

Dallas County Workforce Development Plan
2021-2024

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DALLAS COUNTY LOCAL WORKFORCE DEVELOPMENT BOARD
d.b.a. WORKFORCE SOLUTIONS GREATER DALLAS
Workforce Plan for Program Years 2021–2024

FOREWORD

Workforce Solutions Greater Dallas convenes, informs, designs and invests resources to establish the workforce system for the greater Dallas region. WFSDallas ensures the development and implementation of a multi-faceted system of job training, job placement, and job retention services. We meet employer and jobseeker needs while providing economic development support for our community. We provide eight workforce centers throughout Dallas County, and a fully trained team to assist you both virtually; and as conditions permit in-person. Social distancing, masks, hand-sanitizers, and other CDC recommended protocols are followed for all in-person services. We care about YOU and OUR team!

WFSDallas is led by a volunteer Board of twenty-five Directors as mandated by the State and Federal law and appointed by the Dallas County Judge and the City of Dallas Mayor. Our annual budgets of approximately \$140M includes government and private funding. Funds provide a broad range of services addressing workforce challenges with employer-led solutions including virtual and in-person hiring events; customized training, scholarships for job training credentials, adult education, and English as a Second Language, layoff services; virtual and in-person seminars for resumes, interviews and dress for success; and we may be able to subsidize training supplies; equipment, uniforms, child care and transportation.

The DFW Regional Workforce Leadership Council (RWLC) is the driving force for promoting the region's strongest industries. RWLC meets industries' needs through the collaboration of three workforce boards (*Dallas County, North Central Texas, and Tarrant County*), as well as partnerships with the three chambers of commerce (Arlington, Dallas Regional, and Fort Worth), key employers and educators. This partnership has identified key industries of growth including: aerospace, logistics, healthcare, infrastructure, technology, and retail with WFSDallas serving as industry host for the infrastructure and retail sectors. Formed in 2002, the long-standing collaboration has functioned as the convener and connector for the ongoing development of regional clusters and the mapping of career pathways. By addressing the employment, training and certification needs of the region's industries, RWLC aids in the continued growth and success of the Dallas/Fort Worth workforce ecosystem. For additional information, please see our most recent RWLC report at: www.wfsdallas.com

WFSDallas responds to the talent identification and development needs of employers in Dallas County. Federal and State funded programs within the system include: WIOA Title I (Adult, Dislocated Worker and Youth formula programs); Adult Education and Literacy programs; Wagner Peyser Act; Rehabilitation Act Title I; and Temporary Assistance for Needy Families (TANF). Additional partner programs referenced in the Plan include Trade Adjustment Assistance; Unemployment Compensation; Local Veterans' Employment Representatives and Disabled Veterans' Outreach; HUD Employment and Training Programs; Senior Community Service Employment; and many other programs/partnerships. Our workforce system includes U.S. Department of Agriculture, Supplemental Nutrition Assistance Program E&T, Childcare Assistance, Child Care Quality, Vocational Rehabilitation, and Childcare Protective Services. Activities are operated via the American Job Center Networks and partnership agreements.

Our Workforce Plan for 2021-2024 includes, but is not limited to:

- Assisting employers to retain the workforce, fill vacancies and retrain workers for new job specifics;
- Assisting job seekers to retrain, rehire, and upskill for this rapidly changing marketplace;
- Convening the community to provide labor market data, job specific and industry information, in-person and virtual hiring events for today's jobs;
- Assisting young adults in planning and executing their future career plan- Opportunity Youth are a top priority;
- Assisting anyone to achieve a better record of academic achievement and work credentials, overcoming obstacles to that dream career through ESL instruction;
- Assisting work parents to locate and pay for quality care for infants, toddlers and after school care for young students.
- Assisting the childcare industry to increase quality and sustainability including innovative training and financial strategies.

PART I: BOARD VISION AND STRATEGIES

A. Vision and Goals

MISSION

Workforce Solutions Greater Dallas exists to ensure competitive solutions for **EMPLOYERS** through quality people and for **PEOPLE** through quality jobs.

VISION

Workforce Solutions Greater Dallas is recognized locally and nationally as a best in class workforce system that:

- Engages essential employers committed to furthering the Workforce agenda
- Provides job seekers comprehensive solutions to ideal employment
- Offers employers the premiere solution for a qualified workforce
- Orchestrates community growth and economic development

The Plan describes the strategic vision, economic and workforce analyses, and services to target populations that supports regional economic growth and economic self-sufficiency. These goals prepare educated and skilled workforce including, early education services, youth, and individuals with barriers to employment.

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- Assisting anyone to achieve a better record of academic achievement and work credentials, overcoming obstacles to that dream career including ESL instruction;
- Assisting working parents to locate and pay for quality care for infants, toddlers, and after school care for young students; and
- Assisting the childcare industry to increase quality and sustainability including innovative training and financial strategies.

The Dallas Workforce System ensures the development and implementation of a system of services that complements economic development—committed to excellence and excels as a resource for employers to access the quality workforce they demand. The system matches and trains workers to be successfully employed. WFSDallas' goals relate to the performance accountability measures and based on performance indicators in WIOA.

B. Board Strategies

The Dallas Workforce System offers workforce core services (*Youth workforce investment activities, Adult employment and training activities, Dislocated worker employment and training activities, Adult education and literacy activities, Employment services, Vocational rehabilitation services*). These services are offered in collaboration with required workforce development partners to ensure accessible, seamless, and a

comprehensive system necessary to meet the needs of employers and job seekers.

WFSDallas and its contractors work closely with the local community college, Dallas College, local universities, University of Texas at Dallas, University of Dallas, University of North Texas – Dallas campus, and other education providers. Community partners such as Job Corps program, Senior Community Service Employment Program, Ex-offender programs, Texas Veterans Commission, Foster youth programs, US Department of Housing and Urban Development, local economic development groups, Dallas Regional Chamber and the City of Dallas, assist the Dallas workforce system in bringing new businesses to Dallas while meeting the needs of existing businesses. The Board coordinates with local elected officials and community-based organizations to ensure that all needs of the Dallas community are met.

C. High Performing Board

WFSDallas maintains the highest standards of performance for the Dallas Board area. This includes incorporating performance standards within the workforce center contracts and implementing standards for the eligible training providers. WFSDallas coordinates closely with our contractors to identify problems early and offers solutions to assist the contractors to remedy performance issues. WFSDallas contracts with external monitors, Juanita Forbes and Associates and Christine Nguyen and Associates to offer program and fiscal monitoring across our programs. In addition to program/fiscal monitoring, WFSDallas reviews eligible training providers to ensure job seekers find employment, obtain credentials, and find a self-sustaining wage. If providers do not meet the agreed performance goals, the providers are removed from the list. Providers are also screened at initial eligibility to ensure that the training meets the criteria of high growth high demand, and self-sufficient wage.

WFSDallas maintains the highest standards for staff encouraging continuous professional development through State and private training sources. Through staff development, WFSDallas maintains the highest level of standards which impacts performance. In addition, WFSDallas reviews trends and performance. These reviews are conveyed to our board of directors and our contractors with recommended corrective actions and strategies to achieve the highest level of performance.

Four Year Total 2017-2020	
Child Care	94,657
Employment Services	482,833
UI Claimants	430,220
WIOA Youth	3,407
WIOA Adult & DW	3,651
TAA	581
SNAP	10,141
TANF Choices	8,985

Three Year Total 2018-2020	
Child Care	74,707
Employment Services	360,148
UI Claimants	372,019
WIOA Youth	2,159
WIOA Adult & DW	2,732
TAA	339
SNAP	6,832
TANF Choices	6,005

PART 2. ECONOMIC AND WORKFORCE ANALYSIS

A. Regional Economic and Employment Needs Analysis

OVERVIEW OF DALLAS COUNTY

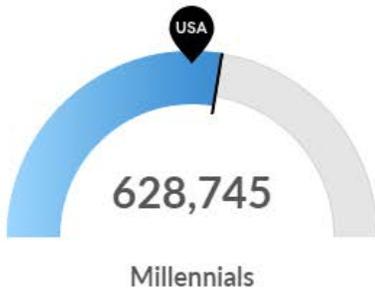
WFSDallas conducts a regional analysis to determine local economic conditions, existing and emergency in-demand industry sectors and occupations. The Regional Analysis assists in determining employment needs of the local employers to determine existing and emerging in-demand industry sectors and occupations.

The most recent population estimates show there were 2,663,917 people, and 928,341 households residing in the county. The racial makeup of the county was 66.6% White (28.3% Non-Hispanic White), 22.30% African American, 1.1% Native American, 6.7% Asian, 0.06% .1% Pacific Islander, and 2.0% from two or more races. 40.8% of the population was Hispanic or Latino of any race.

There were 928,341 households out of which 35.10% had children under the age of 18 living with them, 46.90% were married couples living together, 14.10% had a female householder with no husband present, and 33.90% were non-families. 27.30% of all households were made up of individuals and 5.90% had someone living alone who was 65 years of age or older. The average household size was 2.71 and the average family size was 3.34.

The median income for a household in the county was \$62,843, and the median income for a family was \$49,062. Dallas County is higher than the National average on Racial diversity and the number of millennials aged 25-39. In addition, Dallas County is low risk for those retiring soon compared to the national average.

As of 2020, the region's population increased by 4.1% since 2015, growing by 106,087. Population is expected to increase by 3.1% between 2020 and 2025, adding 82,821 to the population.



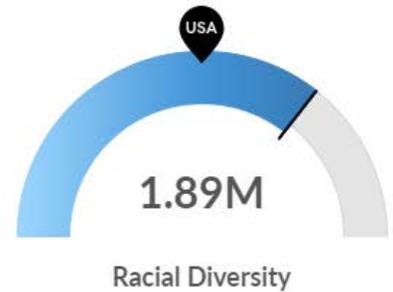
Millennials

Dallas County, TX has 628,745 millennials (ages 25-39). The national average for an area this size is 543,402.



Retiring Soon

Retirement risk is low in Dallas County, TX. The national average for an area this size is 774,877 people 55 or older, while there are 582,406 here.



Racial Diversity

Racial diversity is high in Dallas County, TX. The national average for an area this size is 1,051,267 racially diverse people, while there are 1,890,008 here.

Educational Attainment

Concerning educational attainment, 20.0% of Dallas County, TX residents possess a Bachelor's Degree (the same as the national average), and 5.7% hold an Associate's Degree (2.9% below the national average).



	% of Population	Population
Less Than 9th Grade	11.2%	194,431
9th Grade to 12th Grade	9.4%	162,092
High School Diploma	22.7%	392,826
Some College	19.4%	334,779
Associate's Degree	5.7%	98,178
Bachelor's Degree	20.0%	345,612
Graduate Degree and Higher	11.7%	201,841

Concerning educational attainment, 20.0% of Dallas County, TX residents possess a bachelor's degree (the same as the national average), and 5.7% hold an Associate's Degree (2.9% below the national average). From 2015 to 2020, jobs increased by 7.2% in Dallas County, TX from 1,767,855 to 1,895,001. This change outpaced the national growth rate of 3.1% by 4.1%. As the number of jobs increased, the labor force participation rate increased from 64.7% to 67.1% between 2015 and 2020.

DEMAND INDUSTRIES

NAICS	Dallas County Two Digit Industries	2021 Jobs	2024 Jobs	2021 - 2024 Change	2021 - 2024 % Change	2020 Payrolled Business Locations
11	Agriculture, Forestry, Fishing and Hunting	1,404	1,470	66	4.7%	129
21	Mining, Quarrying, and Oil and Gas Extraction	8,315	8,571	257	3.1%	406
22	Utilities	4,646	4,718	72	1.6%	80
23	Construction	117,317	121,566	4,249	3.6%	4,961
31	Manufacturing	119,778	119,190	(588)	(0.5%)	2,859
42	Wholesale Trade	107,676	107,074	(602)	(0.6%)	5,777
44	Retail Trade	152,025	152,326	301	0.2%	8,399
48	Transportation and Warehousing	107,967	115,563	7,596	7.0%	2,075
51	Information	45,892	43,563	(2,330)	(5.1%)	1,471
52	Finance and Insurance	133,446	135,288	1,842	1.4%	5,285
53	Real Estate and Rental and Leasing	53,725	55,387	1,661	3.1%	4,737
54	Professional, Scientific, and Technical Services	180,985	193,337	12,352	6.8%	12,795
55	Management of Companies and Enterprises	38,931	42,276	3,344	8.6%	572
56	Administrative and Support and Waste Management and Remediation Services	174,561	179,248	4,687	2.7%	5,014
61	Educational Services	35,836	37,605	1,769	4.9%	961
62	Health Care and Social Assistance	186,791	197,808	11,017	5.9%	9,049
71	Arts, Entertainment, and Recreation	22,503	23,313	811	3.6%	877
72	Accommodation and Food Services	140,025	144,602	4,577	3.3%	6,425
81	Other Services (except Public Administration)	100,716	102,666	1,950	1.9%	7,220
90	Government	188,855	193,093	4,238	2.2%	531
99	Unclassified Industry	1,031	905	(126)	(12.2%)	674
		1,922,426	1,979,568	57,143	3.0%	80,294

SOC	Dallas County Two Digit Occupations	2021 Jobs	2024 Jobs	2021 - 2024 % Change	2021 - 2024 Change	2021 - 2024 Openings	Median Hourly Earnings
11-0000	Management Occupations	116,320	121,730	4.65%	5,410	40,242	\$54.29
13-0000	Business and Financial Operations Occupations	138,442	143,848	3.90%	5,406	52,762	\$37.34
15-0000	Computer and Mathematical Occupations	89,982	95,557	6.20%	5,575	30,010	\$45.27
17-0000	Architecture and Engineering Occupations	34,217	34,957	2.16%	740	10,414	\$41.98
19-0000	Life, Physical, and Social Science Occupations	12,124	12,745	5.12%	621	4,723	\$33.56
21-0000	Community and Social Service Occupations	19,518	20,559	5.33%	1,041	8,737	\$25.81
23-0000	Legal Occupations	20,159	20,907	3.71%	748	6,135	\$43.89
25-0000	Educational Instruction and Library Occupations	76,748	79,893	4.10%	3,145	29,060	\$26.65
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	33,303	33,836	1.60%	533	13,417	\$24.13
29-0000	Healthcare Practitioners and Technical Occupations	97,280	101,806	4.65%	4,525	26,069	\$34.29
31-0000	Healthcare Support Occupations	71,185	76,514	7.49%	5,330	41,242	\$12.36
33-0000	Protective Service Occupations	42,120	43,349	2.92%	1,230	19,984	\$17.37
35-0000	Food Preparation and Serving Related Occupations	130,427	135,291	3.73%	4,864	93,247	\$10.81
37-0000	Building and Grounds Cleaning and Maintenance Occupations	63,202	63,323	0.19%	121	31,352	\$12.89
39-0000	Personal Care and Service Occupations	47,868	49,078	2.53%	1,211	28,395	\$12.30
41-0000	Sales and Related Occupations	187,426	189,033	0.86%	1,607	90,119	\$17.45
43-0000	Office and Administrative Support Occupations	299,141	301,466	0.78%	2,326	130,115	\$19.04
45-0000	Farming, Fishing, and Forestry Occupations	2,249	2,315	2.92%	66	1,371	\$13.51
47-0000	Construction and Extraction Occupations	85,859	88,978	3.63%	3,120	37,032	\$19.73
49-0000	Installation, Maintenance, and Repair Occupations	77,349	79,088	2.25%	1,740	29,881	\$23.18
51-0000	Production Occupations	94,451	94,566	0.12%	116	39,740	\$16.20
53-0000	Transportation and Material Moving Occupations	180,204	187,905	4.27%	7,701	90,296	\$16.70
55-0000	Military-only occupations	2,853	2,823	(1.04%)	(30)	1,157	\$15.90
		1,922,426	1,979,568	3%	57,143	855,498	

INDUSTRY SNAPSHOT

The largest sector in Dallas County is Government, employing 188,855 workers. The next-largest sectors in the region are Health Care and Social Assistance (186,791 workers) and Professional, Scientific and Technical Services (180,985).

Sectors in Dallas County, Texas with the highest average wages per worker are Mining, Quarrying, and Oil and Gas Extraction (\$188,668), Management of Companies and Enterprises (\$126,922), and Utilities (\$125,394).

Dallas County will expand by:

57,143

Jobs in the next four years

Over the next four years, employment in Dallas County, Texas is projected to expand by 57,143 jobs. The fastest growing sector in the region is expected to be Professional, Scientific and Technical Services with a +6.8% rate of growth. The strongest forecast by number of jobs over this period is expected for Health Care and Social Assistance (+59,787 jobs), Professional, Scientific, and Technical Services (+31,819), and Administrative and Support and Waste Management and Remediation Services (+26,270).

In the coming years, the Board will focus on training initiatives and employment activities that target **key growth and demand sectors within the Greater Dallas Area**. These activities will ensure that the Dallas Workforce System remains competitive by attracting new businesses and building/sustaining the existing employment base. Workforce Solutions Greater Dallas has historically worked with leading industries and employers. We propose to build on the successes and expand the investments to a broader range of employers that promote economic growth. The Dallas Workforce System regularly meets with external local and statewide groups comprised of employers and community leaders to ensure economic and workforce needs are met. This secures the employment base of the Dallas Workforce System.

The Board continues to work regionally with employers, city and county government, community organizations, colleges, and universities, ISDs, other education providers and neighboring Boards, Workforce Solutions for Tarrant County, and North Central Texas. The Board coordinates employer services offering Rapid Response, Employer-focused Summits, Job Fairs, and other activities. Workforce Solutions Greater Dallas will continue to collaborate regionally to deliver high quality services to customers of the Dallas Workforce System and the North Texas region. In 2019, the population in Dallas County, Texas was 2,666,917. Between 2010 and 2019, the region's population grew at an annual average rate of 12.48%.

LABOR SUPPLY Employers in Dallas County draw from a well-educated and skilled workforce. A robust infrastructure makes it easy for commuting and the areas affordability means employers can tap into a strong workforce no matter where they base their operations. For Employees, the wide distribution of jobs means that they can choose from a variety of communities in which to live and best fits their needs. The sustainability of the area is highly dependent on the availability of qualified workforce to support key industry clusters.

INDUSTRY SECTORS Dallas County regional economy is among the most diverse in the nation, which means that employers can draw from a deep base of skilled workers. Healthcare, Technology, Infrastructure and the newest the Retail Sector represent the lifeblood of the Dallas County economy.



LOGISTICS Historically Dallas County has leveraged its central geography with various transportation assets. Significant trade and distribution activity now comes to and through the DFW metro area by land, air and rail with local intermodal facilities linking the three modes of transport. Employers in the area can move goods quickly and cost effectively using a robust intermodal network that connects to regional centers by truck and rail and to world centers by air. The Dallas area has five major interstate highways, more than any other major metropolitan region I in the US. The Dallas area is also home to the nation's 2nd largest railroad, two additional class 1 freight line rail carriers and more than 600 motor carriers and over 100 freight forwarders.

INFRASTRUCTURE The infrastructure sector guarantees the future of the Dallas economy. Infrastructure industries provide the technical structures needed to build roads, bridges, tunnels water supply sewers electrical grids and telecommunications. Texas and the Nation continue to promote infrastructure projects to grow the economy, industries associated with the infrastructure design, construction and maintenance find themselves as the forefront of workforce development. WFSDallas will support this sector by generating progressive, innovative and cost-effective strategies for attracting education and retaining the finest workforce in the Nation.

TECHNOLOGY Dallas County leads the State into the new era of information and communications technologies beginning in 1958 with the invention of the microchip at Texas Instruments. Today the local technology sector is broad and technology companies enable many of the core activities and processes of the global economy. International powerhouses lead the regions technology sector such as Texas Instruments has helped develop a strong base of engineers and information science professionals to lead product innovation for the world. Since the Technology sector is so vital to the economy, we plan to focus on connecting k-12 and post-secondary science, technology; engineering and math (STEM) educational initiatives with the local technology sector.

HEALTHCARE The healthcare industry and workforce is expected to continue to grow as the population expands, and as baby boomers age. Thus, the overall economic impact of the healthcare industry will continue to increase in the coming years. The healthcare cluster aims to address workforce gaps by

increasing career opportunity awareness at all levels, offering professional development, and coordinating industry specific training that meet the needs of the healthcare sector.

RETAIL The Dallas Retail Market has lost some jobs due to Covid-19, but it is still a strong industry in Dallas County and is expected to show modest growth over the next four years. Even before Covid-19, the retail landscape was beginning to evolve. Many of those changes include a consolidated retail space that can meet the needs of both online and in person customers.



Because Dallas is centrally located in the US with excellent supply chains that utilize airports, rail and the rapidly expanding inland-port. Dallas will still be well situated to thrive in the new retail space and continue to be synonymous the face of retail trade. In defining the industry, we include retail sales, call centers, and recognize trends creating a gap than national retail data. By focusing on the Retail Sector, we plan to expand key partnerships that offer clear retail career pathways for both employers and entry-level job seekers. This should increase the economic mobility of entry-level workers. A survey done by the

National Retail Federation found that most individuals at some point work in retail: 59 percent of those polled had worked in retail, including stores and restaurants. Of those surveyed, 32 percent found their first job in retail, at an average age of 16. An example of a successful retail partnership involved working with the retail giant, Amazon.

COVID-19 brought new challenges to workforce, the population, and employers. Amazon has shown to be the go-to deliverer of all items and a champion for the unemployed. Not only did they deliver much needed groceries, hand sanitizer, goods, and services, they offered also much needed jobs to many displaced workers from all industries within the Dallas – Fort Worth community. In Texas alone in a one-year period, Amazon has more than doubled its workforce (*2nd quarter of 2019- 26,018 workforce to 2nd quarter of 2020- 49,322 workforce*). Since 2013, Workforce Solutions Greater Dallas has had considerable success in placing job seekers that meet Amazon's hiring needs while benefiting the community. WFSDallas and neighboring boards began the close partnership and workforce collaboration. A customized recruitment plan was developed to assist in filling open positions in the distribution centers. This plan continues within the six distribution centers in Dallas County with approximately 1,500 full time open positions at the Coppell Location. Many of the individuals hired were currently unemployed, and veterans. Amazon also works with special populations such as a partnership with local schools and vocational rehabilitation to assist youth gain valuable work skills. WFSDallas' employer service teams developed a customized recruiting plan, that included virtual hiring events and in-person hiring events (pre-COVID) within the workforce centers as well as with several Community Partners such as North Lake College, Brookhaven, University of North Texas, various apartments and churches. Because of these efforts, Amazon was able to save over \$100,000 in outreach. For the first time in Amazon's history, they did not use a staffing company to fill their openings. With the assistance of Dallas and Tarrant, Amazon was able to fill 100% of their positions. They hope to replicate this amazing workforce partnership throughout the United States! Both Boards continue to work with Amazon on meeting their workforce needs, with postings in Work In Texas, onsite employment assistance, virtual hiring events, and screening of applicants. Amazon has created jobs for Dallas/Fort Worth while building economic prosperity for the community, employer, and the State of Texas. For some, roles in Amazon's fulfillment network can be a way to earn money in the short-term, but for others, they can be the starting point to a career!

One of the goals of Workforce Solutions Greater Dallas is to provide a human capital investment to employers that increases productivity and help employers create permanent jobs with career advancement opportunities. WFSDallas utilizes the workforce centers to connect businesses and job seekers together. Job seeker services connect skilled workers with employment opportunities. For those job seekers who have barriers to employment, WFSDallas offers unique specialized services to increase job readiness and quickly move individuals into self-sufficient employment. Within the Dallas workforce system, the following areas are emphasized:

- Business driven services and the changing economic conditions of Dallas County,
- High growth/high demand career opportunities within the local labor market,
- Building relationships with businesses and economic development entities,
- Targeting industry sectors and key businesses within the Dallas market, and
- The provision of performance excellence services to all customers.

Another source of input for workforce training in targeted occupations is feedback received by member employers within the DFW Regional Workforce Leadership Council and Industry clusters. The DFW Regional Workforce Leadership Council formed in 2002, is a partnership between representatives from industry, workforce providers, and education providers within the DFW area. Focusing on clusters provides an effective approach to addressing the regional workforce need. The Council has formed clusters in the following industries: Aerospace, Healthcare, Technology, Logistics, Infrastructure and the newest is the Retail Cluster.

RWLC is the driving force for a cooperative approach to promoting the region's strongest industries. Following the industry cluster concept popularized by Michael Porter and the directives of Governor's Industry Cluster Initiative, RWLC has focused on supporting the region's key clusters which we have identified as being: Aerospace, Healthcare, Infrastructure, Logistics (Advanced Manufacturing and Supply Chain), Retail, and Technology. Please find the attached link for the most recent RWLC Annual Report: [Regional Workforce Leadership Council 2020](#)

The Board currently maintains a list of targeted occupations which meet set criteria such as: high growth/high demand, above board's self-sufficiency wage (\$13.59 hour), non-seasonal employment, with fringe benefits, low turnover replacement rate, with a \$12,000 cap per participant for training, and training completion time within a period of two years. In efforts to meet the needs of job seekers and employers, WFSDallas maintains a mix of short-term and long-term training courses available based on the needs identified. These training courses are reviewed to ensure quality training is delivered to customers.

The following is a list of in-demand occupations within Dallas County:

Health Care	Licensed Practical Nurse*
Respiratory Therapists	Health Information Coding (limited spaces)
Registered Nurse & Critical Care Nurse*	Patient Care Technician
Medical & Clinical Lab Techs	Dental Assistants
Diagnostic Medical Sonographers	Medical Assistants
Radiologic Technologists	Medical Equipment Preparers
Emergency Medical Technicians & Paramedics	Advanced Manufacturing/ Engineering/Semiconductor
Pharmacy Technicians	Surveyors
Surgical Technologists	

Industrial Engineers*
Electrical Engineers*
Mechanical Engineers*
Drafters, & Engineering Techs*
Electrical & Electronics Techs*
Mechatronics Tech. and Technicians

Info. Tech./Telecommunications

Computer & Info. Syst. Mgr.
Computer Systems Analysts
Information Security Analysts
Computer Network Support Specialists
Computer User Support Specialists
Network & Systems Admin
Database Administrators
Software Developers & Testers
Web Developers
Graphic Designers

Public Safety

Police Officer

Education/Training

Teacher Spec. (Math, Science, ESL)

Construction/Industrial Production

Construction Managers
Brickmasons & Blockmasons
Carpenters
Cement Masons & Concrete Finishers
Operating Engineers & Other Construction
Equipment Operators

Electricians
Plumbers, Pipefitters*
Highway Maintenance Workers
Auto Body & Related Repairers
Auto Service Techs & Mechanics*
Diesel/Bus/Truck Mech*
HVAC Mechanics & Installers*
Maintenance & Repair Workers
Aircraft Structure Assemblers
CNC Machine & Tool Operator
Machinists*
Welder & Cutter*
Quality Control Technician
Crane and Tower Operators

Business Management & Administration

General & Operations Managers
Business Operations Spec., All Other
Accountants & Auditors
Paralegals & Legal Assistants
First-Line Supervisors of Retail Sales Workers
Book/Accounting Clerk
Customer Service Representatives
Secretary*

Logistics & Supply Chain Managers

Dispatcher
Tractor-Trailer Truck Drivers*
Industrial Forklift Operators*

SOC	Dallas County In-Demand Occupation Job Title	2020 Jobs	2030 Jobs	Number Change 2020-2030	Percent Growth 2020- 2030	Avg. Annual Openings	Additional Rationale and Comments	Labor Market and Career Information Source
11-1021	General and Operations Managers	33,728	37,827	4,099	12.15%	3,514		EMSI
11-3021	Computer and Information Systems Managers	6,056	7,275	1,219	20.13%	638		EMSI
11-3071	Transportation, Storage, and Distribution Managers	2,247	2,571	324	14.43%	222		EMSI
11-9021	Construction Managers	6,461	7,486	1,025	15.86%	601		EMSI
13-1198	Project Management Specialists and Business Operations Specialists, All Other	22,488	25,008	2,521	11.21%	2,528		EMSI
13-2011	Accountants and Auditors	24,807	27,954	3,147	12.69%	2,763		EMSI
15-1211	Computer Systems Analysts	10,522	12,313	1,791	17.02%	995		EMSI
15-1212	Information Security Analysts	2,545	3,377	832	32.70%	289		EMSI
15-1231	Computer Network Support Specialists	2,991	3,344	353	11.82%	294		EMSI
15-1232	Computer User Support Specialists	12,708	14,691	1,983	15.61%	1,316		EMSI
15-1244	Network and Computer Systems Administrators	6,708	7,411	702	10.47%	563		EMSI
15-1245	Database Administrators and Architects	2,597	2,924	327	12.61%	227		EMSI
15-1256	Software Developers and Software Quality Assurance Analysts and Testers	28,039	34,538	6,499	23.18%	3,057		EMSI
15-1257	Web Developers and Digital Interface Designers	2,483	2,937	454	18.29%	250		EMSI
17-1022	Surveyors	525	585	60	11.50%	47		EMSI
17-2071	Electrical Engineers	2,075	2,241	166	7.99%	159		EMSI
17-2112	Industrial Engineers	3,189	3,446	257	8.07%	251		EMSI
17-2141	Mechanical Engineers	2,751	2,995	244	8.89%	220		EMSI
17-3011	Architectural and Civil Drafters	2,209	2,298	89	4.05%	242		EMSI
17-3012	Electrical and Electronics Drafters	441	449	7	1.69%	47		EMSI
17-3013	Mechanical Drafters	538	543	5	0.91%	57		EMSI
17-3019	Drafters, All Other	197	215	18	9.18%	23		EMSI
17-3023	Electrical and Electronic Engineering Technologists and Technicians	1,611	1,638	27	1.68%	161		EMSI
17-3024	Electro-Mechanical and Mechatronics Technologists and Technicians	361	361	(1)	-0.16%	35	Supports Advanced Mfg Cluster	EMSI
23-2011	Paralegals and Legal Assistants	5,465	6,447	981	17.96%	726		EMSI
25-2012	Kindergarten Teachers, Except Special Education	1,487	1,615	128	8.57%	167		EMSI
25-2021	Elementary School Teachers, Except Special Education	12,890	14,218	1,328	10.30%	1,129		EMSI
25-2022	Middle School Teachers, Except Special and Career/Technical Education	5,852	6,439	587	10.04%	511		EMSI
25-2031	Secondary School Teachers, Except Special and Career/Technical Education	10,039	11,052	1,014	10.10%	834		EMSI
25-2059	Special Education Teachers, All Other	197	235	38	19.40%	20		EMSI
27-1024	Graphic Designers	3,777	4,097	320	8.47%	425		EMSI
29-1126	Respiratory Therapists	1,812	2,193	381	21.02%	142		EMSI
29-1141	Registered Nurses	31,677	37,124	5,447	17.19%	2,335		EMSI
29-2018	Clinical Laboratory Technologists and Technicians	4,425	5,060	635	14.34%	359		EMSI
29-2032	Diagnostic Medical Sonographers	748	931	183	24.45%	63		EMSI
29-2034	Radiologic Technologists and Technicians	1,950	2,271	320	16.43%	146		EMSI
29-2041	Emergency Medical Technicians and Paramedics	1,579	1,553	(26)	-1.64%	103	Supports Healthcare Cluster	EMSI
29-2052	Pharmacy Technicians	5,121	5,695	575	11.22%	492		EMSI
29-2055	Surgical Technologists	1,183	1,328	145	12.27%	116		EMSI
29-2061	Licensed Practical and Licensed Vocational Nurses	8,168	9,672	1,504	18.41%	820		EMSI
29-2098	Medical Records Specialists, and Health Technologists and Technicians, All Other	4,239	4,949	710	16.75%	385		EMSI
31-1131	Nursing Assistants	10,218	11,927	1,709	16.73%	1,406		EMSI
31-9091	Dental Assistants	4,294	5,113	819	19.07%	607		EMSI
31-9092	Medical Assistants	10,211	12,981	2,770	27.13%	1,544		EMSI
31-9093	Medical Equipment Preparers	618	695	76	12.35%	82		EMSI
33-3051	Police and Sheriffs Patrol Officers	6,840	7,216	376	5.49%	527		EMSI
41-1011	First-Line Supervisors of Retail Sales Workers	13,878	14,195	317	2.29%	1,585		EMSI
43-3031	Bookkeeping, Accounting, and Auditing Clerks	23,483	24,442	960	4.09%	2,911		EMSI
43-4051	Customer Service Representatives	52,304	53,941	1,637	3.13%	7,253		EMSI
43-5032	Dispatchers, Except Police, Fire, and Ambulance	3,318	3,553	235	7.08%	351		EMSI
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	24,263	24,643	380	1.56%	2,802		EMSI
47-2021	Brickmasons and Blockmasons	757	850	93	12.33%	90		EMSI
47-2031	Carpenters	8,836	10,158	1,322	14.96%	1,111		EMSI
47-2051	Cement Masons and Concrete Finishers	2,740	2,611	(128)	-4.69%	280	Supports Infrastructure Cluster	EMSI
47-2073	Operating Engineers and Other Construction Equipment Operators	3,533	4,036	503	14.25%	486		EMSI
47-2111	Electricians	9,561	11,028	1,467	15.34%	1,340		EMSI
47-2152	Plumbers, Pipefitters, and Steamfitters	6,149	7,661	1,512	24.60%	915		EMSI
47-4051	Highway Maintenance Workers	813	868	55	6.79%	99		EMSI
49-3021	Automotive Body and Related Repairers	1,434	1,525	91	6.33%	151		EMSI
49-3023	Automotive Service Technicians and Mechanics	7,382	7,806	424	5.75%	779		EMSI
49-3031	Bus and Truck Mechanics and Diesel Engine Specialists	3,432	3,849	417	12.14%	380		EMSI
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	4,090	5,097	1,007	24.62%	548		EMSI
49-9071	Maintenance and Repair Workers, General	18,936	21,540	2,604	13.75%	2,221		EMSI
51-2011	Aircraft Structure, Surfaces, Rigging, and Systems Assemblers	645	551	(94)	-14.62%	53	Supports Aerospace Cluster	EMSI
51-2041	Structural Metal Fabricators and Fitters	875	785	(90)	-10.29%	86	Supports Aerospace Cluster	EMSI
51-4121	Welders, Cutters, Solderers, and Brazers	3,871	4,106	235	6.06%	465		EMSI
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	6,861	6,293	(568)	-8.28%	814	Supports Advanced Mfg Cluster	EMSI
51-9161	Computer Numerically Controlled Tool Operators	852	813	(39)	-4.63%	86	Supports Advanced Mfg Cluster	EMSI
53-3032	Heavy and Tractor-Trailer Truck Drivers	35,009	38,848	3,839	10.96%	4,602		EMSI
53-7021	Crane and Tower Operators	465	501	36	7.68%	60		EMSI
53-7051	Industrial Truck and Tractor Operators	12,308	14,460	2,152	17.49%	1,726		EMSI

TARGET OCCUPATIONS

SOC	Dallas County In-Demand Occupation Job Title	2020 Jobs	2030 Jobs	Number Change 2020-2030	Percent Growth 2030	Avg. Annual Hourly Earnings \$	Top Hourly Earning \$	Typical Entry Level Education	Are their Eligible Training Providers (ETPs) offering and/or certify to fill openings	How many ETP's train and/or certify to fill openings	Additional Rationale and Comments	Is this a Career Pathway Occupation	Labor Market Information Source
11-1021	General and Operations Managers	33,728	37,827	4,099	12.15%	3,514	\$25.59	\$129.14	Yes	10		Yes	EMSI
11-3021	Computer and Information Systems Managers	6,066	7,275	1,219	20.13%	638	\$49.08	\$153.07	Yes	10		Yes	EMSI
11-3022	Transportation, Storage, and Distribution Managers	2,247	2,571	324	14.43%	222	\$50.84	\$75.04	Yes	5		Yes	EMSI
11-9021	Construction Managers	6,461	7,486	1,025	15.86%	601	\$16.60	\$75.03	Yes	10		Yes	EMSI
13-1193	Project Management Specialists and Business Operations Specialists, All Other	22,488	25,008	2,520	11.21%	2,528	\$24.04	\$65.09	Yes	15		Yes	EMSI
13-2011	Accountants and Auditors	24,807	27,954	3,147	12.69%	2,763	\$25.91	\$65.29	Yes	10		Yes	EMSI
15-1211	Computer Systems Analysts	10,522	12,313	1,791	17.02%	995	\$28.46	\$73.18	Yes	10		Yes	EMSI
15-1212	Information Security Analysts	2,545	3,377	832	32.70%	289	\$34.28	\$81.84	Yes	20		Yes	EMSI
15-1231	Computer Network Support Specialists	2,981	3,344	363	11.82%	294	\$17.78	\$62.27	Yes	50		Yes	EMSI
15-1232	Computer User Support Specialists	12,708	14,691	1,983	15.61%	1,316	\$15.67	\$39.76	Yes	50		Yes	EMSI
15-1244	Network and Computer Systems Administrators	6,708	7,411	702	10.47%	563	\$29.06	\$64.62	Yes	40		Yes	EMSI
15-1245	Database Administrators and Architects	2,697	2,924	227	12.51%	227	\$31.05	\$73.11	Yes	40		Yes	EMSI
15-1266	Software Developers and Software Quality Assurance Analysts and Testers	26,039	34,638	8,599	33.03%	3,057	\$33.92	\$78.20	Yes	15		Yes	EMSI
17-1257	Web Developers and Digital Interface Designers	2,483	2,923	440	18.29%	250	\$19.50	\$55.65	Yes	10		Yes	EMSI
17-1022	Surveyors	525	583	58	11.30%	57	\$17.85	\$50.61	No	0		Yes	EMSI
17-2071	Electrical Engineers	2,075	2,241	166	8.09%	159	\$33.03	\$83.35	No	0		Yes	EMSI
17-2112	Industrial Engineers	3,189	3,446	257	8.07%	251	\$32.21	\$74.10	No	0		Yes	EMSI
17-2141	Mechanical Engineers	2,751	2,995	244	8.89%	220	\$31.29	\$79.87	No	0		Yes	EMSI
17-3011	Architectural and Civil Drafters	2,209	2,298	89	4.05%	242	\$17.98	\$39.20	Yes	5		Yes	EMSI
17-3012	Electrical and Electronic Drafters	441	449	7	1.69%	47	\$17.71	\$40.19	Yes	5		Yes	EMSI
17-3013	Mechanical Drafters	538	543	5	0.91%	57	\$16.76	\$39.85	Yes	5		Yes	EMSI
17-3019	Drafters - All Other	1,977	2,151	174	8.79%	23	\$12.54	\$33.60	Yes	0		Yes	EMSI
17-3023	Electrical and Electronic Engineering Technologists and Technicians	1,611	1,638	27	1.68%	161	\$19.37	\$56.54	Yes	5		Yes	EMSI
17-3024	Electro-Mechanical and Mechatronics Technologists and Technicians	361	361	(0)	-0.16%	35	\$17.33	\$41.47	Yes	5	Supports Advanced Mfg Cluster	Yes	EMSI
23-2011	Paralegals and Legal Assistants	5,465	6,447	981	17.96%	726	\$21.42	\$47.05	Yes	15		Yes	EMSI
25-2012	Kindergarten Teachers, Except Special Education	1,487	1,615	128	8.57%	167	\$22.33	\$31.90	Yes	20		Yes	EMSI
25-2021	Elementary School Teachers, Except Special Education	12,890	14,218	1,328	10.30%	1,129	\$25.19	\$35.98	Yes	20		Yes	EMSI
25-2022	Middle School Teachers, Except Special and Career/Technical Education	5,862	6,439	587	10.04%	511	\$24.56	\$36.06	Yes	20		Yes	EMSI
25-2031	Secondary School Teachers, Except Special and Career/Technical Education	10,039	11,052	1,014	10.10%	834	\$23.61	\$38.18	Yes	15		Yes	EMSI
25-2059	Special Education Teachers, All Other	197	235	38	19.40%	20	\$15.80	\$38.17	Yes	15		Yes	EMSI
27-1024	Graphic Designers	3,777	4,097	320	8.47%	425	\$13.79	\$46.78	Yes	0		Yes	EMSI
29-1126	Respiratory Therapists	1,812	2,193	381	21.02%	142	\$25.92	\$40.45	Yes	5		Yes	EMSI
29-1141	Registered Nurses	31,677	37,124	5,447	17.19%	2,335	\$27.48	\$50.76	No	2		Yes	EMSI
29-1018	Clinical Laboratory Technologists and Technicians	4,425	5,060	635	14.34%	359	\$16.49	\$41.94	Yes	15		Yes	EMSI
29-2032	Diagnostic Medical Sonographers	748	931	183	24.45%	63	\$29.00	\$49.74	Yes	7		Yes	EMSI
29-2034	Radiologic Technologists and Technicians	1,950	2,271	320	16.43%	146	\$18.92	\$42.03	Yes	10		Supports Healthcare Cluster	EMSI
29-2041	Emergency Medical Technicians and Paramedics	1,579	1,553	(26)	-1.64%	103	\$10.29	\$25.49	Yes	7		Yes	EMSI
29-2052	Pharmacy Technicians	5,121	5,693	572	11.22%	492	\$11.79	\$25.20	Yes	20		Yes	EMSI
29-2055	Surgical Technologists	1,183	1,323	140	12.27%	116	\$17.44	\$35.48	Yes	2		Yes	EMSI
29-2061	Licensed Practical and Licensed Vocational Nurses	8,168	9,672	1,504	18.41%	820	\$19.68	\$32.45	Yes	5		Yes	EMSI
29-2088	Medical Records Specialists, and Health Technologists and Technicians, All Other	4,239	4,949	710	16.75%	385	\$13.91	\$35.77	Yes	25		Yes	EMSI
31-1131	Nursing Assistants	10,218	11,927	1,709	16.75%	1,406	\$10.51	\$19.92	Yes	20		Yes	EMSI
31-9091	Dental Assistants	4,294	5,113	819	19.07%	607	\$14.91	\$25.92	Yes	20		Yes	EMSI
31-9092	Medical Assistants	10,211	12,961	2,750	27.13%	1,544	\$13.46	\$23.38	Yes	7		Yes	EMSI
31-9093	Medical Equipment Preparers	618	695	76	12.35%	82	\$12.14	\$24.43	Yes	7		Yes	EMSI
33-3003	Police and Sheriff's Patrol Officers	6,840	7,216	376	5.49%	527	\$25.80	\$49.59	No	0		Yes	EMSI
41-1011	First-Line Supervisors of Retail Sales Workers	13,878	14,195	317	2.29%	1,585	\$12.81	\$36.05	Yes	45		Yes	EMSI
43-3031	Bookkeeping, Accounting, and Auditing Clerks	23,483	24,442	960	4.08%	2,911	\$13.57	\$32.69	Yes	20		Yes	EMSI
43-4001	Customer Service Representatives	52,304	53,941	1,637	3.13%	7,253	\$11.90	\$26.21	Yes	25		Yes	EMSI
43-5032	Dispatchers, Except Police, Fire, and Ambulance	3,318	3,553	235	7.08%	351	\$11.23	\$37.81	Yes	0		Yes	EMSI
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	24,263	24,643	380	1.58%	2,802	\$12.15	\$28.04	Yes	20		Yes	EMSI
47-2021	Brickmasons and Blockmasons	757	850	93	12.33%	90	\$11.76	\$31.70	Yes	5		Yes	EMSI
47-2031	Carpenters	8,836	10,158	1,322	14.96%	1,111	\$9.50	\$27.44	Yes	0		Yes	EMSI
47-2051	Cement Masons and Concrete Finishers	2,740	2,611	(129)	-4.69%	280	\$14.82	\$24.78	Yes	5	Supports Infrastructure Cluster	Yes	EMSI
47-2071	Operating Engineers and Other Construction Equipment Operators	3,533	4,036	503	14.25%	486	\$15.90	\$27.79	Yes	15		Yes	EMSI
47-2111	Electricians	9,561	11,028	1,467	15.24%	1,340	\$15.34	\$35.28	Yes	5		Yes	EMSI
47-2152	Plumbers, Pipefitters, and Steamfitters	6,149	7,661	1,512	24.60%	915	\$14.58	\$35.61	Yes	10		Yes	EMSI
47-4051	Highway Maintenance Workers	813	868	55	6.76%	99	\$13.08	\$24.87	Yes	5		Yes	EMSI
49-3021	Automotive Body and Related Repairs	1,434	1,525	91	6.38%	151	\$13.09	\$36.78	Yes	7		Yes	EMSI
49-3023	Automotive Service Technicians and Mechanics	7,382	7,908	526	7.13%	779	\$10.73	\$36.22	Yes	7		Yes	EMSI
49-3031	Bus and Truck Mechanics and Diesel Engine Specialists	4,432	4,849	417	12.14%	580	\$16.68	\$43.86	Yes	7		Yes	EMSI
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	4,090	5,097	1,007	24.62%	548	\$11.91	\$24.40	Yes	25		Yes	EMSI
49-9071	Maintenance and Repair Workers, General	18,936	21,540	2,604	13.75%	2,221	\$13.50	\$33.23	Yes	10		Yes	EMSI
51-2011	Aircraft Structure, Surfaces, Rigging, and Systems Assemblers	645	551	(94)	-14.62%	53	\$12.78	\$43.05	Yes	5	Supports Aerospace Cluster	Yes	EMSI
51-2041	Structural Metal Fabricators and Fitters	875	785	(90)	-10.29%	86	\$12.62	\$30.24	Yes	5	Supports Aerospace Cluster	Yes	EMSI
51-4121	Welders, Cutters, Solderers, and Brazers	3,871	4,108	235	6.06%	465	\$14.33	\$27.76	Yes	5	Supports Advanced Mfg Cluster	Yes	EMSI
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	6,861	6,293	(568)	-8.28%	814	\$12.07	\$34.30	No	0	Supports Advanced Mfg Cluster	Yes	EMSI
51-9161	Computer Numerically Controlled Tool Operators	852	813	(39)	-4.63%	86	\$12.68	\$30.30	Yes	5	Supports Advanced Mfg Cluster	Yes	EMSI
53-3032	Heavy and Tractor-Trailer Truck Drivers	35,009	38,848	3,839	10.96%	4,602	\$15.21	\$34.46	Yes	50		Yes	EMSI
53-7021	Crane and Tower Operators	465	501	36	7.68%	60	\$16.55	\$39.62	Yes	10		Yes	EMSI
53-7051	Industrial Truck and Tractor Operators	12,308	14,460	2,152	17.49%	1,726	\$12.40	\$23.04	No	20	Supports Infrastructure Cluster	Yes	EMSI

2021-2022 Targeted Occupations List

Workforce Solutions Greater Dallas has identified the following targeted occupations for Dallas County. These occupations will assist Dallas County employers by providing a well-trained and higher-skilled workforce. This List may be modified as necessary to ensure that training continues to meet the needs of the Dallas workforce.

Occupational Title	SOC Code	2020 Dallas Employment	Median Wage	Occupational Title	SOC Code	2020 Dallas Employment	Median Wage
Health Care				Education/Training			
Respiratory Therapists	29-1126	1,812	\$ 31.91	Teacher Spec. (Math, Science, ESL)	251032 251042	34,675	\$ 27.14
Registered Nurse & Critical Care Nurse*	29-1141	37,677	\$ 37.61	Construction/Industrial Production			
Medical & Clinical Lab Techs	29-2018	4,425	\$ 28.55	Construction Managers	11-9021	6,461	\$ 43.41
Diagnostic Medical Sonographers	29-2032	748	\$ 38.02	Brickmasons & Blockmasons	47-2021	757	\$ 24.21
Radiologic Technologists	29-2034	1,950	\$ 31.44	Carpenters	47-2031	8,836	\$ 18.19
Emergency Medical Technicians & Paramedics	29-2041	1,579	\$ 16.17	Cement Masons & Concrete	47-2051	2,740	\$ 18.45
Pharmacy Technicians	29-2052	5,121	\$ 17.88	Operating Engineers & Other	47-2073	3,533	\$ 20.59
Surgical Technologists	29-2055	1,183	\$ 25.82	Electricians	47-2111	9,561	\$ 24.31
Licensed Practical Nurse*	29-2061	8,168	\$ 24.04	Plumbers, Pipefitters*	47-2152	6,149	\$ 26.48
Health Information coding (limited spaces)	29-2098	4,239	\$ 21.33	Highway Maintenance Workers	47-4051	813	\$ 17.70
Patient Care Technician	31-1131	10,218	\$ 14.10	Auto Body & Related Repairers	49-3021	1,434	\$ 20.47
Dental Assistants	31-9091	4,294	\$ 20.06	Auto Service Techs & Mechanics*	49-3023	7,382	\$ 20.84
Medical Assistants	31-9092	10,211	\$ 17.84	Diesel/Bus/Truck Mech*	49-3031	3,432	\$ 25.01
Medical Equipment Preparers	31-9093	618	\$ 17.63	HVAC Mechanics & Installers*	49-9021	4,090	\$ 23.54
Advanced Manufacturing/Engineering/Semiconductor				Maintenance & Repair Workers			
Surveyors	17-1022	525	\$ 30.10	Maintenance & Repair Workers	49-9071	18,936	\$ 21.03
Industrial Engineers*	17-2121	3,189	\$ 48.23	Aircraft Structure Assemblers	51-2011	645	\$ 31.59
Electrical Engineers*	17-2071	2,075	\$ 50.81	CNC Machine & Tool Operator	51-9161	852	\$ 19.69
Mechanical Engineers*	17-2141	2,751	\$ 46.82	Machinists*	51-4041	2,452	\$ 20.82
Drafters, & Engineering Techs*	17-3000	3,385	\$ 28.15	Welder & Cutter*	51-4121	3,871	\$ 19.31
Electrical & Electronics Techs*	17-3023	1,611	\$ 32.67	Quality Control Technician	51-9061	6,861	\$ 18.66
Mechatronics Technologists and Technicians	17-3024	361	\$ 25.31	Crane and Tower Operators	53-7021	465	\$ 28.18
Information Technology/Telecommunications				Business Management & Administration			
Computer & Info. Syst. Mgr.	11-3021	6,056	\$ 76.59	General & Operations Managers	11-1021	33,728	\$ 54.93
Computer Systems Analysts	15-1211	10,522	\$ 46.64	Business Operations Specialists, All	13-1198	22,488	\$ 40.45
Information Security Analysts	15-1212	2,545	\$ 55.43	Accountants & Auditors	13-2011	24,807	\$ 39.40
Computer Network Support Specialists	15-1231	2,991	\$ 37.65	Paralegals & Legal Assistants	23-2011	5,465	\$ 29.96
Computer User Support Specialists	15-1232	12,708	\$ 23.87	First-Line Supervisors of Retail Sales	41-1011	13,878	\$ 21.43
Network & Systems Admin	15-1244	6,708	\$ 44.23	Book/Accounting Clerk	43-3031	23,483	\$ 21.81
Database Administrators	15-1245	2,597	\$ 50.97	Customer Service Representatives	43-4051	52,304	\$ 17.83
Software Developers & Testers	15-1256	28,039	\$ 53.96	Secretary*	43-6014	24,263	\$ 19.26
Web Developers	15-1257	2,483	\$ 34.70	Trucking			
Graphic Designers	27-1024	3,777	\$ 26.10	Logistics & Supply Chain Managers	11-3071	2,247	\$ 46.72
Public Safety				Dispatcher	43-5032	3,318	\$ 19.00
Police Officer	33-3051	6,840	\$ 36.19	Tactor-Trailer Truck Drivers*	53-3032	35,009	\$ 22.17
				Industrial Forklift Operators*	53-7051	12,308	\$ 16.66

*Indicates non-traditional occupations

*<http://www.onet.com>

*<https://www.economicmodeling.com/>

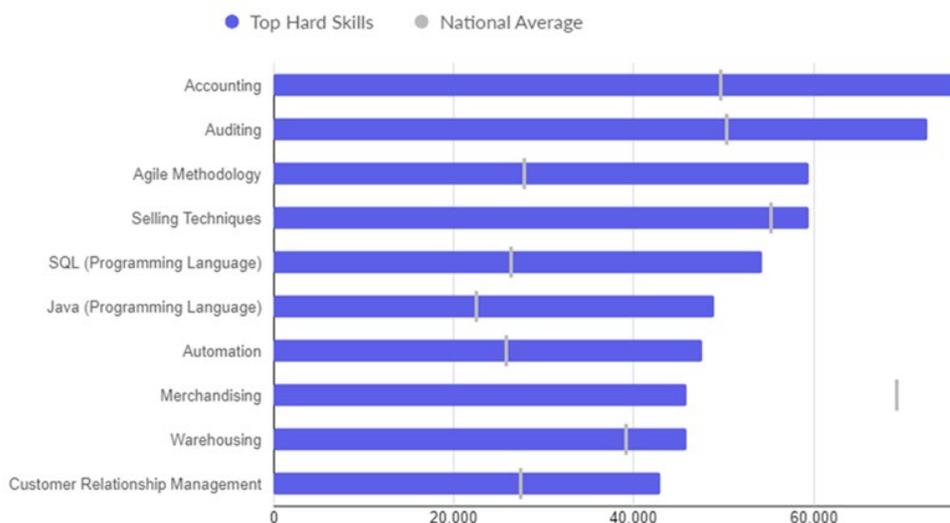
*<http://www.workintexas.com> - Texas online job resource.

B. Knowledge and Skills Analysis

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.

Employers' Needs. Below are the top 25 job postings for Dallas County from EMSI for the period of [January 1 -2020 through December-31-2020](#). The list reflects that high tech and healthcare occupations are the top of the list of occupations that employers' need in the Dallas region. The list closely aligns with the Dallas County Targeted Occupation list.

SOC	Top 25 Dallas County Job Postings by Occupations for 2020 (January - December)	Latest 365 Days Unique Postings (Active)	Median Advertised Salary
15-1256	Software Developers and Software Quality Assurance Analysts and Testers	33,612	\$117,504
29-1141	Registered Nurses	28,241	\$89,344
53-3032	Heavy and Tractor-Trailer Truck Drivers	27,528	\$64,896
15-1299	Computer Occupations, All Other	17,072	\$109,312
43-4051	Customer Service Representatives	12,043	\$31,232
11-2021	Marketing Managers	10,553	\$103,936
13-2011	Accountants and Auditors	10,553	\$75,008
11-2022	Sales Managers	10,486	\$104,192
15-1211	Computer Systems Analysts	8,704	\$89,856
15-1257	Web Developers and Digital Interface Designers	8,412	\$83,200
41-2031	Retail Salespersons	8,375	\$31,104
43-1011	First-Line Supervisors of Office and Administrative Support Workers	8,188	\$46,208
13-1111	Management Analysts	8,176	\$89,856
11-3031	Financial Managers	8,152	\$109,824
15-1244	Network and Computer Systems Administrators	8,059	\$92,416
15-1232	Computer User Support Specialists	8,048	\$44,672
53-7065	Stockers and Order Fillers	7,621	\$29,568
41-1011	First-Line Supervisors of Retail Sales Workers	7,449	\$37,248
41-3091	Sales Representatives of Services, Except Advertising, Insurance, Financial Services, and Travel	6,199	\$54,912
49-9071	Maintenance and Repair Workers, General	6,183	\$41,600
11-1021	General and Operations Managers	6,156	\$85,248
15-1212	Information Security Analysts	5,590	\$110,336
11-9198	Personal Service Managers, All Other; Entertainment and Recreation Managers, Except Gambling; and Managers, All Other	5,561	\$94,976
11-3021	Computer and Information Systems Managers	5,410	\$124,928
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	5,087	\$64,896
	Total Across All Occupations	593,051	\$52,160



Employment Needs in In-Demand Sectors, In-Demand Occupations and Target Occupations

Below is the top 15 Four Digit NAICS Industries sorted by the estimated 2020-2030 growth.

NAICS Four Digit	Dallas County NAICS Industry Title	2020 Jobs	2030 Jobs	2020 - 2030 Change	2020 - 2030 % Change	Does Industry Match to Governors Industry Clusters?	Additional Rationale	Labor Market and Career Information Data Source
5415	Computer Systems Design and Related Services	47,797	64,936	17,139	36%	Yes		EMSI
7225	Restaurants and Other Eating Places	107,852	120,334	12,482	12%	No	High Growth	EMSI
5416	Management, Scientific, and Technical Consulting Services	38,848	50,430	11,582	30%	Yes		EMSI
5613	Employment Services	74,891	83,440	8,549	11%	No		EMSI
5511	Management of Companies and Enterprises	37,298	45,774	8,476	23%	No		EMSI
4931	Warehousing and Storage	27,347	35,664	8,316	30%	No	High Growth	EMSI
6211	Offices of Physicians	39,726	47,865	8,140	20%	Yes	Healthcare Cluster	EMSI
6216	Home Health Care Services	30,759	38,590	7,830	25%	Yes	Healthcare Cluster	EMSI
9026	Education and Hospitals (State Government)	24,853	31,182	6,328	25%	Yes		EMSI
5242	Agencies, Brokerages, and Other Insurance Related Activities	36,172	41,791	5,619	16%	No		EMSI
9036	Education and Hospitals (Local Government)	82,467	87,879	5,412	7%	Yes	Healthcare Cluster	EMSI
6241	Individual and Family Services	9,612	14,184	4,572	48%	No		EMSI
4541	Electronic Shopping and Mail-Order Houses	9,321	13,777	4,456	48%	No	High Growth	EMSI
6111	Elementary and Secondary Schools	15,192	19,268	4,066	27%	No		EMSI
2382	Building Equipment Contractors	34,354	38,220	3,867	11%	No		EMSI

The following is a list of targeted occupations within Dallas County:

Health Care

Respiratory Therapists
Registered Nurse & Critical Care Nurse*
Medical & Clinical Lab Techs
Diagnostic Medical Sonographers
Radiologic Technologists
Emergency Medical Technicians & Paramedics
Pharmacy Technicians
Surgical Technologists
Licensed Practical Nurse*
Health Information Coding (limited spaces)
Patient Care Technician
Dental Assistants
Medical Assistants
Medical Equipment Preparers

Advanced Manufacturing/ Engineering/Semiconductor

Surveyors
Industrial Engineers*
Electrical Engineers*
Mechanical Engineers*
Drafters, & Engineering Techs*
Electrical & Electronics Techs*
Mechatronics Tech. and Technicians

Info. Tech./Telecommunications

Computer & Info. Syst. Mgr.
Computer Systems Analysts
Information Security Analysts
Computer Network Support Specialists
Computer User Support Specialists
Network & Systems Admin
Database Administrators
Software Developers & Testers
Web Developers
Graphic Designers

Public Safety

Police Officer

Education/Training

Teacher Spec. (Math, Science, ESL)

Construction/Industrial Production

Construction Managers
Brickmasons & Blockmasons
Carpenters
Cement Masons & Concrete Finishers
Operating Engineers & Other Construction
Equipment Operators
Electricians
Plumbers, Pipefitters*
Highway Maintenance Workers
Auto Body & Related Repairers
Auto Service Techs & Mechanics*
Diesel/Bus/Truck Mech*
HVAC Mechanics & Installers*
Maintenance & Repair Workers
Aircraft Structure Assemblers
CNC Machine & Tool Operator
Machinists*
Welder & Cutter*
Quality Control Technician
Crane and Tower Operators

Business Management & Administration

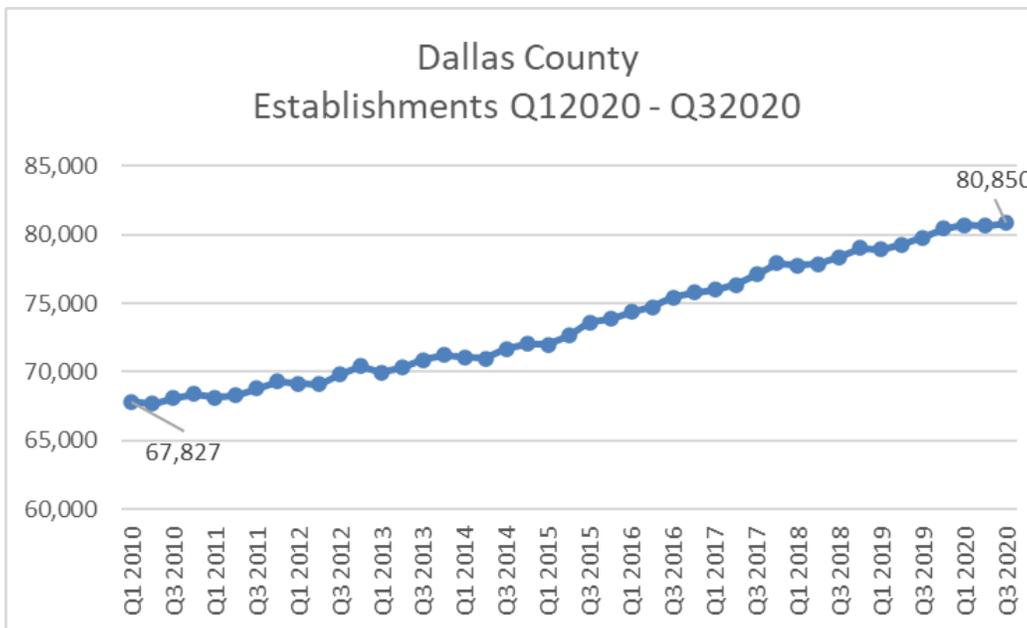
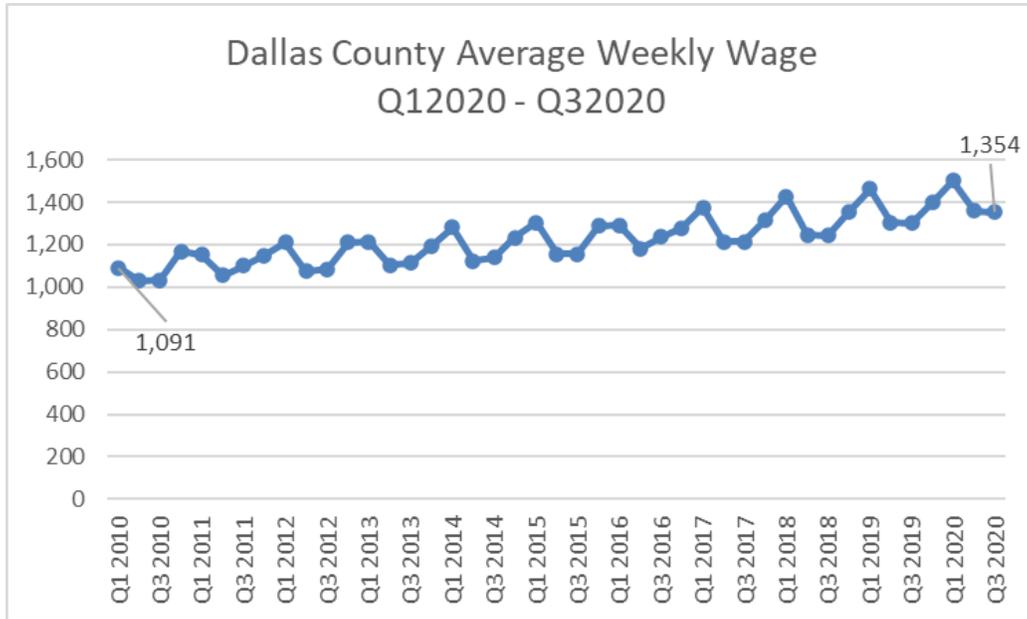
General & Operations Managers
Business Operations Spec., All Other
Accountants & Auditors
Paralegals & Legal Assistants
First-Line Supervisors of Retail Sales Workers
Book/Accounting Clerk
Customer Service Representatives
Secretary*

Logistics & Supply Chain Managers

Dispatcher
Tractor-Trailer Truck Drivers*
Industrial Forklift Operators*

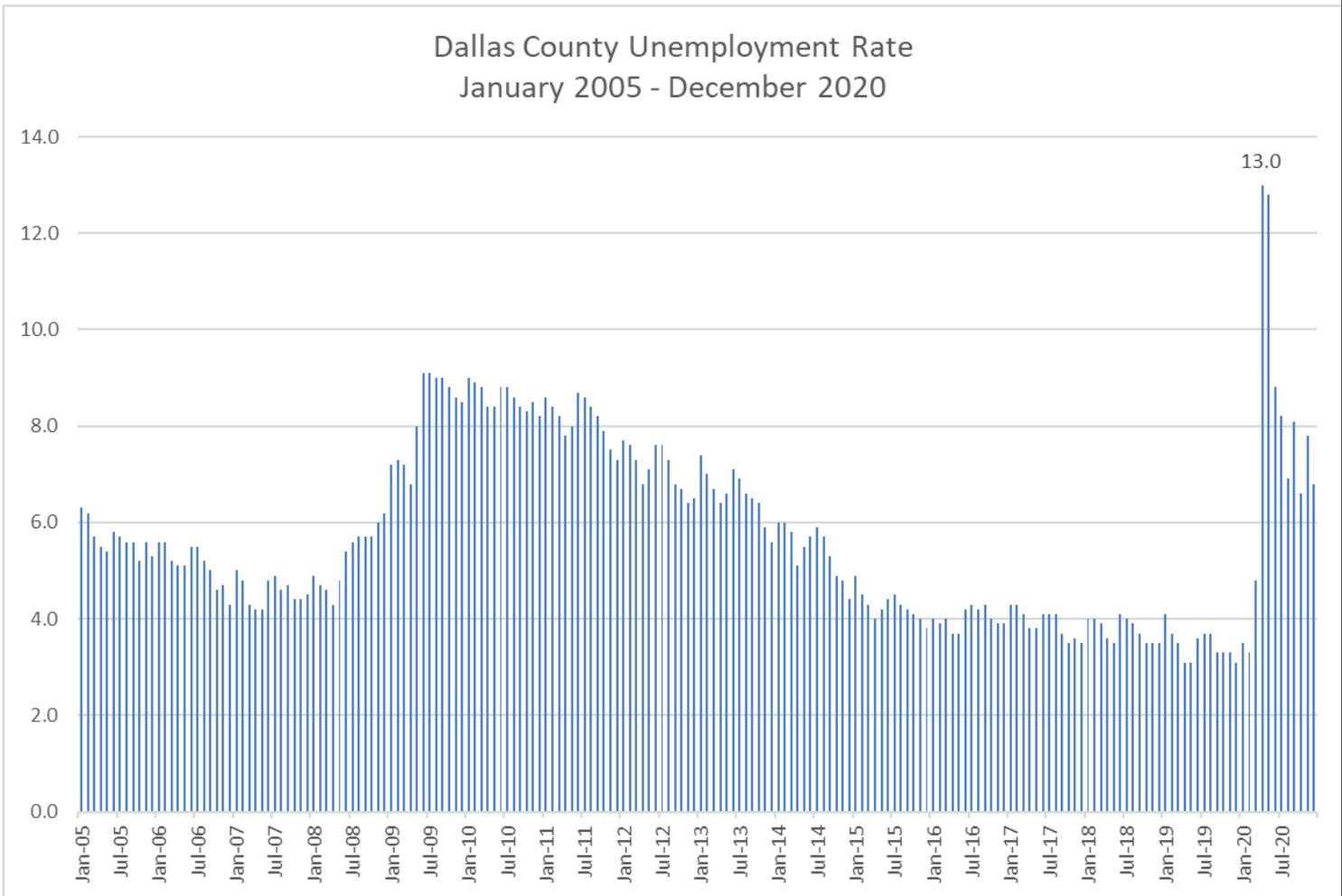
C. LABOR FORCE ANALYSIS AND TRENDS

EMPLOYMENT DATA. As of 2020 Q3, average employment for Dallas County was 1,645,685. Over the year ending 2020 Q3, average employment decreased 6.08% in the county. The decrease is due to COVID and the unprecedented number of UI claims made from March thru December. Even during the pandemic, the number of establishments increased year over year. The over the year change ending with 2020Q3 is 1.32% and the increase from 2010 Q3 is a staggering 18.75%.



UNEMPLOYMENT DATA. The December 2020 unemployment rate for Dallas County, Texas was 6.8%. The unemployment rate has come down from the COVID high of 13% from April 2020.

Unemployment rate data are from the Local Area Unemployment Statistics, provided by the Bureau of Labor Statistics and updated through December 2020.

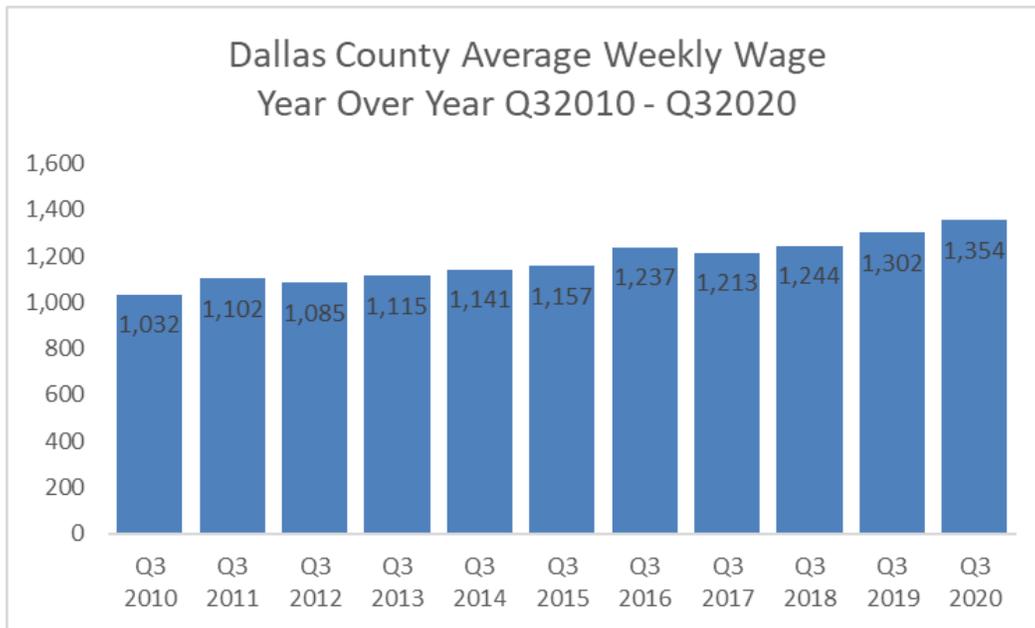


THE LAST THREE YEARS OF DALLAS COUNTY LAUS DATA

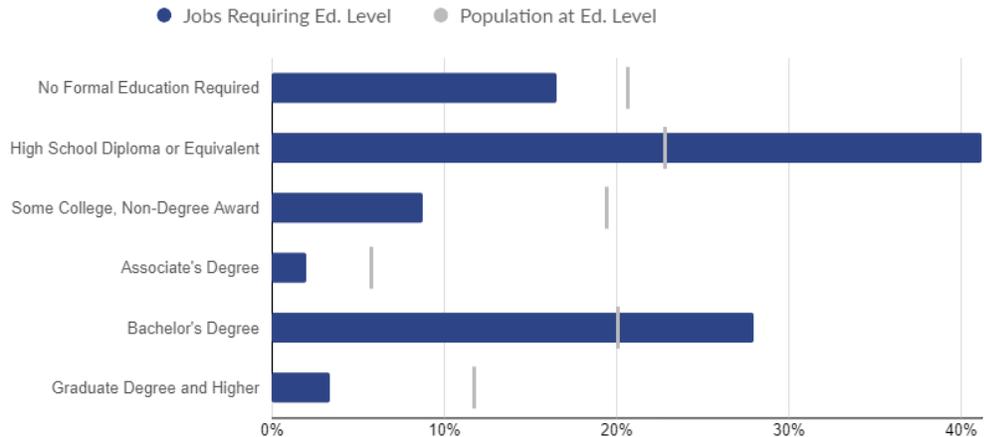
Year	Period	Area Type	Employment	Civilian Labor Force	Unemployment	Unemployment Rate
2020	December	Dallas County WDA	1,308,742	1,404,557	95,815	6.8
2020	November	Dallas County WDA	1,294,307	1,403,198	108,891	7.8
2020	October	Dallas County WDA	1,301,319	1,392,797	91,478	6.6
2020	September	Dallas County WDA	1,291,994	1,405,667	113,673	8.1
2020	August	Dallas County WDA	1,321,232	1,418,965	97,733	6.9
2020	July	Dallas County WDA	1,256,440	1,368,680	112,240	8.2
2020	June	Dallas County WDA	1,245,560	1,365,028	119,468	8.8
2020	May	Dallas County WDA	1,156,150	1,326,245	170,095	12.8
2020	April	Dallas County WDA	1,111,562	1,277,347	165,785	13.0
2020	March	Dallas County WDA	1,298,570	1,363,851	65,281	4.8
2020	February	Dallas County WDA	1,344,725	1,390,999	46,274	3.3
2020	January	Dallas County WDA	1,335,283	1,383,174	47,891	3.5
2019	December	Dallas County WDA	1,343,894	1,386,624	42,730	3.1
2019	November	Dallas County WDA	1,340,838	1,386,025	45,187	3.3
2019	October	Dallas County WDA	1,333,216	1,378,578	45,362	3.3
2019	September	Dallas County WDA	1,329,943	1,375,918	45,975	3.3
2019	August	Dallas County WDA	1,317,877	1,367,878	50,001	3.7
2019	July	Dallas County WDA	1,319,740	1,371,036	51,296	3.7
2019	June	Dallas County WDA	1,311,628	1,361,272	49,644	3.6
2019	May	Dallas County WDA	1,305,837	1,348,169	42,332	3.1
2019	April	Dallas County WDA	1,306,468	1,347,592	41,124	3.1
2019	March	Dallas County WDA	1,301,545	1,348,687	47,142	3.5
2019	February	Dallas County WDA	1,303,206	1,353,130	49,924	3.7
2019	January	Dallas County WDA	1,295,893	1,350,914	55,021	4.1
2018	December	Dallas County WDA	1,303,420	1,351,232	47,812	3.5
2018	November	Dallas County WDA	1,303,543	1,350,148	46,605	3.5
2018	October	Dallas County WDA	1,296,050	1,343,450	47,400	3.5
2018	September	Dallas County WDA	1,288,956	1,338,119	49,163	3.7
2018	August	Dallas County WDA	1,279,398	1,331,496	52,098	3.9
2018	July	Dallas County WDA	1,289,473	1,343,655	54,182	4.0
2018	June	Dallas County WDA	1,282,578	1,337,851	55,273	4.1
2018	May	Dallas County WDA	1,281,171	1,328,131	46,960	3.5
2018	April	Dallas County WDA	1,282,063	1,329,937	47,874	3.6
2018	March	Dallas County WDA	1,277,471	1,328,947	51,476	3.9
2018	February	Dallas County WDA	1,281,462	1,334,968	53,506	4.0
2018	January	Dallas County WDA	1,271,197	1,323,779	52,582	4.0

LABOR MARKET TRENDS

The average worker in Dallas County earned weekly wages of \$1,354 as of 2020Q3. Even through COVID 19 the average annual wages per worker increased 3.99% in the county during the preceding four quarters. For comparison purposes, annual average wages were \$1,302 in the nation as of 2019Q3. Annual average wages per worker data are from the TWC LMCI Department Quarterly Employment and Wages. Data was downloaded in February 2021.



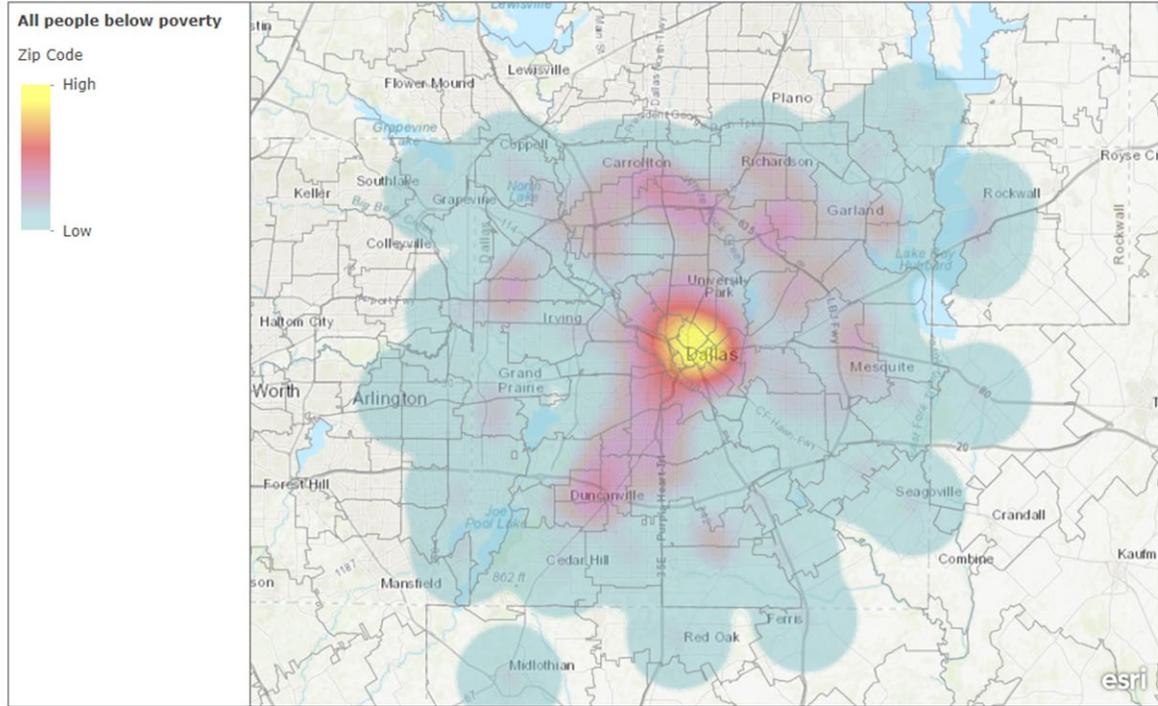
Underemployment



INDIVIDUALS WITH BARRIERS TO EMPLOYMENT

Wages are rising in Dallas County, but the poverty rate is also rising. The 2019 Dallas County poverty estimate for all people is 15.4 percent. The Map below shows the 2019 estimate by zip code for Dallas County. Areas in Red have the highest rate. WFSDallas makes every effort to reach the hardest to serve including those in Poverty.

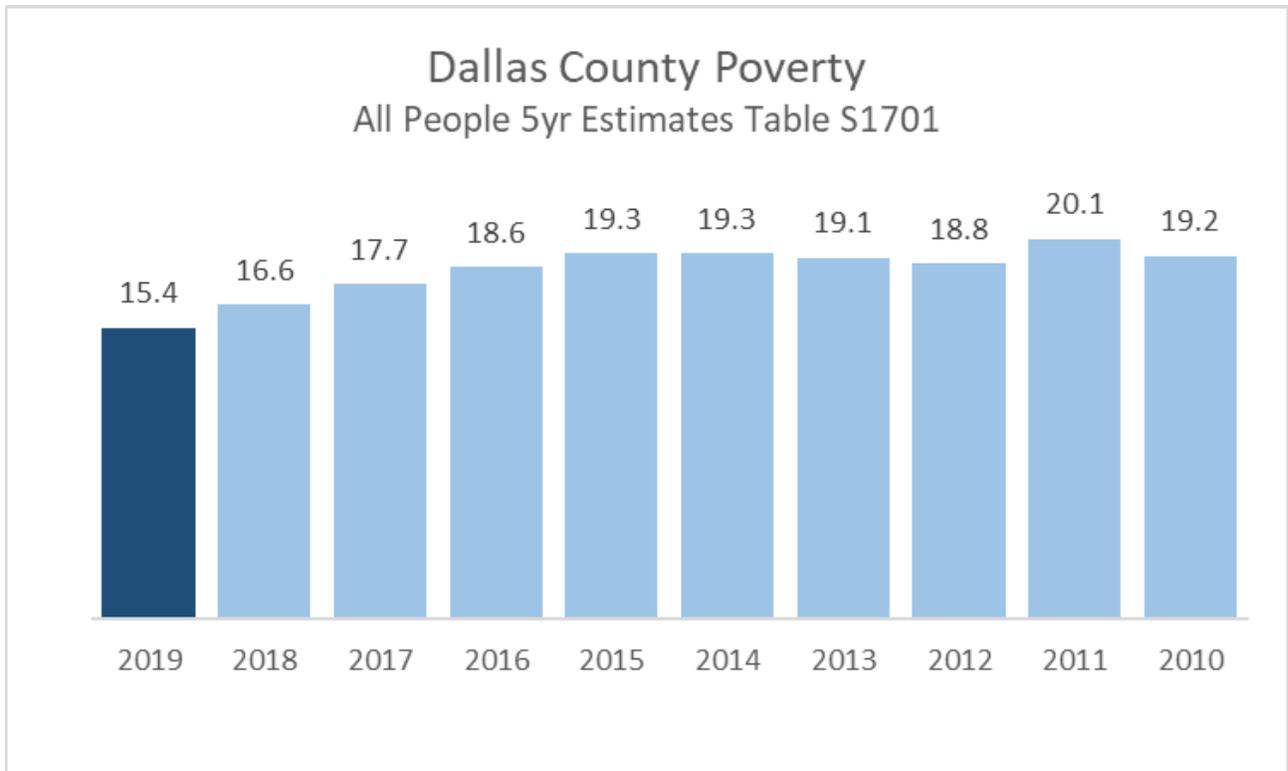
Dallas County 2019 Poverty Estimates



by Zip Code

Esri, HERE, Garmin, USGS, NGA, EPA, USDA, NPS

Zip Code	Poverty	Zip Code	Poverty
75247	64.90%	75212	25.50%
75246	48.10%	75232	25.40%
75141	35.20%	75223	24.00%
75210	35.00%	75211	23.60%
75226	33.10%	75253	23.20%
75216	33.00%	75243	22.50%
75237	32.10%	75224	22.10%
75241	29.60%	75041	22.00%
75215	29.10%	75228	21.90%
75172	29.00%	75227	21.80%
75203	27.00%	75231	21.80%
75217	26.80%	75134	20.90%
76011	26.80%	75235	20.40%



EDUCATIONAL AND SKILL LEVELS

Top Skills for Dallas County January 2020 - December 2020	Latest 365 Days Unique Postings (Active)	Median Advertised Salary
Total Across All Skills	601,658	\$52,160
Accounting	34,534	\$62,592
Auditing	33,954	\$62,592
Agile Methodology	28,624	\$113,024
Selling Techniques	25,965	\$60,032
SQL (Programming Language)	24,131	\$102,784
Warehousing	23,707	\$31,168
Automation	23,178	\$90,496
Java (Programming Language)	22,138	\$114,560
Nursing	21,503	\$80,768
Merchandising	21,164	\$29,056
Project Management	18,792	\$100,224
Customer Relationship Management	18,743	\$62,656
Computer Science	17,782	\$99,712
Basic Life Support	17,659	\$92,544
Restaurant Operation	17,575	\$42,944
Python (Programming Language)	17,445	\$114,048
Amazon Web Services	17,023	\$120,192
Business Development	17,017	\$80,256
Strategic Planning	16,570	\$89,984
Data Analysis	16,313	\$81,280
Customer Experience	15,895	\$41,664
Customer Satisfaction	15,759	\$44,992
Forecasting	15,743	\$83,328
Financial Services	14,868	\$77,184
JavaScript (Programming Language)	14,692	\$105,344

EDUCATION

The following school districts serve Dallas County:

- Carrollton-Farmers Branch ISD (partly in Denton County)
- Cedar Hill ISD
- Coppell ISD
- Dallas ISD
- DeSoto ISD
- Duncanville ISD
- Ferris ISD (mostly in Ellis County)
- Garland ISD
- Grand Prairie ISD
- Grapevine-Colleyville ISD (primarily Tarrant County)
- Highland Park ISD
- Irving ISD
- Lancaster ISD
- Mesquite ISD
- Richardson ISD
- Sunnyvale ISD

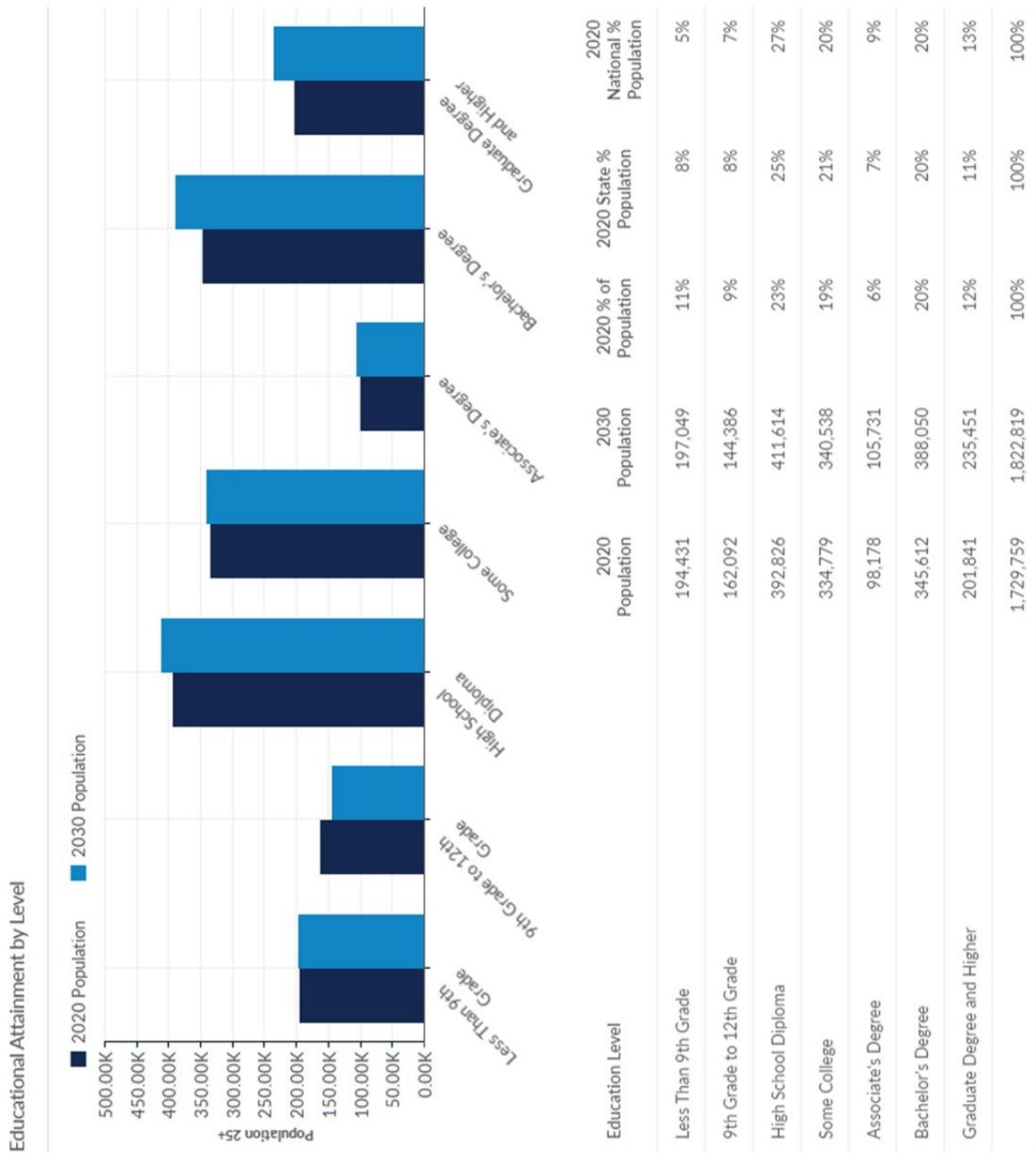
COMMUNITIES

The following cities and towns are part of Dallas County:

- Carrollton
- Cedar Hill
- Combine
- Coppell
- Dallas(county seat)
- Ferris
- Garland
- Glenn Heights
- Grand Prairie
- Grapevine
- Lewisville
- Mesquite
- Ovilla
- Richardson
- Rowlett
- Sachse
- Seagoville
- Wylie
- Balch Springs
- Cockrell Hill
- DeSoto
- Duncanville
- Farmers Branch
- Hutchins
- Irving
- Lancaster
- University Park
- Wilmer

Towns

- Addison
- Sunnyvale
- Highland Park



D. Workforce Development Analysis

Boards must include an analysis of workforce development activities in the region, including education and training.

GENERAL WORKFORCE DEVELOPMENT ACTIVITIES. Following an analysis of the knowledge and skills needed to meet the employment needs of employers in the region, The Targeted Occupations List identifies industries and occupations in which WFSDallas makes major investments in scholarship funds. To build the list, staff review employment projections data and review industries that meet specific criteria for total employment growth and average earnings for workers. Several industries may not be considered due to lack

of projected growth and earnings for workers.

EDUCATION AND TRAINING ACTIVITIES. The criteria for the targeted occupations list include: ❶ high growth/high demand, above board's self-sufficiency wage (*currently* \$13.59 hour), ❷ non-seasonal employment, with fringe benefits, ❸ low turnover replacement rate, ❹ with a \$12,000 cap per participant for training, and ❺ training completion time within a period of two years. In efforts to meet the needs of job seekers and employers, WFSDallas maintains a mix of short-term and long-term training courses available based on the needs identified. These training courses are reviewed to ensure quality training is delivered to customers. We facilitate the certification of local training providers by working out the early details prior to submittal which assists in expediting the process. To facilitate certification the local training providers through the Eligible Training Provider Certification System ensures each application meets the criteria of: targeted occupations identified by WFSDallas, maximum cap for training, reasonable cost based on comparable training programs, curriculum closely meets the needs of local employers (employer validation/industry endorsed skill standards), must be appropriately accredited, and reflects demonstrated effectiveness in the programs offered (minimum of one-year experience providing training to the general population). WFSDallas works closely with the training providers with occupational skills training process inclusive of billing, quality assurance, and performance.

To demonstrate the volume of customers who receive scholarships based on the targeted occupations list and through the eligible training provider system, through 2020, we offered 2,269 training scholarships for adult job seekers. In addition to the adult learners, 307 low-income youth received education, training internships and leadership within the WFSDallas Youth program and all of them were out-of-school youth.

Workforce Solutions Greater Dallas continues to identify and outreach new training providers to deliver training requested by local employers to meet their employment needs. In the previous year, the Board conducted Skills Development Grant meetings with local training providers e.g. Dallas County Community College, Richland and Brookhaven.

The Dallas Area offers a variety of public and private schools with robust programming in life sciences engineering and the arts. The University of Dallas and the University of North Texas are among Texas's emerging research universities. They are expanding program capabilities and funding to become world class tier one research institutions which are nationally recognized for the highest levels of innovation and academic excellence. UT Southwestern Medical Center is among the Nation's best in biology and biochemistry research, boasting countless clinical breakthroughs and innovations.

The table below is the training activities for WIOA targeted training by CIP Code for the time period of 1-1-2017 to December 31 2020.

SOC	Top 25 Dallas County Job Postings by Occupations for 2020 (January - December)	Latest 365 Days Unique Postings (Active)	Median Advertised Salary
15-1256	Software Developers and Software Quality Assurance Analysts and Testers	33,612	\$117,504
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11-3021	Computer and Information Systems Managers	5,410	\$124,928
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	5,087	\$64,896
	Total Across All Occupations	593,051	\$52,160

Dallas County ETP Training January 2017 - December 2020	Count
Truck and Bus Driver	782
Network Support	330
Medical Coding and Health Informaton	283
Computer Support	167
Accounting, Bookkeeping and Business Administration	150
Project Management	117
Phlebotomy and Lab Technician	95
Dental Assisting	77
HVAC	63
Medical Assistant	32
Paralegal & Legal Assistant	27
Medical Preparer	20
Construction Maintenance	18
Logistics and Supply Chain Management	18
Precision Production/Advanced Manufacturing	15
Crane Operator	11
Web Development	10
Automotive & Diesel Mechanic and Repair Technology	10
Welding	10
Database Development	8
Emergency Medical Technician	5
Software Development	5
Graphic Design	3
CADD	3
RN	3
Alternative Certification Teacher	2
Criminal Justice	2
Electrician	1
Patient Care Technician	1
Plumbing	1
Grand Total	2269

EMPLOYMENT AND WAGES

Employment and hiring rose moderately in the third quarter of 2020 from the previous quarter and is predicted to continue making gains even through the challenges of COVID-19. The most robust hiring was in the manufacturing sector but hiring also picked up in the service sector. A recent survey of employers says over half of Texas businesses surveyed expect to add to headcounts in 2021, while 39 percent expect to keep employment levels flat and 10% expect declines. The Aerospace industry predicts the new COVID-19 relief bill would likely prevent further layoffs in the first quarter of 2021. Looking forward, most firms expect wage growth in 2021, to be well above what was seen in 2020.

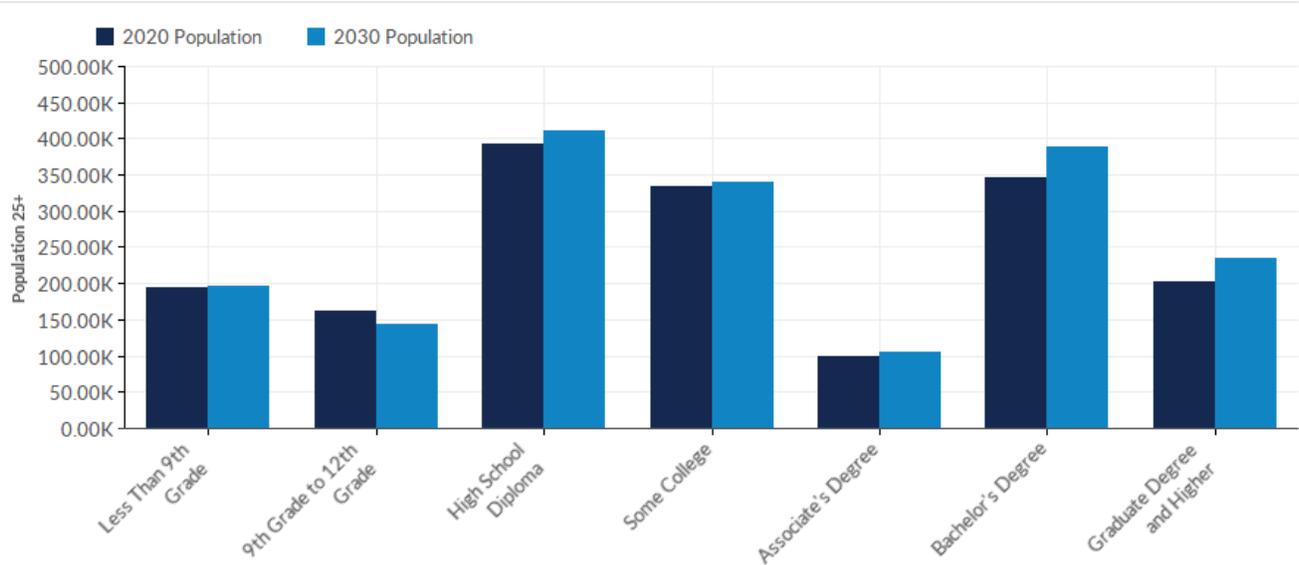
Manufacturing continued to recover, with an increase in production and demand growth led by nondurables, especially petrochemical products. The demand for PVC has been strong due to increased construction and a strong plastic packaging demand.

Home sales remained solid during the reporting period. However, sales were up year over year. New home development remained strong, though there were continued reports of supply chain issues and skilled labor shortages.

In 2020, the population in the Dallas-Fort Worth-Arlington, TX MSA was 7,102,796.

Year	Period	Area Type	Employment	Civilian Labor Force	Unemployment	Unemployment Rate
2020	December	Dallas County WDA	1,308,742	1,404,557	95,815	6.8
2020	November	Dallas County WDA	1,294,307	1,403,198	108,891	7.8
2020	October	Dallas County WDA	1,301,319	1,392,797	91,478	6.6
2020	September	Dallas County WDA	1,291,994	1,405,667	113,673	8.1
2020	August	Dallas County WDA	1,321,232	1,418,965	97,733	6.9
2020	July	Dallas County WDA	1,256,440	1,368,680	112,240	8.2
2020	June	Dallas County WDA	1,245,560	1,365,028	119,468	8.8
2020	May	Dallas County WDA	1,156,150	1,326,245	170,095	12.8
2020	April	Dallas County WDA	1,111,562	1,277,347	165,785	13.0
2020	March	Dallas County WDA	1,298,570	1,363,851	65,281	4.8
2020	February	Dallas County WDA	1,344,725	1,390,999	46,274	3.3
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2019	October	Dallas County WDA	1,333,216	1,378,578	45,362	3.3
2019	September	Dallas County WDA	1,329,943	1,375,918	45,975	3.3
2019	August	Dallas County WDA	1,317,877	1,367,878	50,001	3.7
2019	July	Dallas County WDA	1,319,740	1,371,036	51,296	3.7
2019	June	Dallas County WDA	1,311,628	1,361,272	49,644	3.6
2019	May	Dallas County WDA	1,305,837	1,348,169	42,332	3.1
2019	April	Dallas County WDA	1,306,468	1,347,592	41,124	3.1
2019	March	Dallas County WDA	1,301,545	1,348,687	47,142	3.5
2019	February	Dallas County WDA	1,303,206	1,353,130	49,924	3.7
2019	January	Dallas County WDA	1,295,893	1,350,914	55,021	4.1
2018	December	Dallas County WDA	1,303,420	1,351,232	47,812	3.5
2018	November	Dallas County WDA	1,303,543	1,350,148	46,605	3.5
2018	October	Dallas County WDA	1,296,050	1,343,450	47,400	3.5
2018	September	Dallas County WDA	1,288,956	1,338,119	49,163	3.7
2018	August	Dallas County WDA	1,279,398	1,331,496	52,098	3.9
2018	July	Dallas County WDA	1,289,473	1,343,655	54,182	4.0
2018	June	Dallas County WDA	1,282,578	1,337,851	55,273	4.1
2018	May	Dallas County WDA	1,281,171	1,328,131	46,960	3.5
2018	April	Dallas County WDA	1,282,063	1,329,937	47,874	3.6
2018	March	Dallas County WDA	1,277,471	1,328,947	51,476	3.9
2018	February	Dallas County WDA	1,281,462	1,334,968	53,506	4.0
2018	January	Dallas County WDA	1,271,197	1,323,779	52,582	4.0

Educational Attainment by Level

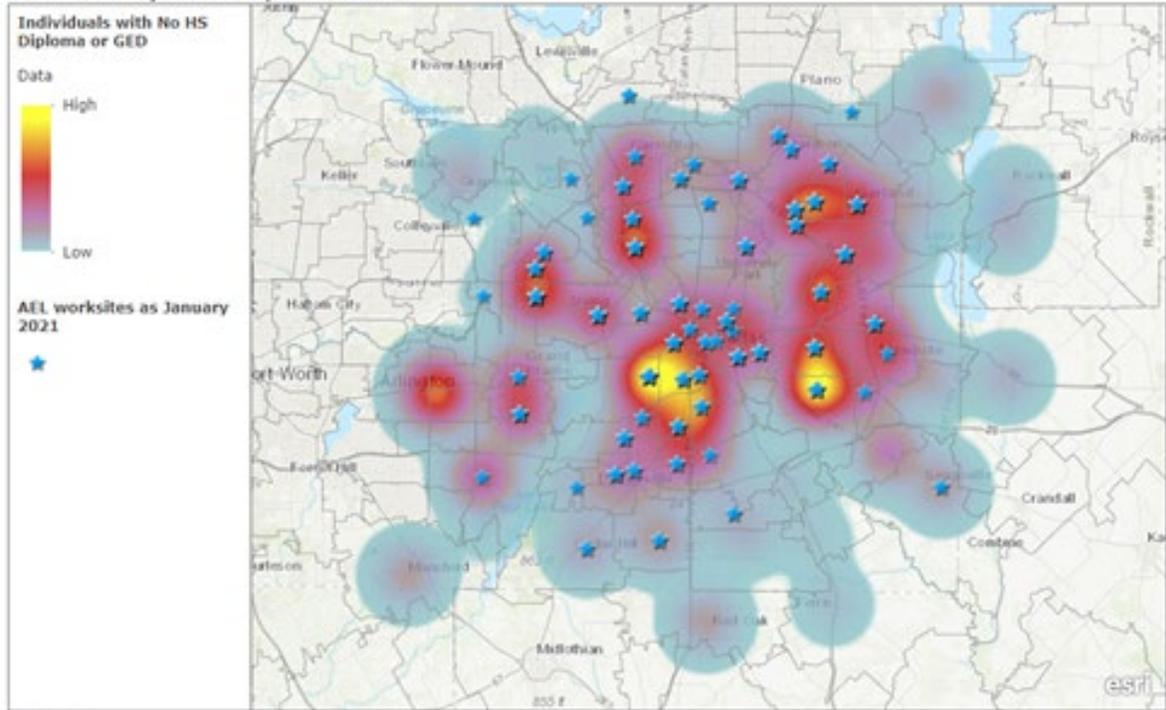


Education Level	2020 Population	2030 Population	2020 % of Population	2020 State % Population	2020 National % Population
Less Than 9th Grade	194,431	197,049	11%	8%	5%
9th Grade to 12th Grade	162,092	144,386	9%	8%	7%
High School Diploma	392,826	411,614	23%	25%	27%
Some College	334,779	340,538	19%	21%	20%
Associate's Degree	98,178	105,731	6%	7%	9%
Bachelor's Degree	345,612	388,050	20%	20%	20%
Graduate Degree and Higher	201,841	235,451	12%	11%	13%
	1,729,759	1,822,819	100%	100%	100%

In 2020, Dallas County had a civilian labor force of 1,403,745. Of individuals 25 to 64 in the Dallas County, 20.0% have a bachelor's degree which compares similarly with 20% in the nation.

The median household income in Dallas County is \$56,854 and the median house value is \$174,900. Expected growth rates for occupations vary by the education and training required. While all employment in Dallas County is projected to grow 3.0% over the next four years.

Dallas County No HS Diploma or GED



Esri, HERE, Garmin, USGS, NGA, EPA, USDA, NPS

2020 Labor Force Breakdown



	Population
● Total Working Age Population	2,092,072
● Not in Labor Force (15+)	688,327
● Labor Force	1,403,745
● Employed	1,295,019
● Unemployed	108,726
● Under 15	571,845

Table B23006 2019 5yr estimates	Dallas County, Texas
Label: Age 25-64	Estimate
Total:	1,396,834
Less than high school graduate:	288,448
In labor force:	203,998
In Armed Forces	0
Civilian:	203,998
Employed	194,514
Unemployed	9,484
Not in labor force	84,450
High school graduate (includes equivalency):	314,790
In labor force:	235,861
In Armed Forces	85
Civilian:	235,776
Employed	223,125
Unemployed	12,651
Not in labor force	78,929
Some college or associate's degree:	352,583
In labor force:	290,176
In Armed Forces	285
Civilian:	289,891
Employed	278,137
Unemployed	11,754
Not in labor force	62,407
Bachelor's degree or higher:	441,013
In labor force:	385,619
In Armed Forces	276
Civilian:	385,343
Employed	375,472
Unemployed	9,871
Not in labor force	55,394

WFSDallas and our neighboring workforce boards in the DFW Region utilize workforce centers to connect businesses and job seekers. Job seeker services enable skilled workers with employment opportunities. For those job seekers who have barriers to employment, the Boards offer specialized services to increase job readiness and quickly move individuals into self-sufficient employment. In addition, workforce staff offer comprehensive services to our customers through community partnerships. These services and community resources assist in overcoming barriers to employment and to achieve career goals.

WFSDallas supports training investments that have stackable credentials that can put learners and job seekers on a career path that gets them back into the workforce quickly and with above average living wages. This type of investment can lead to lower turnover rate and a consistency company culture. WFSDallas supports industries that are expanding and continues to build strong community partnerships. The DFW Regional Workforce Leadership Council (RWLC) is the driving force for promoting the Region's strongest industries. RWLC meets industries' needs through the collaboration with the three workforce boards (Dallas, North Central Texas, and Tarrant County), as well as partnerships with the three chambers of commerce (Arlington, Dallas and Fort Worth), key employers and education. This partnership has identified key sectors of growth: aerospace, logistics, healthcare, infrastructure, technology, and retail with WFSDallas serving as industry champion for the infrastructure, and retail sectors.

While strong partnerships exist, there are areas of need in Dallas County; the city of Dallas is divided with a vast boom of economic growth while also having a significant proportion of childhood poverty. Transportation is the key issue in addressing poverty while getting significant poverty populations to jobs. WFSDallas has developed unique partnerships with DART to get workers to employer worksites that are outside of the DARTS normal routes. The changes have benefited our community by offering quality childcare and non-disruption in services; however, adequate funding is not provided to accomplish the task resulting in a significant waitlist for childcare.

Another issue facing Dallas, there are significant numbers of men over the age of 18 with a criminal record that precludes them from obtaining jobs. WFSDallas still focuses on the hardest to serve and makes every effort to place individuals with a criminal record with employers willing to give them a second chance.

Lastly, the workforce system suffers from a lack of competition for workforce management contractors. There is a need for a greater pool of contractors and major non-profits to deliver workforce services. This would offer benefits to the workforce system through reduction in costs and increased competition.

A. Workforce Development System

WFSDallas supports the strategy identified in the State Plan under WIOA §102(b)(1)(E). In partnership with contractors and service providers, the Dallas workforce development system offers services to employers, workers, job seekers, and youth throughout Dallas County. WFSDallas offers vital workforce development tools that help workers find and keep good jobs, while assisting employers hire the skilled workers they need to grow their businesses. Through our Dallas County workforce centers and in collaboration with workforce partners, including community colleges, adult basic education providers, local independent school districts, economic development groups, Carl D. Perkins Act, and other state agencies, WFSDallas delivers innovative services and leverages additional funding sources to support employers and workers. Collaboration and coordination across these agencies and local entities play a critical role in the success of WFSDallas. WFSDallas supports the State Plan.

STRATEGY WFSDallas develops, analyzes, and shares labor market information and regional economic studies. WFSDallas continues to incorporate new and adapt current delivery strategies to include new technologies to make services more access. This ensures that WFSDallas offers an integrated, cost-efficient, and effective service delivery system offering business-led training models and processes.

The primary purpose of the Dallas workforce system is to provide full and sustained employment for all job seeker customers.

- Through the integrated workforce system in Dallas County, WFSDallas administers several other federal programs that aligns with the State Plan (Carl D. Perkins, WIOA, and core programs):
- Choices [the employment program for recipients of (TANF)
- Supplemental Nutrition Assistance Program Employment and Training (SNAP E&T)
- Child Care Development Funds (CCDF)
- Trade Adjustment Assistance (TAA)
- Wagner Peyser Funds
- Workforce Innovation and Opportunity Act (WIOA) serving dislocated workers, adults and youth

- Adult, Education and Literacy
- Vocational Rehabilitation
- Senior Community Service Employment and Training Programs (MOU)
- Local Veterans Programs
- HUD Employment and Training (MOU)
- Apprenticeship (MOU)

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

Boards must include a description of how the Board will work with entities carrying out core programs to:

- expand access to employment, training, education, and supportive services for eligible individuals particularly eligible individuals with barriers to employment;
- facilitate the development of career pathways and co-enrollment, as appropriate in the core programs; and
- 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 must include a description of the Board's plan for working with at least one of the Governor's industry clusters.

EXPANDING ACCESS TO EMPLOYMENT/TRAINING/EDUCATION/SUPPORT SERVICES

Dallas County employers are our primary customers and by building strong relations with hiring managers we can provide the full range of talent resource management services. Workforce Solutions Greater Dallas supports a strong team of modern recruiters who use data-driven strategies to transition job seekers to employment/training/education/careers. The team can cast a wide net to find qualified applicants and use tools to track and measure results at no cost.

- **Talent Identification**– WFSDallas uses WorkInTexas.com, the State's online job matching platform, as part of effective sourcing plan. We assist hiring managers find the talent they need from posting jobs, applicant screening, interviewing candidates to on-boarding new hires.
- **Customized Hiring Events**-held at our eight workforce centers to assist employers with finding a quality workforce. Please see our website @ www.wfsdallas.com or the Employer Hotline @ 214-302-5555 for hiring event schedules.
- **Training New and Current Employees**—offered on-site high school equivalency and English language acquisition services and skills training scholarships for job seekers. We also coordinate current worker skills training through Skills Development Grants with the Dallas County Community College District and other resources.
- **Outplacement Services**—we offer employers outplacement/Rapid Response services for their employees should a lay-off be necessary. Services include customized on-site career counseling and job search assistance, resume and interview preparations workshops, education and training resources, unemployment insurance information and lay-off aversion information.
- **Additional Services** may include labor market, talent supply and prevailing wage data for existing/prospective employers, as well as, Work Opportunity Tax Credits/Incentives information and employer seminars.

FACILITATE THE DEVELOPMENT OF CAREER PATHWAYS

WFSDallas connects job seekers to employment opportunities by offering career pathways and individualized services at no cost to the job seeker or the employer. Job-ready individuals can access hiring events and job postings within all eight workforce centers throughout Dallas County, and obtain that next job! www.workintexas.com Job seekers compete due to academic or skill deficiencies can attend seminars, classroom instruction and/or formal college classes that facilitate workforce "credentials" leading to a job or obtaining better jobs, leading to a career. Job Seekers and Current Workers access "no cost" instruction for adult literacy, HS equivalency, English language skills, workplace "soft" skills needed for employment, and future career opportunities.

Online services include job matching, virtual job readiness workshops, high school equivalency instruction, career pathway information—to name a few.

Workforce Centers provide self-help to accomplish job search assistance, job matching, and career exploration (virtual and in-person)! All centers have computers available, learning labs, work-ready workshops (resume writing, social media for job search, interviewing skills, financial literacy, networking, and

more), and weekly hiring events. Every Monday, WFSDallas offers Facebook Monday hiring events with many key employers looking to hire. As we plan ahead with the large number of workers, displaced by COVID-19, we launched JobsNOW! to provide immediate career services, virtual job fairs for essential jobs; and highly produced virtual experiences that feature thousands of jobs each quarter. We have increased Wi-Fi access in our workforce center parking lots to allow people greater connectivity at night and on the weekends. Workforce issues are not just 8-5.

Specialized services can make a difference. There are several new initiatives launching in 2021 to train thousands of unemployed workers for in-demand jobs. Dallas benefits from a robust job market, and constant influx of new employers, even during the pandemic. Our efforts will continue to aggregate employers with sector strategies, with an emphasis on Retain (jobs), Retrain (for employer specifications), and Reboot (our workforce system). We will focus on *work&learn* strategies, technology tools, private sector investments, quality child care and share labor market information with our education/chamber/economic development and community leaders.

Highly trained workforce staff assist with assessment, training, job search, referrals to improve English language skills, high school equivalency certificates and skills training. Customized efforts are made for individuals with disabilities, workers 50+, foster youth, military veterans, young adults/students, and laid off workers, including professionals.

The Dallas Workforce System coordinate with entities to carry out core programs that offer:

Customer-driven excellence requires an understanding of the current labor market and forecast needs, and the ability to respond with services that create customer satisfaction as well as promote career opportunities for job seekers.

Outreach and recruitment to inform the community of the availability of the services of the Workforce Centers, especially focusing on priority populations and individuals with barriers to employment. WFSDallas works closely with community partners to outreach individuals for services available within the workforce centers.

Case management, counseling and follow-up offers achievement of positive outcomes. Workforce center staff is responsible for referring customers to appropriate community resources to help overcome barriers to employment and to achieve career goals. It is also the responsibility of Workforce Center staff to serve as an advocate for the customer in seeking informal resolution to complaints regarding quality of services. Workforce Center staff will assist when appropriate in follow-up activities to document customer outcomes.

Assessment and testing of a customer's basic skills, occupational skills, educational background, prior work experience, employability, career interests and aptitudes and the need for supportive services is conducted. An analysis of this information is the basis for realistic employment and training goals which the Center staff develops into an Individual Employment Plan (IEP) with the job seeker in one or more counseling sessions. Additional labor market information, such as target occupations, immediate employers and training providers' data, is provided to the job seeker at this time so that he/she may make informed choices. Several methods of assessment are administered to include: TABE, Prove it and Win at Work. During the assessment process, the development of career pathways and a plan for co-enrollment occurs across multiple workforce (core) programs to best meet the needs of customers. Also, customers are assessed to improve access to activities that often lead to recognized credentials through the Eligible Training Provider System. The recognized credentials include a credential that is industry-recognized certificate or certification, portable and stackable.

Training services are available within the Dallas workforce system for job seekers who are unable to find employment at the Board's defined self-sufficiency wage. Following a comprehensive assessment and the

development of the IEP, a job seeker may be referred to specialized services including: occupational skills training, Adult Basic Education, ESL, GED, or other services.

All training services are provided in a manner that maximizes customer choice and within the targeted occupations identified by the Board. For information on the targeted occupations, please refer to our webpage at: www.wfsdallas.com. Specialized services are provided and documented based on the issuance of Individual Training Accounts.

Supportive Services are analyzed and determined at the time of assessment. These currently include, but are not limited to, child care, transportation, eye care, GED testing, tools and uniforms, and testing for licensing or certification for employment. These services are provided on a case-by-case basis, as the need is identified and to the extent that funds are available. The need for supportive services may be determined by Center staff or the training provider but authorization is only provided by the Center staff.

Referral to appropriate resources if resources are not available to meet the job seeker's needs, appropriate referrals are made to community partners.

Coordination with businesses, economic development, community-based organizations, faith-based organizations, and public entities to maximize resources and avoid duplication of service.

The plan complies with WIOA by aligning its core programs and two optional programs to the state's workforce investment, education, and economic development systems, as discussed in the unified strategic planning requirements, common performance accountability measures, and requirements governing the one-stop delivery system. As WIOA intended, this plan serves as a map to develop, align, and integrate the Dallas workforce system across multiple education, employment, and training programs. The plan enumerates the Board's vision and strategic and operational goals for providing workforce services and continuously improving the quality and performance of its system.

Workforce Solutions Greater Dallas connects to job seekers to employment opportunities by offering individualized services at no cost to the job seeker or employer. WFSDallas expands access to employment, training, education, and support services pending eligibility requirements. These services are designed to facilitate the development of career pathways and co-enrollment across multiple core programs to assist all eligible individuals by removing barriers to gain self-sufficient employment. WFSDallas coordinates closely with community partners, employers, and educational entities to develop and implement career pathways. The pathways are integrated into the workforce programs and delivered to priority populations. Pending eligibility requirements, some job seekers may seek post-secondary opportunities that lead to a credential that is industry-recognized, portable, and stackable with the goal of securing a good paying job.

STRATEGIES FOR TARGET POPULATIONS

Target Populations. With the changing demographics and skills gaps that exist in Dallas County and the State of Texas, WFSDallas customizes programs to meet the increasingly complex workforce needs for target populations. WFSDallas connects job seekers and other populations with barriers to employment to numerous career and training resources to prepare them to enter or reenter the workforce of high-growth industry sectors in Dallas areas, as well as the Metroplex.

WFSDallas created a Disability Service Pilot Program, hired six Talent Development Specialists who provide workforce services to individuals with disabilities. A common goal that was set within the program was to expand access to competitive integrated employment while proving services for individuals with disabilities. Staff worked closely with individuals to offer linkages to employers. Often, customers require a bit more assistance with their resumes and customization to identified job opportunities. Talent Development Specialists customize job search techniques for this targeted population. In addition, other services offered included: interviewing tips, networking, creating and updating a customer's LinkedIn profile. Staff offered

opportunities for individuals to receive soft skills training to prepare customers for the interview and employment.

In efforts to provide educational and skills opportunities for targeted populations, WFSDallas offers the Adult, Education and Literacy programs within the eight workforce centers and within the Workforce Solutions Greater Dallas Adult Education and Literacy partner locations (*Equus Workforce Services, Dallas College, Richland College, Richardson ISD, Irving ISD, and Wilkinson Center*). The design of the AEL program for WFSDallas emphasizes the importance of employer involvement and recognizes that collaborative connection between adult learners and the community which promotes positive program outcomes. The Approach requires proactive stakeholder involvement to assist individuals overcome the challenges of financial security, self-esteem, and the opportunity for better employment. WFSDallas Adult Education and Literacy links individual success to employer needs. For example, Irving ISD immediately capitalized on education its own employees facing the everyday challenges of limited English literacy skills. The alliance placed Irving ISD in a position to promote higher learning that is directly connected to career development and created educational pathways for its greatest resource. Wilkinson Center offers ESL classes to employees of the Sheraton Dallas hotel. The Sheraton has a history of working with community agencies to recruit job candidates, especially for entry-level positions. Consortium partners continue to expand program awareness through their individual pipelines of community networks to further connect with employers in need. The consistent message of available AEL services has resulted in 30 additional employers expressing an interest in ESL and/or GED to promote improvement of the education and literacy skills of their employees.

EMPLOYERS – Dallas’ strong economic foundation is due to the vast diversity and stability of private sector businesses. Dallas County is home to over 80,850 employer establishments representing hundreds of public and private industries. The overwhelming majority of Dallas employers are small businesses employing 100 or fewer employees. WFSDallas and its contractors work closely with economic development organizations to ensure that Dallas employers have a highly skilled workforce that will sustain jobs while attracting new business.

COMMUNITIES – Workforce Solutions Greater Dallas offers unique customized services to better serve the Dallas County communities. WFSDallas delivers workforce services within our eight workforce centers strategically located throughout Dallas County.

JOB SEEKERS – Job seekers have available employment and training services necessary to enter targeted industries for good paying jobs. The Dallas workforce system offers services to thousands of job seekers resulting in employment opportunities. These services include: scholarships, transportation, childcare, supplies necessary for work, career preparation activities, and labor market/career planning information.

VETERANS – Veterans are a priority for the Dallas workforce system. Dallas promotes the hiring of veterans through a number of initiatives, including services and programs for US armed service members returning from Iraq and Afghanistan.

UNEMPLOYMENT INSURANCE CLAIMANTS – The Dallas workforce system offers early intervention services to unemployment insurance claimants. Continued comprehensive services for claimants are offered through the life of the claim cycle. WFSDallas dedicates staff to claimants and offers one-on-one reemployment services. In 2020, the Dallas workforce system offered employment services to 239,500 unemployment claimants, with most due to COVID UI claims.

INDIVIDUALS WITH DISABILITIES –The Dallas workforce system is committed to offering quality workforce services that result in competitive employment opportunities. The Vocational Rehabilitation program helps individuals with disabilities prepare for, find, and keep jobs, and assists students with disabilities training from school to a career.

FOSTER YOUTH – Another priority for WFSDallas is foster youth. WFSDallas closely partners with the CitySquare’s TRAC program serving both current and former foster youth. TRAC coordinates with our WIOA youth program to overcome obstacles while transitioning to education, employment, training, life skills classes, mentoring opportunities and support services, as available.

YOUTH - 2021 Youth Reboot is first up to address the growing number of young adult workers who were seriously impacted by the change in workforce. Far too many young adults between the ages of 18-24 became displaced workers during the COVID-19 pandemic. We intend to increase the opportunities and resources directed to the future workforce immediately and sustain this effort for the next three years. Education beyond high school made a marked difference in work availability and sustainability during 2020 – a difference that can be overcome through postsecondary workforce preparation.

INNOVATIVE STRATEGIES – There are several new initiatives launching in 2021 to train thousands of unemployed workers for in-demand jobs. Dallas benefits from a robust job market, and constant influx of new employers, even during the pandemic. Our efforts will continue to aggregate employers with sector strategies, with an emphasis on Retain (jobs), Retrain (for employer specifications), and Reboot (our workforce system). Key industries include: healthcare, technology, logistics, and jobs in the public sector. We will focus on work&learn strategies, technology tools, private sector investments, quality child care and share labor market information with our education/chamber/economic development and community leaders. The partnerships of the Workforce Ecosystem are more critical in a time of disruption and recovery.

One Workforce project is designed and implemented by Dallas College to use momentum within current and new partnerships to leverage resources and training that will narrow a gap and create opportunities for unemployed, underemployed, and incumbent workers to upskill/reskill into middle- to high-skilled career paths. Employers in the three key sectors will direct investments in programs that have proven successful locally and/or are nationally recognized training models that have proven completion/employment rates necessary to secure participant career success. Thanks to a generous \$10M grant from the US Department of Labor, and the inclusion of WFSDallas as an arm for outreach of students, workers, employers and job opportunities, we will embark on this four-year odyssey to reinvent work&learn strategies for career preparedness.

Dallas Thrives! Is an umbrella collective area institutions that seek to align efforts and funding streams toward its community goal of equitably doubling Dallas County living wage attainment by the year 2040. Dallas Thrives! Launched in late 2020, but the initial implement will take us well into 2022. WFSDallas is an active member of the Board, and supporter of the community vision to double living wage attainment in a single generation.

Future of Work Grand Challenge identifying and funding the most promising ideas and solutions, New Profit’s \$6 million Future of Work Grand Challenge, powered by XPRIZE, MIT Solve, and JFF selected Workforce Solutions Greater Dallas as one of seven national sites to execute a cross-sector, equity-focused effort aimed to rapidly reskill 25,000 displaced workers into higher wage jobs in the next 24 months and equip influential

workforce boards with vetted tools to support the wave of displaced workers in six months. The Future of Work Grand Challenge will achieve broader systemic change to help prepare 12 million Americans from under-invested communities for workforce success by 2025.

In the next two years, we will continue our online learning journey with **Paths for Texas** to upskill 1,200 incumbent and recently displaced workers from retail and other customer facing occupations. PATHS mirrors our successful upskilling initiative, Retail Pays, by providing online as well as blended training that leads to certifications in and beyond Retail Pays. Both Retail Pays and PATHS for Texas are funded by the workforce advocates at Walmart.org. The statewide project features four (4) participating workforce boards and other subgrantees: Workforce Solutions of Coastal Bend, Gulf Coast, North Texas, Rural Capital and The Ray Marshall Center – UT Austin will evaluate project outcomes.

As we plan ahead with the large number of workers, displaced by COVID-19, we have launched JobsNOW! to provide immediate career services through Facebook Live Monday, virtual job fairs for essential jobs; and highly produced virtual experiences through Easy Virtual Events that feature thousands of jobs each quarter. We have increased Wi-Fi access in our workforce center parking lots to allow people greater connectivity at night and on weekends! Workforce issues are not just 8-5. We are workforce!

ENGAGEMENT OF EMPLOYERS. WFSDallas supports a strong team of modern recruiters who use data-driven strategies. The team can cast a wide net to find qualified applicants and use tools to track and measure results at no cost.

SUPPORT LOCAL WORKFORCE DEVELOPMENT SYSTEM THAT MEETS THE NEEDS OF BUSINESSES. Workforce Solutions Greater Dallas effectively engages with business to offer employment opportunities for workers and job seekers. Through these close collaborations, our business services team members determine employers' talent challenges and offer effective solutions. Leveraging an integrated Dallas workforce system, WFSDallas offers a seamless approach that attracts and retains in-demand employers. Our Business team members at each workforce center offer:

- Applicant recruitment, screening, and referral;
- Listing and maintaining job orders in WorkinTexas.com;
- Assistance with and participation in job fairs;
- Information resources (labor market, economic development, employment and labor law, UI);
- Testing and pre-screening of job candidates;
- Basic and customized employment skills training and referral to education and training providers (TWC skills development funds, apprenticeship programs, and self-sufficiency funds);
- Assistance with Work Opportunity Tax Credit; and
- Rapid Response and downsizing information in the event of closings or lay-offs.

In greater detail our talent resource management team offers:

Talent Identification– WFSDallas uses WorkInTexas.com, the State's online job matching platform, as part of effective sourcing plan. We assist hiring managers find the talent they need from posting jobs, applicant screening, interviewing candidates to on-boarding new hires.

Customized Hiring Events-during COVID, we offer customized virtual and in person (by appointment. Our staff offer virtual hiring events via Facebook every Monday. Our eight workforce centers assist employers with finding a quality workforce. Please see our website @ www.wfsdallas.com or the Employer Hotline @

214-302-5555 for hiring event schedules.

Training New and Current Employees—offered on-site high school equivalency and English language acquisition services and skills training scholarships for job seekers. We also coordinate current worker skills training through Skills Development Grants with the Dallas County Community College District and other resources.

Outplacement Services—we offer employers outplacement/Rapid Response services for their employees should a lay-off be necessary. Services include customized on-site career counseling and job search assistance, resume and interview preparations workshops, education and training resources, unemployment insurance information and lay-off aversion information.

Additional Services may include labor market, talent supply and prevailing wage data for existing/prospective employers, as well as, Work Opportunity Tax Credits/Incentives information and employer seminars.

COORDINATION OF 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.

Employer partners are integral in defining workforce activities, career pathways and industry-wide workforce needs. WFSDallas utilizes these close employer partnerships to offer easy access to the Dallas workforce system and provide a clear understanding of the benefits of working together. In 2021, we will outreach and serve over 14,000 Dallas area employers. This will be accomplished by sustaining existing employer relationships, outreaching new employers utilizing the Business Wise database, as well as maintaining contact and communication with the local Chambers of Commerce and Community Colleges. Employers will be provided at least one of our many services customized per their needs. These close relationships increase business engagement to the next level. Our business team members work with real-time data regarding local workforce needs. This analysis offers in-depth needs assessment that is critical in gathering the information on the Employer's recruiting, hiring, training, retention, and outplacement needs. We also have a new dynamic talent portal, to be implemented this year, which will provide our team with additional resources to quickly match job seekers with employers who have immediate hiring needs, reducing the talent acquisition costs to our employers while increasing the number of candidate hires. This portal will engage and encourage interaction between employers and job seekers using social media, web meeting, chat, video conferencing, and job listings. The portal will also act as a searchable database of job seekers with skills sought by employers.

As indicated above, Dallas workforce system partners offer customized workforce solutions. This may include a partnership with Dallas College to offer skills development grant funding for current workers or recent hires. Sector partners may choose to focus on long-term solutions including reaching within the K-12 system to better prepare young people for future careers in the industry. WFSDallas recognizes that the key to these partnerships is leveraging available community resources with all partners working towards a common goal. Without competing, community partners unite towards a common goal gathering available resources to create new opportunities for employers and job seekers in the Dallas community.

New businesses are coming to the Dallas workforce area due to the availability of a skilled workforce, quality education system, and reasonable housing cost. Texas and the Dallas area have seen dramatic growth in economic development. WFSDallas maintains close partnerships with economic development organizations like the Dallas Regional Chamber and the City of Dallas to assist new businesses are moving to Dallas. WFSDallas is a critical team member offering an overview of potential workforce services (skills training, adult

education/literacy, and labor market information). Workforce services are very important to attracting new businesses to Dallas. As indicated above, WFSDallas partners with local employers and community organizations to coordinate regional economic activities in the Dallas area, as well as, promote entrepreneurial skills training and microenterprise services through seminars and direct referrals.

Part 4: One-Stop Service Delivery

A. One-Stop Service Delivery System

One-stop delivery system in Dallas. WFSDallas is a recognized leader in the delivery and management of workforce systems in Texas. The Dallas workforce system is comprised of a complex integration of numerous workforce programs, services and special initiatives. This integration and leveraging of funds, ensures that the Dallas workforce system is the most efficient and effective system while remaining flexible and customer focused. Dallas continues to improve program designs, establishing new partnerships with community organizations and employers, and aligning core and optional programs under WIOA.

Eligible Training Providers. To ensure that the training services available to our customers is at the highest standards, WFSDallas bi-annually reviews eligible providers based on performance criteria (credential attainment rate, employment rate, and salary). Through this performance review and presentation to the Board of Directors, WFSDallas ensures continuous improvement while ensuring that the training continues to meet the employment needs of local employers, workers and job seekers.

How providers will meet the employment needs of employers, workers and job seekers

WFSDallas meets the employment needs of employers, workers and job seekers. We connect job seekers to employment opportunities through a variety of job search resources, basic career services (*job matching resources, career planning information*), and individualized career services (*comprehensive and specialized assessments, development of the individual employment plan, group counseling, individual counseling, career planning, short-term prevocational training, internships and work experience, work prep activities, financial literacy and AEL services*).

Workforce center services within the eight workforce center offices offer services such as:

1. Available job postings
2. Placement opportunities
3. Employment counseling and career planning
4. Outreach, Intake, (including worker profiling) and orientation to information and other services available through WFSDallas
5. Assessment of skill levels, including literacy, numeracy, English language proficiency, as well as, aptitudes, abilities (including skills gaps), and support services needs
6. Support services
7. Computer access
8. Job search (workintexas.com)
9. Resume preparation
10. Job search assistance
11. Labor market information
12. Information on support services
13. Job search seminars
14. Financial literacy

15. Internships and work experience opportunities
16. Follow-up services
17. Online workshops at www.wfsdallas.com

Facilitating Access to Services. While offering value-added services, WFSDallas facilitates access to virtual and in-person services through eight workforce centers strategically located throughout Dallas County. WFSDallas also offers mobile/virtual services as needed at job fairs, employers' locations, community partners (Dallas College, Dallas Housing Authority, Dallas Public Libraries, AARP, Dallas Juvenile facilities, Dallas Jails, etc.) These services are accessible via technology or in-person. Every Monday, WFSDallas offers virtual hiring events through Facebook. Also a virtual hiring platform is utilized for customized hiring events based on employer needs. All centers are available with virtual services available and posted on our website at www.wfsdallas.com

WFSDallas partners closely with community partners such as CitySquare. WFSDallas co-locates in a part of the CitySquare, The Opportunity Workforce Center. This center offers a menu of community services that are ①entrepreneurial in nature, and fundamentally cross-sectional, ②diversified by a coalition of partnerships, ③data-driven and flexible to respond to services needed that offer the best possible outcomes, and ④composed of both people and place based community development strategies that will bring community neighbors and key community partners together.

The Dallas workforce system is compliant with WIOA Section 188 and applicable provisions of the Americans Disability Act of 1990 regarding the physical and programmatic accessibility of facilities, programs, and services, technology and materials for individuals with disabilities, including offering staff training and support for addressing the needs of individuals with disabilities. WFSDallas has a disability navigator who reviews equipment to ensure accessibility, offers training for staff and maintains a network for community organizations to meet month on disability issues. Community organizations that coordinate closely with WFSDallas include: Ability Concepts, American Foundation for the Blind, Attitudes and Attire, Champion Employment Services, Community for Permanent Supported Housing, Dress for Success, Deaf Action Center, Marriott Foundation – Bridges from School to Work, Achieve – Citizen Development Center, Dallas Lighthouse for the Blind, Goodwill, El Centro College, City Square Transitional Resource Action Center, Metro Care, REACH, Senior Source, Veterans Administration, Wilkinson Center, Work Ready, My Possibilities – Launch Ability, Disability Rights – Texas, and Salvation Army.

Roles and resources of workforce system partners. WFSDallas coordinates closely with workforce system partners responding to the talent identification and development needs of employers in Dallas County. In 2020, WFSDallas assisted over **239,500** annually in employment services due to the large influx of COVID-19 claimants. Federal and State funded programs within the system include WIOA Title I (*Adult, Dislocated Worker and Youth formula programs*); Adult Education and Literacy Act programs; Wagner-Peyser Act; Rehabilitation Act Title I; and Temporary Assistance for Needy Families (*TANF*). Additional partner programs referenced in the plan include Trade Adjustment Assistance; Unemployment Compensation; Local Veterans' Employment Representatives and Disabled Veterans' Outreach; HUD Employment and Training Programs; Senior Community Service Employment; and many other programs/partnerships. Our workforce system includes U.S. Department of Agriculture Supplemental Nutrition Assistance Program E&T, Childcare Assistance, Childcare Quality, Childcare Protective Services. Activities are operated via the **American Job Center Network** and partnership agreements.

WFSDallas embraces all workforce partners inclusive of Texas Workforce Solutions Vocational Rehabilitation. Workforce Solutions Greater Dallas Student HireAbility Navigators developed partnerships

with Vocational Rehabilitation Partners serve youth job seekers with disabilities. During the shelter in place order, transitional pre-employment training services shifted from in-person to virtual delivery. To expand and enhance program service provisions to participants, a collaboration between Greater Dallas Navigators and the Vocational Rehabilitation team occurred. The partnership planned and coordinated virtual programming to offer virtual services to 24 participants. This program consisted of 4 weeks of job preparation activities. Greater Dallas navigators outreached local community college partners and employers to present information about post-secondary options. Navigators provided labor market and career information tool kits that included labor market publications.

B. Cooperative Agreements

Boards must provide copies of executed cooperative agreements. *Agreements are attached.*

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

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

WFSDallas facilitates engagement of employers within our workforce programs through a variety of methods: close coordination with the local chambers of commerce, economic development organizations, community groups, city and county governments, and local large and small employers. WFSDallas identifies industry needs through these close partnerships to focus on in-demand occupations and target occupations. WFSDallas posted the availability of the plan and target occupations to solicit community input. The list is modified as needed based on input from the community to remain responsive to local needs. This is especially important to respond to the shortage of skilled labor within technology, healthcare, manufacturing and other industry needs.

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

WFSDallas meets the needs of local businesses through a variety of programs and services. As indicated above there are several new initiatives to assist local employers with their needs: rapid response services, training opportunities, job placement, job description assistance, and much more. Dallas benefits from a robust job market and constant influx of new employers, even during a pandemic. Our efforts will continue to aggregate employers with sector strategies, with an emphasis on Retain (jobs), Retrain (for employer specifications) and Reboot (our workforce system). Key industries include: healthcare, technology, logistics and jobs in the public sector. We will focus on *work&learn* strategies, technology tools, private sector investments, quality child care and share labor market information with our education/chamber/economic development and community leaders.

Better coordination between workforce development programs and economic development.

WFSDallas will build on previous years' partnerships with local economic development organizations to address employers' needs and assist the large number of displaced workers impacted by COVID-19. We have launched **JobsNOW!** to provide immediate career services through Facebook Live Monday, virtual job fairs for essential jobs; and highly produced virtual experiences that feature thousands of jobs each quarter. We have increased our Wi-Fi capacity to offer job seekers better connectivity. Through these efforts,

workforce coordinates closely with economic development to support a workforce that's responsive to new employers.

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

WFSDallas and its contractors coordinate workforce system programs with TWC's unemployment insurance programs to ensure displaced workers receive the necessary services to get back to work. WFSDallas supports and coordinates the implementation of the Reemployment Services and Eligibility Assessment (RESEA) program, a federal grant program, designed to provide intensive reemployment assistance for individuals receiving UI benefits and are determined to be likely to exhaust benefits before becoming reemployed. RESEA activities include: providing information and access to services through WFSDallas offices, developing individual employment plans, offering labor market information, and delivering employment services. Services may be provided remotely using technology such as zoom, FaceTime or another similar product. RESEA orientations may be delivered via prerecorded webinars or self-paced presentations.

WFSDallas offers industry sector initiatives working to better assist employers and unemployed job seekers. In 2021, we propose to train thousands of unemployed workers for in-demand jobs. Dallas benefits from a robust job market, and constant influx of new employers. We will focus on *work&learn* strategies, technology tools, private sector investments, quality child care and share labor market information with our education/chamber/economic development and community leaders. The partnerships of the workforce ecosystem and more critical in a time of disruption and recovery.

D. Coordination of Wagner-Peyser Services

WFSDallas coordinates and maximizes the delivery of Wagner-Peyser services through labor exchange services including: job search, and placement assistance and when needed by an individual, career counseling, including the provision of information on nontraditional employment and in-demand industry sectors and occupations; and appropriate recruitment and other business services on behalf of employers, including information and referrals to specialized business services not traditionally offered through the workforce system. Workforce and labor market employment statistics information relates to local, regional, and national labor market areas, including: job vacancies, information on job skills necessary to obtain vacant jobs listed and information related to the target occupation list and earnings, skills requirements and opportunities for advancement with jobs. WFSDallas and its contractors work to streamline service delivery to avoid duplication of services. This collaborative spirit enhances the ability of job seekers to obtain their next job and employers to obtain a quality workforce.

E. Integrated, Technology-Enabled Intake and Case Management

Boards must include 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.

WFSDallas has implemented and transitioned, during unprecedented COVID-19 times, a technology-enabled intake and case management information system for workforce programs. We reviewed our phone systems and other technology for the ability to serve increased customer volume virtually for job search requirements. Our entire system was successfully moved to telework, and will continue to provide direct access to staff members whether working virtually or in-center. Voice Over IP and auxiliary equipment has been installed since March 2020. When working remotely, integrated technology allowed staff the ability to contact

employers and job seekers to notify them about workforce services (virtual training opportunities, scheduled hiring events and job fairs, online and in physical workforce offices, and job opportunities/orders). Our teams continued recruitment efforts for “hiring” employers and offering services to job seekers within all workforce programs.

Part 5: Workforce Investment Activities

A. Economic Development and Entrepreneurial Microenterprise Activities

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

WFSDallas coordinates closely with local and regional economic development organizations to collaborate with workforce development. Over the years, WFSDallas collaborates with the Dallas Regional Chamber and the City of Dallas for economic development.

For entrepreneurial activities, WFSDallas coordinates with the Dallas Entrepreneurial Center(DEC). The DEC and partners offers annually resources and events available to Dallas Entrepreneurs. The largest entrepreneurial Dallas Startup week, is held annually, with five days and 100+ events and over 200+ speakers, necessary to assist entrepreneurs. On August 1-5, 2021, the Dallas Startup Week will be held at Southern Methodist University. Also, within our WFSDallas youth program, we offer as one of the elements entrepreneurial opportunities for youth.

B. Rapid Response Activity Coordination

RAPID RESPONSE ACTIVITIES. We work with employers to plan for closings and layoffs prior to the actual event to minimize the negative effects of such occurrences on the local community. Our goal for Rapid Response is to help dislocated workers by quickly connecting them with UI benefits, program services, needed resources and employment opportunities. WFSDallas assigns a primary Rapid Response Coordinator to respond to layoffs and conduct on-site information sessions, on-site registration, and as needed, Hiring Events to provide employment opportunities. Information regarding closures or layoffs comes from a variety of sources. WFSDallas may receive notification from the State or directly from the employer. If applicable, dislocated workers are triaged and referred to short-term training opportunities to build upon skills and connect with employers who are hiring. The key to providing successful Rapid Response services is to respond quickly and provide a customized approach to both the employer and job seeker’s specific situation.

C. Youth Activities and Services

YOUTH WORKFORCE INVESTMENT AND OPPORTUNITY ACT ACTIVITIES. WFSDallas offers WIOA services to disconnected young adults aged **16 to 24**, specifically targeting those in the most need: out-of-school youth (OSY), including activities for youth who have disabilities. WFSDallas and contractors (Equus Workforce Services, Dallas College and Gulf Coast Trades) offer tailored services are delivered through the young adult program. **WFSDallas youth programs** offer a program delivery approach that guides young adults through meaningful experiences that prepare them for educational achievement and employment, based on their individual career pathways leading to self-sufficiency in industries and/or occupations in demand in Dallas. In the **WFSDallas model**, we equip young adults with the tools necessary to become gainfully employed as well as connected with the education and workforce system.

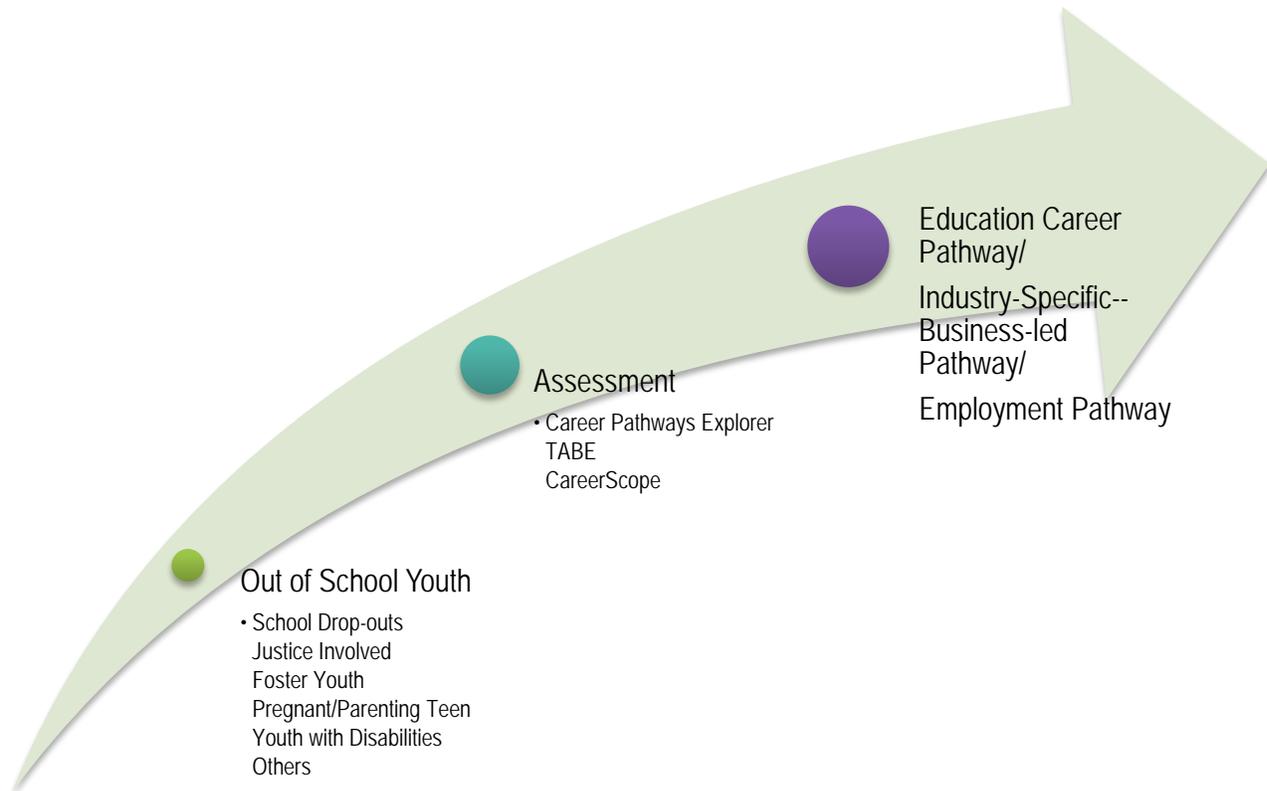
Disconnected young adults remain disconnected because other systems have failed them. They drop in and out of engagement based on their ever-changing life needs, and only stay engaged when programs are designed to create and support the “habit of being connected” through the development of resiliency and self-efficacy. We 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. WFSDallas implements the WIOA youth program to focus on youth who have significant barriers to employment and challenges in achieving success. WIOA youth program offers services, including activities for youth who have disabilities, which include:

- Tutoring, study skills training, instruction and evidence based drop-out prevention and recovery strategies that lead to a high school diploma or its recognized equivalent or postsecondary credential;
- Alternative secondary school services or dropout recovery services;
- Paid and unpaid work experiences that have academic and occupational education as a component, such as summer and non-seasonal employment, pre-apprenticeship programs, internships and job shadowing;
- Occupational skills training, which includes priority consideration for training programs that lead to recognized postsecondary credentials in targeted industries or high-growth occupations in the Dallas area;
- Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation;
- Leadership development opportunities, including community service and peer-centered activities;
- Support services, linkages for community services, assistance with transportation, (pending funds availability) childcare, assistance with housing, assistance with educational testing, reasonable accommodation for youth with disabilities, and assistance with work tools and uniforms);
- Adult mentoring;
- Follow-up services;
- Comprehensive guidance and counseling;
- Financial literacy;
- Entrepreneurial skills training;
- Labor market information; and
- Activities that help prepare youth for and transition to post-secondary education and training.

Serving youth with disabilities, WFSDallas has a disability navigator that connects with the local community to reach populations that might not be served in the workforce center. Our navigator works with the vocational rehabilitation staff and customers to ensure a smooth transition into workforce. Our staff coordinate services to help connect youth with disabilities navigate through workforce centers services.

WFSDallas connects talent to opportunities; offers assistance with re-tooling the current workforce; and supports efforts to help individuals obtain and retain employment. Our Young Adult program and the 14 program elements are designed to provide a robust menu of services that will lead young adults in Dallas County to successful adulthood. Our contractors offer job readiness programs and soft skills training. ResCare Workforce Services offers the ResCare Academy to youth which houses over 4,000 online, computer based training courses that allow a comprehensive and portable service delivery model for job

seekers. In addition, the software offers a GED Academy, an online stand-alone, self-assisted and customized preparation program for Adult Basic Education instruction and GED tests. Financial literacy and skills training is available to youth and an integral part of job readiness. This skills training provides young adults with an opportunity to prepare and manage their own earned income. Career pathway explorer



curriculum, a virtual based online assessment, allows young adults a holistic understanding of their personality to aid in a career choice. The assessment offers suggested career paths and provides labor market information to offer youth with a glimpse of salary information and job opportunities in the Dallas area. Young adults have other opportunities with the ResumePro program to assist with the preparation of a resume using industry and business-oriented content. Opportunities are available to target jobs within industry groups using O*NET job families. The Supply and Demand portal provides our youth specialists and business services team members' opportunities to match youth with employment opportunities, internships, or job shadowing. WFSDallas works closely with other youth programs to target special populations (Vocational Rehabilitation, CitySquare's TRAC program for foster youth, Veterans Services). All eligible youth complete the Individual Service Strategy form to assess strengths and barriers. The ISS identifies and sets employment, education, career pathway and personal development goals; identifies service objectives and service plan of action needed to achieve goals; and document services provided and results. Upon completion of the ISS, youth are provided with a pathway to success through the availability of the 14 program elements. The available programs offer WIOA youth pathways to education, and/or employment necessary to ensure that youth achieve program goals (post-secondary education, employment, credentials, self-sufficient employment, GED, etc.).

D. Coordination with Secondary and Postsecondary Education Programs

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

WFSDallas offers a wide array of approved vendors and educational programs available through the Eligible Training Provider System. We have clear policies and systems in place when awarding training scholarships. All scholarships are part of the individual assessment plan leading up to a career. This vendor network makes the process accessible to customers to go to school and transition into a high growth/high demand career.

A good example of coordinating education programs to meet employers' needs is within the Dallas College Youth program. This program coordinates employer partnerships with post-secondary education programs that benefit disconnected youth. Dallas College partners with the Dallas County Manufacturers' Association (DCMA). DCMA represents 350 thriving manufacturing businesses that offer workforce opportunities to disconnected youth and older youth. WFSDallas coordinates closely with DCMA, the Garland Chamber of Commerce, Richland College and Garland employers to ensure that training and employment needs are met. In addition to working with our youth program, Dallas College and DCMA have secured several skills development grants with securing over \$3.6 million since 2005 to meet the needs of over 30 Garland area companies and to offer training to 3,000+ employees to date. Economic impact has directly impacted companies such as: A+Brite company, Altronic Controls, Amerisource Corp., APEX Tools, Automized Products Group, Automatic Products Corp., General Dynamics, GTM Plastics, Interceramic USA, KARLEE, Kraft Foods, L-3 Communications, Micropac, and others.

E. Child Care and Early Learning

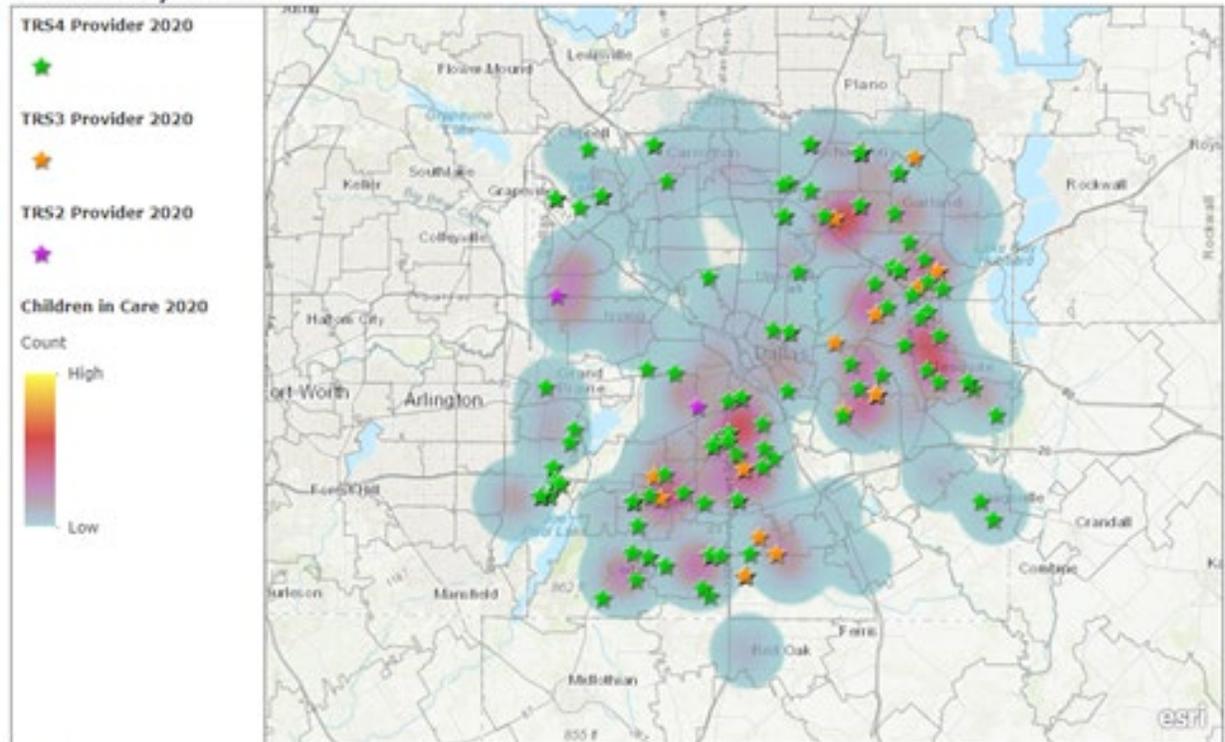
WFSDallas manages child care and early learning within the Dallas Workforce System to enhance school readiness and strengthen and support the child care industry. The Child Care System (CCS) provides child care subsidy to eligible families enabling parents to go to work or attend training/education activities. WFSDallas' CCS system is dedicated to the maximization of state funding and other resources through the use of effective partnerships within the community. The system improves the quality, accessibility, availability and affordability of child care in Dallas County.

The child care system promotes the accessibility and expansion of child care to meet community needs by facilitating training and awareness to further develop the quality of child care. Although the CCS system is described in terms of public policy, funding sources and management systems, the major focus is children, the ultimate beneficiaries of the system.

The Child Care System coordinates and collaborates with employers, economic development, industry leaders to increase the awareness of early learning as a workforce and economic development tool. WFSDallas supports improved school readiness through higher quality child care, including Texas Rising Star, and through partnership opportunities.

WFSDallas manages the CCS to maximize the delivery and availability of safe and stable child care services that ultimately assists families become independent from public assistance while parents are working or attending job training or education programs. Through coordination of child care services with federal, state, and local child care and early development programs and representatives of local government in developing policies and the plan.

Dallas County Children in Care



Esri, HERE, Garmin, USGS, NGA, EPA, USDA, NPS

F. Transportation and other Support Services

Support services are discussed at the time of assessment. These currently include, pending funding availability and eligibility requirements, child care assistance, transportation assistance, eye care assistance, GED testing, tools and uniforms, and testing for licensing or certification for employment. These services are provided on a case by case basis, as the need is identified and to the extent that funds are available. The need for supportive services may be determined by center staff. 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.

G. Coordination of Adult Education and Literacy (AEL)

WFSDallas is the grant recipient and fiscal agent for the Adult Education and Literacy Grant. The Board has organized the Dallas County Adult Education and Literacy (AEL) program through the establishment of a Consortium comprised of passionate and experienced community leaders in the adult education arena. The Consortium includes: Dallas College, Irving ISD, Richardson ISD, The Wilkinson Center and Equus Workforce Services. Equus Workforce Solutions actively collaborates within the Consortium Partnership to inform AEL participants of the services offered within the WFSDallas Workforce Centers and co-enrolls eligible Title I participants that attend AEL classes into WFSDallas Workforce programs to provide career, training and supportive services to eligible customers. In turn, the Consortium AEL providers offer workplace

literacy curriculum that includes assisting participants with enrollment into the Work-In-Texas (WIT) system for active employment searches for this Title II population. AEL participants are also provided information on upcoming WFSDallas sponsored job fairs and hiring events. This unique partnership has created an expansive outreach approach to our unemployed and underemployed residents that desire education and skills to obtain living-wage employment, promotional opportunities and/or a pathway to enroll into post-secondary education programs.

In AEL Program Year 2015-16 through the Q2 of AEL Program Year 2020-21, our Consortium served approximately 43,000 customers in over 260 unique Dallas County site locations. Included in these locations were partnerships forged with high demand/high growth employers to offer onsite delivery of AEL classes to their employees. Although the COVID-19 Pandemic stopped all in-person classes in March of 2020, our Consortium partners were able to quickly pivot to virtual, online instruction. Over 150 classes per month are currently offered to our customers in the virtual format

The AEL program is well-represented at community and workforce job fairs and other community-focused events. Funds are leveraged from a variety of workforce funds including skills development activities. Dallas College enrolls individuals who may be enrolled in TWC skills development activities that also may benefit from AEL services. Additionally, the AEL Consortium continues to explore new community partnerships to expand awareness of our AEL services and to enhance our program offerings. Recent collaborations include a partnership with the National Center for Families Learning (NCFL) to connect their members to our English language learning pathways, and a partnership with the University of Texas at Dallas to develop a healthcare pre-apprenticeship program that will benefit our AEL customers interested in a career in this high-demand industry.

Part 6: Adult, Dislocated Workers, and Youth Services

A. Adult and Dislocated Worker Employment and Training

WFSDallas offer jobseekers (adult, dislocated workers, and older youth) opportunities to retrain, rehire and upskill for the rapidly changing marketplace. Workforce Services available include opportunities in accordance with TWC WIOA Guidelines and applicable policies/procedures.

WFSDallas develops, analyzes, and shares labor market information and regional economic studies. WFSDallas continues to incorporate new and adapt current delivery strategies to include new technologies to make services more access. This ensures that WFSDallas offers an integrated, cost-efficient, and effective service delivery system offering business-led training models and processes.

Through the integrated workforce system in Dallas County, WFSDallas administers several other federal programs that aligns with the State Plan (Carl D. Perkins, WIOA, and core programs):

- Choices [the employment program for recipients of TANF
- Supplemental Nutrition Assistance Program Employment and Training (SNAP E&T)
- Child Care Development Funds (CCDF)
- Trade Adjustment Assistance (TAA)
- Wagner Peyser Funds
- Workforce Innovation and Opportunity Act (WIOA) serving dislocated workers, adults and youth
- Adult, Education and Literacy
- Vocational Rehabilitation

- Senior Community Service Employment and Training Programs (MOU)
- Local Veterans Programs
- HUD Employment and Training (MOU)
- Apprenticeship (MOU)

EXPANDING ACCESS TO EMPLOYMENT/TRAINING/EDUCATION/SUPPORT SERVICES

Dallas County employers are our primary customers and by building strong relations with hiring managers we can provide the full range of talent resource management services. Workforce Solutions Greater Dallas supports a strong team of modern recruiters who use data-driven strategies to transition job seekers to employment/training/education/careers. The team can cast a wide net to find qualified applicants and use tools to track and measure results at no cost.

Talent Identification– WFSDallas uses WorkInTexas.com, the State’s online job matching platform, as part of effective sourcing plan. We assist hiring managers find the talent they need from posting jobs, applicant screening, interviewing candidates to on-boarding new hires.

Customized Hiring Events-held at our eight workforce centers to assist employers with finding a quality workforce. Please see our website @ www.wfsdallas.com or the Employer Hotline @ 214-302-5555 for hiring event schedules.

Training New and Current Employees—offered on-site high school equivalency and English language acquisition services and skills training scholarships for job seekers. We also coordinate current worker skills training through Skills Development Grants with the Dallas County Community College District and other resources.

Outplacement Services—we offer employers outplacement/Rapid Response services for their employees should a lay-off be necessary. Services include customized on-site career counseling and job search assistance, resume and interview preparations workshops, education and training resources, unemployment insurance information and lay-off aversion information.

Additional Services may include labor market, talent supply and prevailing wage data for existing/prospective employers, as well as, Work Opportunity Tax Credits/Incentives information and employer seminars.

FACILITATE THE DEVELOPMENT OF CAREER PATHWAYS

WFSDallas connects job seekers to employment opportunities by offering career pathways and individualized services at no cost to the job seeker or the employer. Job-ready individuals can access hiring events and job postings within all eight workforce centers throughout Dallas County, and obtain that next job! www.workintexas.com Job seekers compete due to academic or skill deficiencies can attend seminars, classroom instruction and/or formal college classes that facilitate workforce “credentials” leading to a job or obtaining better jobs, leading to a career. Job Seekers and Current Workers access “no cost” instruction for adult literacy, HS equivalency, English language skills, workplace “soft” skills needed for employment, and future career opportunities. Online services include job matching, virtual job readiness workshops, high school equivalency instruction, career pathway information—to name a few.

Career Pathways. As a partner in the newly awarded \$10M, Dallas College grant, WFSDallas will received

\$500,000 to partner with the college serving 4,000 participants over 4 years. Career pathways are developed to result in stackable credentials leading up to middle to high skilled jobs in high growth/high demand industries within Technology, Advanced Manufacturing, and Construction. The training and career pathways are employer driven, aligned with at least one target sector to include industry recognized apprenticeship programs, pre-apprenticeship, work-based activities, paid work experience, internships, and classroom training. The project plans to offer 3,680 to complete training, with 3,128 completing with a degree or credential and 2,064 obtaining employment and 1,126 incumbent workers completing and advance to a new position.

Workforce Centers provide self-help to accomplish job search assistance, job matching, and career exploration (virtual and in-person)! All centers have computers available, learning labs, work-ready workshops (resume writing, social media for job search, interviewing skills, financial literacy, networking, and more), and weekly hiring events. Every Monday, WFSDallas offers Facebook Monday hiring events with many key employers looking to hire. As we plan ahead with the large number of workers, displaced by COVID-19, we launched JobsNOW! to provide immediate career services, virtual job fairs for essential jobs; and highly produced virtual experiences that feature thousands of jobs each quarter. We have increased Wi-Fi access in our workforce center parking lots to allow people greater connectivity at night and on the weekends. Workforce issues are not just 8-5.

Specialized services can make a difference. There are several new initiatives launching in 2021 to train thousands of unemployed workers for in-demand jobs. Dallas benefits from a robust job market, and constant influx of new employers, even during the pandemic. Our efforts will continue to aggregate employers with sector strategies, with an emphasis on Retain (jobs), Retrain (for employer specifications), and Reboot (our workforce system). We will focus on *work&learn* strategies, technology tools, private sector investments, quality child care and share labor market information with our education/chamber/economic development and community leaders.

Highly trained workforce staff assist with assessment, training, job search, referrals to improve English language skills, high school equivalency certificates and skills training. Customized efforts are made for individuals with disabilities, workers 50+, foster youth, military veterans, young adults/students, and laid off workers, including professionals.

The Dallas Workforce System coordinate with entities to carry out core programs that offer:

Customer-driven excellence requires an understanding of the current labor market and forecast needs, and the ability to respond with services that create customer satisfaction as well as promote career opportunities for job seekers.

Outreach and recruitment to inform the community of the availability of the services of the Workforce Centers, especially focusing on priority populations and individuals with barriers to employment. WFSDallas works closely with community partners to outreach individuals for services available within the workforce centers.

Case management, counseling and follow-up offers achievement of positive outcomes. Workforce center staff is responsible for referring customers to appropriate community resources to help overcome barriers to employment and to achieve career goals. It is also the responsibility of Workforce Center staff to serve as

an advocate for the customer in seeking informal resolution to complaints regarding quality of services. Workforce Center staff will assist when appropriate in follow-up activities to document customer outcomes.

Assessment and testing of a customer's basic skills, occupational skills, educational background, prior work experience, employability, career interests and aptitudes and the need for supportive services is conducted. An analysis of this information is the basis for realistic employment and training goals which the Center staff develops into an Individual Employment Plan (IEP) with the job seeker in one or more counseling sessions. Additional labor market information, such as target occupations, immediate employers and training providers' data, is provided to the job seeker at this time so that he/she may make informed choices. Several methods of assessment are administered to include: TABE, Prove it and Win at Work. During the assessment process, the development of career pathways and a plan for co-enrollment occurs across multiple workforce (core) programs to best meet the needs of customers. Also, customers are assessed to improve access to activities that often lead to recognized credentials through the Eligible Training Provider System. The recognized credentials include a credential that is industry-recognized certificate or certification, portable and stackable.

Training services are available within the Dallas workforce system for job seekers who are unable to find employment at the Board's defined self-sufficiency wage. Following a comprehensive assessment and the development of the IEP, a job seeker may be referred to specialized services including: occupational skills training, Adult Basic Education, ESL, GED, or other services.

All training services are provided in a manner that maximizes customer choice and within the targeted occupations identified by the Board. For information on the targeted occupations, please refer to our webpage at: www.wfsdallas.com. Specialized services are provided and documented based on the issuance of Individual Training Accounts.

Supportive Services are analyzed and determined at the time of assessment. These currently include, but are not limited to, child care, transportation, eye care, GED testing, tools and uniforms, and testing for licensing or certification for employment. These services are provided on a case by case basis, as the need is identified and to the extent that funds are available. The need for supportive services may be determined by Center staff or the training provider but authorization is only provided by the Center staff.

Referral to appropriate resources if resources are not available to meet the job seeker's needs, appropriate referrals are made to community partners.

Coordination with businesses, economic development, community based organizations, faith-based organizations, and public entities to maximize resources and avoid duplication of service.

The plan complies with WIOA by aligning its core programs and two optional programs to the state's workforce investment, education, and economic development systems, as discussed in the unified strategic planning requirements, common performance accountability measures, and requirements governing the one-stop delivery system. As WIOA intended, this plan serves as a map to develop, align, and integrate the Dallas workforce system across multiple education, employment, and training programs. The plan enumerates the Board's vision and strategic and operational goals for providing workforce services and continuously improving the quality and performance of its system.

Workforce Solutions Greater Dallas connects to job seekers to employment opportunities by offering individualized services at no cost to the job seeker or employer. WFSDallas expands access to employment,

training, education, and support services pending eligibility requirements. These serves are designed to facilitate the development of career pathways and co-enrollment across multiple core programs to assist all eligible individuals by removing barriers to gain self-sufficient employment. WFSDallas coordinates closely with community partners, employers, and educational entities to develop and implement career pathways. The pathways are integrated into the workforce programs and delivered to priority populations. Pending eligibility requirements, some job seekers may seek post-secondary opportunities that lead to a credential that is industry-recognized, portable, and stackable with the goal of securing a good paying job.

B. Priority in Recipients of Public Assistance and Low-Income Individuals

WFSDallas ensures priority of adult individualized career services and training services following the priority of services as outlined in TWC WIOA guidelines to ensure priority for adult individualized career services and training services given to recipients of public assistance, other low-income individuals and individuals who are basic skills deficient, consistent with WIOA.

Part 7: Fiscal Agent, Grants and Contracts

A. Fiscal Agent

The Dallas County Local Workforce Development Board d.b.a. Workforce Solutions Greater Dallas is the entity responsible to the disbursement of grant funds as described in WIOA and as determined by the Lead CEOs.

B. Sub-grants and Contracts

WFSDallas complies with the applicable federal, state and agency requirements governing the procurement of goods and services. In the event of conflict between these standards and an applicable federal statute or regulation, the federal statute or regulation will apply. WFSDallas follows the Texas Workforce Commission's Financial Manual for Grants and Contracts, Chapter 14, Appendix D: FMGC Supplement on Procurement, which includes:

Full & Open Competition

The procurement of all goods and services shall be conducted, to the maximum extent practical, in a manner providing full and open competition consistent with the standards of Office of Management and Budget Circulars, the Grant Management Common Rule, Uniform Grant Management Standards, and the FMGC.

Practices that may eliminate or restrict full and open competition include, but are not limited to:

- Placing unreasonable requirements on firms for them to qualify to do business
- Requiring unnecessary experience and excessive bonding
- Noncompetitive pricing practices between firms or between affiliated companies
- Noncompetitive awards to consultants that are on retainer contracts (or allowing entities that develop or draft specifications, requirements, statements of work, invitations for bids and/or requests for proposals to compete for such procurements)
- Organizational conflicts of interest
- Specifying a brand name product instead of allowing an equal product to be offered
- Any arbitrary action in the procurement process

Unless otherwise required or encouraged by federal statute, procurements must be conducted in a manner that prohibits the use of in-state or local geographical preferences in the evaluation of bids or proposals; however, this does not preempt state licensing laws. Geographic location may be a selection criterion when

contracting for architectural and engineering services if an appropriate number of qualified firms can compete for the contract.

Standards of Conduct & Conflicts of Interest

No employee, officer, or agent may participate in the selection, award, or administration of a contract supported by federal or state funds if a real or apparent conflict of interest would be involved.

[Contractors](#) shall maintain written standards of conduct, which govern the performance of individuals engaged in the award and administration of contracts and provide for disciplinary action if such standards are violated. Contractors that are [Boards](#) are specifically required to include in such provisions, the definition of [immediate family](#) and [substantial interest](#). No employee, officer, or agent of the Contractor may participate in the selection, award, or administration of a contract that is supported by federal or state funds if a [conflict of interest](#) or [apparent conflict of interest](#) would be involved.

In general, a conflict of interest exists when any of the following have a financial or other interest in a firm that is selected to receive an award:

- An employee, officer or agent
- Any member of the employee's immediate family
- The employee's partner
- Any organization that employs or is about to employ any of these groups

Sources are specified on page 7-8 of the FMGC Supplement.

Part 8: Performance

A. Board performance targets

WFSDallas follows performance negotiated with TWC and the CEOs consistent with WIOA. These performance goals are incorporated into policy and contracts necessary to evaluate eligible providers under WIOA Title I subtitle B, and the Dallas workforce system. One-stop delivery system provider demonstrates a thorough understanding of the workforce system delivering an approach and strategies necessary for quality workforce services. As part of the selection criteria, the provider manages resources cost-efficiently, meet/exceed performance measures, and works to continuously improve workforce services. WFSDallas utilizes performance information to measure performance of the workforce area, training providers, and one-stop delivery system. Performance information is reviewed at every board meeting.

The following performance measures were set in accordance with WIOA § 116(c):

Employed/Enrolled Q2 Post Exit C&T Participants

Employed/Enrolled Q2-Q4 Post Exit C&T Participants

Median Earnings Q2 Post Exit

Credential Rate C&T Participants

Adult Employed Q2 Post Exit

Adult Median Earnings Q2 Post Exit

Adult Employed Q4 Post Exit

Adult Credential Rate

Dislocated Worker Employed Q2 Post Exit

Dislocated Worker Median Earnings Q2 Post Exit

Dislocated Worker Employed Q4 Post Exit

Dislocated Worker Credential Rate

Youth Employed/Enrolled Q2 Post Exit

Youth Employed/Enrolled Q4 Post Exit

Youth Credential Rate

Part 9: Training and Services

Individual Training Accounts (ITA). WFSDallas offers training services outlined in WIOA §134 through the use of ITAs. Training services are available through the workforce centers for job seekers who are unable to find employment at the Board's defined self-sufficiency wage. Following a comprehensive assessment, a job seeker may be referred to specialized services including: occupational skills training, Adult Basic Education, ESL, GED, or other services. All training services are provided in a manner that maximizes customer choice and within the targeted occupations identified by the Board. For information on the targeted occupations, please refer to our webpage at: www.wfsdallas.com. Specialized services are provided and documented based on the issuance of Individual Training Accounts (ITAs).

TWC offers an application for training providers coordinating closely with the local boards. WFSDallas provides additional screening of training providers to align with local policy and performance requirements. TWC's online eligible training provider list is available to all customers interested in occupational training pending assessment results and eligibility requirements. This information is available for customers to make an *informed choice* when selecting a training program.

ITA Limitations. According to local policy and in compliance with WIOA, for initial eligibility for the Eligible Training Provider Certification System, a training provider must meet the following criteria: proposed training must be on the board's approved targeted occupations list, minimum of one-year experience providing training to the general population, reasonable cost based on comparable training programs, a maximum of \$12,000 training cap per participant unless otherwise necessary to meet the employment needs of our local community and training is not otherwise available (classes may be considered on a case-by-case basis to exceed the training cap), providers must be appropriately accredited and provide documentation, providers must document recent employer validation/industry endorsed skill standards of training curriculum, and non-exempt providers (non-apprenticeship providers) as in accordance with Texas Education Code.

Part 10: Apprenticeship

A. Registered Apprenticeship Program

WFSDallas will work closely with the Texas Workforce Commission and Registered Apprenticeship programs within the Dallas Area to register on Eligible Training Provider System.

WFSDallas is collaborating and developing partnerships with apprentice providers to offer apprenticeship training in high demand fields. One example is with Construction Education Foundation (CEF) is on the eligible training provider system through North Lake College. This will offer at-risk youth and adults opportunities for self-sufficient employment. In addition, WFSDallas has recently signed a Memorandum of Understanding with Plumbers and Steamfitters Local Union 100 and working on an MOU with AFL-CIO. WFSDallas is working with Amazon and Dallas County Community College District for an apprenticeship program and encouraging them to register with the eligible training provider system.

B. ApprenticeshipTexas

WFSDallas will work closely with all training providers and support ApprenticeshipTexas efforts within the State. WFSDallas has a commitment to support job seekers quickly return to work. The apprenticeship programs offer unique opportunities to job seekers develop a skill and transition to good paying jobs.

PART 11: 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.

WFSDallas published the Plan in the Dallas Morning News on February 7, 2021 and via the [dallasnews.com](https://www.dallasnews.com). In addition, WFSDallas published the public notice on the board's website on February 5th at [wfsdallas.com](https://www.wfsdallas.com) for a 30-day public comment period prior to submission of the plan. The Plan Summary was presented to the Dallas County Commissioners on February 19, 2021 for additional comments/feedback. A public hearing was held on March 9, 2021 via zoom at 11:00 a.m. The Dallas Morning News Publication and Public hearing provided representatives from business, education and labor an opportunity to comment on the Local Plan. All comments received are included in the plan for review. A recording of the public hearing and agenda located at: <https://www.wfsdallas.com/about/board-meetings/>

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PUBLIC NOTICE WORKFORCE SOLUTIONS GREATER DALLAS

PUBLIC NOTICE Workforce Solutions Greater Dallas Workforce Development Programs

Workforce Solutions Greater Dallas announces the opportunity to give public comments for the 2021 – 2024 Dallas County Workforce Development Plan and Programs, which includes local partnership agreements, Workforce Innovation and Opportunity Act (Adult, Dislocated and Youth programs), Wagner Peyser Employment Services, Adult Education and Family Literacy Act, Vocational Rehabilitation Program, Senior Community Service Employment Program and other workforce programs: Child Care Services, Texas Veteran Services, Temporary Assistance for Needy Families, Supplemental Nutrition Assistance Program, Trade Act Services, totaling approximately \$140M.

A virtual public hearing will be held via Zoom on February 17th, immediately following the Board of Directors meeting at approximately and not earlier than 9 a.m. For Video Conference Information and/or registration to provide verbal comments, please send an email to: rsvplan@wfsdallas.com. Links will be sent to specific emails provided. All speakers and audience members must register to receive a link prior to February 16th. **The Board will receive written public comments from February 8th thru February 22nd.**

Appeared in: *The Dallas Morning News* on Sunday, 02/07/2021

Public Comment Received:



Greetings,

I am pleased to make comment in support of Workforce Solutions Greater Dallas Workforce Development Plan for 2021-2024.

As the administrative leader of the Dallas College Workforce and Advancement's Division of Career Connected Learning, I have had the pleasure of collaborating and partnering with Workforce Solutions Greater Dallas for the past seven years. The partnership between our entities has been and continues to be based upon our ability to align educational/workforce goals, initiatives, strategic priorities and resources in a manner that benefits and provides the support needed by every citizen in the greater Dallas region to be successful at work. This alliance has allowed us to strengthen and expand the economy through the creation of seamless processes and paths that alleviate workforce gaps and barriers to economic mobility.

The Workforce Solutions Greater Dallas Workforce Development Plan for 2021-2024 continues to create a roadmap of expansion for the workforce landscape that benefits all and fosters equity and inclusion for all citizens of the region and stimulates the Dallas economy.

Sincerely,

A handwritten signature in black ink, appearing to read 'Gloria Smith', positioned above a horizontal blue line.

Gloria Smith (Mar 8, 2021 18:21 CST)

Gloria Smith

Associate Vice Chancellor – Career Connected Learning

Dallas College



Appendix: Texas Workforce Investment Council Requirements

Local Workforce Development Board Strategic Planning

System Goal 1 and Rationale

Focus on Employers

By accessing critical education and labor data sets, employers can better find and plan for skilled workers to meet their needs in both the immediate time frame and the future. Through greater engagement with employers, education and training providers can better design career and technical education content and delivery options that are more aligned with industry needs. Providers can make adjustments in program content to benefit employers and students, as well as address both state and regional economic needs.

System Goal 1 – Local Board Response

WFSDallas analyzes local data and community resources to best serve our employer and job seeker customers. Over the years, we have sought new methods to increase the availability of better career and technical program design options that closely align with industry needs. Our workforce system is nimble and flexible with necessary modifications to meet local/regional and state economic needs. As described in the plan above, WFSDallas maintains close partnerships to meet these needs. Pages 10-11 describes different industry initiatives by high demand industry sectors. Page 12 indicates COVID-19 modifications to assist job seekers and employers. Within the Amazon fulfillment center, WFSDallas and neighboring boards, collaborated to meet the workforce needs via Work in Texas, onsite employment assistance and screening of applicants.

System Goal 2 and Rationale

Engage in Partnerships

Through collaborative and transparent processes, workforce system partners focus on outcomes that improve the employability of all program participants – from across a wide spectrum of capabilities and experiences – to meet employer needs. The leveraging of partnerships to enhance system alignment and outcomes depends on trust, a culture of collaboration both within and external to the workforce system, deep working relationships, and technical capacity to communicate to share needs, data and information. Partnerships can provide for common planning, intake, and reporting on outcomes, as well as ensuring a “no wrong door” approach to the provision of workforce programs and services.

System Goal 2 – Local Board Response

Board response and corresponding plan page number.

The Dallas workforce system offers a broad range of services addressing workforce challenges with employer-led solutions with a “no wrong door” approach. These services include in-person and virtual events; customized training, scholarships for job training credentials, adult education, and English as a Second Language; layoff services; virtual and in-person seminars for resumes, interviews and dress for success; and we may offer subsidized training supplies, uniforms, childcare and transportation. As we plan ahead with the large number of displaced workers, displaced by COVID-19, we have launched JobsNow! to provide

immediate career services through Facebook Live Monday, virtual job fairs, and highly produced experiences through Easy Virtual Events that feature thousands of jobs each quarter. Page 39 of the Plan, further identifies the vast array of workforce system programs to meet the needs of workforce customers.

System Goal 3 and Rational

By improving transitions, aligning programs, and ensuring portability and transferability, Texas improves access and the ability of all participants to complete programs of study, earn credentials, transition to further education, and gain critical employability skills. Texas employers are better positioned to find and hire the employees they need through an enhanced education and training pipeline.

System Goal 3 – Local Board Response

WFSDallas offers multiple programs to job seekers that ensures participants gain critical employability skills. These skills have been identified as high demand and in need by local/regional employers. WFSDallas remains ready to meet the needs of local employer by launching in 2021 training for thousands of unemployed workers in in-demand jobs. Dallas benefits from a robust job market, and constant influx of new employers, even during the pandemic. Our efforts continue to aggregate employers within specific industry sectors, with an emphasis on Retain (jobs), Retrain (for employer specifications), and Reboot (our workforce system). Pages 44 and 45 identifies unique employer focused initiatives to better position Texas Employers find and hire employees they need.

System Goal 4 and Rationale

Improve and Integrate Programs

Accelerate employment and improve efficiencies through shared resources that can be leveraged to create new, relevant, and innovative opportunities that serve the needs of all stakeholders. By addressing high-priority programmatic needs through an integrated strategy, decision making at the system, partner and participant levels is improved and system delivery is enhanced. The changing economic and educational landscapes provide opportunities to share relevant data through appropriate “push” mechanisms in an organized manner to key stakeholders who rely on information generated by system partners.

System Goal 4-Local Board Response

To accelerate and improve efficiencies of shared resources and leveraged partnerships, WFSDallas is poised to meet the needs of local job seekers and employers. As indicated in the plan and strategies described above, WFSDallas will focus on *work&learn* strategies, technology tools, private sector investments, quality child care, and share labor market information with our education/chamber/economic development and community leaders as well as other system partners. The partnerships of the Workforce Ecosystem are more critical in a time of disruption and recovery. WFSDallas will accomplish the attached goals for 2021-2024:

- Assist employers to retain the workforce, fill vacancies and retrain workers for new job specifics
- Assist job seekers to retrain, rehire, and upskill for this rapidly changing marketplace
- Convene the community to provide labor market data, job specific and industry information, in-person and virtual hiring events for today's jobs

- Assist young adults in planning and executing their future career plan
- Assist anyone to achieve a better record of academic achievement and work credentials – to obtain that dream career including ESL instruction
- Assist working parents to local and pay for quality child care for infants, toddlers and after school care for young students
- Assist the child care industry to increase quality and sustainability through innovative training and financial strategies.