Addressing the above Board Goal(s): Increase the long-term employability and earnings potential for youth.	
Strategies to Meet the above Objectives:	
<ol style="list-style-type: none"> 1. Form meaningful partnerships to maximize funds coming to the local area to prepare youth for the world of work. 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. 	
Target Outcomes	Progress Toward Meeting
<ol style="list-style-type: none"> 1. At least 1 Youth advisory members attend at least 2 Board committee meetings 2. Center Staff attend at least 50% of local CRCG meetings 	<ol style="list-style-type: none"> 1. Advisory members are in the process of being identified. 2. New workforce center operator assures meetings have been and will be attended