Board Meeting

December 16, 2020

Briefing Materials

Workforce Center of Hays County
4794 Transportation Way
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San Marcos, Texas 78666

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WORKFORCE SOLUTIONS RURAL CAPITAL AREA
BOARD OF DIRECTORS REGULAR MEETING

Wednesday, December 16, 2020
Via Zoom
Register in advance for this webinar at:
https://zoom.us/webinar/register/WN_eyYNaz16R3-wcVsqCnt4ew

AGENDA

Meeting Begins at **12:30 PM**

1) Call to Order/Roll Call/Establish Quorum
2) Public Comment Period
3) TIP Strategies Presentation of Workforce Plan(s)
4) Information Sharing – Brian Hernandez, Chief Storytelling Officer
   - Customer Testimonial
5) *Consent Agenda
   a. Adopt minutes of the October 21, 2020 Regular Meeting
   b. Adopt continuation of COVID-19 Policy
6) Executive Committee/Chair's Report – Frank Leonardis, Chair
7) Business Education Services Committee Report – Debbie Burkhard, Chair
8) Community Awareness Committee Report – Camille Clay, Chair
9) Governance Finance Committee Report – Vacant, Chair & Rene Flores, Treasurer
10) Untapped Populations Committee Report – Cassandra Moya, Chair
11) Chief Executive Officer's Report – Paul Fletcher, Chief Executive Officer
12) Performance Reports
    - Child Care – Sandy Anderson, Director of Child Care Services
    - Workforce Center Management– Mike Crane, Project Director
13) Workforce Board Announcements - Board at Large (what's happening in your area) – Submit your announcements to the Board Secretary prior to the meeting
14) New Business
15) Consider date, time, and location of next Regular or Special Board Meeting
16) Adjourn

*Denotes Action Item

NOTICE: Persons with disabilities who plan to attend this meeting and who may need auxiliary aids or services or persons who need assistance in having English translated into Spanish, should contact Gina Hyde, (512) 244-7966 (or Relay Texas 800-735-2989), at least two days before this meeting so that appropriate arrangements can be made.

REGIONAL WORKFORCE STRATEGY

Workforce Solutions Rural Capital Area

DRAFT—NOT FOR DISTRIBUTION

TIP STRATEGIES

ACKNOWLEDGMENTS

TIP would like to thank the following individuals and organizations for their participation in this planning process.

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TIP STRATEGIES, INC., is a privately held economic development consulting firm with offices in Austin and Seattle. TIP is committed to providing quality solutions for public sector and private sector clients. Established in 1995, the firm's primary focus is economic development strategic planning.

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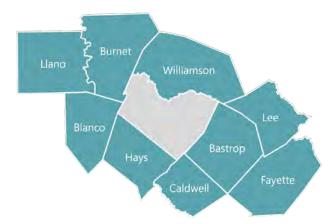Tom Stellman, Principal
Caroline Alexander, Project Lead

CONTENTS

INTRODUCTION

Workforce Solutions Rural Capital Area (WSRCA) is 1 of 28 workforce development boards in the state of Texas that are charged with planning and oversight responsibilities for workforce programs and services in their areas. As such, it is the designated administrative entity and grant recipient for approximately $26 million, annually, of federal and state funds for workforce development, employment, training, and childcare.

The WSRCA service area includes nine counties in Central Texas: Bastrop, Blanco, Burnet, Caldwell, Fayette, Hays, Lee, Llano, and Williamson (the RCA region). Each of these Counties has a fairly distinct economy and workforce. Four of these Counties—Bastrop, Caldwell, Hays, and Williamson—are part of the Austin–Round Rock–Georgetown Metropolitan Statistical Area (Austin MSA). Of these Counties, Hays and Williamson share more urban or suburban characteristics, with development built around the major transportation corridors of the Interstate 35 corridor and Highway 183. Williamson County is home to some of the Austin region's largest technology companies, while Hays County is home to Texas State University and a diverse mix of manufacturers, distribution centers, and destination retail. Most of the other Counties have economies that reflect each of their unique histories, environmental features as well as natural resources and amenities—the Highland Lakes in Llano and Burnet Counties, the gateway to the Hill Country in Hays County, the birthplace of former President Lyndon B. Johnson in Blanco County, the Colorado River and state parks in Bastrop County, the fertile farmland and spring-fed San Marcos River in Caldwell County, the active oil and gas sector in Lee County, and the German and Czech cultural legacy in Fayette County.

Providing workforce programs and services to such a diverse and large service area can be challenging and requires much more than a one-size-fits-all approach. It requires careful planning and a great deal of coordination to leverage the many resources and opportunities that each County has. It is with this in mind that WSRCA embarked on a planning process to create strategic plans tailored for each County and a common regional strategic framework and plan to enhance collaboration around workforce development and amplify the collective impact of workforce initiatives and programs across the region.

In spring 2020, WSRCA initiated the strategic planning process, hiring TIP Strategies to lead the process and assist in the development of the plans. The set of plans, which will guide WSRCA work over the next 3 years, includes a specific plan customized for each of the nine Counties in the region and a regional plan that draws from the common elements across the various County plans.

Over the course of the planning process, the project team conducted a survey of stakeholders across the region and held a workshop in each of the Counties to identify the workforce issues and challenges unique to each County. Through this process, common challenges and issues emerged that all or most of the Counties in the region share. For these common challenges, a specific focus group was held with subject matter experts in the region to discuss potential solutions to these challenges and relevant initiatives already underway. This input informed the development of the goals and strategies that provide a shared agenda and common framework for the region and each of the Counties.

FIGURE 1. WSRCA SERVICE AREA

When the planning process commenced, the regional economy was at the end of a record-setting period of expansion, and the labor market was experiencing historically low unemployment. The fundamentals of the regional economy were strong. However, even under these favorable conditions, worrisome trends loomed on the horizon. The aging of the workforce and retirement exposure, the educational attainment of the working-age population, youth disconnection, and the digitalization of jobs were issues that significantly impact many of the Counties. In the stakeholder survey and County workshops, issues such as housing, transportation, and childcare were highlighted as key structural barriers for jobseekers. A shortage of technical skills and talent, soft skills, and access to training were highlighted as challenges facing employers.

The economic shutdown in response to the COVID-19 pandemic and the subsequent recession magnified many of the workforce-related challenges and issues. Overnight, broadband access became the primary enabler of workers and students in the new COVID-19-related economy, and digital skills became evermore essential. Unemployment skyrocketed to 11.5 percent, yet some employers still found it difficult to fill certain positions. Older and more vulnerable workers dropped out of the labor force, retiring early, or staying home for health safety reasons. School closures and remote work at a time when early education centers were forced to close or operate at reduced capacity made childcare an even greater challenge for working families.

While the pandemic certainly brought to light health and economic disparities, it also reiterated the importance of access to good education, workforce development, and economic opportunities as a means to lessen some of these disparities. It is in this context that WSRCA completed its strategic plans—with the understanding that now, more than ever, it must be a leader in the nine-County region in aligning and coordinating resources to support common workforce-related goals and to address longstanding structural barriers facing jobseekers and employers.

REGIONAL STRATEGY

The WSRCA regional strategy provides a common strategic framework for both the overarching organizational direction and the individual County plans. It starts by aligning the framework around the WSRCA mission and vision. The 2017–2020 *Strategic & Operational Plan* for Workforce Solutions Rural Capital Area lays out the organization's mission and vision.

MISSION

"Preserve our integrated, employer-driven workforce system by actively involving employers in workforce decisions that allows them to identify labor and economic trends, define skills and training standards, and hire high skilled workers, while simultaneously providing job seekers with information, advice, job search assistance, supportive services, and training in the employer identified industries and occupations so they will attain cutting edge skills that will lead to self-sufficient employment."

VISION

"Our employers will have a highly skilled and educated workforce and our residents will have the competencies, skills, and education to become self-sufficient and live a quality life."

A key element to the organizational mission is the concept of "employer-driven workforce system," where employers play an active role in the workforce system by providing input on the skills and competencies that they need, feedback on the quality of workforce training programs and services, and resources to support career awareness and exploration opportunities. In other words, employers are active partners in the workforce system, which results in the better alignment of workforce and education programs with employer demand. This, in turn, should lead to improved workforce outcomes.

Another key element to the mission is the goal of "self-sufficient employment," which means that workers can support themselves and their families without public assistance. This goal establishes a focus for the organization on careers that lead to family sustaining wages.

These two elements inform the direction of the strategic plan and bring to the forefront the structural issues that stand as significant barriers for both employers and jobseekers. In the context of this mission and vision, three goals were designed to serve as the backbone for the regional and County strategies.

1. **COLLABORATE ON SOLUTIONS FOR STRUCTURAL BARRIERS.** Strengthen the awareness of structural barriers and encourage more collaboration to address large-scale, workforce-related challenges.

2. **ENHANCE THE REGION'S EMPLOYER-LED AND DEMAND-DRIVEN WORKFORCE SYSTEM.** Infuse industry input and engagement throughout the workforce system to strengthen feedback loops among employers, education and training providers, and jobseekers.

3. **CREATE PATHWAYS TO SELF-SUFFICIENT EMPLOYMENT AND CAREER ADVANCEMENT.** Establish and strengthen well-defined pathways to help guide jobseekers into high-demand career opportunities that provide family-supporting wages and opportunities for advancement.

For each goal, there is a set of strategies and actions to guide the work of WSRCA over the next 3 years.

GOAL 1. COLLABORATE ON SOLUTIONS FOR STRUCTURAL BARRIERS

Strengthen the awareness of structural barriers and encourage more collaboration to address large-scale, workforce-related challenges.

In prior convenings of regional stakeholders as well as the workshops that were held as part of this planning process, many of the same issues were cited as major structural barriers for the workforce—housing, childcare, transportation, and broadband. These are large-scale challenges that cannot be addressed by just one entity, but rather they require a collaborative effort to align resources around a shared goal. With the exception of childcare, these are challenges that WSRCA does not directly influence. However, WSRCA can use its position as a regional organization to convene and support the network of partners and stakeholders that can directly influence these issues. This network will be called the Community Matters Coalition.

SAMPLE METRICS

- Number of coalitions by County
- Number of participants in the coalitions
- Coalition-specific metrics that are chosen by the members of the coalitions according to the roadmap they define

The collective impact model is a proven model for bringing stakeholders together in a structured way to achieve social change. Bastrop County Cares is an excellent example in the region of what can be achieved when everyone is working together toward common goals. They have formed coalitions around specific issues, developed plans, and executed these plans. As a result, they made strides toward addressing each of the structural issues. Multiple housing projects, including workforce, senior, and affordable units, are in some stage of development. An early childhood coalition has created a roadmap to increase the quantity and quality of childcare. The Capital Area Rural Transit System (CARTS) is working on a pilot program in Bastrop County for on-demand transit services. And it is working with Connected Nation to accelerate mapping and technology planning for broadband access in the County. It has shown the power of a collaborative, coordinated approach in addressing complex issues.

Replicating the Bastrop County Cares model across the region will not be an easy task, but WSRCA can meet each of the Counties where they are and build on the blocks that are already in place. From leadership training and capacity building to technical assistance and peer learning, WSRCA can help build the infrastructure and plant the seeds needed for each of the Counties to be empowered to launch and sustain their own collective impact initiatives. Each of these initiatives will be part of the Community Matters Coalition and will work actively and collaboratively to address the large-scale, workforce-related challenges.

In the childcare arena, WSRCA is well-positioned to take a leadership role in launching and supporting early learning coalitions in the region. WSRCA injects more than $20 million annually into the regional childcare system, serving more than 5,000 children through its network of nearly 300 childcare providers. It has established relationships with a large percentage of childcare providers in the region and has an established network for coordination, organization, and advocacy work to advance the system. It also has a method of transparent communication with the childcare providers and is aware of the needs and concerns of the early learning community. This will allow WSRCA to more quickly organize and scale-up coalitions focused on increasing the quality and quantity of childcare in the Counties.

Through its work to build the Community Matters Coalition, WSRCA will be able to help mobilize and align resources in each of the Counties to work toward addressing these structural barriers.

1.1. Empower community leaders across the region to tackle large workforce-related challenges through the formation and launch of the Community Matters Coalition.

1.1.1. **Leadership Training and Capacity Building.** Build the capacity of community leaders to affect change and improve their communities by training them in the collective impact approach, drawing on the regional best practice of Bastrop County Cares and other successful models in the region. This could be the Community Matters Academy.

1.1.2. **Connect.** Make introductions and connections between the different groups and leaders who are working on the same issues and challenges.

1.1.3. **Peer Learning.** Establish peer-learning networks in each of the primary workforce-related topic areas to support community leaders who are implementing solutions in these areas.

1.1.4. **Community Matters Summit.** Convene an annual summit that highlights successful efforts and provides opportunities for stakeholders to share knowledge and troubleshoot together.

1.2. Encourage and inspire action among and across each of the County initiatives.

1.2.1. **Data.** Through the WSRCA intake and data system, document the importance of issues, including housing, childcare, transportation, and broadband, for jobseekers in the region to better quantify the challenges.

1.2.2. **Spotlight Success.** Spotlight successful initiatives and provide opportunities for other stakeholders in the region to learn about these successes.

1.2.3. **Toolkits.** Maintain toolkits for shared challenges that provide information on the tools available to address the challenges and examples of communities that have used these tools successfully.

1.2.4. **Technical Assistance.** Assemble a team of experts who can assist community leaders in convening key stakeholders and assessing their community's readiness to launch. Help these leaders identify key partners, champions, and resources that can be drawn on for a successful launch and implementation.

1.2.5. **Funding Access.** Create a database of potential funding resources both within and beyond the region and seek funding opportunities as a coalition where possible.

1.3. Engage employers in the Community Matters Coalition to participate in the planning and implementation of solutions to address.

1.3.1. **Investment Fund.** Design an "investment vehicle," such as a funders collaborative, whereby employers can jointly invest in solutions to alleviate critical workforce challenges.

1.3.2. **Volunteer Corps.** Create an employer-based volunteer corps of individuals who are willing to dedicate time to work on these big issues, ideally during work hours as part of their employer's community outreach program.

1.4. Launch and lead the Childcare Community Matters Coalition to improve and enhance the system of early care and education across the Counties.

1.4.1. **Early Learning Coalitions.** As part of the Community Matters Coalition initiative, create childcare coalitions in high-need areas to focus on recruiting additional (new or existing) providers to the Texas Rising Star (TRS) program, facilitate the implementation of Texas House Bill 3 (HB3), and address other childcare-related industry and workforce needs.

1.4.2. **Technical Assistance and Business Accelerator.** Partner with small business technical assistance providers to support existing and new childcare providers as they adapt their business models to the COVID and post-COVID environments, as they seek TRS certification, and as they assess opportunities for Early Learning Partnerships related to HB3.

1.4.3. **Shared Services.** Work with the provider network to identify areas where pooling resources or demand could yield significant efficiencies and savings to bolster the providers' financial sustainability. Consider ideas such as the cooperative purchase of health insurance, health and safety supplies, or curricula or outsourcing business functions, such as information technology (IT), human resources, training, or bookkeeping.

1.4.4. **Substitute Pool Pilot.** Work with providers to pilot a shared substitute pool model as an extension of the shared services initiative (see strategy 1.4.3). In this model, a suitable contractor would be identified to recruit, maintain, and place qualified early learning specialist substitutes to support providers in a particular geography.

1.4.5. **Early Care and Education Careers.** Actively advocate for increased professional development for childcare workers and for improving wages to make early care and education careers viable careers that pay family-sustaining wages.

1.4.6. **Employer Partners.** Explore ways to further involve employers in implementing creative solutions to support employees' access to high-quality childcare. This could include solutions such as employer-sponsored childcare, employer contributions/matches to dependent care flexible spending accounts (FSAs), or providing backup care options.

> **CASE STUDY**
> *ORGANIZING TO IMPROVE EARLY EDUCATION*
>
> According to a 2017 report by the US Chamber of Commerce Foundation (USCCF), "America is facing a childcare challenge that threatens the productivity and strength of the workforce today—as well as the quality of the workforce of tomorrow." The size and scope of this challenge requires a commensurate response that includes not only the public sector and nonprofits but also the private sector.
>
> There are a number of ways a cross-sector coalition can work to improve the access and delivery of high-quality childcare.
>
> - Support the business side of childcare providers through technical assistance and shared-services program.
> - Pool philanthropic and corporate social responsibility dollars to programs that improve access to childcare—scholarships or a fund for tuition subsidies.
> - Advocate for effective public policy to support transparency and accountability in the childcare system.
> - Organize employers to implement policies to help parents access high-quality care.
>
> For more information, visit www.uschamberfoundation.org/reports/leading-way-guide-business-engagement-early-education

GOAL 2. ENHANCE THE REGION'S EMPLOYER-LED AND DEMAND-DRIVEN WORKFORCE SYSTEM

Infuse industry input and engagement throughout the workforce system to strengthen feedback loops among employers, education and training providers, and jobseekers.

A key element of the mission of WSRCA is an employer-led workforce system, a system in which employers actively participate and provide timely input to other stakeholders in the system to ensure that the system is driven by the needs of employers, or by demand. WSRCA has already invested a great deal of resources and effort into tools and approaches that create a more demand-driven system. It can expand these efforts and introduce new ones to continue to enhance the regional workforce system and infuse industry input and engagement throughout the system.

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SAMPLE METRICS
- Number of industry partnerships
- Number of employers participating in partnerships and workforce and education committees
- Number of employers in the employer database that participate in three or more activities annually

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One of the areas to which WSRCA contributes is the publication and distribution of labor market information. WSRCA can continue to refine its labor market resources to enhance the regional understanding of the labor market and the associated career opportunities. It will also need to continue its active outreach to partners and stakeholders to build a distribution network for this labor market information, ensuring that the information is integrated into workforce programs and initiatives across the region.

Industry partnerships are pillars of an employer-led system. In these partnerships, employers lead conversations about their needs and challenges, set their own agendas, and take action. In the RCA region, the geographic territory is large, and the County economies are all different, which makes typical industry partnerships more difficult to establish. However, WSRCA can leverage the sector partnerships that Workforce Solutions Capital Area has already established in healthcare and manufacturing. In addition, it can work to identify specific industries that are of significance to the RCA region that are experiencing common pain points unique to a more rural setting and work to launch partnerships in those sectors.

While industry partnerships serve as a mechanism for employer engagement, they also serve as an input platform to validate labor market information, including the identification of high-demand occupations. Using this information to coordinate regional education and training providers and other nonprofits can ensure that the infrastructure is in place to support robust talent pipelines for high-demand occupations and careers.

Another pillar of an employer-led system is business engagement. Expanding the depth and breadth of business engagement in the workforce system will be a critical factor in enhancing the demand-driven nature of the system. Creating a more uniform and unified business engagement program that supports workforce organizations and training providers across the region can improve the reach and the quality of the engagement activities.

Taken together, these strategies will continue to enhance the employer-led and demand-driven workforce system across the RCA region.

2.1.   Continue to publish and distribute robust and informative labor market data about the nine-County region to make information about labor market demand more widely available and easily accessible.

  2.1.1.   **Headlight.** Continue to make labor market information available through Rural Capital Headlight.

  2.1.2.   **Workforce Profile.** Using the data compiled in Rural Capital Headlight, create a workforce profile for each County that summarizes key labor market characteristics and trends that can be used to enhance community and employer understanding of the local labor market. Examples of profiles can be found at the following links.

   - https://www.i77alliance.com/assets/uploads/2019/05/I-77-Alliance-Chester-County-SC-Workforce-Study-2019.pdf

- https://cantontxedc.com/wp-content/uploads/2020/03/Laborshed-Profile-Canton-2019.pdf

2.1.3. **Hot Careers.** Update Hot Careers information annually and share this with school counselors, career navigators, students, and jobseekers to better inform career decision-making.

2.1.4. **Career Lattice.** Integrate and maintain current labor market information into the Career Lattice system.

2.1.5. **Customized Research.** Provide customized labor market profiles to support regional economic development efforts, as needed.

2.2. Target programs to support high-demand industries, occupations, and careers.

2.2.1. **Existing Industry Partnerships.** Support existing industry groups, such as sector partnerships, associations, and roundtables in high-demand industries, to leverage existing business relationships and initiatives already underway. Partnerships already exist for manufacturing and healthcare. For existing industry partnerships, evaluate the feasibility of having a rural working group that could focus on rural workforce issues and solutions related to that industry.

> **HIGH-DEMAND INDUSTRIES**
> *THE REGION'S LARGEST INDUSTRY SECTORS*
> - Retail and Hospitality
> - Education, including Public Education
> - Construction
> - Healthcare
> - Manufacturing
>
> **HIGH-DEMAND, HIGH-WAGE OCCUPATIONS**
> *THE REGION'S LARGEST OCCUPATION CLUSTERS THAT, ON AVERAGE, PAY LIVING WAGES*
> - Office and Administrative Support
> - Construction
> - Transportation and Material Moving
> - Educational Instruction and Library
> - Management

2.2.2. **New Industry Partnerships.** Launch new partnerships in industries or areas where groups do not exist for the high-demand industries using employer-led models such as the Next Generation Sector Partnerships and the USCCF Talent Pipeline Management. Consider launching partnerships related to local governments and education (including early care and learning), which are two of the most important employers in the rural Counties.

2.2.3. **High-Demand Occupation Training.** Ensure that training is available and accessible for high-demand occupations. Where training is not available, work with industry representatives to identify a high-quality training provider that could serve the area.

2.2.4. **Career Lattice.** Continue to support and expand the development of the Career Lattice system that provides opportunities for upward mobility and skills-based hiring. Design Career Lattices based on entry points in largest industry sectors and on those industries hit hardest by COVID (e.g., retail and hospitality). In many of the Counties, fast food and counter workers, cashiers, retail salespersons, waitstaff, and janitors and cleaners are some of the highest-demand occupations. These common entry-level occupations could be the starting point for a new set of Career Lattices that can guide workers on transitions into higher opportunity careers.

2.3. Enhance and expand the role and participation of employers in the workforce system through meaningful input and engagement.

2.3.1.   **Inventory of Opportunities.** Document the ways employers can get involved in the workforce system in an online brochure or video that presents the engagement opportunities and benefits. Opportunities for involvement can include any of the following.

- *Advisory roles*—serving on the workforce board, serving on business advisory committees, participating in a workforce and education committee or industry partnership at a chamber or economic development organization (EDO).

- *Career awareness and exploration*—participating in a career expo, speaking to a class, teaching a career-related hands-on learning activity, hosting a tour of the workplace or a job shadow day, hosting a teacher extern.

- *Career connections and training*—participating in a career fair, hosting interns or apprentices or other work-based learning activity, providing customized training or on-the-job training.

2.3.2.   **Information Distribution.** Partner with chambers of commerce and EDOs in the region to distribute this information to employers, identify employers who are already participating, or recruit employers who would like to participate in the workforce system.

2.3.3.   **Employer Database.** Create a database of these employers and record the ways they would like to participate. Use this information to help connect employers with organizations that are planning any of the above activities and seeking employer participants.

2.3.4.   **Knowledge Sharing.** Provide opportunities for the organizations and individuals planning the above activities to share best practices, knowledge, and feedback related to designing activities that effectively engage employers.

CASE STUDY
AUSTIN CHAMBER TALENT AMBASSADORS

In 2019, the Austin Chamber launched its talent ambassador program as a way of facilitating employer engagement with local schools, postsecondary institutions, and nonprofit organizations. Through the program, the chamber collects information on how the employer wants to engage and maintains this information in a centralized database. Engagement activities could include any of the following.

- Offering internships, mentorships, apprenticeships, job shadow opportunities, classroom speakers, site tours, or teacher externships.
- Participating on business advisory councils or with career fairs.

The chamber liaison facilitates connections between the talent ambassadors and the educational institutions that are offering those activities. This provides businesses with ways to give back to the community while homing in on their future workforces and provides students with meaningful career exploration opportunities.

The Austin Chamber has recruited more than 60 ambassadors.

GOAL 3. CREATE PATHWAYS TO SELF-SUFFICIENT EMPLOYMENT AND CAREER ADVANCEMENT

Establish and strengthen well-defined pathways to help guide jobseekers into high-demand career opportunities that provide family-supporting wages and opportunities for advancement.

Another key element of the WSRCA mission is self-sufficient employment. This element is carried forward in the third goal as a baseline and is coupled with career advancement and opportunity to ensure that WSRCA is working to help jobseekers into careers that provide opportunities not only for self-sufficiency but also for upward mobility.

Achieving this goal starts with building greater career awareness and connections among jobseekers, potential workers, and employers in the region. WSRCA will continue to work with its network of partners to make sure that students and adults who are looking for new careers are aware of the range of opportunities in their County, have opportunities to explore high-demand careers in the region and access training, and can connect with employers who are hiring for those careers.

In addition, WSRCA can work to ensure that training programs for high-demand careers can be accessed in the region and

SAMPLE METRICS
• Participants in career exploration, internships, work-based learning, and other activities
• Enrollment in high-demand training programs at high schools, community colleges, or other training providers
• Placement rates for Eligible Training Providers and other training partners
• Business participation on advisory committees
• Access to training opportunities for high-demand occupations
• Enrollment in programs related to advancement (Tier 1+ in Career Lattice)
• Wage gain after training
• Job creation by industry and median hourly wage

that these programs are training for the right skills that regional employers need. Assisting in recruiting participants to business advisory committees, supporting communities in expanding access to postsecondary training, and providing funding for training in high-quality programs related to high-demand careers are all ways WSRCA can improve the alignment of talent pipelines around the needs of employers.

Finally, WSRCA can assist jobseekers in transitioning to and training for high-quality careers that provide advancement opportunities. It can encourage employers to examine their hiring and human resource practices to put in place policies that support skills-based hiring and upskilling. WSRCA can also actively partner with economic development organizations to collaborate on initiatives to assist small businesses and support business expansion and job creation in the Counties.

3.1.   Raise awareness of the full range of career opportunities in the region and create opportunities for regional employers to connect with prospective workers.

   3.1.1.   **Tools and Toolkits.** Create toolkits and online tools to support regional school districts and workforce centers in raising awareness of the specific career opportunities available in their County.

   3.1.2.   **Training Inventory.** Explore the development of a database of training opportunities related to high-demand careers that are accessible to jobseekers and workers in the region, include career and technical education programs, apprenticeships, non-credit programs, and for-credit programs.

   3.1.3.   **Events and Activities.** Partner with local organizations to host career awareness events and work-based learning activities across the region that provide opportunities for students and jobseekers to explore high-demand careers in a hands-on exploratory format (see strategy 2.3.4).

3.1.4. Untapped Populations. Create working groups to target hard-to-reach populations to help raise career awareness among these populations and connect them with training programs or employment opportunities.

3.2. Ensure that regional education and workforce programs are training for the right skills.

3.2.1. Business Advisory Committees. Assist education and training providers in recruiting employers to their business advisory committees and in making their business advisory committees function more effectively as input tools.

3.2.2. Curriculum Review. Partner with education and training providers to better align their programs with the skills and competencies sought by employers by using a curriculum review process that documents the common needs of employers and reports that information back to training providers.

3.2.3. Training Program—Employer Connections. Foster connections between training providers that have programs related to high-demand occupations and employers that are hiring for those occupations, using the program database as a tool (see strategy 3.1.2).

3.2.4. Program Accessibility. Ensure high-quality training is available and accessible in all the high-demand occupations in the region (see strategy 2.2.3).

3.2.5. Community College/Technical College Access. Work with Counties and communities to strengthen partnerships with their community colleges and technical colleges to improve accessibility to workforce training in the region.

3.2.6. Funding Support. Support training for high-demand occupations through training grants and other funding.

3.3. Encourage and support career advancement and the creation of better economic opportunity.

3.3.1. Career Readiness. Ensure that new workers entering the labor force have the knowledge and skills to succeed in the workplace. This can be done indirectly through partnerships with school districts (see Case Study: Future Career Academy) and directly through WSRCA services.

3.3.2. Career Transition. Provide support for jobseekers and workers looking to move into higher opportunity careers through the use of Career Lattices and tools such as Metrix Learning that can help individuals identify and address their own skills gaps.

CASE STUDY
FUTURE CAREER ACADEMY

In recognition that a sizeable portion of each high school graduating class goes directly into the workforce, the Future Career Academy began in Plant City, Florida, as a way to better prepare those students for the workforce and connect them to great jobs and career paths in their community.

All English 4 and English 4 Honors students are enrolled in the Future Career Academy. These students are often not planning to go to college. In the Future Career Academy, the required state curriculum has been refocused on career readiness and includes topics such as résumé writing, interview skills, and soft skills. The program introduces students to the industry sectors that are thriving in the area, the certification and internship programs that support those sectors, and the companies that represent those sectors. Financial literacy education is another feature of the program that prepares students with good money management skills.

Community and business connections opportunities are offered twice a semester and culminate with the Future Fair, which is a hiring event, and Signing Day, which celebrates students' decisions.

For more information, visit plantcitycareeracademy.com/

3.3.3. **Skills-Based Hiring.** Promote the practice of skills-based hiring among regional employers to provide better access to opportunities for regional workers.

3.3.4. **Employee Advancement.** Work with employers to encourage their promising employees to acquire new skills to advance in their careers.

3.3.5. **Upskilling.** Connect jobseekers with training opportunities to retool and upskill to prepare them for next-tier careers.

3.3.6. **Job Creation.** Support local chambers of commerce and EDOs in their efforts to strengthen small businesses and to assist business expansion, particularly those businesses that provide family-sustaining employment opportunities. The development of a regional business retention and expansion partnership could be one way to support their efforts (see Case Study: Larimer County Economic and Workforce Development).

CASE STUDY
LARIMER COUNTY ECONOMIC AND WORKFORCE DEVELOPMENT (LCEWD)

As part of its combined economic and workforce development program, Larimer County, Colorado, leads a regional business retention and expansion partnership to support job creation across the county.

LCEWD convenes regional economic development organizations and business organizations to collaborate on their business retention and expansion programs. The program is meant to enhance business relationship building, increase information sharing among partners to deepen the understanding of regional business needs, and improve responsiveness to those needs through collaboration and scale.

The partners agree to rules of engagement to ensure confidentiality of information shared by businesses. They also use a common business visit interview form and short questionnaire to collect information on primary and non-primary employers. Data collected through these interviews and questionnaires are aggregated and analyzed on an annual basis and presented in an annual report (https://northerncoloradoprospers.com/wp-content/uploads/2019/04/2242-BRE-Annual-Report_8.5x11_Final.pdf).

Through this combined effort, the Partnership reaches more than 300 businesses.

For more information, visit www.larimer.org/ewd/business/expand-your-business/regional-economic-development-partnership

IMPLEMENTATION STRUCTURE

To implement the regional strategy, the WSRCA can utilize its current committee structure and expand the scope of each committee to encompass elements of the strategic plan. WSRCA has four established committees: Community Awareness & Outreach, Business & Education Services, Governance & Finance, and Untapped Populations. Together these committees can contribute through active participation to the successful implementation of the plan and can provide oversight related to the plan implementation.

WSRCA BOARD			
COMMUNITY AWARENESS & OUTREACH	**BUSINESS & EDUCATION SVCS**	**GOVERNANCE & FINANCE**	**UNTAPPED POPULATIONS**
• Plan events, campaigns, and media to educate on WSRCA services and career awareness. • Recruit partners and stakeholders to participate in WSRCA activities. • Participate as speakers and leaders in outreach and awareness-building activities.	• Address business and education services. • Recruit businesses to participate and engage in activities. • Focus on alignment of education and business. • Provide candid feedback to help structure meaningful business engagement activities.	• Focus on issues related to governance, fundraising, fiscal/procurement oversight. • Measure progress on implementation of plan. • Support plan implementation through fundraising activities.	• Identify and recruit clients from untapped populations. • Work with other committees to design programs to target untapped populations.

Another important piece of organizing for implementation is the structure of the Community Matters Coalition (CMC). This coalition will eventually have representation in each of the nine Counties in the RCA region, though that will take time. Some of the Counties have initiatives underway that can be leveraged and scaled to do the work of that County's Community Matters Coalition. Other Counties will need to start with the identification of leaders and capacity building, laying the groundwork for collaboration, and then launching gradually and slowly, one coalition at a time.

One or two leaders or champions will be selected in each County. These designated County champions will come together in the Community Matters Coalition Leadership Council, which will plan regional activities to support the work of the CMCs, share resources, fundraise, and track metrics. The Childcare CMC, led by the WSRCA Childcare Champion, will lead the work of the Early Learning Coalitions in the Counties.
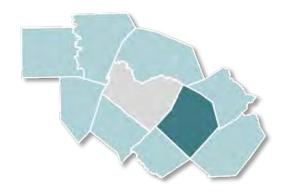
Each County's CMC will choose which issues to prioritize and will launch and manage the coalitions in that County. Each of these coalitions will define its goals, develop a roadmap, and track its progress to report to the Leadership Council.

COMMUNITY MATTERS COALITION LEADERSHIP COUNCIL
(Chief Strategy Officer and WSRCA Childcare Champion and County Champions)

Bastrop County Cares	Blanco CMC	Burnet CMC	Caldwell CMC	Fayette CMC	Childcare CMC

	Hays CMC	Lee CMC	Llano CMC	Williamson CMC	

The WSRCA childcare champion will lead and support the early learning coalitions across the region, providing technical assistance to improve the quality and quantity of childcare providers in the region.

The chief strategy officer/office members will meet and support the Counties where they are to help launch CMCs. Some Counties might have established organizations that can take the lead. Others might need to start with leadership and capacity building.

COUNTY STRATEGIC PLANS

BASTROP COUNTY

This Bastrop County plan is part of the Workforce Solutions Rural Capital Area (WSRCA) regional strategic planning effort to enhance workforce development, employment, and training in the WSRCA service area. In addition to a regional plan, this effort includes individual plans for the nine WSRCA counties to better leverage the resources and opportunities in each County.

SWOT ANALYSIS

The strengths, weaknesses, opportunities, and threats (SWOT) analysis below is the summary of input from the workshops, surveys, and interviews conducted as part of the strategic planning process as well as key findings from labor market data.

STRENGTHS

- Employment and labor force recovered fairly swiftly after initial economic shutdown
- Lower retirement exposure compared to other rural counties in the region
- Bastrop County Cares network and initiatives
- Lower cost of living than Austin Metro overall
- Workforce, senior, and affordable housing projects
- Connected Nation project underway to identify gaps in broadband connectivity
- Strong small business community
- Recreational opportunities—state parks and Colorado River
- Purchase of building in the Bastrop Business and Industrial Park (US Economic Development Administration grant)

WEAKNESSES

- Low labor force participation rate
- Low median hourly wage
- High rate of youth disconnection in comparison to the region
- High percentage of working-age population without a high school diploma
- Higher-than-average retirement exposure due to age profile of population
- Low labor force participation rate
- Lack of high-skill, high-wage opportunities
- Shortage of technical skills, including digital
- Broadband access in more rural areas
- Most of the County is outside of community college taxing district(s)
- Shortage of childcare

OPPORTUNITIES

- Enhancement career readiness and career training programs in school districts
- Expansion of The Art Institutes in Bastrop
- Potential for remote workers
- Attraction of Tesla suppliers and employees
- Partnership with Austin Community College to offer continuing education and other workforce training programs
- Leverage Bastrop County Cares network and initiatives to address childcare, broadband, and housing challenges

THREATS

- Housing affordability and shortage of housing units
- Access to postsecondary education/training
- Closures of existing childcare and other small businesses due to the COVID-19 pandemic
- Loss of highly educated residents looking for higher wage opportunities

STRATEGIC PLAN

Based on this input and analysis, the following strategies were identified for Bastrop County in alignment with the WSRCA regional workforce strategy. These strategies will guide the work of WSRCA in Bastrop County through a strong partnership with elected officials and public servants, economic development organizations, chambers of commerce, school districts, and community-based organizations.

GOAL 1. COLLABORATE ON SOLUTIONS FOR STRUCTURAL BARRIERS
Strengthen the awareness of structural barriers and encourage more collaboration to address large-scale, workforce-related challenges.

1.1. Invite Bastrop County Cares to be part of the Community Matters Coalition.

1.2. Support Bastrop County Cares coalitions working on childcare, broadband, and workforce housing.

1.3. Help engage employers in Bastrop County Cares as volunteers and potential funders, especially in those initiatives that represent significant barriers to workers and jobseekers in Bastrop County.

GOAL 2. ENHANCE THE REGION'S EMPLOYER-LED AND DEMAND-DRIVEN WORKFORCE SYSTEM
Infuse industry input and engagement throughout the workforce system to strengthen feedback loops among employers, education and training providers, and jobseekers.

2.1. Strengthen partnerships and participation with business organizations in Bastrop County, including the Bastrop Chamber of Commerce, the Bastrop Economic Development Corporation (EDC), the Elgin Chamber of Commerce, the Elgin Economic Development Corporation (EDC), and the Smithville Area Chamber of Commerce.

TARGET INDUSTRIES
(BASTROP EDC)
- Manufacturing
- Media and Entertainment
- Life Sciences
- Tourism and Hospitality

TOP INDUSTRY SECTORS
TOP 5 LARGEST, 2019
- Government
- Trade, Transportation, and Utilities
- Leisure and Hospitality
- Health Services and Private Education
- Construction

2.2. Continue to work with the Bastrop EDC to strengthen its workforce initiatives and expand initiatives, as appropriate, to other school districts and communities in the County to enhance connections between the talent pipeline and Bastrop County employers.

2.3. Distribute Bastrop County's workforce profile and make presentations on labor market conditions and trends in Bastrop County to the above partners and other essential stakeholders, such as school districts and interested community organizations.

2.4. Customize a list of Career Lattice systems that apply to Bastrop County, including occupations such as construction laborers, home health and personal care aides, childcare workers, and light truck drivers. Consider developing new Career Lattices based on other entry-level jobs that are common entry points for workers in Bastrop County, including occupations in food services, retail, and building grounds and maintenance. These could include fast food and counter workers, cashiers, retail salespersons, janitors and cleaners, and other low-wage workers.

2.5. Raise awareness of opportunities for Bastrop County employers to participate in industry partnerships, advisory roles for career and technical education (CTE) programs, and other career awareness and readiness activities.

GOAL 3. CREATE PATHWAYS TO SELF-SUFFICIENT EMPLOYMENT AND CAREER ADVANCEMENT

Establish and strengthen well-defined pathways to help guide jobseekers into high-demand career opportunities that provide family-supporting wages and opportunities for advancement.

3.1. Work with Bastrop County school districts—Bastrop, Elgin, Smithville, and McDade—in partnership with employers and business organizations, to organize and implement events and activities to raise awareness of career opportunities in the County. Improve and expand existing events, such as the youth career fair at Bastrop Independent School District (ISD) and the Bastrop-Elgin-Smithville (BEST) career fair.

3.2. Work with Bastrop County school districts to ensure their endorsements and career and technology programs are linked with and aligned to the high-demand careers that exist in the County. This could include pathways in the education, transportation, business, health science, and architecture and construction career clusters.

3.3. Partner with school districts to recruit Bastrop County employers to serve on their business advisory committees, to review curricula as needed, and to participate in career awareness and connections activities, such as teacher externships, internships, and other work-based learning opportunities. Explore the possibility of centralizing input for programs that are offered in more than one of the school districts.

3.4. Create a working group of stakeholders focused on re-engaging disconnected youth in Bastrop County— this could be a subcommittee of the Untapped Populations Committee at WSRCA or a subcommittee of the Austin Opportunity Youth Collaborative (or a combination of both).

3.5. Continue to work with Austin Community College (ACC) Elgin to expand course offerings related to high-demand careers in Bastrop County and to strengthen connections with Bastrop County employers. Teaching assistants, truck drivers, nursing assistants, automotive service technicians, and preschool teachers are at the top of the list of high-demand, entry-level occupations that require some postsecondary education but less than a bachelor's degree.

3.6. Support the Bastrop EDC in its efforts to expand higher education offerings in the County and fill other training gaps in the County.

3.7. Partner with the Bastrop and the Elgin EDCs and the Smithville Chamber of Commerce to attract new employers who pay above average wages in the County. To this end, create an automotive-specific labor market profile to assist in recruiting Tesla suppliers to Bastrop County.

BLANCO COUNTY

This Blanco County plan is part of the Workforce Solutions Rural Capital Area (WSRCA) regional strategic planning effort to enhance workforce development, employment, and training in the WSRCA service area. In addition to a regional plan, this effort includes individual plans for the nine WSRCA counties to better leverage the resources and opportunities in each County.

SWOT ANALYSIS

The following strengths, weaknesses, opportunities, and threats (SWOT) analysis is the summary of input from the workshops, surveys, and interviews conducted as part of the strategic planning process as well as key findings from labor market data.

STRENGTHS

- Employment recovered quickly after the COVID-19–related economic shutdown
- Population 25+ years old without a high school diploma one of the lowest in the rural capital area (RCA) region
- Even before the COVID-19 pandemic, had a high percentage of remote workers
- Low poverty rate
- Library takes an active role in soft-skill training
- Blanco County working on a workforce housing project

WEAKNESSES

- Half the adult population is 55+ years old
- Few childcare centers, especially outside of Johnson City
- Lack of affordable and workforce housing options is pushing workers out
- Rental houses are expensive, and there are few available
- Lack of broadband in more rural areas
- Lack of postsecondary training in the County
- Retailers and restaurants having trouble finding employees
- Lack of quality jobs with higher wages
- Shortage of workers with technical skills needed

OPPORTUNITIES

- Attract more remote workers, particularly those with family in the County
- Grow online business and adapt how business done in the COVID-19 economy
- Identifying training gaps and bringing training programs to the County
- Support for small businesses, as most businesses have fewer than 20 workers

THREATS

- Dependence on wineries and tourism during the COVID-19 pandemic
- People leave the County for postsecondary training and don't come back
- Rising cost of living

STRATEGIC PLAN

Based on this input and analysis, the following strategies were identified for Blanco County in alignment with the Workforce Solutions Rural Capital Area (WSRCA) overall regional workforce strategy. These strategies will guide the work of WSRCA in Blanco County through a strong partnership with elected officials and public servants, economic development organizations, chambers of commerce, school districts, and community-based organizations.

GOAL 1. COLLABORATE ON SOLUTIONS FOR STRUCTURAL BARRIERS
Strengthen the awareness of structural barriers and encourage more collaboration to address large-scale, workforce-related challenges.

1.1.   Convene stakeholders in Blanco County to gauge interest in joining the Community Matters Coalition, identify a community champion(s) to spearhead the initiative in the County, and prioritize which coalition to launch first. Housing and childcare were two issues that emerged as top priorities in input sessions.

1.2.   Work with the Blanco County Community Resource Center to engage and grow its existing volunteer base to support the work of the Community Matters Coalition.

1.3.   Help engage employers in the Community Matters Coalition as volunteers and potential funders, especially in those initiatives that represent significant barriers to workers and jobseekers in Blanco County.

GOAL 2. ENHANCE THE REGION'S EMPLOYER-LED AND DEMAND-DRIVEN WORKFORCE SYSTEM
Infuse industry input and engagement throughout the workforce system to strengthen feedback loops among employers, education and training providers, and jobseekers.

2.1.   Coordinate with the Blanco County Economic Development Committee, once it is in place, to identify areas of alignment with the Blanco County Transportation and Economic Development Plan.

2.2.   Strengthen partnerships and participation with business organizations in Blanco County, including the Johnson City Chamber of Commerce, the Blanco Chamber of Commerce, and the Hill Country Builders Association.

> **TOP INDUSTRY SECTORS**
> *TOP 5 LARGEST, 2019*
> - Construction
> - Government
> - Trade, Transportation, and Utilities
> - Professional and Business Services
> - Leisure and Hospitality

2.3.   Establish a Blanco County Workforce Alliance, together with the chambers of commerce, to create a formal platform for engaging Blanco County employers in the alignment of the regional workforce with employers' needs. To begin with, the Workforce Alliance can partner with Johnson City and Blanco ISDs to engage employers in an activity, such as a youth career fair targeted toward students who plan to go directly into the workforce after graduation. A second step could be to identify major training gaps in the County, partnering with a training provider, and recruiting participants to enroll and complete these high-demand courses.

2.4.   Distribute Blanco County's workforce profile to economic and workforce development stakeholders to keep them informed of the state of the County's labor market and its highest-demand occupations.

2.5.   Customize Career Lattice system for Blanco County's common entry points for workers. These could include fast food and counter workers, cashiers, retail salespersons, and farmworkers and laborers. Construction laborers are also a high-demand job in Blanco County that a Career Lattice has already been developed for.

GOAL 3. CREATE PATHWAYS TO SELF-SUFFICIENT EMPLOYMENT AND CAREER ADVANCEMENT
Establish and strengthen well-defined pathways to help guide jobseekers into high-demand career opportunities that provide family-supporting wages and opportunities for advancement.

3.1. Work with Blanco County school districts—Johnson City and Blanco—to ensure their endorsements and career and technology programs are linked with and aligned to the high-demand careers that exist in the County. These could include pathways in the transportation, business, architecture and construction, and education career clusters.

3.2. Organize and implement events and activities, in partnership with employers and business organizations, to raise awareness of career opportunities in the County and connect with potential workers.

3.3. Partner with the chambers of commerce and employers to establish a scholarship fund that would provide financial support for students who enroll in training programs related to high-demand careers in Blanco County. Consider linking this program with training-related internships at Blanco County–based employers.

3.4. Strengthen and support the network of resources to support small businesses and entrepreneurs in the County, including workshops at the chambers of commerce, the Service Corps of Retired Executives (SCORE), the US Small Business Administration Small Business Development Center (SBDC), local banks, and nonprofits, such as Business and Community Lenders (BCL), LiftFund, and PeopleFund. This could possibly be an additional offering at the Blanco County Community Resource Center and/or online.

3.5. Advocate for the establishment of a formal Countywide economic development partnership or alliance that will be charged with promoting economic prosperity across Blanco County.

BURNET COUNTY

This Burnet County plan is part of the Workforce Solutions Rural Capital Area (WSRCA) regional strategic planning effort to enhance workforce development, employment, and training in the WSRCA service area. In addition to a regional plan, this effort includes individual plans for the nine WSRCA counties to better leverage the resources and opportunities in each County.

SWOT ANALYSIS

The following strengths, weaknesses, opportunities, and threats (SWOT) analysis is the summary of input from the workshops, surveys, and interviews conducted as part of the strategic planning process as well as key findings from labor market data.

STRENGTHS

- Fairly quick recovery of unemployment rate during the COVID-19 pandemic
- Higher percentage of workers working remotely even before the COVID-19 pandemic
- Successful execution of high-demand training grants to train for skilled trades, medical assistant, bookkeeper
- Highland Lakes Crisis Network activated and responded effectively during the COVID-19 pandemic

WEAKNESSES

- Significant and persistent contraction of labor force during the COVID-19 shutdown
- Low labor force participation rate (58%)
- Almost half of the adult population is 55+ years old
- Shortage of workers with technical and soft skills that they need
- Lack of high-wage employment opportunities
- Shortage of quality, affordable childcare
- Housing is expensive

OPPORTUNITIES

- Leverage Workforce Network model for high-demand job training and alignment with Burnet County employers
- More training programs for adult learners
- Attract more remote workers
- Build workforce housing

THREATS

- Increase in cost of living as people are moving to Highland Lakes
- Dependence on hospitality sector
- Reliability of internet/broadband
- Difficulty finding and retaining workers in lower-wage occupations—housekeeping, food service, maintenance
- Lack of public transit options for working population

STRATEGIC PLAN

Based on this input and analysis, the following strategies were identified for Burnet County in alignment with the Workforce Solutions Rural Capital Area (WSRCA) overall regional workforce strategy. These strategies will guide the work of WSRCA in Burnet County through a strong partnership with elected officials and public servants, economic development organizations, chambers of commerce, school districts, and community-based organizations.

GOAL 1. COLLABORATE ON SOLUTIONS FOR STRUCTURAL BARRIERS
Strengthen the awareness of structural barriers and encourage more collaboration to address large-scale, workforce-related challenges.

1.1. Convene stakeholders in Burnet County to gauge interest in joining the Community Matters Coalition, identify a community champion(s) to spearhead the initiative in the County, and prioritize which coalition to launch first. Housing and childcare were two issues that emerged as top priorities in input sessions.

1.2. Work with the Burnet County Community Resource Center and Opportunities for Williamson and Burnet Counties to engage and grow their existing volunteer bases to support the work of the Community Matters Coalition.

1.3. Help engage employers in the Community Matters Coalition as volunteers and potential funders, especially in those initiatives that represent significant barriers to workers and jobseekers in Burnet County.

GOAL 2. ENHANCE THE REGION'S EMPLOYER-LED AND DEMAND-DRIVEN WORKFORCE SYSTEM
Infuse industry input and engagement throughout the workforce system to strengthen feedback loops among employers, education and training providers, and jobseekers.

2.1. Convene the Marble Falls Economic Development Corporation (EDC), Burnet Economic Development Corporation, and potentially the Bertram Economic Development Corporation as well as the Marble Falls/Lake LBJ Chamber of Commerce, Burnet Chamber of Commerce, and the Hill Country Builders Association to collaborate on workforce initiatives, develop a database of employers, and expand the work of the Workforce Network.

> **TOP INDUSTRY SECTORS**
> *TOP 5 LARGEST, 2019*
> - Trade, Transportation, and Utilities (includes Retail)
> - Government
> - Health Services and Private Education
> - Leisure and Hospitality
> - Construction

2.2. Encourage these partners to launch a workforce and education committee (or business education roundtable), either Countywide or by subregion, to serve as a forum for business engagement in the workforce system.

2.3. Help raise awareness of opportunities for Burnet County employers to participate in the workforce and education committee to identify/articulate their joint training needs, serve in advisory roles for CTE programs, and participate in other career awareness and readiness.

2.4. Distribute Burnet County's workforce profile and make presentations on labor market conditions and trends in the County to the above partners and other essential stakeholders, such as school districts and interested community organizations.

2.5. Customize a list of Career Lattice systems that apply to Burnet County, including occupations such as construction laborers, home health and personal care aides, secretaries and administrative assistants, and childcare workers. Consider developing new Career Lattices based on other entry-level jobs that are

common entry points for workers in Burnet County, including occupations in food services, retail, and building grounds and maintenance. These could include fast food and counter workers, cashiers, retail salespersons, office clerks, janitors and cleaners, and other low-wage workers.

GOAL 3. CREATE PATHWAYS TO SELF-SUFFICIENT EMPLOYMENT AND CAREER ADVANCEMENT
Establish and strengthen well-defined pathways to help guide jobseekers into high-demand career opportunities that provide family-supporting wages and opportunities for advancement.

3.1. Work with Burnet County school districts—Marble Falls and Burnet—to ensure their endorsements and career and technology programs are linked with and aligned to the high-demand careers that exist in the County. These could include pathways in the business, health science, construction, education, and hospitality career clusters.

3.2. Partner with school districts to recruit Burnet County employers to their business advisory committees, review curricula as needed, and serve as resources for students doing their practicums. Explore the possibility of centralizing this for programs that are offered in more than one of the school districts.

3.3. Continue to work with the Marble Falls EDC and Workforce Network to identify training needs and bring adult education programs for high-demand careers to the County.

3.4. In partnership with Burnet County stakeholders, plan and execute career awareness and readiness activities, expanding existing events, such as the Marble Falls High School partnership with the Rotary Club for Career Day.

3.5. Partner with the chambers of commerce and employers to establish a scholarship fund that would provide financial support for students who enroll in training programs related to high-demand careers in Burnet County. Consider linking this program with training-related internships at Burnet County–based employers.

3.6. Continue to work with the Halbert Unit Second Chance Program to identify training and employment opportunities for the inmates. Partner with Vocational Rehabilitation Services to match inmates with needed services.

3.7. Work with the economic development corporations and chambers of commerce to identify opportunities to assist businesses in developing and expanding in Burnet County.

CALDWELL COUNTY

This Caldwell County plan is part of the Workforce Solutions Rural Capital Area (WSRCA) regional strategic planning effort to enhance workforce development, employment, and training in the WSRCA service area. In addition to a regional plan, this effort includes individual plans for the nine WSRCA counties to better leverage the resources and opportunities in each County.

SWOT ANALYSIS

The following strengths, weaknesses, opportunities, and threats (SWOT) analysis is the summary of input from the workshops, surveys, and interviews conducted as part of the strategic planning process as well as key findings from labor market data.

STRENGTHS

- Sales tax revenues remained strong through the COVID-19 pandemic
- Lockhart ISD's broadband response and initiative during the COVID-19 pandemic
- Resilience/ability to adapt as demonstrated by small businesses and how they adjusted to the COVID-19 pandemic

WEAKNESSES

- Unemployment rate slower to recover than other RCA counties
- Labor force participation rate (pre-COVID-19) is low—57.5%
- Median hourly wage lower than the Austin Metro and Texas
- Highest poverty rate in the RCA region—17.7%
- Highest share of adults without a high school diploma—20.1%
- High rate of youth disconnection—18.7%
- Shortage of workers with technical and soft skills

OPPORTUNITIES

- Remote work and technology-driven job creation opportunities (e.g., call centers)
- Housing for Tesla employees
- More training programs aimed at adult learners
- Better career awareness to help students choose relevant CTE programs or other relevant training programs
- Support for small business and entrepreneurship

THREATS

- Small business closures due to the COVID-19 pandemic, especially with owners who are close to retirement age
- Loss of young college-educated residents in search of better economic opportunity

STRATEGIC PLAN

Based on this input and analysis, the following strategies were identified for Caldwell County in alignment with the Workforce Solutions Rural Capital Area (WSRCA) overall regional workforce strategy. These strategies will guide the work of WSRCA in Caldwell County through a strong partnership with elected officials and public servants, economic development organizations, chambers of commerce, school districts, and community-based organizations.

GOAL 1. COLLABORATE ON SOLUTIONS FOR STRUCTURAL BARRIERS
Strengthen the awareness of structural barriers and encourage more collaboration to address large-scale, workforce-related challenges.

1.1. In partnership with the St. David's Foundation rural initiative, convene stakeholders in Caldwell County to gauge interest in joining the Community Matters Coalition, identify a community champion(s) to spearhead the initiative in the County, and prioritize which coalition to launch first. Workforce housing, broadband (building off the Lockhart ISD broadband project), and disconnected youth were three issues that emerged as top priorities in input sessions.

1.2. Help engage employers and other community members in the Community Matters Coalition as volunteers and potential funders, especially in those initiatives that represent significant barriers to workers and jobseekers in Caldwell County.

GOAL 2. ENHANCE THE REGION'S EMPLOYER-LED AND DEMAND-DRIVEN WORKFORCE SYSTEM
Infuse industry input and engagement throughout the workforce system to strengthen feedback loops among employers, education and training providers, and jobseekers.

2.1. Strengthen partnerships and participation with business organizations in Caldwell County, including the Lockhart Economic Development Corporation (Lockhart EDC), the Lockhart Chamber of Commerce, the Luling Economic Development Corporation (Luling EDC), the Luling Chamber of Commerce, the Greater Caldwell County Hispanic Chamber of Commerce, and the Greater San Marcos Partnership.

2.2. Encourage these partners to launch a workforce and education committee, either Countywide or in subregions, to serve as a forum for business engagement in the workforce system.

2.3. Raise awareness of opportunities for Caldwell County employers to participate in the workforce and education committee to identify/articulate their joint training needs, serve in advisory roles for CTE programs, and participate in other career awareness and readiness activities.

TARGET INDUSTRIES
(LOCKHART EDC)
- Auto Parts, Metal and Electronic Manufacturing
- Food and Beverage Processing
- Logistics and Distribution
- Pharmaceutical, Medical Supplies and Medical Device Manufacturing

TOP INDUSTRY SECTORS
TOP 5 LARGEST, 2019
- Trade, Transportation, and Utilities (includes Retail)
- Government
- Health Services and Private Education
- Leisure and Hospitality
- Manufacturing

2.4. Distribute Caldwell County's workforce profile and make presentations on labor market conditions and trends in Caldwell County to the above partners and other essential stakeholders, such as school districts and interested community organizations.

2.5. Collaborate with the Northern Caldwell County Coalition on its quarterly meetings to provide labor market data and information on workforce development initiatives and opportunities in the area.

2.6. Customize a list of Career Lattice systems that apply to Caldwell County, including occupations such as construction laborers, home health and personal care aides, and childcare workers. Consider developing new Career Lattices based on other entry-level jobs that are common entry points for workers in Caldwell County, including occupations in food services, retail, and building grounds and maintenance. These could include fast food and counter workers, cashiers, retail salespersons, waitstaff, janitors and cleaners, and other low-wage workers.

GOAL 3. CREATE PATHWAYS TO SELF-SUFFICIENT EMPLOYMENT AND CAREER ADVANCEMENT

Establish and strengthen well-defined pathways to help guide jobseekers into high-demand career opportunities that provide family-supporting wages and opportunities for advancement.

3.1. Work with Caldwell County school districts—Lockhart, Luling, and Prairie Lea—to ensure their endorsements and career and technology programs are linked with and aligned to the high-demand careers that exist in the County. These could include pathways in the education, transportation, health science, and architecture and construction career clusters.

3.2. Partner with the school districts to recruit Caldwell County employers to serve on their business advisory committees, to review curricula as needed, and to participate in career awareness and connections activities, such as teacher externships, internships, and other work-based learning opportunities. Explore the possibility of centralizing the input for programs that are offered in more than one of the school districts.

3.3. Assist the workforce and education committee in organizing youth career and hiring events with the school districts to ensure that high school graduates going directly into the workforce are aware of careers in the area and have opportunities to connect with local employers.

3.4. Partner with the chambers of commerce and employers to establish a scholarship fund that would provide financial support for students who enroll in training programs related to high-demand careers in Caldwell County. Consider linking this program with training-related internships at Caldwell County–based employers.

3.5. Expand opportunities for adult basic education and job training through partnerships with Adult Education and Literacy, Community Action, Inc. of Central Texas, Austin Community College, the school districts, and other relevant community-based organizations.

3.6. Collaborate with the Lockhart Correctional Facility on second chance hiring and employment training.

3.7. Create a working group of stakeholders focused on re-engaging disconnected youth in Caldwell County— this could be a subcommittee of the Untapped Populations Committee at WSRCA or a subcommittee of the Austin Opportunity Youth Collaborative (or a combination of both).

3.8. Coordinate with the Lockhart and Luling EDCs to secure funding to support training for high-demand occupations targeted at adults looking to transition to higher opportunity careers as well as disconnected youth by applying a model similar to Workforce Network in Burnet and Llano Counties.

3.9. Support the Lockhart EDC in evaluating opportunities to attract Tesla employees and suppliers to the County.

FAYETTE COUNTY

This Fayette County plan is part of the Workforce Solutions Rural Capital Area (WSRCA) regional strategic planning effort to enhance workforce development, employment, and training in the WSRCA service area. In addition to a regional plan, this effort includes individual plans for the nine WSRCA counties to better leverage the resources and opportunities in each County.

SWOT ANALYSIS

The following strengths, weaknesses, opportunities, and threats (SWOT) analysis is the summary of input from the workshops, surveys, and interviews conducted as part of the strategic planning process as well as key findings from labor market data.

STRENGTHS

- Swift recovery of unemployment rate during the COVID-19 pandemic
- Low poverty rate
- Refurb The Burg initiative to promote revitalization and community improvement in Schulenburg
- Higher education presence in Schulenburg with Blinn College campus
- La Grange Economic Development Corporation (LEDC) dual credit scholarship program

WEAKNESSES

- Significant and persistent contraction of labor force during the COVID-19 shutdown
- Labor force participation rate (pre-COVID-19) is low—55.6%
- Median hourly wage lower than the Austin Metro and Texas
- Relatively high percentage of the adult population without a high school diploma
- High retirement exposure—almost half of the adult population is 55+ years old
- Broadband access

OPPORTUNITIES

- Additional postsecondary training in La Grange
- More training programs aimed at adult learners
- Better career awareness to help students choose relevant CTE programs or other relevant training programs
- Development of additional housing, such as the second floors of historic buildings (LEDC Second Floor Development Grant)
- Support and strengthen small businesses

THREATS

- Many workers commute to other counties for work
- Older small business owners without successors

STRATEGIC PLAN

Based on this input and analysis, the following strategies were identified for Fayette County in alignment with the Workforce Solutions Rural Capital Area (WSRCA) overall regional workforce strategy. These strategies will guide the work of WSRCA in Fayette County through a strong partnership with elected officials and public servants, economic development organizations, chambers of commerce, school districts, and community-based organizations.

GOAL 1. COLLABORATE ON SOLUTIONS FOR STRUCTURAL BARRIERS
Strengthen the awareness of structural barriers and encourage more collaboration to address large-scale, workforce-related challenges.

1.1. Convene stakeholders in Fayette County to gauge interest in joining the Community Matters Coalition, identify a community champion(s) to spearhead the initiative in the County, and prioritize which coalition to launch first. Broadband and adult education were two issues that emerged as top priorities in input sessions.

1.2. Help engage employers in the Community Matters Coalition as volunteers and potential funders, especially in those initiatives that represent significant barriers to workers and jobseekers in Fayette County.

GOAL 2. ENHANCE THE REGION'S EMPLOYER-LED AND DEMAND-DRIVEN WORKFORCE SYSTEM
Infuse industry input and engagement throughout the workforce system to strengthen feedback loops among employers, education and training providers, and jobseekers.

2.1. Strengthen partnerships and participation with business organizations in Fayette County, including the Schulenburg Economic Development Corporation, the La Grange Economic Development Corporation, the Fayetteville Economic Development Corporation, the Round Top Economic Development Corporation, the Schulenburg Chamber of Commerce, the La Grange Chamber of Commerce, the Fayetteville Chamber of Commerce, and the Round Top Chamber of Commerce.

2.2. Encourage these partners to launch a workforce and education committee, either Countywide or in subregions, to serve as a forum for business engagement in the workforce system.

> **TARGET INDUSTRIES**
> *(LA GRANGE COMPREHENSIVE PLAN)*
> - Cottage industries
> - Small-scale manufacturing
> - Technology businesses
>
> **TOP INDUSTRY SECTORS**
> *TOP 5 LARGEST, 2019*
> - Trade, Transportation, and Utilities (includes Retail)
> - Government
> - Leisure and Hospitality
> - Health Services and Private Education
> - Manufacturing

2.3. Raise awareness of opportunities for Fayette County employers to participate in the workforce and education committee to identify/articulate their joint training needs, serve in advisory roles for CTE programs, and participate in other career awareness and readiness activities.

2.4. Distribute Fayette County's workforce profile and make presentations on labor market conditions and trends in Fayette County to the above partners and other essential stakeholders, such as school districts and interested community organizations.

2.5. Customize a list of Career Lattice systems that apply to Fayette County, including occupations such as construction laborers, home health and personal care aides, and childcare workers. Consider developing

new Career Lattices based on other entry-level jobs that are common entry points for workers in Fayette County, including occupations in food services, retail, and building grounds and maintenance. These could include fast food and counter workers, cashiers, retail salespersons, waitstaff, janitors and cleaners, and other low-wage workers.

GOAL 3. CREATE PATHWAYS TO SELF-SUFFICIENT EMPLOYMENT AND CAREER ADVANCEMENT

Establish and strengthen well-defined pathways to help guide jobseekers into high-demand career opportunities that provide family-supporting wages and opportunities for advancement.

3.1. Work with Fayette County school districts—Flatonia, La Grange, Round Top-Carmine, Schulenburg—to ensure their endorsements and career and technology programs are linked with and aligned to the high-demand careers that exist in the County. These could include pathways in the transportation, business, health science, architecture and construction, and education career clusters.

3.2. Partner with school districts to recruit Fayette County employers to their business advisory committees, review curricula as needed. Explore the possibility of centralizing input for programs that are offered in more than one of the school districts.

3.3. Assist the workforce and education committee in organizing youth career and hiring events with the school districts to ensure that high school graduates going directly into the workforce are aware of careers in the area and have opportunities to connect with local employers.

3.4. Continue to work with Blinn College in Schulenburg to ensure that course offerings align with training needs of area employers. For example, heavy trucking driving (commercial driver's license/CDL), bookkeeping, nursing assistant, and automotive service technicians are high-demand occupations in Fayette County, and corresponding programs could potentially be offered in Schulenburg.

3.5. Expand opportunities for adult basic education and job training through partnerships with Adult Education and Literacy, Blinn College, the school districts, and other relevant community-based organizations.

3.6. Strengthen and support the network of resources to support small businesses and entrepreneurs in the County, including workshops at the chambers of commerce, SCORE, the SBDC, local banks, and nonprofits such as BCL, LiftFund, and PeopleFund.

HAYS COUNTY

This Hays County plan is part of the Workforce Solutions Rural Capital Area (WSRCA) regional strategic planning effort to enhance workforce development, employment, and training in the WSRCA service area. In addition to a regional plan, this effort includes individual plans for the nine WSRCA counties to better leverage the resources and opportunities in each County.

SWOT ANALYSIS

The following strengths, weaknesses, opportunities, and threats (SWOT) analysis is the summary of input from the workshops, surveys, and interviews conducted as part of the strategic planning process as well as key findings from labor market data.

STRENGTHS

- Home of Texas State University
- Relatively high labor force participation, particularly for the RCA region
- Relatively high educational attainment among working-age population
- Younger population and low retirement exposure
- Innovative partnership between City of San Marcos and Texas State University to expand public transit options
- Hays Consolidated Independent School District (CISD) new career and technical education (CTE) facility
- Program to connect students going directly into the workforce with manufacturers who are hiring (Kyle and Buda, expanding to San Marcos)
- Location between San Antonio and Austin Metros

WEAKNESSES

- Unemployment slower to recover during the COVID-19 pandemic
- Median hourly wages lower than the Austin metropolitan statistical area (MSA) and Texas median
- Second highest poverty rate in RCA region
- Broadband access in some of the more rural settings is low
- Shortage of childcare capacity

OPPORTUNITIES

- Increase career awareness among future workers and jobseekers
- Attracting/developing more high-wage, high-skill jobs
- Strengthening partnership with Texas State University, Austin Community College (ACC), and Gary Job Corps

THREATS

- Housing affordability relative to wages in the County
- Dependence on tourism and events on northwestern side of County (Dripping Springs)
- Retention of college-educated residents and recent graduates

STRATEGIC PLAN

Based on this input and analysis, the following strategies were identified for Hays County in alignment with the Workforce Solutions Rural Capital Area (WSRCA) overall regional workforce strategy. These strategies will guide the work of WSRCA in Hays County through a strong partnership with elected officials and public servants, economic development organizations, chambers of commerce, school districts, and community-based organizations.

GOAL 1. COLLABORATE ON SOLUTIONS FOR STRUCTURAL BARRIERS
Strengthen the awareness of structural barriers and encourage more collaboration to address large-scale, workforce-related challenges.

1.1. Convene stakeholders in Hays County to gauge interest in joining the Community Matters Coalition, identify a community champion(s) to spearhead the initiative in the County, and prioritize which coalition to launch first. Housing and childcare were two issues that emerged as top priorities in input sessions.

1.2. Help engage employers in the Community Matters Coalition as volunteers and potential funders, especially in those initiatives that represent significant barriers to workers and jobseekers in Hays County.

GOAL 2. ENHANCE THE REGION'S EMPLOYER-LED AND DEMAND-DRIVEN WORKFORCE SYSTEM
Infuse industry input and engagement throughout the workforce system to strengthen feedback loops among employers, education and training providers, and jobseekers.

2.1. Strengthen partnerships and participation with business organizations in Hays County, including the Greater San Marcos Partnership (GSMP), the Buda Economic Development Corporation (EDC), the Kyle Economic Development (ED), the San Marcos Area Chamber of Commerce, the Dripping Springs Chamber of Commerce, the Kyle Area Chamber of Commerce, the Buda Area Chamber of Commerce, and the Wimberley Valley Chamber of Commerce.

2.2. Support these partners in expanding their existing workforce initiatives or launching a new Countywide initiative to create a forum for business engagement in the workforce system.

2.3. Help raise awareness of opportunities for Hays County employers to participate in the workforce initiatives to identify/articulate their joint training needs, serve in advisory roles for CTE programs, and participate in other career awareness and readiness.

2.4. Work with the Greater San Marcos Manufacturers Association and the GSMP to engage area manufacturers in the workforce system and strengthen the area's talent pipeline to support manufacturing. Encourage collaboration with the

TARGET INDUSTRIES
ECONOMIC DEVELOPMENT ORGANIZATIONS

	GSMP	KYLE ED	BUDA EDC
Aerospace, Aviation, Security, & Defense	●		
Advanced Manufacturing		●	
Materials Science	●		
Food and Beverage			●
Medical and Life Sciences	●	●	●
Professional/Business Serv. & Support	●	●	●
Information Technology	●		●
Regional Distribution	●	●	
Destination Attractions & Recreation	●	●	
Retail, Tourism, Hospitality			●

TOP INDUSTRY SECTORS
TOP 5 LARGEST, 2019

- Trade, Transportation, and Utilities (includes Retail)
- Government
- Leisure and Hospitality
- Health Services and Private Education
- Professional and Business Services

Austin Regional Manufacturers Association and the Georgetown Manufacturers Alliance to ensure regional alignment.

2.5.   Distribute Hays County's workforce profile and make presentations on labor market conditions and trends in Hays County to the above partners and other essential stakeholders, such as school districts and interested community organizations.

2.6.   Customize a list of Career Lattice systems that apply to Hays County, including occupations such as construction laborers, home health and personal care aides, and childcare workers. Consider developing new Career Lattices based on other entry-level jobs that are common entry points for workers in Hays County, including occupations in food services, retail, transportation, and material moving, and building grounds and maintenance. These could include fast food and counter workers, cashiers, retail salespersons, laborers and material movers, stockers and order fillers, janitors and cleaners, and other low-wage workers.

GOAL 3. CREATE PATHWAYS TO SELF-SUFFICIENT EMPLOYMENT AND CAREER ADVANCEMENT
Establish and strengthen well-defined pathways to help guide jobseekers into high-demand career opportunities that provide family-supporting wages and opportunities for advancement.

3.1.   Work with Hays County school districts—Dripping Springs ISD, Hays CISD, San Marcos CISD, Wimberley ISD—to ensure their endorsements and career and technology programs are linked with and aligned to the high-demand careers that exist in the County. These could include pathways in the transportation, business, health science, construction, education, and information technology career clusters.

3.2.   Partner with school districts, Texas State University, Gary Job Corps Center, and ACC to recruit Hays County employers to their business advisory committees, review curricula as needed, and serve as resources for students. Explore the possibility of centralizing input for programs that are offered in more than one of the school districts and ensuring seamless transitions between institutions for students pursuing higher education.

3.3.   Expand the existing partnership among Hays CISD, the Kyle ED, and the Buda EDC that focuses on students planning to go directly into the workforce to provide them with soft skills training, career exploration opportunities, and connections with local employers.

3.4.   Continue to collaborate with the Hays County Juvenile Services to improve career readiness and employment prospects for adjudicated youth.

3.5.   Support the Hays County economic development organizations (EDOs) in attracting higher-wage industries to the County and creating higher opportunity jobs.

3.6.   Partner with Amazon Career Choice to ensure the training programs it is funding are well-aligned with the Hays County labor market and to help connect Amazon associates who participate in the program in Hays County with regional employers who might be interested in hiring them (or help regional employers connect with Amazon Career Choice).

LEE COUNTY

This Lee County plan is part of the Workforce Solutions Rural Capital Area (WSRCA) regional strategic planning effort to enhance workforce development, employment, and training in the WSRCA service area. In addition to a regional plan, this effort includes individual plans for the nine WSRCA counties to better leverage the resources and opportunities in each County.

SWOT ANALYSIS

The following strengths, weaknesses, opportunities, and threats (SWOT) analysis is the summary of input from the workshops, surveys, and interviews conducted as part of the strategic planning process as well as key findings from labor market data.

STRENGTHS

- Swift recovery of unemployment rate during the COVID-19 pandemic
- Relatively high labor force participation rate for the RCA region
- High median hourly wage
- Opportunity Zone in Giddings, also qualified for the federal New Market Tax Credit program
- Successful summer internship program
- Career fairs and financial literacy training in junior high— partnership with AgriLife, school district, chamber, and the Giddings EDC
- Scholarships to fund students' pursuit of college degree

WEAKNESSES

- High poverty rate (14.2%)
- Higher retirement exposure (41.0%)
- Fairly high percentage of adults without a high school diploma
- Lack of housing
- Shortage of technical and soft skills
- Few high-wage opportunities
- Not enough affordable, quality childcare
- Youth disconnection is perceived to be high
- Substance abuse hampers people's ability to get and keep a job

OPPORTUNITIES

- Supporting small businesses and entrepreneurs
- Providing additional training for skilled trades related to construction and oil and gas
- Coordination with CTE programs to encourage growth of skilled trades training
- Remote work
- Additional apprenticeship training
- Further extension of fiber network(s) to improve broadband access
- Improved connections between local employers and students who plan to go directly into the workforce

THREATS

- Loss of college graduates to other communities with higher opportunities
- Cannot attract new businesses if do not have any housing for employees

STRATEGIC PLAN

Based on this input and analysis, the following strategies were identified for Lee County in alignment with the Workforce Solutions Rural Capital Area (WSRCA) overall regional workforce strategy. These strategies will guide the work of WSRCA in Lee County through a strong partnership with elected officials and public servants, economic development organizations, chambers of commerce, school districts, and community-based organizations.

GOAL 1. COLLABORATE ON SOLUTIONS FOR STRUCTURAL BARRIERS
Strengthen the awareness of structural barriers and encourage more collaboration to address large-scale, workforce-related challenges.

1.1.   Convene stakeholders in Lee County to gauge interest in joining the Community Matters Coalition, identify a community champion(s) to spearhead the initiative in the County, and prioritize which coalition to launch first. Housing, childcare, and youth disconnection were three issues that emerged as top priorities in input sessions.

1.2.   Help engage employers in the Community Matters Coalition as volunteers and potential funders, especially in those initiatives that represent significant barriers to workers and jobseekers in Lee County.

GOAL 2. ENHANCE THE REGION'S EMPLOYER-LED AND DEMAND-DRIVEN WORKFORCE SYSTEM
Infuse industry input and engagement throughout the workforce system to strengthen feedback loops among employers, education and training providers, and jobseekers.

2.1.   Strengthen partnerships and participation with business organizations in Lee County, including the Giddings Economic Development Corporation (GEDC), the Lexington Economic Development Corporation, and the Giddings Chamber of Commerce.

2.2.   Encourage the GEDC and other Lee County stakeholders to establish a workforce and education committee, either Countywide or in subregions, to serve as a forum for business engagement in the workforce system.

TOP INDUSTRY SECTORS
TOP 5 LARGEST, 2019
- Construction
- Government
- Trade, Transportation, and Utilities (includes Retail)
- Natural Resource and Mining
- Manufacturing

2.3.   Raise awareness of opportunities for Lee County employers to participate in the workforce and education committee to identify/articulate their joint training needs, serve in advisory roles for CTE programs, and participate in other career awareness and readiness activities.

2.4.   Distribute Lee County's workforce profile and make presentations on labor market conditions and trends in Lee County to the above partners and other essential stakeholders, such as school districts and interested community organizations.

2.5.   Consider developing new Career Lattice system based on other entry-level jobs that are common entry points for workers in Lee County, including occupations in mining/extraction, agriculture, retail, and building grounds and maintenance. These could include farmworkers, fast food and counter workers, cashiers, retail salespersons, janitors and cleaners, and other low-wage workers.

GOAL 3. CREATE PATHWAYS TO SELF-SUFFICIENT EMPLOYMENT AND CAREER ADVANCEMENT

Establish and strengthen well-defined pathways to help guide jobseekers into high-demand career opportunities that provide family-supporting wages and opportunities for advancement.

3.1. Work with Lee County school districts—Dime Box, Giddings, and Lexington—to ensure their endorsements and career and technology programs are linked with and aligned to the high-demand careers that exist in the County. These could include pathways in the architecture and construction, agriculture, transportation, and energy career clusters.

3.2. Partner with school districts to recruit Lee County employers to serve on their business advisory committees, to review curricula as needed, and to participate in career awareness and connections activities, such as teacher externships, internships, and other work-based learning opportunities. Explore the possibility of centralizing input for programs that are offered in more than one of the school districts.

3.3. Continue to partner with the school districts, the Giddings Chamber of Commerce, and the Giddings Public Library on youth-oriented career fairs and hiring events. Expand these events to include other parts of the County and more career exploration events as well as work-based learning activities to ensure that high school students going directly into the workforce are career ready and well connected with regional employers.

3.4. Partner with the chambers of commerce and other employers to establish a scholarship fund that would provide financial support for students who enroll in training programs related to high-demand careers in Lee County. Consider linking this program with training-related internships at Lee County–based employers.

3.5. Continue to partner with GEDC to fund critical training needs for Lee County employers, including small businesses.

3.6. Expand opportunities for adult basic education and job training through partnerships with Adult Education and Literacy, Blinn College, the school districts, and other relevant community-based organizations.

LLANO COUNTY

This Llano County plan is part of the Workforce Solutions Rural Capital Area (WSRCA) regional strategic planning effort to enhance workforce development, employment, and training in the WSRCA service area. In addition to a regional plan, this effort includes individual plans for the nine WSRCA counties to better leverage the resources and opportunities in each County.

SWOT ANALYSIS

The following strengths, weaknesses, opportunities, and threats (SWOT) analysis is the summary of input from the workshops, surveys, and interviews conducted as part of the strategic planning process as well as key findings from labor market data.

STRENGTHS

- Swift recovery of unemployment rate during the COVID-19 pandemic
- Small businesses (mom and pop) are the base of the economy

WEAKNESSES

- Extremely low labor force participation rate
- Lowest median hourly wage of all RCA counties ($14.89)
- Large share of the adult population without a high school diploma (16.1%)
- Large share of the adult population is 55+ years old (60.5%)
- Shortage of workers/applicants—the workforce is small
- Lack of technical and employability skills
- Broadband access—very little hardwired access
- Lack of high-wage opportunities
- Housing is expensive

OPPORTUNITIES

- Supporting small businesses and entrepreneurs
- Expand partnership with Workforce Network to increase training available to adults

THREATS

- Small business closures due to the COVID-19 pandemic/economic shutdown
- College-educated young people move to other areas to find better economic opportunity

STRATEGIC PLAN

Based on this input and analysis, the following strategies were identified for Llano County in alignment with the Workforce Solutions Rural Capital Area (WSRCA) overall regional workforce strategy. These strategies will guide the work of WSRCA in Llano County through a strong partnership with elected officials and public servants, economic development organizations, chambers of commerce, school districts, and community-based organizations.

GOAL 1. COLLABORATE ON SOLUTIONS FOR STRUCTURAL BARRIERS
Strengthen the awareness of structural barriers and encourage more collaboration to address large-scale, workforce-related challenges.

1.1.   Convene stakeholders in Llano County to gauge interest in joining the Community Matters Coalition, identify a community champion(s) to spearhead the initiative in the County, and prioritize which coalition to launch first. Housing and broadband were two issues that emerged as top priorities in input sessions.

1.2.   Work with the Llano County Community Resource Center to engage and grow its existing volunteer base to support the work of the Community Matters Coalition.

1.3.   Help engage employers in the Community Matters Coalition as volunteers and potential funders, especially in those initiatives that represent significant barriers to workers and jobseekers in Llano County.

GOAL 2. ENHANCE THE REGION'S EMPLOYER-LED AND DEMAND-DRIVEN WORKFORCE SYSTEM
Infuse industry input and engagement throughout the workforce system to strengthen feedback loops among employers, education and training providers, and jobseekers.

2.1.   Strengthen partnerships and participation with business organizations in Llano County, including the Llano Chamber of Commerce, the Llano Economic Development Corporation (Llano EDC), and the Hill Country Builders Association.

TOP INDUSTRY SECTORS
TOP 5 LARGEST, 2019
- Leisure and Hospitality
- Trade, Transportation, and Utilities (includes Retail)
- Government
- Construction
- Health Services and Private Education

2.2.   With the Llano Chamber and Workforce Network, establish a workforce and education committee to create a formal platform for engaging Llano County employers in the alignment of the regional workforce with employers' needs.

2.3.   Distribute Llano County's workforce profile to economic and workforce development stakeholders to keep them informed of the state of the County's labor market and its highest-demand occupations.

2.4.   Customize a list of Career Lattice systems that apply to Llano County, including occupations such as construction laborers, home health and personal care aides, and childcare workers. Consider developing new Career Lattices based on other entry-level jobs that are common entry points for workers in Llano County, including occupations in food services, hospitality, and building grounds and maintenance. These could include fast food and counter workers, cleaners and housekeepers, hotel/motel desk clerks, cashiers, waitstaff, and other low-wage workers.

GOAL 3. CREATE PATHWAYS TO SELF-SUFFICIENT EMPLOYMENT AND CAREER ADVANCEMENT

Establish and strengthen well-defined pathways to help guide jobseekers into high-demand career opportunities that provide family-supporting wages and opportunities for advancement.

3.1.   Work with Llano ISD to ensure their endorsements and career and technology programs are linked with and aligned to the high-demand careers that exist in the county. These could include pathways in the business, health science, construction, education, and hospitality career clusters.

3.2.   Partner with school district to recruit Llano County employers to serve on their business advisory committees, to review curricula, as needed, and to participate in career awareness and connections activities such as teacher externships, internships, and other work-based learning opportunities.

3.3.   Continue to work with the Llano EDC and Workforce Network to identify training needs and bring adult education programs for high-demand careers to the County.

3.4.   Expand opportunities for postsecondary education in the County through partnerships with Central Texas College and other eligible training providers to improve access to high-demand training in the County.

3.5.   Partner with the chambers of commerce and employers to establish a scholarship fund that would provide financial support for students who enroll in training programs related to high-demand careers in Llano County. Consider linking this program with training-related internships at Llano County–based employers.

3.6.   Strengthen and support the network of resources to support small businesses and entrepreneurs in the County, including workshops at the chambers of commerce, SCORE, the SBDC, local banks, and nonprofits such as BCL, LiftFund, and PeopleFund.

WILLIAMSON COUNTY

This Williamson County plan is part of the Workforce Solutions Rural Capital Area (WSRCA) regional strategic planning effort to enhance workforce development, employment, and training in the WSRCA service area. In addition to a regional plan, this effort includes individual plans for the nine WSRCA counties to better leverage the resources and opportunities in each County.

SWOT ANALYSIS

The following strengths, weaknesses, opportunities, and threats (SWOT) analysis is the summary of input from the workshops, surveys, and interviews conducted as part of the strategic planning process as well as key findings from labor market data.

STRENGTHS

- Unemployment rate and labor force recovered quickly after initial shutdown
- High labor force participation rate
- Highest median hourly wage of the RCA counties
- Very low poverty rate
- Extremely high educational attainment
- Cedar Park, Georgetown, Round Rock, Liberty Hill, and Leander all have active workforce initiatives through economic development organizations and chambers of commerce

WEAKNESSES

- Childcare businesses under stress due to COVID-19–related regulations
- Lack of public transportation in rural areas to get workers to jobs
- Lack of coordination between communities and school districts on workforce initiatives
- Cost of housing rising quickly
- Shortage of workers with the right technical and soft skills
- Shortage of affordable quality childcare

OPPORTUNITIES

- Reskilling and redeploying unemployed workers
- Coordinating with school districts to raise awareness about careers in the County
- Scale up successful workforce initiatives through greater coordination between organizations in the various communities
- Continue to expand virtual career fairs to improve access and attendance

THREATS

- Impact of the COVID-19 pandemic on small business community, especially childcare
- Not enough jobs that pay living wages

STRATEGIC PLAN

Based on this input and analysis, the following strategies were identified for Williamson County in alignment with the Workforce Solutions Rural Capital Area (WSRCA) overall regional workforce strategy. These strategies will guide the work of WSRCA in Williamson County through a strong partnership with elected officials and public servants, economic development organizations, chambers of commerce, school districts, and community-based organizations.

GOAL 1. COLLABORATE ON SOLUTIONS FOR STRUCTURAL BARRIERS
Strengthen the awareness of structural barriers and encourage more collaboration to address large-scale, workforce-related challenges.

1.1. Coordinate with the Healthy Williamson County initiative and the Eastern Williamson County Collaborative to identify areas of overlapping interest and opportunities to collaborate on issues that affect both health and workforce, including the social determinants of health and resiliency.

1.2. Work with the Williamson County Community Resource Center and Opportunities for Williamson and Burnet Counties to engage and grow their existing volunteer bases to support the work of the coalitions focused on workforce-related issues.

1.3. Help engage employers in the coalitions as volunteers and potential funders, especially in those initiatives that represent significant barriers to workers and jobseekers in Williamson County.

GOAL 2. ENHANCE THE REGION'S EMPLOYER-LED AND DEMAND-DRIVEN WORKFORCE SYSTEM
Infuse industry input and engagement throughout the workforce system to strengthen feedback loops among employers, education and training providers, and jobseekers.

2.1. Strengthen partnerships and participation with business organizations in Williamson County, including the Round Rock Chamber, the Round Rock Economic Development Partnership, the Georgetown Chamber of Commerce, the Cedar Park Chamber of Commerce, the Leander Chamber of Commerce, the Liberty Hill Chamber of Commerce, the Taylor Texas Chamber of Commerce, the Hutto Area Chamber of Commerce, the Jarrell Chamber of Commerce as well as the economic development corporations in Cedar Park, Liberty Hill, Georgetown, Jarrell, Hutto, Taylor, and Bartlett.

2.2. Help connect community-based workforce initiatives in Williamson County to identify opportunities for knowledge sharing, collaboration, and scaling up. These should include such initiatives as the Georgetown Manufacturers Alliance, Georgetown Workforce Development Alliance, and Round Rock Talent Development.

TARGET INDUSTRY SECTORS
ECONOMIC DEVELOPMENT ORGANIZATIONS

	ROUND ROCK	GEORGETOWN	CEDAR PARK
Advanced Manufacturing	●	●	●
Life Sciences and Healthcare	●	●	●
Professional and Financial Services	●	●	
Technology and Computing	●		●
Destination Retail		●	
Regional or National Headquarters			●
Defense and Aerospace			●
Clean Technology			●

TOP INDUSTRY SECTORS
TOP 5 LARGEST, 2019

- Trade, Transportation, and Utilities (includes Retail)
- Government
- Leisure and Hospitality
- Health Services and Private Education
- Professional and Business Services

2.3. Work with the Georgetown Manufacturers Alliance to engage area manufacturers in the workforce system and strengthen the area's talent pipeline to support manufacturing. Encourage collaboration with the Austin Regional Manufacturers Association and the Greater San Marcos Manufacturers Association to ensure regional alignment.

2.4. Explore the feasibility of creating an industry sector partnership for technology employers in the County or in the region. Coordinate with Workforce Solutions Capital Area and the Austin Technology Council to align efforts to engage this sector in the workforce system.

2.5. Distribute Williamson County's workforce profile and make presentations on labor market conditions and trends in Williamson County to the above partners and other essential stakeholders, such as school districts and interested community organizations.

2.6. Customize a list of Career Lattice systems that apply to Williamson County, including occupations such as construction laborers, home health and personal care aides, and childcare workers. Consider developing new Career Lattices based on other entry-level jobs that are common entry points for workers in Williamson County, including occupations in food services, retail, and building grounds and maintenance. These could include food services, retail, transportation, and material moving, and building grounds and maintenance. These could also include fast food and counter workers, cashiers, retail salespersons, laborers and material movers, stockers and order fillers, janitors and cleaners, and other low-wage workers.

2.7. Raise awareness of opportunities for Williamson County employers to participate in industry partnerships, advisory roles for CTE programs, and other career awareness and readiness activities.

GOAL 3. CREATE PATHWAYS TO SELF-SUFFICIENT EMPLOYMENT AND CAREER ADVANCEMENT

Establish and strengthen well-defined pathways to help guide jobseekers into high-demand career opportunities that provide family-supporting wages and opportunities for advancement.

3.1. Work with Williamson County school districts—Coupland, Florence, Georgetown, Granger, Hutto, Jarrell, Leander, Liberty Hill, Round Rock, Taylor, Thrall—to ensure their endorsements and career and technology programs are linked with and aligned to the high-demand careers that exist in the County. These could include business, transportation, education, information technology, construction, and health science.

3.2. Partner with school districts to recruit Williamson County employers to serve on their business advisory committees, to review curricula as needed, and to participate in career awareness and connections activities, such as teacher externships, internships, and other work-based learning opportunities. Explore the possibility of centralizing input for programs that are offered in more than one of the school districts.

3.3. In partnership with the Williamson County chambers and EDOs, plan and execute career awareness and connection activities/events, building and expanding upon existing initiatives, such as Manufacturing Day, youth career fairs, Taylor Trades Day Career Fair, the Round Rock Chamber Career Launch initiative, and the Leander ISD Career Opportunities on Location (COOL) Week.

3.4. Continue to work with Austin Community College Round Rock, Texas State Technical College, and Texas State University to expand course offerings related to high-demand careers in Williamson County and to strengthen connections with Williamson County employers. In addition, work to ensure seamless transitions between school districts and institutions for students pursuing higher education.

3.5. Support the Williamson County EDOs in attracting higher-wage industries to the County and creating higher opportunity jobs, particularly in the more rural areas.

APPENDICES

APPENDIX A. LABOR MARKET CHARACTERISTICS AND TRENDS

Workforce Solutions Rural Capital Area provides a comprehensive resource for labor market information through its Rural Capital Headlight data portal, which was consulted throughout this project. However, some additional data analysis was performed as it related to specific workforce trends or issues that emerged as important workforce issues. This data is presented on the pages that follow.

KEY FINDINGS

- The civilian labor forces of the Counties in the Rural Capital Area (RCA) region vary vastly, ranging from 322,474 in Williamson County to 6,612 in Blanco County. This is reflective of the County's geographic proximity to Austin (Travis County) and relative urbanization, with the highest concentration of workers along the Interstate 35 corridor.

- One of the trends that emerged during the COVID-19 pandemic was a sharp contraction of the labor force in response to layoffs, business closures, childcare issues, and health risk/vulnerability. By August 2020, the labor forces had recovered or begun to grow again in Llano, Williamson, Bastrop, Caldwell, and Hays Counties. However, the labor forces remained smaller than they were in February 2020 in Lee, Blanco, Fayette, and Burnet Counties.

- As of August 2020, unemployment remained elevated as a result of the COVID-19 pandemic. The number of unemployed ranged from 16,385 workers in Williamson County to 223 in Blanco County. The unemployment rate ranged from a high of 5.7 percent in Caldwell County to a low of 3.4 percent in Blanco County. All the Counties in the Rural Capital region had unemployment rates below the state of Texas (7.0 percent) and the US (8.4 percent).

- The labor force participation rates of the Counties vary from a high of 69.2 percent in Williamson County to a low of 46.7 percent in Llano County. With the exception of Hays and Williamson Counties, all the Counties have lower participation rates than Texas and the US.

- The median hourly wage ranges from a high of $18.08 in Williamson County to a low of $14.89 in Llano County. All nine Counties have lower median hourly wages than the Austin MSA ($19.89) and Texas ($18.23).

- The rate of households living in poverty vary from a high of 17.7 percent in Caldwell County to a low of 6.7 percent in Williamson County. With the exception of Caldwell County, all the Counties have poverty rates lower than the state of Texas.

- The share of families living in poverty with a householder who works full-time varies significantly across the region. Lee, Llano, and Caldwell Counties have the highest shares of families living in poverty with a householder who works full-time—4.4 percent, 4.2 percent, and 3.9 percent, respectively. Williamson County has the lowest share of working poor families.

- In many of the Counties, a relatively large share of the working-age population does not have a high school diploma. Caldwell and Bastrop Counties have the largest shares of the working-age population without a diploma, 20.1 percent and 19.5 percent, respectively. Caldwell, Bastrop, Llano, Fayette, Lee, and Burnet Counties all have larger shares than the US average.

- Not all the Counties had large enough sample sizes to estimate the share of youth age 16 to 24 who are not enrolled in school and not employed. Of the Counties that did, Caldwell has the largest share of disconnected youth—18.7 percent of youth age 16 to 24 in Caldwell County are not enrolled in school or employed. In Bastrop County, the rate of youth connection is 13.8 percent. These two Counties have higher rates of youth disconnection than the Austin MSA overall as well as Texas and the US. Hays County has a relatively low rate of
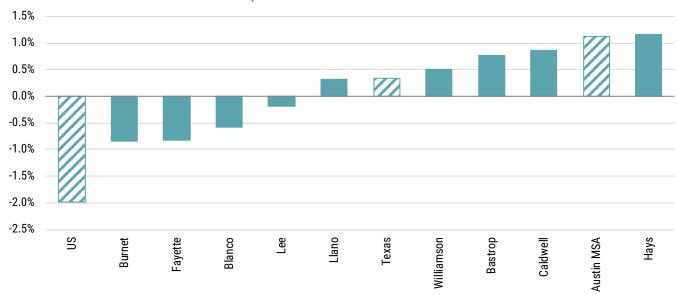
6.6 percent, likely due to the large student population at Texas State University. Williamson County has a rate of 9.8 percent, which is higher than the rate for the Austin MSA but lower than the rate for Texas and the US.

- There are 34 school districts in RCA region. The largest districts in Williamson County—Round Rock and Leander—graduate more than 2,500 students each year. The smallest districts graduate fewer than 50 students. Of the more than 12,000 students in the region who graduate, more than one-quarter go directly into the workforce. When considering the students who are also enrolled in a postsecondary institution, about 45 percent of high school graduates are employed in the fall semester following high school graduation. Among the districts for which the data was available, the share of high school graduates employed ranged from a low of 15.3 percent in Florence ISD to a high of 37.5 percent in Jarrell ISD.

- Retirement exposure is measured by the share of the adult population (age 16 years and older) who is 55 years and older. In general, the more urban Counties in the RCA region, Hays, and Williamson Counties, have a younger population, while many of the more rural Counties have extremely high retirement exposure. In Llano County, slightly more than 60 percent of the adult population is 55 years and older. Llano, Blanco, Fayette, Burnet, Lee, Bastrop, and Caldwell all have higher retirement exposure than Texas overall, where 30.1 percent of the adult population is 55 years and older.

- Before the COVID-19 pandemic, a relatively high percentage of households in the Counties did not have broadband access and a computer (or other device). Fayette, Caldwell, Lee, Burnet, and Llano Counties all had connection rates below the Texas and US averages of 79.3 percent and 80.4 percent, respectively. Williamson County had the highest connection rate—91 percent of households had a computer and broadband internet access. Blanco, Bastrop, and Hays Counties all had rates above 80 percent. Fayette County had the lowest connection rate of 59.7 percent. These rates have likely changed during the pandemic, though many of the connections provided through the school districts for online learning might be only temporary.

- Prior to the COVID-19 pandemic, the share of workers who work from home in the Counties in the RCA region ranged from a high of 9.5 percent in Blanco County to a low of 3.8 percent in Caldwell and Fayette Counties. Only three Counties—Bastrop, Caldwell, and Fayette—have shares of remote workers lower than the Texas and US average. These rates have likely also changed during the pandemic.

FIGURE 2. CIVILIAN LABOR FORCE, AUGUST 2020
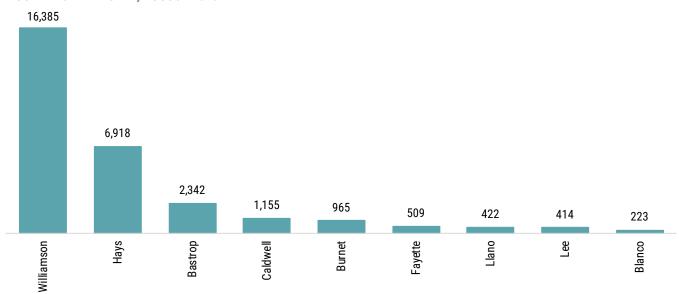
Source: US Bureau of Labor Statistics.

FIGURE 3. CHANGE IN CIVILIAN LABOR FORCE, FEBRUARY TO AUGUST 2020
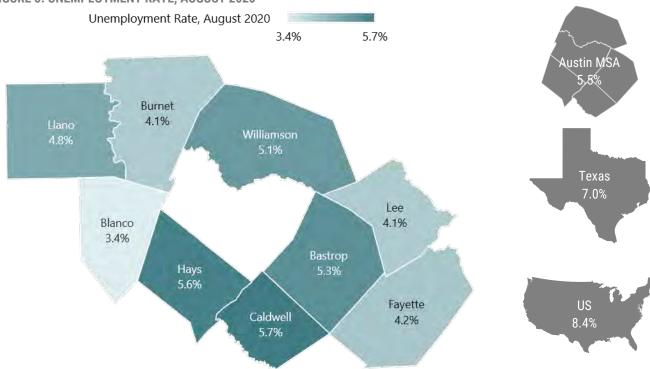
Source: US Bureau of Labor Statistics.

FIGURE 4. UNEMPLOYED, AUGUST 2020

Source: US Bureau of Labor Statistics.

FIGURE 5. UNEMPLOYMENT RATE, AUGUST 2020

Unemployment Rate, August 2020

3.4%   5.7%

Llano 4.8%
Burnet 4.1%
Williamson 5.1%
Blanco 3.4%
Lee 4.1%
Hays 5.6%
Bastrop 5.3%
Caldwell 5.7%
Fayette 4.2%

Austin MSA 5.5%
Texas 7.0%
US 8.4%

Sources: US Bureau of Labor Statistics; maps powered by Bing © Geo Names.

FIGURE 6. LABOR FORCE PARTICIPATION RATE

Population 16+ in Labor Force (%)

46.6%   69.2%

Llano 46.6%
Burnet 57.7%
Williamson 69.2%
Blanco 60.0%
Lee 60.2%
Hays 67.9%
Bastrop 58.9%
Caldwell 57.5%
Fayette 55.6%

Austin MSA 70.3%
Texas 64.6%
US 63.3%

Source: 2018 American Community Survey, 5-Year Estimates; maps powered by Bing © Geo Names.
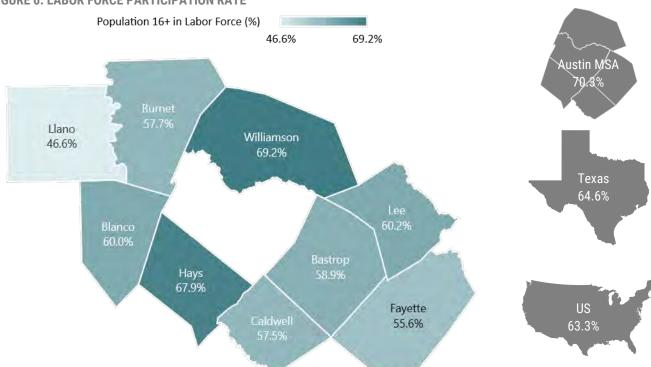
FIGURE 7. MEDIAN HOURLY WAGE

Median Hourly Wage, 2019

$14.89 — $18.08

Llano $14.89
Burnet $16.27
Williamson $18.08
Blanco $16.99
Hays $16.37
Lee $17.23
Bastrop $15.96
Caldwell $15.97
Fayette $15.94

Austin MSA $19.89
Texas $18.23
US n/a

Source: Economic Modeling Specialists International (Emsi) 2020.4—Quarterly Census of Employment and Wages (QCEW) Employees, Non-QCEW Employees, and Self-Employed; maps powered by Bing © Geo Names.

FIGURE 8. POVERTY RATE
PERCENTAGE OF HOUSEHOLDS LIVING AT OR BELOW THE FEDERAL POVERTY LEVEL

Households in Poverty (%)

6.7% — 17.7%

Llano 11.6%
Burnet 11.0%
Williamson 6.7%
Blanco 9.5%
Hays 15.0%
Lee 14.2%
Bastrop 10.0%
Caldwell 17.7%
Fayette 10.9%

Austin MSA 11.6%
Texas 15.5%
US 14.1%

Source: 2018 American Community Survey, 5-Year Estimates; maps powered by Bing © Geo Names.
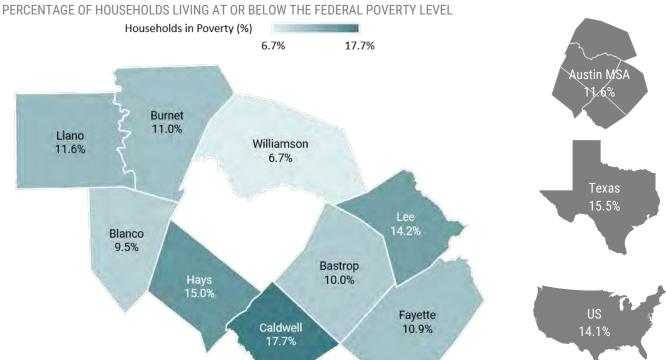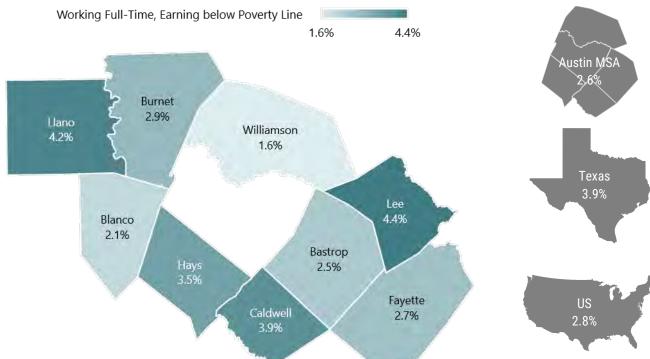
FIGURE 9. WORKING POOR
PERCENTAGE OF FAMILIES BELOW THE POVERTY LINE WITH A MEMBER WORKING FULL-TIME

Working Full-Time, Earning below Poverty Line

1.6%   4.4%

Llano
4.2%

Burnet
2.9%

Williamson
1.6%

Blanco
2.1%

Lee
4.4%

Hays
3.5%

Bastrop
2.5%

Caldwell
3.9%

Fayette
2.7%

Austin MSA
2.6%

Texas
3.9%

US
2.8%

Source: 2018 American Community Survey, 5-Year Estimates; maps powered by Bing © Geo Names.

FIGURE 10. EDUCATIONAL ATTAINMENT
PERCENTAGE OF POPULATION WITHOUT A HIGH SCHOOL DIPLOMA

Population 25–64, No High School Diploma (%)

6.1%   20.1%

Llano
16.1%

Burnet
12.1%

Williamson
6.1%

Blanco
8.5%

Lee
14.0%

Hays
10.0%

Bastrop
19.5%

Caldwell
20.1%

Fayette
15.1%

Austin MSA
9.9%

Texas
15.7%

US
11.2%

Source: 2018 American Community Survey, 5-Year Estimates; maps powered by Bing © Geo Names.
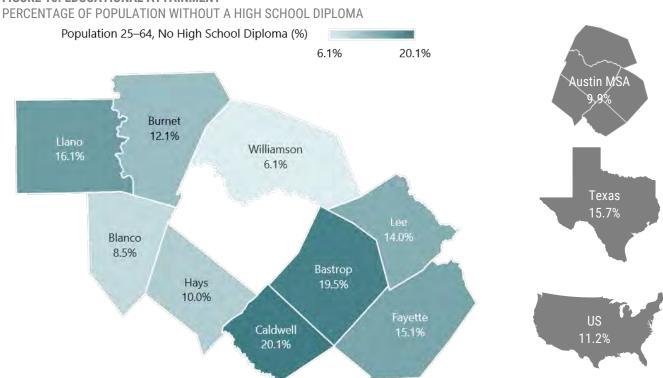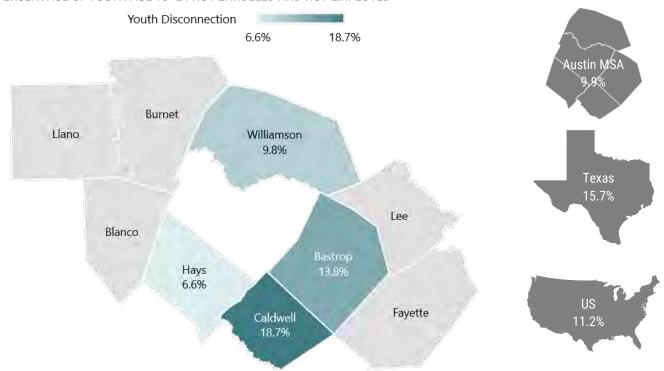
FIGURE 11. YOUTH DISCONNECTION
PERCENTAGE OF YOUTH AGE 16–24 NOT ENROLLED AND NOT EMPLOYED

Youth Disconnection

6.6%   18.7%

Llano

Burnet

Williamson
9.8%

Blanco

Lee

Hays
6.6%

Bastrop
13.8%

Caldwell
18.7%

Fayette

Austin MSA
9.9%

Texas
15.7%

US
11.2%

Source: 2018 American Community Survey, 5-Year Estimates. 2020 Measure of America, a project of the Social Science Research Council; maps powered by Bing © Geo Names.
Note: Blanco, Burnet, Fayette, Lee, and Llano Counties have populations too small to make reliable estimates.
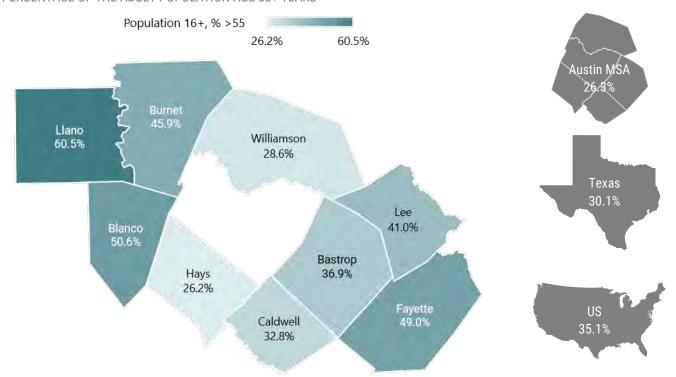
FIGURE 12. HIGH SCHOOL GRADUATES EMPLOYMENT, 2017-2018 ACADEMIC YEAR
HIGH SCHOOL GRADUATES EMPLOYED ONLY AND EMPLOYED + ENROLLED IN COLLEGE

DISTRICT	COUNTY	TOTAL HIGH SCHOOL GRADUATES	EMPLOYED ONLY	EMPLOYED AND ENROLLED	% EMPLOYED ONLY	% ALL EMPLOYED
Jarrell	Williamson	96	36	20	37.5%	58.3%
Elgin	Bastrop	288	106	50	36.8%	54.2%
San Marcos	Hays	533	194	107	36.4%	56.5%
Luling	Caldwell	105	38	13	36.2%	48.6%
Hays	Hays	1,115	400	239	35.9%	57.3%
Bastrop	Bastrop	679	237	101	34.9%	49.8%
Marble Falls	Burnet	263	88	35	33.5%	46.8%
Lockhart	Caldwell	350	117	49	33.4%	47.4%
Hutto	Williamson	412	136	93	33.0%	55.6%
Flatonia	Fayette	46	15	8	32.6%	50.0%
Granger	Williamson	37	12	5	32.4%	45.9%
Taylor	Williamson	204	66	40	32.4%	52.0%
Thrall	Williamson	50	16	10	32.0%	52.0%
Smithville	Bastrop	124	38	22	30.6%	48.4%
Georgetown	Williamson	838	255	142	30.4%	47.4%
Schulenburg	Fayette	56	16	16	28.6%	57.1%
Burnet	Burnet	236	63	40	26.7%	43.6%
Giddings	Lee	139	36	25	25.9%	43.9%
Lexington	Lee	58	15	13	25.9%	48.3%
Blanco	Blanco	79	19	16	24.1%	44.3%
Llano	Llano	98	23	16	23.5%	39.8%
Liberty Hill	Williamson	263	61	56	23.2%	44.5%
Round Rock	Williamson	3,290	745	610	22.6%	41.2%
Johnson City	Blanco	58	13	9	22.4%	37.9%
Leander	Williamson	2,590	560	493	21.6%	40.7%
La Grange	Fayette	116	25	27	21.6%	44.8%
Dripping Springs	Hays	406	74	77	18.2%	37.2%
Wimberley	Hays	152	24	26	15.8%	32.9%
Florence	Williamson	72	11	7	15.3%	25.0%
McDade	Bastrop	n/a	n/a	n/a	n/a	n/a
Prairie Lea	Caldwell	n/a	n/a	n/a	n/a	n/a
Round Top-Carmine	Fayette	n/a	n/a	n/a	n/a	n/a
Dime Box	Lee	n/a	n/a	n/a	n/a	n/a
Coupland	Williamson	n/a	n/a	n/a	n/a	n/a
TOTAL		**12,753**	**3,439**	**2,365**	**27.0%**	**45.5%**

Source: Texas Public Education Information Resource (TPEIR).

FIGURE 13. RETIREMENT EXPOSURE
PERCENTAGE OF THE ADULT POPULATION AGE 55+ YEARS

Population 16+, % >55

26.2%   60.5%

Llano 60.5%
Burnet 45.9%
Williamson 28.6%
Blanco 50.6%
Lee 41.0%
Hays 26.2%
Bastrop 36.9%
Caldwell 32.8%
Fayette 49.0%

Austin MSA 26.3%
Texas 30.1%
US 35.1%

Source: 2018 American Community Survey, 5-Year Estimates; maps powered by Bing © Geo Names.

FIGURE 14. BROADBAND ACCESS (PRE-COVID-19 PANDEMIC)
PERCENTAGE OF HOUSEHOLDS WITH A COMPUTER AND BROADBAND INTERNET ACCESS

Households with Broadband (%)

59.7%   91.0%

Llano 76.0%
Burnet 75.5%
Williamson 91.0%
Blanco 80.1%
Lee 75.2%
Hays 82.8%
Bastrop 80.5%
Caldwell 64.6%
Fayette 59.7%

Austin MSA 86.6%
Texas 79.3%
US 80.4%

Source: 2018 American Community Survey, 5-Year Estimates; maps powered by Bing © Geo Names.
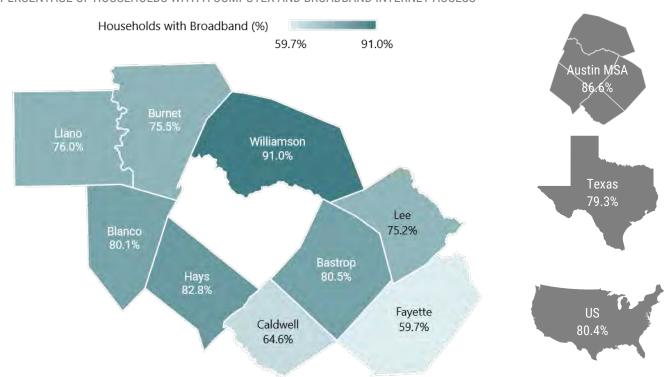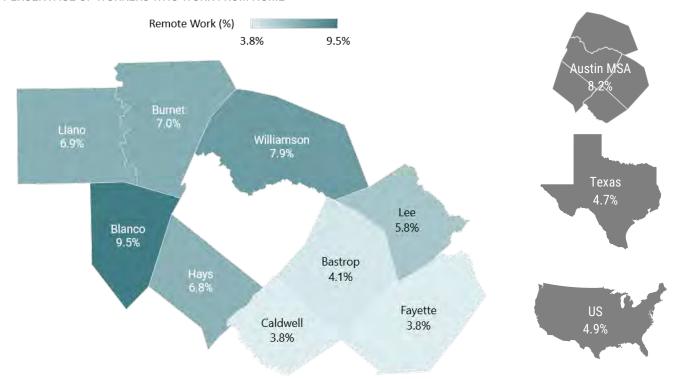
FIGURE 15. REMOTE WORK (PRE-COVID-19 PANDEMIC)
PERCENTAGE OF WORKERS WHO WORK FROM HOME

Remote Work (%)
3.8%   9.5%

Llano
6.9%

Burnet
7.0%

Williamson
7.9%

Blanco
9.5%

Hays
6.8%

Lee
5.8%

Bastrop
4.1%

Caldwell
3.8%

Fayette
3.8%

Austin MSA
8.2%

Texas
4.7%

US
4.9%

Source: 2018 American Community Survey, 5-Year Estimate; 5-Year Estimates; maps powered by Bing © Geo Names.
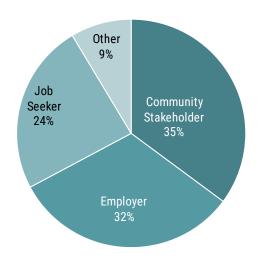
APPENDIX B. STAKEHOLDER SURVEY

In May and June 2020, a brief survey was distributed to stakeholders across the nine-County region. The purpose of the survey was to capture the primary workforce challenges facing employers and jobseekers and gain insights into how some of these challenges are being addressed. There were 128 responses—32 percent of the respondents were from Williamson County, 25 percent were from Hays County, and the rest were distributed across the other seven Counties. Respondents represented community stakeholders, employers, and jobseekers.

FIGURE 16. SUMMARY OF SURVEY RESPONSES

COUNTY	RESPONSES	
	Number	Percent
Bastrop	15	12%
Blanco	5	4%
Burnet	6	5%
Caldwell	10	8%
Fayette	3	2%
Hays	32	25%
Lee	8	6%
Llano	6	5%
Williamson	41	32%
Unknown	2	2%

Across the region overall, the challenges facing employers that were ranked the highest by respondents were as follows.

- There is a shortage of workers with the technical or hard skills we need.

- Our education system has been pushing students toward four-year degrees, but we need more people with technical skills that could be acquired through a postsecondary certificate, apprenticeship, or associate's degree.

- The younger generation of workers lack basic employability skills, such as showing up to work on-time, communications, professionalism, etc.

- We need more training programs that develop leadership and management skills to help our workers advance.

- A lot of our workers commute to other counties to work.

The challenges facing jobseekers that were ranked highest by respondents were as follows.

- Housing is very expensive in the county in comparison to the wages people can earn here.

- There aren't enough jobs in the county that pay high enough wages to only have one job.

- There is not enough affordable, quality childcare.

- Many of our workers who are old enough to retire have to continue working.

- Young people have to move away to find good career opportunities, especially if they're college educated.

% Rated 4 or 5

Statement	%
There is a shortage of workers with the technical or hard skills we need.	58%
Our education system has been pushing students toward four-year degrees, but we need more people with technical skills that could be acquired through a postsecondary certificate, apprenticeship, or associate's degree.	56%
The younger generation of workers lack basic employability skills, such as showing up to work on-time, communications, professionalism, etc.	48%
We need more training programs that develop leadership and management skills to help our workers advance.	46%
A lot of our workers commute to other counties to work.	42%
Job candidates often have unrealistic salary and advancement expectations.	41%
It is very hard to hang on to our best workers. They are often poached by other employers in the region after only two or three years.	36%
There is a shortage of applicants.	34%
A significant portion of our workforce is getting ready to retire and it will be difficult to fill their shoes.	33%
The lack of (or quality of) broadband access and IT infrastructure in our county makes virtual/remote work very difficult.	31%
It is difficult to find people with the basic skills to be employable.	29%
As we adopt new digital technologies, it is difficult to train our workers to use them or find workers who can use them.	28%
The training and education programs in the county are not producing the talent that employers in the county need.	24%
Some applicants and workers lack English language skills to advance in their careers.	19%
Many applicants and workers cannot pass a background check.	19%
Many applicants and workers cannot pass a drug test.	18%

Provide promising workers with opportunities to train and advance and primarily hire new people for entry-level positions.	48%
Use more temporary workers to have a "trial run" before hiring any worker full-time.	47%
Participate in a workforce or education committee at the chamber or other such organization.	40%
Use assessment tests to screen out unqualified applicants and identify specific training needs.	37%
Offer tuition assistance and enhanced benefits to entice workers to stay and grow.	31%
Volunteer with school districts to help expose kids to different careers.	31%
Have an internship program to identify promising talent.	27%
Serve on a business or industry advisory committee of a career & technical education or community college program.	26%
Plan for the succession of key individuals who are retiring.	24%
Implement new technologies or processes to reduce the need for workers.	19%

FIGURE 19. WHAT ARE THE BIGGEST CHALLENGES RELATED TO JOBSEEKERS, WORKERS, AND POTENTIAL WORKERS IN THE COUNTY?
PERCENTAGE OF RESPONSES THAT RATED THE STATEMENTS AS CHALLENGING OR VERY CHALLENGING, 128 RESPONDENTS

% Rated 4 or 5

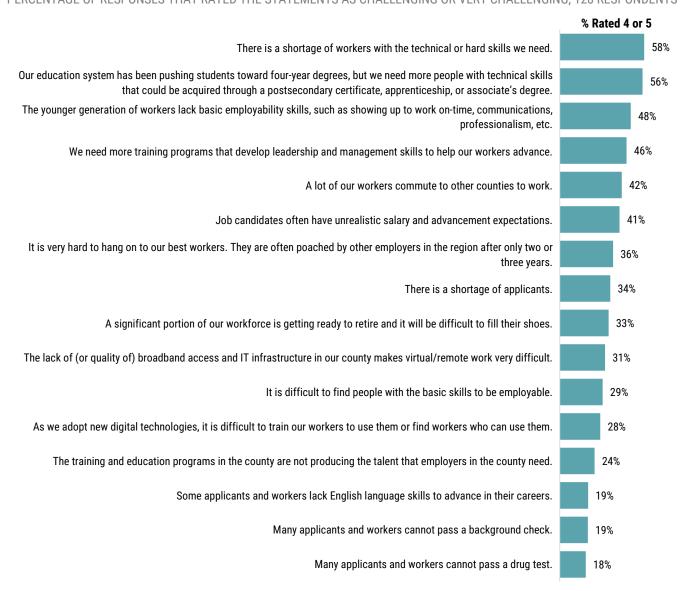| Statement	%
Housing is very expensive in the county in comparison to the wages people can earn here.	69%
There aren't enough jobs in the county that pay high enough wages to only have one job.	59%
There is not enough affordable, quality childcare.	54%
Many of our workers who are old enough to retire have to continue working.	50%
Young people have to move away to find good career opportunities, especially if they're college educated.	49%
There are not enough houses available for workers who might want to move to the county to work.	45%
The people who are unemployed don't have the skills to fill the jobs that are available.	43%
Many workers and jobseekers do not have the digital skills or digital fluency needed to be successful in a workplace that is undergoing digital transformation.	42%
Many jobseekers do not have reliable transportation to get to work or get to a training program.	40%
A lot of people lack financial literacy to manage their personal finances well and avoid scams or other financial pitfalls.	39%
Future workers and jobseekers are not aware of the range of good jobs that are available in the county.	38%
A lot of workers in the county are underemployed.	36%
It is difficult to access the training opportunities needed to secure a good job; the community college is far away.	34%
Our workforce is older and may not have the flexibility to adapt to the future of work.	30%
There are a lot of young adults in the county that aren't working and not in school.	26%
Substance abuse hampers people's ability to get and keep a job.	24%
A large portion of the adult, working age population do not have the education (e.g. at least a high school diploma or GED) needed for a successful career in our county.	21%
Many adults in their prime working years have a criminal record and not many employers hire people with these background challenges.	18%

FIGURE 20. WHAT ORGANIZATIONS ARE WORKING TO ADDRESS THESE CHALLENGES?

Universities—Texas State University, Texas Tech	Chambers of Commerce—San Marcos, Wimberley, Dripping Springs, Georgetown, Round Rock, Leander, Caldwell County Hispanic, Cedar Park, Taylor	Professional Associations and Civic Clubs—Austin Regional Manufacturers Association
Community/Technical Colleges—Austin Community College, Central Texas College, Blinn College, Texas State Technical College	Economic Development Organizations—Greater San Marcos Partnership, Kyle Economic Development, Marble Falls, Burnet, Giddings	Small Business Development Center and Service Corps of Retired Executives
Public Schools—CTE Programs	United Way of Hays and Caldwell Counties	Literacy Councils
Gary Job Corps Center	Community Action—Adult Basic Education	Capital Idea
Workforce Solutions	Workforce Network	Goodwill
Cities and Counties	Bastrop County Cares	Opportunities for Williamson and Burnet Counties
Public Libraries	Texas Housing Foundation	The Georgetown Project
Texas AgriLife Extension Service	Skillpoint Alliance	

APPENDIX C: LESSONS FROM THE FIELD

As part of the input process to support the strategic planning effort, a workshop was held for each of the nine counties in the WSRCA region that included stakeholders such as elected officials, economic development organizations, chambers of commerce, representatives from educational institutions and school districts, WSRCA staff, members of the WSRCA board, and other community leaders. At these workshops, participants discussed workforce challenges and what was being done in the County to address these challenges. They identified opportunities to improve workforce development outcomes in their Counties.

Over the course of these conversations, a number of common themes emerged that were significant challenges or structural barriers in all the Counties. The common themes that arose are listed below.

- **Workforce housing:** the supply of and cost of housing for low- and middle-wage workers.

- **Childcare:** the availability of affordable, high-quality childcare.

- **Broadband:** internet access to support remote work, job searching, and virtual job training.

- **Transportation:** the ability of low-wage workers, in particular, to commute to their jobs with a reliable source of transportation.

- **Small business:** development and entrepreneurial ecosystem assistance for business owners and founders as a means of supporting job creation, wealth building, and financial self-sufficiency.

The consulting team then organized focus groups around each of these themes with community leaders and subject matter experts to discuss what is already being done to address these challenges in the WSRCA region and what could be done.

This next section summarizes the lessons learned through these focus groups. There is a wealth of knowledge and expertise in the region, and communities are showing that these issues can be addressed when a common goal is set and a group collectively works to achieve that goal.

WSRCA can make great strides in building the region's capacity to address these and other big challenges by connecting these efforts, facilitating knowledge sharing, and helping to train additional community leaders on how to do this work.

WORKFORCE HOUSING

The Issue: In every county, the availability and cost of housing was highlighted as a major workforce challenge. A wide range of workers cannot afford to live in the county where they work or cannot find housing due to a lack of supply.

Secrets to Success: The communities and housing developers that have successfully completed projects or have projects in progress shared a few secrets of their success.

- *Choose words wisely.*

Historically, the term "affordable housing" elicited images of housing projects for low-income residents and concentrated poverty, and this perception continues today. Many of the communities have found that using the term "workforce housing" can help them overcome these perceptions and focus on the fact that even households with one or more full-time workers and professionals can have difficulty affording housing in the current market. This helps cultivate more community support for the housing developments.

- *Build in time for education and use effective, well-messaged communications tools.*

To successfully complete a housing development, it is necessary to change the perception of what affordable housing is to generate the support needed to get approval for any project. The group recognized the importance of educating elected officials and the community about the need for housing that is more affordable and showing them what these kind of housing developments look like today. The education process take time and involves many conversations—group conversations and one-on-one conversations.

Some communities found that conducting a housing study that quantifies the number of units needed and quantifies the potential financial benefits to the community can be a valuable tool to use in the education process. Housing studies can cost $7,000 to $10,000. The Texas A&M University Real Estate Center recently conducted a study for Bastrop County Cares. Neugent & Helbing, Inc., recently did a housing study for the Development Corporation of Snyder, where Texas Housing Foundation is currently working on a project.

The "Can I Be Your Neighbor?" campaign was highlighted by Bastrop County Cares as a good model for raising awareness and changing the perception of affordable workforce housing. It originated in 2004 in Fort Collins, Colorado, and has since been used in more than 26 communities in 18 states. More recently, this campaign was used in 2017 to shift the conversation about affordable housing in Houston. The campaign features photographs of professionals who do not earn enough to afford to live in the community.

- *Pick good projects and find great partners.*

Public-private partnerships are a great tool to successfully complete a housing project that adds to the stock of affordable units in a community. In this model, the public sector partners with a private housing developer. Choosing the right developer is key to success. The end product must be something that accomplishes the goals of the project, is high quality, and can help to generate more community support for future projects.

The Texas Housing Foundation is an example of a developer that many of the communities in the WSRCA region have worked with. Texas Housing Foundation owns and manages projects in Blanco, Burnet, Bastrop, Llano, and Williamson Counties.

- *Get creative with funding.*

In many of the Counties, the market forces no longer support affordable housing. Thus, the capital stack and sources of funding really determine the feasibility of the project. Most projects involve a complicated combination of tax credits, low-cost financing, ad valorem tax exemption, cost sharing, and/or equity investments. In addition, Type B economic development corporations are allowed to support workforce housing projects and have been valuable partners in some Texas communities. They can fund construction costs, infrastructure, and maintenance/operating costs related to projects. No matter what approach is used or what combination of partners, it takes a team effort to pull together the combination of funding sources to make a project pencil out.

Projects, Programs, and Tools in the Region: In the course of the conversation during the focus group, a number of projects or programs in the region were mentioned. These include the following.

- Capital Area Housing Finance Corporation researched and published the *Housing Infill Program Handbook*, which can serve as a guide for community revitalization through infill housing. Because they are already served by infrastructure, existing lots in a town or city can offer an attractive opportunity for housing developers. This type of infill housing can offer an attractive return on investment for cities/towns or economic development corporations (EDCs) that are looking to expand their tax base. See http://cahfc.org/wp-content/uploads/2012/10/housinginfillprogram.pdf.

- The city of LaGrange has launched a housing incentive program through its economic development office to encourage residential development in the historic downtown. Its **Second Floor Development Grant Program** is designed to encourage the conversion of upper floors of existing commercial structures in the historic district to residential units.

- Blanco County has partnered with a quasi-governmental agency and the private sector to get a workforce housing project underway. They have worked with Johnson City on affordable units and have an active partnership with the Blanco County Community Resource Center to provide social services.

- In Bastrop County, the Bastrop EDC, the city of Bastrop, and Bastrop County Cares have been actively working on the issue. As a result, multiple projects are underway or recently completed.

CHILDCARE

The Issue: The availability of high-quality, affordable childcare is a significant and persistent issue across the region. This challenge was compounded by the COVID-19 pandemic, as parents found themselves facing school and early learning center closures at the same time that the operating models of early learning centers were stretched by lower child-to-staff ratio requirements, higher expenses related to sanitation and personal protective equipment, and the prospect of overseeing school-age children needing oversight while school districts were online. In addition, communities and school districts are in the process of implementing Texas House Bill 3, requiring all prekindergarten that is offered to eligible 4-year-old students in school districts and open-enrollment charter schools be full day, and that the prekindergarten meet the high-quality requirements adopted by the legislature in 2015.

Programs and Ideas: Focus group participants discussed what they are currently working on and shared ideas. These are summarized below.

- WSRCA Child Care Services has been working to bring providers into the Texas Rising Star system, which is the quality rating system of Texas. It has also been working with providers to realize operational efficiencies so it can pass savings on to teachers to improve teacher quality and compensation. The program has an incentive to encourage teachers to further their education (from a certificate to a bachelor's degree). It offers and supports the Frog Street curriculum, which is approved by the Texas Education Agency, and offers training on the Conscious Discipline curriculum.

- The Texas Association for the Education of Young Children is working to facilitate informal and formal partnerships between childcare centers and school districts. It has a partnership development training program—a six-module symposium. In addition, it is involved in forging partnerships, which can range from sharing information on school readiness expectations to professional development to having dual-enrolled classrooms. It has three active partnerships in the WSRCA region—the Lockhart independent school district (ISD) area, La Grange, and Leander.

- Bastrop County Cares Early Childhood Coalition recently conducted a study on the childcare needs of families in the County and has developed strategic recommendations based on that study. One thing the study found was that family and home care are really important in the community. A high need area is in the birth-to-three-age range, especially around language development.

- United Way of Williamson County supports early care and education through grants to various providers, including Opportunities for Williamson and Burnet Counties. It also funds Dolly Parton's Imagination Library to gift books to children in the birth-to-five-age range.

- Community Action, Inc. of Central Texas takes a broader approach to early learning beyond childcare. It recently held a meeting for childcare centers in Hays County. This meeting highlighted the need for more community building among childcare providers and for relationship building with school districts.

- Ideas

  - WSRCA could provide back office support for smaller centers and in-home care providers to help realize operational efficiency.

  - Small business development to strengthen existing centers and support the expansion of childcare across the region.

- A teacher pay requirement could be a feature of a formal partnership to improve teacher quality and pay. This model was used by United Way and Workforce Solutions Capital Area in a partnership with Austin ISD for prekindergarten expansion. It required teachers to be paid at least $18 with benefits or $20 without benefits.

- Raising awareness of the importance of early care and education is needed to attract more recognition of the investments needed to right size the sector to support the needs of working families. Articulating the return on investment and making the link to workforce development can help policymakers and the private sector understand the importance. In addition, reframing "childcare subsidies" as "scholarships" or "tuition assistance" would be helpful in generating more support for early learning. A policy idea is that employer tuition assistance programs could be applied for childcare as well. A recent study by TexProtects provides good data to support this information campaign: https://www.texprotects.org/ECBD/.

- Connecting with school districts is helpful for school readiness integration and fostering a more seamless transition from early learning centers to school districts. The Texas Education Service Centers can be a helpful partner in convening the early learning leaders from school districts in the region. Using the right terminology is really important and it helps to be familiar with the way school districts talk about items. For example, family engagement is something school districts are interested in. Finding a champion on the inside of the district is also helpful.

BROADBAND

The Issue: While households that are within the city limits of many of the towns and cities of the WSRCA region have broadband access, households that are outside of these areas have limited to no access. The COVID-19 pandemic highlighted the digital divide as internet access is a requirement for working and learning at home.

Projects and Initiatives: Participants in the focus group discussed the various projects and initiatives they are working on. These are summarized below.

- ZochNet covers 15 counties, providing broadband to 6,000+ customers in rural areas. It worked with school districts to bring fixed wireless using the 2.5 GHz license to reach students. It is laying fiber in towns, including Giddings, Lexington, and Sommerville. Outside the towns, it is putting up towers. It has provided free internet to all churches, parks, food banks, and libraries in its service area. (Information on the 2.5 GHz band is here: https://www.fcc.gov/wireless/bureau-divisions/broadband-division/broadband-radio-service-education-broadband-service.)

- Connected Nation is working with Bastrop, Blanco, Burnet, and Llano Counties to collect data on service gaps to create more accurate coverage maps. Once it has this information, it works to help communities pursue strategies to support broadband investments to address these service gaps. Bastrop County Cares is involved in the Connected Nation project in Bastrop County.

- At the time that schools were closed in March 2020, about 40 percent of students in Lockhart ISD did not have internet access. The lack of access was not strictly due to socioeconomics; in some areas of the district there were dead zones. The district began conversations in April 2020 about how it could address the issue to prepare for the start of school in August. One of the first things it did was conduct a survey of families to determine gaps in geographic coverage. It then worked with a company to build seven towers for $750,000 to provide fixed wireless internet to the largest service area gaps in the district. The district paid for the construction of the towers and limited access for 500 households ($60,000/year). As a result, student engagement in online learning rose dramatically. In May, 65 percent of students were engaged. By September, 95 percent of students were engaged.

- The Giddings EDC and the city of Giddings applied for a grant from the US Economic Development Administration (EDA) to bring utilities to their business park and included the installation of fiber optic cable as part of that project. In addition, Giddings EDC provided a $50,000 grant earlier in the spring to assist a provider in bringing broadband to underserved areas of the community to support remote work and learning.

TRANSPORTATION

The Issue: The lack of reliable transportation is a significant barrier to low-income workers, which often impedes them from getting and keeping a job. However, public transit options are limited in the WSRCA region and generally in most rural areas.

Projects and Initiatives: Participants in the focus group discussed the various projects and initiatives they are working on. These are summarized below.

- The city of San Marcos is developing a comprehensive multimodal transit plan. The plan entails coordinating with the Texas State University Bobcat Shuttle to create a more seamless transportation system that better serves the community. The city of San Marcos is using funds from a tax increment reinvestment zone to pilot ways to address first mile/last mile issues. This project will run 18 months and be for electric-only cabs that travel between downtown and a remote parking lot.

- In addition to its fixed route services and existing reservation-based pickup service, the Capital Area Rural Transportation System (CARTS) is piloting an on-demand service in the city of Bastrop. The funding for the microtransit pilot is from Lone Star Clean Fuels Alliance, Texas Department of Transportation, and the US Department of Energy.

- Capital Metropolitan Transportation Authority (CapMetro) has launched its on-demand program called Pickup. It currently serves seven service zones, including Leander in Williamson County. CapMetro is getting ready to launch a pilot in a new service zone in Pflugerville, which is outside its service territory. The Pickup service in Pflugerville is provided through an interlocal agreement and funded by the city of Pflugerville in a grant from the Federal Transit Administration. CapMetro has a vanpool program called MetroRideShare that could potentially be a model for some areas of the WSRCA region. The program can be used for vanpool groups that originate or end outside the CapMetro service area.

- The Blanco County Community Resource Center is piloting a program that provides transportation vouchers for people without access to transportation to use to get to their destinations. The vouchers can be used so that drivers can be reimbursed for their mileage expense. The program is modeled after a similar voucher pilot conducted by the Deep East Texas Council of Governments.

SMALL BUSINESS

The Issue: Small business and entrepreneurship can offer a pathway to self-sufficient employment, and an ecosystem of support services and resources can be an effective means of supporting small business owners and entrepreneurs. However, resources and services in many parts of the WSRCA region are fragmented, disconnected, and/or nonexistent outside the urbanized areas.

Programs Ideas: Participants in the focus group discussed the various projects and initiatives they are working on and brainstormed ideas to improve the delivery of small business services across the region. These are summarized below.

- T-Werx Coworking offers virtual bootcamps to clients.

- The San Marcos Chamber of Commerce is working with the San Marcos Main Street Program and the city of San Marcos economic developer to create a website on how to start a business. This will be the first step to create a platform to serve as a one-stop shop for the small business community.

- The Texas State University Small Business Development Center recently pivoted its services to focus on a more efficient delivery model aimed at growth-oriented businesses and at a targeted set of industries.

- Texas State University recently launched the Center for Innovation and Entrepreneurship, which brings the many elements of the university that are related to entrepreneurship under one umbrella. The objective is to create more of a one-stop shop for students, faculty, and alumni who are interested in starting a new venture or commercializing a discovery.

- Hutto EDC has a small business loan program.

- Georgetown created a small business resource guide, which has proven to be a great resource and has been well received.

- Vista Ridge High School in the Leander ISD has an incubator program for students. The program starts with juniors, who compete in a pitch competition. The six winning teams move into the incubator for their senior year.

- Ideas

  - Create an ecosystem map of services available in the WSRCA region, especially outside the urbanized areas, and focus on ensuring a strong ecosystem and good access to the ecosystem across the WSRCA region. A virtual ecosystem might be the best solution but building trust among ecosystem partners and entrepreneurs virtually could be more difficult. Broadband is a necessary condition of virtualization.

  - Partners/service providers need a better platform for collaboration, outreach, and service delivery. Better coordination, messaging, and marketing could help the partners reach more small business owners and entrepreneurs at a lower cost.

  - A virtual incubator model could help provide support services to small business owners and entrepreneurs in the rural areas.

  - Build a database of subject matter experts in the community and a means of connecting and accessing this network of experts.

  - Rural coworking spaces and support for remote work could support small business owners and entrepreneurs.

MEETING HELD ON OCTOBER 21, 2020

Virtual Webinar - Via Zoom

Board Meeting Minutes

AGENDA ITEM #1

Call to Order – Frank Leonardis

Roll Call – Alfonso Sifuentes

Aguilar	P	Engebretson	P	Leonardis	P	Riggs	P
Belver	P	Flores	P	Light	P	Robison	A
Brenneman	P	Fohn Thomas	P	Lindsey	P	Sifuentes	P
Burkhard	P	Garlick	P	Mitchell	P	Stallings	P
Clay	P	Goode	P	Moya	P	Tucker	A
Cruz	P	Jackson	P	Munson	A	Zdeb	P
Dillett	A	Kamerlander	P	Ols	P		

23 members present at roll call. Quorum established.

AGENDA ITEM #2

Public Comment Period

There were no comments made by the public.

AGENDA ITEM #3

Information Sharing – Brian Hernandez, Chief Storytelling Officer

Brian Hernandez stated that customer testimonials will be presented to the Board regularly to show how our services impact job seekers and the community.

Brian introduced **Mike Crane, Project Director of Equus,** who shared a video of a job seeker named Kevin. Kevin relocated to Texas from New Jersey and was referred to **Patsy Shirocky, WIOA Talent Development Specialist** for assistance. She enrolled Kevin in the WIOA Program and then referred him to our Vocation Rehabilitation partner to assist with his barriers. Kevin was hired by the Department of Defense as a COVID Testing Specialist making $40.00 an hour.

AGENDA ITEM #4

Consent Agenda – Frank Leonardis

Adopt Minutes from the August 19, 2020 regular Board of Directors' meeting

- ✓ Motion to approve
- ✓ Seconded
- ✓ Motion approved

Executive Committee Chair's Report – Frank Leonardis

Frank Leonardis stated that the Executive Committee met on October 14, 2020 and recommends approval for the following:

Consider approval of the Bylaws regarding change of Fiscal Year to October 1st through September 30th

- ✓ Motion to approve
- ✓ Seconded
- ✓ Motion approved

Consider continuation of the COVID-19 Policy

- ✓ Motion to approve
- ✓ Seconded
- ✓ Motion approved

This policy is approved for 60 days, will be reviewed at the next Board meeting and moved to the consent agenda.

Frank introduced **Scott Staton with TD Industries**. Scott will replace **Felix Munson** who has resigned from the Board. We appreciate Felix's participation and his contributions during his tenure. Mr. Staton will represent Williamson County and should be approved by TWC prior to our December meeting.

Frank thanked members for their participation regarding the CEO's evaluation process. This was a new process and it afforded Paul with valuable feedback.

We recently challenged TWC regarding a renomination to our Board. TWC stated that a Board member could not serve on our Board if they held a seat on a city council. TWC reconsidered and the renomination was approved.

Congratulations to Brian regarding his promotion to Chief Storytelling Officer. Thanks for the great work and this is well deserved.

There have been discussions about our next Board retreat. This may be possible in February or April of next year. We will let you know when the planning begins.

AGENDA ITEM #6

Business Education Services Committee Chair's Report – Jeff Light

Jeff Light stated that the Business Education Services Committee met on October 6, 2020 with 11 in attendance and discussed the following:

- **Hector Aguilar** with ACC presented information on the services they provide as a training provider
- Discussed the realities of economic recovery, as some industries have recovered
- Primary focus is to find out what employers and workers need

Jeff has decided to step down as Chair of the committee and **Debbie Burkhard** will fill this vacancy. We look forward to her leadership.

AGENDA ITEM #7

Community Awareness Committee Chair's Report – Camille Clay

Camille Clay stated that the Community Awareness Committee met on September 16, 2020 with all but 2 in attendance, and discussed the following:

- The bulk of time was spent on the elevator speech and looking at different options depending on what environment you're in
- **Carl Braun, Business Solutions Manager with Equus** presented information to the committee regarding his team and shared insights on how the Business Services Unit helps employers find a workforce and training solutions
- Discussed how to promote National Apprenticeship Week November 8-14, 2020
- **Briley Mitchell** provided an update on activities in his area
- Brian and Nellie discussed the steps used to create the elevator speech and recommended the committee adopt
- Will work on translating the elevator speech into Spanish

The next meeting has been scheduled for November 18, 2020.

AGENDA ITEM #8

Governance Finance Committee Chair's Report – Frank Leonardis

Rene Flores stated that the Governance Finance Committee met on October 14, 2020 and discussed financials. The audits are over, and things look normal. We have more funding that we thought, but all money will be spent.

AGENDA ITEM #9

Untapped Populations Committee Chair's Report – Cassandra Moya

Cassandra Moya stated that the Untapped Populations Committee met on September 21, 2020, and discussed:

- The need of more of a business perspective on the committee
- Weekly webinars during the week of November 15th regarding National Disability Awareness month

- How veterans, minorities and the disabled can move forward
- Focus on helping small businesses by providing resources
- Talked about how to educate employers on how to work with marginalized groups

The next committee meeting is scheduled for November 9, 2020.

AGENDA ITEM #10

Chief Executive Officer's Report – Paul Fletcher

Paul Fletcher stated that it's been an exciting fall so far. We have seen a lot of transition in what we do over the past 8 months or so. It's been great to see what we can do when we have to do it in a short period of time, as far as offering virtual services to people we couldn't see in person. We have virtual job fairs called *"Workforce Wednesdays"* which enable job seekers to look for work without having to go from location to location. Our employers and job seekers like this approach because it saves them time and money.

The Hiring Red White and You Virtual Job Fair will be on November 5th. We partnered with Heart of Texas, Central Texas, Capital Area and Alamo to create an IH 35 corridor marketing approach to hiring. We have a common landing page for job seekers who can connect to any of the Boards participating in the event. It gives us the opportunity to work regionally with some of our other Board partners.

When COVID hit, TWC requested additional money from DOL and we received 2 ½ million dollars. We have until March 2022 to utilize these funds. This money significantly improves how we can get people into training or into (OJT) on the job training. Will work with our contractor to ensure they have the proper amount of staffing and a good plan going forward.

During COVID it proved how important childcare is. People were going back to work and discovered their childcare center was not open, or not open for as many hours. We're working with our childcare providers to make sure they have safe facilities and are ready to provide services when needed, as it's been a critical factor in parents being able to return to work.

We've been working with both our contractors to renew their contracts. These contracts were put in place October 1st so we're continuing with Equus as our employment contractor and Baker Ripley as our childcare contractor. Looking forward to another great year with them and they've been great partners over the years. **DeWayne Street** with Equus has been offered an opportunity to become the Chief Equity Officer for the Round Rock Independent School District and we look forward to working with the RRISD with him in this capacity.

We've been having discussions with the Capital Area Workforce Board and ACC about jointly applying for a grant that would work with HB1 visa grants. These grants would fund training for workers in IT and manufacturing, which is outside of our normal funding with TWC. Capital Area has procured a grant writer who would write the grant and we will share with that cost. If the grant is awarded, we would then be able to utilize those funds with Capital Area to send people to training for IT and manufacturing. The grant application is due on November 12, 2020.

There is also a grant opportunity for rural healthcare. We have procured a grant writer and this application is also due on November 12th.

We continue to work with TIP Strategies on our plan. Rounded out our county meetings over the summer which lead to some workforce specific topics around housing and childcare and how do we resolve those issues. The plan should be coming out soon and we will start work on implementing those plans. Getting started on creating workforce committee councils in each county.

We had our annual monitoring visit in September. We don't have the report yet, but TWC said we still have some fiscal issues to work on, but that it was much better than last year. Thanks to Board staff for their hard work on the monitoring.

We have received a great deal of visibility in the last 8 months as we got into this area of high unemployment. We are poised to help job seekers move into another occupation if their job has disappeared. Brian has helped us reach job seekers in our service delivery area, so they are able to obtain the skills they need to fill available openings. It has created some opportunities for us to be more visible to the public to get the word out about what we do and how we can help. With Telsa and the Army Futures Command coming to our area we want to be ready to assist them with their workforce.

AGENDA ITEM #11

Performance Reports
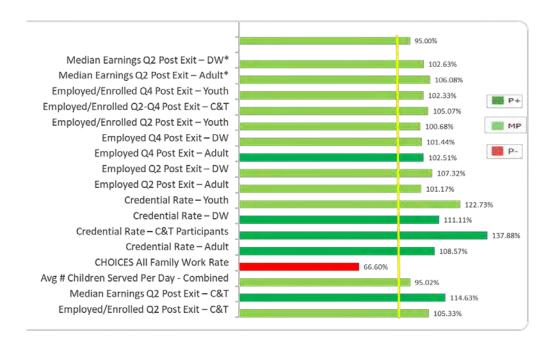
Child Care Status Report - Sandy Anderson, Baker Ripley

Sandy Anderson presented the following:

- Children in care by fund type equals 2,719
- Total funds expended by all counties is $17,127,528 which includes additional funds for COVID of $1,887,110
- Total CCS Providers equals 409 with 127 being Texas Rising Star Providers
- Total number of children on the waitlist for all counties is 2,579
- Performance Measure FY 2020 has a target of 2,265 and is at 95.02%

Workforce Center Management – Mike Crane, Equus

Mike Crane presented the following performance.

Paul Fletcher let the Board know that no other Boards are meeting the Choices All Family Work Rate.

Workforce Board Announcements

There were no announcements.

New Business

No new business to report.

Consider Date, Time and Location of Next Regular or Special Board Meeting

The next regular meeting is scheduled for December 16, 2020.

Adjourn
- ✓ Motion to adjourn
- ✓ Seconded
- ✓ Motion approved

POLICY TITLE: COVID-19
POLICY NUMBER: ADM 002

APPLICATION

Rural Capital Area Workforce Board (RCAWDB) employees, contractors and providers.

PURPOSE

To allow for timely decisions regarding RCAWDB responses to COVID – 19.

POLICY

The Board authorizes the Chief Executive Officer to take action for authorization of contracts, policies and re-contracting issues for WIOA, childcare, adult education & literacy, and other funding streams, as appropriate during the COVID-19 pandemic. These items will be brought back to the Board for approval and ratification.

This policy will be in effect until the next Board meeting on December 16, 2020.

Business & Education Services Committee

November 17th at 3 pm

Minutes

Attendees:

Debbie Burkhart, Cara DiMattina Ryan, Debbie Burkhard, Mike Kamerlander, Brian Hernandez, Alfonso Sifuentes, Hector Aguilar, Don Tracy, Nikki Stallings, Elva Zdeb, Luis Castillo

Debbie brought the meeting to order

How we can reach people and promote available training initiatives across the 9 counties?

- What are the new platforms being used?
- How do we use Twitter and Instagram?

We've grown our presence on social media. But we can continue to improve by working with other groups by tagging other orgs, using paid advertising, and using hashtags. If our net is too wide, then we can get caught up by too much noise.

What is the cost estimate?

What is the age groups by social media platforms? Facebook has an older audience, Twitter also has older audience,

Potential platforms that could reach youth and Hispanic audiences: Whats App, Spanish language radios stations, Chacharas is a Facebook group that is very well connected with the Hispanic population in our area

- Atmosphere paid tv
- KLBJ for vets
- 102.7 Latino radio
- Spanish speaking population - KLJA 107.7

What is the cost of radio/tv ads?

A big concern are the growing number of food bank lines across the central Texas region – how can we reach out to that population?

Send our flyer as a promotional tool to food banks and apartment complexes

The Department of Labor limits their funding to workforce boards for marketing – we can only market programs and tools, not ourselves

Can we promote the ACC Fast Track programs?

What are the jobs in each county and what is the training available?

Approach as a combo:

1. work with other groups – highlight the community colleges, community groups to reach new audiences
2. Learn more about funding options – would have to be pulled out of other funding,

Flyer created a few months ago with general information. (See attached).

- Passed out to Mike's team and Sandy's team for them to distribute to their networks

- Want to send it out to other groups, ministerial alliance, food banks,
- Lack of access to technology prohibitive

We need to start building out a list of organizations who would benefit from this information across the nine-county region. This can be distributed in both English and Spanish.

- ACC
- Other community colleges
- Hispanic Chambers, Hispanic-Centric Orgs.,
- Prefer to use mobile devices when reaching out to job seekers who have left the hospitality field
- KVUE
- Univision 62
- Distribute the flyers to school districts/PTAs
- Cultural centrale

We need to ensure that the audience to whoch we are communicating 'hears' the message by identifying the ways they come across and 'hear' info in their lives

Can we address "fear" associated with using our services? How do we build trust within these populations? Using the platforms and organizations they already feel to be "trustworthy" helps to spread the message.

Everyone likes the content Brian provides using real life examples.

Messaging needs to include language about "career pathways"

Computer literacy is a basic skill set that we will need to offer to job seekers. Locations where there is limited access to internet furthers the divide

Strategic plan launching in January which will help us to establish workforce councils in each county to help with structural barriers that can be prohibitive for people interested in entering training.

- People in the gravest situations are more concerned with earning money that entering training
- We need to help our communities with access to child care, workforce housing, internet access, and transportation, so they will feel confident enough to go into training
- Digital literacy will be an important piece of supporting these populations

What structural components are supporting our population with the greatest need now? If we identify them, we can see if we can increase support.

Action Items:

- ACC offered to distribute the flyer along with the others that they disseminate throughout the region. We have two individuals that go around disseminating flyers throughout the region. Send us the flyer and we can add to the ones that we are sending, both in English and Spanish.
- Workforce Solutions has printed the flyer to distribute to apartment complexes, food banks, and other related non-profits that likely have an overlapping customer base.

Meeting came to a close based on these items and WSRCA will share the actions taken with the group in the next meeting.

Workforce Solutions Rural Capital Area
Community Awareness Committee

Meeting Minutes

Meeting Date/Time: November 18, 2020 | 12 p.m.

Meeting Location: Zoom (Video: https://youtu.be/NNRYFdWjMxQ)

Committee Members in Attendance: Hector Aguilar, Carole Belver, Camille Clay, Margaret Lindsey, Briley Mitchell, Jennifer Tucker

Committee Members Absent: Woody Engebretson, Tracy Jackson, John Robison

Workforce Solutions Rural Capital Area (WSRCA) Board Staff Attendees: Cara Ryan, Brian Hernandez, Nellie Reyes

- Community Awareness Committee Chair Camille Clay called the meeting to order.
- Roll Call – Camille Clay: We had a quorum with six committee members attending.
- Public Comments – Camille Clay: No comments were made.
- *Consent Agenda – Chair
  - o Adopt minutes of the September 16, 2020 Community Awareness Committee Meeting
    - ✓ Motion to approve
    - ✓ Seconded
    - ✓ Motion approved
- Information Sharing – Camille Clay introduced guest speaker Chair/Guest Speaker: Chris Caballeros, Workforce Solutions Rural Capital Area (WSRCA) Workforce Innovation and Opportunity Act (WIOA) Youth Program Operations Manager, who provided insights on how our Youth Services Team helps young workers explore local training solutions and targeted career opportunities in high-demand industries. Some of the items discussed:
  - o The purpose of the WIOA Youth Program is to help support the young job seeker, as they work to overcome employment challenges to help them secure a position or further their education to gain employment
  - o Factors that negatively impact an individual's ability to return to work include:
    - ➢ Looking for work in declining occupations

- ➢ Lacking Required Occupational Certification/License
- ➢ No Work Experience in Desired Field
- ➢ Unable to Obtain Required Tools and Safety Equipment
- ➢ Justice involved; Disability; Pregnant/Parenting Youth, Homeless, Foster Youth, School Dropout
    - o WIOA Youth Services provides scholarships for tuition in Target Occupations and assists with purchasing required training materials such as books, tools, scrubs, etc., as well as offering a transportation stipend, and support services
    - o Eligibility requirements vary depending on whether the youth is in school or out of school
    - o In 2020, WSRCA Youth Services Staff hosted 47 Events or Presentations, offered 2,417 In-School student exposures to careers, and 644 Out of School youth exposures
    - o There is a need for more online materials to promote the Youth Career Explorations program
    - o A program video is needed that raises awareness of the sustainable solutions delivered by Youth Services through customer testimonials
    - o The need for more access to empower in-school youth across the region's ISD's
- Information Discussion – Camille Clay led a discussion to:
    - o Item #1: Review ideas to incorporate into the Board's 2020 Annual Report
    - o Item #2: Review ideas to include in the Board's New Outreach Video/COVID-19 Services Update
    - o Item #3: Review topic ideas for future webinars/town hall sessions with elected officials
- Communications Report – Camille Clay: The Committee Secretary/WSRCA Chief Storyteller Brian Hernandez discussed the following items:
    - o Board Member Changes:
        - o Denice Harland has joined the Board. Denice represents Lee County and is the Executive Director of the Giddings Area Chamber of Commerce
        - o Felix Munson has retired from the Board. Felix represented Williamson County and is the Owner & President of Anchor Ventana Glass
    - o The Committee reviewed the Board's continued COVID-19 outreach strategy including examples of website, email, and social media messaging
    - o The Committee reviewed the results of the outreach strategy to promote the Hiring Red, White & You! Statewide Veterans Virtual Hiring Event on November 5, and our joint-Board special landing page: WarriorWelcome.com
- New Business – Camille Clay: The Committee Secretary/WSRCA Chief Storyteller Brian Hernandez relayed that the Business & Education Committee was seeking to distribute the WSRCA Menu of Services flyers to larger portions of the Rural Capital Area community including food banks, ministerial alliances, and training providers such as Austin Community College.
- Priorities for Board Staff – Camille Clay: As a result of the Youth Services program review, the Committee instructed Brian Hernandez to form a workgroup of Committee members to explore options to better support the outreach needs of the Youth Services team
- Next Committee Meeting – Camille Clay: The next committee meeting is scheduled for Wednesday, January 20, 2021, from 12-2 p.m., on Zoom.
- Meeting Adjourned – Camille Clay

WORKFORCE SOLUTIONS
RURAL CAPITAL AREA

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FY 2020-2021 FINANCIAL REPORT

Budget for October 1, 2020 - August 31, 2021

	FY20/21
Current Funding Level	30,645,903.00
Proposed Annual Budget	30,645,903.00
Funds Pending Board Budget Approval	-

	FY 2021 Actual Expense 10.1.20 - 10.31.20	FY 2021 Board Proposed Budget	FY 2021 Y-T-D Budget Remaining	Foot-notes	Percent of Budget Expended	Percent of Budget Benchmark	Percent Variance of Expended from Benchmark
MANAGEMENT SERVICES (*Board Operations, Staff, Outreach, Financial Services*)							
Salaries & Benefits	157,165	1,489,334	1,332,169		10.55%	8.33%	2.22%
Operating Expenses	20,465	361,224	340,759		5.67%	8.33%	-2.67%
Board Facilities	16,530	195,000	178,470		8.48%	8.33%	0.14%
Total Management Services	**194,160**	**2,045,558**	**1,851,398**		**9.49%**	**8.33%**	**1.16%**
INFRASTRUCTURE SERVICES (*Rent, Phone, Utilities, Maintenance, Supplies*)							
Workforce Infrastructure	142,330	1,420,087	1,277,757		10.02%	8.33%	1.69%
Child Care Infrastructure	13,368	281,630	268,262		4.75%	8.33%	-3.59%
Total Infrastructure Services	**155,698**	**1,701,717**	**1,546,019**		**9.15%**	**8.33%**	**0.82%**
TOTAL OPERATING BUDGET	**349,858**	**3,747,275**	**3,397,417**		**9.34%**	8.33%	**1.00%**
CONTRACTED SERVICES							
Workforce Centers - Equus	482,832	4,712,896	4,230,064		10.24%	8.33%	1.91%
Child Care - Baker-Ripley	82,987	2,870,052	2,787,065	1	2.89%	8.33%	-5.44%
Total Contracted Services	**565,819**	**7,582,948**	**7,017,129**		**7.46%**	**8.33%**	**-0.87%**
CUSTOMER SERVICES (*Direct Care, Training, Support Services Only*)							
Workforce Training Activities - Equus	71,949	912,712	840,763		7.88%	8.33%	-0.45%
Workforce Support Services - Equus	11,017	890,608	879,591	2	1.24%	8.33%	-7.10%
Direct Care - Child Care - Baker-Ripley	1,945,192	17,076,590	15,131,398		11.39%	8.33%	3.06%
Total Customer Services	**2,028,157**	**18,879,910**	**16,851,753**		**10.74%**	**8.33%**	**2.41%**
Small Contracts - Local Initiatives	**7,472**	**435,770**	**428,298**	3	**1.71%**	**8.33%**	**-6.62%**
TOTAL PROGRAM BUDGET	**2,601,449**	**26,898,628**	**24,297,179**		**9.67%**	**8.33%**	**1.34%**
TOTAL ANNUAL BUDGET	**2,951,307**	**30,645,903**	**27,694,596**		**9.63%**	**8.33%**	**1.30%**
MANAGEMENT TO TOTAL BUDGET RATIO	6.58%	6.67%	6.69%				

	FOOTNOTES:	-
	General Note:	

2,951,307

1	There has been turnover with staff recently. Baker-Ripley is working to correct that.
2	Clients have not been participating due to COVID. However, with the recent rule changes clients are now required to participate. Equus staff are calling customers in and we should see participation increase which will indirectly result in an increase in workforce support service expenditures.
3	The Board is ramping up program activities in mulitiple small grants currently. We will start to see expenditures pick up soon.

RCA Board

Statement of Revenues and Expenditures - Unposted Transactions Included In Report

From 10/1/2020 Through 10/31/2020

	Current Period Actual	Prior Year Current Period Actual
Revenues		
Grant Revenue		
Workforce Investment Opportunity Act Funds	423,353.68	456,603.34
Child Care Funds	2,251,669.09	1,822,838.73
Temporary Assistance for Needy Families	120,098.39	142,156.53
Other Funding	159,420.91	354,054.83
Program Income		
Other Funding	0.00	0.65
Total Revenues	2,954,542.07	2,775,654.08
Expenditures		
Expense		
Workforce Investment Opportunity Act Funds	423,353.68	456,603.34
Child Care Funds	2,251,669.09	1,822,838.73
Temporary Assistance for Needy Families	120,098.39	142,156.53
Other Funding	156,185.66	119,135.08
Total Expenditures	2,951,306.82	2,540,733.68
Variance	3,235.25	234,920.40

	Current Year	Prior Year
Assets		
Current Assets		
Cash		
Cash-Operating Fund	208,001.45	1,487,268.40
Cash-General Fund	25,605.60	25,488.69
Total Cash	233,607.05	1,512,757.09
Grant Receivable		
Grants Receivable	2,087,483.80	300,913.43
Contracts Receivable	(336,132.43)	36,520.31
Total Grant Receivable	1,751,351.37	337,433.74
Other Current Assets		
Accounts Receivable	8.95	0.00
Prepaid Expense	190,608.32	26,486.85
Security Deposits	90,517.52	53,984.73
Gift Card Inventory	550.00	550.00
Total Other Current Assets	281,684.79	81,021.58
Total Current Assets	2,266,643.21	1,931,212.41
Property & Equipment		
Fixed Assets	2,865,885.49	2,659,102.01
Leasehold Improvements	42,077.72	9,972.72
Construction in Progress	105,656.86	0.00
Accumulated Depreciation	(2,042,828.24)	(2,013,209.75)
Total Property & Equipment	970,791.83	655,864.98
Total Assets	3,237,435.04	2,587,077.39
Liabilities		
Current Liabilities		
Accounts Payable		
Accounts Payable Control Acct	1,525,752.97	338,023.25
Grants Payable	(69,065.93)	(64,224.50)
Accounts Payable Accruals	525,487.43	1,181,499.31
Total Accounts Payable	1,982,174.47	1,455,298.06
Other Accrued Liabilities		
Fed Withholding Tax Payable	0.00	4,299.09
FICA Taxes Payable	0.00	6,595.02
Health Insurance Payable	0.00	1,041.87
125 Plan Deductions Payable	798.38	609.53
401K Plan Deductions Payable	4,464.24	4,461.59
Loans Payable 401k Plan	0.00	268.08
Salaries Payable	0.00	40,589.19
Payables-Other	(1,081.37)	13,648.84
Advance - Payable to Grantor	0.00	59,600.00
Accrued Uncompensated Absences	32,174.78	31,087.54
Other Accrued Liabilities - Closing Account	11,162.01	24,907.87
Total Other Accrued Liabilities	47,518.04	187,108.62
Total Current Liabilities	2,029,692.51	1,642,406.68
Total Liabilities	2,029,692.51	1,642,406.68
Net Assets		
Unrestricted		
Beginning Net Assets		
Fund Balance - Restricted	949,201.15	756,952.00
Fund Balance - Unrestricted	255,306.84	(47,201.69)
Total Beginning Net Assets	1,204,507.99	709,750.31
Total Unrestricted	1,204,507.99	709,750.31

	Current Year	Prior Year
Permanently Restricted		
Changes in Net Assets	3,235.25	234,920.40
Total Net Assets	1,207,743.24	944,670.71
Total Liabilities and Net Assets	3,237,435.04	2,587,077.39

	Current Year	Prior Year
Assets		
Current Assets		
Cash	233,607.05	1,512,757.09
Grant Receivable	1,751,351.37	337,433.74
Other Current Assets	281,684.79	81,021.58
Total Current Assets	2,266,643.21	1,931,212.41
Property & Equipment		
	970,791.83	655,864.98
Total Assets	3,237,435.04	2,587,077.39
Liabilities		
Current Liabilities		
Accounts Payable	1,982,174.47	1,455,298.06
Other Accrued Liabilities	47,518.04	187,108.62
Total Current Liabilities	2,029,692.51	1,642,406.68
Total Liabilities	2,029,692.51	1,642,406.68
Net Assets		
Unrestricted		
Beginning Net Assets	1,204,507.99	709,750.31
Total Unrestricted	1,204,507.99	709,750.31
Permanently Restricted		
Changes in Net Assets	3,235.25	234,920.40
Total Permanently Restricted	3,235.25	234,920.40
Total Net Assets	1,207,743.24	944,670.71
Total Liabilities and Net Assets	3,237,435.04	2,587,077.39

Board Staff: Paul Fletcher, Janie Kohl, Eugene Ratliff

Board Members: Frank Leonardis, Eben Riggs, Renee Flores, Tim Ols, and Margaret Lindsey

Absent: Jenna Fohn Thomas

The meeting was called to order by Frank.

Discussion on should we vote on minutes from last meeting. Decided no.

Renee discussed Financials. Nothing out of the normal. Management expenses a bit high, but that is due to salary adjustments that should level out.

Childcare management salaries are low but believe it to be because of turnover.

Equus support services are low, however that is due to COVID and customers not being in centers or as active.

Small contracts are low due to COVID restrictions.

Hopefully, we will be back to normal level expenditures soon.

No questions were asked.

The new budget was discussed. More detailed information needs to be provided prior to being approved to show the committee the exact changes that were made instead of just a lump amount. It will be presented at the next meeting.

Frank discussed the Personnel Policy change. Frank asked for a motion. Renee moved for a motion to discuss Tim seconded. Margaret asked if it is in line with other Boards. Frank did not know. Paul stated it does depend on the Board. Some Boards can, due to size. Frank explained that he did discuss this with the attorney, and it was reviewed. Renee asked for clarification. Discussion was had. It was determined that the policy needed to be changed from Board approval to Executive Committee approval. No other discussion. Voted on Policy Change. All approved.

Motion to vote on approval of CEO Employment Contract. It was discussed that the wording could be misleading. Add a semicolon instead of comma after policy. Voted and all approved.

Paul discussed Board Member and committees. We are possibly needing to replace one person from Bastrop.

Samsung has stated that they would be interested in joining our Board.

Next meeting would be on February 10th at 2pm via Zoom.

Untapped Populations

Date | time 11/9/2020 2:30 PM |
Location Microsoft TEAMS

Meeting called by	Cassandra Moya	Attendees: Cassandra Moya, Frank Leonardis, Marco Cruz, Sandra Dillett, Alfonso Sifuentes, Paul Fletcher, Diane Tackett
Type of meeting	Committee Meeting	
Facilitator	Cassandra	
Note taker	Diane	
Timekeeper	Diane	

Agenda Items

Topic

☐ Welcome

☐ Updates on Service Delivery during COVID19 / Outreach

Reviewed service delivery initiatives as a response to COVID19.

Updated on status of outreach flyer and plan to disseminate flyer across the nine-county area. Flyer printed in English and Spanish and will be delivered to community organizations before the end of the year.

☐ Tri-Agency Leadership (Rural Capital Integrated Services Initiative) update

Provided an update on the reconvened tri-agency leadership council. Tri-Agency leadership team will meet quarterly, next meeting is on 1/15/21 at 1 pm. Will revise the subcommittees, add new members and develop tasks / goals for 2021.

☐ Youth Advisory Council development

Provided an overview of the work to develop a youth advisory council which will help guide services to youth and build community connections. First meeting was 10/13/20 to explore the interest in developing a council for our area.

☐ Student HireAbility Navigator

No updates this time.

☐ Contractor initiatives for PY 21

Focusing on improving services to untapped populations by developing or expanding work in the following areas: 1. Expanding Youth Services; 2. Expanding outreach to untapped populations; 3. Improving Equity in Service Delivery; 4. Strengthening collaboration between program and partners, and 5. Training / upskilling outcomes.

☐ Staff Education / Resources

No updates.

☐ Business Perspective on Untapped Populations Update

Discussion on how to advance understanding of the business community to encourage hiring untapped populations.

An example came up regarding businesses recruiting through the use of staffing agencies and how to work with / convey to those staffing agencies the interest in providing opportunities for untapped populations.

- Action: learn more about hiring practices of staffing agencies regarding specific recruitment for underrepresented populations into employment.

Discussed ways to improve the language around underrepresented / underserved populations in outreach, marketing and stakeholder conversations.

- Accentuate the positive (the skill set represented)
- Highlight the "cans" not the "can'ts"
- Determine the feasibility to offer job description review and analysis from a disability perspective. Ex. Job descriptions that define "must be able to lift xx pounds, etc." while they serve a purpose, is it the most objective way to define the skills needed for the position. This will help employers use more inclusive language in job descriptions.

Discussed options to conduct an employer survey of employment practices.

- Identify priorities based on this survey,
- Demonstrate the actual job functions and training needs for those positions and convey via video / webinar
- Determine how to track the hire rate of untapped populations, especially during periods of higher unemployment.

The Texas HireAbility recognition program was identified and will be added to the agenda at the next meeting for additional discussion.

☐ Next Meeting Date: January 11, 2021 at 2:30 pm

Attachments

Child Care

Child Care Funds Expended by County thru November 2020

Children In Care November 2020

CPS	346	13%
Mandatory	256	10%
Income Eligible	2,073	77%
Totals	2,676	100%

County	Amount – CCF and CCM	% Paid	% of children under the age of 13 and households <85% SMI of working parents
Bastrop	198,093.95	11.02	12.00
Blanco	7,375.14	0.41	1.00
Burnet	101,930.51	5.67	7.00
Caldwell	71,611.38	3.98	7.00
Fayette	24,387.33	1.36	2.00
Hays	315,892.88	17.57	23.00
Lee	19,144.22	1.06	2.00
Llano	28,507.12	1.59	2.00
Williamson	1,030,690.49	57.34	43.00
Total	1,797,633.02	100.00	100.00

Children on Waitlist as of 12/10/2020

County	Children
Bastrop	174
Blanco	11
Burnet	98
Caldwell	102
Fayette	55
Hays	317
Lee	37
Llano	43
Williamson	817
Total	1,654

Child Care Providers

County	Providers	TRSP	Relative
Bastrop	26	7	1
Blanco	3	1	0
Burnet	14	5	0
Caldwell	9	3	0
Fayette	4	2	0
Hays	54	22	4
Lee	6	1	0
Llano	3	1	0
Williamson	171	36	4
Total RCA	290	78	10
Outside Nine County	116	59	0
Total	406	137	10

FY2021 Target 2,265
October 2020 Performance Target: 92.94%

Child Care

Workforce Solutions Rural Capital Area Workforce Development Board Meeting
December 16, 2020

Children in Care FY 2021

Fund Type	November 2020	%
CPS Clients	346	13
Mandatory (Choices, Former CPS, TANF)	256	10
Income Eligible	2,073	77
Totals	2,676	100

Child Care Funds Expended by County
thru November 2020

County	Amount – CCF and CCM	% Paid	% of children under the age of 13 and households <85% SMI of working parents
Bastrop	198,093.95	11.02	12.00
Blanco	7,375.14	0.41	1.00
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Fayette	24,387.33	1.36	2.00
Hays	315,892.88	17.57	23.00
Lee	19,144.22	1.06	2.00
Llano	28,507.12	1.59	2.00
Williamson	1,030,690.49	57.34	43.00
Total	1,797,633.02	100.00	100.00

Child Care Providers

County	Providers Open/Closed	TRSP	Relative
Bastrop	26	7	1
Blanco	3	1	0
Burnet	14	5	0
Caldwell	9	3	0
Fayette	4	2	0
Hays	54	22	4
Lee	6	1	0
Llano	3	1	0
Williamson	171	36	4
Total RCA	290	78	10
Outside Nine County	116	59	0
Total	406	137	10

Children on Waitlist as of 12/10/2020
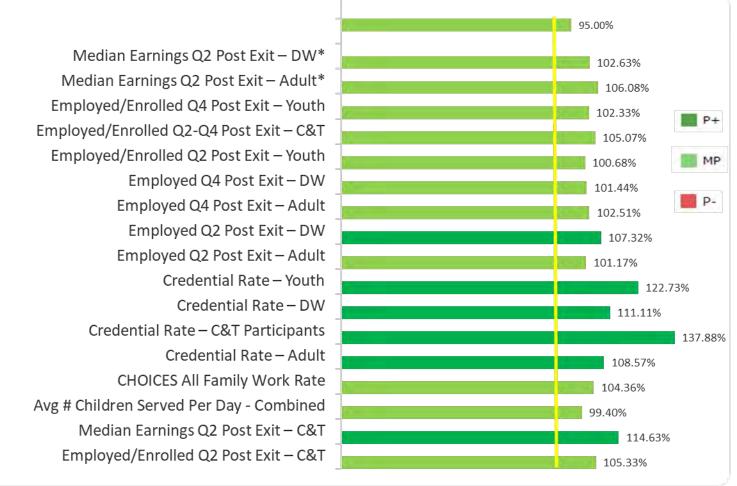
County	Children
Bastrop	174
Blanco	11
Burnet	98
Caldwell	102
Fayette	55
Hays	317
Lee	37
Llano	43
Williamson	817
Total	1,654

Child Care State Performance Measure

- FY2021 Target 2,265
  - October 2020 = 92.94%

Workforce Solutions Rural Capital Area Workforce September MPR Performance Overview

Median Earnings Q2 Post Exit – DW* — 95.00%
Median Earnings Q2 Post Exit – Adult* — 102.63%
Employed/Enrolled Q4 Post Exit – Youth — 106.08%
Employed/Enrolled Q2-Q4 Post Exit – C&T — 102.33%
Employed/Enrolled Q2 Post Exit – Youth — 105.07%
Employed Q4 Post Exit – DW — 100.68%
Employed Q4 Post Exit – Adult — 101.44%
Employed Q2 Post Exit – DW — 102.51%
Employed Q2 Post Exit – Adult — 107.32%
Credential Rate – Youth — 101.17%
Credential Rate – DW — 122.73%
Credential Rate – C&T Participants — 111.11%
Credential Rate – Adult — 137.88%
CHOICES All Family Work Rate — 108.57%
Avg # Children Served Per Day - Combined — 104.36%
Median Earnings Q2 Post Exit – C&T — 99.40%
Employed/Enrolled Q2 Post Exit – C&T — 114.63%
— 105.33%

Legend: P+, MP, P-

* Percentage of Prior Year End Performance

Source: August 2020 TWC MPR Final Release

AT-A-GLANCE COMPARISON - BOARD CONTRACTED MEASURES

Percent of Target

BOARD CONTRACT YEAR 2020 YEAR END REPORT

Green = +P | White = MP | Yellow = MP but At Risk | Red = -P

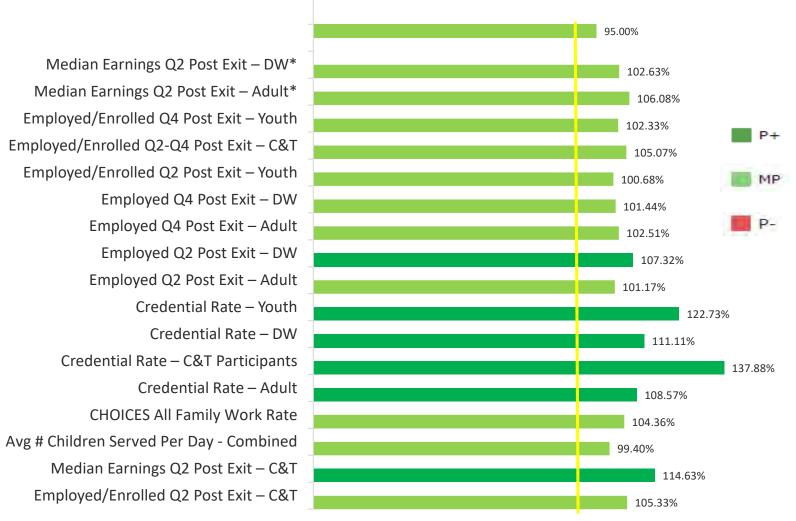| Board	Reemployment and Employer Engagement: Clmnt ReEmpl within 10 Weeks	Emplyrs Rcvg Wkfc Assist	Participation: Choices Full Work Rate-All Family Total	Avg # Children Svd Per Day-Combined	C&T Participants: Empl/Enrolled Q2 Post-Exit	Empl/Enrolled Q2-Q4 Post-Exit	Median Earnings Q2 Post-Exit	Credential Rate	Adult: Employed Q2 Post-Exit	Employed Q4 Post-Exit	Median Earnings Q2 Post-Exit	Credential Rate	DW: Employed Q2 Post-Exit	Employed Q4 Post-Exit	Median Earnings Q2 Post-Exit	Credential Rate	Youth: Empl/Enrolled Q2 Post-Exit	Empl/Enrolled Q4 Post-Exit	Median Earnings Q2 Post-Exit	Credential Rate	+P	MP	-P	% MP & +P
Alamo	96.21%	98.31%	106.00%	99.83%	103.54%	102.88%	113.62%	124.52%	103.08%	99.72%	n/a	96.62%	100.09%	92.45%	n/a	105.27%	96.17%	99.28%	110.43%		4	13	0	100%
Borderplex	96.62%	95.27%	100.96%	98.66%	99.45%	100.04%	111.39%	132.08%	102.94%	96.58%	n/a	107.28%	99.09%	99.38%	n/a	100.67%	93.90%	95.01%	144.68%		3	14	0	100%
Brazos Valley	95.48%	109.28%	99.00%	96.39%	99.83%	99.13%	106.04%	114.38%	88.98%	94.57%	n/a	82.24%	105.86%	111.57%	n/a	115.13%	122.95%	94.88%	104.17%		6	9	2	88%
Cameron	95.92%	98.18%	100.17%	104.44%	109.07%	100.85%	110.25%	142.28%	94.66%	94.55%	n/a	105.17%	102.68%	90.53%	n/a	97.78%	97.08%	95.25%	78.10%		3	13	1	94%
Capital Area	100.00%	107.10%	104.76%	100.53%	105.36%	103.79%	112.26%	130.73%	107.26%	97.64%	n/a	111.70%	106.30%	98.57%	n/a	108.38%	112.95%	104.51%	107.59%		6	11	0	100%
Central Texas	100.91%	105.39%	105.81%	99.61%	94.67%	99.89%	106.69%	108.92%	103.36%	104.41%	n/a	128.91%	109.64%	92.90%	n/a	106.57%	97.86%	92.84%	97.38%		5	11	1	94%
Coastal Bend	97.14%	97.32%	100.56%	101.02%	102.51%	100.90%	112.62%	80.65%	110.06%	99.29%	n/a	79.38%	97.60%	99.50%	n/a	76.67%	99.03%	95.50%	82.42%		2	11	4	76%
Concho Valley	96.48%	95.56%	96.65%	99.45%	104.55%	99.62%	102.47%	136.37%	90.25%	101.56%	n/a	101.49%	121.91%	97.69%	n/a	112.99%	110.18%	91.71%	74.63%		4	12	1	94%
Dallas	95.66%	102.85%	96.45%	101.67%	101.41%	101.57%	109.97%	131.67%	93.55%	94.50%	n/a	107.51%	98.56%	95.72%	n/a	95.73%	97.65%	98.14%	120.86%		3	14	0	100%
Deep East	98.73%	96.77%	99.87%	98.11%	102.15%	98.71%	110.26%	139.67%	92.80%	90.73%	n/a	90.65%	90.84%	90.50%	n/a	117.11%	100.97%	99.06%	92.58%		3	14	0	100%
East Texas	94.99%	112.50%	100.96%	96.38%	103.25%	100.61%	106.35%	127.67%	103.98%	100.01%	n/a	94.26%	94.70%	99.86%	n/a	106.51%	104.83%	108.49%	111.04%		4	12	1	94%
Golden Cresce	97.44%	98.76%	108.04%	98.14%	109.87%	104.38%	116.68%	126.40%	104.97%	95.61%	n/a	97.35%	102.88%	97.92%	n/a	96.61%	90.08%	120.21%	152.44%		6	11	0	100%
Gulf Coast	96.18%	98.18%	101.52%	97.42%	96.10%	98.85%	107.82%	106.67%	96.73%	92.92%	n/a	90.79%	88.72%	82.30%	n/a	78.72%	95.03%	97.70%	127.85%		3	11	3	82%
Heart of Texas	96.14%	104.86%	109.02%	97.88%	104.70%	100.89%	104.35%	111.93%	107.78%	122.56%	n/a	89.49%	103.12%	113.88%	n/a	69.44%	111.72%	103.14%	80.37%		5	9	3	82%
Lower Rio	94.77%	101.76%	103.66%	102.55%	108.58%	98.64%	109.63%	135.83%	95.87%	98.65%	n/a	107.05%	98.90%	97.93%	n/a	98.29%	95.23%	101.39%	88.70%		3	12	2	88%
Middle Rio	94.84%	98.34%	97.90%	100.80%	103.93%	97.24%	101.64%	138.25%	95.44%	94.01%	n/a	92.57%	118.06%	105.27%	n/a	74.08%	98.35%	91.56%	123.90%		3	12	2	88%
North Central	95.50%	94.70%	98.53%	98.91%	97.30%	103.04%	118.29%	113.82%	99.13%	97.40%	n/a	90.59%	97.46%	96.32%	n/a	94.36%	103.86%	108.38%	124.77%		3	13	1	94%
North East	105.10%	106.15%	101.85%	101.91%	99.23%	101.05%	105.86%	122.15%	107.59%	110.90%	n/a	112.87%	98.96%	103.08%	n/a	75.17%	106.81%	91.13%	102.73%		6	10	1	94%
North Texas	101.75%	108.10%	101.43%	98.87%	100.16%	101.73%	103.95%	144.73%	100.00%	99.32%	n/a	117.40%	100.00%	111.11%	n/a	57.01%	87.82%	111.02%	105.75%		5	10	2	88%
Panhandle	101.15%	111.42%	109.77%	99.43%	104.57%	102.05%	108.63%	138.07%	108.90%	103.44%	n/a	96.44%	109.04%	110.11%	n/a	120.05%	96.50%	113.34%	100.19%		7	10	0	100%
Permian Basin	98.12%	101.45%	92.03%	99.61%	106.23%	100.12%	107.33%	122.22%	89.08%	83.52%	n/a	96.10%	116.32%	97.22%	n/a	91.79%	109.78%	122.55%	73.25%		5	8	4	76%
Rural Capital	96.32%	97.85%	104.36%	99.40%	105.33%	105.07%	114.63%	137.88%	101.17%	102.51%	n/a	108.57%	107.32%	101.44%	n/a	111.11%	100.68%	102.33%	122.73%		6	11	0	100%
South Plains	100.67%	96.94%	102.58%	100.20%	102.80%	99.26%	107.72%	145.83%	110.98%	108.05%	n/a	97.57%	121.00%	105.69%	n/a	106.28%	116.43%	125.23%	137.76%		7	10	0	100%
South Texas	98.97%	112.54%	105.76%	100.07%	98.06%	100.89%	94.69%	155.17%	97.78%	112.31%	n/a	107.72%	114.42%	111.73%	n/a	131.58%	126.92%	120.21%	115.58%		10	6	1	94%
Southeast	99.72%	100.53%	99.49%	99.17%	105.67%	99.64%	105.11%	120.62%	106.83%	103.21%	n/a	103.59%	101.89%	100.61%	n/a	121.86%	95.64%	96.61%	111.04%		5	12	0	100%
Tarrant	96.73%	98.89%	96.95%	99.00%	102.59%	102.50%	114.64%	128.88%	98.09%	94.01%	n/a	92.78%	91.10%	96.28%	n/a	88.89%	89.58%	92.64%	75.68%		2	12	3	82%
Texoma	94.53%	104.08%	97.82%	99.76%	103.87%	102.99%	105.42%	135.62%	102.71%	106.38%	n/a	101.79%	114.42%	111.11%	n/a	120.00%	100.71%	96.47%	94.53%		5	11	1	94%
West Central	95.54%	103.63%	101.76%	99.55%	98.84%	98.81%	105.40%	117.12%	100.26%	81.96%	n/a	90.05%	105.06%	83.48%	n/a	111.11%	104.08%	106.72%	109.89%		3	12	2	88%
+P	1	8	6	0	7	1	23	27	2	3	0	4	6	6	0	9	6	6	12					127
MP	23	19	21	28	20	27	4	0	24	23	0	21	21	20	0	12	20	22	9					314
-P	4	1	1	0	1	0	1	1	2	2	0	3	1	2	0	7	2	0	7					35
% MP & +P	86%	96%	96%	100%	96%	100%	96%	96%	93%	93%	N/A	89%	96%	93%	N/A	75%	93%	100%	75%					93%
From	12/18	3/19	3/19	3/19	7/18	1/18	7/18	1/18	7/18	1/18	7/18	1/18	7/18	1/18	7/18	1/18	7/18	1/18	1/18					From
To	11/19	2/20	2/20	2/20	6/19	12/18	6/19	12/18	6/19	12/18	6/19	12/18	6/19	12/18	6/19	12/18	6/19	12/18	12/18					To

Workforce Solutions
Rural Capital Area
Workforce Performance

By Equus Workforce Services

December 16, 2020

Workforce Solutions Rural Capital Area Workforce September MPR Performance Overview

95.00%

Median Earnings Q2 Post Exit – DW*	102.63%
Median Earnings Q2 Post Exit – Adult*	106.08%
Employed/Enrolled Q4 Post Exit – Youth	102.33%
Employed/Enrolled Q2-Q4 Post Exit – C&T	105.07%
Employed/Enrolled Q2 Post Exit – Youth	100.68%
Employed Q4 Post Exit – DW	101.44%
Employed Q4 Post Exit – Adult	102.51%
Employed Q2 Post Exit – DW	107.32%
Employed Q2 Post Exit – Adult	101.17%
Credential Rate – Youth	122.73%
Credential Rate – DW	111.11%
Credential Rate – C&T Participants	137.88%
Credential Rate – Adult	108.57%
CHOICES All Family Work Rate	104.36%
Avg # Children Served Per Day - Combined	99.40%
Median Earnings Q2 Post Exit – C&T	114.63%
Employed/Enrolled Q2 Post Exit – C&T	105.33%

Legend: P+ ; MP ; P-

Source: September 2020 TWC MPR Final Release

Claimant Reemployment within 10 Weeks

This performance measure consists of everyone in the Rural Capital Area that has applied for Unemployment and was able to find employment within 10 weeks from the date they applied for Unemployment. The timeframe is for customers that applied for Unemployment from July 1 through September 30.

Reemployment of Registered Claimants within 10 weeks as of September 2020

The end of year target for Rural Capital Area is 59.66% of all claimants being employed within 10 weeks. We are currently at 96.32% of this measure.

of Employers Receiving Workforce Assistance

This performance measure consists of the number of Employers that received a "countable" service from RCA Staff. The countable services are:

- Taking job postings;
- Providing specialized testing to job seekers on behalf of an employer;
- Performing employer site recruitment;
- Job Fairs;
- Providing employer meeting or interview space;
- Providing customized or incumbent worker training;
- Entering into a subsidized/unpaid employer agreement;
- Providing Rapid Response;
- Job Development (if recorded with a valid UI Tax ID);
- Work Opportunity Tax Credit; or

- Other services provided to employers for a fee.

The time frame is from October through September.

Employer Workforce Assistance as of September 2020

In August 2019, TWC implemented a replacement for its WorkInTexas.com online labor exchange system. Unfortunately, TWC is currently unable to connect and unduplicate data across the old and new systems, which prevents us from accurately reporting performance for any period that involves August 2019 or later.

Employed/Enrolled Q2 Post Exit All Participants

Employed/Enrolled Q4 Post Exit All Participants

Median Earnings Q2 Post Exit All Participants

This performance measure consists of the number of customers that were employed, according to TWC Tax Wages or supplemental wages (or in Post Secondary Education for Youth), in the 2nd calendar quarter after they exited from the any program.

This performance measure consists of the number of customers that were employed, according to TWC Tax Wages or supplemental wages (or in Post Secondary Education for Youth), in the 4th calendar quarter after they exited from any program

This performance measure consists of the number of customers that were employed, according to TWC Tax Wages or supplemental wages in the 2nd calendar quarter after they exited from the all programs and what their median wages were.

The time frame is for customers exited from July through August.

The time frame is for customers exited from January through December.

The time frame is for customers exited from July through August.

Employed/Enrolled Q2 Post Exit All Participants

The Measure for All Participants is 69.00%

Employed/Enrolled Q4 Post Exit All Participants

The Measure for All Participants is 84%

■ Target
□ Actual

Median Earnings Q2 Post Exit All Participants
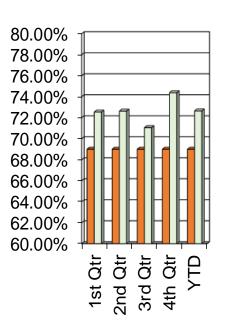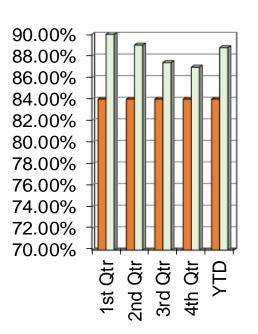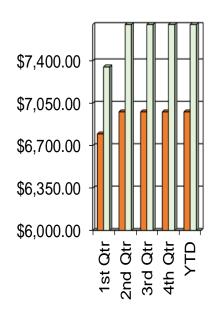
The Measure for All Participants is $6979.00

Currently, we are at 105.33% of the measure with 13,510 customers placed in employment.

Currently, we are at 105.07% of the measure with 12,927 customers placed in employment.

Currently, we are at 114.63% of the measure with 12,875 customers in this measure.

Employed/Enrolled Q2 Post Exit WIOA Adult, DW, Youth

This performance measure consists of the number of customers that were employed, according to TWC Tax Wages or supplemental wages (or in Post Secondary Education for Youth), in the 3rd calendar quarter after they exited from the WIOA Program.
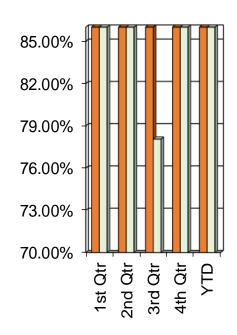
The time frame is for customers exited from July through August.

Employed Q2 Post Exit WIOA Adult, DW, Youth

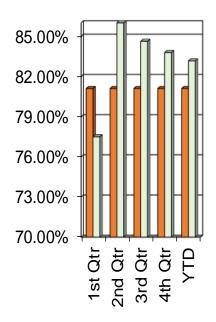The Target Measure for WIOA Adults is 90%

The Target Measure for WIOA DW is 79.20%

The Target Measure for WIOA Youth is 83.5%
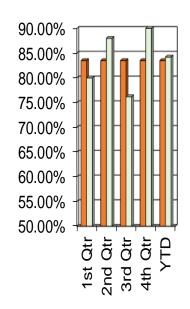
Currently, we are at 101.17% of the target measure with 295 customers placed in employment.

Currently, we are at 107.32% of the target measure with 170 customers placed in employment.

Currently, we are at 100.68% of the measure with 95 youth customers placed in employment.

Employed/Enrolled Q4 Post Exit WIOA Adult, DW, Youth

This performance measure consists of the number of customers that were employed, according to TWC Tax Wages or supplemental wages (or in Post Secondary Education for Youth), in the 4th calendar quarter after they exited from the WIOA Program.

The time frame is for customers exited from January through December.

Employed Q4 Post Exit WIOA Adult, DW, Youth

The Target Measure for WIOA Adults is 87.8%
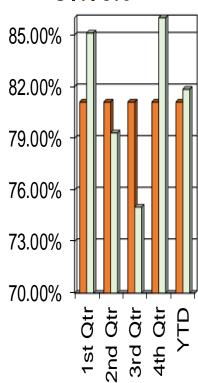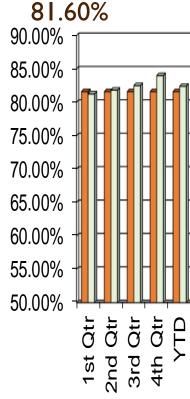
Currently, we are at 102.51% of the target measure with 270 customers placed in employment.

The Target Measure for WIOA DW is 81.10%

Currently, we are at 101.44% of the target measure with 167 customers placed in employment.

The Target Measure for WIOA Youth is 81.60%

Currently, we are at 102.33% of the measure with 86 youth customers placed in employment.

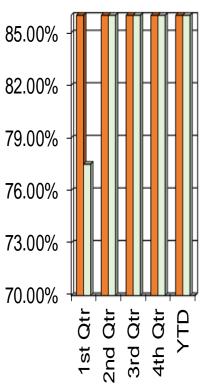# Median Earnings QS Post Exit WIOA Adult and DW
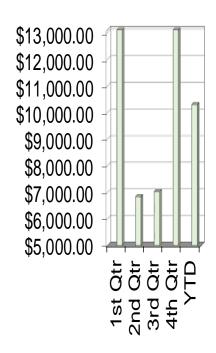
This performance measure consists of the number of customers that were employed, according to TWC Tax Wages or supplemental wages in the 3rd calendar quarter after they exited from the WIOA Program and what their median wages were.

The time frame is for customers exited from July through September.
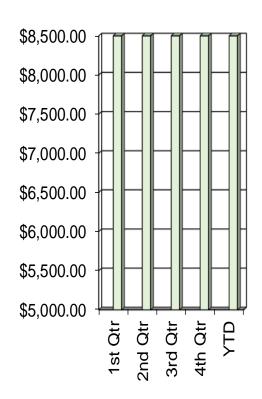
Median Earning Q2 Post Exit WIOA Adult and DW

The Target Measure for
WIOA Adult measure is
not available or established.

The Target Measure for
WIOA DW is not
available or established.
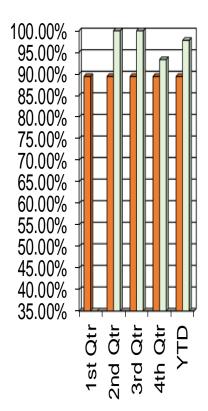
Credential Rate WIOA Adult, DW, Youth

This performance measure consists of the number of customers that were provided a training service in WIOA that would lead to a recognized credential within on year after exit.

The time frame is for customers exited from January through December.

Credential Rate WIOA Adult, DW, Youth
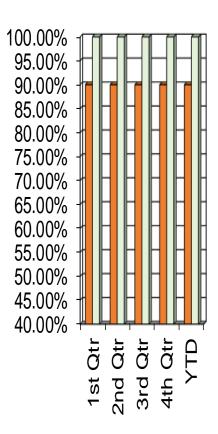
The Target Measure for WIOA Adults is 89.4%
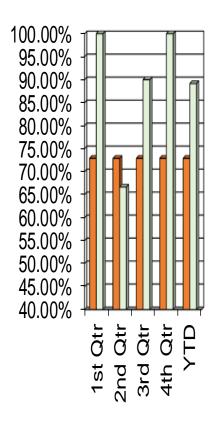
Currently at 108.57% of the measure with 33 customers receiving a credential.

The Target Measure for WIOA DW is 90%

Currently at 111.11% of the measure with 18 customers receiving a credential.

The Target Measure for WIOA Youth is 72.90%

Currently at 122.73% of the measure with 17 customers receiving a credential.

Choices Full Work Rate – All Family Total
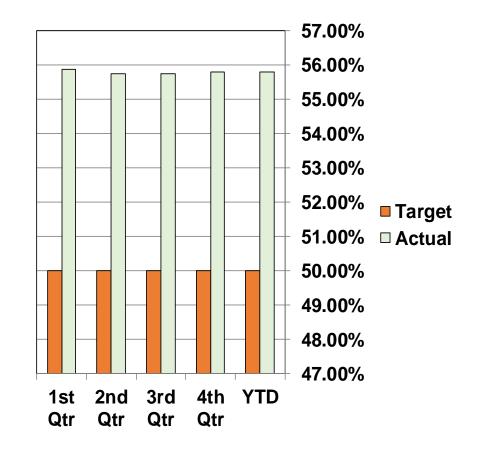
This performance measure consists of TANF recipients who are mandatory to participate in the Choices program (ie: search for and take permanent employment). The time frame for this is from October through September. In order to be considered as a meeting the full work rate, the customer must be participating their required minimal hours (depending on their status…. 20 or 30 hours per week) in one of the following activities:
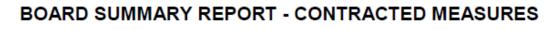
Paid Employment (including unsubsidized/subsidized employment and on-the-job training), or
High School/GED (only for teens without a High School Diploma or GED).

Choices Full Work Rate
All Family September 2020

The current target measure for Rural Capital Area is to ensure 50.00% of all TANF Customers are in a work activity each month.

We are currently at 104.36% of this target. 35 Families are in this measure YTD.

BOARD SUMMARY REPORT - CONTRACTED MEASURES

BOARD NAME: RURAL CAPITAL

BOARD CONTRACT YEAR 2020 YEAR END REPORT

Status Summary	With Positive Performance (+P):	Meeting Performance (MP):	With Negative Performance (-P):	% +P & MP
Contracted Measures	6	11	0	100.00%

Source Notes	Measure	Status	% Current Target	Current Target	EOY Target	Current Perf.	Prior Year End	2 Years Ago YE	YTD Num / YTD Den	QTR 1	QTR 2	QTR 3	QTR 4	From	To
Reemployment and Employer Engagement Measures															
TWC 1	Claimant Reemployment within 10 Weeks	MP	96.32%	61.11%	61.11%	58.86%	60.24%	59.83%	5,475 / 9,301	61.25%	59.97%	59.06%	54.34%	12/18	11/19
TWC 2	# of Employers Receiving Workforce Assistance	MP	97.85%	4,046	4,046	3,959	4,315	4,792	----- / -----	1,995	1,995	1,385	1,336	3/19	2/20

1. Because of the impact of COVID-19 on demand for services, we adjusted the BCY20 performance period to Dec 2018 to Nov 2019 to reflect how Boards were doing before COVID-19 and to ensure that no Board would be considered to have failed to meet BCY20 performance solely because of COVID-19.
2. Because of the impact of COVID-19 on demand for services, we adjusted the BCY20 performance period to Mar 2019 to Feb 2020 to reflect how Boards were doing before COVID-19 and to ensure that no Board would be considered to have failed to meet BCY20 performance solely because of COVID-19.

Source Notes	Measure	Status	% Current Target	Current Target	EOY Target	Current Perf.	Prior Year End	2 Years Ago YE	YTD Num / YTD Den	QTR 1	QTR 2	QTR 3	QTR 4	From	To
Program Participation Measures															
TWC 3	Choices Full Work Rate - All Family Total	MP	104.36%	53.47%	53.47%	55.80%	53.20%	55.99%	35 / 62	53.39%	56.74%	58.77%	54.31%	3/19	2/20
TWC 4	Avg # Children Served Per Day - Combined	MP	99.40%	2,672	2,672	2,656	2,581	1,931	693,169 / 261	2,807	2,493	2,594	2,728	3/19	2/20
	# of EWC Children Served	---	-----	-----	-----	1,006	n/a	n/a	----- / -----	-----	-----	-----	-----	4/20	9/20

3. Because of the impact of COVID-19 on demand for services and participation requirements, we adjusted the BCY20 performance period to Mar 2019 to Feb 2020 to reflect how Boards were doing before COVID-19 and to ensure that no Board would be considered to have failed to meet BCY20 performance solely because of COVID-19.
4. TWC took a number of actions to mitigate the impact of COVID-19 on child care providers and families and to ensure the availability of child care for working parents in Texas, especially essential workers. Because part of the impact of these actions was to raise costs temporarily to the point where many local Boards would not have enough money to meet there targets, we adjusted the BCY20 performance period to Mar 2019 to Feb 2020 to reflect how Boards were doing before COVID-19 and to ensure that no Board would be considered to have failed to meet BCY20 performance solely because of COVID-19.

Source Notes	Measure	Status	% Current Target	Current Target	EOY Target	Current Perf.	Prior Year End	2 Years Ago YE	YTD Num / YTD Den	QTR 1	QTR 2	QTR 3	QTR 4	From	To
WIOA Outcome Measures															
LBB-K 5	Employed/Enrolled Q2 Post Exit – C&T Participants	+P	105.33%	69.00%	69.00%	72.68%	72.87%	72.33%	13,510 / 18,588	72.56%	72.65%	71.10%	74.35%	7/18	6/19
LBB-K 5	Employed/Enrolled Q2-Q4 Post Exit – C&T Participants	+P	105.07%	84.00%	84.00%	88.26%	88.82%	87.24%	12,927 / 14,646	88.41%	89.09%	88.18%	87.09%	1/18	12/18
TWC 5	Median Earnings Q2 Post Exit – C&T Participants	+P	114.63%	$6,979.00	$6,979.00	$8,000.00	$7,843.50	$6,908.75	n/a / 12,875	$7,355.72	$7,999.47	$8,314.29	$8,437.25	7/18	6/19
LBB-K 5	Credential Rate – C&T Participants	+P	137.88%	60.00%	60.00%	82.73%	74.44%	79.14%	91 / 110	83.33%	77.42%	88.89%	82.35%	1/18	12/18
DOL-C 5	Employed Q2 Post Exit – Adult	MP	101.17%	90.00%	90.00%	91.05%	92.67%	93.98%	295 / 324	91.74%	90.00%	78.05%	94.78%	7/18	6/19
DOL-C 5	Employed Q4 Post Exit – Adult	MP	102.51%	87.80%	87.80%	90.00%	95.89%	90.14%	270 / 300	77.50%	90.99%	91.74%	95.00%	1/18	12/18
DOL-C 5	Median Earnings Q2 Post Exit – Adult	---	-----	-----	-----	$13,128.50	$11,802.50	$13,338.51	n/a / 294	$13,404.87	$6,840.83	$7,034.00	$13,905.27	7/18	6/19
DOL-C 5	Credential Rate – Adult	MP	108.57%	89.40%	89.40%	97.06%	75.00%	87.10%	33 / 34	n/a	100.00%	100.00%	93.33%	1/18	12/18

Briefing Materials for Board Meeting - December 16, 2020   Page 121

BOARD SUMMARY REPORT - CONTRACTED MEASURES

BOARD NAME: **RURAL CAPITAL**   BOARD CONTRACT YEAR 2020 YEAR END REPORT

Source Notes	Measure	Status	% Current Target	Current Target	EOY Target	Current Perf.	Prior Year End	2 Years Ago YE	YTD Num / YTD Den	QTR 1	QTR 2	QTR 3	QTR 4	From	To
WIOA Outcome Measures															
DOL-C 5	Employed Q2 Post Exit – DW	MP	107.32%	79.20%	79.20%	85.00%	80.28%	80.68%	170 / 200	77.50%	91.38%	84.62%	83.78%	7/18	6/19
DOL-C 5	Employed Q4 Post Exit – DW	MP	101.44%	81.10%	81.10%	82.27%	88.64%	80.19%	167 / 203	85.11%	79.31%	75.00%	87.93%	1/18	12/18
DOL-C 5	Median Earnings Q2 Post Exit – DW	---	-----	-----	-----	$9,259.61	$8,499.34	$9,720.46	n/a / 166	$9,288.44	$9,727.98	$9,330.00	$8,841.62	7/18	6/19
DOL-C 5	Credential Rate – DW	+P	111.11%	90.00%	90.00%	100.00%	100.00%	94.74%	18 / 18	100.00%	100.00%	100.00%	100.00%	1/18	12/18
DOL-C 5	Employed/Enrolled Q2 Post Exit – Youth	MP	100.68%	83.50%	83.50%	84.07%	87.34%	85.19%	95 / 113	80.00%	88.00%	76.19%	92.59%	7/18	6/19
DOL-C 5	Employed/Enrolled Q4 Post Exit – Youth	MP	102.33%	81.60%	81.60%	83.50%	85.71%	82.05%	86 / 103	81.25%	86.36%	82.50%	84.00%	1/18	12/18
DOL-C 5	Credential Rate – Youth	+P	122.73%	72.90%	72.90%	89.47%	90.91%	83.87%	17 / 19	100.00%	66.67%	90.00%	100.00%	1/18	12/18

AT-A-GLANCE COMPARISON - BOARD CONTRACTED MEASURES
Percent of Target

BOARD CONTRACT YEAR 2020 YEAR END REPORT

Green = +P | White = MP | Yellow = MP but At Risk | Red = -P

Board	Reempl. Clmnt ReEmpl within 10 Weeks	Emplyrs Rcvg Wkfc Assist	Choices Full Work Rate-All Family Total	Avg # Children Svd Per Day-Combined	C&T Empl/Enrolled Q2 Post-Exit	C&T Empl/Enrolled Q2-Q4 Post-Exit	C&T Median Earnings Q2 Post-Exit	C&T Credential Rate	Adult Employed Q2 Post-Exit	Adult Employed Q4 Post-Exit	Adult Median Earnings Q2 Post-Exit	Adult Credential Rate	DW Employed Q2 Post-Exit	DW Employed Q4 Post-Exit	DW Median Earnings Q2 Post-Exit	DW Credential Rate	Youth Empl/Enrolled Q2 Post-Exit	Youth Empl/Enrolled Q4 Post-Exit	Youth Credential Rate	+P	MP	-P	% MP & +P
Alamo	96.21%	98.31%	106.00%	99.83%	103.54%	102.88%	113.62%	124.52%	103.08%	99.72%	n/a	96.62%	100.09%	92.45%	n/a	105.27%	96.17%	99.28%	110.43%	4	13	0	100%
Borderplex	96.62%	95.27%	100.96%	98.66%	99.45%	100.04%	111.39%	132.08%	102.94%	96.58%	n/a	107.28%	99.09%	99.38%	n/a	100.67%	93.90%	95.01%	144.68%	3	14	0	100%
Brazos Valley	95.48%	109.28%	99.00%	96.39%	99.83%	99.13%	106.04%	114.38%	88.98%	94.57%	n/a	82.24%	105.86%	111.57%	n/a	115.13%	122.95%	94.88%	104.17%	6	9	2	88%
Cameron	95.92%	98.18%	100.17%	104.44%	109.07%	100.85%	110.25%	142.28%	94.66%	94.55%	n/a	105.17%	102.68%	90.53%	n/a	97.78%	97.08%	95.25%	78.10%	3	13	1	94%
Capital Area	100.00%	107.10%	104.76%	100.53%	105.36%	103.79%	112.26%	130.73%	107.26%	97.64%	n/a	111.70%	106.30%	98.57%	n/a	108.38%	112.95%	104.51%	107.59%	6	11	0	100%
Central Texas	100.91%	105.39%	105.81%	99.61%	94.67%	99.89%	106.69%	108.92%	103.36%	104.41%	n/a	128.91%	109.64%	92.90%	n/a	106.57%	97.86%	92.84%	97.38%	5	11	1	94%
Coastal Bend	97.14%	97.32%	100.56%	101.02%	102.51%	100.90%	112.62%	80.65%	110.06%	99.29%	n/a	79.38%	97.60%	99.50%	n/a	76.67%	99.03%	95.50%	82.42%	2	11	4	76%
Concho Valley	96.48%	95.56%	96.65%	99.45%	104.55%	99.62%	102.47%	136.37%	90.25%	101.56%	n/a	101.49%	121.91%	97.69%	n/a	112.99%	110.18%	91.71%	74.63%	4	12	1	94%
Dallas	95.66%	102.85%	96.45%	101.67%	101.41%	101.57%	109.97%	131.67%	93.55%	94.50%	n/a	107.51%	98.56%	95.72%	n/a	95.73%	97.65%	98.14%	120.86%	3	14	0	100%
Deep East	98.73%	96.77%	99.87%	98.11%	102.15%	98.71%	110.26%	139.67%	92.80%	90.73%	n/a	90.65%	90.84%	90.50%	n/a	117.11%	100.97%	99.06%	92.58%	3	14	0	100%
East Texas	94.99%	112.50%	100.96%	96.38%	103.25%	100.61%	106.35%	127.67%	103.98%	100.01%	n/a	94.26%	94.70%	99.86%	n/a	106.51%	104.83%	108.49%	111.04%	4	12	1	94%
Golden Cresce	97.44%	98.76%	108.04%	98.14%	109.87%	104.38%	116.68%	126.40%	104.97%	95.61%	n/a	97.35%	102.88%	97.92%	n/a	96.61%	90.08%	120.21%	152.44%	6	11	0	100%
Gulf Coast	96.18%	98.18%	101.52%	97.42%	96.10%	98.85%	107.82%	106.67%	96.73%	92.92%	n/a	90.79%	88.72%	82.30%	n/a	78.72%	95.03%	97.70%	127.85%	3	11	3	82%
Heart of Texas	96.14%	104.86%	109.02%	97.88%	104.70%	100.89%	104.35%	111.93%	107.78%	122.56%	n/a	89.49%	103.12%	113.88%	n/a	69.44%	111.72%	103.14%	80.37%	5	9	3	82%
Lower Rio	94.77%	101.76%	103.66%	102.55%	108.58%	98.64%	109.63%	135.83%	95.87%	98.65%	n/a	107.05%	98.90%	97.93%	n/a	98.29%	95.23%	101.39%	88.70%	3	12	1	88%
Middle Rio	94.84%	98.34%	97.90%	100.80%	103.93%	97.24%	101.64%	138.25%	95.44%	94.01%	n/a	92.57%	118.06%	105.27%	n/a	74.08%	98.35%	91.56%	123.90%	3	12	2	88%
North Central	95.50%	94.70%	98.53%	98.91%	97.30%	103.04%	118.29%	113.82%	99.13%	97.40%	n/a	90.59%	97.46%	96.32%	n/a	94.36%	103.86%	108.38%	124.77%	3	13	1	94%
North East	105.10%	106.15%	101.85%	101.91%	99.23%	101.05%	105.86%	122.15%	107.59%	110.90%	n/a	112.87%	98.96%	103.08%	n/a	75.17%	106.81%	91.13%	102.73%	6	10	1	94%
North Texas	101.75%	108.10%	101.43%	98.87%	100.16%	101.73%	103.95%	144.73%	100.00%	99.32%	n/a	117.40%	100.00%	111.11%	n/a	57.01%	87.82%	111.02%	105.75%	5	10	2	88%
Panhandle	101.15%	111.42%	109.77%	99.43%	104.57%	102.05%	108.63%	138.07%	108.90%	103.44%	n/a	96.44%	109.04%	110.11%	n/a	120.05%	96.50%	113.34%	100.19%	7	10	0	100%
Permian Basin	98.12%	101.45%	92.03%	99.61%	106.23%	100.12%	107.33%	122.22%	89.08%	83.52%	n/a	96.10%	116.32%	97.22%	n/a	91.79%	109.78%	122.55%	73.25%	5	8	4	76%
Rural Capital	96.32%	97.85%	104.36%	99.40%	105.33%	105.07%	114.63%	137.88%	101.17%	102.51%	n/a	108.57%	107.32%	101.44%	n/a	111.11%	100.68%	102.33%	122.73%	6	11	0	100%
South Plains	100.67%	96.94%	102.58%	100.20%	102.80%	99.26%	107.72%	145.83%	110.98%	108.05%	n/a	97.57%	121.00%	105.69%	n/a	106.28%	116.43%	125.23%	137.76%	7	10	0	100%
South Texas	98.97%	112.54%	105.76%	100.07%	98.06%	100.89%	94.69%	155.17%	97.78%	112.31%	n/a	107.72%	114.42%	111.73%	n/a	131.58%	126.92%	120.21%	115.58%	10	6	1	94%
Southeast	99.72%	100.53%	99.49%	99.17%	105.67%	99.64%	105.11%	120.62%	106.83%	103.21%	n/a	103.59%	101.89%	100.61%	n/a	121.86%	95.64%	96.61%	111.04%	5	12	0	100%
Tarrant	96.73%	98.89%	96.95%	99.00%	102.59%	102.50%	114.64%	128.88%	98.09%	94.01%	n/a	92.78%	91.10%	96.28%	n/a	88.89%	89.58%	92.64%	75.68%	2	12	3	82%
Texoma	94.53%	104.08%	97.82%	99.76%	103.87%	102.99%	105.42%	135.62%	102.71%	106.38%	n/a	101.79%	114.42%	111.11%	n/a	120.00%	100.71%	96.47%	94.53%	5	11	1	94%
West Central	95.54%	103.63%	101.76%	99.55%	98.84%	98.81%	105.40%	117.12%	100.26%	81.96%	n/a	90.05%	105.06%	83.48%	n/a	111.11%	104.08%	106.72%	109.89%	3	12	2	88%
+P	1	8	6	0	7	1	23	27	2	3	0	4	6	6	0	9	6	6	12				127
MP	23	19	21	28	20	27	4	0	24	23	0	21	21	20	0	12	20	22	9				314
-P	4	1	1	0	1	0	1	1	2	2	0	3	1	2	0	7	2	0	7				35
% MP	96%	96%	96%	100%	96%	100%	96%	96%	93%	93%	N/A	89%	96%	93%	N/A	75%	93%	100%	75%				
From	12/18	3/19	3/19	3/19	7/18	1/18	7/18	1/18	7/18	1/18	7/18	1/18	7/18	1/18	7/18	1/18	7/18	1/18	1/18				From
To	11/19	2/20	2/20	2/20	6/19	12/18	6/19	12/18	6/19	12/18	6/19	12/18	6/19	12/18	6/19	12/18	6/19	12/18	12/18				To

Customers Visiting Centers Area Wide