WORKFORCE SOLUTIONS
NORTH CENTRAL TEXAS

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Local Workforce Development Board Plan
Program Years 2025 – 2028

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Local Workforce Development Board
Program years 2025-2028
2-Year Modification

Table of Contents

Part 1: Board Vision and Strategies 4

A. Vision and Goals 4
B. Board Strategies 8
C. High-Performing Board 9

Part 2. Economic and Workforce Analysis 11

A. Regional Economic and Employment Needs Analysis 11
B. Labor Force Analysis and Trends 27
C. Workforce Development Analysis 34

Part 3: Core Programs 38

A. Workforce Development System 38
B. Core Programs—Expand Access, Facilitate Development, and Improve Access 44

Part 4: One-Stop Service Delivery 46

A. One-Stop Service Delivery System 46
B. Employer Engagement, Economic Development, and Unemployment Insurance Program Coordination 50
C. Coordination of Wagner-Peyser Services 53
D. Integrated, Technology-Enabled Intake and Case Management 54
E. Third Party Partnership in SNAP Employment and Training Programs 54

Part 5: Workforce Investment Activities 55

A. Rapid Response Activity Coordination 55
B. Youth Activities and Services 56
C. Coordination with Secondary and Postsecondary Education Programs 58
D. Child Care and Early Learning 59
E. Transportation and Other Support Services 61
F. Coordination of Adult Education and Literacy 62

Part 6: Adult and Dislocated Workers 63
A. Adult and Dislocated Worker Employment and Training 63
B. Service Priority 64
Part 7: Fiscal Agent, Grants, and Contracts 69
A. Fiscal Agent 69
B. Subgrants and Contracts 69
Part 8: Performance 70
A. Board Performance Targets 70
Part 9: Training and Services 71
A. Individual Training Accounts 71
B. ITA Limitations 71
Part 10: Apprenticeship 72
A. Registered Apprenticeship Programs 72
B. ApprenticeshipTexas 72
Part 11: Public Comment 73
Appendix: Texas Workforce Investment Council Requirements 75
Local Board Plan Requirements 75
Plan Requirement for Workforce Systemwide Alignment 75
Demonstrating Local Alignment with Texas' Workforce System Strategic Plan 75
Directions for Demonstrating Alignment with the Texas Workforce System Strategic Plan 76
1. Employers Goal – Delivery of Relevant Education and Training Programs 76
2. Learners Goal – Expansion of Work-Based Learning and Apprenticeship 78
3. Partners Goal – Alignment to Support Career Pathways 79
4. Policy and Planning Goal – Relevant Data Sets 79
Strategic Opportunity 1 – Employer Engagement 81
Strategic Opportunity 2 – Improving Outcomes for Texans with Barriers to Employment 82
Strategic Opportunity 3 – Use of Data to Support Investment Decisions 83

Board Plan Development Guidelines

The Board Plan development guidelines include the minimum plan requirements; however, Boards are encouraged to provide additional information about the following:

- Board initiatives, which may include local, Texas Workforce Commission (TWC), or federal grants
- Collaborative efforts to achieve the Board vision and mission
- Success stories

Boards must ensure that each element is fully addressed. Boards may not use statements such as "See Section 1.B."

Boards are encouraged to provide specific references to the state plans mentioned in WD Letter 11-24 to demonstrate how their efforts complement the larger context of workforce development in Texas and contribute to the achievement of shared goals.

Each Board must submit its plan as a continuous document without separate document attachments. Send inquiries regarding these guidelines to Board.Plans@twc.texas.gov.

Part 1: Board Vision and Strategies

A. Vision and Goals

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

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

- goals for preparing an educated and skilled workforce, including the provision of early education services and services for youth and individuals with barriers to employment as defined by WIOA §3(24); and
- goals relating to the performance accountability measures based on the performance indicators described in WIOA §116(b)(2)(A).

Workforce Solutions for North Central Texas' (WSNCT) vision is being "the recognized leader in building tomorrow's workforce." This vision is supported by our mission "to advance business-driven solutions that promote economic growth, opportunity and a skilled workforce."

WSNCT recognizes the correlation between economic development, employment opportunity and sustainability. WSNCT actively engages with regional economic developers to devise and implement strategies that meet the specific skill demands of local employers and equip career seekers with the necessary skill sets to meet that demand. Our primary objective is to equip and sustain economic vitality and employment opportunities in the region.

WSNCT's regional partnerships allow the organization to develop, implement, and refine programs and services that more closely align with the employment and skills training needs of the North Central Texas region. WSNCT will maintain its strategic alliances with employers and economic development organizations to keep pace with the evolving economy, identify job growth, and develop a well-trained and prepared workforce to meet local employer needs.

- Goals for preparing an educated and skilled workforce, including the provision of early education services and services for youth and individuals with barriers to employment as defined by WIOA §3(24); and

The WSNCT strategic plan is a guiding document, our north star that keeps us true to our vision and ensures we make the greatest impact on its customers and communities. The strategic plan focuses on outcomes linked to the preparation of an educated and skilled workforce, including the provision of early childhood education services and services for youth and individuals with barriers to employment as defined by WIOA §3(24); as well as outcomes relating to the performance accountability measures based on the performance indicators described in WIOA §116(b)(2)(A).

WSNCT has developed its strategic goals, objectives and metrics to directly support regional economic growth and self-sufficiency. Objectives in WSNCT's strategic plan are structured to directly align with the following state and federal plans and initiatives:

- Accelerating Alignment: Texas Workforce System Strategic Plan 2024-2031
- Texas Workforce Commission FY 2027-2031 Strategic Plan
- Texas WIOA Combined State Plan, including the Two-Year Modification for PY 2026-2027
- Adult Education & Literacy Strategic Plan 2021-2026
- Texas Child Care Workforce Strategic Plan 2026-2028
- TWC Performance Measures
- Tri-Agency Initiative Goals
- America's Talent Strategy: Building the Workforce for the Golden Age

WSNCT's strategic plan has five focus areas: Career Pathways, Industry and Workforce Engagement, Child Care, Resource Development, and Strategic Vision and Innovation. Within each focus area are objectives and metrics that are cross-referenced to align with the multiple state and federal plans and initiatives that guide the board's work. The plan is a living document that is regularly reviewed and updated as statewide plans and initiatives are revised and introduced.

WSNCT supports the TWC Strategic Plan for FY2027–FY2031 through employer engagement, demand-driven training, apprenticeship and work-based learning, access to child care, and coordination with Vocational Rehabilitation. Coordination among WIOA, Adult Education and Literacy, Vocational Rehabilitation, and Perkins V partners supports the integrated service delivery emphasized in Texas's WIOA Combined State Plan Two-Year Modification. WSNCT's industry partnerships, career pathways, coordinated services, performance monitoring, and flexible service-delivery methods align with the strategic priorities outlined in America's Talent Strategy. Labor market information, program dashboards, and fiscal and program oversight inform these efforts and support accountability and effective use of resources.

Career Pathways

Support individuals in all aspects of career pathways, from education, exploration and job readiness to career placement and training, focusing on high-demand occupations and vulnerable populations.

Career Pathways goals include the following:

- Streamline and modernize services to help current and future career seekers make informed decisions about training and careers, leading to higher job placements and earnings.
- Facilitate strong connections with education and training providers that lead to successful career outcomes and talent retention for employers and provide access to in-demand skills training and upskilling opportunities to workers and career seekers.
- Define and promote efficient pathways to employment in high-demand occupations, including local implementation guidance and expanding work-based learning experiences.
- Work with AEL providers to improve program effectiveness through resource alignment, service coordination, and review of shared outcomes.

Industry and Workforce Engagement

Be a catalyst for economic development through the delivery of impactful business solutions, workforce data and economic insights, and by convening and mobilizing economic, industry, education and community partners to produce regional growth and prosperity.

Industry and Workforce Engagement goals include the following:

- Act as a convener and collaborator with economic development organizations to identify actionable solutions for addressing workforce challenges.
- In partnership with employers, identify credentials of value and support their incorporation into education and training programs within the region.
- Provide economic and labor market information, as well as educational and workforce data, to the public, employers and economic development entities in a way that is easily accessible, relevant and adds value.
- Support partnerships and alignment among regional education and workforce system stakeholders that lead to improved education for students and training for educators about credentialing opportunities for students.

Child Care

Facilitate collaboration and information sharing between child care partners to harness collective impact and align efforts related to accessibility and affordability of high-quality child care.

Child Care goals include the following:

- Provide mentoring/coaching and professional development opportunities to our Early Learning Programs to ensure that all early educators have the skills set to provide high quality learning opportunities to all children.
- Improve equitable access to early learning programs across the 14-county region.
- Engage and educate employers around child care as essential workforce infrastructure and as an investment in their future talent pipeline.
- Support students entering into the Early Childhood Education (ECE) field and early

childhood educators in their pursuit of educational advancement.

Resource Development

Build internal and external capacities to better serve diverse communities, manage programmatic partnerships and craft more cohesive networks.

Resource Development goals include the following:

- Increase professional development opportunities that enhance workforce development skillsets and strengthen ties to economic development.
- Develop a communications and outreach plan focused on informing the public about regional and statewide initiatives.
- Make educational and workforce data accessible and useful to the public, stakeholders, and decision-makers.
- Explore diversifying funding streams to support WD Board-specific initiatives, augment where public funding stops short and reduce impacts to WSNCT customers should public funds decrease.

Strategic Vision and Innovation

Identify and pilot workforce development models, partnerships, projects and initiatives that advance WSNCT's strategic direction or that generate new, innovative approaches for the workforce system of the future.

Strategic Vision and Innovation goals include the following:

- Expand strategic research and forecast abilities to better identify trends, challenges and opportunities that will impact the region's resources and economy in 18 months and beyond.
- Develop creative initiatives, projects and partnerships that elevate career seekers' awareness of and preparedness for emerging technologies, occupations and career pathways.
- Cultivate non-traditional partnerships to extend our reach and opportunity for economic impact in rural areas, with underserved populations and in support of entrepreneurs and microenterprises.
- Increase WSNCT's participation in emerging technology and innovation consortiums or coalitions to provide workforce wisdom and influence workforce development-related topics, projects and movements.

■ Goals relating to the performance accountability measures based on the performance indicators described in WIOA §116(b)(2)(A).

Performance improvement continues to be a priority for WSNCT. WSNCT's workforce system incorporates strategies and processes which closely monitor service delivery and performance (including the mandated performance measures) to identify areas needing improvement. WSNCT deploys a systematic approach to review data/performance indicators, provide program oversight and technical assistance, as well as monitor activities based on elements outlined in WSNCT's Quality Assurance risk assessment.

WSNCT leverages data resources and Tableau dashboards to provide current measurements of performance; new Tableau reports were rolled out for WSNCT's Child Care division in August 2026, with future improvements forthcoming. In its efforts to drive performance improvements, WSNCT created the Programs Performance Taskforce. The purpose of this team is to meet or exceed TWC performance measures by leveraging a strategic, cross-functional Performance Taskforce with a focus on identifying and resolving performance challenges in a comprehensive and accelerated way through the development of robust systems and staff knowledge. The Taskforce aims to establish a scalable model that could inform future improvements in data collection and reporting statewide.

B. Board Strategies

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

Boards must provide a description of their strategies to work with the partners that carry out Adult Education and Literacy (AEL) and Vocational Rehabilitation (VR) activities to align the resources available to the local workforce development area (workforce area) to achieve the Board's vision and goals.

WSNCT employs a number of strategies in order to work most effectively with the partners that carry out Adult Education and Literacy (AEL) and Vocational Rehabilitation (VR) activities. These efforts help to align the resources available in WSNCT's service area to achieve the Board's vision and goals.

The AEL/Workforce Regional Coalition (Regional Coalition) integrates Adult Education and Literacy services with workforce and training services within the WSNCT 14-county area. The Regional Coalition is comprised of representatives from WSNCT board staff, subrecipient staff, and six TWC-contracted AEL partners. Instruction and services provided by these AEL partners enable customers to acquire the basic literacy and educational skills necessary to participate in job training and retraining programs, to continue their education, and to obtain and retain employment. A joint Memorandum of Understanding (MOU) for the AEL/Workforce Regional Coalition has been established between WSNCT and our TWC contracted AEL partners to address customer referrals, coordination and integration of services, and provision of program delivery and services.

AEL Strategies

WSNCT addresses demand for AEL in its service region by implementing strategies that increase and streamline access for current and future students. Current strategies include:

- Identifying and addressing strategic and operational gaps related to AEL within the WSNCT service delivery area.
- Analysis of current outcomes, community need and existing AEL partnerships to ensure coverage and support for all service areas.
- Developing and implementing action plans for new and existing partnerships to strengthen partnership agreements, increase awareness, track program success and meet regional needs.
- Working with AEL providers to improve program effectiveness through resource alignment, service coordination, and review of shared outcomes.
- Analysis of community awareness of existing AEL partnerships, as well as program outcomes and accountability.

Vocational Rehabilitation Strategies

WSNCT works closely with TWC's Vocational Rehabilitation staff throughout its 14-county service area. To foster collaboration, VR staff are co-located in WSNCT Workforce Center locations that have available space.

Strategies that are employed to support the partnership include:

- Meet with VR Leadership regularly to strengthen partnership and support each other's customers.
- Deliver cross-training/presentations to VR staff about services available to VR customers.
- Update online referral system to include VR contacts for each office.
- Foster greater collaboration between WSNCT's Student HireAbility Navigators, Summer Earn & Learn, and VR staff, and document Student HireAbility Navigator activities through quarterly reporting to TWC.

Student Hireability Navigators

Student HireAbility Navigators (SHNs) are TWC-funded positions that serve the local workforce development area to improve and increase services for students (ages 14-22) that are transitioning into post-secondary education and have different abilities. SHNs work in coordination with Vocational Rehabilitation, local Independent School Districts, Education Service Centers, community employers, and others to develop appropriate programs and processes to provide inclusive employment and training opportunities for students with disabilities. Strategies within the SHN role focus on the support, expansion, and enhancement of pre-employment transition services provided by TWC's Vocational Rehabilitation Services to students with disabilities.

Summer Earn & Learn

The Summer Earn & Learn (SEAL) Program provides pre-employment transition and employment services to students with disabilities during the summer months when students are out of school. The SEAL program staff oversee program execution in coordination with VR and in accordance with state policy. Strategies employed in coordination with VR include conducting WIOA Youth Presentations to VR; supporting VR staff efforts to conduct eligibility assessment and provide needed accommodations; working together to match students to worksite opportunities; and communicating throughout the summer to ensure a beneficial result for all partners.

C. High-Performing Board

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

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

WSNCT engages in intentional and strategic actions to ensure that it remains a high-performing board.

Demonstrating Local Alignment with Texas' Workforce System Strategic Plan

The system goals drive accelerated action by system partners in service to Texas employers,

learners, partners, and those with policy and planning responsibilities, as follows:

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

WSNCT excels in collaborating with local colleges and universities to develop and implement high-performance training programs tailored to the needs of regional employers. By partnering with community colleges and employers, customized training programs are curated to align with the advanced skills required by local industries. This strategic approach helps equip the workforce with the skills and knowledge needed to meet employer expectations.

Learners System Goal: Accelerate the expansion of and access to work-based skill and knowledge acquisition to respond to the needs of learners. WSNCT offers a variety of career exploration opportunities to help learners acquire work-based skills and knowledge. Programs like Youth Career Exploration Events and Educator Externships provide valuable insights into our different careers and ensure that both students and educators are well-prepared to meet the demands of the job market. WSNCT also coordinates with Vocational Rehabilitation through Summer Earn & Learn to connect students with disabilities to worksite opportunities.

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

WSNCT builds the capacity of education and workforce system stakeholders to develop effective and efficient systems for bridging connections among industry, education, and workforce partners by increasing awareness and leveraging resources to create a skilled workforce throughout its service area.

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

WSNCT makes educational and workforce data accessible and useful to the public, stakeholders, and decision-makers through online dashboards that demonstrate WSNCT's economic impact, program outcomes, and value to the region and communities it serves. WSNCT developed a comprehensive Labor Market Information (LMI) dashboard designed to support its community partners from local economic development corporations, chambers of commerce, educational institutions, and businesses. By providing up-to-date and relevant information on the regional economy, the LMI dashboard empowers these stakeholders to make well-informed decisions based on impactful and pertinent data. The LMI initiative also features a career lattice dashboard to help career seekers navigate career paths by showcasing occupations across three levels: entry-level, mid-level and senior-level, providing essential labor market information for these careers.

In addition, WSNCT developed internal dashboards to conduct an enhanced analysis of available data related to its program service delivery. These dashboards enable the review of critical program data as well as fiscal data to evaluate expenditures and trends, analyze grant level expenditures compared to established targets, address variances from target levels and discuss strategies for correction.

Part 2. Economic and Workforce Analysis

A. Regional Economic and Employment Needs Analysis

References: WIOA §108(b)(1)(A); 20 CFR §679.560(a)(1); WIOA §108(b)(1)(B); 20 CFR §679.560(a)(2); WD Letter 24-20, Change 2

Boards must include a regional analysis of the following:

- Economic conditions, including existing and emerging in-demand industry sectors, in-demand occupations, and target occupation
- Employment needs of employers, including the knowledge and skills needed to meet such employment needs, within in-demand industry sectors, in-demand occupations, and target occupations

The Board must include its In-Demand Industries List, In-Demand Occupations List, and Target Occupations List

Note: As appropriate, a workforce area may use an existing analysis, if it provides a current and accurate description of the regional economy.

A thorough understanding of the economic conditions and employment needs within WSNCT's service area is paramount to the development and deployment of initiatives that help employers and workers connect successfully. To gain a comprehensive understanding of the needs of WSNCT's region, the process criteria utilized to identify in-demand industries, in-demand occupations and target occupations include current employment, historical employment change, employment projected growth, and that wages are on par with the most current cost of living. The variables in the process criteria that measure current employment and wages are especially important in assessing economic conditions and guiding WSNCT to areas of high opportunity.

In-Demand Industries

In-demand industries are industries that have a substantial current or potential impact on the state, regional or local economy and that contribute to the growth or stability of other supporting businesses or to the growth of other industry sectors; or currently have or are projected to have a number of open positions, including positions that lead to economic self-sufficiency and opportunities for advancement, great enough to have a significant impact on the state, regional or local economy.

The process criteria to identify WSNCT's in-demand industries measure:

- **Jobs Growth:** The number of jobs projected to be added from 2025-2035
- **Industry Growth Rate:** The projected percentage increase in jobs from 2025-2035

WSNCT evaluates these measures for industries across each of its 14 counties and combines the results to identify the industries demonstrating the strongest regional demand.

WSNCT's in-demand industries highlight the areas that have shown steady and robust employment growth within the North Central Texas region. These industries help identify where workforce investments and talent development strategies can support employer demand and regional economic growth.

WIOA In-Demand Industry Sectors List

2022 North American Industry Classification System (NAICS) Code (4-digit)	NAICS Industry Title	* Annual Average Employment 2025	* Annual Average Employment 2035	* Number Change 2025–2035	* Percent Growth 2025–2035	Does Industry Relate to a Governor's Industry Cluster? (yes or no)	Additional Rationale, Local Wisdom, Comments	Labor Market Information Data Source(s)
2211	Electric Power Generation, Transmission and Distribution	3774	4775	1001	26.53%	Y		Lightcast Q3 2026
2361	Residential Building Construction	13863	16896	3033	21.88%	Y		Lightcast Q3 2026
2362	Nonresidential Building Construction	8246	10168	1923	23.32%	Y		Lightcast Q3 2026
2371	Utility System Construction	13570	17381	3811	28.09%	Y		Lightcast Q3 2026
3322	Cutlery and Handtool Manufacturing	351	496	145	41.49%	Y		Lightcast Q3 2026
3329	Other Fabricated Metal Product Manufacturing	1400	1943	543	38.77%	Y		Lightcast Q3 2026
3332	Industrial Machinery Manufacturing	871	1212	341	39.10%	Y		Lightcast Q3 2026
3344	Semiconductor and Other Electronic Component Manufacturing	6282	7299	1017	16.19%	Y		Lightcast Q3 2026
4842	Specialized Freight Trucking	4828	5277	449	9.30%	Y		Lightcast Q3 2026
4885	Freight Transportation Arrangement	2607	3824	1217	46.65%	Y		Lightcast Q3 2026
4931	Warehousing and Storage	19097	22141	3044	15.94%	Y		Lightcast Q3 2026
5132	Software Publishers	5061	6529	1469	29.02%	Y		Lightcast Q3 2026
5171	Wired and Wireless Telecommunications (except Satellite)	8762	11317	2555	29.16%	Y		Lightcast Q3 2026
5182	Computing Infrastructure Providers, Data Processing, Web Hosting, and Related Services	7624	7870	246	3.23%	Y		Lightcast Q3 2026
5242	Agencies, Brokerages, and Other Insurance Related Activities	27542	36595	9053	32.87%	Y		Lightcast Q3 2026
5412	Accounting, Tax Preparation, Bookkeeping, and Payroll Services	9849	12373	2523	25.62%	Y		Lightcast Q3 2026
5413	Architectural, Engineering, and Related Services	12624	15830	3207	25.40%	Y		Lightcast Q3 2026
5415	Computer Systems Design and Related Services	48242	67862	19620	40.67%	Y		Lightcast Q3 2026
5416	Management, Scientific, and Technical Consulting Services	22814	27587	4774	20.92%	Y		Lightcast Q3 2026
6211	Offices of Physicians	27118	34424	7305	26.94%	Y		Lightcast Q3 2026
6214	Outpatient Care Centers	6836	8969	2133	31.20%	Y		Lightcast Q3 2026
6221	General Medical and Surgical Hospitals	21370	25613	4243	19.85%	Y		Lightcast Q3 2026
8111	Automotive Repair and Maintenance	14939	17483	2544	17.03%	Y		Lightcast Q3 2026
9036	Education and Hospitals (Local Government)	101015	114263	13248	13.11%	N		Lightcast Q3 2026
9039	Local Government, Excluding Education and Hospitals	37597	44422	6825	18.15%	N		Lightcast Q3 2026

In-Demand Occupations

In-demand occupations are occupations that currently have or are projected to have a number of open positions (including positions that lead to economic self-sufficiency and opportunities for advancement) great enough to have a significant impact on the state, regional or local economy.

The process criteria to identify WSNCT's in-demand occupations measure the following:

- **Jobs Growth:** The number of jobs forecasted to grow based on the increase in the number of forecasted jobs from 2025-2035
- **Rate of Growth:** The number of jobs forecasted to grow based on the increase in the percentage of forecasted jobs from 2025-2035

The primary purpose of the process criteria launched to determine in-demand occupations was to find those occupations that have a large numerical presence, and therefore a large impact, in our economy. Additionally, these occupations were identified because of their economic resilience, as measured by strong historical and forecasted rate of growth.

WIOA In-Demand Occupations List

Standard Occupational Classification (SOC) or Occupational Information Network (O*NET) Job Code	In-Demand Occupation Job Title	* Annual Average Employment 2025	* Annual Average Employment 2035	* Number Change 2025–2035	* Percent Change 2025–2035	Additional Rationale, Local Wisdom, and Comments	Labor Market Information Data Source(s)
11-3071.00	Transportation, Storage, and Distribution Managers	2555	3139	583	22.8%		Lightcast Q3 2026
11-9021.00	Construction Managers	8315	10194	1879	22.6%		Lightcast Q3 2026
11-9039.00	Education Administrators, All Other	518	638	120	23.2%		Lightcast Q3 2026
11-9081.00	Lodging Managers	406	510	104	25.6%		Lightcast Q3 2026
11-9111.00	Medical and Health Services Managers	5074	6894	1820	35.9%		Lightcast Q3 2026
13-1031.00	Claims Adjusters, Examiners, and Investigators	3393	4471	1078	31.8%		Lightcast Q3 2026
13-1081.00	Logisticians	1967	2704	736	37.4%		Lightcast Q3 2026
13-1082.00	Project Management Specialists	13247	16425	3178	24.0%		Lightcast Q3 2026
15-1212.00	Information Security Analysts	2401	3620	1219	50.8%		Lightcast Q3 2026
15-1231.00	Computer Network Support Specialists	1215	1592	377	31.1%		Lightcast Q3 2026
15-1232.00	Computer User Support Specialists	8345	9946	1601	19.2%		Lightcast Q3 2026
15-1242.00	Database Administrators	844	1013	169	20.1%		Lightcast Q3 2026
15-1244.00	Network and Computer Systems Administrators	3940	4613	673	17.1%		Lightcast Q3 2026
15-1252.00	Software Developers	23700	32205	8505	35.9%		Lightcast Q3 2026
15-2051.00	Data Scientists	3306	5036	1730	52.3%		Lightcast Q3 2026
17-1022.00	Surveyors	385	476	91	23.7%		Lightcast Q3 2026
17-2031.00	Bioengineers and Biomedical Engineers	212	257	45	21.5%		Lightcast Q3 2026
17-2051.00	Civil Engineers	2530	3154	624	24.6%		Lightcast Q3 2026
17-2061.00	Computer Hardware Engineers	474	629	155	32.7%		Lightcast Q3 2026
17-2071.00	Electrical Engineers	1756	2226	469	26.7%		Lightcast Q3 2026
17-2112.00	Industrial Engineers	3011	3935	924	30.7%		Lightcast Q3 2026
17-2141.00	Mechanical Engineers	1662	2191	529	31.8%		Lightcast Q3 2026
17-3011.00	Architectural and Civil Drafters	879	1088	209	23.7%		Lightcast Q3 2026
17-3012.00	Electrical and Electronics Drafters	236	268	33	13.8%		Lightcast Q3 2026
17-3013.00	Mechanical Drafters	514	577	63	12.3%		Lightcast Q3 2026
17-3021.00	Aerospace Engineering and Operations Technologists and Technicians	63	84	22	34.3%		Lightcast Q3 2026

Standard Occupational Classification (SOC) or Occupational Information Network (O*NET) Job Code	In-Demand Occupation Job Title	* Annual Average Employment 2025	* Annual Average Employment 2035	* Number Change 2025–2035	* Percent Change 2025–2035	Additional Rationale, Local Wisdom, and Comments	Labor Market Information Data Source(s)
17-3022.00	Civil Engineering Technologists and Technicians	255	315	60	23.6%		Lightcast Q3 2026
17-3023.00	Electrical and Electronic Engineering Technologists and Technicians	899	1065	166	18.4%		Lightcast Q3 2026
17-3024.00	Electro-Mechanical and Mechatronics Technologists and Technicians	94	118	24	25.6%		Lightcast Q3 2026
17-3025.00	Environmental Engineering Technologists and Technicians	48	62	14	29.2%		Lightcast Q3 2026
17-3026.00	Industrial Engineering Technologists and Technicians	395	499	104	26.3%		Lightcast Q3 2026
17-3027.00	Mechanical Engineering Technologists and Technicians	107	142	35	32.4%		Lightcast Q3 2026
17-3028.00	Calibration Technologists and Technicians	258	315	57	22.3%		Lightcast Q3 2026
17-3031.00	Surveying and Mapping Technicians	560	683	123	22.0%		Lightcast Q3 2026
19-1012.00	Food Scientists and Technologists	91	114	23	25.0%		Lightcast Q3 2026
19-4013.00	Food Science Technicians	85	108	23	27.5%		Lightcast Q3 2026
19-4021.00	Biological Technicians	99	142	44	44.2%		Lightcast Q3 2026
19-4031.00	Chemical Technicians	299	375	76	25.5%		Lightcast Q3 2026
19-4042.00	Environmental Science and Protection Technicians, Including Health	241	302	60	24.9%		Lightcast Q3 2026
19-4051.00	Nuclear Technicians	20	22	3	13.1%		Lightcast Q3 2026
19-5011.00	Occupational Health and Safety Specialists	1121	1473	352	31.4%		Lightcast Q3 2026
19-5012.00	Occupational Health and Safety Technicians	363	449	86	23.7%		Lightcast Q3 2026
21-1093.00	Social and Human Service Assistants	1651	1998	346	21.0%		Lightcast Q3 2026
21-1094.00	Community Health Workers	250	326	76	30.2%		Lightcast Q3 2026
23-2011.00	Paralegals and Legal Assistants	1778	2136	358	20.1%		Lightcast Q3 2026
23-2093.00	Title Examiners, Abstractors, and Searchers	661	868	207	31.3%		Lightcast Q3 2026
25-2011.00	Preschool Teachers, Except Special Education	6167	6866	699	11.3%		Lightcast Q3 2026
25-2021.00	Elementary School Teachers, Except Special Education	12174	13799	1625	13.3%		Lightcast Q3 2026
25-2022.00	Middle School Teachers, Except Special and Career/Technical Education	9341	10443	1102	11.8%		Lightcast Q3 2026
25-2023.00	Career/Technical Education Teachers, Middle School	563	623	60	10.6%		Lightcast Q3 2026
25-2031.00	Secondary School Teachers, Except Special and Career/Technical Education	12074	13578	1505	12.5%		Lightcast Q3 2026

Standard Occupational Classification (SOC) or Occupational Information Network (O*NET) Job Code	In-Demand Occupation Job Title	* Annual Average Employment 2025	* Annual Average Employment 2035	* Number Change 2025–2035	* Percent Change 2025–2035	Additional Rationale, Local Wisdom, and Comments	Labor Market Information Data Source(s)
25-2032.00	Career/Technical Education Teachers, Secondary School	3961	4363	402	10.2%		Lightcast Q3 2026
25-9042.00	Teaching Assistants, Except Postsecondary	11759	13219	1460	12.4%		Lightcast Q3 2026
27-1014.00	Special Effects Artists and Animators	196	225	29	14.7%		Lightcast Q3 2026
27-1027.00	Set and Exhibit Designers	148	178	30	20.6%		Lightcast Q3 2026
27-4011.00	Audio and Video Technicians	533	662	128	24.1%		Lightcast Q3 2026
27-4014.00	Sound Engineering Technicians	133	164	31	23.0%		Lightcast Q3 2026
27-4015.00	Lighting Technicians	39	56	17	44.9%		Lightcast Q3 2026
27-4031.00	Camera Operators, Television, Video, and Film	251	337	86	34.2%		Lightcast Q3 2026
27-4032.00	Film and Video Editors	321	422	100	31.2%		Lightcast Q3 2026
29-1141.00	Registered Nurses	19214	23239	4026	21.0%		Lightcast Q3 2026
29-1292.00	Dental Hygienists	2814	3362	549	19.5%		Lightcast Q3 2026
29-2011.00	Clinical Laboratory Technologists and Technicians	2485	3035	550	22.1%		Lightcast Q3 2026
29-2032.00	Diagnostic Medical Sonographers	571	759	189	33.1%		Lightcast Q3 2026
29-2034.00	Radiologic Technologists and Technicians	1360	1699	339	24.9%		Lightcast Q3 2026
29-2042.00	Emergency Medical Technicians	1019	1317	299	29.3%		Lightcast Q3 2026
29-2043.00	Paramedics	665	848	183	27.5%		Lightcast Q3 2026
29-2052.00	Pharmacy Technicians	4382	5951	1570	35.8%		Lightcast Q3 2026
29-2055.00	Surgical Technologists	644	784	140	21.8%		Lightcast Q3 2026
29-2061.00	Licensed Practical and Licensed Vocational Nurses	4180	4883	703	16.8%		Lightcast Q3 2026
31-1121.00	Home Health and Personal Care Aides	20960	25634	4675	22.3%		Lightcast Q3 2026
31-1131.00	Nursing Assistants	7877	9290	1413	17.9%		Lightcast Q3 2026
31-9091.00	Dental Assistants	3654	4423	770	21.1%		Lightcast Q3 2026
31-9092.00	Medical Assistants	6534	8536	2003	30.7%		Lightcast Q3 2026
31-9095.00	Pharmacy Aides	311	410	99	32.0%		Lightcast Q3 2026
31-9097.00	Phlebotomists	1043	1347	304	29.1%		Lightcast Q3 2026
33-1012.00	First-Line Supervisors of Police and Detectives	520	647	127	24.4%		Lightcast Q3 2026
33-1021.00	First-Line Supervisors of Firefighting and Prevention Workers	846	998	152	18.0%		Lightcast Q3 2026
33-2011.00	Firefighters	2860	3375	515	18.0%		Lightcast Q3 2026

Standard Occupational Classification (SOC) or Occupational Information Network (O*NET) Job Code	In-Demand Occupation Job Title	* Annual Average Employment 2025	* Annual Average Employment 2035	* Number Change 2025–2035	* Percent Change 2025–2035	Additional Rationale, Local Wisdom, and Comments	Labor Market Information Data Source(s)
33-3012.00	Correctional Officers and Jailers	2108	2183	74	3.5%		Lightcast Q3 2026
33-3051.00	Police and Sheriff's Patrol Officers	5997	7071	1074	17.9%		Lightcast Q3 2026
33-9093.00	Transportation Security Screeners	221	272	51	23.3%		Lightcast Q3 2026
39-1014.00	First-Line Supervisors of Entertainment and Recreation Workers, Except Gambling Services	878	1053	175	19.9%		Lightcast Q3 2026
39-5011.00	Barbers	978	1257	279	28.5%		Lightcast Q3 2026
39-5012.00	Hairdressers, Hairstylists, and Cosmetologists	6671	8297	1626	24.4%		Lightcast Q3 2026
39-5091.00	Makeup Artists, Theatrical and Performance	68	88	19	28.1%		Lightcast Q3 2026
39-5094.00	Skincare Specialists	1047	1395	348	33.2%		Lightcast Q3 2026
39-9011.00	Childcare Workers	9074	9937	863	9.5%		Lightcast Q3 2026
43-1011.00	First-Line Supervisors of Office and Administrative Support Workers	14446	17411	2965	20.5%		Lightcast Q3 2026
43-4031.00	Court, Municipal, and License Clerks	1097	1277	180	16.4%		Lightcast Q3 2026
43-5011.00	Cargo and Freight Agents	458	689	231	50.3%		Lightcast Q3 2026
43-5021.00	Couriers and Messengers	1991	2659	669	33.6%		Lightcast Q3 2026
43-5031.00	Public Safety Telecommunicators	688	826	138	20.1%		Lightcast Q3 2026
43-5032.00	Dispatchers, Except Police, Fire, and Ambulance	2017	2364	347	17.2%		Lightcast Q3 2026
45-2092.00	Farmworkers and Laborers, Crop, Nursery, and Greenhouse	2047	2294	246	12.0%		Lightcast Q3 2026
47-1011.00	First-Line Supervisors of Construction Trades and Extraction Workers	8181	9764	1582	19.3%		Lightcast Q3 2026
47-2071.00	Paving, Surfacing, and Tamping Equipment Operators	374	443	68	18.3%		Lightcast Q3 2026
47-2073.00	Operating Engineers and Other Construction Equipment Operators	5119	6120	1001	19.5%		Lightcast Q3 2026
47-2111.00	Electricians	6437	7911	1474	22.9%		Lightcast Q3 2026
47-2152.00	Plumbers, Pipefitters, and Steamfitters	4385	5272	887	20.2%		Lightcast Q3 2026
47-4011.00	Construction and Building Inspectors	1694	1960	266	15.7%		Lightcast Q3 2026
49-1011.00	First-Line Supervisors of Mechanics, Installers, and Repairers	6243	7562	1319	21.1%		Lightcast Q3 2026
49-2022.00	Telecommunications Equipment Installers and Repairers, Except Line Installers	1479	1922	443	29.9%		Lightcast Q3 2026
49-3011.00	Aircraft Mechanics and Service Technicians	1069	1319	250	23.4%		Lightcast Q3 2026

Standard Occupational Classification (SOC) or Occupational Information Network (O*NET) Job Code	In-Demand Occupation Job Title	* Annual Average Employment 2025	* Annual Average Employment 2035	* Number Change 2025–2035	* Percent Change 2025–2035	Additional Rationale, Local Wisdom, and Comments	Labor Market Information Data Source(s)
49-3021.00	Automotive Body and Related Repairers	1914	2395	481	25.1%		Lightcast Q3 2026
49-3023.00	Automotive Service Technicians and Mechanics	8349	10053	1704	20.4%		Lightcast Q3 2026
49-3031.00	Bus and Truck Mechanics and Diesel Engine Specialists	2508	2965	457	18.2%		Lightcast Q3 2026
49-3042.00	Mobile Heavy Equipment Mechanics, Except Engines	1482	1794	312	21.0%		Lightcast Q3 2026
49-3092.00	Recreational Vehicle Service Technicians	210	255	44	21.1%		Lightcast Q3 2026
49-9021.00	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	3756	4657	901	24.0%		Lightcast Q3 2026
49-9041.00	Industrial Machinery Mechanics	3818	4918	1100	28.8%		Lightcast Q3 2026
49-9051.00	Electrical Power-Line Installers and Repairers	1706	2251	545	31.9%		Lightcast Q3 2026
49-9052.00	Telecommunications Line Installers and Repairers	1067	1414	346	32.5%		Lightcast Q3 2026
49-9071.00	Maintenance and Repair Workers, General	13171	16022	2851	21.6%		Lightcast Q3 2026
51-1011.00	First-Line Supervisors of Production and Operating Workers	5651	6716	1065	18.8%		Lightcast Q3 2026
51-2022.00	Electrical, Electronic, and Electromechanical Assemblers, Except Coil Winders, Tapers, and Finishers	1803	2188	385	21.4%		Lightcast Q3 2026
51-2099.00	Miscellaneous Assemblers and Fabricators	9635	11400	1764	18.3%		Lightcast Q3 2026
51-3092.00	Food Batchmakers	1064	1296	232	21.8%		Lightcast Q3 2026
51-4021.00	Extruding and Drawing Machine Setters, Operators, and Tenders, Metal and Plastic	709	855	146	20.6%		Lightcast Q3 2026
51-4031.00	Cutting, Punching, and Press Machine Setters, Operators, and Tenders, Metal and Plastic	1479	1615	137	9.2%		Lightcast Q3 2026
51-4041.00	Machinists	1462	1800	337	23.1%		Lightcast Q3 2026
51-4072.00	Molding, Coremaking, and Casting Machine Setters, Operators, and Tenders, Metal and Plastic	811	1006	195	24.1%		Lightcast Q3 2026
51-4081.00	Multiple Machine Tool Setters, Operators, and Tenders, Metal and Plastic	1671	1956	285	17.0%		Lightcast Q3 2026
51-4121.00	Welders, Cutters, Solderers, and Brazers	4310	5080	770	17.9%		Lightcast Q3 2026
51-9124.00	Coating, Painting, and Spraying Machine Setters, Operators, and Tenders	1787	2172	386	21.6%		Lightcast Q3 2026
51-9141.00	Semiconductor Processing Technicians	796	887	91	11.4%		Lightcast Q3 2026
51-9161.00	Computer Numerically Controlled Tool Operators	921	1047	126	13.7%		Lightcast Q3 2026

Standard Occupational Classification (SOC) or Occupational Information Network (O*NET) Job Code	In-Demand Occupation Job Title	* Annual Average Employment 2025	* Annual Average Employment 2035	* Number Change 2025–2035	* Percent Change 2025–2035	Additional Rationale, Local Wisdom, and Comments	Labor Market Information Data Source(s)
53-1049.00	First-Line Supervisors of Transportation and Material Moving Workers, Except Aircraft Cargo Handling Supervisors	5245	6320	1075	20.5%		Lightcast Q3 2026
53-2011.00	Airline Pilots, Copilots, and Flight Engineers	390	482	92	23.7%		Lightcast Q3 2026
53-2012.00	Commercial Pilots	560	729	170	30.3%		Lightcast Q3 2026
53-2021.00	Air Traffic Controllers	132	171	39	29.2%		Lightcast Q3 2026
53-2031.00	Flight Attendants	191	235	44	23.1%		Lightcast Q3 2026
53-3032.00	Heavy and Tractor-Trailer Truck Drivers	19890	24030	4140	20.8%		Lightcast Q3 2026
53-3033.00	Light Truck Drivers	7707	10014	2306	29.9%		Lightcast Q3 2026
53-6041.00	Traffic Technicians	56	65	10	17.7%		Lightcast Q3 2026
53-6051.00	Transportation Inspectors	179	206	27	15.0%		Lightcast Q3 2026
53-7051.00	Industrial Truck and Tractor Operators	7774	9065	1291	16.6%		Lightcast Q3 2026

Target Occupations

Target occupations are occupations that have or are projected to have a substantial number of openings—due to job growth rather than job turnover—so as to have a significant impact on the state, regional, or local economy, and result in occupational wages that meet the Board's self-sufficiency requirements or have been identified as a career pathway to an occupation that leads to self-sufficient wages. Target occupations generally include a training or educational component that is related to the occupation career pathway.

The process criteria to identify our target occupations measure the following:

- **Jobs Growth:** The number of jobs forecasted to grow based on the increase in the number of forecasted jobs from 2025-2035
- **Occupation Growth Rate:** The number of jobs forecasted to grow based on the increase in the percentage of forecasted jobs from 2025-2035
- **Educational Requirements:** The education level needed for entry into occupation
- **Hourly Rate – Entry Level:** The hourly Rate (10th percentile)
- **Hourly Rate – Experienced:** The hourly Rate (90th percentile)

Target occupations, similar to in-demand occupations, shed light on the employment needs of employers. However, the target occupations' process criteria go several steps further and measure educational attainment requirements and ensure that earnings meet WSNCT's region's living wage. The target occupations show that WSNCT's region's employment opportunities are diverse, which is an indicator of resiliency against unpredictable economic downturns, and that key areas of innovation continue to grow.

WSNCT uses a county-based scoring methodology to develop its Target Occupations List (TOL). The methodology considers projected job growth, growth rate, educational requirements, and wages relative to local MIT Living Wage levels. The process is designed to reflect the different employer and workforce needs across the area's urban, suburban, and rural counties while identifying occupations that provide pathways toward economic self-sufficiency.

WIOA Target Occupations List

SOC	Description	2025 - 2035 Change	2025 - 2035 % Change	Typical Entry Level Education	Pct. 10 Hourly Earnings	Pct. 90 Hourly Earnings
11-3071	Transportation, Storage, and Distribution Managers	546	21%	High school diploma or equivalent	$31.85	$90.73
11-9021	Construction Managers	1,817	22%	Bachelor's degree	$16.16	$77.50
11-9039	Education Administrators, All Other	114	22%	Bachelor's degree	$17.15	$69.23
11-9111	Medical and Health Services Managers	1,745	34%	Bachelor's degree	$28.73	$92.28
13-1031	Claims Adjusters, Examiners, and Investigators	1,020	30%	High school diploma or equivalent	$22.40	$53.42
13-1081	Logisticians	694	35%	Bachelor's degree	$21.35	$57.89
13-1082	Project Management Specialists	2,993	23%	Bachelor's degree	$27.32	$75.55
15-1212	Information Security Analysts	1,165	49%	Bachelor's degree	$38.59	$85.96
15-1231	Computer Network Support Specialists	352	29%	Associate's degree	$21.01	$61.53
15-1232	Computer User Support Specialists	1,469	18%	Some college, no degree	$18.72	$44.63
15-1242	Database Administrators	156	19%	Bachelor's degree	$29.66	$76.46
15-1244	Network and Computer Systems Administrators	613	16%	Bachelor's degree	$30.96	$74.16
15-1252	Software Developers	8,071	34%	Bachelor's degree	$41.05	$89.14
15-2051	Data Scientists	1,661	50%	Bachelor's degree	$30.03	$81.88
17-1022	Surveyors	86	22%	Bachelor's degree	$21.38	$54.02
17-2031	Bioengineers and Biomedical Engineers	42	20%	Bachelor's degree	$31.73	$80.95
17-2051	Civil Engineers	584	23%	Bachelor's degree	$28.28	$78.51
17-2061	Computer Hardware Engineers	144	31%	Bachelor's degree	$39.64	$102.43
17-2071	Electrical Engineers	443	25%	Bachelor's degree	$35.89	$98.67
17-2112	Industrial Engineers	874	29%	Bachelor's degree	$36.76	$79.24
17-2141	Mechanical Engineers	498	30%	Bachelor's degree	$35.99	$81.22
17-3011	Architectural and Civil Drafters	196	22%	Associate's degree	$21.33	$46.44
17-3021	Aerospace Engineering and Operations Technologists and Technicians	20	31%	Associate's degree	$29.16	$61.91

Source: Lightcast

WIOA Target Occupations List

SOC	Description	2025 – 2035 Change	2025 – 2035 % Change	Typical Entry Level Education	Pct. 10 Hourly Earnings	Pct. 90 Hourly Earnings
17-3022	Civil Engineering Technologists and Technicians	54	21%	Associate's degree	$21.41	$44.26
17-3023	Electrical and Electronic Engineering Technologists and Technicians	151	17%	Associate's degree	$20.92	$50.19
17-3024	Electro-Mechanical and Mechatronics Technologists and Technicians	22	24%	Associate's degree	$20.03	$46.27
17-3025	Environmental Engineering Technologists and Technicians	13	29%	Associate's degree	$16.64	$34.93
17-3026	Industrial Engineering Technologists and Technicians	97	25%	Associate's degree	$22.34	$45.64
17-3027	Mechanical Engineering Technologists and Technicians	31	29%	Associate's degree	$20.55	$50.38
17-3028	Calibration Technologists and Technicians	54	21%	Associate's degree	$22.02	$60.70
17-3031	Surveying and Mapping Technicians	115	21%	High school diploma or equivalent	$16.08	$36.81
19-4021	Biological Technicians	41	41%	Bachelor's degree	$15.77	$31.48
19-4042	Environmental Science and Protection Technicians, Including Health	57	24%	Associate's degree	$18.37	$36.84
19-4051	Nuclear Technicians	3	9%	Associate's degree	$53.15	$69.78
19-5011	Occupational Health and Safety Specialists	334	30%	Bachelor's degree	$21.70	$56.95
19-5012	Occupational Health and Safety Technicians	81	22%	High school diploma or equivalent	$21.95	$36.95
21-1093	Social and Human Service Assistants	321	19%	High school diploma or equivalent	$14.36	$28.10
21-1094	Community Health Workers	71	28%	High school diploma or equivalent	$18.19	$30.25
23-2011	Paralegals and Legal Assistants	328	18%	Associate's degree	$16.43	$44.50
25-2011	Preschool Teachers, Except Special Education	616	10%	Associate's degree	$11.72	$21.44
25-2021	Elementary School Teachers, Except Special Education	1,429	12%	Bachelor's degree	$25.93	$36.09
25-2022	Middle School Teachers, Except Special and Career/Technical Education	985	11%	Bachelor's degree	$27.57	$36.45

Source: Lightcast

WIOA Target Occupations List

SOC	Description	2025 – 2035 Change	2025 – 2035 % Change	Typical Entry Level Education	Pct. 10 Hourly Earnings	Pct. 90 Hourly Earnings
25-2023	Career/Technical Education Teachers, Middle School	54	10%	Bachelor's degree	$27.65	$36.14
25-2031	Secondary School Teachers, Except Special and Career/Technical Education	1,332	11%	Bachelor's degree	$27.69	$37.11
25-2032	Career/Technical Education Teachers, Secondary School	362	9%	Bachelor's degree	$28.32	$36.91
25-9045	Teaching Assistants, Except Postsecondary	1,265	11%	Some college, no degree	$10.78	$18.83
27-4011	Audio and Video Technicians	124	23%	Postsecondary nondegree award	$15.55	$44.45
27-4014	Sound Engineering Technicians	29	22%	Postsecondary nondegree award	$12.48	$63.97
27-4015	Lighting Technicians	17	44%	High school diploma or equivalent	$8.20	$79.49
27-4031	Camera Operators, Television, Video, and Film	85	34%	Bachelor's degree	$6.40	$62.04
29-1141	Registered Nurses	3,739	19%	Bachelor's degree	$33.49	$59.15
29-1292	Dental Hygienists	510	18%	Associate's degree	$23.88	$58.24
29-2018	Clinical Laboratory Technologists and Technicians	512	21%	Bachelor's degree	$17.19	$43.43
29-2032	Diagnostic Medical Sonographers	179	31%	Associate's degree	$35.42	$53.24
29-2034	Radiologic Technologists and Technicians	317	23%	Associate's degree	$22.95	$48.34
29-2043	Paramedics	167	25%	Postsecondary nondegree award	$20.88	$33.77
29-2052	Pharmacy Technicians	1,498	34%	High school diploma or equivalent	$16.74	$28.77
29-2055	Surgical Technologists	130	20%	Postsecondary nondegree award	$20.15	$43.35
29-2061	Licensed Practical and Licensed Vocational Nurses	643	15%	Postsecondary nondegree award	$24.94	$36.69
31-1131	Nursing Assistants	1,295	16%	Postsecondary nondegree award	$16.15	$23.25
31-9091	Dental Assistants	714	20%	Postsecondary nondegree award	$17.19	$28.14
31-9092	Medical Assistants	1,893	29%	Postsecondary nondegree award	$15.57	$24.45
31-9095	Pharmacy Aides	94	30%	High school diploma or equivalent	$16.55	$23.70

Source: Lightcast

WIOA Target Occupations List

SOC	Description	2025 – 2035 Change	2025 – 2035 % Change	Typical Entry Level Education	Pct. 10 Hourly Earnings	Pct. 90 Hourly Earnings
31-9097	Phlebotomists	286	27%	Postsecondary nondegree award	$16.41	$24.60
33-1012	First-Line Supervisors of Police and Detectives	114	22%	High school diploma or equivalent	$37.26	$67.73
33-1021	First-Line Supervisors of Firefighting and Prevention Workers	141	17%	Postsecondary nondegree award	$35.64	$59.44
33-2011	Firefighters	476	17%	Postsecondary nondegree award	$22.71	$43.07
33-3012	Correctional Officers and Jailers	49	2%	High school diploma or equivalent	$22.67	$31.35
33-3051	Police and Sheriff's Patrol Officers	990	17%	High school diploma or equivalent	$28.43	$48.65
33-9093	Transportation Security Screeners	46	21%	High school diploma or equivalent	$21.14	$38.83
39-5011	Barbers	276	28%	Postsecondary nondegree award	$5.56	$37.79
39-9011	Childcare Workers	768	8%	High school diploma or equivalent	$9.12	$17.67
43-1011	First-Line Supervisors of Office and Administrative Support Workers	2,733	19%	High school diploma or equivalent	$21.15	$51.92
43-5011	Cargo and Freight Agents	217	47%	High school diploma or equivalent	$18.45	$35.59
43-5031	Public Safety Telecommunicators	128	19%	High school diploma or equivalent	$20.31	$33.06
43-5032	Dispatchers, Except Police, Fire, and Ambulance	322	16%	High school diploma or equivalent	$15.23	$35.88
47-1011	First-Line Supervisors of Construction Trades and Extraction Workers	1,479	18%	High school diploma or equivalent	$21.46	$48.86
47-2071	Paving, Surfacing, and Tamping Equipment Operators	63	17%	High school diploma or equivalent	$19.55	$30.74
47-2073	Operating Engineers and Other Construction Equipment Operators	941	18%	High school diploma or equivalent	$19.10	$33.29
47-2111	Electricians	1,389	22%	High school diploma or equivalent	$16.51	$38.29
47-2152	Plumbers, Pipefitters, and Steamfitters	835	19%	High school diploma or equivalent	$16.31	$37.94
47-4011	Construction and Building Inspectors	248	15%	High school diploma or equivalent	$20.75	$52.17
49-1011	First-Line Supervisors of Mechanics, Installers, and Repairers	1,228	20%	High school diploma or equivalent	$21.94	$57.03

Source: Lightcast

WIOA Target Occupations List

SOC	Description	2025 – 2035 Change	2025 – 2035 % Change	Typical Entry Level Education	Pct. 10 Hourly Earnings	Pct. 90 Hourly Earnings
49-2022	Telecommunications Equipment Installers and Repairers, Except Line Installers	410	28%	Postsecondary nondegree award	$16.59	$44.36
49-3011	Aircraft Mechanics and Service Technicians	222	21%	Postsecondary nondegree award	$22.56	$56.04
49-3021	Automotive Body and Related Repairers	454	24%	High school diploma or equivalent	$14.93	$42.90
49-3023	Automotive Service Technicians and Mechanics	1,594	19%	Postsecondary nondegree award	$12.32	$42.84
49-3031	Bus and Truck Mechanics and Diesel Engine Specialists	422	17%	High school diploma or equivalent	$20.49	$38.90
49-3042	Mobile Heavy Equipment Mechanics, Except Engines	290	20%	High school diploma or equivalent	$20.32	$41.10
49-3092	Recreational Vehicle Service Technicians	42	20%	High school diploma or equivalent	$16.74	$37.81
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	851	22%	Postsecondary nondegree award	$17.01	$39.15
49-9041	Industrial Machinery Mechanics	1,034	27%	High school diploma or equivalent	$20.27	$43.89
49-9051	Electrical Power-Line Installers and Repairers	522	30%	High school diploma or equivalent	$21.59	$49.45
49-9052	Telecommunications Line Installers and Repairers	326	31%	High school diploma or equivalent	$22.04	$49.35
51-1011	First-Line Supervisors of Production and Operating Workers	980	17%	High school diploma or equivalent	$20.80	$50.82
51-2028	Electrical, Electronic, and Electromechanical Assemblers, Except Coil Winders, Tapers, and Finishers	357	20%	High school diploma or equivalent	$16.56	$31.84
51-4021	Extruding and Drawing Machine Setters, Operators, and Tenders, Metal and Plastic	144	20%	High school diploma or equivalent	$18.31	$35.31
51-4041	Machinists	315	22%	High school diploma or equivalent	$18.17	$39.45
51-4072	Molding, Coremaking, and Casting Machine Setters, Operators, and Tenders, Metal and Plastic	196	23%	High school diploma or equivalent	$15.75	$29.49

Source: Lightcast

WIOA Target Occupations List

SOC	Description	2025 – 2035 Change	2025 – 2035 % Change	Typical Entry Level Education	Pct. 10 Hourly Earnings	Pct. 90 Hourly Earnings
51-4081	Multiple Machine Tool Setters, Operators, and Tenders, Metal and Plastic	265	16%	High school diploma or equivalent	$20.95	$42.80
51-4121	Welders, Cutters, Solderers, and Brazers	719	17%	High school diploma or equivalent	$17.46	$38.49
51-9124	Coating, Painting, and Spraying Machine Setters, Operators, and Tenders	361	20%	High school diploma or equivalent	$15.86	$41.44
51-9141	Semiconductor Processing Technicians	81	10%	High school diploma or equivalent	$15.62	$26.14
51-9161	Computer Numerically Controlled Tool Operators	111	12%	High school diploma or equivalent	$16.48	$33.26
53-2012	Commercial Pilots	160	28%	High school diploma or equivalent	$35.77	$140.57
53-3032	Heavy and Tractor-Trailer Truck Drivers	3,888	20%	Postsecondary nondegree award	$18.58	$45.42
53-3033	Light Truck Drivers	2,181	28%	High school diploma or equivalent	$12.40	$38.32
53-6041	Traffic Technicians	9	16%	High school diploma or equivalent	$20.30	$35.43
53-6051	Transportation Inspectors	26	14%	High school diploma or equivalent	$24.73	$74.74
53-7051	Industrial Truck and Tractor Operators	1,183	15%	No formal educational credential	$17.52	$29.26

Source: Lightcast

B. Labor Force Analysis and Trends

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

Boards must include an analysis of the regional workforce, including:

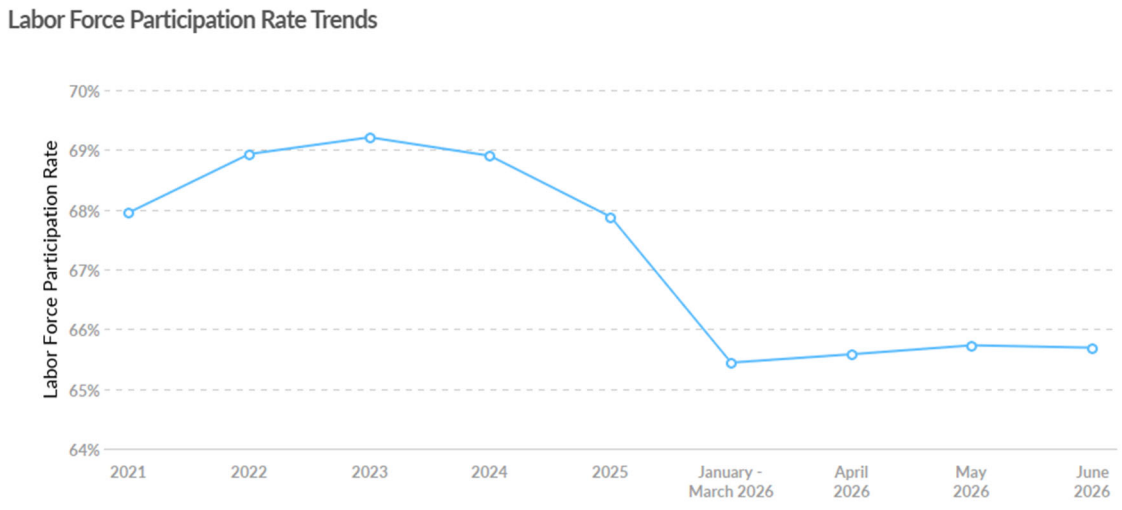
- Current labor force employment and unemployment data;
- Information on labor market trends; and
- The educational and skill levels of the workforce, including individuals with barriers to employment.

The WSNCT region's population continues to outpace the state of Texas and the nation on several important workforce readiness indicators. According to the most recent Lightcast data, WSNCT's population is expected to grow by 18% between 2025 and 2030. Texas shows a growth rate of 8%, while the nation trails both areas at 3%. According to Lightcast, WSNCT's labor force participation rate was 65.72% in June 2026. The latest data shows that average earnings per job in the WSNCT region are approximately $85,000 compared with $78,000 for Texas and $81,000 nationally, according to Lightcast.

Education Attainment, which is the highest level of education an individual has achieved, is another important dataset that is closely correlated to economic wellbeing. People with a higher level of education usually earn more money throughout their lifetimes and are less vulnerable to significant economic disruptions. WSNCT's largest educational attainment groupings are high school diploma and bachelor's degree. Together, the categories represent approximately 49% of WSNCT's population. Based on Lightcast and U.S. Census data, The percentage of residents with bachelor's degrees in the WSNCT region is higher than both the state and nation by more than 6 percentage points.

- Current labor force employment and unemployment data;

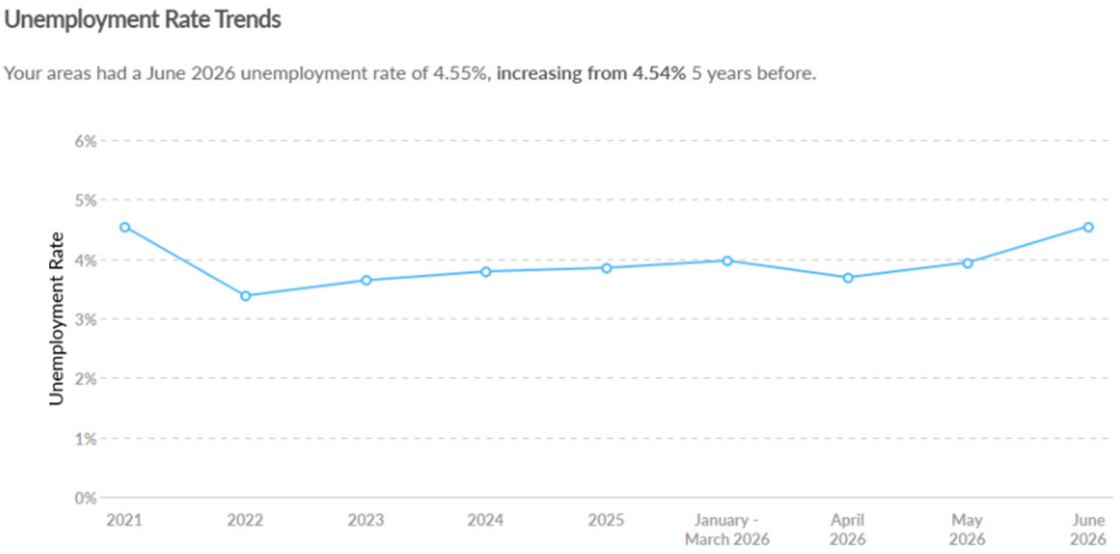
Jobs grew by 296,446 between 2020 and 2025 and the labor force participation rate remained relatively stable between 2021 (67.9%) and 2025 (67.8%). By 2030, jobs are projected to grow by 192,252.



Source: Lightcast Sept. 2026

According to Lightcast, the WSNCT region's unemployment rate was 4.55% in June 2026, compared with 4.54% in 2021. This rate is still lower than both Texas' and the nation's unemployment rate as of June 2026. This shows the strength of WSNCT's regional economy with a growing labor force and employers moving into the region.

- Information on labor market trends; and



Source: Lightcast Sept 2026

Regional Demographic Trends

	Percent			Value		
Demographics (2024)	WSNCT	Texas	USA	WSNCT	Texas	USA
Population				3,667,780	31,290,831	340,110,990
Male	50%	50%	49%	1,823,010	15,608,512	168,294,343
Female	50%	50%	51%	1,844,770	15,682,319	171,816,647
15 to 19 years	7%	7%	7%	258,955	2,269,275	22,449,564
20 to 24 years	6%	7%	7%	227,096	2,174,045	22,232,555
25 to 29 years	6%	7%	7%	235,608	2,202,143	22,323,951
30 to 34 years	7%	7%	7%	266,034	2,312,414	23,874,454
35 to 39 years	8%	7%	7%	280,557	2,245,452	23,255,856
40 to 44 years	8%	7%	7%	282,314	2,246,189	22,701,029
45 to 49 years	7%	6%	6%	252,636	1,960,477	20,348,201
50 to 54 years	7%	6%	6%	244,403	1,873,902	20,474,684
55 to 59 years	6%	5%	6%	214,985	1,654,232	19,958,796
60 to 64 years	6%	5%	6%	203,898	1,716,681	21,728,465
65 to 69 years	5%	5%	6%	165,488	1,461,555	19,356,883
70 to 74 years	3%	4%	5%	124,657	1,169,299	16,228,208
75 to 79 years	3%	3%	4%	94,305	832,041	11,962,541
80 to 84 years	2%	2%	2%	55,028	501,872	7,354,498

	Percent			Value		
Demographics (2024)	**WSNCT**	**Texas**	**USA**	**WSNCT**	**Texas**	**USA**
White, Non-Hispanic	54%	38%	56%	1,975,674	11,821,108	191,382,624
Black, Non-Hispanic	11%	12%	12%	408,892	3,748,137	39,959,479
Hispanic or Latino	21%	40%	20%	754,013	12,602,305	68,013,553
Population 2028				4,194,473	33,262,869	348,349,081
Population growth, 2020–2025	21%	9%	3%	656,365	2,560,323	10,268,744
Economic (2020–2024)						
Veterans	4.2%	4.4%	6%	156,649	1,402,357	16,185,883
Mean commute (minutes)				29.5	26.7	26.4
9th–12th grade	4%	6%	5%	112,509	1,312,080	12,868,166
Some college, no degree	19%	20%	19%	489,909	4,020,264	43,653,533
Bachelor's degree	29%	22%	22%	729,511	4,546,698	52,233,014
Total housing units				1,277,683	12,135,376	143,772,895
Median house value				$405,400	$283,800	$332,700
Vacant housing units	6%	9%	10%	74,784	1,047,668	13,901,967
Rental vacancy rate	6%	9%	6%			
Social (2020–2024)						
Poverty rate	8%	13%	12%			
Disabled population	10%	13%	14%	344,867	3,945,765	45,838,484
Foreign-born population	16%	18%	15%	542,024	5,762,477	50,200,000

Sources: WSNCT – Lightcast Q3 2026; commute, housing, poverty, disability and foreign-born rows sum the 14 counties from Lightcast Community Indicators (ACS 5-Year), with rates and medians weighted by county. Texas and USA – U.S. Census Bureau, American Community Survey (ACS): 2024 1-Year for demographics, education, poverty, disability, foreign-born and rental vacancy; 2020–2024 5-Year for veterans, commute, housing units and median house value; Vintage 2025 Population Estimates for growth (April 2020 to July 2025). USA foreign-born is rounded (Congressional Research Service). Population 2028 is a Lightcast Q3 2026 projection.

Note: Some WSNCT figures are Lightcast estimates and not directly comparable to Census data. Race rows are single-race ("alone") and exclude multiracial residents; Hispanic or Latino may be of any race.

- The educational and skill levels of the workforce, including individuals with barriers to employment.

Identifying the knowledge and skills needed to meet the employment needs of WSNCT's region is necessary to fill in talent gaps that could position WSNCT's region for more growth and provide a bridge to better opportunities for workers.

WSNCT's region has a well-trained population in relation to its employment demand, though its educational attainment profile differs from the educational attainment typically required for regional jobs. Among residents age 25 and older, approximately 19% have some college or a nondegree award, 8% have an associate's degree, 29% have a bachelor's degree, and 16% have a graduate degree or higher. By comparison, Lightcast's underemployment analysis shows that approximately 8% of regional jobs typically require some college or a nondegree award, 2% require an associate's degree, and 4% require a graduate degree or higher. These differences suggest opportunities to further examine how residents' education and skills align with regional employment needs.

The region has some opportunities in assisting career seekers in moving from Some College or Non-Degree Award into Bachelor's degrees to help fulfill regional demand. Additionally, WSNCT's work with regional community colleges may help to ensure that offered degree programs are in alignment with regional employer needs.

Educational Attainment

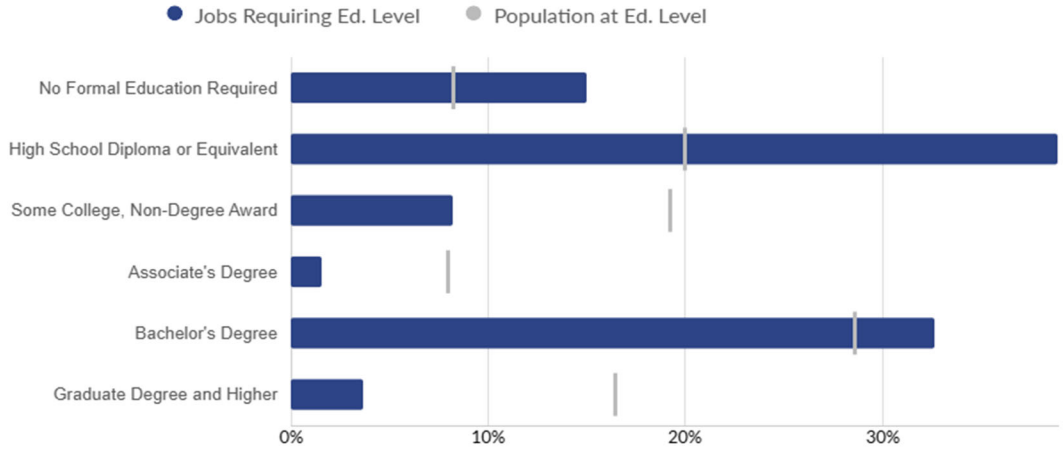
Concerning educational attainment, **28.5% of the selected regions' residents possess a Bachelor's Degree** (6.7% above the national average), and **7.9% hold an Associate's Degree** (1.0% below the national average).



	% of Population	Population
Less Than 9th Grade	3.8%	96,412
9th Grade to 12th Grade	4.4%	112,509
High School Diploma	19.9%	508,921
Some College	19.2%	489,909
Associate's Degree	7.9%	201,672
Bachelor's Degree	28.5%	729,511
Graduate Degree and Higher	16.3%	418,024

Source: Lightcast Sept. 2026

Underemployment



Education Level	Jobs Requiring Ed. Level	Population at Ed. Level	Difference
No Formal Education Required	15%	8%	7%
High School Diploma or Equivalent	39%	20%	19%
Some College, Non-Degree Award	8%	19%	-11%
Associate's Degree	2%	8%	-6%
Bachelor's Degree	33%	29%	4%
Graduate Degree and Higher	4%	16%	-13%

Source: Lightcast Sept. 2026

Skills	Postings	% of Total Postings	Profiles	% of Total Profiles	Projected Skill Growth	Skill Growth Relative to Market
Lifting Ability	31,069	8%	0	0%	+10.2%	Growing
Marketing	22,636	6%	109,863	10%	+21.1%	Rapidly Growing
Merchandising	21,932	6%	28,152	3%	+12.7%	Growing
Project Management	21,493	6%	143,214	13%	+19.4%	Rapidly Growing
Auditing	20,484	5%	55,781	5%	+20.8%	Rapidly Growing
Nursing	19,952	5%	12,804	1%	+16.1%	Growing
Workflow Management	17,309	5%	46,547	4%	+16.4%	Growing
Finance	15,640	4%	44,292	4%	+22.4%	Rapidly Growing
Accounting	15,153	4%	53,049	5%	+16.3%	Growing
Selling Techniques	14,788	4%	23,662	2%	-0.7%	Lagging

Source: Lightcast Sept. 2026

Top 20 Regional Degree Completions	Regional Completions 2025	Regional Completions Change – 2003 to 2025
General Studies	2,719	326%
Computer and Information Sciences, General	1,813	515%
Business Administration and Management, General	1,793	201%
Liberal Arts and Sciences/Liberal Studies	1,579	186%
Registered Nursing/Registered Nurse	1,484	219%
Computer and Information Systems Security/Auditing/Information Assurance	1,397	Insf. Data
Multi-/Interdisciplinary Studies, Other	1,362	93%
Psychology, General	1,118	209%
Exercise Science and Kinesiology	747	Insf. Data
Criminal Justice/Safety Studies	726	147%
Business Analytics	676	Insf. Data
Business/Commerce, General	615	362%
Biology/Biological Sciences, General	598	205%
Library and Information Science	586	152%
Education, General	558	27800%
Marketing/Marketing Management, General	544	67%
Information Science/Studies	539	390%
Mathematics and Statistics	512	Insf. Data
Accounting	497	132%
Information Technology	466	Insf. Data

Source: Lightcast Sept 2026

Individuals with Barriers to Employment

According to Lightcast data, the most populous counties within WSNCT's service area have the highest number of residents with disabilities. However, some of the less populated counties have high percentages of residents with disabilities as well. Amongst this group are Navarro County (16.6%), Palo Pinto County (17.4%), Wise County (15.3%), and Hunt County (15.5%).

Approximately 4.6% of WSNCT's civilian population 18 years and older holds veteran status. The counties within WSNCT's service region that have higher veteran population percentages are Hood County (9.5%), Parker County (9.9%), Hunt County (9.0%), Palo Pinto County (8.1%) and Somervell County (8.5%).

WSNCT acknowledges that English language proficiency can also be a barrier to employment. The counties with the highest population of people in non-English-speaking households are Collin County (341,827), Denton County (234,802), and Ellis County (40,393).

Additional opportunities exist for WSNCT to partner with area Community Based Organizations to address similar target populations, including families experiencing childhood poverty or seniors experiencing poverty, individuals with disabilities, and individuals in non-English speaking households. These data items can help inform outreach and identify potential service needs within the service area.

County Name	Adult Civilian Population	Foreign-Born Population	% Foreign-Born Population	Total Population	Workers Age 16 and Over	Avg. Family Size	Civilian Noninstitutionalized Population	Disabled Population	% Disabled Population
Collin	875,017	271,482	23.3%	1,163,337	608,264	3.3	1,159,049	94,248	8.1%
Denton	750,181	170,384	17.4%	979,561	527,502	3.2	975,783	90,777	9.3%
Ellis	156,812	18,153	8.5%	213,160	104,588	3.3	211,671	24,822	11.7%
Johnson	144,989	13,544	6.9%	195,597	91,723	3.4	192,808	23,818	12.4%
Parker	124,156	7,817	4.7%	165,168	79,939	3.3	163,643	22,434	13.7%
Kaufman	122,813	19,660	11.4%	172,604	81,584	3.9	171,350	18,976	11.1%
Rockwall	90,754	11,054	8.9%	123,617	62,439	3.4	122,794	11,114	9.1%
Hunt	82,267	8,817	8.1%	108,972	48,421	3.3	108,174	16,792	15.5%
Wise	56,600	5,998	8.0%	75,005	35,086	3.4	73,891	11,324	15.3%
Hood	52,410	2,873	4.4%	65,894	28,432	3.0	65,074	9,319	14.3%
Navarro	40,056	7,042	12.9%	54,711	23,265	3.4	53,949	8,957	16.6%
Erath	34,699	2,900	6.6%	43,794	21,098	2.9	43,335	6,049	14.0%
Palo	22,484	1,494	5.1%	29,295	11,911	3.1	29,023	5,049	17.4%
Somervell	7,609	806	8.3%	9,691	4,804	2.9	9,530	1,188	12.5%

Source: Lightcast Sept 2026

County Name	Veterans	% Veteran Status	% Children Under 18 Poverty Level	% Seniors 65+ Poverty Level	% Poverty Level	Households	Population of People Living in Non-English-Speaking Households	Per Capita Income	Median Household Income
Collin	42,042	4.8%	7.0%	7.1%	6.2%	416,646	341,827	$57,056	$121,600
Denton	43,911	5.9%	7.8%	6.7%	7.1%	360,392	234,802	$54,690	$111,498
Ellis	10,529	6.7%	8.1%	7.5%	6.9%	71,759	40,393	$40,925	$99,595
Johnson	9,137	6.3%	11.5%	8.3%	10.0%	65,507	33,457	$35,637	$84,859
Parker	12,251	9.9%	9.1%	7.7%	8.0%	56,437	14,401	$47,117	$104,443
Kaufman	7,172	5.8%	12.8%	10.6%	9.7%	50,990	36,172	$34,359	$89,485
Rockwall	6,850	7.5%	3.7%	5.2%	4.0%	41,237	17,140	$55,374	$127,981
Hunt	7,373	9.0%	15.0%	10.1%	11.8%	38,466	17,651	$33,010	$71,938
Wise	4,955	8.8%	10.8%	8.7%	8.9%	25,135	11,807	$38,827	$93,421
Hood	5,001	9.5%	7.0%	7.9%	7.7%	25,523	5,985	$43,607	$88,160
Navarro	2,760	6.9%	23.6%	13.5%	17.1%	19,044	13,057	$29,060	$63,111
Erath	2,194	6.3%	16.2%	13.2%	16.6%	16,816	6,877	$32,733	$65,115
Palo	1,827	8.1%	20.8%	10.8%	16.7%	11,234	3,105	$32,739	$67,674
Somervell	647	8.5%	6.3%	8.1%	7.5%	3,713	1,476	$40,828	$79,825

Source: Lightcast Sept 2026

C. Workforce Development Analysis

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

Boards must include an analysis of:

- Workforce development activities in the region, including education and training;
- The strengths and weaknesses of the Board's workforce development activities;
- The effectiveness of the Board's programs and services;
- The Board's capacity to provide workforce development activities to address;
    - the identified education and skills needs of the workforce; and
    - the employment needs of employers.

- Workforce development activities in the region, including education and training;

The workforce development activities undertaken by WSNCT ensures that businesses in the 14-county region remain competitive and grow jobs, that workers have opportunities to obtain skills and a career that will help them become or remain self-sufficient, and that our communities prosper and are economically resilient. A strong workforce begins with quality early learning experiences for our youngest residents.

WSNCT places great emphasis on improving the quality of child care to increase school readiness, long-term education attainment and economic prosperity. WSNCT facilitates professional development and guides early childhood educators on how to advance their education aspirations as a part of its initiative to promote quality child care practices.

WSNCT supports early learning programs through ongoing quality improvement efforts that enhance learning environments, strengthen workforce development, and promotes positive outcomes for children and families. By providing resources, professional development opportunities, and other strategic supports, WSNCT helps programs build and sustain high-quality early learning experiences throughout the region. These initiatives are informed by annual needs assessments and program feedback to ensure supports are responsive to the evolving needs of early learning programs.

Career exploration is an essential step in equipping youth with the skills and knowledge required for success. WSNCT leverages its strong, collaborative regional partnerships with employers, community colleges, School Districts (ISDs) and Education Service Centers (ESCs) to coordinate interactive career exploration events. In FY 26, these career exploration events impacted over 2,700 youth. These events enable students to explore various careers and immediately grasp what skills and educational requirements are necessary to enter occupations leading to successful, sustainable employment.

WSNCT also participates in the Teacher Externship Grant Program which is a strategic program that strengthens connections between education and industry while increasing educator awareness of high-demand careers. Currently funded through a TWC Grant, the program has grown from serving 10 teachers in one district to a regional initiative that has engaged more than 500 educators across multiple years and more than 20 school districts. The initiative now includes collaboration among the North Central Texas, Dallas, and Tarrant workforce boards, supported by a regional intermediary partner to enhance coordination, employer engagement, and program quality. This regional approach expands impact, strengthens educator-industry connections, and supports a more informed and sustainable talent pipeline across the region.

WSNCT leverages its Target Occupations List and Eligible Training Providers List to offer customers training opportunities in its service area. WSNCT provides customized Labor Market Information (LMI) to guide participants in choosing in-demand occupations.

WSNCT's collaborative efforts include participation in groups such as North Central Texas InterLink, a regional nonprofit alliance bridging business, education and government by providing timely and relevant information on labor market trends, occupations, education, skill, and training needs of employers and employees.

WSNCT works closely with Education Service Centers Region 10 and Region 11. These organizations are part of a statewide network to support school districts, charter schools, and educators across North Texas by providing professional development, technical assistance, instructional resources, and strategic support services. Through their leadership in college, career, and military readiness initiatives, they help connect educators, students, and workforce partners to create meaningful pathways from education to high-demand careers.

Another valuable partner to support the high-demand construction industry is TEXO Foundation, the charitable arm of TEXO, and one of the largest commercial construction associations in Texas. The Foundation promotes workforce development by increasing awareness of careers in construction and the skilled trades through educational outreach, scholarships, industry engagement, and partnerships that connect students and educators with real-world career opportunities

WSNCT also participates in Educate Texas' Career Connect Texas Network, which promotes career-connected learning experiences through technical assistance, peer learning, and strategic partnerships.

These collaborations are crucial as they leverage resources, coordinate efforts, and strengthen our educational partnerships, ensuring our training programs align with industry needs and effectively support our community. WSNCT supports educational institutions through grants like the Texas Talent Connection, Texas Reskilling and Upskilling through Education (TRUE), Jobs and Education for Texans (JET) and the Dual Credit grants, which provide funding to implement and/or enhance career and technical education (CTE) programs.

- The strengths and weaknesses of the Board's workforce development activities;

Strengths:

WSNCT is one of the largest workforce boards in Texas and has nearly 30 years of experience in growing and training North Central Texas' workforce. WSNCT serves more than 90,000 job seekers and 10,000 employers annually, from start-ups to Fortune 500 companies. WSNCT's expertise, programs and partnerships helps it consistently meet the workforce requirements of career seekers, employers, independent school districts, community colleges and economic development organizations in the region.

WSNCT's strong partnerships and collaborative efforts are exemplified by initiatives such as our recent Economic Development Forum and Regional Law Enforcement Symposium, which served North Central as well as Dallas and Tarrant Counties. Additionally, WSNCT collaborates with numerous community colleges and universities within the region to develop and implement diverse, high-performance training programs tailored to the needs of regional employers. North Central Texas' new initiative, the ALIGN Lab, convenes workforce leaders, community college leaders, and other education and workforce stakeholders to strengthen regional collaboration and align strategies across the talent development ecosystem. Launched in July 2026, the inaugural ALIGN Lab brought together partners to engage around high-priority opportunities to

strengthen partnerships, improve operational alignment, advance shared performance outcomes, and address key state and federal workforce priorities. By fostering a regional approach among 11 community colleges and regional workforce partners, the ALIGN Lab promotes collaboration over silos, helping partners better understand each system, align resources, and identify collective solutions to meet employer demand and improve student outcomes. The ALIGN Lab has already generated ongoing partner communication and collaboration and will continue on a quarterly basis to align regional strategies, priorities, and actions that drive greater collective impact. Future focus areas for Align Lab includes: community college partnerships with WIOA, Workforce Pell implementation, improving training availability and alignment within the region, and a system review and understanding of available resources and barriers.

To address the challenges posed by varying population densities and distances across the region, WSNCT has implemented an Out-Stationing strategy. This involves maximizing partnerships in rural communities by placing staff at partner sites to support career seekers. WSNCT partners include community organizations, community colleges, food banks, housing authorities, libraries, and faith-based organizations, ensuring effective delivery of workforce program services.

WSNCT's LMI Dashboard, Economic Profiles, and Career Lattice tool provide publicly available labor market and career information to support employers, career seekers, and regional partners. WSNCT is developing its Stakeholder Engagement System to demonstrate the impact of its Business Services Unit and strengthen the use of data to support the region's economy and workforce.

WSNCT's Board recognizes the importance of providing services to its intended customers and getting ahead of prospective changes in state or federal workforce requirements. WSNCT reduced its board operating budget from FY2025 to FY2026, redirecting nearly $1 million to direct program delivery. The FY2027 budget includes an additional reduction of $400,000 in Board operating expenses, continuing its efforts to maximize program investment and operational efficiency. Additionally, WSNCT has successfully transitioned all of its Early Childhood Specialist ("Mentor") positions to a fully remote model and implemented an automated provider assignment process, reducing travel time and mileage while maximizing time available for direct support to child care providers. Other efforts to maximize its available resources for the intended recipients include actively working to increase the percentage of WIOA program funds being spent on direct training activities for program participants.

Weaknesses:
WSNCT's service area encompasses 14 counties, 10,986 square miles, 102 school districts, 13 public colleges and universities and more than 3.5 million residents. While the size of WSNCT's region is a strength, it also presents significant challenges. The large population and vast geographic area necessitate innovative solutions to meet the diverse needs of WSNCT's customers. A major challenge is the lack of public transportation in most parts of the region, which complicates service delivery. Additionally, there is a disparity between our rural and urban counties; WSNCT serves several rural areas (including Erath, Somervell, Palo Pinto and Navarro Counties) as well as some of the fastest-growing counties in the nation (such as Collin, Kaufman and Denton Counties). To effectively serve this diverse region, WSNCT employs a mix of service delivery models. Furthermore, the region's telecommunications infrastructure is inconsistent, with some areas having high-speed internet access while others have limited connectivity.

- The effectiveness of the Board's programs and services;

WSNCT Quality Assurance staff evaluate the effectiveness of workforce services through

monitoring based on a detailed risk assessment. Board Staff work closely with the Subrecipient to identify gaps and strengthen processes, ensure program compliance and evaluate performance to ensure that customers are completing training, obtaining a credential, as well as entering and retaining employment. Board staff observes orientations and discusses service delivery strategies to identify opportunities for improvement.

Recognizing the need for comprehensive data analysis, WSNCT continues to develop internal dashboards that monitor elements such as performance, program enrollment, key demographic information, hiring events, and out-stationing efforts, as well as budget expenditures and obligations. This data is instrumental in evaluating program effectiveness, identifying trends and expenditure variances, and uncovering potential service delivery gaps.

- The Board's capacity to provide workforce development activities to address:
  - The identified education and skills needs of the workforce; and
  - The employment needs of employers.

To support the WSNCT Target and In-Demand occupations, a career progression lattice dashboard has been developed. This dashboard provides labor market information and outlines career paths starting from entry-level positions to senior-level roles. The lattice is structured into three tiers:

1. Entry-Level Occupations: These positions offer entry-level wages.
2. Mid-Level Occupations: These roles come with higher wages and increased educational requirements.
3. Senior-Level Occupations: These positions offer significantly higher pay and require advanced education.

The primary goal of the lattice is to help job seekers understand the educational requirements and labor market demand for various occupations in each county. Additionally, it provides information on available funding and how to access it for training or certification purposes. This comprehensive approach aims to assist job seekers in making informed career decisions.

Barriers to employment identified in the WSNCT area include the ability to access services in rural areas and lack of transportation. We have expanded our ability to provide virtual services to assist those with transportation issues and provide multiple ways to connect with local services. WSNCT requires its Subrecipient to conduct outreach to special populations and demographics as outlined in the Affirmative Outreach plan, which includes outreach methodologies, partnerships with other organizations for the outreach, and the methods used to bring awareness to the community that services are available. These efforts will be reviewed to evaluate strategies and results.

WSNCT engages regularly with employers to gain a better understanding of their challenges and to better identify and classify skill needs. WSNCT partners with employers and community colleges in its region to secure funding for skills development training to meet the workforce needs of employers in our area. WSNCT has also been successful in identifying and mobilizing new Registered Apprenticeship programs in its region to help sustain the productivity and vitality of our employer community.

Engagement and collaboration through sector partnerships promote ongoing, inclusive discussions that foster timely communication and alignment, resulting in impactful decision making and solution development. Sector partnerships include education and employer partners, which enable training programs to be devised and implemented in accordance with employer need and guidance. Local wisdom related to WSNCT's in-demand industries and occupations,

coupled with labor market data, gives WSNCT a wider perspective of the regional employment picture and identifies where gaps exist and can be addressed through strategic initiatives and collaboratives. Labor market data will also provide better direction for employer engagement and allow WSNCT to develop more effective outreach strategies and increase initiatives to bolster talent pipelines and career pathways.

Part 3: Core Programs

A. Workforce Development System

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

Boards must describe how the local workforce development system will work with entities carrying out core and required partner programs to support alignment to aid in the provision of services that support the strategies identified in TWC's WIOA Combined State Plan.

WSNCT is committed to the value that integration of programs brings to employers and career seekers. WSNCT administers integrated programs and provides oversight of competitively procured workforce and child care service providers responsible for direct service delivery and coordination with required partners.

WSNCT's Board governance structure remains unchanged. Career Team began its transition as the WIOA Title I service provider in June 2025, with its first full fiscal year spanning October 2025 through September 2026. Curantis continues as the Child Care service provider. FY2027 is the final available renewal under the current Child Care contract, and WSNCT plans to conduct a new procurement in spring 2027.

Services provided by the Workforce Subrecipient include service delivery strategies to employers and career seekers who are able to access a continuum of services.

It is the role of WSNCT to be a regional facilitator, connector and convener to address workforce development issues. The following programs support and align with local, state, and national strategies to address the needs of the workforce. The oversight provided by WSNCT ensures that the services provided below are delivered in an integrated and seamless workforce system, delivered through a regional network of workforce centers, operated and managed by a competitively procured contracted service provider.

WIOA Adult, Dislocated Worker, and Youth programs

WSNCT's WIOA Adult Program serves individuals and helps employers meet their workforce needs. It enables workers to obtain good jobs by providing them with job search assistance and training opportunities. WIOA establishes a priority requirement with respect to funds allocated to a local area for adult employment and training activities. Workforce Center staff, when using WIOA Adult funds to provide individualized career services and training services, must give priority to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient.

WSNCT's WIOA Dislocated Worker Program is designed to help workers get back to work as quickly as possible and overcome barriers to employment. When individuals become dislocated workers as a result of job loss, mass layoffs, global trade dynamics, or transitions in economic sectors, the Dislocated Worker Program provides services to assist them in re-entering the workforce. Services for dislocated workers are integrated and provided through WSNCT's Workforce Centers and provide workforce education, training, and employment programs and help displaced workers.

WSNCT's WIOA Youth Program includes tutoring; alternative secondary school services; paid and unpaid work experiences, which include: summer and year round employment opportunities, pre-apprenticeship programs, internships and job shadowing, and on-the-job training; occupational skill training; education offered concurrently with workforce preparation and training; leadership development opportunities; supportive services; mentoring; follow-up services; comprehensive guidance and counseling; financial literacy education; entrepreneurial skills training; services that provide labor market and employment information; and postsecondary education and training preparation activities.

Wagner-Peyser Employment Service program

In partnership with TWC, WSNCT is a part of the Texas Model and is responsible for assisting employers with filling jobs by recruiting, screening and referring qualified job seekers and assist job seekers in finding employment for which they are qualified.

Unemployment Insurance (UI) programs

While the UI program is administered by TWC, workforce centers provide UI claimants with valuable services to assist with filing claims, participating in appeals, and access to the Reemployment Services and Eligibility Assessment (RESEA) program. WSNCT also designates a coordinator to communicate with the state on issues related to Unemployment Insurance claimants. Workforce center staff help UI claimants apply for UI and make active searches for employment. The Workforce Subrecipient provides outreach to claimants, assistance with developing an employment plan, and services to provide early intervention to claimants that link them to comprehensive services. Workforce center staff interact with claimants on a regular basis and when aware of issues that affect a claimant's eligibility for benefits, notify the state coordinator.

Reemployment Services and Eligibility Assessment (RESEA) program

The RESEA Program has (4) main goals: Finding Jobs - RESEA helps customers who get UI benefits find jobs faster; Stopping Wrong Payments - RESEA makes sure that UI payments go to the right customers; Qualifying Participants for Additional Resources - RESEA connects customers with services to get a job that maximizes their earning potential; and Connecting the Workforce System – RESEA is the first step for customers to join other programs for help finding jobs. Customers who are chosen for the program must participate. Services are available statewide. These customers will meet with a career coach one-on-one. WSNCT continues to participate in TWC's pilot program for RESEA, attend bi-weekly meetings, and attend the RESEA pre-conference meetings.

Choices/TANF employment and training program

The Choices Program is an Employment and Training Program to assist applicants, recipients, non-recipient parents, and former recipients of Temporary Assistance for Needy Families (TANF) cash assistance. The goal of Choices is to transition participants from welfare to work through participation in work-related activities, including job search and job readiness classes, basic skills training, education, vocational training, and support services. WSNCT partners with the Health and Human Services Commission (HHSC) to provide referrals and integrated case management to eligible program participants and ensure work goals and program requirements are met.

Supplemental Nutrition Assistance program (SNAP)

The goal of SNAP E&T is to assist SNAP recipients through employment and training by improving their ability to obtain regular employment, increase their earnings, and reduce their dependency on public assistance. Both the general population and able-bodied adults without dependents (ABAWDs) are significant populations that need employment services to find long term, self-sufficient employment. WSNCT partners with HHSC to provide referrals and integrated case management to eligible program participants and ensure work goals and program requirements are met.

Child Care Services

Child care is provided to eligible families who are working, in job training or attending an educational program as well as those who are looking for employment. The program educates parents about the availability of quality child care and early learning programs who are Texas Rising Star programs. Quality child care enhances the early learning of young children which can lead to success in school later on. Child Care Services also supports early learning programs that are working to improve the quality of child care services by providing mentoring and coaching to educators who are in the early childhood field.

Adult Education and Literacy (AEL) programs

Recognizing that the ability to speak English can be critical to a participant's success in the job market, WSNCT actively partners with Adult Education and Literacy providers to offer instruction and remediation, including English as a Second Language (ESL), as a part of a participant's service continuum. Integration with the service delivery system is vital to the deployment of WIOA, and WSNCT engages and supports AEL grant recipients in activities that promote student success in career and higher education goals.

The AEL/Workforce Regional Coalition (Regional Coalition) integrates Adult Education & Literacy (AEL) services with Workforce and training services within the WSNCT 14-county area, addresses shared transitional concerns/needs, and shares information and best practices so that students and businesses can learn about and receive all available services, and explore systems and services for continuous improvement to close strategic and operational gaps. The Regional Coalition is comprised of representatives from WSNCT board staff, subrecipient staff, and the six TWC contracted AEL Providers. Basic and secondary instruction and services provided to adults by these AEL partners enable them to effectively acquire the basic educational skills necessary for literate functioning, to participate in job training and retraining programs, to continue education to at minimum the completion of secondary school, and to obtain and retain employment. A joint MOU established under the umbrella of the AEL/Workforce Regional Coalition has been established between WSNCT and our TWC contracted AEL partners to address customer referrals, coordination and integration of services, and provision of program delivery and services.

Trade Adjustment Assistance (TAA) programs

Trade Adjustment Assistance Program (TAA)— TAA is a federal program created to reduce the damaging impact of imports felt by certain sectors of the U.S. economy.

Vocational Rehabilitation programs

Comprehensive work-related services are individualized and are provided by trained Counselors in the TWC VR program. The VR Counselor's role is to facilitate independence, integration, and inclusion of people with disabilities into employment. WSNCT continues our efforts to improve

upon the integration efforts with Vocational Rehabilitation Services (VRS) to enable WSNCT and VRS to leverage resources and align services to better serve our shared customers. To date, VRS is currently integrated with WSNCT in Cleburne, Denton, Granbury, McKinney, Stephenville, Terrell, Waxahachie, and Weatherford.

Apprenticeship programs

Registered Apprenticeship Program (RAP) development and expansion will remain a focus for WSNCT going forward. The Apprenticeship Navigator and WSNCT staff will continue to provide education and support the development of new Registered Apprenticeship (RA) programs as well as the expansion of existing RA programs through targeted industry outreach supported by labor market data, roundtable collaborations with community partners and stakeholders, and employer needs. WSNCT will continue to identify funding opportunities that will support program development and growth and provide support to apprentices during training. Over the past three years, WSNCT has been directly involved with the development and expansion of more than 10 RAPs and has supported the development of a pre-apprenticeship program.

The diversity of RAPs in the North Central Texas region allows for vast career opportunities for workers in students in the industries of manufacturing, healthcare, aviation and defense, and construction. WSNCT maintains a solid relationship with the Department of Labor and apprenticeship intermediaries that will continue to bolster apprenticeship adoption in the region.

Career and Technical Education programs authorized under the Carl D. Perkins Career and Technical Education Act of 2006

School Districts and Community Colleges carry out workforce development programs that align services, including programs of study and technical training authorized under the Strengthening Career and Technical Education for the 21st Century Act (Perkins V). Signed into law in 2018, Perkins V reauthorized the Carl D. Perkins Career and Technical Education Act of 2006 and continues Congress' commitment by providing nearly $1.4 billion annually for career and technical education (CTE) programs for our nation's youth and adults. For Fiscal Year 2024, Texas received approximately $129 million in Perkins V funding. WSNCT supports education entities applying for Perkins funding by attending Comprehensive Local Needs Assessment (CLNA) meetings and providing specific labor market information to benefit their applications and assessment of need. These efforts ensure that CTE programs are aligned with industry demands and effectively support workforce development in our communities.

Workforce staff connect eligible participants with career and technical education programs, including training supported through Individual Training Accounts. Youth receive individualized assessment and service planning to identify education, training, and supportive service needs. Coordination with education partners includes referrals to WSNCT programs; for example, Weatherford College refers students for assistance based on their needs and applicable program eligibility. Through ALIGN Lab, WSNCT also engages community college partners in discussions about training opportunities, student supports, and regional workforce needs.

Veteran employment and training programs

WSNCT works in partnership with the Texas Veterans Commission to ensure individuals seeking services are screened to determine if they are eligible veterans entitled to intensive services from Veterans Program staff.

Local Veterans Employment Representatives (LVER)

LVER (Local Veterans' Employment Representatives) staff provide services to all veterans that Title 38 indicates are eligible for their services, but their efforts are concentrated with DVOP

(Disabled Veterans' Outreach Program Specialists) according to their respective roles and responsibilities, on outreach and the provision and facilitation of direct client services to those who have been identified as most in need of intensive employment and training assistance. DVOP and LVER staff, through outreach with employers, develop increased hiring opportunities within the local work force by raising the awareness of employers of the availability and the benefit of hiring veterans.

Job Corp programs

Job Corps is the nation's largest free, residential career training and education program for low-income young adults ages 16 through 24. We have an MOU agreement with Job Corps to make and receive referrals.

Native American programs

Texas Native Health, formerly Dallas Inter-Tribal Center and Urban Inter-Tribal Center of Texas, was created to fulfill the immediate needs of those living in the DFW Metroplex as a result of Public Law 959. Texas Native Health (TNH) is dedicated to enriching the lives of Indigenous populations to ensure their identities, culture and language are not erased. Texas Native Health is the recipient of a WIOA grant from the U.S. DOL. They provide employment and job training services in compliance with the provisions of the grant in Dallas County. The partnership agreement WSNCT has with Texas Native Health allows TNH to make customer referrals in surrounding counties to WSNCT offices the area.

US Department of Housing and Urban Development programs

Under the U.S. Department of Labor's Workforce Innovation and Opportunity Act (WIOA), Workforce Boards are directed to establish partnerships with E&T programs funded by the US Department of Housing and Urban Development (HUD), such as Family Self-Sufficiency (FSS) programs operating within their local Workforce Development Areas (WDA's). WSNCT has partnered with nine participating housing authorities in WSNCT's service area.

The objective of the FSS program is to reduce the dependency of low-income families on welfare assistance and housing subsidies. Under the FSS program, HUD assisted families, in partnership with WSNCT, are provided opportunities for education, job training, counseling, and other forms of social service assistance, while living in assisted housing, so that they may obtain the education, employment, and business and social skills necessary to achieve self-sufficiency.

Community Services Block Grant Act Employment & Training Activities

The Community Services Block Grant (CSBG) is a federally funded block grant in the Office of Community Services, Administration for Children and Families, United States Department of Health and Human Services that provides funds to states, territories, and tribes to administer to support services that alleviate the causes and conditions of poverty in under resourced communities. WSNCT has a partnership agreement with Community Services, Inc. (CSI) of Corsicana. CSI's goal is to empower individuals to become self-sufficient through the provision of services to people in need of intervention and prevention services, and referrals to WSNCT for identified needs not provided by CSI.

Reintegration of Offenders programs

The Texas Department of Criminal Justice (TDCJ) Parole Division supervises offenders released from prison who are serving out their sentences in Texas communities. The mission of the parole division is to promote public safety and positive offender change through effective supervision,

programs and services. WSNCT, in partnership with the Greenville District Parole Office, supports the justice-touched population through referrals and co-enrollment of participants, to provide job training and placement opportunities for program participants, and to develop a local network of employers willing to look beyond criminal background challenges for well-qualified candidates.

Migrant and Seasonal Farmworker programs

In November 2024, WSNCT entered into a partnership agreement with MET, Inc. for their National Farmworker Jobs Program (NFJP.) The MET NFJP partners with community organizations and state agencies to counter the chronic unemployment and underemployment experienced by farmworkers who depend primarily on jobs in agriculture.

Senior Community Service Employment Program

Senior Community Service Employment Program (SCSEP) - The SCSEP is a community service and work-based job training program for older Americans. The program provides training for low-income, unemployed seniors. North Central currently has community partnership Memorandums of Understanding (MOUs) with the following SCSEP agencies: AARP Foundation, SER Jobs for Progress National, Inc.(SER), and Motivation Education & Training, Inc. (MET). These SCSEP agencies provides unemployed, low-income adults 55 years and older with part-time jobs working in local nonprofit, government, and faith-based agencies providing services in the local community. WSNCT and each SCSEP agency coordinate referrals of potential participants for One-Stop and educational services. These partner SCSEP agencies identify WSNCT's Workforce Centers, as appropriate, for potential subsidized employment worksites for their program participants. This partnership allows program seniors to earn income while they build their self-confidence and learn skills valued by local employers with the goal to transition into unsubsidized employment upon completion of their placement.

Non-Custodial Parents (NCP) Choices Program

The NCP Choices Program is a collaborative effort of the Texas Workforce Commission (TWC), the Office of the Attorney General (OAG) of Texas, Local Workforce Development Boards (Boards), Workforce Solutions Office staff, and family court judges. The program targets low-income unemployed or underemployed NCPs who are behind on their child support payments or have had a child support obligation established. Mirrored after TWC's Choices employment and training program for TANF recipients, the goal of the NCP Choices program is to help NCPs overcome substantial barriers to employment and career advancement while becoming economically self-sufficient and making consistent child support payments.

Rapid Response Services

Rapid response services help workers and employers deal with the effects of layoffs and plant closures, including those that result from increased competition from imports, natural disasters, and other events.

Subsidized Child Care

Access to quality child care is a workforce issue. WSNCT provides financial assistance, including scholarships and other support, to eligible parents who are working, attending school, or participating in approved job training programs. Through Memorandums of Understanding (MOUs) and collaborative partnerships with community agencies, WSNCT coordinates and facilitates access to a range of supportive services. Participants in these partner programs also have access to employment and career development resources available through WSNCT Workforce Centers.

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Summer Earn and Learn (SEAL)

The SEAL program provides subsidized work experience placements for youth students with disabilities. The program's success relies on participation from Employers and our partnership with Vocational Rehabilitation Services. Students receive hands-on work experience to learn job skills for future employment.

Student HireAbility Navigator

Student HireAbility Navigators (SHNs) are TWC-funded positions that serve the local workforce development area to improve and increase services for students (age 14-22) that are transitioning into post-secondary education and have different abilities. The SHN role focuses on the support, expansion, and enhancement of pre-employment transition services (pre-ETS) provided by TWC's Vocational Rehabilitation Services to students with disabilities. The pre-ETS areas include career exploration, work readiness training, work-based learning, opportunities for postsecondary education, and instruction in self-advocacy. Employment and training opportunities may consist of internships, apprenticeships, paid work experience, and educational opportunities.

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

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

WSNCT works with entities that facilitate core programs to: expand access to employment training, education, and support services for eligible individuals and eligible individuals with barriers to employment; facilitates development of career pathways and co-enrollment in core program; and improves access to activities that lead to a recognized postsecondary credential (such as an industry-recognized certificate or certification) that is portable and stackable.

Expanding access to employment, training, education, and support services

WSNCT expands access to employment, training, education, and support services for eligible individuals, particularly eligible individuals with barriers to employment by engaging with entities carrying out core programs.

Individuals meeting eligibility requirements for core programs are provided a comprehensive needs assessment that addresses, at a minimum, job skills, supportive services, educational skills and deficiencies, accessibility and/or accommodations, barriers to employment, and training needs.

Once needs are identified, resources that can be used to remove barriers to employment are explored, including program funding and leveraging resources through partner agencies and other community resources. Co-enrollment in core programs, when allowable and appropriate may be used to leverage funds and expand access to training, educational opportunities and supportive services.

WSNCT engages with local employers to identify skills needed and coordinates with Workforce Subrecipient staff, who provides case management to career seekers enrolled in core programs, to match skilled career seekers with quality jobs. AEL partners work with eligible customers participating in core programs to provide vocational workplace literacy. Information regarding WIOA Individualized Career and Training services is offered at all workforce orientations.

Orientation audiences include those attending Reemployment Services and Eligibility Assessment (RESEA) for UI claimants, Rapid Response events, TANF Applicants, and participants who access Supplemental and Nutritional Assistance Programs. Information is shared to inform and educate these participants about workforce services designed to assist the participant in applying for financial aid, WIOA training services, and the development of an Individual Employment Plan that may include access to training services.

Facilitating the development of career pathways and co-enrollment

WSNCT facilitates the development of career pathways and co-enrollment by engaging with entities carrying out core programs to: Continue to engage employers in sector strategies to obtain and identify credentials, training and skills relevant to their occupational needs.

- Continue to engage employers in sector strategies to obtain and identify credentials, training and skills relevant to their occupational needs.
- Leverage funding by co-enrolling individuals that are eligible for both WIOA Youth, Adult and Dislocated Worker programs to support training and career pathways.
- Continue development of WSNCT long-term relationships with educational institutions that are Eligible Training Providers and educating its education partners on the benefits of adding their training programs on the ETPL so that customers can receive local access to opportunities that align with WSNCT's TOL.
- Seek out stakeholders interested in creating apprenticeship and pre-apprenticeship programs.
- Create and implement relationships with CBOs, city/state, and partner agencies to provide exposure for youth to training programs and career pathways.
- Pair the attainment of postsecondary credits with work-based learning opportunities such as on-the-job training, internships and workplace tours.
- Provide labor market information and career exploration resources to educators and other education-focused stakeholders on in-demand occupations that align with WSNCT's TOL.
- Actively participate in collaborative groups such as the North Central Texas InterLink, Education Service Centers Region 10 and Region 11, TEXO Foundation High School and College Committees, TEA-funded Tri-Agency Regional Convener (FACT Education), Educate Texas' Career Connect Texas Network.
- Support local school districts, community colleges and universities in their program development and assessment by providing labor market information and participating in their stakeholder workgroups and program advisory committees.
- Coordinating Programs and Services for Target Populations.

Improving access to activities that lead to a recognized postsecondary credential

WSNCT works closely with its education partners to improve access to activities leading to recognized postsecondary credentials and is committed to the attainment of industry recognized certifications, and portable and stackable credentials focused on our identified TOL.

23 of WSNCT's target industries are closely aligned with the Governor's six industry clusters. The manufacturing and logistics industries, including Semiconductor and Other Electronic Component Manufacturing, Professional and Commercial Equipment and Supplies Merchant Wholesalers, and Plastics Product Manufacturing are highly prevalent in the region, and WSNCT

often engages with employers within these industries. As WSNCT continues to identify skills gaps and training opportunities through apprenticeship exploration, WSNCT will further develop and maintain relationships with these employers to keep pace with industry trends and changes. Another area of focus is within the Information Technology (IT) industry. There are several IT occupations that appear on the Board's target and in-demand occupation list and can be found in several industries.

WSNCT will continue to gather local wisdom through its education partners, employer engagement and economic development organizations to determine what skills are needed and identify the appropriate talent development strategies to deploy, which will include apprenticeships.

Part 4: One-Stop Service Delivery

A. One-Stop Service Delivery System

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

Each Board must include a description of its workforce area's one-stop delivery system, including explanations of the following:

- How the Board will ensure the continuous improvement of eligible providers and how providers will meet the employment needs of local employers, workers, and job seekers
- How the Board will facilitate access to services provided through the one-stop delivery system, including to remote areas, using technology and other means
- How entities within the one-stop delivery system, including Boards, contracted service providers, and one-stop partners, will comply with WIOA §188 (related to Non-Discrimination), if applicable, and with applicable provisions of the Americans with Disabilities Act of 1990 regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals who have disabilities.
- The roles and resource contributions of the one-stop partners

- How the Board will ensure the continuous improvement of eligible providers and how providers will meet the employment needs of local employers, workers, and job seekers

Texas training providers are required to apply for certification with the Workforce Development Board overseeing the campus to receive WIOA funds. Providers must meet WIOA requirements, minimum criteria set by WSNCT Board of Directors and be certified by the Texas Workforce Commission to become eligible to train participants through the workforce system and be added to the published statewide Eligible Training Provider List (ETPL).

Part of the WIOA requirements for eligibility is Documentation of Employer Partnership. In order to meet this requirement, one of the documentations WSNCT will accept is letters from employers stating the program(s) they support on dated letterhead with contact information and signed within the last 12 months to demonstrate active partnership. A second document accepted to meet the requirement is a copy of the most recent, within the last 12 months, Program Advisory Committee meeting minutes for the program(s) that includes the roster of members, attendees and the companies they are representing along with the name(s) of the program(s) the committee oversees.

Performance of the ETPL programs is reviewed annually when the Annual Student Data Report for each providers' programs is submitted to TWC to determine performance level percentages. Performance information for training programs listed on the statewide ETPL is available to the public on the TWC Eligible Training Provider webpage. This performance report provides information regarding completion and entered employment rates for all students exiting the approved programs. Training providers are required to submit the Annual Student Data Report every July to maintain their listing on the ETPL.

The performance percentage is scheduled to be reinstated in 2025. If a training provider fails to submit the Annual Student Data Report or does not meet the established minimum performance standards once the data has been evaluated, the program/programs will be removed from the ETPL for a period of no less than two years.

Eligible Training Providers (ETPs) are integral to creating a dynamic and responsive workforce system that addresses the evolving needs of the labor market. WSNCT collaborates with ETPs and employers to create customized training solutions that align with the skills employers need. In doing so, workers can upgrade their skills, making them eligible for higher-paying jobs and career advancement opportunities, and job seekers can access a variety of training programs that prepare them for in-demand occupations that provide upward career and economic mobility.

WSNCT is fortunate to have a full array of qualified and competitive ETPs within the North Central Texas area. WSNCT actively recruits providers and programs located in the North Central region to apply for the ETPL. Currently on the statewide ETPL for the North Central Texas area are 295 programs, nine community colleges and universities, and one statewide technical college. WSNCT has also designed the WIOA Individual Training Agreement (ITA) to allow for working with eligible training providers with campuses located inside the North Central Texas area, but whose main campus is outside our jurisdiction as well as eligible training providers in neighboring board areas.

- How the Board will facilitate access to services provided through the one-stop delivery system, including to remote areas, using technology and other means

The WSNCT Workforce Development Area covers more than 10,000 square miles. Budget restraints require alternatives to brick-and-mortar workforce centers to adequately serve the region. Through enhanced technology and partnerships, WSNCT provides access to workforce services not otherwise available to persons in remote areas, increasing access to services for underserved populations. Customers can now use virtual online platforms to access services.

This technology has become the foundation of our virtual services design to deploy virtual one-on-one case management with customers and virtual webinar sessions to provide orientations and workshops. Additionally, all participants are provided access to Career Edge, an online platform that supports career readiness and digital skill development, to aid career seekers with basic computer navigation, word processing and document creation, email and online communication, job search and application tools, and interview simulation training.

WSNCT discontinued physical operations at the Corsicana Workforce Center on July 31, 2026, following TWC's decision to sell the facility. Workforce services remain available to Navarro County residents through virtual delivery, with TANF services provided at a local partner location.

Following an assessment of declining utilization, operating and maintenance costs, and alternative service delivery options, WSNCT sold its Mobile Workforce Unit (MWU) in September 2025. Resources and staff efforts have since been redirected toward expanding out-stationing opportunities and strengthening rural service delivery.

This involves maximizing partnerships in rural communities by placing staff at partner sites to support career seekers. Our partners include community organizations, community colleges, food banks, housing authorities, libraries, and faith-based organizations ensuring effective delivery of workforce program services. Each of WSNCT's 14-counties includes at least one Community Based Partner Agency which allows WSNCT staff to utilize space once per week.

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

  WSNCT has issued Policy and Standard Operating Procedures to ensure individuals with a disability receive reasonable accommodation and universal access to services. All Workforce Center facilities have been reviewed utilizing a professional Registered Accessibility Specialist (RAS) who determined that each facility meets the criteria established by the Texas Architectural Standards. The RAS final report identified any issues it to the Sr. Workforce Facilities Coordinator to be addressed. Additional reviews are performed if any changes (remodel/moves) have been made to ensure their compliance.

  Annual review of WIOA 188 includes:

  - Review of notices in files, publications, workforce center postings, and electronic media.
  - Review of data regarding services received by persons with disabilities.
  - Situational testing of Workforce Center staff's ability to apply expected procedures/ protocols correctly to serve individuals with disabilities.
  - Testing of adaptive equipment and staff knowledge of availability and use of such equipment.
  - Review of complaints, formal and informal, regarding alleged non-compliance with 29 CFR 38.
  - Review of EO Officer training, reporting structure, and policy review.
  - Deficits in workforce center staff training and support for addressing the needs of individuals with disabilities are addressed as findings in monitoring reports conducted by the Board and are followed through resolution which includes tracking service provider procedures and staff training.
  - WSNCT adopted the comprehensive 2012 Texas Architectural Standards used by Vocational Rehabilitation (formerly Department of Adult Rehabilitative Services) to not only meet but exceed the accessibility standards under WIOA.

  According to the Workforce Innovation and Opportunity Act Guide to Texas Workforce System Operations the required partners administering programs and activities include:

  - WIOA adult, dislocated worker, and youth programs;
  - Wagner-Peyser Employment Service program;
  - Adult Education and Literacy (AEL) program;
  - Vocational Rehabilitation (VR) program;

- Unemployment Insurance (UI) program;
- Trade Adjustment Assistance (TAA) program;
- Temporary Assistance for Needy Families (TANF) program;
- Supplemental Nutrition Assistance Program Employment and Training (SNAP E&T) program;
- Subsidized child care programs;
- Apprenticeship programs (Texas Education Code, Chapter 133), if they have been certified by the US Department of labor's Office of Apprenticeship Training and meet the state criteria established in Chapter 133 to receive state funding for the support of the apprenticeship training programs;
- Veteran employment and training programs – Local Veterans Employment Representatives Program and the Disabled Veterans Outreach Program;
- Senior Community Service Employment Program (SCSEP);
- Carl D. Perkins postsecondary career and technical education programs;
- Community Services Block Grant employment and training programs;
- Grantees of the US Department of Housing and Urban Development employment and training programs;
- Job Corps;
- Indian and Native American programs;
- YouthBuild;
- Second Chance Act programs

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

Many of these partners are integrated into the one-stop system and coordinate with our Workforce Subrecipient. Resources from each program are leveraged to contribute to the day-to-day operations of the workforce centers. Center staff work closely with referral agencies and required partners in the workforce centers to provide services to program customers, as well as Texas Veterans Commission staff to coordinate services to Veterans. WSNCT has a strong relationship with AEL provider partners within the North Central Texas region and has established the AEL/Workforce Regional Coalition to identify and address strategic and operational gaps and strive for continuous improvement in performance for all partners. The ongoing efforts to incorporate Vocational Rehabilitation Services into our Workforce Centers are designed to create a seamless customer-focused workforce delivery system that integrates across all programs, further enhancing access for all customers.

Following the expiration of its office-space MOU with Workforce Solutions for Tarrant County at the Alliance Opportunity Center in Fort Worth, WSNCT secured a short-term lease with the Metroport Chamber in Roanoke. This arrangement reduced operating costs while maintaining WSNCT's presence in the Alliance corridor and providing opportunities for direct engagement with employers and industry partners. The lease has since been extended for an additional year. These infrastructure and service-delivery adjustments support the Board's existing strategic goals while improving operational efficiency.

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

References: WIOA §108(b)(4); 20 CFR §679.560(b)(3); WIOA §108(b)(5); 20 CFR §679.560(b)(4)

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

- Facilitate the engagement of employers, including small employers and employers in in-demand industry sectors, in-demand occupations, and target occupations, in workforce development programs;
- Support a local workforce development system that meets the needs of businesses in the workforce area;
- Coordinate workforce investment activities with regional economic development activities that are carried out in the local workforce area;
- Promote entrepreneurial-skills training and microenterprise services; and
- Strengthen the linkage between the one-stop delivery system and unemployment insurance programs.

Note: This may include the implementation of initiatives such as incumbent worker training programs, on-the-job training programs, customized training programs, industry and sector strategies, career pathways initiatives, the use of effective business intermediaries, and other business services and strategies that are designed to meet the needs of regional employers. These initiatives must support the strategy described above.

- Facilitate the engagement of employers, including small employers and employers in in-demand industry sectors, in-demand occupations, and target occupations, in workforce development programs;

WSNCT initiates and conducts outreach to new and existing employers within specific target industries. The Workforce Subrecipient staff works in coordination with WSNCT to provide employers with the requested services, thus ensuring employers have the right solution at the right time. Subrecipient staff work to outreach new business in non-targeted industries, such as hospitality and retail, and provides ongoing services for established employers of all industries to facilitate the matching of employer openings with career seekers.

Each employer is provided a customized, educated and meaningful solution to the array of services based on each employer's needs. Services include, but are not limited to:

- Job Matches for Job Openings
- Hiring Events and Target Recruitment Events
- On-The-Job Training and Subsidized Employment
- Internships and Apprenticeships
- Fidelity Bonding Program
- Rapid Response Services
- Labor Market Information

In addition, Career Boost is a WSNCT sector-focused initiative that brings employers, training providers, and career seekers together around high-growth and in-demand industries. Using current labor market information, WSNCT convenes participants to provide a fuller view of industry opportunities, employer hiring and skill needs, available training and certification pathways, and WIOA training and employment supports. Career seekers have opportunities to engage directly with employers and training providers, helping them to make more informed decisions about training and employment while strengthening connections among industry, education, and the workforce system. The initiative is intended to strengthen the regional talent pipeline and support improved employment, retention, and wage outcomes.

- Support a local workforce development system that meets the needs of businesses in the workforce area;

To better align with industry needs, WSNCT is redesigning its Business Services approach as part of implementing its strategic plan. Working with its subrecipient, WSNCT aims to streamline services, improve efficiencies, and provide higher-quality business services to current and prospective employer partners. This approach will strengthen employer relationships, improve WSNCT's understanding of regional industry needs, support the development of solutions that enhance employer competitiveness, and expand career pathway opportunities for area residents.

In addition to addressing immediate workforce needs, WSNCT will focus on providing more in-depth customized talent development strategies. This requires WSNCT to adjust how it engages with employers and the methods it uses to identify their needs. Strategies will include convening employer and partner meetings to gain insight about industry needs, one-on-one employer meetings, more frequent Business Retention and Expansion (BRE) visits with employers and Economic Development Organizations (EDOs), and WSNCT-facilitated employer and EDOs forums/presentations.

WSNCT will use both targeted and in-demand occupation data to engage employers in workforce development discussions. This data will aid in developing targeted and strategic employer outreach strategies and lead to more specific conversations with employers regarding their workforce needs. The goals for targeted employer engagement include the following:

- Increased employer awareness and participation in workforce development and expansion opportunities to increase and diversify talent pipelines
- Develop high-value employer partnerships throughout our 14-county territory that will create opportunities for community and regional talent development strategies
- Enable WSNCT to deploy effective and timely workforce development programs and initiatives that align with local community and regional needs

WSNCT will develop and convene priority sector partnerships to enhance understanding of industry needs and facilitate solution development to address the expressed need. These industries and occupations will be both data-driven and representative of industry demands. Industry needs will be inclusive of both workforce and non-workforce related issues, so WSNCT must additionally establish relevant community partnerships to include economic development, higher education, school districts, and non-profit organizations that have access to targeted populations. The sector partnerships will be employer-led, focusing on agendas and issues that are designed and raised by industry.

WSNCT is developing an internal Customer Relationship Management (CRM) database, the

Stakeholder Engagement System, to support consistent, high-quality engagement and services for regional employers. The system is currently in phase 1, which focuses on collecting stakeholder contact information across the region. Phase 2 deployment is expected in FY 2027.

- Coordinate workforce investment activities with regional economic development activities that are carried out in the local workforce area;

  The coordination of WSNCT's workforce development programs and economic development activity in its service area is one important step towards maximizing the impact of Board resources. To enhance the alignment of its programs and those of economic developers, WSNCT has intentionally engaged with various economic development organizations to learn about their long-term priorities as well as their most pressing challenges. WSNCT has also participated in local government planning sessions and are members of community-based consortiums that perform work to expand the access to economic opportunities for similar populations to those that make up its customer base.

  WSNCT's position is that by actively listening to these organizations' needs, it will be able to better incorporate priorities into its own strategic plan that ultimately aligns with their work and the employer community at large. In the future, WSNCT aims to continue its outreach to touch more geographic points of its wide-ranging and diverse service region to continue recognizing reoccurring and emerging themes with the goal of aiding our growing economy.

- Promote entrepreneurial-skills training and microenterprise services; and

  WSNCT collaborates with chambers of commerce and other economic development entities that promote entrepreneurialism and connects entrepreneurs and small business owners to local small business development centers and the Small Business Administration. In addition, WSNCT provides entrepreneurial skills training opportunities to career seekers through course offerings available through on-line platforms (Career Edge) via its Subrecipient.

  In December 2024, WSNCT was awarded a $200,000 Texas Workforce Commission (TWC) Workforce Innovation Fund Grant. WSNCT is one of only five workforce boards in the state selected to receive this grant, which seeks to award new and innovative workforce development projects designed by the state's Workforce Development Boards. WSNCT, in partnership with global venture capital firm Plug and Play and the Tarleton State University Innovation and Entrepreneurship University Center, will create an Innovation Ecosystem pilot at Tarleton State's Stephenville campus to spur innovation, new business formation, job creation and economic development in rural areas of WSNCT's region.

- Strengthen the linkage between the one-stop delivery system and unemployment insurance programs.

  WSNCT links services from the workforce centers to services for Unemployment Insurance claims through a variety of access points. In the event of a major layoff, Rapid Response services may be coordinated with the affected employer to provide services to dislocated workers at the worksite, local center or a remote site. In the event of a business closure or reduction in force, WSNCT's rapid response teams work with employers and employees to minimize disruptions caused by layoffs through the mobilization of public and private resources.

  From the moment a person becomes unemployed, the local workforce center is often the first stop for services. The workforce center maintains open access to all customers who may need to file for benefits. Workforce staff are available to assist individuals to access services through the Texas Workforce Commission's website. The website contains direct links to much needed information including how to file, when to file, ongoing eligibility requirements for receiving

unemployment benefits, etc. The information contained on TWC's website is up to date, accurate, available 24 hours a day, seven days a week and is available in Spanish.

Workforce staff are available to assist customers who may not be comfortable with computers or who need extra help to file their claim. Customers may be provided with informational print outs that include clear directions to access Unemployment Information services and processes.

Customers may use workforce center resources such as conference rooms to hold appeal hearings for their UI case, fax machines to submit required documentation and computers to access to their claim status. If a customer has an unmet need regarding UI information, center staff may contact a UI representative via a direct line that is not available to the general public.

WSNCT staff engage claimants at the earliest point possible. Since quality job referrals come from quality registrations, workforce center staff are available to assist claimants to complete registration in the Work in Texas job matching system.

The Reemployment Services and Eligibility Assessment (RESEA) program is a partnership between TWC and WSNCT. TWC uses statistical modeling to rank unemployment benefits claimants based on their likelihood to exhaust unemployment benefits. This process includes a statistical evaluation of numerous work and related factors, including but not limited to length of workforce attachment, occupational field, wage, and location.

WSNCT outreaches those claimants most likely to exhaust their benefits and connects them with reemployment services at the workforce center to help them find new employment as quickly as possible. Claimants receive an orientation and assistance developing an Individualized Employment Plan and are offered other staff-assisted services at the Workforce Center. Services available include intensive job search, educational and training opportunities, and supportive services geared to remove barriers while training for future employment. Individuals with a score below the cutoff may still be outreached and provided the same or other services, but their participation is voluntary.

C. Coordination of Wagner-Peyser Services

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

Boards must include a description of the strategies that are used to maximize coordination, improve service delivery, and avoid the duplication of Wagner-Peyser Act services and other services that are provided through the one-stop delivery system.

As part of the Texas Model, Employment Services (ES) staff are embedded into the one-stop delivery model. Services provided by ES staff are a part of this integrated workforce system. All center staff duties and responsibilities are clearly outlined and are aligned with the overall roles and responsibilities of the workforce system. Staff receive comprehensive training in the integrated model and how each program/function interacts and impacts all programs in the service delivery model. Center staff are cross trained to ensure efficiency and that services are provided consistently across all programs.

Centers conduct daily huddles and weekly meetings with all staff to discuss needs of employers and career seekers to avoid duplication of services. Weekly conference calls are held with management to ensure information is shared at all levels. Meetings with all staff share information regarding changes to processes, new directives, as well as challenges identified in the system. All staff coordinate and work hiring events as a team. Workforce Center Managers provide daily direction to ES staff and their functions consistent with the supervision of all center staff. Management works with TWC Integrated Service Area Managers on HR concerns and

keeps them informed of any potential issues.

The WSNCT Workforce Subrecipient coordinates with ES staff to provide universal access to job search and placement assistance, job referrals, labor market information and an array of other services to both career seekers and employers. WSNCT recognizes the correlation between economic development, employment opportunity and sustainability. WSNCT actively engages with the regional economic developers to devise and implement strategies that meet the specific skill demands of local employers and equip career seekers with the necessary skill sets to meet that demand. Our primary objective is to enhance and sustain economic vitality and employment opportunities in the region. WSNCT's regional partnerships allow us to develop, implement, and refine programs and services that more closely align with the employment and skills training needs of the North Central Texas region. WSNCT will maintain our strategic alliances with workforce/economic development organizations to keep pace with the evolving economy, identify job growth, and develop a well-trained and prepared workforce to meet local employer needs.

D. Integrated, Technology-Enabled Intake and Case Management

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

Boards must include a description of how one-stop centers are implementing and transitioning to WorkinTexas.com for the programs that are carried out under WIOA and by one-stop partners.

WSNCT has been actively involved from the beginning, with Board staff participating in TWC's Work in Texas (WIT) team to offer real-time feedback during the development of the new system. To ensure a smooth transition to the new WIT system, WSNCT has maintained robust communication with all team members, providing up-to-date information through various channels such as trainings, conference calls, and research on WIT and its new processes. This communication spans all levels, including Board staff, Subrecipient upper management, program managers, and front-line staff. A dedicated team has been established to address issues and concerns, ensuring that staff remain current with WIT changes and updates. Monthly training sessions are provided for both new and existing staff, which include hands-on activities and demonstrations of the WIT process.

In addition to the new WIT system, WSNCT currently utilizes a paperless environment through Laserfiche, an Enterprise Content Management (ECM) application. Laserfiche facilitates the efficient management of documents and information. Customer files in Laserfiche are accessible to all staff with designated security rights/protocols from any location and documents can be routed to complete intake and case management functions among and between programs. Quarterly assessments are conducted to review WIT processes and alignment with Laserfiche to identify opportunities to streamline and migrate from Laserfiche as appropriate.

E. Third Party Partnership in SNAP Employment and Training Programs

Reference: Supplemental Nutrition Assistance Program Employment and Training Third-Party Partnership Guide

The Texas Health and Human Services Commission has directed TWC to expand the use of SNAP E&T Third Party Partnerships (TPP) throughout the state, with a goal of implementing TPP in all workforce areas by Federal Fiscal Year 2029. Boards must provide an assurance that they are planning for the expansion of TPP and must describe any planned or completed steps toward implementation.

A Board staff team consisting of the Senior Manager of Workforce Programs, Sr. Programs

Specialist and Strategic Education Manager attended a CAEL (Council for Adult and Experiential Learning) Summit April 25-26, 2024. CAEL is a national, nonprofit membership organization that supports the creation of education-to-career pathways, fueling economic mobility and community prosperity for all. CAEL helps organizations succeed among accelerating changes reshaping education and employment landscapes. During this Summit we were able to hear a little of what other states were doing with the SNAP TPP initiative.

WSNCT attended the "Expansion of Texas' Supplemental Nutrition Assistance Program Employment and Training Third-Party Partnership Program" session during the May 13-14 2024, TWC Forum to better understand the basics of the TPP program and its impacts on Boards and learn the potential benefits of the TPP model. WSNCT continues to communicate with these partner boards to learn from their experiences.

WSNCT staff recently reached out to the FY25 cohort of Boards (Gulf Coast, Capital Area and Coastal Bend) to glean some insight on some of the processes, lessons learned, best practices, etc. WSNCT's Sr. Programs Specialist attended a third CAEL meeting in August 2026 in preparation for WSNCT's joining of the SNAP TPP program. WSNCT has apprised its Subrecipient of the requirements and expectations for the SNAP TPP program and has begun planning with its subrecipient. WSNCT has submitted a letter of intent to TWC to join the FY 2028 cohort. WSNCT is in the planning phase for its FY 2028 implementation.

Part 5: Workforce Investment Activities

A. Rapid Response Activity Coordination

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

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

Rapid Response services are designed to transition dislocated workers from layoff status to productive employment as quickly as possible. These services apply from the time of the initial layoff notification until the worker is reemployed or enrolled in WIOA formula funded services. This process provides the seamless transition of dislocated workers from Rapid Response services to longer-term employment or training services if appropriate.

Rapid Response services are initiated upon receipt of notification of an impending layoff or closure by the Rapid Response Team, which consists of the Texas Workforce Commission (TWC) Dislocated Worker Unit, the Board Rapid Response Coordinator (BRRC), the TWC Unemployment Insurance (UI) Field Representative and the Local Rapid Response Coordinator (LRRC). Notification can occur in the following formats:

- Worker Adjustment Retraining Notification Act (WARN notice);
- A telephone call from an employer, labor union or employee at a company with an impending layoff;
- Affected workers begin using Workforce Center services and notify staff therein;
- An article in a newspaper or other publication;
- Notification from a community organization; or
- A Trade Adjustment Assistance (TAA) Petition filed with the Department of Labor (DOL).

The layoff notification is then shared with the Rapid Response Team and contact is established with the employer within 48 hours to investigate, confirm, offer and coordinate Rapid Response services. If possible, an Onsite or Virtual Management Meeting with the employer is scheduled. The purpose of the Management Meeting is to provide the employer with an overview of the Rapid Response program and its early intervention services and Unemployment Information.

The meeting is held as soon as possible and includes attendance of designated Team members and all appropriate company personnel and union and/or bargaining unit representatives. As a member of the Rapid Response Team, the TWC UI Field Representative is part of developing the Rapid Response plan and may be assigned duties under the plan as appropriate. Rapid Response services are provided on location whenever possible. The TWC Rapid Response Coordinator provides a Rapid Response event number used to record services provided to employers and participants in TWC's WIT database. The WSNCT Business Services team will collaborate with Rapid Response staff where appropriate to identify when hiring events with similar employers can be held to help place affected workers. This has been a successful strategy utilized in previous years.

A TWC UI Field Representative will brief the employer on relevant UI filing processes including mass claims, and Shared Work.

B. Youth Activities and Services

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

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

WSNCT's youth outreach and service efforts address the current and projected workforce needs of individuals aged 14 through 24, including at-risk, in-school and out-of-school youth. WSNCT provides services to youth participants who fall into the following barrier categories:

- Foster Care/Aging out of Foster Care Youth
- Youth Offenders
- Youth with Disabilities
- Basic Skills Deficient
- English Language Learner
- Parenting or Pregnant
- First Generation College Student
- Habitually Truant
- No Substantial Work Experience: no work history or unstable work experience.

Youth activities are provided by Career Advisors, who provide one-on-one intake, assessment, and individual service planning with the participant. Services are tailored to the individual participant's needs with Career Advisors acting as advocates for the participant's access to both in-house and local community stakeholders' services. Stakeholders include, but are not limited to, Adult Education and Literacy grantees, secondary and post-secondary schools, foster care partners, and local employers. Career Advisors participate in outreach with local school districts and CTE programs to increase awareness of workforce services and facilitate referrals of eligible youth into the WIOA Youth program.

Subrecipient staff refer participants to AEL services as appropriate. Referrals involving current or former foster youth are typically coordinated through partners such as Our Community-Our Kids and the Transitional Resource Action Center. These partners refer youth to workforce services, generally through a warm handoff to Youth leadership staff. Career Advisors also connect participants with foster-care transition services, independent living supports, housing assistance, and other community resources.

Youth with disabilities are served to enable the participant to successfully achieve employment and/or educational goals. Partnerships with experts in the field of Vocational Rehabilitation and mental health are key in successfully serving youth with disabilities. The Student HireAbility Navigator program is a part of the expansion of the Pathways to Careers Initiative (PCI) approved by the Texas Workforce Commission (TWC) in 2017. WSNCT has two Student HireAbility Navigators at the Subrecipient level.

Each Student HireAbility Navigator serves as a resource in the workforce area to support, expand, and enhance the provision of preemployment transition services (Pre-ETS) that are provided by VR as well as by other partners and programs in the workforce area. Our Student HireAbility Navigators collaborate with employers, colleges, ISDs and ESCs to help them develop the right programs and processes to provide inclusive work and educational environments for students with disabilities. The primary role and responsibility of the Student HireAbility Navigator is the planning, coordination, promotion, and development of systemic and collaborative strategies that result in the provision of quality Pre-ETS for students with disabilities in the workforce area.

The WSNCT WIOA Youth Program has implemented the 14 program elements required under WIOA guidelines. All Youth staff have resources to provide the 14 program elements listed below to provide to all eligible youth. Each element is available year-round and is geared towards preparing the youth to become self-sufficient in the working world. Services are specific to the individual need of the youth.

- Academic/educational enhancement skill (tutoring) provided through a system of referrals, collaboration with providers of such services, or procured through a competitive process by WSNCT.
- Alternative secondary school services referrals are made as appropriate.
- Paid or unpaid work experience, and/or internships are arranged when appropriate and in accordance with the youth's Individual Service Strategy.
- Occupational skills training in target occupations as determined by the North Central Texas Board area.
- Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster.
- Leadership development opportunities, including community service and peer-centered activities encouraging responsibility and other positive social behaviors offered through Workforce Subrecipient.
- Supportive services for youth program participants include referrals to community services, assistance with transportation, child care and dependent care, housing costs, referrals to medical services, uniforms or other appropriate work attire, tools, and protective gear.
- Adult mentoring opportunities through coordination with school district mentoring programs, community groups or through a nomination from youth's participants.
- Partnering with and referrals to existing mentor programs are pursued.

- Follow-up services, including necessary supportive services, provided for a minimum of 12 months after exiting the youth program.
- Comprehensive guidance and counseling including referral to services outside of the scope of employment and training.
- Financial Literacy - WSNCT uses the Federal Deposit Insurance Corporation's (FDIC) Money Smart Program for financial literacy. This no-cost curriculum resource helps individuals build financial knowledge, develop financial confidence, and use banking services effectively
- Youth participants who are interested in entrepreneurial skills training are referred to their local Small Business Administration where information is provided on how to start and manage a business.
- Labor market and employment information about in-demand industry sectors or occupations available in the workforce area, such as career awareness, career counseling, and career exploration services.
- Transition to post-secondary education and training such as financial aid prep, SAT/ ACT prep, student loans, school applications, scholarship applications, costs, etc.

WSNCT conducts Peer to Peer Events for the Youth Program, where youth connect with others and hear the testimonial of former customers. These events also provide career awareness opportunities that allowed the students to interact with the employers, as well as access to Virtual Reality headsets where youth got to experience virtual simulation in various careers. WSNCT facilitates stakeholder and community partnership meetings throughout our 14-county service area that also serve at-risk, out-of-school and homeless youth in order to streamline processes that lead to more at-risk youth receiving training and employment in high-demand, high wage jobs.

In 2023, WSNCT launched a pilot Career Club in partnership with Stephenville ISD and the Stephenville Economic Development Authority. The Career Club offered undecided high school seniors the chance to explore local career opportunities through hands-on training, career preparation workshops, networking with local businesses, and field trips to local companies. The goal was to prepare and excite students about entering the workforce after graduation. The most recent Career Club event was hosted in April 2026. Since this initiative was so successful, WSNCT will be developing a "How to Guide" to share across the region so that the Career Club concept can be replicated with other ISDs.

WSNCT offers services to youth with disabilities that include a direct link to employment opportunities in the form of On-the-Job Training and Paid or Unpaid Work Experience. WSNCT partners with agencies that specifically serve disabled youth, such as Vocational Rehabilitation, to leverage funds and services so that the youth's needs are appropriately addressed. On-the-Job training opportunities create an avenue for workforce staff to develop specific job opportunities customized to the interests and specific needs of the participant. The employer directly invests in their own workforce pipeline by developing a customized employee training plan to fit their business needs. In the Paid or Unpaid work experience model, youth are provided an opportunity to develop basic work skills as well as occupational skills under the guidance of a real-world employer. The experience gained through the development of skills, work experience, career/industry exploration, networking connections and confidence is a valuable first step in developing an occupational or education pathway.

C. Coordination with Secondary and Postsecondary Education Programs

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

Boards must include a description of how the Board will coordinate workforce investment activities

with relevant secondary and postsecondary education programs and activities to coordinate strategies, enhance services, and avoid the duplication of services.

WSNCT collaborates with Career and Technical Education programs, regional partners, such as Education Service Centers, and other intermediaries to support workforce strategies that meet the ever-changing needs of the North Central Texas economy.

The ETPL is crucial as it ensures transparency and choice for participants, helping them access high-quality training programs that lead to credentials and support career advancement. We plan to continue to engage with colleges and career schools to ensure their training programs are well-represented on the ETPL, thereby supporting high-demand occupations and expanding training options that provide workers with in-demand skills. This also offers employers more upskilling opportunities as a talent retention tool.

Thinking and working on a regional scale is essential for scaling up our educational efforts. Through efforts such as Career Boost, we work closely with our partners to facilitate efficient connections with training and education opportunities that produce strong outcomes for career seekers. This includes defining efficient pathways to employment in high-demand occupations and providing guidance for local implementation of these pathways.

WSNCT supports partnerships and alignment among regional education and workforce system stakeholders by leveraging existing structures and fostering the development of regional education-workforce partnerships and systems. Additionally, we expand access to effective college and career advising by offering workforce specific professional development to educators, advisers, and school counselors. We also have identified a special priority to support students entering the Early Childhood Education (ECE) field and assist early childhood educators in their educational advancement.

WSNCT supports educational institutions through grants like the Texas Talent Connection, Texas Reskilling and Upskilling through Education (TRUE), Jobs and Education for Texans (JET) and the Dual Credit grants, which provide funding to implement and/or enhance career and technical education (CTE) programs.

D. Child Care and Early Learning

References: 40 TAC §809.12

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

Efforts include:

- Coordinating with employers, economic development programs, and other industry leaders to increase the awareness and importance of early learning as a workforce and economic development tool;
- Supporting improved school readiness through higher-quality child care, including through the Texas Rising Star program and partnership opportunities; and
- Supporting the needs of the child care industry, such as by providing assistance with business development or shared services, or by providing opportunities to support professional growth and career pathways for early education.
- Coordinating with employers, economic development programs, and other industry leaders to increase the awareness and importance of early learning as a workforce and economic development tool;

WSNCT will continue to meet with employers, economic development and other stakeholders through a variety of ways to share crucial information on child care issues that directly affect them and their employees. WSNCT will continue to provide information on how child care and economic development rely on each other throughout the region because without high quality and available child care there cannot be economic prosperity.

- Supporting improved school readiness through higher-quality child care, including through the Texas Rising Star program and partnership opportunities; and

  WSNCT supports improved school readiness through its Texas Rising Star program and a variety of partnership and quality improvement initiatives designed to strengthen early learning programs and increase awareness of the critical role high-quality child care plays in preparing children for future success.

  Through Child Care Quality funding and other strategic investments, WSNCT provides a range of supports and resources to Early Learning Programs, educators, children, and families. These supports may include but are not limited to:

  - Mentoring and coaching
  - Professional development and training opportunities
  - Scholarships and quality enhancement resources that strengthen learning environments
  - Workforce supports, including initiatives that promote educator retention and professional growth
  - Program quality improvement resources and technical assistance

  These specific supports and opportunities offered may vary from year to year and are informed by annual needs assessments, stakeholder feedback, and regional priorities to ensure resources are responsive to the evolving needs of the early childhood community.

  WSNCT will continue collaborating with early childhood partners across the region to promote high-quality child care, to support school readiness, and strengthen the connection between early learning, workforce development, and long term economic prosperity.

- Supporting the needs of the child care industry, such as by providing assistance with business development or shared services, or by providing opportunities to support professional growth and career pathways for early education.

  WSNCT collaborates with community colleges to develop career pathways specific to early childhood and supports participation by providing educational scholarships when funding is available. We also support local apprenticeship opportunities when funding is available by providing incentives to encourage retention as early educators move through the learning modules and milestones. In addition, WSNCT has included Child Care Educators as part of the local targeted occupations list and as a Board priority for child care scholarships. This could provide additional funding to eligible participants interested in early childhood education.

  WSNCT has included a Child Care pillar within its strategic plan to ensure the goals for WSNCT's board area align with the TWC Child Care Workforce Strategic Plan. The quality

improvement goals will continue to support the workforce system, parents and families, and the child care industry through:

- continuing participation with partner organizations such as WSNCT's Early Childhood Coalitions,
- supporting early learning providers through mentorship, professional development, and other quality enrichment activities, and
- the WSNCT Early Education Advisory Committee and hosting regional business leaders to discuss child care issues that employers and employees are facing.

Through its collaborations with higher learning institutions, ISDs, and already established apprenticeship partners, WSNCT provides expert guidance on how to develop training programs that will meet the needs of our communities. This includes assistance to ensure programs are included on the Eligible Training Provider list to support the additional funding opportunities that may be provided.

WSNCT continues to work closely with its Workforce and Child Care programs to ensure that employment and training needs of families we serve are met. This is completed through soft handoffs from child care staff to workforce staff when families need assistance with finding a job or want to attend an educational or training program. Meetings are held throughout the year ensuring that all customer needs are being met by WSNCT.

E. Transportation and Other Support Services

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

Each Board must include a description of how the Board will provide transportation, including public transportation, and other appropriate support services in the workforce area in coordination with WIOA Title I workforce investment activities.

WSNCT covers 14 counties encompassing more than 10,000 square miles in a diverse workforce area that includes rural and urban centers. Each has community resources dedicated to the support of their citizens. Our workforce centers update their local provider listings on a bi-annual basis. These community referral lists are made available to all participants at workforce orientations and any workforce center visitor. WIOA participants who have support service needs are referred to these community service providers, with workforce center staff assisting the participant through the access process.

As part of the individual assessment process, a Career Advisor conducts a needs assessment to determine strengths and barriers to participation in workforce activities. If support service needs are identified, the Career Advisor will provide the participant with community referral information to access local resources. In cases where community resources are not available, support services may be offered. The Career Advisor will work with the participant directly to ensure that all local referrals are addressed, that supporting documentation is obtained and the request is generated timely. Transportation assistance may be offered via bus or transit passes, or transportation reimbursement via a reloadable debit card.

WSNCT provides expanded access through virtual services to reduce barriers to transportation and enhance services to participants within our workforce development area.

Other supportive services are offered to enable career seekers to participate in WIOA career or training services. These Supportive Services are approved on a case-by-case basis for certified and eligible WIOA career seekers in alignment with their Individualized Employment Plan and WSNCT's Supportive Services policy. Supportive Service offerings to WIOA participants may

include Automobile Maintenance and Repair, assistance with child care, emergency support for services such as rent, utilities, and individual or family counseling, certain health services such as physical or eye exams or other health supports required for participation in employment or training, and tools, uniforms, or reference materials required for training or employment, among others.

F. Coordination of Adult Education and Literacy

References: WIOA §108(b)(13); 20 CFR §679.560(b)(12); WD 18-23, Change 2

Boards must include a description of how the Board will coordinate WIOA Title I workforce investment activities with AEL activities under WIOA Title II. Boards must also include the process used to review the local applications submitted under Title II, as consistent with WIOA

§§107(d)(11)(A) and (B)(i) and WIOA §232.

In order to integrate Adult Education and Literacy services with workforce and training services within the WSNCT 14-county area, the AEL/Workforce Regional Coalition was formed.

The AEL/Workforce Regional Coalition (Regional Coalition) integrates Adult Education and Literacy (AEL) services with Workforce and training services within the WSNCT 14-county area, addresses shared transitional concerns/needs, and shares information and best practices so that students and businesses can learn about and receive all available services, and explore systems and services for continuous improvement to close strategic and operational gaps. The Regional Coalition is comprised of representatives from WSNCT board staff, subrecipient staff, and the six TWC contracted AEL Providers, to currently include Weatherford ISD, Denton ISD, Navarro College, Paris Junior College, Collin Community College District, and Workforce Solutions of Tarrant County.

Basic and secondary instruction and services provided to adults by these AEL partners enable them to effectively acquire the basic educational skills necessary for literate functioning, to participate in job training and retraining programs, to continue education to at minimum the completion of secondary school, and to obtain and retain employment. A joint MOU established under the umbrella of the AEL/Workforce Regional Coalition has been established between WSNCT and our TWC contracted AEL partners to address customer referrals, coordination and integration of services, and provision of program delivery and services.

The Regional Coalition supports the goal of increasing employment outcomes for under-skilled populations, promotes continuous improvement in the area of mutual performance, and identifies and closes strategic and operational gaps within the WSNCT service delivery area. Quarterly meetings are held to discuss, plan and develop collaborative strategies to keep the local integration process moving forward.

The Board will select a review team to individually review all applications/grant proposals received from local AEL providers. The review team will consist of a minimum of three Board staff. The Board's process for reviewing AEL provider grant proposals is based upon WIOA regulation and TWC guidance.

A designated point of contact for the review team is identified and TWC notified of the contact through appropriate channels. A Nondisclosure and Conflict of Interest Statement is completed by the point of contact and each identified reviewer on the team. All AEL provider grant proposals submitted to TWC within the designated time frame for the WSNCT board area will be submitted to the designated point of contact and reviewed by the review team to provide TWC with any recommendations related to alignment with the Board plan.

Part 6: Adult and Dislocated Workers

A. Adult and Dislocated Worker Employment and Training

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

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

Adult services are provided to help career seekers who are at least 18 years old succeed in the labor market. WIOA establishes a priority in the adult program for serving low-income individuals, recipients of public assistance, and individuals lacking basic work skills.

Dislocated worker services are provided to workers who have lost their job, through no fault of their own. The goal of dislocated worker services is to help these individuals obtain quality employment in in-demand industries. WSNCT provides the following services to Adults and Dislocated Workers:

Career services for adults and dislocated workers are available through the WSNCT workforce service-delivery system. Basic and individualized services are provided as appropriate, and adequately resourced, and may include the following:

- Determinations of whether an individual is eligible to receive assistance;
- Outreach, intake (including worker profiling), and orientation to information and other services available through the Texas workforce system;
- Initial assessment of skills levels, including literacy, numeracy, and English language proficiency, as well as aptitudes, abilities (including skills gaps), digital skill levels, and support service needs;
- Labor exchange services, including job search and placement assistance, career coaching, information on nontraditional employment and in-demand industry sectors and occupations;
- Referrals to and coordination of activities with other programs and services, including programs and services within the WSNCT workforce system and, when appropriate, other workforce development programs;
- Workforce and labor market employment statistics information, including information relating to local, regional, and national labor market areas, including job vacancy listings in labor market areas, information on job skills necessary to obtain the vacant jobs listed, and information relating to Target Occupations and the earnings, skills requirements, and opportunities for advancement in those jobs;
- Information on eligible providers of training services;
- Information about how WSNCT is performing on local performance accountability measures, as well as any additional performance information relating to the Texas workforce system;
- Information relating to the availability of support services or assistance, and appropriate referrals to those services and assistance, including child care, child support, medical or child health assistance available through the state's Medicaid program and Children's Health Insurance Program, benefits under the Supplemental Nutrition Assistance Program (SNAP), assistance through the earned income tax credit, and assistance under a state program for Temporary Assistance for Needy Families (TANF), and other support services and transportation provided through that program;
- Information and assistance regarding filing claims for unemployment compensation;

- Assistance in establishing eligibility for programs of financial aid assistance for training and education programs not provided under WIOA;
- Comprehensive and specialized assessments of the skills levels and service needs of adults and dislocated workers, which may include, diagnostic testing and use of other assessment tools, and in-depth interviewing and evaluation to identify employment barriers and appropriate employment goals;
- Development of an individual employment plan;
- Group or individual counseling;
- Career planning;
- Short-term prevocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct services to prepare individuals for unsubsidized employment or training;
- Internships and work experience;
- Workforce preparation activities;
- Financial literacy services;
- Out-of-area job search and relocation assistance;
- English language acquisition and integrated education and training programs;
- Follow-Up Services; and
- Training Services

On-the-Job training opportunities create an avenue for workforce staff to develop specific job opportunities customized to the interests and specific needs of the participant. The employer directly invests in their own workforce pipeline by developing a customized employee training plan to fit their business needs. WSNCT provides comprehensive and specialized assessments through online assessment tools and Tests of Adult Basic Education (TABE) to assist in developing individualized employment plans to support the needs of the customer.

During initial assessments, the subrecipient asks customers to self-identify their computer and technology skill level (beginner, intermediate, or advanced) and documents the response in case notes. No formal digital literacy assessment tool is used. Career Advisors also identify digital-skills needs through ongoing case management.

Career Advisors assist customers with email accounts, online applications, uploading resumes and documentation, navigating WorkInTexas, and conducting online job searches. Customers also have access to workforce center computers and internet service, as well as virtual workshops and orientations. When additional digital literacy training is needed, Career Advisors may refer customers to AEL providers, community colleges, public libraries, Goodwill, or other community organizations and follow up to help them connect with services.

B. Service Priority

References: 20 CFR §679.560(b)(21)

Boards must include the Board policy to ensure that priority for adult individualized career services and training services will be given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient, as consistent with WIOA §134(c)(3)(E) and 20CFR

§680.600, along with veterans and foster youth, according to the priority order outlined in the WIOA Guidelines for Adults, Dislocated Workers, and Youth. Boards must also include a list of any Board-established priority groups, if any.

Workforce Solutions for North Central Texas ensures that veterans and eligible spouses receive priority of service for all Department of Labor-funded job training programs, including Workforce Innovation and Opportunity Act. Individualized Career and Training Services must be given on a priority basis, regardless of funding levels, in the following order:

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

a. All other foster youth and former foster youth, as required by Texas Labor Code §264.121

5. Non-covered individuals outside of the groups given priority under WIOA.

The Board's approved policy on priority of services is included in the following pages.

WORKFORCE SOLUTIONS
NORTH CENTRAL TEXAS
A proud partner of the AmericanJobCenter network

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In Partnership with North Central Texas Council of Governments

BOARD POLICY

POLICY NUMBER:
CEW06-201605-05

Policy Name: WIOA Adult-Service Priority for Individualized Career & Training Services	
Effective Date: 5/25/2021	**Policy Topic:** WIOA
Administering Unit: Workforce Programs	**Revision History:** 6th Revision

DEFINITIONS:
Current Foster Youth: youth, age fourteen (14) or older, receiving substitute care services under the managing conservatorship of the Texas Department of Family and Protective Services (DFPS), including youth residing in private foster homes, group homes, residential treatment centers, juvenile correctional institutions, and relative care.

Eligible Foster Youth: a current or former foster youth.

Eligible Individual: a veteran, federal qualified spouse, or state qualified spouse

Federal Qualified Spouse: the spouse of any veteran who meets one or more of the following service statuses:

- a veteran who died of a service-connected disability;
- member of the Armed Forces serving on active duty who, at the time of application for the priority, is listed in one or more of the following categories for a total of more than ninety (90) days:
  - missing in action;
  - captured in line of duty by a hostile force;
  - forcibly detained or interned in the line of duty by a foreign government or power;
- a veteran who has a total disability resulting from a service-connected disability, as evaluated by the U.S. Department of Veterans Affairs; or
- a veteran who died while suffering from a total disability which resulted from a service-
- connected disability, as evaluated by the U.S. Department of Veteran Affairs.

Former Foster Youth: a youth up to 23 years of age, who formerly was under the managing conservatorship of DFPS, until:

- a court transferred the conservatorship;
- being legally emancipated (i.e., the youth's minority status removed by a court); or
- the youth attained (eighteen) 18 years of age.

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Noneligible Individual: an individual who does not meet the definition of eligible veteran, federal qualified spouse, or state qualified spouse.

Point of Entry: reception through a Workforce Solutions Office, as part of an application process for a specific program, or through any other method by which eligible individuals express an interest in receiving services, either in person or online.

Priority of Service: the right of eligible individuals to take precedence over noneligible individuals in obtaining workforce services.

State Qualified Spouse: a spouse who meets the definition of federally qualified spouse; or a spouse of any member of the Armed Forces who died while serving in active military, naval, or air service.

Taking precedence:

- eligible individuals receive access to workforce services before noneligible individuals; or
- if workforce services are limited, eligible individuals receive access to workforce services instead of noneligible individuals.

Transitioning Service Member: an individual in active duty status, including separation leave, who is within 24 months of retirement or twelve (12) months of separation.

- a transitioning service member is still considered employed by the military and is therefore not a veteran; and
- a transitioning service member on terminal leave with a DD 214 (Certificate of Release or Discharge from Active Duty) who indicates a discharge status other than “dishonorable” is considered a veteran and is eligible for priority of service.

Veteran (federal/state qualified): a person who served in the active military, naval, or air service, and who was discharged or released therefrom under conditions other than dishonorable as specified at 38 U.S.C. 101(2). Active service includes full-time duty in the National Guard or a Reserve component, other than full-time duty for training purposes only. (Note: This definition does not apply to eligibility for services provided by Disabled Veterans’ Outreach Program [DVOP] or Local Veterans’ Employment Representatives [LVER] staff.)

POLICY STATEMENT:
Workforce Solutions for North Central Texas (WSNCT) affords priority of services to veterans, qualified spouses, and foster youth. Requirements for priority of service apply to all workforce service programs funded in whole or part by the U.S. Department of Labor Employment and Training Administration or state funds.

Priority for Workforce Innovation and Opportunity Act (WIOA) Individualized Career and Training Services must be given on a priority basis, regardless of funding levels, in the following order, to:

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1. Eligible veterans and eligible spouses, who are also recipients of public assistance, low income, or basic skills deficient.
2. Non-covered persons (individuals who are not veterans or eligible spouses) who are also recipients of public assistance, low income or basic skills deficient as follows:
    a. Foster youth and former foster youth, as defined in WD Letter 43-11, Change 2, as required by Texas Family Code §264.121.
    b. Non-foster youth.
3. All other eligible veterans and eligible spouses.
4. Priority populations established by the governor as follows:
    a. All other foster youth and former foster youth, as required by Texas Labor Code
        i. §264.121.
5. Non-covered individuals outside of the groups given priority under WIOA.

ACTIONS REQUIRED:
Workforce Center Subrecipient must establish internal procedures in compliance with this policy.

REFERENCES:
Board Policy, *"Priority of Service for Veterans, Qualified Spouses and Foster Youth."*
Texas Family Code, Title 5 §264.121, "Transitional Living Services Program."
Texas Workforce Commission, WD Letter 01-21, Change 1: "Applying Priority of Service and Identifying and Documenting Veterans and Transitioning Service Members."
Texas Workforce Commission, WD Letter 43-11, Change 2: "Priority of Service for Eligible Foster Youth-*Update.*"
Texas Workforce Commission, *Workforce Innovation and Opportunity Act: Guidelines for Adults,* Dislocated Workers and Youth.

ATTACHMENTS:
NA

Part 7: Fiscal Agent, Grants, and Contracts

A. Fiscal Agent

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

Boards must identify the entity responsible for the disbursal of grant funds described in WIOA §107(d)(12)(B)(i)(III), as determined by the CEOs or the governor under WIOA §107(d)(12)(B)(i).

In 1993, Texas led the nation by building a workforce development system created to improve service delivery through local control and coordination of services through integrated programs. On May 23, 1996, Governor George W. Bush certified the North Central Texas Workforce Development Area and on July 25, 1996, the Chief Elected Officials of 14-county WDA signed a partnership agreement forming the North Central Texas Workforce Development Board. The North Central Texas Council of Governments was selected to be the Board's fiscal agent, grant recipient and administrative agent. In an effort to improve branding across the state, the Board joined with its 27 partners across the state and became generally known as Workforce Solutions for North Central Texas. The Partnership Agreement remains in effect today, and WSNCT has celebrated 30 years of successful operation.

B. Subgrants and Contracts

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

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

The competitive process used in awarding grants and contracts complies with federal procurement principles, TWC directives and the TWC Financial Manual for Grants and Contracts, which requires "full and open competition", fair and equal treatment, and "arm's length" relationships with all potential proposers. These principles are addressed in policies and procedures, which require that: (1) selection of a service provider shall be made on a competitive basis to the extent practicable; (2) the process be conducted according to strict ethical standards, including a code of conduct for Board members and staff, and a policy to guard against "real or apparent" conflicts of interest; (3) confidentiality and non-disclosure of submission information are maintained prior to the procurement decision; (4) a policy of openness and access to public records apply after the decision; and (5) fairness and objectivity are maintained in evaluation of proposals, selection, negotiations, and contract management. Positive efforts are made to utilize Historically Underutilized Businesses (HUBs) in the provision of services. These efforts allow those sources the maximum feasible opportunity to compete for a contract.

The final selection is based on a system that best serves the interests of the North Central Texas Workforce Development Area. The award of a contract is made only to an entity who has demonstrated competence and qualifications, including: a satisfactory record of past performance, contractor integrity and business ethics; fiscal accountability; financial and technical resources; ability to meet the requirements of the RFP, and any applicable regulations of the Board's funding sources.

Part 8: Performance

A. Board Performance Targets

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

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

BCY27/28 formally contracted performance measures and available performance targets (as of September 2026):

BCY27/28 Performance Measures	BCY 27/28 Targets
Claimant Reemployment w/in 10 Weeks	**58.79%***
# of Employers Receiving Texas Talent Assistance (TTA)	**4,168***
Successful Texas Talent Assistance Rate (STTAR)	**57.88%***
Active Job Seeker New Employment Connection Rate	**57.05%***
Maintaining Employment Connection Rate	**42.62%***
Choices Full Work Rate – All Family Total	**50.00%***
Avg # Children Served Per Day - Discretionary	**7,534**
CC Initial Job Search Success Rate	**60%**
NCT Entered Employment Rate	**65%***
NCT Employment Retention Rate	**50%***
Credential Rate – C&T	**71%***
Employed Q2 Post Exit – Adult	**70.7%**
Employed Q4 Post Exit – Adult	**70.3%**
Median Earnings Q2 Post Exit - Adult	**$7,290.00**
Measurable Skills Gain - Adult	**84.7%**
Credential Rate - Adult	**68.8%**
Employed Q2 Post Exit – DW	**75.6%**
Employed Q4 Post Exit – DW	**72.6%**
Measurable Skills Gain – DW	**83.6%**
Median Earnings Q2 Post exit - DW	**$12,040.00**
Credential Rate - DW	**66.7%**
Employed/Enrolled Q2 Post Exit – Youth	**71.8%**
Employed/Enrolled Q4 Post Exit – Youth	**73.4%**
Credential Rate – Youth	**59.9%**
Measurable Skills Gain – Youth	**72.9%**
Median Earnings Q2 Post Exit – Youth	**$5,690.00**

* Indicates targets for performance negotiations that were still pending as of September 2026

Part 9: Training and Services

A. Individual Training Accounts

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

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

Informed customer choice is a cornerstone of the Workforce Innovation and Opportunity Act. WSNCT provides access to training services using the process of an individual participant assessment coupled with the development of an individual employment plan to assist the career seeker in the decision to take advantage of training services.

WIOA participants are directed to labor market information to review job and industry growth, and wage information.

WIOA participants have access to a full array of qualified and competitive eligible training providers. The participants also have full access to the statewide ETP list of training providers and their performance data. Participants are encouraged to fully evaluate all training providers and program offerings to earn an industry-recognized credential. WSNCT assists the participant to determine all sources of grant funding options to cover the costs of training, such as applying for PELL grants, local and state grant options, and veterans funding, if eligible. Workforce center staff work closely with participants to develop a budget to cover tuition and living expenses related to training throughout the training period. The ITA comes in the form of a voucher that allows the participant to work directly with the training provider.

WSNCT also provides training services through on-the-job training, under WIOA § 134. The Business Services Consultants work hand in hand with WIOA Career Advisors on behalf of the WIOA participant. The Business Consultants promote the WIOA candidates directly to employers who are in need of developing a strong workforce with customized skill sets that immediately benefit their business needs. The OJT placement is structured using the same assessment and plan development to identify the participant's strengths and occupational interests. WSNCT employs the use of an OJT contract with the employer for wage reimbursement.

B. ITA Limitations

References: 20 CFR §680.310; WD Letter 14-19, Change 3

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

WSNCT has imposed a limit for ITAs of $15,000 for training services, required fees, and materials. Exceptions to the ITA funding cap are determined on a case-by-case basis with sufficient documentation and approvals.

Part 10: Apprenticeship

A. Registered Apprenticeship Programs

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

WSNCT will continue to promote and educate on the importance and value of Registered Apprenticeships to employers and other community partners. This awareness and education will be shared through employer engagement meetings (individual and roundtable discussions) and will be promoted as a high-value talent development strategy. During these discussions, WSNCT will highlight the benefit of and encourage employers to register their program(s) on the statewide Eligible Training Providers List in order to potentially receive WIOA funding for qualified candidates. It will be positioned to employers as a means to further promote their program throughout the state, as well as potentially present an opportunity to leverage funding. This also creates involvement from the Workforce Subrecipient to educate career seekers on available apprenticeship opportunities.

B. ApprenticeshipTexas

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

Registered Apprenticeship development, expansion, and awareness is a part of the WSNCT Strategic Plan, and goals will continue to be set for outreaching and educating partners on the importance of apprenticeship to workforce. The Apprenticeship Navigator and WSNCT staff will continue to support the development of new RA programs and the expansion of existing RA programs through targeted industry outreach supported by labor market data, roundtable collaborations with community partners and stakeholders, and employer needs.

WSNCT was awarded a second ApprenticeshipTexas Grant in July 2022, which expired in January 2024. Through this grant WSNCT supported eight industry partners to develop and expand their registered apprenticeship programs. WSNCT has been able to additionally support partners in pre-apprenticeship development and expansion.

During these discussions, WSNCT will highlight the benefit of employers to register their program(s) on the statewide Eligible Training Providers List in order to potentially receive WIOA funding for qualified candidates. The workforce center Business Outreach Specialist team has been trained to promote registered apprenticeship and will continue to provide education to employers, and all interested businesses will be referred to the Navigator.

Part 11: Public Comment

References: WIOA §108(d); 20 CFR §679.550(b) and §679.560(b) and (e) Boards must provide a description of the public comment process, including:

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

The Board's plan was available for public comment online, as well as in hard copy upon request. The initial plan was posted to the Board's website, www.dfwjobs.com, from January 2, 2025 to January 21, 2025 (19 days). Ads inviting local comment were placed in 10 local papers and an email soliciting comment was sent via Constant Contact to major stakeholders including elected officials, employers, labor organizations and education partners. Comments could be submitted by email and contact information was listed on the website.

The proposed two-year modification is available for public comment online, as well as in hard copy upon request. The proposed modification is posted on WSNCT's website, www.dfwjobs.com, for public comment from November 2 through November 20, 2026. WSNCT will solicit comments by email from major stakeholders, including elected officials, employers, labor organizations, and education partners. Comments may be submitted by email using the contact information provided on the website.

The following comments were received during the initial plan's public comment process:

(Three people submitted the same SOC codes.)

- "As an organization that places clients into jobs who hold an accreditation in the cleaning industry and pathogen control, we recommend adding the following SOC codes to the Target Occupations List. These codes encompass a wider range of skills training and career opportunities, supporting the professional growth and advancement of employees in the industry."
- "I second my colleagues recommendations of SOC codes to consider adding. These codes encompass a wider range of skills training and career opportunities, supporting the professional growth and advancement of employees in the industry."
- "As an organization that accredits clients to work in the cleaning industry and pathogen control, we recommend adding the following SOC codes to the Target Occupations List. These codes encompass a wider range of skills training and career opportunities, supporting the professional growth and advancement of employees in the industry."

  37-0000 Building and Grounds Cleaning and Maintenance Occupations
  This major group includes jobs related to the upkeep of buildings, grounds, and surrounding areas.

  37-1000 Supervisors of Building and Grounds Cleaning and Maintenance Workers
  Supervisory roles overseeing workers who clean and maintain buildings and grounds.

37-1010 First-Line Supervisors of Building and Grounds Cleaning and Maintenance Workers

37-1012 First-Line Supervisors of Landscaping, Lawn Service, and Groundskeeping Workers

37-2000 Building Cleaning and Pest Control Workers
Roles involved in cleaning and pest control services for buildings and facilities.

37-2010 Building Cleaning Workers

37-2011 Janitors and Cleaners, Except Maids and Housekeeping Cleaners

37-2012 Maids and Housekeeping Cleaners

37-2019 Building Cleaning Workers, All Other

37-2020 Pest Control Workers

37-2021 Pest Control Workers

37-3000 Grounds Maintenance Workers -Workers engaged in landscaping, lawn care, and other outdoor maintenance activities.

37-3010 Grounds Maintenance Workers

37-3011 Landscaping and Groundskeeping Workers

37-3012 Pesticide Handlers, Sprayers, and Applicators, Vegetation

37-3013 Tree Trimmers and Pruners

37-3019 Grounds Maintenance Workers, All Other

- "We have been waiting for TRS for 1 year now. We are ready and still waiting for this to be done. We have a number of staff who have kids and are waiting in line to get a case worker assigned. Response if very slow. The departments are very disjointed.
  - This is the voice of as many as 1 child care centers in our area. I would like to speak to some one about this."
- "So very glad that you have a strategy in workforce development for child care and early childhood education. Both are critical actions needed for our communities and our workforce. we need more assistance and grants in this area. Training in early childhood education and new day care facilities are in critical need throughout the DFW area."
- "There needs to be an emphasis on advanced construction labor skills for bio tech labs and other targeted high-tech facilities needed to attract the sort of prospects the region desires. Much of this type of labor is currently being imported from other regions."
- "We need childcare funding to stay in business."

Comments received during the two-year modification's public-comment period will be documented following its conclusion.

Appendix: Texas Workforce Investment Council Requirements

Local Board Plan Requirements
for Alignment to the Texas Workforce System Strategic Plan

Plan Requirement for Workforce Systemwide Alignment

State law requires local workforce development boards (local board) to adopt a plan that "sets broad goals and objectives for all workforce development programs in the local area consistent with statewide goals, objectives, and performance standards,"[1] as outlined in the workforce system strategic plan, *Accelerating Alignment: Texas Workforce System Strategic Plan for Fiscal Years 2024-2031*.

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

Demonstrating Local Alignment with Texas' Workforce System Strategic Plan

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

Local board responses apprise the Council—and, with the Council's recommendation, the Governor—of system alignment, including program implementation, strategic initiatives, and innovative practices. All 28 boards will be represented in the briefing for the approval of the local plans and subsequent Council recommendation to the Governor for consideration for approval in the spring of 2027. Board responses may be included in the Council briefing materials verbatim.

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

The system goals drive accelerated action by system partners in service to Texas employers, learners, partners, and those with policy and planning responsibilities, as follows:

- Employers System Goal: Accelerate the delivery of relevant education and training programs to meet the demand of employers.
- Learners System Goal: Accelerate the expansion of and access to work-based skill and knowledge acquisition to respond to the needs of learners.
- Partners System Goal: Accelerate the development and use of models to support and build system partners' capacity, responsiveness, continuous improvement, and decision-making.
- Policy and Planning Goal: Accelerate the availability of relevant workforce, education, and

other data sets and the use of applied analytics to evaluate program outcomes to respond to the needs of policy makers and planners.

(Texas Government Code Sec. 2308.304, Local Plan.).

Directions for Demonstrating Alignment with the Texas Workforce System Strategic Plan

Local board plan responses must demonstrate alignment with the workforce system plan and, therefore, require both summary information and citations to the strategies and initiatives that advance progress towards the workforce system goals in *Accelerating Alignment: Texas Workforce System Strategic Plan for Fiscal Years 2024-2031*. Please refer to the workforce system plan for definitions of specific terms.

1. Clearly identify the system goal, objective, or strategic opportunity and provide a summary of the alignment—including updates and improvements in alignment—between the processes, activities, or initiatives in the Board plan and the specific system goal and objective and each strategic opportunity.
2. Provide and clearly describe intended and demonstrated workforce outcomes that support claims of alignment and that justify the use or continuation of the described processes, activities, or initiatives.
3. Provide updates and changes made where an approach has been discontinued or substantially changed in Track Changes.
4. Provide accurate citations that lead to the location of more detailed descriptions by providing the corresponding page number(s) in the plan.

System Goals and Objectives

1. Employers Goal – Delivery of Relevant Education and Training Programs

Describe local board activities, initiatives, or processes that accelerate the delivery of relevant education and training programs to meet employers' needs, specifically by demonstrably increasing:

- ► Upskilling and reskilling programs that address employers' needs for middle skill workers,
- ► Adult learners transitioning to employment through integrated education and training programs, and
- ► Attainment of short-term credentials in programs aligned with high-demand occupations.

Response should address the following:

- ■ The institution and/or expansion of upskilling and reskilling programs to meet employers' needs for middle-skills workers,
- ■ The identification and delivery of programs, including any collaboration with adult education and literacy providers, that support attainment of short-term credentials, industry-based certifications, and licenses,
- ■ Populations that require supportive services to improve program completion, certification or attainment of short-term credentials, and employment, and
- ■ Use of data to track reskilling and upskilling program enrollments and outcomes, including

program completions, attainment of short-term credentials and industry-based certifications or licenses, and employment directly related to the credential, license, or certification.

Employers Goal - WSNCT Response

Workforce Solutions for North Central Texas excels in collaborating with local colleges and universities to develop and implement high-performance training programs tailored to the needs of regional employers. By partnering with community colleges and employers, customized training programs are curated to align with the advanced skills required by local industries. WSNCT's ALIGN Lab is intended to help its community college partners align their educational offerings with employer needs and leverage new resources such as Workforce Pell. This strategic approach ensures that the workforce is not only equipped with the relevant skills and knowledge but is also primed for exceptional performance, meeting and exceeding employer expectations. WSNCT provides referrals to AEL partners for customers who need English as a Second Language or High School Diploma/Equivalent assistance for adult learners. WSNCT also hosts quarterly partner meetings with AEL partners. Subrecipient staff identify educational needs through assessment, coordinate workforce and training activities with AEL providers, and support participant progress through ongoing case management. Participants may be co-enrolled in workforce and AEL services when appropriate.

WSNCT will utilize a comprehensive approach to enhance employer relationships to gather data and make informed decisions that will lead to a more comprehensive approach to workforce development. WSNCT will additionally focus on providing more in-depth customized talent development strategies that will lead to more opportunities for career seekers. Sector partnerships will be developed to further understand industry needs. Leveraging WSNCT's Stakeholder Engagement System and sharing its LMI dashboards with area employer and partner stakeholders will enhance its ability to provide timely, relevant, and data driven solutions to industry needs.

WSNCT continues to strengthen its employer-focused service delivery model by expanding awareness and utilization of Texas Workforce Commission (TWC) workforce training grants, including the Skills Development Fund (SDF). WSNCT is currently developing a strategy to establish a dedicated business services team that will be trained to work directly with employers, community colleges, and TWC partners to identify workforce needs, facilitate access to SDF opportunities, and support successful grant implementation. This team will also serve as a centralized resource for other employer-focused workforce initiatives and TWC grant programs, ensuring businesses throughout the region can effectively leverage available training resources to upskill workers, address talent shortages, and remain competitive in a rapidly evolving economy. Additionally, WSNCT supported Camp Fire's apprenticeship program as part of its efforts to strengthen the early childhood workforce. Seven apprentices completed the program in FY 2025, followed by ten in FY 2026.

When aligned with a WIOA participant's Individual Employment Plan or Individualized Service Strategy, WSNCT can provide supportive services that are required to enable enrolled and eligible career seekers to participate in training or obtain employment, in alignment with WSNCT's Supportive Services policy. These resources are made available on a case-by-case basis and are subject to the availability of funding. Prior to expending Supportive Services funding, WSNCT prioritizes leveraging its community partners for the provision of wrap around and supportive services through its referral network. This strategy will keep WSNCT engaged in ongoing conversation about emerging trends and shifts in industries in the region. The sector partnerships will be employer-led, focusing on agendas and points of discussion brought forth by industry. The participation of other community partners and stakeholders will connect employers

to other resources to resolve issues that fall outside of WSNCT's purview. (Pages 8, 35-37, 50-52, 60-62)

2. Learners Goal – Expansion of Work-Based Learning and Apprenticeship

Describe local board activities, initiatives, or processes that are expanding work-based learning experiences, to accelerate skills and knowledge to demonstrably:

- ► Increase and expand work-based learning opportunities for youth and adults; and
- ► Increase and expand registered and industry recognized apprenticeship programs in both traditional and non-traditional areas.

Response should address the status and relevant updates to plans that pertain to:

- ■ Work-based learning opportunities with system stakeholders as a pre-employment strategy for youth and adults, including those requiring supportive services and resources,
- ■ The expansion of the employer network participating in and sponsoring work-based learning opportunities, including registered and industry-recognized apprenticeship programs, and
- ■ Partnerships that address regular engagement with employers and system stakeholders, including collaboration with a Regional Convener for the Tri-Agency Texas Regional Pathways Network and input on the quality of existing apprenticeship programs and development of new programs.

Learners Goal - WSNCT Response

Registered Apprenticeship is promoted to both employers and career seekers as a successful and mutually beneficial work-based learning opportunity. This training model allows employers to attract and retain workers, and career seekers are able to train and gain a new skill while being paid. WSNCT focuses on diversifying apprenticeship programs in order to create opportunities in various industries, including manufacturing, healthcare, aviation, and construction. To date, there are more than 100 registered programs in the region, and WSNCT has directly assisted in the development and expansion of 22 programs. Apprenticeship expansion efforts are currently led by WSNCT's IWES team.
WSNCT prioritizes the expansion of Work Based Learning opportunities within its service region. As part of its efforts, WSNCT is developing a strategy to enhance On-the-Job Training, Transitional Jobs, and Adult and Youth Work Experience opportunities. This strategy is part of WSNCT's current business services redesign efforts which are expected to yield more efficient and effective services to businesses throughout the service region.

WSNCT offers a variety of Career Exploration opportunities to help learners acquire work-based skills and knowledge. Programs like Youth Career Exploration Events and Educator Externships provide valuable insights into different careers and ensure that both students and educators are well-prepared to meet the demands of the job market. These efforts are aligned with the Tri-Agency Workforce Initiative, which fosters collaboration between the Texas Education Agency, the Texas Higher Education Coordinating Board, and the Texas Workforce Commission to create strong links between education and industry, ensuring a skilled and adaptable workforce.

WSNCT's Summer Earn & Learn program connects students with disabilities to worksite opportunities in coordination with Vocational Rehabilitation. In FY2026, career exploration activities reached more than 2,700 youth. The regional Educator Externships initiative has also engaged more than 500 educators across multiple years and more than 20 school districts. (Pages 9-10, 34, 41, 44-45, 57-58, 64, 72)

3. Partners Goal – Alignment to Support Career Pathways

Describe local board activities, initiatives, or processes that demonstrate progress in the board's capacity, responsiveness, continuous improvement, and decision-making to:

- ► Support the identification of credentials of value, and
- ► Streamline and clarify existing career pathways and models to increase alignment between secondary and postsecondary technical programs

Response should describe the status and relevant updates to plans that pertain to:

- ■ System stakeholders' input to assess the alignment and articulation of secondary and postsecondary technical programs supporting career pathways; and
- ■ Collaboration with secondary and postsecondary institutions to engage employers to identify credentials of value that respond to local labor market needs, including postsecondary technical sub-baccalaureate credit and non-credit credentials, industry-based certifications, apprenticeship certificates, and licenses; and
- ■ Processes to continuously improve career pathways.

Partners Goal – WSNCT Response

Aligning training and education opportunities to be demand-driven in support of community and industry needs is a vital component of maintaining a healthy and robust workforce. The skills that employers are looking for in the near and long term must be directly integrated into the training and education opportunities that WSNCT promotes. Because of the existing relationships that WSNCT has with education and training partners, in addition to the interactions Board staff have with local employers, the public workforce system provides a critical link to bolster workforce industry alignment.

Launched in July 2026, WSNCT's ALIGN Lab brings together workforce, community college, and other education providers to strengthen regional collaboration and alignment. WSNCT's Align Lab efforts are expected to improve its collaboration with the region's secondary education and community college partners. Align Lab seeks to bring the WDB's industry and employer insights to these partner conversations and address the training and hiring needs of area employers by creating more informed pathways to credentials valued by the area's employers. These conversations have also included the implementation of Workforce Pell to address critical short-term credentialing and hiring needs of the area.

Through its strategic plan, WSNCT has aligned its work with the Tri-Agency Initiative's strategic plan. This includes leveraging funding to support programs and partners in developing opportunities for learners to gain skills and knowledge about, at, and through work. By following the strategies laid out by the Texas Education Agency, The Texas Higher Education Coordinating Board, and The Texas Workforce Commission, WSNCT ensures that its initiatives are effectively bridging the gap between education and industry needs. (Pages 5-6, 35-36, 41, 45, 58-59)

4. Policy and Planning Goal – Relevant Data Sets

Describe local board activities, initiatives, or processes that support the availability and coordination of relevant workforce, education, and employment data to evaluate program outcomes to respond to the needs of policy makers and planners to:

- ► Expand high-quality child care availability,
- ► Identify and quantify quality outcomes,

- ► Collect industry-based certification data, and
- ► Enhance wage records.

Response should describe the status of relevant updates to plans that pertain to:

- The establishment of high-quality child care facilities, methods to strengthen the early childhood educator workforce, and the expansion of Texas Rising Star high-tier certifications to increase enrollment and employer engagement in quality early learning programs;
- Collaboration with employers to identify enhanced employment and earnings data to gain deeper insight into program outcomes;
- How the board and its regional partners identify, evaluate, and implement ways to streamline and improve efficiency and completeness of data matching and sharing to evaluate program effectiveness and outcomes; and
- Implementation of strategies and procedures for collecting and reporting data and information specific to industry-based certifications attained by certification name and certifying entity

Policy and Planning Goal - WSNCT Response

WSNCT supports Texas's Employer Child Care Solutions technical assistance program by providing information to interested employers within its service area. WSNCT will continue to recruit early learning programs in desert areas to become Texas Rising Star certified in order to serve scholarship families and provide high quality programs for the community they serve. These resources will be promoted through WSNCT's presentations to its Workforce Board, community partners, website, workforce centers and other outreach mechanisms when appropriate.

WSNCT offers individualized continuous quality improvement plans (CQIP) for each Early Learning Program (ELP) within its service area working in tandem with WSNCT's Early Childhood Specialists. These plans intend to improve assessment scores and achieve the individualized goals outlined in the ELP's annual CQIP assessment. To further enhance the Early Childhood Educator workforce, WSNCT partners with Collin College in its Child Development Associates program with scholarship assistance. Scholarship awards increased from 165 in FY 2025 to 230 in FY 2026, as shown below:

	FY25 Scholarships Awarded	FY26 Scholarships Awarded
Collin College Apprenticeship	0 (Did not partner for apprenticeship program)	50
Camp Fire Apprenticeship	7	10
Collin College CDA	60	120
Straighter Line CDA	0 (Did not partner)	30
Green Space CDA	87	(Did not partner)
CDA Application Fee Scholarships	11	20
Total	**165**	**230**

WSNCT collaborates closely with employers and communities to gather and analyze qualitative and quantitative data related to employment opportunities, employer needs and outcomes including placement and earnings. In FY2024, the board invested in technology and professional development opportunities to develop and implement data dashboards that include comprehensive data related to program and service delivery, performance outcomes, demographic information, industry trends, and labor market information. This information is available on WSNCT's website to all employers, training providers, and stakeholders.

WSNCT has implemented internal timelines for the development and distribution of reports and data. Subrecipient staff collect credential attainment information, including the credential name, certifying or issuing entity, and date earned. Staff request credential documentation from training providers when available. When a provider can only supply a program completion certificate, staff follow up with the participant to obtain the credential documentation.

Employment and earnings information is obtained from participants, employers, the TWC mainframe system, and Work Number, with verification through employers and Work Number. Staff record employment and follow-up information in WorkInTexas. To determine whether employment is related to training, staff ask participants and employers whether skills acquired during training are used on the job and compare job duties with the training curriculum. The employment and follow-up records identify whether employment is training related. (Pages 7-8, 10, 36-37, 59-61, 70)

Strategic Opportunities

Accelerating Alignment: Texas Workforce System Strategic Plan for Fiscal Years 2024-2031 envisions a collaborative workforce system capable of accelerating the delivery of workforce programs, services, and initiatives to meet the needs of a thriving economy. The strategic opportunities focus system partners on three critical success factors that will lead to broad achievement of the system plan goals and objectives. Review each strategic opportunity and provide the information requested.

Strategic Opportunity 1 – Employer Engagement

Describe Board activities, initiatives, and processes that demonstrate effective coordination with stakeholders to gain insight into the needs of employers and minimize "asks" that burden employers. Response should describe the status of relevant updates to plans that pertain to:

- coordinated efforts to effectively gain more insight from employers, including Board participation in the Tri-Agency Texas Regional Pathways Network, if applicable, to reduce duplicative efforts; and
- efforts to coordinate employer requests and share relevant information and data to reduce the number of regional system partners making individual requests of employers.

Strategic Opportunity 1 - WSNCT Response

WSNCT regularly attends employer advisory councils comprising representatives from key industries. These councils provide a platform for employers to voice their needs, challenges, and expectations, ensuring that the board's initiatives are aligned with the current labor market demands. WSNCT employs a multifaceted approach to engage with employers and gather valuable insights while minimizing the burden of multiple requests. This strategy involves close collaboration with various stakeholders and leveraging existing networks to streamline communication and data collection. WSNCT fosters strong partnerships with local chambers of commerce, economic development organizations, and educational institutions.

These collaborations enable the board to leverage existing relationships and communication channels, further reducing the need for multiple, separate requests to employers. As an example, WSNCT partners with the Frisco EDC as part of the Frisco Task Force that brings together various businesses to connect around business needs and available resources. Through these coordinated efforts, WSNCT effectively engages with employers, gains valuable insights, and minimizes the burden of multiple requests, ultimately fostering a more responsive and efficient workforce development system. (Pages 35-37, 50-52)

Strategic Opportunity 2 – Improving Outcomes for Texans with Barriers to Employment

Describe Board activities, initiatives, and processes that demonstrate effective engagement of Texans with diverse needs — including those with disabilities, foster youth, sex-trafficking victims, incarcerated juveniles and adults, and opportunity youth — through programs designed to address their needs, maximize outcomes, and improve career opportunities.

Response should describe the status of and relevant updates to plans that pertain to:

- Models, initiatives, programs, or processes that expand the understanding of population-specific, supportive service needs to assist training completion and employment gain/retention; and
- Population-specific supportive service models that are anticipated to improve or have historically improved training completion and post-exit employment outcomes.

Strategic Opportunity 2 - WSNCT Response

WSNCT closely monitors performance and engagement numbers for Texans with diverse needs including those with disabilities, foster youth, veterans, justice-served individuals, opportunity youth and other vulnerable populations. Through its strategic plan, WSNCT's work includes:

- Assessing existing community partnerships and required MOUs;
- Developing a gap analysis and action plan that considers regional partnerships with talent-adjacent organizations and special populations including veterans, opportunity/at-risk youth, foster youth and justice-involved individuals;
- Conducting targeted out-stationing and outreach activities with community partners that serve special populations, including: City House (foster youth), Parker County Juvenile Probation Department (justice-involved youth), Our Daily Bread (individuals experiencing homelessness), and Center of Life in Mineral Wells (SNAP, Choices, WIOA, and employment services), among many others;
- Providing quarterly partner meetings to employers, education partners, training providers, and community partners on tools and resources supporting these populations, including engagement through Accelerator and Align Lab; and
- Analyzing baseline data on individuals served in priority populations, including foster youth, veterans, justice-involved individuals, at-risk youth, and individuals with disabilities by county and across the region.

WSNCT also assigns targets to its contractor to ensure priority vulnerable populations are served.

Existing partnerships include coordination with Vocational Rehabilitation, Student HireAbility Navigators, and Summer Earn & Learn for students with disabilities; collaboration with foster-care partners supporting youth; and referrals and co-enrollment with the Greenville District Parole Office for justice-involved individuals. Career Advisors identify barriers through individual assessment and coordinate supportive services and referrals according to program policy. For example, transportation assistance may be provided when a lack of reliable transportation limits participation in training, work experience, interviews, or employment.

Support is tailored to participants' needs. Staff coordinate with foster-care partners on housing, independent living, educational support, and transition services; with probation or parole officers and counselors to address barriers to workforce reentry; and with Vocational Rehabilitation and other disability service providers to support access and accommodations. For potential trafficking survivors, staff use a trauma-informed approach and connect individuals with appropriate victim service providers and community resources. (Pages 9, 32-33, 36-37, 43-44, 56-58, 61-65)

Strategic Opportunity 3 – Use of Data to Support Investment Decisions

Describe Board activities, initiatives, and processes that demonstrate and inform the effective use of data and evidence to identify and target strategic investments to improve system performance. Responses should describe the status of and relevant updates to plans that pertain to:

- Strategies and methods to build data and evidence to measure return on investment and inform the strategic implementation of funding initiatives; and
- Strategies and methods to evaluate program and/or initiative success – including those pertaining to attaining credentials that lead to employment – using quantitative data

Strategic Opportunity 3 - WSNCT Response

WSNCT utilizes performance dashboards that provide a visual representation of performance indicators and metrics with real-time or near real-time insights into the performance and progress of measurable targets and goals. The dashboards monitor relevant details including program performance, accuracy rates, expenditures, enrollments and other data that will be used to analyze and support performance across programs, workforce centers and teams.

Through these dashboards, data is used to identify opportunities to target specific populations and geographic areas. WSNCT also utilizes the dashboards to review its investment in its communities and the related outcomes to help WSNCT more strategically and equitably maximize its investments.

WSNCT is developing its Stakeholder Engagement System to complement its existing LMI dashboards and other data resources that support ALIGN Lab, employer research, and strategic decision-making. These resources will also support WSNCT's Business Services redesign, which is being developed to use employer needs and high-demand occupation data to inform service decisions at the Workforce Center level. WSNCT currently uses its Target Occupations and Eligible Training Provider lists to help participants make informed training decisions. Program staff use report information alongside labor market information to determine whether to continue supporting enrollment in training programs. Staff also review average wages to assess whether employment supports self-sufficiency and, when needed, explore additional training aligned with participants' transferable skills and career goals.

WSNCT's decision to sell its Mobile Workforce Unit in September 2025 followed an assessment of utilization, operating costs, and alternative service-delivery options. Resources and staff efforts were subsequently redirected toward expanding out-stationing opportunities and strengthening rural service delivery. (Pages 7-8, 10, 36-37, 47-48, 51-52, 70-71)