

Permian Basin Workforce Development Board Local Plan Program Years 2017–2020

Introduction

Under the Workforce Innovation and Opportunity Act (WIOA) §108, each Local Workforce Development Board (Board) is required to develop and submit to the state a comprehensive four-year plan (Local Plan) that identifies and describes policies and procedures as well as local activities that are in line with the State Plan. This Local Plan must be developed openly and be available to the public for comment for 30 days, particularly to members of the business and educational communities as well as various other labor organizations. Along with submission of the Local Plan to the Texas Workforce Commission (TWC), the Board must submit all public comments of disagreement with the plan to TWC.

At the end of the first two-year period, the appropriate chief elected officials (CEOs) and the Board will review the local plan and prepare and submit modifications to reflect changes in the labor market and economic conditions, factors affecting the implementation of the plan, changes in financing, changes to the structure of the Board, and/or the need to revise strategies to meet local performance goals.

Part A: Strategic Elements

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

Boards' Vision

1. A description of the Board's strategic vision to support regional economic growth and economic self-sufficiency. The description must include:
 - a. goals for preparing an educated and skilled workforce, including youth and individuals with barriers to employment; and
 - b. goals relating to the performance accountability measures based on performance indicators described in WIOA §116(b)(2)(A).

Board Response:

Workforce Solutions Permian Basin is governed by the Permian Basin Workforce Development Board. The Board, composed of 30 members with at least 51% from business, serves as a decision-making body and provides direction for all workforce programs and activities in the Permian Basin Workforce Board region. In addition the Board must have at least 15% of its members come from organized labor and community-based organizations. The remaining members come from adult basic and continuing education, vocational rehabilitation agencies, public assistance agencies, educational agencies, economic development, literacy councils, and public employment agencies. The Board is also required

to have a member who has expertise in child care or early childhood development and a member who is a veteran.

The Board's mission statement is "investing in the future through jobs and training". In addition to the mission statement, the Board has adopted a philosophy, goals and service principles to guide the design and delivery of workforce development programs and initiatives in the Permian Basin region. The intent of the Board is to align efforts among workforce development partners to achieve accessible, seamless, integrated and comprehensive services where possible and to strive for quality services to our customers – employers and job seekers.

Philosophy

- PBWDB believes a local community partnership between the public workforce system, educational organizations, business and industry, economic development, and community-based organizations is the most effective and resourceful manner to build and implement solutions for workforce challenges.
- PBWDB delivers quality service while practicing the highest standards of ethics, accountability to the public, and an efficient use of public resources.
- PBWDB affirms the commitment to assist individuals who assume personal responsibility for enriching their lives through education, training, and work.
- PBWDB embraces business as the customer and believes communicating its customer's needs to future employees, educators, and workforce professionals will prepare our workforce system for tomorrow's labor market demands. PBWDB pledges to be flexible and responsive to the ever-changing needs of the Permian Basin business community.

Goals

By partnering with the community to find innovative solutions, PBWDB can efficiently deliver quality services to its customers thus paving the way for progress for the Permian Basin Workforce. These goals emphasize both developing a quality workforce as well as ensuring performance accountability.

- **Partnership:** Create partnerships with local businesses, community-based organizations, elected officials, local educators, and community residents that effectively communicate and problem solve for the unique needs of the Permian Basin workforce. These partnerships not only foster community participation in the workforce development process, but also provide an effective platform for attracting new industries, improving current businesses, and addressing workforce deficiencies.
- **Solutions:** Utilize our community partnerships to implement smart solutions and generate results that continuously upgrade the quality of life in the Permian Basin. Streamline community resources to prevent duplication of programs. Eliminate barriers that prevent entry-level and incumbent workers from progressing into higher skilled jobs and sponsor business creation and expansion.

- **Quality:** Consistently deliver quality services to businesses, current workers, and job seekers that ultimately empower the entire Permian Basin community. Implement growth initiatives that supply new and current industries with their distinct, skilled labor demands. Support entry-level and incumbent workers with the tools needed to obtain stable and rewarding employment.
- **Progress:** Share labor market intelligence with employers to plan for future labor demands. This exchange of qualitative and quantitative data will allow the Board to assist businesses with developing and maintaining a highly skilled labor force. Motivate our youth to select definite career paths after high school graduation and teach them transferable job skills needed to progress through the career pipeline.
- **Accountability:** Performance measures are understood and inculcated into the operations of the workforce center system. Standards are exceeded through the diligent application of the skills, knowledge and abilities of the Board and the workforce center system contractor in providing quality, effective workforce solutions to employers and job seekers.

Service Principles

The Board has identified three Service Principles for delivery of services.

- All customers (employers and job seekers) will receive prompt service.
- All customers regardless of location will be provided uniform high quality service.
- State and federal performance measures will be met.

Employer Service Goals

The Board identified the following goals to continuously meet employer needs.

- The Workforce Solutions system must be recognized as a reliable and consistent resource for businesses, based upon positive customer satisfaction and performance excellence, to address and meet their employment needs.
- Access to the Workforce Solutions office services is easily available regardless of the employer's location.
- Dependable high quality services are delivered by providing a skilled workforce through effective job matching which includes utilizing WorkinTexas.com and other resources.

Job Seeker Service Goals

The Board identified the following goals to meet job seeker needs.

- The Workforce Solutions offices are recognized as the resource place for job seekers, based upon reputation for customer satisfaction and performance excellence, regardless of the job seeker's skills and educational achievement.
- Access to the Workforce Solutions services is easily available regardless of the office location.

- Dependable high quality services are delivered to meet the labor market needs of job seekers, current employees, and youth by providing effective job matching which includes utilizing WorkinTexas.com and other resources.
- Coordinate with businesses, economic development, community-based organizations and public entities to maximize resources and avoid duplication of service.
- Collaborate with educational institutions to ensure available training resources are made known to job seekers as they seek to improve their job skills, leading to high wage and high growth occupation.

2. A description of the Board’s strategy to work with the entities carrying out the core programs and with the required partners to align resources available to the local area, to achieve the vision and goals.

Board Response:

Services are provided through a region wide workforce center system providing ready access to all services and programs funded through the Texas Workforce Commission. Partner agencies have representatives within the workforce centers or are easily reached by phone or email to assist in coordinating services to our mutual customers. The Board oversees the operation of the workforce center system by selecting a workforce center management entity to direct staff the workforce centers and operate the programs available to customers. The workforce center operator is selected through a competitive procurement process described in Part B, item number 16.

The Board partners with employers, community colleges, chambers of commerce and economic development, independent school districts, and community based organizations to provide workforce development opportunities to job seekers and employers in the Permian Basin.

- Coordination with Employers:
 - Employers provide jobs, which feed the local economy.
 - The Board facilitates skills training to jobseekers so employers have the skilled labor that meets their need for skilled qualified workers.
 - The Board identifies the needs of employers for skilled workers and seeks ways to meet that need in coordination with its partners
 - The Board reviews customer feedback to improve quality of service and responsiveness to employers and job seekers. The Board’s partners market the Permian Basin to potential residents and employees.
 - Employers provide information about labor demands, skills deficiencies, and economic trends, which is utilized by the Board in workforce development decisions. In turn, the Board communicates this information to community colleges to ensure students are receiving relevant and applicable job skills in the classroom.

- Coordination with Community Colleges and Universities
 - The Board tailors the Targeted Industries and Occupations list to identify jobs in demand now and in the future. The Board networks with Employers to gain local wisdom for these lists and for course curriculum.
 - Community Colleges provide training for targeted occupations while the Board refers customers and provides WIOA funding to eligible customers.
 - Both partners work to improve the regional skilled labor supply. Both contribute to the selection of workforce courses offered by colleges to ensure current and future workers are learning applicable skills relevant in today's marketplace.
 - Both work in partnership on grants that improve literacy training, workforce training and child care services. Both partners collaborate for Skills Development grants. Both partners contribute in the funding, grant preparation and fulfillment of grant requirements.

- Coordination with Chambers of Commerce and Economic Development
 - Both the Chambers of Commerce and the Board serve as prime contributors to business development for the Permian Basin and act to diversify the region's economy by expanding business growth opportunities and workforce development.
 - Chambers promote a positive business community, market the cities and region to prospective businesses, and promote economic development, tourism and numerous other community organizations.
 - The Economic Development sectors of the Chambers are the primary contact for prospective businesses. Economic Development assists the Board by providing access to regional employers and employers considering locating to the region. The Board assists with economic development by providing funds for workforce training and business services.
 - Chambers and the Board collaborate to find solutions for workforce deficiencies and to promote the quality and quantity of regional skilled labor. Chambers help the Board identify regional training needs for the purpose of the targeted Industries and target occupations list.

- Coordination with Community Based Organizations (CBOs)
 - Assists the Board by disseminating information about services to eligible customers (job seekers and employers).
 - As the parent agency for *2-1-1 Texas Permian Basin*, the Board collects, maintains, and disseminate information about all community CBOs on a regional basis.
 - Board & CBOs work in partnership to provide child care services to low-income families, which supports the parents employment and efforts toward self-sufficiency.
 - CBOs assist individuals needing to transition into the workforce by providing unique services that the workforce system does not provide, such as courses in

life skills, GED preparation, literacy, English as a Second Language, and other services such as counseling, food and clothing.

- If the workforce system does not provide specific services, contractor staff acts as a service broker and refers clients to CBO partners.
- Coordination with Independent School Districts
 - ISDs are responsible for ensuring students are prepared for the workforce after graduation. The Board contractor assists with work experience and with helping build work maturity skills in youth.
 - Both partners assist with providing services to students with children as a measure to prevent students from dropping out of school and joining the workforce as unskilled labor.
 - It is the role of both partners to network with other community organizations to market youth to stay in school and pursue a rewarding career. The Board collaborates with ISDs to distribute career descriptions and information about the high-demand, high-wage occupations for this region.

Economic and Workforce Analysis

3. A regional analysis of the following:

- a. The economic conditions, including existing and emerging in-demand industry sectors and occupations, as well as targeted occupations**
- b. The employment needs of employers in existing and emerging in-demand industry sectors and occupations**

As appropriate, a local workforce development area (workforce area) may use an existing analysis, provided that it is recent and provides a current and accurate description of the regional economy.

Board Response:

The Permian Basin Workforce Development Area is located in west Texas. The region is made up of seventeen counties: Andrews, Borden, Crane, Dawson, Ector, Gaines, Glasscock, Howard, Loving, Martin, Midland, Pecos, Reeves, Terrell, Upton, Ward and Winkler counties. The region extends 250 miles wide and 300 miles long and consists of 23,484 square miles with a population density of 17.79 per square mile compared to the Texas state average of 95.92 per square mile. The Permian Basin is a sedimentary basin largely contained in the western part of the state of Texas. It is so named because it has one of the world's thickest deposits of rocks deposited from the Permian geologic period.

Although it is structurally a basin in the subsurface, much of the basin lies under the Llano Estacado and the northwestern portion of the Edwards Plateau, which are topographically high. On the west and south it extends across the Pecos River valley to mountain ranges in

both New Mexico and West Texas. The southernmost county, Terrell, borders the country of Mexico along the Rio Grande River.

Because of good grasslands, most of the Permian Basin was inviting to both ranchers and farmers in the early days of settlement. Since surface water was almost nonexistent (0.1 percent compared to 2.5% statewide), ranchers and farmers drilled water wells to sustain themselves and their livestock and they often found evidence of oil or gas. Several oilfields were discovered in Upton and Crane counties in 1925, as a result of random drilling or surface and subsurface mapping.

Today, the Permian Basin is a large oil and natural gas producing area, and considered a part of the Mid-Continent Oil Producing Area. The U.S. Energy Information Administration reported in November 2016 that “The Permian now holds nearly as many active oil rigs as the rest of the United States combined, including both onshore and offshore rigs, and it is the only region in EIA’s Drilling Productivity Report where crude oil production is expected to increase for the third consecutive month”. While the Eagle Ford Shale region continues to decline in terms of productivity, Permian region production continues to expand.

Permian Basin WDA Population Change 2010 - 2015

	2010	2015	% change
Andrews	14,786	18,105	22
Borden	641	648	1
Crane	4,375	5,048	15
Dawson	13,833	13,520	-2
Ector	137,130	159,436	16
Gaines	17,526	20,051	14
Glasscock	1,226	1,315	7
Howard	35,012	37,206	6
Loving	82	112	37
Martin	4,799	5,641	18
Midland	136,872	161,077	18
Pecos	15,507	16,203	4
Reeves	13,783	14,732	7
Terrell	984	837	-15
Upton	3,355	3,651	9
Ward	10,658	11,721	10
Winkler	7,110	8,005	13
Total	417,679	479,323	15

The table above presents the population from the 2010 U.S. Census and the estimated population for 2015 (Source: TWC Tracer). Two counties in the region are projected to have lost population: Dawson, Terrell, while eight counties had less than the overall region

average 15% percent in projected growth: Borden, Glasscock, Howard, Pecos, Reeves, Upton, Ward and Winkler. The more urbanized counties of Ector and Midland showed substantial growth above the average. Loving County showed a 37% growth, going from 82 people in 2010 to 112 in 2015. Loving is one of the most sparsely populated counties in the state.

The population is predominately Anglo and Hispanic. Blacks make up an estimated 9% of the total population in 2015. The table below, from the Office of the State Demographer shows the estimated population by ethnicity through 2050. The Anglo population will continue to decline while the Black population will continue to increase, with Hispanic populations projected to grow significantly, with Hispanics increasing by 175% from 2000 to 2050. This growth reflects the state wide trend in population change in Texas.

Population Projections and Percent Change Since 2000*

<u>Year</u>	<u>Total</u>	<u>Pct Chg</u>	<u>Anglo</u>	<u>Pct Chg</u>	<u>Black</u>	<u>Pct Chg</u>	<u>Hispanic</u>	<u>Pct Chg</u>	<u>Other</u>	<u>Pct Chg</u>
2000	376,672	---	204,766	---	18,795	---	148,982	---	4,129	---
2005	391,286	3.9	200,075	-2.3	19,519	3.9	167,248	12.3	4,444	7.6
2010	417,679	10.9	193,873	-5.3	19,732	5.0	194,839	30.8	9,235	123.7
2015	444,371	18.0	195,311	-4.6	20,486	9.0	218,366	46.6	10,208	147.2
2020	470,650	24.9	195,400	-4.6	21,041	11.9	243,061	63.1	11,148	170.0
2025	497,284	32.0	194,336	-5.1	21,535	14.6	269,178	80.7	12,235	196.3
2030	523,812	39.1	192,199	-6.1	21,977	16.9	296,338	98.9	13,298	222.1
2035	550,269	46.1	189,505	-7.5	22,258	18.4	324,153	117.6	14,353	247.6
2040	576,100	52.9	186,000	-9.2	22,254	18.4	352,482	136.6	15,364	272.1
2045	601,562	59.7	181,840	-11.2	22,049	17.3	381,362	156.0	16,311	295.0
2050	627,681	66.6	177,754	-13.2	21,728	15.6	411,025	175.9	17,174	315.9

U.S. Census 2010 Population by Age Permian Basin WDA

<u>Age</u>	<u>Area Population</u>	<u>Area Percent</u>	<u>Statewide Population</u>	<u>Statewide Percent</u>
Under 5	34,131	8.2	1,928,473	7.7
5-14	62,489	15.0	3,810,117	15.2
15-19	31,516	7.5	1,883,124	7.5
20-44	139,814	33.5	8,888,934	35.3
45-64	102,896	24.6	6,033,027	24.0
65+	46,833	11.2	2,601,886	10.3

The age composition of the population for the region is close to the state wide averages with a slight decrease in the percent of 20-44 year olds and a slight increase in percent of persons 65+. (Source: 2010 U.S Census)

Youth and Older Workers: The Permian Basin region has 61,836 persons' age 14-21 representing 14.8 percent of the population. This compares with 14.7 percent statewide. For the potential older age cohort, 135,925 persons or 32.5 percent are 55 or over in the Permian Basin region based on the 2010 Census, Demographic Profiles table. This compares to 30.9 percent statewide.

Educational Attainment	Count	Permian Region Percent	State-wide Percent
Less than 9 th Grade	34,353	13.2	9.7
9 th to 12 th , no diploma	32,047	12.3	9.6
H.S grad or Equivalent	72,637	27.8	25.3
Some College, no degree	64,923	24.9	22.8
Associate Degree	15,487	5.9	6.4
Bachelor's Degree	29,951	11.3	17.5
Graduate or Prof. Degree	11,806	4.5	8.7

Educational attainment for persons 25 years of age or older is presented in the table above. The region has a significantly higher percent of individuals with less than a 9th grade education and 9th to 12th grade with no diploma than the state average. The region has a lower percent of Associates Degrees and Bachelor's degrees than the state wide percent. This data suggests that it is critical for the Board to work with education providers to encourage residents to remain in school as well as continue to expand the need for remediation education and training for workforce development customers. (Source: 2010 U.S. Census)

Veterans comprise a priority group for workforce development services. In the Permian Basin WDA, 8.9 percent of the population age 18 years old and above were classified in the 2010 U.S. Census as civilian veterans (i.e. a person who has served in the military but is not now serving), compared to 9.3 percent of the 18+ population state-wide.

Regarding citizens with a disability, the 2010 U.S. Census reported that the region had an estimated 59,926 persons between the ages of 5 to 17 years of age with approximately 4,079 or 6.8 percent with a disability. In Texas, the percent with disabilities in this same age bracket was 5.3 percent. In the working age population group - ages 18 to 64 years, the region had approximately 184,241 persons, of which 24,695 were categorized to be in a disability status. This represented 13.4 percent compared to 10.0 percent in the state overall. For those persons in this age group that had a disability, approximately 10,516 or 42.6 percent were employed. For those who had no disability, an estimated 124,668 or 78.1 percent were employed. Citizens with a disability that affects major life functions and/or is a barrier to employment are a priority for workforce development services. The Board works

with the TWC Vocational Rehabilitative Services staff to ensure that such barriers are addressed in the case management of participants with a disability.

The U.S. Department of Census estimated a 2011 poverty population for the Permian Basin region for people of all ages at 60,707 persons. That figure represents 15.4 percent of the non-institutional population compared to a Texas percentage of 17.0 percent for people of all ages. The estimated number of people under the age of 18 in the study area in poverty was 23,817 in 2011. This figure was 6.0 percent of all people under 18 in the study area compared to Texas statewide which was 6.7 percent of all people under 18 as estimated in 2011. According to the 2011 Small Area Income and Poverty Estimates of the Census Bureau, the number of families living below poverty status in 2011 were 12,968 which was 21.4 percent of all families in the study area. This compared to 19.5 percent of all families statewide living in poverty status in 2011. The total number of individuals living below poverty status was 23,223 in 2011 which was 5.6 percent of all individuals in the study area. This compared to 7.1 percent of all individuals living below poverty status statewide. It appears that there are more families in poverty in the region than the state ratio of families in poverty.

The Permian Basin Comprehensive Economic Development Strategy, 2015-2020, published by the Permian Basin Regional Planning Commission presents a synopsis of the region's economic health.

***“Stakeholders in the Permian Basin region are faced with significant challenges in developing the workforce to meet industry demand, particularly in the boom phase of oil and gas production. The region is inextricably tied to the demands of the oil and gas industry due to its heavy concentration of petroleum and natural gas producing wells. Boom phase labor demands outweigh local labor supply, leading to an influx of workers from outside the region. This migration has the secondary effect of straining capacity local housing stock and temporary housing, inflating rents, cost of living, and leading to inflationary wage pressures. Pressures are compounded by the composition of the local economy. Five of the six consensus target industry clusters for the region are heavily non-traditional female workplaces with significant overlap in skill set requirements and staffing patterns (see Economic Clusters section of this report). The lone exception is the Biomedical and Life Sciences cluster which employs a 79.0% female workforce. The resultant competition for labor force, likewise, adds inflationary pressure to wages. To provide stability and continue to foster an environment conducive to economic growth for the region, workforce development and education proprietors must respond by focusing on the two of the most significant challenges facing regional employers and economic development efforts: (1) the lack of available workforce and (2) skill deficiencies within the labor force.*”**

Workforce Availability: Lack of workforce availability was consistently cited by regional economic development stakeholders, employers, and Workforce Solutions Permian Basin as a constraint on economic growth and limiter in the ability to attract and grow industry in the region. Availability is limited by persistently low unemployment rates (2.8% for the Permian Basin Workforce Development Area in November 2013), and heavy reliance on a male able-bodied workforce (5 of the 6 driver industry clusters are characterized by workforces that are more than 70% male). Regional shortages are localized and exacerbated by continued strong economic growth, as well as a lack of a sufficient public transit system to mobilize the workforce throughout the region. According to Texas Workforce Commission Local Area Unemployment Statistics, the Labor Force for the Permian Basin expanded 23.8% during the past 5 years (ending November 2014), well below the 29.8% growth in employment during the same timeframe.

Skill Deficiencies: In the 21st century economy, all regions must aggressively prepare the workforce with the basic workplace and technical skills required by modern industry. This challenge is compounded for the Permian Basin which is characterized by (1) high technical skill set requirements (see Economic Clusters section of this report) and (2) chronically low unemployment and limited slack in the labor pool (in November 2014, Midland MSA and Odessa MSA boasted the 4th and 12th lowest unemployment rate respectively of any MSA nationwide at 2.3% and 2.8%). The challenge facing the region is steep because it suffers from low educational attainment rates relative to the state and nation. Modeled data from Economic Modeling Specialists Inc. (EMSI) indicates only 21.9% of Permian Basin residents age 25+ possess an associates' degree or higher, versus 32.7% for the Texas. Likewise, 25.1% of residents age 25+ possess less than a high school diploma, versus 19.1% statewide. The region is responding to these challenges by developing progressive workforce and education programs and partnerships that (1) develop the transferable and technical skills necessary to be competitive within its Adult Labor Force and (2) provide for rapid skill attainment and credentialing for area youth in secondary and post-secondary education and training programs.

Partnerships such as the P16 West Texas Regional Council are prevalent in the region. The P16 initiative in the Permian Basin recognized the need for an integrated effort of representatives from local ISDs, higher education, private sector and government to collaborate and plan for workforce preparedness to meet present and future industry demands.

Education Service Center Region 18 partnered with the PBRPCEDD and numerous other community-serving institutions in the region on the Connect Southwest Project, a \$12 million effort funded by the U.S. Department of Commerce. The Project goal is to deploy new, high-speed middle-mile infrastructure across the area as part of a public-private collaboration with five regional broadband service providers. The project also aims to deploy or improve videoconferencing capabilities at local K-12 and higher education institutions and work with the Texas Department of Public Safety to link its locations in Midland, Alpine, and Fort Stockton to the new network.

Regional ISDs have also done an admirable job of responding the challenges of implementing Texas House Bill 5, by partnering with regional industry to contextualize learning experiences for secondary school youth. Additionally, the region has developed a mature and robust education and training infrastructure providing its citizens the opportunities for advancement in the local and global economies”.

The Strategy envisions the role of the Permian Basin Workforce Development Board is to:

1. Align workforce initiatives to support industry clusters targeted for development by government and economic development stakeholders.
2. Implement workforce programs that support local industry hard and soft skill needs.
3. Promote entrepreneurship.

4. A list of the in-demand industry sectors and occupations.

Board Response:

A list of industries projected to have the greatest job growth is presented below (Source TWC employment projections 2014 – 2024).

Permian Basin WDA Industries Adding the Most Jobs

Industry Title	Annual Average Employment 2014	Annual Average Employment t 2024	Number Change 2014-2024	Percent Growth 2014-2024
Total All Industries	244,950	264,630	19,680	8.0%
Restaurants & Other Eating Places	15,880	20,430	4,550	28.7%
Elementary & Secondary Schools, Public & Private	13,350	16,210	2,860	21.4%
General Medical & Surgical Hospitals, Public & Private	6,680	8,430	1,750	26.2%
Oil & Gas Extraction	12,680	13,900	1,220	9.6%
Gasoline Stations	3,440	4,490	1,050	30.5%
Local Government, Excl. Education & Hospitals	7,060	8,080	1,020	14.4%
Grocery Stores	2,890	3,730	840	29.1%
Offices of Physicians	2,410	3,250	840	34.9%
Traveler Accommodations	2,370	3,170	800	33.8%
Utility System Construction	3,350	4,070	720	21.5%
Management & Technical Consulting Services	1,420	2,000	580	40.8%
Chemical Merchant Wholesalers	1,870	2,430	560	29.9%
Specialized Freight Trucking	3,830	4,390	560	14.6%
Building Equipment Contractors	4,850	5,390	540	11.1%
Home Health Care Services	3,620	4,140	520	14.4%
Machinery & Supply Merchant Wholesalers	6,740	7,210	470	7.0%
Services to Buildings & Dwellings	1,400	1,840	440	31.4%
Automobile Dealers	2,050	2,470	420	20.5%
Religious Organizations	2,400	2,820	420	17.5%
Building Material & Supplies Dealers	1,530	1,920	390	25.5%
General Freight Trucking	2,720	3,110	390	14.3%
Commercial Machinery Repair & Maintenance	1,490	1,870	380	25.5%
Nonresidential Building Construction	1,870	2,240	370	19.8%
Nursing Care Facilities, Skilled Nursing	1,050	1,410	360	34.3%
Automotive Repair & Maintenance	1,590	1,930	340	21.4%

The top six industries projected to add the most jobs are Restaurants and Other Eating Places, Elementary & Secondary Schools, General Medical & Surgical Hospitals, Oil and Gas Extraction, Gasoline Stations, and Local Government, excluding Education and Hospitals. Generally those industries with the most employment also will experience large numbers of job openings. The table on the next page presents the fastest growing industries in terms of growth in employment.

Permian Basin WDA Fastest Growing Industries

Industry Title	Annual Average Employment	Annual Average Employment	Number Change 2014-2024	Percent Growth 2014-2024
	2014	t 2024		
Total All Industries	244,950	264,630	19,680	8.0%
Management & Technical Consulting Services	1,420	2,000	580	40.8%
Offices of Physicians	2,410	3,250	840	34.9%
Individual & Family Services	520	700	180	34.6%
Nursing Care Facilities, Skilled Nursing	1,050	1,410	360	34.3%
Offices of Other Health Practitioners	850	1,140	290	34.1%
Traveler Accommodations	2,370	3,170	800	33.8%
Power Generation & Supply	540	720	180	33.3%
Services to Buildings & Dwellings	1,400	1,840	440	31.4%
Gasoline Stations	3,440	4,490	1,050	30.5%
Chemical Merchant Wholesalers	1,870	2,430	560	29.9%
Grocery Stores	2,890	3,730	840	29.1%
Restaurants & Other Eating Places	15,880	20,430	4,550	28.7%
Continuing Care & Assisted Living Facilities	600	770	170	28.3%
Support Activities for Crop Production	710	910	200	28.2%
Legal Services	860	1,090	230	26.7%
General Medical & Surgical Hospitals, Public & Private	6,680	8,430	1,750	26.2%
Commercial Machinery Repair & Maintenance	1,490	1,870	380	25.5%
Building Material & Supplies Dealers	1,530	1,920	390	25.5%
Petroleum Merchant Wholesalers	800	1,000	200	25.0%
Colleges & Universities, Public & Private	1,000	1,230	230	23.0%
Hardware & Plumbing Merchant Wholesalers	550	670	120	21.8%
Motor Vehicle & Parts Merchant Wholesalers	600	730	130	21.7%
Utility System Construction	3,350	4,070	720	21.5%
Highway, Street, & Bridge Construction	700	850	150	21.4%
Elementary & Secondary Schools, Public & Private	13,350	16,210	2,860	21.4%

*Fastest growing industries with employment greater than or equal to 500 in 2014

The fluctuations in the economy are not always reflected in the data available from state and federal sources. A shift share analysis using TWC’s Texas Industry Profiles web site shows Support Activities for Mining continuing to grow (based on 2013 data). The more recent 2014-2024 projections reflect the recent decline in oil and gas related industries. The table below represents the target industries for the previous workforce plan modification (2013) and the projected change in employment to 2024. Several of the previous key industries are projected to decline in employment over the next eight years, specifically, Support Activities for Mining (-30.5%), Other Specialty Trade Contractors (-7.1%), Agriculture Construction and Mining Machinery (-15.1%), Metalwork Machinery and Manufacturing (0%), and Pipeline Transportation of Crude Oil (-17.5%).

The target industries for 2017 – 2019 are the same as those listed in the 2013 plan. The list will include those industries tied to oil and gas extraction since they represent a large portion of the employment in the region. The boom-bust cycle continues but even with slow or low growth, the number of replacement jobs will continue to be significant in the region. For example, Support Activities for Mining, which is projected to lose 9,230 jobs between now and 2024 will still employing over 21,000 people in the region. Jobs in

Education and Health Services, Trade Transportation and Utilities, and Leisure and Hospitality will make up 83% of job growth to 2024.

NAICS	2017 -2019 Plan Target Industries [2013 Industries Updated to 2014 – 2024 Projections]	Projected employment Growth 2014 - 2024
2111	Oil and Gas Extraction	9.6%
2131	Support Activities for Mining	-30.5%
2211	Power Generation and Supply	33.3%
2212	Natural Gas Distribution	9.8%
2361	Residential Building Construction	12.7%
2362	Nonresidential Building Construction	19.8%
2382	Building Equipment Contractors	11.1%
2389	Other Specialty Trade Contractors	-7.1%
3327	Machine Shops and Threaded Products	3.7%
3331	Agriculture, Construction, and Mining Machinery	-15.1%
3335	Metalworking Machinery Manufacturing	0%
4841	General Freight Trucking	14.3%
4842	Specialized Freight Trucking	14.6%
4861	Pipeline Transportation of Crude Oil	-17.5%
4862	Pipeline Transportation of Natural Gas (statewide growth)	21.5%
5412	Accounting and Bookkeeping Services	14.5%
6111	Elementary and Secondary Schools	21.4%
6112	Junior Colleges	15.5%
6113	Colleges and Universities	23%
6214	Outpatient Care Centers	36.7%
6215	Medical and Diagnostic Labs	13.3%
6216	Home Health Care Services	14.4%
6221	General Medical and Surgical Hospitals	26.2%
6231	Nursing Care Facilities	34.3%
8113	Commercial Machinery Repair and Maintenance*	25.5%

*The Oil and Gas Extraction industry and Support Activities for Mining constitute a large part of employment in the region. In 2014 Oil and Gas Extraction employed 12,680 persons; Support Activities for Mining employed 30,290 in 2014. That represents 17.5% of all employment in the region. The Oil and Gas Extraction industry is expected to continue growing by 9 percent to 2014 while Support Activities for Mining is projected to decline by 30.9%. Because these two sectors constitute such a significant part of the employment picture in the region they will remain on the Board’s target industry list for 2017-2019. The history of these industries indicates that fluctuations in demand for workers will continue. Replacement hires will also continue to be a source of job openings even though the industry may be in temporary decline. Other industries noted in the above chart having

projected declines have much smaller number of jobs and therefore fewer replacement positions are likely through 2024.

5. A list of the target occupations.

Board Response:

Target Occupations for Permian Basin WDA

Target occupations are those occupations considered in demand in one or more industries for which growth in employment is projected over the next five years, and for which training may be funded through Workforce Innovation and Opportunity Act training dollars.

Wages for these occupations are at least \$14.00 per hour or above. Training time is up to two years. Occupations in black font are from the 2013 target list. Blue font occupations are added to the target occupation list. Some occupations show little growth openings but significant replacement job openings due to retirements. Some occupations have an entry wage below the \$14.00 per hour target wage, but have an experienced wage above the target wage.

2017 Target Occupation List (updated 2013 list with TWC LMCI 2014 – 2024 Projections)

SOC Code	Occupation	2014 Employment	2024 Employment	Percent Change	Number Change	replacement openings	Growth openings
43-3031	Bookkeeping/Accounting/Auditing [entry: \$11.76, experience: \$21.67]	2,810	2,670	-5%	-140	30	0
49-3031	Bus/Truck Mechanic/Diesel Specialist [entry: \$15.93, experienced: \$27.82]	1,160	1,210	4.3%	50	20	5
13-1199	Business Operations Specialist [entry: \$21.07, experienced: \$42.05]	750	790	5.3%	40	10	5
47-2031	Carpenters [entry: \$15.27, experienced: \$20.60]	520	550	5.8%	30	5	0
11-9021	Construction Managers [entry: \$27.74, experienced: \$63.17]	940	920	-2.1%	-20	15	0
43-5032	Dispatchers, except Police/Fire/Ambulance [entry: \$15.20, experienced: \$32.46]	620	630	1.6%	10	15	0
49-9051	Electrical Power-Line Install/Repair [entry: \$19.07, experienced: \$29.30]	370	440	18.9%	70	15	5
47-2111	Electricians	2250	2510	11.6%	260	35	25

SOC Code	Occupation	2014 Employment	2024 Employment	Percent Change	Number Change	replacement openings	Growth openings
	[entry: \$15.63, experienced: \$25.78]						
43-6011	Executive Secretaries/Administrative Assistants [entry: \$17.37, experienced: \$30.71]	600	580	-3.3%	-20	5	0
49-9021	Heating/Air Conditioning Refrigeration Mechanics [entry: \$14.55, experienced: \$22.86]	280	330	17.9%	50	5	5
49-9041	Industrial Machinery Mechanics [entry: \$15.91, experienced: \$29.17]	2280	2560	18.9%	280	60	30
51-9061	Inspector/Tester/Sorter/Sampler [entry: \$13.47, experienced: \$27.60]	1190	1150	-3.4%	-40	30	5
29-2061	Licensed Practical/Vocational Nurses [entry: \$16.02, experienced: \$23.21]	1100	1270	15.5%	170	30	15
51-4041	Machinists [entry: \$15.39, experienced: \$25.76]	1290	1390	7.8%	100	35	10
49-9071	Maintenance and Repair Workers [entry: \$11.74, experienced: \$22.43]	2370	2570	8.4%	200	60	20
31-	Medical Assistants	580	770	32.8%	190	10	20

SOC Code	Occupation	2014 Employment	2024 Employment	Percent Change	Number Change	replacement openings	Growth openings
9092	[entry: \$12.24, experienced: \$16.15]						
43-6013	Medical Secretaries [entry: \$10.96, experienced: \$15.61]	1150	1480	28.7%	330	10	35
47-1011	Managers/Supervisors, Construction Trade Workers [entry: \$22.77, experienced: \$54.95]	3310	3150	-4.8%	-160	5	0
49-1011	Managers/Supervisors, Mechanics/Installers [entry: \$22.26, experienced: \$43.35]	1040	1100	5.8%	60	20	5
43-1011	Managers/Supervisors, Office/Admin Support [entry: \$16.15, experienced: \$32.53]	1710	1910	11.7%	200	25	20
51-1011	Managers/Supervisors, Production/Operations Workers [entry: \$22.11, experienced: \$47.60]	1190	1230	3.4%	40	20	5
53-1031	Managers/Supervisors, Transportation/Moving [entry: \$20.01, experienced: \$44.22]	900	910	1.1%	10	30	0
47-2073	Operating Engineers/Construction Equipment	1450	1430	-1.4%	-20	25	0

SOC Code	Occupation	2014 Employment	2024 Employment	Percent Change	Number Change	replacement openings	Growth openings
	[entry: \$15.13, experienced: \$23.00]						
51-8093	Petroleum Pump System/Refinery Operator [entry: \$14.90, experienced: \$30.95]	1490	1290	-13.4%	-200	55	0
47-2152	Plumbers/Pipefitters/Steamfitter [entry: \$15.30, experienced: \$23.21]	780	830	6.4%	50	10	5
29-2034	Radiologic Technologists and Technicians [entry: \$20.09, experienced: \$29.17]	250	300	20%	50	5	5
29-1141	Registered Nurses [entry: \$23.33, experienced: \$34.78]	3060	3880	26.8%	820	70	80
53-3032	Truck Drivers, Heavy/Tractor-trailer [entry: \$15.99, experienced: 24.59]	11070	11180	1.0%	110	190	10
53-3033	Truck Drivers, Light or Delivery [entry: \$10.90, experienced: \$19.87]	1400	1540	10%	140	25	15
51-4121	Welders/Cutters/Solderers/Brazers [entry: \$15.72, experienced: \$30.35]	2450	2390	-2.4%	-60	70	0

SOC Code	Occupation	2014 Employment	2024 Employment	Percent Change	Number Change	replacement openings	Growth openings
31-1014*	Nursing Assistants 26.1%* (Nursing Aides, Assistants and Orderlies 31-1012 is no longer used) [entry: \$10.40, experienced: \$14.41]	1380	1740	26.1%	360	30	35
17-3013	Mechanical Drafters [entry: \$17.44, experienced: \$33.56]	100	90	-10%	-10	0	0
25-2021	Elementary School Teachers, Except Special Education [hourly wages not available, estimate \$24.27/hour]	2460	3040	23.6%	580	55	55
25-2031	Secondary School Teachers, Except Special and Vocational Education [estimate: \$25.73/hour]	1430	1760	23.1%	330	35	35
17-3023	Electrical and Electronic Technicians [entry: \$18.64, experienced: \$35.93]	260	260	0%	0	5	0
29-9011	Occupational Health and Safety Specialists [entry: \$21.49, experienced: \$45.06]	550	550	0%	0	10	0
15-	Web Developers	50	70	40%	20	0	0

SOC Code	Occupation	2014 Employment	2024 Employment	Percent Change	Number Change	replacement openings	Growth openings
1134	[entry: \$16.96, experienced: \$30.99]						
15-1151	Computer User Support Specialist [entry: \$14.12, experienced: \$27.04]	440	510	15.9%	70	5	10
29-2052	Pharmacy Technicians [entry: \$12.46, experienced: \$17.76]	430	530	23.3%	100	5	10
31-2021	Physical Therapist Assistants [entry: \$20.80, experienced: \$30.89]	90	130	44.4%	130	5	5
31-9097	Phlebotomists [entry: \$11.22, experienced: \$15.48]	180	230	27.8%	50	5	5
49-3023	Auto Body and Related Repairers [entry: \$13.09, experienced: \$23.25]	200	240	20%	40	5	5
49-3023	Auto Service Technicians & Mechanics [entry: \$12.57, experienced: 26.09]	1210	1340	10.7%	130	30	15

6. An analysis of the knowledge and skills needed to meet the employment needs of the employers in the region, including employment needs in in-demand sectors and occupations.

Board Response:

The Board has determined that approximately 70% of the jobs the region will not require a college degree. Representatives of local industry strongly believe that having a skilled and flexible workforce is important for the future growth of the region. The most important skill: ability to communicate verbally with people inside and outside the company. Employers also want new hires to have technical skills related to the job and be able to work in teams. Permian Basin employers are experiencing the same skills issues as other employers in the country. It is difficult to find people with the technical skills required for many of the growing occupations. The increase in technological based work processes is making it difficult for those in need of basic skills remediation to find employment. Many job seekers have had very little work experience. Many applicants lack the so-called soft skills that are tied to work maturity and emotional intelligence: communication skills, making decisions, self-motivation, leadership skills, team working skills, creativity and problem solving skills, and time management.

Employers are seeking applicants with active learning, active listening, critical thinking, reading comprehension, monitoring and assessing performance, using scientific methods, speaking to convey information and writing ability. Employers need applicants able to demonstrate social skills: coordination, instructing others, negotiating, persuasion, service orientation and social perceptiveness, and successful interpersonal relations. Many of these skills cannot be directly taught but must be learned through work ready instruction and experience on the job. Consequently it is extremely important to work with employers willing to give applicants the time to help acquire and advance these skills and abilities.

For specific occupations applicants need four sets of abilities: cognitive, physical, psychomotor, and sensory abilities. Cognitive abilities include skills such as deductive reasoning, fluency of ideas, inductive reasoning, information ordering, mathematical reasoning, oral comprehension and expression as well as others. ONETonline.org provides the required skills for any occupation an applicant might research and gain an understanding of what skills will be needed for specific occupations. Physical abilities relate to strength and flexibility, stamina and equilibrium. Psychomotor abilities refer to the capacity to manipulate and control objects to include dexterity and response orientation. Sensory abilities include depth perception, hearing sensitivity, near vision, auditory attention among others.

System skills, the capacity to be able to work with people to achieve goals, and technical skills can be obtained through occupational skills training provided by our education partners and funded through workforce development funding. The contractor determines through testing and assessment what skills an applicant may have and what skills need additional work. That capacity determines to a great extent what job opportunities an

individual might be referred to by the case manager. The Board requires the workforce center system contractor to only refer applicants who are qualified to the job opening.

The challenge for the Board and its partners is to develop programs and activities that provide access to the opportunity for acquisition of these skills, in terms of basic skills remediation, acquiring soft skills through work experience and technical skills through occupational skills training. Unfortunately, occupational skills training is woefully underfunded and comes nowhere near meeting the need to ensure a pipeline of skilled applicants for future job openings.

7. An analysis of the regional workforce, including current labor force employment and unemployment data, information on labor market trends, and educational and skill levels of the workforce, including individuals with barriers to employment.

Board Response:

Permian Basin WDA Labor Force				
	Sept 16	Aug 16	Sept 15	Change
Civilian Labor Force	231,795	231,895	230,128	1,667
Employed	219,023	218,950	219,991	-968
Unemployed	12,772	13,035	10,137	2,635
Rate	5.5%	5.6%	4.4%	1.1%

The Permian Basin WDA unemployment rate has decreased a tenth of a percent from August to September 2016, but is still a full 1.1% greater than 2015, representing 2,635 individuals unemployed. The civilian labor force grew by 1,667 in the same period.

The Permian Basin Comprehensive Economic Development Strategy (CEDS), published by the Permian Basin Regional Planning Commission (2015) captures the essence of the recent Permian Basin Economy:

Economic development in the region, however, is challenging. Oil and gas prices are subject to a range of external pressures including foreign production and demand, economic cycles, regulatory policy, tariffs, weather, etc. The resultant volatility has led to a boom---bust cycle of economic activity for the region that is challenging at both its highs and lows --- taxing capacity on the high side and challenging maintenance on the low. Fierce competition for labor to supply workforce demands during booms has resulted in significant wage pressures and high labor costs that impact all industries. Likewise, influxes of labor to supply industry during periods of high---production activity has resulted in housing demand exceeding supply, particularly for multi---family and temporary housing. This excess of demand inflates housing costs for all residents of the Permian Basin, a challenge not easily tackled when building housing

stock to meet peak demand risks a glut of housing with high maintenance costs during down--- cycles. Such upward wage pressures also have deleterious effects not only on business, but on the community and quality of place as well. These factors have become impediments to recruitment of teachers, peace officers, and other public servants in the Permian Basin region.

Some of the population groups that are experiencing barriers to employment are:

Youth in Poverty - The Permian Basin region has 61,836 persons age 14-21 representing 14.8 percent of the population. This compares with 14.7 percent statewide. Youth in poverty experience multiple barriers to employment to include education level, basic skills proficiency, exposure to crime/violence, inadequate transportation, access to health care and lack of work maturity skills. The table below presents Permian Basin youth under age 18 in poverty in 2014 according to the U.S. Census Bureau’s Small Area Income and Poverty Estimates. The data indicates that 17.6% of youth under age 18 are living in poverty.

Persons Under Age 18 in Poverty

Year	Name	Poverty Universe	Number in Poverty	Percent in Poverty
2014	United States	72,386,485	15,686,012	21.7
2014	Texas	7,030,708	1,721,843	24.5
2014	Andrews County (TX)	5,312	749	14.1
2014	Borden County (TX)	141	20	14.2
2014	Crane County (TX)	1,469	170	11.6
2014	Dawson County (TX)	3,295	864	26.2
2014	Ector County (TX)	45,437	8,460	18.6
2014	Gaines County (TX)	6,789	1,294	19.1
2014	Glasscock County (TX)	334	40	12.0
2014	Howard County (TX)	7,839	1,778	22.7
2014	Loving County (TX)	26	5	19.2
2014	Martin County (TX)	1,644	272	16.5
2014	Midland County (TX)	42,591	5,997	14.1
2014	Pecos County (TX)	3,862	836	21.6
2014	Reeves County (TX)	3,218	879	27.3
2014	Terrell County (TX)	185	46	24.9
2014	Upton County (TX)	976	184	18.9
2014	Ward County (TX)	3,201	612	19.1
2014	Winkler County (TX)	2,359	410	17.4
Total	Permian Basin WDA	128,678	22,616	17.6

Source: U.S. Census Bureau, Small Area Income and Poverty Estimates.

The shortage of a current workforce, the aging out of our workforce, and the reluctance of individuals to move permanently to the Permian Basin continues to drive the need for us to

“grow our own” workforce. Each of these factors propelled us to seek ways to encourage our youth to consider how to enter the workforce and consider all career pathways, not just attending a four-year university. The marketing of dual credits and collaboration with community colleges and ISDs serves to encourage our youth to participate in career/technology dual credit courses makes them job ready upon graduation. The Board’s strategy for assisting youth includes developing career pathways leading to a career as well as intensive training in work maturity skills through work experience and encouraging youth to remain in school.

Veteran Status: The estimated population of veterans in the Permian Basin by county is presented in the table below.

Veterans in Permian Basin WDA

Andrews, TX	810
Borden, TX	49
Crane, TX	286
Dawson, TX	723
Ector, TX	7,282
Gaines, TX	524
Glasscock, TX	74
Howard, TX	2,547
Loving, TX	2
Martin, TX	217
Midland, TX	8,474
Pecos, TX	1,086
Reeves, TX	525
Terrell, TX	85
Upton, TX	229
Ward, TX	756
Winkler, TX	499
Total	26,183

Source: Texas Veterans Commission

Veterans face employment barriers due to mental and physical disabilities, homeless, drug/alcohol abuse, low educational attainment, and general problems fitting in with civilian life after their service. The Texas Veterans Commission provides services to veterans through its Veterans Employment Services which works with local workforce boards to provide activities that enhance the employability of veterans. Services include:

- Converting military occupation to civilian occupations for resume and job search
- Job matching and referrals
- Resume assistance
- Employer outreach

- Job search workshops
- Vocational guidance
- Labor market information
- Referrals to training
- Other supportive services.

Veterans are a priority service population in the Permian Basin workforce center system.

Dislocated Workers - An individual who has been laid off or terminated as the result of a mass lay-off or plant closure --especially those that result from adverse consequences of trade agreements or long-term economic trends are called dislocated workers. These customers face different barriers to employment than the general population of job seekers. They have job skills and work experience but have been laid off due to economic conditions or skills obsolescence. In the Permian Basin region this dislocation is often triggered by drops in oil prices affecting employment in the region. Many laid off are hired back as oil prices rise. Dislocated workers need counseling, both personal and financial, skills retraining and support to allow them to be retrained in another occupation. The Trade Adjustment Act (TAA) provided dislocated workers with the means to access training for those who are eligible for that program. Dislocated Workers not eligible for TAA can access workforce development services through the workforce center system. Services include job search assistance, case management, referral to outside services, occupational skills training in a target occupation in the region, support services such as child care and transportation and employment placement services.

Individuals with Disabilities – The Permian Basin region is home to over 63,000 individuals with some form of disability that affects their daily life functions. Such disabilities are often barriers to finding and maintaining employment. The table below (Table 34 from the Texas Workforce Investment Council’s *People with Disabilities: A Profile*, June 2016) presents data on the range of disabilities by county in the Permian Basin region. Over 68 percent of those individuals with disabilities live in Ector, Howard and Midland Counties.

The Board’s considers individuals with disabilities to be a priority service group. All workforce centers are fully accessible to disabled customers. Arrangements have been made with partner agencies for the provision of additional assistance for disabled customers as needed. This assistance may include job coaching, interpreters, sign language assistance, transportation, and adaptive equipment, and counseling.

Every workforce center office has auxiliary aides for the seeing impaired, which include a magnifier, Zoom Text, and JAWS screen reader. For hearing impaired customers, offices are equipped with TDD, TTY and Relay Texas. Resource room staff has been trained to use this assistive technology.

LWDA 11 Permian Basin–Individuals with Disabilities by County, 2014

County	Population 2014	Individuals with Disabilities	Disabilities					
			Vision	Hearing	Ambulatory	Cognitive	Self-Care	Ind. Living
Andrews	17,477	2,567	719	899	1,363	1,010	399	878
Borden	652	127	29	39	70	47	22	38
Crane	4,950	766	215	268	407	302	119	262
Dawson	13,372	2,862	650	880	1,581	1,067	497	864
Ector	153,904	18,874	4,155	5,740	9,824	6,558	3,572	5,813
Gaines	19,425	3,046	853	1,067	1,618	1,199	473	1,042
Glasscock	1,291	254	58	78	140	95	44	77
Howard	36,651	7,209	1,636	2,217	3,981	2,688	1,251	2,177
Loving	86	19	5	7	10	8	3	7
Martin	5,460	997	390	528	948	640	298	519
Midland	155,830	17,548	4,093	4,949	8,702	6,422	3,160	5,463
Pecos	15,893	2,701	756	946	1,435	1,063	419	924
Reeves	14,349	2,395	671	839	1,272	942	372	819
Terrell	927	172	48	60	92	68	27	59
Upton	3,454	700	159	215	386	261	121	211
Ward	11,625	1,858	520	651	987	731	289	635
Winkler	7,821	1,245	349	436	661	490	193	426
Permian Basin Total	463,167	63,341	15,305	19,821	33,477	23,591	11,258	20,213

Source: Texas Workforce Investment Council, People with Disabilities, A profile, June 2016

All workforce centers present services available with auxiliary aides, including group presentations. The Board coordinates with agencies serving hearing and vision-impaired customers to streamline services and leverage funding. This coordination allows the workforce center staff to provide presentations, interpreter services, and work experience opportunities for disabled individuals.

Inner-agency meetings with these partners allow the center staff to market its workforce services and receive customer service feedback in the process. For example, the vocational rehabilitation services representatives regularly attend the Interagency Networking Committee meetings and have attended such meetings when center staff provided trainings on WorkInTexas and other workforce services.

The workforce center staff is available upon request to provide additional training to any community organization or resident. The center staff and the vocational rehabilitation services staff maintain regular contact to make customer referrals to one another, coordinate funds, and develop employment plans for common customers.

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

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

Board Response:

The Permian Basin Workforce Board's mission statement is "investing in the future through jobs and training". Consequently, the Board strives to empower youth and job seeking customers to make good career choices, assist them with training to achieve their career goals, and to secure employment in a job that matches their skills. Investing in the future also means developing relationships with employers/economic development groups to identify the skills and training needed to grow business/industry, creating/brokering partnerships with employers, and developing linkages between employers and our training institutions (ISDs, community colleges, and university) to develop training programs required/needed by employers.

In line with the above, PBWDB invested in the following activities this past Board contract year to fulfill the mission statement.

- Served over 29,000 job seekers in our Workforce Solution Offices.
- Provided workforce assistance to over 2,000 employers.
- Trained 75 dislocated workers utilizing WIOA Dislocated Worker grant funds and WIOA Additional Assistance funds for dislocated workers. Approximately 75% of the workers were from the oil/gas industry.
- Aided an average of 500 customers per month to obtain a job. The customers included self-service and staff guided individuals seeking assistance through our resource rooms and the various career and training programs (WIA/WIOA, Choices, SNAP).
- Provided employers and training institutions with labor market information to identify wage comparisons, training needs, commuting patterns, and future projections/trends in various industries to help plan and support their current and future workforce.
- Developed our targeted occupation list for job seekers, students, community colleges, training institutions, and ISDs. The targeted occupation list is used by the ISDs to develop dual credit career/technology courses for the students and by the community colleges to identify those training programs leading to high growth, high

wages for their graduates. WIOA customers and our other service customers used the list to guide their decisions on job training and future employment. Each of these decisions leads to a skilled workforce to meet employer needs/demands for their future growth.

- Hosted the annual Red, White & You hiring event for veterans, their spouses, and other job seekers. We had 130 job seekers and 38 employers participate in the event.
- Sponsored a youth career event/fair for 1,069 high school students to educate them about possible careers. Over 30 employers plus our local community colleges provided the students with college and career options.
- Partnered with West Central and Concho Valley Workforce Boards and West Texas Energy Consortium to award scholarships to 54 college students and 51 high school students in STEM related career/technology programs. The scholarship award required eligible students be enrolled courses resulting in the receipt of industry recognized certificates and specified a variety occupations related to the oil/gas industry that would lead to those certificates.
- Provided funds to Howard College, Midland College, and Odessa College for industry recognized certifications in such industry occupations as welding, HVAC, and OSHA. A total of 85 scholarships were awarded.
- Developed a website, <http://pbstudentcareers.com/>, to supply online resources for youth, parents, and educators to help them develop plans for future careers and college.
- Partnered with Region 18 Service Center to sponsor www.myregion18.org for ISDs, students, parents, and educators to help students complete the best academic pathway to a successful career. The goal of this partnership and the development of the www.pbstudentcareers.com website was to share information to all the youth in our region, especially the rural areas, to aid them in development of their future plans.

In terms of performance against Texas Workforce Commission performance standards, the Board met or exceeded all standards.

Part B: Operational Elements

The Operational Elements of the Guidelines are as follows:

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

Board Response:

The workforce development system in the Permian Basin region consists of the key partnerships of publicly funded workforce centers, employers, and the education community, Midland College, Odessa College, Howard College, and UT Permian Basin.

a. The publicly funded workforce center system consists of four full service centers in Midland, Odessa, Big Spring and Fort Stockton and one satellite center in Pecos. Programs that may be accessed at each of these locations are:

- Workforce Innovation and Opportunity Act (WIOA), providing citizens with access to job search assistance, occupational skills training, assessment and testing, case management, support services to encourage participations, placement services and follow up to ensure continued success in the placement. Employers may place job orders through WorkInTexas or by contacting the individual centers. Included in WIOA are youth programs that assist at-risk in-school and out of school youth with programs to encourage them to stay in school, return to school, and acquire work maturity skills to enhance their ability to become employed through work internships or work experience within the public and private sectors.
- Temporary Assistance to Needy Families (TANF) provides financial help for children and their parents or relatives who are living with them. Monthly cash payments help pay for food, clothing, housing, utilities, furniture, transportation, telephone, laundry, household equipment, medical supplies not paid for by Medicaid and other basic needs. The amount of the TANF payment depends on family size and income. Choices provides TANF recipients with access to job search assistance, basic skills remediation, occupational skills training, work experience, support services and job placement.
- Supplemental Nutrition Assistance Program (SNAP) employment program assists SNAP recipients of job search, job seeking skills, referral to services to address barriers to employment and job placement.

b. The Permian Basin Workforce Development Board supports the State Agencies plan to coordinate workforce development services through the Combined State Plan. The Board supports the Combined State Plan through the adoption of its goals, the coordination and collaboration evident in working with its partners and in the provision of services through the workforce center system in the Permian Basin region.

The Board is comprised of representatives of area businesses, partner agencies, education entities, and adult education representatives. The Board provides planning and oversight of workforce programs and the operation of the workforce center system. The Board serves as a forum for partners to meet and discuss critical workforce, education and training issues, determine the needs of employers for a skilled productive workforce and ensure that job seekers have access to opportunities for training and job placement.

Services are provided through a region wide workforce center system providing ready access to all services and programs funded through the Texas Workforce Commission. Partner agencies have representatives within the workforce centers or are easily reached by phone or email to assist in coordinating services to our mutual customers. The Board oversees the operation of the workforce center system by selecting a workforce center management entity to directly staff the workforce centers and operate the programs available to customers. The workforce center operator is selected through a competitive procurement process.

Combined State Plan Goal	Permian Basin Workforce Development Board Goal
<p>1. Give employers and individuals ready access to a network of high-quality information and services.</p>	<ul style="list-style-type: none"> • Quality: Consistently deliver quality services to businesses, current workers, and job seekers that ultimately empower the entire Permian Basin community. Implement growth initiatives that supply new and current industries with their distinct, skilled labor demands. Support entry-level and incumbent workers with the tools needed to obtain stable and rewarding employment. • Progress: Share labor market intelligence with employers to plan for future labor demands. This exchange of qualitative and quantitative data will allow the Board to assist businesses with developing and maintaining a highly skilled labor force. Motivate our youth to select definite career paths after high school graduation and teach them transferable job skills needed to progress through the career

	pipeline.
<p>2. Provide Texans access to literacy, education, vocational rehabilitation, and in-demand workplace skills necessary for self-sufficient employment and advancement.</p>	<ul style="list-style-type: none"> • Partnership: Create partnerships with local businesses, community-based organizations, elected officials, local educators, and community residents that effectively communicate and problem solve for the unique needs of the Permian Basin workforce. These partnerships not only foster community participation in the workforce development process, but also provide an effective platform for attracting new industries, improving current businesses, and addressing workforce deficiencies. • Solutions: Utilize our community partnerships to implement smart solutions and generate results that continuously upgrade the quality of life in the Permian Basin. Streamline community resources to prevent duplication of programs. Eliminate barriers that prevent entry-level and incumbent workers from progressing into higher skilled jobs and sponsor business creation and expansion.
<p>3. Empower the current and future Texas workforce with the career information, knowledge, and skills necessary for employment and career advancement in high-skilled, high-wage careers.</p>	<ul style="list-style-type: none"> • Progress: Share labor market intelligence with employers to plan for future labor demands. This exchange of qualitative and quantitative data will allow the Board to assist businesses with developing and maintaining a highly skilled labor force. Motivate our youth to select definite career paths after high school graduation and teach them transferable job skills needed to progress through the career pipeline.
<p>4. Safeguard and maintain public trust in the Texas workforce system through sound fiscal stewardship, strong performance and accountability measures, and achievement of system-wide performance outcomes.</p>	<ul style="list-style-type: none"> • Accountability: Performance measures are understood and inculcated into the operations of the workforce center system. Standards are exceeded through the diligent application of the skills, knowledge and abilities of the Board and the workforce center system contractor in providing quality, effective workforce solutions to employers and job seekers.

2. A description of how the Board will work with entities carrying out core programs to:

a. expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment;

Since the Permian Basin has limited workforce training and supportive services dollars, we will place strong emphasis on the Priority of Services, to Veteran, Foster youth and other low income adults. We will work closely with our required partners to co-enroll as many of our customers who are eligible for services. Currently, the Permian Basin requires all WIOA customers to utilize their Pell grants first (if eligible for Pell) and WIOA dollars are used for supportive services. We also have an excellent working partnership with our Community Colleges in arranging scholarships for CTE programs.

b. facilitate the development of career pathways and co-enrollment, as appropriate, in core programs; and

Career pathways are designed to guide customers from their first employment onward to becoming self-sufficient, hopefully in an occupation that allows opportunity for increased income and responsibilities. This approach is embodied in the career pathways directive included in WIOA. The linchpin to success in this approach is skills acquisition, whether by “learning by doing” work experience or on-the-job training, occupational skills training, or a combination of mentoring/job shadowing. Without skills attainment, the customer will bounce from one low paying job to the next with no improvement and no hope for a better life. The Board’s approach to services is to ensure that every customer is assisted to learn what it takes to be successful, by addressing barriers and providing access to skills acquisition. For youth, the Board intends to work more diligently to transition in-school and out of school youth to employment or higher education through the gradual acquisition of competencies, giving the customer skills for success and growing confidence in their ability to succeed. A key ingredient to this approach is to ensure that customers know what it takes to be successful, to obtain a job paying a living wage. Skill requirements for each target occupation in the region are made available to all customers so they know what needs to be done to meet those requirements.

The shortage of a current workforce, the aging out of our workforce, and the reluctance of individuals to move permanently to the Permian Basin continues to drive the need for the region to “grow our own” workforce. Each of these factors propelled the Board and its partners to seek ways to encourage our youth to consider all career pathways, not just attending a four-year university. The marketing of dual credits and collaboration with community colleges and ISDs serves to encourage our youth to participate in career/technology dual credit courses makes them job ready upon graduation. Moving

directly into employment directly addresses our employer’s needs and the needs of our community.

PBWDB has reached out to ISDs and charter schools to encourage them to educate their students on the multiple career pathways available to them. Although the Permian Basin has many rural communities, we expect to see an increase in the enrollment in the career/technology dual credit programs in all our community colleges.

c. improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable).

Boards were awarded an Industry-Recognized Skills Certification grant from January 2015 through December 2016. PBWDB executed three financial agreements with our local community colleges, Howard, Midland, and Odessa to award scholarships to students seeking certifications in welding; automobile technology; air conditioning, heating and refrigeration; and other industry recognized certifications.

Over the two years of the grant a total of 154 scholarships were awarded. Many of the scholarships were awarded to the same individuals in order for the student to complete their coursework/certifications. Each college awarded the following number of scholarships:

Howard College	16
Midland College	87
Odessa College	51

One student received two certifications (welding and construction technology) along with his associates degree in Green Construction Technology.

3. A description of the strategies for coordinating programs and services for target populations.

Board Response:

The chart on page 38 lists the workforce services available to customer groups through the workforce solutions system and programs.

The Board partners with employers, community colleges, chambers of commerce and economic development, independent school districts, and community based organizations to provide workforce development opportunities to job seekers and employers in the Permian Basin.

- Coordination with Employers:
 - Employers provide jobs, which feed the local economy.
 - The Board facilitates skills training to jobseekers so employers have the skilled labor that meets their need for skilled qualified workers.

- The Board identifies the needs of employers for skilled workers and seeks ways to meet that need in coordination with its partners
- The Board reviews customer feedback to improve quality of service and responsiveness to employers and job seekers. The Board's partners market the Permian Basin to potential residents and employees.
- Employers provide information about labor demands, skills deficiencies, and economic trends, which is utilized by the Board in workforce development decisions. In turn, the Board communicates this information to community colleges to ensure students are receiving relevant and applicable job skills in the classroom.
- Coordination with Community Colleges and Universities
 - The Board tailors the Targeted Industries and Occupations list to identify jobs in demand now and in the future. The Board networks with Employers to gain local wisdom for these lists and for course curriculum.
 - Community Colleges provide training for targeted occupations while the Board refers customers and provides WIOA funding to eligible customers.
 - Both partners work to improve the regional skilled labor supply. Both contribute to the selection of workforce courses offered by colleges to ensure current and future workers are learning applicable skills relevant in today's marketplace.
 - Both work in partnership on grants that improve literacy training, workforce training and child care services. Both partners collaborate for Skills Development grants. Both partners contribute in the funding, grant preparation and fulfillment of grant requirements.
- Coordination with Chambers of Commerce and Economic Development
 - Both the Chambers and the Board serve as prime contributors to business development for the Permian Basin and act to diversify the region's economy by expanding business growth opportunities and workforce development.
 - Chambers promote a positive business community, market the cities and region to prospective businesses, and promote economic development, touring, Texas Scholars and numerous other community organizations.
 - The Economic Development sectors of the Chambers are the primary contact for prospective businesses. Economic Development assists the Board by providing access to regional employers and employers considering locating to the region. The Board assists with economic development by providing funds for workforce training and business services.
 - Chambers and the Board collaborate to find solutions for workforce deficiencies and to promote the quality and quantity of regional skilled labor. Chambers help the Board identify regional training needs for the purpose of the targeted Industries and target occupations list.
- Coordination with Community Based Organizations (CBOs)
 - Assists the Board by disseminating information about services to eligible customers (job seekers and employers).

- As the parent agency for *2-1-1 Texas Permian Basin*, the Board collects, maintains, and disseminate information about all community CBOs on a regional basis.
 - Board & CBOs work in partnership to provide child care services to low-income families, which supports the parents employment and efforts toward self-sufficiency.
 - CBOs assist individuals needing to transition into the workforce by providing unique services that the workforce system does not provide, such as courses in life skills, GED preparation, literacy, English as a Second Language, and other services such as counseling, food and clothing.
 - If the workforce system does not provide specific services, contractor staff acts as a service broker and refers clients to CBO partners.
- Coordination with Independent School Districts
 - ISDs are responsible for ensuring students are prepared for the workforce after graduation. The Board contractor assists with work experience and with helping build work maturity skills in youth.
 - Both partners are responsible for providing services to students with children as a measure to prevent students from dropping out of school and joining the workforce as unskilled labor.
 - The Board helps ISDs leverage their child care funding by matching their dollars with federal funds.
 - It is the role of both partners to network with other community organizations to market youth to stay in school and pursue a rewarding career. The Board collaborates with ISDs to distribute career descriptions and information about the high-demand, high-wage occupations for this region.

In addition to low income individuals and individuals with basic skills deficiencies the Board has identified other target groups: at-risk youth, youth who have dropped out of school, veterans, foster children, and individuals with disabilities.

ACTIVITY OR SERVICE	UNIVERSAL POPULATION	PROGRAM JOB-SEEKER	EMPLOYER
Outreach	X	X	X
Information and orientation to services	X	X	X
Access to job listings, on-site and on-line	X	X	
Information on required job skills	X	X	X
Information on educational opportunities and skills training	X	X	X
Information on program/center performance	X	X	X
Information on a variety of employment issues			X
Labor market information	X	X	X
Assistance in accessing resources for business support and training			X
Assistance accessing financial aid for education/training	X	X	X
Information on child care and other available support services	X	X	X
Information on unemployment insurance and/or assistance with filing appeals	X	X	X
Information on tax incentives and credits	X	X	X
Access to copiers, fax machines, telephones and other resources	X	X	
Use of workforce facilities for interviewing and/or employee training			X
Registration for services	X	X	
Intake/eligibility determination	X	X	
Initial or basic assessment of skills, aptitude and interests	X	X	
Comprehensive assessment of skills, aptitude and interests	X	X	
Assessment of need and/or provision of Support Services on-site and by referral	X	X	X
Development of individual employment plan		X	
Career exploration and counseling	X	X	
Employment planning workshops		X	
Job search assistance	X	X	
Job development		X	X
Job matching/placement	X	X	X
Posting of job openings			X
Referral to jobs/employers	X	X	
Screening of applicants			X
Job readiness and job search workshops	X	X	X
Integrated Case management		X	
Post-employment services		X	X
On-the-job training		X	X
Customized training		X	X
Individual training accounts		X	
Referral to basic education, GED, literacy and Limited English Proficiency programs		X	X
Crisis counseling, financial workshops and assistance with lay-offs			X

4. A description of the strategies and services that will be used in the local area:

a. To facilitate engagement of employers in the workforce development programs, including small employers and employers in in-demand industry sectors and occupations

The Board coordinates its service strategies with the Chambers of Commerce and economic development entities in the region. Both the Chambers of Commerce and the Board serve as prime contributors to business development for the Permian Basin and act to diversify the region's economy by expanding business growth opportunities and workforce development. The Economic Development sectors of the Chambers are the primary contact for prospective businesses. Economic Development assists the Board by providing access to regional employers and employers considering locating to the region. The Board assists with economic development by providing funds for workforce training and business services.

One of the highlights that make the Permian Basin engagement of employers successful is our ability to attract the key industry players on our Board. The Board currently have large Oil/Gas companies like Chevron and Pioneer Natural Resources on the Board and service companies like Oncor Electric Delivery, Atmos Energy Cooperation, Saulsbury Industries, Sivalls Inc., and Warren Equipment Company. These companies have local presence as well as an international, national, and statewide footprint. The companies support our local career/technology education programs around the region and they all have strong internship initiatives in trying to promote "Grow your own" workforce. They are also dedicated to supporting training in our demand and targeted occupations and developing Permian Basin young talent through local Career Fairs. Chevron USA partnership not only includes local Boards, but they are working on a third Skills Development Grant from the Texas Workforce Commission with our local post-secondary training institution.

b. To support a local workforce development system that meets the needs of businesses in the local area

In an effort to meet the needs of industry locally, the Board has strategically placed Workforce Solution offices in five locations in our seventeen county region. Within our offices we provide comprehensive recruitment services, LMI and specialized testing to assist employers. Staff develop employer-based training opportunities for programs based on the Board's targeted occupational list. During the course of a program year, the Workforce Solutions offices host several job fairs for all industry sectors and host targeted events for specialized industry groups on a smaller scale. Since our region clearly does not have a steady supply of skilled workers, we have an on-going partnership with our surrounding Workforce Boards.

c. To better coordinate workforce development programs and economic development

The Permian Basin Workforce Board and Workforce Solutions engage the region's economic development partners in Job Fairs for Veterans and training to "Grow our Own" local pipeline of workers. During new industry recruitment, the EDC's allow Workforce to participate in the

process, providing prospective businesses with information on skills programs, the supply of qualified applicants and the potential for training strategies to fit their business needs.. The Board and the economic development community have worked together in organizing several Skills Development Grant meetings, promoting training and retaining local talent.

The Board Executive Director and workforce center system management are key players in the development of the workforce supply side of the overall economic development strategy for the region.

d. To strengthen linkages between the one-stop delivery system and unemployment insurance programs

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

Board Response:

Unemployment insurance benefits are accessed through the Texas Workforce Commission web page. Requirements for receipt of benefits include searching for work. The workforce solutions contractor provides UI recipients, specifically targeting RRES claimants, with assistance in meeting the work search requirement through the Resource Rooms at each workforce center and providing assistance with customers using WorkInTexas.com. UI customers may also be enrolled in short term training to improve their employability or occupational skills training if they need a different skill set for a new occupation.

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

Board Response:

Coordination with economic development is also discussed in item 4c, above. The Board and its workforce solutions contractor have a history of working with partner entities to promote the economic development of the Permian Basin region. Whenever new companies are being recruited a representative of the Board is at the meetings discussing what workforce development services can do for the company. Economic development partners are kept informed of the developments in the workforce center system and the ways the workforce centers can help strengthen employers' economic competitiveness. The Board will work with our local community colleges, Howard, Midland, and Odessa Colleges, and the University of the Permian Basin's small business administration office to refer customers to take advantage of the existing entrepreneurial programs.

6. A description of the one-stop delivery system in the local area, including explanations of the following:

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

The Permian Basin WDB will review our local eligible training providers to ensure program continuous improvement. We will also look at the Higher Education Coordinating Board reporting systems to track placement and retention of their students. As far as reassuring that local training institutions are meeting the training needs of our employer, the Board will review our targeted occupation list at least annually to seek local wisdom from our Board and community.

- b. How the Board will facilitate access to services provided through the one-stop delivery system, including to remote areas, through the use of technology and other means;**

Workforce Solutions Resource centers are located in Midland, Odessa, Big Spring, Pecos and Fort Stockton. Rural outreach for SNAP and TANF is conducted through an outreach pool list provided by HHSC. WIOA outreach is addressed through the UI applicant pool and local partnerships with the educational institutions in those remote areas. Note: The rural educational providers offer small selection of trainings; these often align with the local demand occupation list and are certified trainings with TWC. Workforce solutions works closely with these providers and local employers to advance these academics and employ the customer at a local level.

- c. How entities within the one-stop delivery system, including the one-stop operators and the one-stop partners, will comply with WIOA §188, if applicable, and with applicable provisions of the Americans with Disabilities Act of 1990 regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals who have disabilities.**

TWC established minimum office accessibility standards for each Board and provided the funds to meet the minimum standards. The Permian Basin Workforce Board identified what equipment/software was needed to meet the minimum, along with a cost estimate, and the funds were allocated to make the purchase. These are the requirements for Permian Basin offices:

- For every twenty (20) workstations available to the public, one (1) workstation will be required to meet the minimum standards and dedicated for use by those with a disability. Offices with less than twenty workstations will need to have one workstation that meets the minimum standards.
- For software solutions, the recommendation is that the software be no more than two (2) versions prior to the current release version.

- These standards apply to workstations in resource rooms, as well as workstations in computer labs/classrooms.

Base on the accommodations survey results completed at the end of January 2016, the percentage of customers who appeared to require an accommodation was less than 1% of all customer traffic. In preparing for the transition of DARS to TWC the survey results lead us to believe that dedicating 5% of the computer resources would be sufficient to meet the needs of customers with disabilities.

TWC conducts EEO monitoring review of workforce center facilities. Any deficiencies are corrected as soon as possible.

d. The roles and resource contributions of the one-stop partners.

The general role of each partner in the workforce development system is to coordinate services among agencies to improve the efficiency and effectiveness of services to our mutual customers. Some partner agencies are accessed through the workforce center system and some are accessed through formal referral of customers in need of services. Partner agencies meet periodically to assess the effectiveness of each partnership and explore ways to improve service delivery and access to resources. Resources available to support the workforce center system have become increasingly scarce. Consequently partner agencies look to ways to share strategies and physical resources such as office space, shared equipment, coordination of customer orientations to programs in a manner that supports all the partners and their efforts to provide services to mutual customers.

7. A description and assessment of the type and availability of adult and dislocated worker employment and training activities in the local area.

Board Response:

PBWDB provides funds through individual training accounts for training in target occupations. Individuals interested in training and eligible for WIOA are encouraged to review the target occupations list and the training available from area community colleges. These training institutions have a strong working relationship with the Board and with area employers. These institutions focus on the current and future skills needs of employers. Training may extend for up to two years with a financial cap of no more than \$7,000 per year.

The Board and contractor staff consults with community colleges to ensure there are training courses for the selected targeted occupations and community colleges consult with the Board when considering new training courses. Both Board and Contractor staff serve on community colleges' advisory committees and regional community college representatives serve as Board members.

Additional training opportunities for adults and dislocated workers include adult basic education and GED programs, literacy programs and English language training for those who have low levels of English fluency. Workshops on job skills development, job search, basic financial management skills and other topics are provided as need identified. These may be conducted at the workforce centers or on request at an on-site location, such as the Constellation Ranch classes currently being conducted.

PBWDB's workforce contractor offers certificate classes through its company's online training programs. These are generally skills specific not occupation specific and are intended to provide job seekers who have completed the assessment process or have self-identified skills they need to build to be more employable.

Short-term courses are available through Howard College, Odessa College and Midland College that lead to certification recognized by local employers that lead to at least entry level employability in occupations posted on WIT. These include courses that are as short as 2 days: Food Handler Certification, OSHA Safety Certifications, Hospitality Training and courses that can be completed in a few weeks such as Basic Electrical, Clerical and Business Skills or Basic Welding. The workforce center system operator is in the process of contracting with all three colleges for these classes.

Classroom training with all approved providers for targeted occupations has traditionally been the strength at PBWDB. The downturn in the oil and gas industry resulted in an increase need for Dislocated Worker training. PBWDB was one of several workforce boards in the state that received national dislocated worker grant funding to train the dislocated workers from the oil and gas industry.

The Permian Basin Workforce Development Board utilizes our current Workforce Solutions office structure and our community college partners to outreach and identify eligible adults and dislocated workers. The five Workforce Solutions offices strategically located in our 17-county region gives the Board the opportunity to recruit adults and dislocated worker applicants in the entire region. PBWDB's RRES Cut-off Score as of 4/01/2016 is 0.325, which results in a significant number of dislocated workers coming to our offices for RRES services. This offers a face-to-face opportunity for our Workforce Solutions staff to interact with the target population about the services available through the national dislocated worker grant. As the staff talk with the dislocated workers through the UI orientation classes or through individual discussions, the long-term benefits of the training is shared with the affected customers. In addition, the staff make personal contact with those dislocated workers who are close to exhausting their UI benefits to discuss their training opportunities. Including the Texas Veterans Commission staff is another component in our outreach process to ensure the Veterans served by TVC are aware of the opportunities this grant will provide the dislocated Veteran worker.

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

Board Response:

The Permian Basin Workforce Development Board Business Service staff along with the Workforce Solutions Offices will work together with statewide rapid response efforts in addressing the rapid response activities in the region. Staff will take a pro-active approach to planning the activities for the companies before any layoffs occur. We will adhere to all of the required activities under WIOA 134(a)(2) which include on-site contacts, Layoff Aversions, information sharing workforce programs and complete one services. When a layoff does occur, the local rapid response team will conduct visits on-site to identify the number of employees that are affected and assess their needs. On-site orientation to program services is provided discussing re-employment, re-training, psychological and financial counseling, job search assistance. Customers will be assessed for their education levels, work experience and barriers to employment. Brochures and handouts with service information are provided at the first meeting with customers. Customers who can be readily re-employed will be assisted with job placement. Customers in need of retraining will be provided access to occupational skills training and services under the Trade Adjustment Act if applicable.

Rapid Response events give the Board the opportunity to explain workforce investment activities and services and provide an opportunity to outreach/educate potential customers.

The Rapid Response process includes:

- Unemployment benefits and workforce services are explained at the initial rapid response event.
- If access is available workforce center staff provide guidance for registration for Unemployment Insurance at the event and assist in registration in WorkinTexas (WIT), developing a resume and other services in WIT.
- If access to employees is not available at the rapid response event, workers are invited to the Workforce Solutions offices for assistance in registering in WIT, developing a resume and using WIT successfully.
- Following registration in WIT staff explain all of the services available and encourage contacting and working with workforce center staff in the Workforce Solutions offices for personalized service.
- Staff also explain and advise of other community resources available to them.
- The orientation at rapid response events also includes explanation of the RRES and REA programs and the follow-up assistance customers can expect through those programs, making it clear staff are there to help them through the re-employment process.
- Individuals at Rapid Response events are provided WIOA information, referred to Workforce Solutions offices for personalized case management and receive follow up calls or letters to make sure they are aware of activities including assessments, skills classes, assisted job search, resume development and training opportunities.

- All job seekers are provided with the opportunity for follow up and individualized service as needed, those in need of additional assistance will be provided with RRES and REA services as needed.

9. A description and assessment of the type and availability of workforce investment activities for youth in the local area, including activities for youth who have disabilities. This description must include an identification of successful models of such activities.

Board Response:

Youth activities are discussed under item number 23.

10. A description of how the Board will coordinate relevant secondary- and postsecondary- education programs and activities with education and workforce investment activities to coordinate strategies, enhance services, and avoid duplication of services.

Board Response:

The Permian Basin Workforce Development Board clearly understand that if we are going to grow our own workforce we had to invest the Career and Technical programs. For the past three years, the Board, Colleges and the secondary educational partners have been engaged in a strong effort to expand our CTE programs. With the help of the West Texas Energy Consortium, we have increased the CTE initiatives. The majority of the programs are driven by the Board's targeted occupations. Since this partnership, there has been a reduction in the number of dropouts of students enrolled in the CTE programs. Along with the CTE programs, the Permian Basin has a strong partnership with our three Community Colleges training in the Board's targeted occupation.

The Board and its contractor work with secondary and post-secondary institutions in their efforts to address at risk youth and provide drop out recovery efforts to encourage youth to remain in school or return to school or other post-secondary training.

11. A description of how the Board will provide transportation, including public transportation, and other appropriate support services in the local area in coordination with WIOA Title I workforce investment activities.

Board Response:

Municipal bus service is provided by EZ Rider in Midland and Odessa. Currently the workforce solutions offices in the Odessa and Midland area have an agreement with EZ Rider to provide transportation for workforce customers to both offices. For service in the rural counties the Board works with West Texas Opportunities to provide passenger transportation services to the general public (known as TRAX). TRAX also provides services to the elderly and individuals with disabilities.

All core programs that are within the workforce solutions offices offer appropriate supportive services to eligible customers. These services include but not limited to gas cards, mileage reimbursement, child care, utilities and rental assistance. Transportation assistance may include repair of vehicle, assistance with insurance, and one or two car payments as the need is documented to allow a customer to continue in training or employment on an emergency basis.

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

Board Response:

Wagner-Peyser employment services are operated through the workforce center system. TWC Employment Service staff are supervised by the workforce center management. Employment service activities are thus coordinated on a day to day basis. This approach is mandated by Texas statute and TWC.

Currently the Permian Basin Workforce Solution offices have nine (9) Wagner-Peyser staff that have the responsibility of coordinating all Employment Services for the region. These individuals are located with all of the other core programs within the offices. The Permian Basin operates a completely integrated system that allow our customers to experience flexibility and a user friendly approach.

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

Board Response:

The following are actions regarding adult education and literacy are currently in place:

- The Board's workforce solutions contractor (ResCare) has given access to each community college to the company's ResCare Academy. The program offers tutorials for GED and certificates for such occupations as food handlers.
- Workforce is providing orientation sessions to AEL students on services offered through Workforce Solutions.
- Two workforce offices are co-located at two community colleges.
 - At Howard College, AEL and Workforce Solutions offices are across the hall from each other, making for easy access to AEL students to seek workforce services; students are registering in WIT. Employers visiting workforce office often come to AEL classes talking about their employment requirements and opportunities.

- Workforce has assigned a staff person to coordinate services between it and AEL program. Midland College uses a ResCare product, Resume Pro, to assist AEL customers to develop a resume.

Challenges that have been identified:

- No clear definition of career pathways. Additional guidance on career pathways is needed.
- Child care services are sometimes not readily available for customers
- It is difficult to serve customer s in the rural counties.

Future strategies that have been identified are:

- Strengthen the referral process between the workforce and AEL programs. Set up a formal process to track who participates so both programs can have documentation of program participants or participants served.
- Offer individual one-on-one information in addition to the orientations to AEL students, especially for those are currently unemployed.
- Workforce will identify employers who are willing to speak to the AEL classes
- Workforce/AEL sponsor a career fair for AEL customers. The purpose would be to learn about different careers, minimum qualifications, etc.
- Workforce will share notices to AEL when scheduling job fairs so AEL can notify customers
- Workforce will identify employers who hire a large number of Spanish speakers only so AEL can contact them about possible ESOL class onsite.
- Offer orientation to AEL staff about Workforce services.
- AEL will provide information to workforce solutions on the number of students using Aztec or ResCare Academy.

The goals for continued coordination are:

- To increase the exposure and understanding of each program through marketing information
- Expand the use of social media to provide information to customers and potential customers
- Expand the partnership to include AEL components in the rural counties

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

services to individuals who have disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts.

Board Response:

N/A. TWC no longer requires a response to this question.

15. An identification of the entity responsible for the disbursement of grant funds described in WIOA §107(d)(12)(B)(i)(III), as determined by the CEOs or the governor under WIOA §107(d)(12)(B)(i).

Board Response:

The Permian Basin Workforce Development Board was selected by the Chief Elected Officials as the grand recipient and to be the entity responsible for disbursement of grant funds.

16. A description of the competitive process that will be used to award the sub-grants and contracts for WIOA Title I activities.

Board Response:

Workforce Solutions Permian Basin uses a competitive procurement process to select contractors for the WIOA funded workforce center system activities and child care management systems. The Board releases a request for proposal for operation of the workforce solutions system and child care services in the Permian Basin WDA. The RFP contains the requirements and restrictions concerning the contracting and operation of the programs as well as the scoring criteria and timeline for the procurement. The RFP details the submission requirements and narrative and budget instructions. The Board maintains a "bidders list" of entities which might be interested in submitting a proposal. A notice of the availability of the procurement is posted in local newspapers, the Board's web page and sent to entities on the bidders list. A "bidders' conference" is held either on-site to discuss the RFP elements and answer questions. A question/answer document is posted a few days after the bidders' conference and emailed to entities on the bidders list. Proposals are due at the assigned due date and time. Late proposals are not accepted.

Proposals received are submitted to an independent evaluation team for evaluation using a standardized scoring instrument based on the RFP scoring criteria and instructions. The independent evaluation team submits its report to the Board detailing the evaluation score and strengths and weaknesses of each proposal. The Board reviews the evaluation report and takes action on a staff recommendation to select a proposer for contract negotiations. If negotiations are successful a contract is signed.

Proposers are notified of the action taken by the Board. Proposers may elect to receive a debriefing on the evaluation of their proposal. Entities that want to appeal the decision may follow the Board's appeal process within a certain time period from the date of Board action on the procurement.

17. A description of the local levels of performance negotiated with TWC and the CEOs consistent with WIOA §116(c), to be used to measure the performance of the local area and to be used by the Board for measuring the performance of the local fiscal agent (where appropriate), eligible providers under WIOA Title I subtitle B, and the one-stop delivery system in the local area.

Board Response:

TWC negotiates WIOA performance measure targets with each Board. The current measures are:

- Claimant Reemployment within 10 weeks
- # Employers receiving workforce assistance
- Choices full work rate
- Average children served per day – discretionary at risk
- Employed Quarter 2 post exit – adults
- Employed Quarter 4 post exit – adults
- Credential rate – Adult
- Median earnings Quarter 2 post exit – adults
- Employed Quarter 2 post exit – dislocated workers
- Employed Quarter 4 post exit – dislocated workers
- Credential rate – dislocated workers
- Median earnings Quarter 2 post exit – dislocated workers
- Employed/enrolled Quarter 2 post exit – youth
- Employed/enrolled Quarter 4 post exit – youth
- Credential rate – youth
- Employed/enrolled Quarter 2 post exit – all participants
- Employed/enrolled Quarter 2 – Quarter 4 post exit – all participants
- Credential rate – all participants
- Median earnings Quarter 2 post exit – all participants

18. A description of the actions the Board will take toward becoming or remaining a high-performing Board.

Board Response:

The Permian Basin Workforce Board will take the following actions to becoming a high-performing workforce development board:

- Continue to recruit quality Board members.
- Hire quality Board staff with great leadership, vision, communication skills and flexibility.
- Hire a program contractor who has the ability to work with Industry, community based organizations, Economic Development Corporations, Colleges, ISDs and other advocacy groups.
- Build strong local partnerships to make sure we are operating our workforce system efficiently.

- Ensure a sound, effective and appropriate fiscal management system and key control of the funds allocated to the Permian Basin.

19. A description of how training services outlined in WIOA §134 will be provided through the use of Individual Training Accounts (ITAs), including, if contracts for training services will be used, how the use of such contracts will be coordinated with the use of ITAs under that chapter, and how the Board will ensure informed customer choice in the selection of training programs, regardless of how the training services are to be provided.

Board Response:

PBWDB provides funds through individual training accounts for training in target occupations. Individuals interested in training and eligible for WIOA are encouraged to review the target occupations list and the training available from providers on the Eligible Training Provider (ETP) list. Our local community colleges have multiple programs on the ETP list. The Board has a strong working relationship with the community colleges and area employers. The colleges focus on the current and future skills needs of employers. Training may extend for up to two years with a financial cap of no more than \$7,000 per year.

The Board and contractor staff consults with community colleges to ensure there are training courses for the selected targeted occupations and community colleges consult with the Board when considering new training courses. Both Board and Contractor staff serve on community college's advisory committees and regional community college representatives serve as Board members. Additional training opportunities for adults and dislocated workers include adult basic education and GED programs, literacy programs and English as a second language training for those who have low levels of English fluency.

Workshops on job skills development, job search, basic financial management skills and other topics are provided as need identified. These are taught in the workforce centers or on request at on site locations, such as the Constellation Ranch classes currently being conducted.

PBWDB's workforce contractor offers certificate classes through its company's online training programs. These are generally skills specific not occupation specific and are intended to provide job seekers who have completed the assessment process or have self-identified skills they need to build to be more employable.

Short-term courses are available through Howard College, Odessa College and Midland College that lead to certification recognized by local employers that lead to at least entry level employability in occupations posted on WIT. These include courses that are as short as two days: Food Handler Certification, OSHA Safety Certifications, Hospitality Training and courses that can be completed in a few weeks such as Basic Electrical, Clerical and Business Skills or Basic Welding.

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

Board Response:

The workforce solutions system uses the Texas Workforce Commission's TWIST program as an integrated technology enabled intake and case management system. Participant information is securely stored in a manner that can be retrieved by authorized personnel. Case notes can be written and recalled as needed. Customer program activity is tracked from start to finish. Assessment information and service plans area stored and readily available for review or update.

21. The Board policy to ensure that priority for adult individualized career services and training services will be given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient, consistent with WIOA §134(c)(3)(E) and §680.600 of the Final Regulations.

Board Response:

The Board's priority of service policy states: Services will be targeted and provided to:

1. Veterans
2. Eligible foster youth
3. Recipients of public assistance
4. Low income individuals
5. Other individuals meeting WIOA adult eligibility requirements, especially individuals that are basic skills deficient.

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

Board Response:

The Board's individual training account (ITA) maximum amount is \$7,000 per fiscal year per eligible individual.

23. A description of the design framework for youth programs in the local area, and how the 14 program elements required in §681.460 of the Final Regulations are to be made available within that framework.

Board Response:

- **Tutoring, study skills, instruction and drop-out prevention:** This element is addressed by outreach and collaboration with school counselors of the independent school districts, charter schools, and other educational institutions to assist in identifying customers with barriers that may be eligible for Workforce Services.
- **Alternative secondary school services, drop out recovery:** Addressed in Item A
- **Work Experience with an academic or occupational educational component:** In effort to provide the customer with an effective career pathway, Workforce Solutions aims work experience to targeted local demand occupations coupled with an associated educational component. Work experience may deviate from the educational track if alternate barriers are being address (e.g. soft skills, etc.)
- **Occupational Skills Training: Customers may engage in occupational skills trainings which are** aligned to the local demand occupation list and result in a recognized post-secondary credential. The local Colleges offer occupational training examination preparation and assist with job placement once the customer has obtained the credential.
- **Education offered concurrently with and in the same context as workforce preparation activities and training for specific occupation or occupational cluster:** As career pathways are developed, educational training is considered when offering work experience providing the customer with hands on experience relative to their training. Also addressed in Item 3.
- **Leadership development opportunities:** The Workforce Development Board hosts an annual youth career event providing knowledge of local workforce opportunities, educational requirements and wage earning potential. Workforce Solutions Permian Basin conducts a summer initiative to enhance youth leadership skills, strengthen soft skills and assist with preparation for secondary education and workforce engagement. These activities are contingent upon available monetary resources. Additional activities include: Youth Leadership Program held by the local Chamber of Commerce and special youth events geared to leadership and motivation that frame preparation for a successful future.
- **Support services:** Community resources are utilized for all supportive service requests. If the service requested isn't externally available or all community resource have been exhausted, Workforce Solutions will access the need for consideration though local supportive services.
- **Adult Mentoring:** Currently in development
- **Follow up services: Required** follow-up services are offered to all youth for a minimum of twelve months inclusive of monthly contact offering assistance in job advancement,

support services and visibility into significant changes that could hinder customer stability, progress, and success.

- **Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling:** If necessary, referrals are made to community partners within contractual guidelines.
- **Financial literacy education:** Workforce Solutions offers literature relative to financial literacy as well as the interactive online programs (e.g. Reality Check and ResCare Academy) for youth engagement.
- **Entrepreneurial skills training:** Targeting collaboration with the Permian Basin Economic Development Board to facilitate entrepreneurial skills as needed.
- **Service that provide labor market and employment information about in-demand industry sector.** Tracer service is used to provide labor market information about demand industries.
- **Activities that help youth prepare for and transition to post-secondary education and training:** In effort to ensure the youth are prepared for post- secondary education /training Workforce Solutions has a presence at local “College Day” events and continuous collaborations with local Colleges and Universities.

24. A description of how the Board will encourage Registered Apprenticeship programs in its area to register with the eligible training provider system in order to receive WIOA funding.

Board Response:

The Permian Basin WDB currently has a limited registered Apprenticeship programs because our area has been blessed for several years to have a strong job market. Most of our graduating students are focused on one year or two-year certificate programs that yield high wages and short training time. In order to encourage more participation in the Apprenticeship career path, we will begin working with our secondary schools in promoting CTE for Apprenticeships. This would allow students an opportunity to enter their junior year and possible have a journeyman status in some apprenticeship program after their second year of college. Our primary focus will be on the following areas: Electrical, Plumbing and Construction with some build in Internships with local employers.

25. A description of the Board’s strategy and commitment to support Apprenticeship Texas efforts across the state, as applicable.

26.

Board Response:

The Board is committed to supporting apprenticeship programs in the Permian Basin region. The Board will also work with neighboring WDAs to expand the opportunities for apprenticeship as an added training option in the greater West Texas region.

Part C: Public Comment

A description of the process used by the Board, consistent with WIOA §108(d), to provide a 30-day public comment period before submission of the plan, including an opportunity to have input into the development of the Local Plan, particularly for representatives of businesses, education, and labor organizations. Comments submitted during the public comment period that represent disagreement with the plan must be submitted with the Local Plan.

Board Response:

The plan and the availability to comment on PBWDB's plan was posted on the Board's website from January 11, 2017 through February 9, 2017. In addition, direct email notifications were sent to each PBWDB Board member, representatives from each community college, members of the Permian Basin Regional Planning Commission Board of Directors (the chief elected officials) and the Planning Commission executive director, economic development contact staff, and the AEL service providers. No public comments (positive or negative) were received.