

# Strategic Plan for 2007-2011

North Central Texas Council of Governments

*Adopted by the NCTCOG Executive Board January 24, 2008*

## Introduction and Background

In November 1999, the Executive Board of the North Central Texas Council of Governments (NCTCOG) adopted the *Strategic Plan for 1999-2003*. This plan identified more than 30 regional issues that needed to be addressed on a regional basis. NCTCOG immediately began working with and supporting its local governments through programs and projects that could deal with the opportunities and challenges presented in these issues.

A second round of strategic planning, undertaken by NCTCOG departmental staff in conjunction with their advisory committees and others, was completed in early 2003. The document produced by this process, *Gearing for the Future: Strategic Plan for 2003-2007* provided effective guidance for the work of the agency over this period. Thanks to regional cooperation and hard work, much has been accomplished over this past decade to address these important issues and improve the quality of life throughout North Texas.

## *Strategic Plan for 2007-2011: Regional Vision*

The current agency *Strategic Plan for 2007-2011: Regional Vision* was developed during the fall of 2007. Departments worked internally and with advisors and committee members to update their previous plans, identify new and emerging regional issues, strategize steps to success, and develop indicators to track progress. We believe this updated document will provide the structure and guidance needed in the coming years, to enable NCTCOG to continue effectively working with and for local governments to address the region's critical needs.

We look forward to together achieving our shared vision of a stronger, more effective and efficient North Central Texas Region.

Mike Eastland, Executive Director

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## Community Services

The mission of Community Services is providing services that maximize independence to older and disabled adults; planning, implementing, maintaining, and coordinating programs in criminal justice and public safety emergency communications; and offering training opportunities for law enforcement and other local government personnel. The functional program areas involved in carrying out this mission include: Aging, Criminal Justice, Radio Communications, 9-1-1 Administration, Auto Theft Prevention, Law Enforcement Training, and Local Government Personnel Training.

### *Aging*

The Area Agency on Aging (AAA) provides an accessible, locally based, and coordinated system of services to older persons, their family caregivers, and nursing home residents who live in the 14 counties surrounding Dallas and Tarrant counties. The program's mission is to help consumers live as independently and safely as possible. This is accomplished by providing services on a direct and contractual basis that include: information, referral and assistance; home-delivered meals; congregate meals; transportation; nursing home ombudsman; nursing home relocation; case management; benefits counseling; legal assistance; homemaker; caregiver education; and respite services.

During State Fiscal Year 2007 the AAA provided care coordination services to 716 frail elderly clients at risk of nursing home placement, and caregiver support coordination services to 470 unpaid caregivers who assisted frail elderly family members. In addition, it funded 60,130 congregate meals, served to 2,568 older clients; 429,834 home-delivered meals, served to 4,712 homebound elders; and 36,868 one-way trips for older riders.

### ***ISSUE: Better prepare for an aging population***

VISION OF SUCCESS: Local communities will be prepared to meet the needs of Baby Boomers.

#### STEPS TO SUCCESS:

- Help interested communities assess their readiness to meet the needs of their aging population.
- Develop emergency preparedness plans for older citizens.
- Meet the needs of high-risk older persons.

#### INDICATORS OF SUCCESS:

- Greater number of communities that have a plan to meet the needs of their aging populations.
- Greater sensitivity of emergency preparedness plans to the needs of older persons.
- Greater interagency cooperation to meet the needs of older persons with multiple, complex needs.

***ISSUE: Diversify funding streams***

VISION OF SUCCESS: Additional funds will expand program capacity and allow Aging to serve younger persons with disabilities. As a result, people of all ages who have disabilities and require long-term care services will have access to a navigator who can connect them with services from multiple agencies.

STEPS TO SUCCESS:

- Apply for grants that will support navigator services for consumers of all ages.

INDICATORS OF SUCCESS:

- Diversification of Agency funding streams.
- Greater integration of aging and disability services.
- Increased consumer access to long-term care services and supports.

***ISSUE: Increase Volunteer Pool. Increase the pool of trained and certified volunteers who can assist consumers with protecting their rights, accessing benefits, and managing their personal finances.***

VISION OF SUCCESS: Well-trained volunteers will be able to expand local services that protect consumers' rights, and provide face-to-face assistance necessary to resolve complicated issues.

STEPS TO SUCCESS:

- Develop and implement comprehensive volunteer recruitment program.
- Analyze volunteer recruitment strategies.
- Explore opportunities for improvement.

INDICATORS OF SUCCESS:

- Expanded volunteer base and program activity levels for ombudsman, benefits counseling, and money management programs.

***ISSUE: Support Care in the Least Restrictive Setting. Provide current and potential nursing home residents viable options for community-based care.***

VISION OF SUCCESS: Nursing home residents who have capacity for independent living will receive assistance in relocating; elderly and disabled persons who are considering nursing home placement will receive counseling to help them determine if nursing home care is truly the best option.

STEPS TO SUCCESS:

- Seek funding to provide relocation services to nursing home residents of all ages.
- Provide relocation counseling to prospective nursing home residents that helps them identify community-based support and assesses their adequacy.

INDICATORS OF SUCCESS:

- Successful transitions from nursing home to community-based care.
- Successful diversions for prospective nursing home residents.

## *Criminal Justice*

The Criminal Justice Program allocates funds and provides technical assistance to existing and potential grantees seeking grants for federal and state funds. Local governments, independent school districts, and non-profit agencies apply for the funds to implement new programs or strengthen existing ones. Applicants for Office of the Governor Criminal Justice Division (CJD) grant funds receive assistance with the development of Community Plans, designed to encourage local governments and agencies to examine their own needs based on current statistical data. Additionally, the Criminal Justice Program assists local units of government in developing special projects with multiple agencies to address individual needs in a more cost effective manner through sharing of resources and efficiencies of scale.

In FY 2008 the Criminal Justice Program prioritized 241 program applications for \$18.5 million for cities, counties, school districts, and non-profit agencies. These program priorities were submitted to the Governors Criminal Justice Division for final funding determination.

### ***ISSUE: Coordination of Criminal Justice Programs. Increase emphasis on community planning.***

VISION OF SUCCESS: Comprehensive community planning will reduce duplication of services, determine new service needs, and identify program priorities based on local priorities.

#### STEPS TO SUCCESS:

- Increase stakeholder planning participation throughout the region.
- Collect accurate data to support issues identified by all the planning groups; identify current resources which address identified issues; identify gaps in services; assist local agencies with project development by helping to identify federal, state, local, private foundation funding sources; and assist in the coordination of existing services to meet the needs of the local communities.
- Continue professional development to improve service delivery to local units of government by streamlining the application process.
- Continue to provide technical assistance to grantees to ensure the successful use of project funds.
- Continue to assist cities, counties and non-profit agencies by developing Capacity Building technical assistance to improve services to constituents.

#### INDICATORS OF SUCCESS:

- Increased participation in the community planning process.
- Increased knowledge of existing service delivery components.
- Reduced duplication of service areas.
- Reduction in crime and/or re-victimization.
- Improved intra-agency planning
- Continued positive feedback from applicants/grantees.
- Reduction in audit findings for grantees.
- Improved success of funded programs.

**ISSUE: Law Enforcement Analysis Portal (LEAP) Program. Develop and market the LEAP project with law enforcement agencies in this region, as well as other regions along the major traffic corridors to El Paso, Houston, San Antonio, Austin, and Corpus Christi.**



**VISION OF SUCCESS:** Consolidate law enforcement agencies' data into the central data center and apply criminological algorithms to queries on that data to increase case closure rates, improve investigative time to closure, increase officer safety utilizing the de-confliction tool (anonymous notification of locations for tactical operations), and decrease investigative time.

**STEPS TO SUCCESS:**

- Update all elected and law enforcement officials in the region on the benefits of LEAP.
- Execute Memorandums of Understanding (MOUs) with each city, county, and special law enforcement agency, authorizing and guiding the sharing of information.
- Develop interfaces to the various Records and Jail Management Systems in the region and integrate them into the Data Center.
- Provide demonstrations and briefings to elected officials and law enforcement administrators.



**INDICATORS OF SUCCESS:**

- Increased participation in LEAP with both integration of data and subscriptions. Improvements in case closure rates and reduction of time spent on investigations with participating law enforcement agencies.
- Reduction in crime and/or re-victimization by participating agencies.
- Improved inter-agency cooperation with cross jurisdictional investigations, and improved use of personnel time as a result of information sharing.

## ***Radio Communications***

The Department of Community Services' Public Safety Radio Communications Program provides planning, coordination, facilitation, and implementation services for several Public Safety Radio Communications projects, including the coordination of 800 MHz and 700 MHz frequencies, interoperable communications planning and implementation, and sustainability model development. Inherent in these major programs are Governance Committee coordination, and the provision of technical assistance to participating public safety agencies.

The Community Services' Public Safety Radio Communications Program successfully coordinated the implementation of interoperable radio communications in 89 public safety agencies. Also, Standard Operating Procedures were developed and approved

by the Regional Interoperable Communications Governance Committee. The Communications Memorandum of Understanding was developed and distributed for local public safety agencies' benefit. Planning for SAFECOM's Standards-Based, Level Six interoperability began in May 2007 and, if provided sufficient funding, NCTCOG will coordinate implementation of the Level Six framework, and development of a long-range communications plan.

On January 31, 2007, the Federal Communications Commission (FCC) approved the 700 MHz Communications Plan.

***ISSUE: Frequency Coordination. Improve Public Safety's ability to communicate effectively.***

VISION OF SUCCESS: The ability to communicate effectively without frequency interference or congestion.

STEPS TO SUCCESS:

- Provide coordination assistance to the Region 40, Regional Review Committee which will examine applications for 821 MHz and 700 MHz frequencies, and forward their recommendations to the proper agencies for further action.

INDICATORS OF SUCCESS:

- Timely action within the review process, and FCC allocation of frequencies to requesting agencies.

***ISSUE: Regional Interoperable Communications. Ensure reliable inter-jurisdictional radio communications.***

VISION OF SUCCESS: Inclusion of 20 additional public safety agencies in the Standards-Based Level Six Interoperability framework will allow personnel to communicate effectively and inter-jurisdictionally, regardless of what frequencies or manufacturer's equipment is used. Initiate development of Level Six Interoperability Plan, and deployment of Level 6 framework.

STEPS TO SUCCESS:

- Secure grant funding for implementing Level Six interoperability.
- Review agencies' interoperable communications needs.
- Develop equipment and systems' specifications, where necessary.
- Provide assistance with equipment procurement.
- Train users in standard operating procedures and equipment operation.
- Continue Governance Committee coordination.

INDICATORS OF SUCCESS:

- Funding for additional public safety agencies to achieve interoperability.
- Ability of participating agencies to communicate at will, with any other agency, whether local, state, or federal.
- Development of Level Six interoperability plan, and deployment of Level Six framework.
- Effective oversight by the Interoperable Communications Governance Committee.

***ISSUE: Sustainability. Increase funding sources to sustain an effective interoperable communications system.***

VISION OF SUCCESS: General acceptance by local governments that sustainability for the communications network is important and that they will share in the funding of regional communications systems and assets.

STEPS TO SUCCESS:

- Funding for Sustainability planning.
- Development of a model that fits the region's needs.
- Promotion of the approach for sustaining an effective regional communications program.

INDICATORS OF SUCCESS:

- Adoption by local governments of a plan or methods for funding regional communications assets.

***ISSUE: Technical Assistance. Increase capabilities to effectively assist local public safety agencies in achieving interoperable communications.***

VISION OF SUCCESS: Assisting public safety agencies in preparing for or participating in Level Six implementation.

STEPS TO SUCCESS:

- Identifying interoperability needs
- Developing equipment specifications.
- Assisting with accessing the state's Domestic Preparedness Assessment website for grant processing and local funds recovery.

INDICATORS OF SUCCESS:

- Procurement, installation, and effective operation of appropriate interoperability equipment for public safety agencies.

### ***9-1-1 Administration***

9-1-1 Emergency Number Planning and systems maintenance allows for systems upgrades through the timely replacement of 9-1-1 equipment, rural addressing, public education and information, training of Public Safety Answering Point (PSAP) personnel, and planning for required network and wireless location solutions. Forty-three PSAPs participate in NCTCOG's 9-1-1 Program. Future challenges center around implementation of Next Generation (NG) 9-1-1. NCTCOG's 9-1-1 program will be implementing a new Internet Protocol (IP) 9-1-1 Network, which will act as the backbone for the Next Generation Network. This network will also serve to improve redundancy and diversity. New 9-1-1 equipment for the PSAPs will also be implemented in the next few years and NCTCOG staff plans to provide all maintenance activities.



During 2007, the 9-1-1 Program had a total of over 700,000 9-1-1 calls answered at the PSAPs in the NCTCOG service area, with over 60% of those calls initiated from wireless phones. NCTCOG is at the highest possible level of 9-1-1 service at this time. This consists of Enhanced 9-1-1 features of selective routing and automatic number and location information, Wireless Phase II service with location determination, and Voice over Internet Protocol (VoIP) service of pre-i2 with registered location. There is an equal level of service in each of the fourteen counties. NCTCOG offers training to over a thousand call takers each year on the operation of 9-1-1 equipment and additional training for telecommunicators throughout the-region (including 9-1-1 home rule cities and districts).

***ISSUE: Implementation of IP 9-1-1 Network. Implementation of IP Network to act as a backbone for Next Generation 9-1-1 and serve to improve redundancy and diversity of the current network. This also allows for increased emergency preparedness.***

VISION OF SUCCESS: Network integrity will be strengthened through redundancy and diversity. The new network will also allow for connectivity between each of the service area's PSAPs and the ability to transfer calls on the 9-1-1 lines between the PSAPs.

STEPS TO SUCCESS:

- Work with consultant to release an RFP and then procure a vendor to implement this project.
- Implement the network throughout the fourteen county region while following procedures and rules set forth by the Commission on State Emergency Communications (CSEC).

INDICATORS OF SUCCESS:

- An open-architecture private network for 9-1-1 traffic. The network will be implemented and in maintenance phase, with the desired outcomes identified above.

***ISSUE: Implementation of New IP-Based 9-1-1 Customer Premise Equipment (CPE) in the service area's PSAPs. The current 9-1-1 system is limited to voice calls. IP equipment will allow for moving to Next Generation 9-1-1 and accepting text, photos, video and other data.***

VISION OF SUCCESS: Implementation of new IP-Based 9-1-1 equipment throughout the fourteen county region.

STEPS TO SUCCESS:

- Work with consultant to identify and procure 9-1-1 IP-Based equipment.
- Install equipment and move to self-maintenance, utilizing trained 9-1-1 staff technicians.
- After implementation of equipment, NCTCOG will move towards Next Generation 9-1-1 by accepting data through the IP network. This will be a phased transition and will be affected by industry technology available, standards, and other requirements.



#### INDICATORS OF SUCCESS:

- New equipment in each PSAP with the capability of receiving 9-1-1 traffic from non-traditional avenues. This will allow for 9-1-1 access from any device, anytime, anywhere in the NCTCOG region.

### *Auto Theft Prevention*



providing education and information materials for distribution within their own jurisdictions.

The Reduce Auto Theft in Texas (RATT) program provides statewide public education, information and media services to the general public, law enforcement officers, and specialized groups. RATT also provides training on auto burglary and theft prevention to law enforcement officers throughout the state. The program provides support to Texas Automobile Burglary and Theft Prevention Authority (ABTPA) grantees by

In FY 2007, RATT distributed 688,219 promotional items, brochures, and materials to citizens, auto theft prevention trainees, grantees, and law enforcement agencies. A total of 166 presentations and exhibits were completed and approximately 220,000 people had the opportunity to learn about auto theft prevention through these events.

***ISSUE: Providing public education and information to reduce motor vehicle theft and auto burglary. Provide the general public with increased awareness of auto theft prevention information.***

VISION OF SUCCESS: Increased public awareness and prevention education will help reduce motor vehicle theft and auto burglary rates in Texas.

#### STEPS TO SUCCESS:

- Increase motor vehicle theft and auto burglary awareness and education efforts in Texas' major metropolitan areas.
- Identify specific demographic groups most affected by vehicle theft and burglary to target public awareness activities.
- Seek new, diverse public awareness opportunities in order to reach more Texas drivers with the message of prevention.
- Strengthen relationships with Texas' auto theft task forces and law enforcement units.
- Acquire private funding to supplement ABTPA monies for equipment and educational materials.

#### INDICATORS OF SUCCESS:

- Decrease in Texas' annual theft from vehicles and decrease in motor vehicle auto theft total and per capita rate.
- Increased public awareness events partnering with new public and private entities.
- Increased acquisition of public awareness opportunities for fellow ABTPA grantees.
- Increased recognition of the "Watch Your Car" and "You Hold the Key" educational campaigns among Texas drivers.

***ISSUE: Identifying additional income streams. Inadequate funding to sustain an effective public education program.***

VISION OF SUCCESS: Increased ability to educate greater numbers of Texas drivers with information about motor vehicle theft and burglary prevention.

STEPS TO SUCCESS:

- Establish a stronger marketing relationship with NCTCOG's Department of Transportation to cross promote vehicle-related initiatives.
- Additional funding may be sought through foundations and donors willing to provide funding assistance.

INDICATORS OF SUCCESS:

- Decrease in Texas auto theft and auto burglary totals.
- Increased contact with and saturation of the Texas driving public to promote vehicle theft prevention, vehicle burglary prevention and clean air information.
- Continued successful operation of the Reduce Auto Theft in Texas (RATT) program.

### ***Law Enforcement Training***

Law enforcement training through the Regional Police Academy provides basic and advanced peace officer training to local law enforcement officers, corrections personnel, and telecommunicators. Future challenges include developing web-based courses for veteran officers and enhancing existing courses through simulator training.

During FY 2007, the Regional Police Academy conducted eight Basic Peace Officer courses and trained 279 new officers. In addition, a total of 219 Advanced law enforcement courses were offered with 2,487 veteran officers completing training.

***ISSUE: Identifying Additional Income Streams. Insufficient funds to sustain an effective law enforcement training program.***

VISION OF SUCCESS: Training needs such as Professional Police Driving, Pistol Qualifications, Incident Command, and Scenario-Based Training will have greater opportunities to be implemented.

STEPS TO SUCCESS:

- Involve Emergency Preparedness to assist with Incident Command funding and coordination.
- Additional funding may be accomplished through identification of private foundations willing to provide endowments or other funding assistance; cooperative agreements with member cities to provide funding; or funding agreements with educational institutions.

INDICATORS OF SUCCESS:

- Continued satisfaction of local agencies.
- Continued operation of the Regional Police Academy.
- Provision of cost-effective training programs to member agencies.
- Continued high quality of instruction.

***ISSUE: Long-Term Lease Agreement for Regional Training Facilities. Development of plan for long-term lease agreement for regional training facilities.***

VISION OF SUCCESS: Long-term lease agreements will provide more reliable facilities and improve the Academy's potential to meet local agencies' training needs.

STEPS TO SUCCESS:

- Identification of training facilities can be accomplished by surveying the region to determine existence of adequate facilities and/or enacting inter-agency agreements for facility use.

INDICATORS OF SUCCESS:

- Well-trained law enforcement officers.
- Adequate and safe facilities for driving, firearms and practical application courses.
- Increase in attendance for practical application courses.
- Continued satisfaction by local agencies.
- Increase in revenues.

***ISSUE: Increases in Mandated Training. Increases in mandated training require additional programs, courses and well-qualified instructors.***

VISION OF SUCCESS: Additional resources will help meet increased state demands for courses and maintain highly qualified instructors.

STEPS TO SUCCESS:

- Conduct training courses required by TCLEOSE.
- Conduct surveys of area agencies to identify qualified instructors in specific areas of expertise.

INDICATORS OF SUCCESS:

- Increased resources will enable required courses to be taught by the best available instructors with continued high pass rates for participants.

## ***Local Government Training***

The Regional Training Center offers programs to meet the specific training needs of local governments. Courses are offered at the Regional Training Center in Arlington, as well as on-site. Personnel are able to receive quality, cost effective courses in planning and zoning, media relations, customer service, supervision and management, water/wastewater, code enforcement, freeway incident management, and public funds, to name a few.

In fiscal year 2007, the Regional Training Center conducted 183 training programs/activities providing instructions and supporting the needs of 3,913 students.

***ISSUE: Regional Training Center's Perspective on Training. Increase the Regional Training Center's visibility, programming capabilities, and cost effectiveness to better meet the needs of local governments.***

VISION OF SUCCESS: Local agencies will use the Regional Training Center as their primary training source.

STEPS TO SUCCESS:

- Offer required training courses to meet day-to-day local agency requirements and assist them in maintaining professional standards.
- Offer in-service courses to provide required training to member governments' personnel.
- Offer cluster training in the region to reduce travel costs of member governments.

INDICATORS OF SUCCESS:

- Maintain a consistent number of desirable course offerings to allow member governments the opportunity to take advantage of reduced cost training, while holding cancellations to less than 15 percent.
- Also, increased revenues sufficient to offset all expenses should be generated.

# Emergency Preparedness

The Emergency Preparedness Department continues to serve as a convener, coordinator, and advocate for city and county governments, volunteer and non-profit agencies and private industry in North Central Texas to increase emergency preparedness capacity for the region. Deficiencies will continue to be identified and recommendations made through a broad representation of regional stakeholders. Regional emergency



preparedness policies will be developed and implemented by the Emergency Preparedness Advisory Council and its technical subcommittees. Local, State and Federal funding and training opportunities will be aggressively sought out and coordinated while placing emphasis on collaboration and effective use of existing resources. Additional funding streams from the public and private sector will be leveraged where possible to enhance existing traditional homeland security grants. The Emergency Preparedness Department also works closely with other NCTCOG Departments to fully realize the benefits of the talent and resources within the agency to address the following issues:

## ***ISSUE: Local and County All-Hazards Emergency Management Plans and Integrated Regional Plans.***

**VISION OF SUCCESS:** Increase the development and updating of state approved emergency plans for local and county governments in a manner, which facilitates a regional approach to common problems, and results in an increased regional emergency preparedness capacity. Continue the development of regional multi-agency coordination and resource management plans for catastrophic events.

### **STEPS TO SUCCESS:**

- Identify funding opportunities to aid city and county governments in completing emergency planning documents.
- Work with local elected officials to increase the understanding and awareness of state statutory requirements for having an emergency management program which includes an approved emergency plan with accompanying legal documents.
- Assist city and county personnel responsible for completing plans and provide support and technical guidance when appropriate including assistance through the University of North Texas Emergency Administration and Planning internship program.
- Continue working with the Governors Division of Emergency Management, Texas Engineering Extension Service and regional stakeholders to fully develop a multi-agency coordination system (MACS) for catastrophic events.
- Work closely with Public Health and Medical agencies to assist urban and rural areas to address regional medical operations plans and public health plans and to ensure continuity with MACS planning and operations.

#### INDICATORS OF SUCCESS:

- Increased number of approved emergency plans listed in state Division of Emergency Management database.
- Increased participation and knowledge demonstrated by local elected officials regarding emergency management issues, planning concepts, and responsibilities.
- Increased participation by regional emergency managers in emergency management activities sponsored by NCTCOG.
- Completion and adoption of MACS & RMOC planning sections and training.
- Positive feedback from regional elected officials, emergency managers and the Texas Division of Emergency Management.

#### ***ISSUE: Need for Continued Coordinated Emergency Preparedness Efforts Among Public, Private and Volunteer/Non-Profit Disciplines.***

VISION OF SUCCESS: There should be well-established technical committees in each appropriate discipline that come together to address common regional issues and serve as subject matter experts when establishing regional priorities. Existing parallel efforts are identified and joint meetings, planning efforts and disaster drill exercises are convened. Activities are evaluated and gaps in preparedness are addressed. Memorandums of Understanding and Mutual Aid Agreements are formed between public and private agencies.



#### STEPS TO SUCCESS:

- Identify all appropriate public, private, volunteer and non-profit agencies, including NCTCOG departments, involved in planning activities or projects which may contribute or enhance emergency preparedness activity in the region.
- Attend and participate in emergency planning meetings and forums to identify common efforts.
- Convene meetings between groups that are involved in similar efforts but reside in different geographical locations in the region.
- Create and maintain comprehensive distribution contact lists.
- Create and maintain regional electronic calendar informing stakeholders of meetings and training opportunities.
- Organize subject matter experts into discipline specific sub-committees for guidance in project and funding approvals and planning efforts.

#### INDICATORS OF SUCCESS

- Increased level of participation by public, private, volunteer and non-profit agencies in emergency preparedness activities.
- Increased level of awareness by all agencies of the importance of regionalism in emergency preparedness.
- Increased requests for presentations on regional collaboration and emergency planning.

- Involvement in joint projects with other NCTCOG departments.
- Feedback from elected officials, city and county managers and the Emergency Preparedness Planning Council.
- Sub-committees are fully utilized in funding and planning initiatives.
- Funding streams with similar deliverables are combined and leveraged to realize economies of scale.

***ISSUE: Need for Increased Training and Equipment for All-Hazards Events and Maintenance of Resulting Programs.***

VISION OF SUCCESS: Priorities for emergency preparedness related training continue to be identified, communicated and acted upon using existing resources and grant funding. A variety of low cost or no cost training is identified and coordinated by NCTCOG. Regional emergency preparedness capacity is increased and the need for state and federal government assistance is decreased. Plans are developed to maintain these programs in the absence of or in the event of reduced homeland security funding.



**STEPS TO SUCCESS:**

- Communicate the findings in the Regional Strategies Document to regional stakeholders and elected officials.
- Identify funding opportunities, communicate those opportunities and assist local and county governments in completing grant applications.
- Assist state and federal agencies as requested in administering equipment and training grants.
- Raise awareness and encourage jurisdictions and supporting agencies to engage in long range planning for maintenance of equipment and training programs.
- Facilitate and encourage comprehensive participation in regional, state and federal exercises.

**INDICATORS OF SUCCESS:**

- Training opportunities are increased and well attended.
- Surplus equipment programs are identified and taken advantage of.
- Equipment grants are completed and cities and counties receive detection, decontamination and personnel protective equipment including interoperable communications equipment.
- State and Federal training and exercise standards are met by all appropriate agencies.
- Protocols and standards are further developed for use of equipment and response and recovery systems for regional emergencies and disasters.



## Environment and Development

As one of the fastest-growing regions in the country, with a population larger than that of many U.S. states and a regional economy that generates the fifth-largest Gross Domestic Product in the nation, North Central Texas faces some of the most challenging environmental and development-related issues in the nation. In 2007-2011, the Department of Environment and Development will continue to play a leading role in advancing planning and practices that accommodate this growth while maintaining and improving environmental quality and quality of life in the region.



The Department of Environment and Development accomplishes this through two primary and interrelated initiatives, **Sustainable Environmental Excellence (SEE)** programming and programming through the **Center of Development Excellence**. The SEE initiative for 2007-2011 is comprised of two main areas of focus: SEE Less Trash, which addresses regional solid waste planning needs, and SEE Safe, Clean and Green, which addresses regional needs for quality and sufficient water resources. The Center of Development Excellence initiative for 2007-2011 is comprised of three areas of focus: Sustainable Communities and Region, Sustainable Public Rights-of-Way, and Sustainable Sites and Buildings.

### *SEE Less Trash*

***ISSUE: An increasing volume of waste must be accommodated by limited disposal facilities, necessitating increasing reuse, recycling, and other innovative reduction solutions. Improper disposal of waste can pose a hazard to human and environmental health and safety, and is costly to local communities.***

**VISION OF SUCCESS:** Purchased materials are reused and recycled wherever possible, illegal dumping is significantly reduced, and remaining waste is handled in a safe manner at permitted facilities.

#### STEPS TO SUCCESS

- Update the *Regional Solid Waste Management Plan*.
- Continue to serve as the designated regional Solid Waste planning agency, assisting the State in planning, administering grants, offering educational opportunities, working with the private sector, and assessing effectiveness of local programs.
- Support reuse and recycling of solid waste through TIME TO RECYCLE program activities including:
  - Assessing local progress on recycling goals by conducting follow-up surveys to the 2007 Regional Recycling Benchmarking Study.
  - Identifying and sharing best practices for local source reduction and recycling programs.





- Addressing specific regional needs including increasing recycling programs for Construction and Demolition Debris and Large Venue/Special Events, and issues related to special wastes such as e-waste, household hazardous waste, tires, and disaster debris.
- Support regional efforts to handle solid waste safely at permitted facilities through ASSURING CAPACITY FOR TRASH program activities including:
  - Assessing and approving landfill applications on behalf of the State.
  - Operating the closed landfill inventory program.
- Support regional efforts to reduce illegal dumping through STOP ILLEGAL DUMPING program activities including:
  - Continuing to operate the surveillance camera loan program to support local efforts to reduce illegal dumping.

#### INDICATORS OF SUCCESS

- Annual percent reduction per capita in disposal of municipal solid waste.
- Increase in average reported recycling rate for cities in North Central Texas, compared to regional recycling rate benchmark study (approved 2007).
- Reduction in the number of illegal dumping sites in the region.
- Increase in the quality of solid waste grant project applications received during funding cycles, as well as the quality of completed solid waste project outcomes.

### *SEE Safe, Clean, and Green*

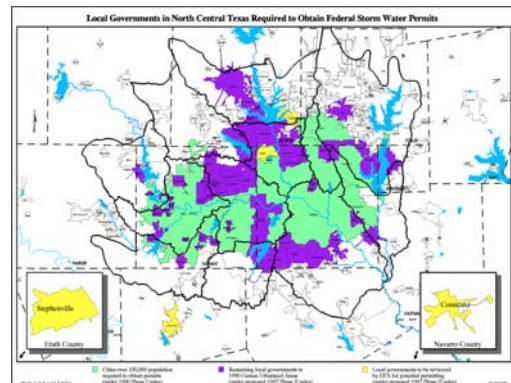
***ISSUE: Water is vital to life in North Central Texas. Without sufficient supplies of clean water for drinking and other uses, proper management of stream corridors so flooding and other risks are reduced, and strategic conservation of important open spaces within our watersheds, North Central Texas cannot continue to grow, develop, thrive, and maintain our quality of life. Effectively addressing these complex issues requires a cooperative, watershed-based approach, focused on the integrated health and orderly development of our region’s water resources.***



**VISION OF SUCCESS:** By 2025, North Texans will SEE SAFE waterways with CLEAN water within a regional ecosystem framework of GREEN watersheds. SAFE waterways are ones where the risk of flooding is reduced and erosion of stream banks is stabilized. CLEAN water—in forms including rivers, streams, reservoirs, drinking water, and groundwater sources—meets desired goals for water quality and is available in sufficient quantity to support the needs of a growing population. GREEN watersheds are strategically planned and managed networks of natural lands, working landscapes and other open spaces, which protect, sustain or restore vital ecosystems, provide recreational and mobility opportunities, and contribute to the health and quality of life of people and communities.

## STEPS TO SUCCESS:

- Support SAFE waterways through activities including:
  - Assisting local governments and the US Army Corps of Engineers to expedite the Section 404 permitting process.
  - Fostering partnerships with federal and state agencies and appropriate nonprofit agencies to increase the effectiveness of watershed, source-water protection, natural hazard, corridor, and other programs.
  - Continuing and expanding Trinity River COMMON VISION programming for corridor-based initiatives to improve safety and environmental quality.
  - Managing the Corridor Development Certificate process.
  - Cooperating with other departments and agencies to support natural hazard planning and implementation, including Digital Flood Insurance Rate Map (DFIRM) updating and other initiatives.
- Support CLEAN water through activities including:
  - Strengthening the area-wide water quality management planning process.
  - Coordinating with regional water planning groups in the preparation of their plan updates.
  - Supporting opportunities for wastewater reuse by major water/wastewater operators.
  - Pursuing innovative strategies to reduce outdoor water use.
  - Encouraging and supporting implementation of *integrated* Storm Water Management (iSWM) for construction and site development.
  - Promoting and expanding the Regional Storm Water Management Program and implementation activities for regulated local governments and other permitted entities (numbering more than one hundred).
- Support GREEN watersheds through activities including:
  - Pursuing collaborative partnerships to promote and implement “green infrastructure”. Examples include helping Transportation with consultation and identifying potential environmental mitigation areas in metropolitan transportation planning, and becoming an enterprise function with the Trust for Public Land for Greenprinting as cities prepare/update their comprehensive plans.
  - Developing and maintaining a “regional ecosystem framework,” building upon NCTCOG’s role as the regional GIS clearinghouse, in partnership with resource agencies.
  - Expanding public outreach through the Upper Trinity Watershed Partners initiative.



- Encouraging integration of strategies for efficient water use and improved water quality into the design of infrastructure such as streets, highways, utilities, public buildings, and parks.
- Considering the equity of environmental impacts and using available resources to ensure that no population bears disproportionate environmental burdens.

#### INDICATORS OF SUCCESS

- More waterways and associated corridors meet state and regional water quality standards or goals.
- Reduction in regional Gallons Per Capita Per Day (GPCD) and individual local government GPCD measures.
- Successful completion of annual water quality plan updates and local implementation of consistent drought contingency plans.
- Local submissions and State approval of adequate Storm Water Management Programs (SWMPs) with annual reporting of progress.
- Completed and approved Project Management Plans (PMPs) for Trinity and other corridor-related development projects.
- Hazard mitigation funding to local governments.

### *Center of Development Excellence*



***ISSUE: If growth projected for North Central Texas in the coming decades continues according to current projections and in “business as usual” patterns, North Texans will realize diminished quality of life, as reflected in measures including poorer air quality, decreased open space, increased gridlock, decreased environmental quality, insufficient water supply availability, increased flooding and runoff, decreased surface water quality, and increased urban heat island effect. Development and land-use decisions at the regional and community level, regarding public infrastructure, and at the individual site and building level, impact the success of the region as a whole.***

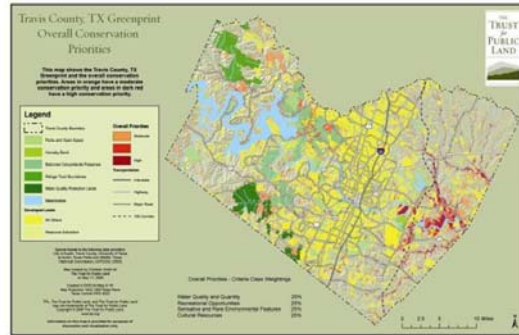
VISION OF SUCCESS: The North Central Texas region is recognized nationwide as a center of development excellence. Residents, businesses, and visitors to the region enjoy a built environment that creates a true sense of place, uses water, energy, and environmental resources effectively and efficiently, protects a diversity of habitats, reduces Vehicle Miles Traveled (VMT), and supports public health and quality of life. Local governments have the tools necessary to achieve their desired development goals and understand that sustainable practices are critical to the economic and environmental success of the region.

The Center of Development Excellence works to achieve this vision of success through strategic initiatives that guide three primary levels/types of development:

- **Sustainable Communities and Region**
- **Sustainable Public Rights-of-Way**
- **Sustainable Sites and Buildings**

## STEPS TO SUCCESS:

- Support achievement of sustainable communities and region by:
  - Serving as a leading partner in Vision North Texas and supporting development and implementation of *North Texas 2050*.
  - Establishing the Celebrating Leadership in Development Excellence (CLIDE) Award as the preeminent regional recognition for Development Excellence practices and one which is noted nationwide.
  - Providing Greenprinting services to local governments and as needed for regional initiatives, connecting citizen priorities with land-use planning to facilitate effective conservation of critical environmental assets and public support for acquisition.
  - Working with other Agency departments and other entities to integrate environmental review processes (e.g. NEPA) more fully into project-planning, including conducting review at an earlier stage in the project life-cycle.
  - Continuing to provide support on local comprehensive planning, infrastructure and urban/rural planning issues and for the Texas Community Development Program.
- Support development of sustainable public rights-of-way by:
  - Promoting sustainable planning activities and stakeholder involvement.
  - Implementing best practices which improve storm water quality and lessen storm water runoff from impervious roadway surfaces.
  - Determining and implementing best practices to reduce unnecessary energy use and water consumption, increase construction efficiencies, reduce future maintenance costs, and facilitate regulatory compliance.
  - Promoting development of green infrastructure that enhances the built environment and provides environmental benefit, such as reducing the urban heat island effect, improving air quality, or promoting walkable communities.
  - Continuing to support Texas Community Development Block Grant administration to address infrastructure needs in rural communities.
  - Educating stakeholders about the resource efficiencies—including reduced costs, reduced mitigation, and reduced consumption and waste—that sustainable or “green” infrastructure designs and practices can produce.
- Support resource-efficient and sustainable sites and buildings by:
  - Developing and implementing a Green Sites and Buildings program focused on promoting more efficient use of water, energy, and other resources.
  - Continuing to develop and promulgate consistent regional code amendments on the three-year national cycle.
  - Encouraging resource-efficient practices at Agency facilities.



- Actively seeking opportunities to work with other Department and Agency programs to integrate innovative resource-efficient practices into the design of trails, roadways, public buildings, parks, infrastructure, and other projects.

INDICATORS OF SUCCESS:

- Local government support for Vision North Texas.
- Establishment of Greenprinting enterprise function.
- Successful completion and promotion of 2009 and 2011 CLIDE Award Program cycles, with increasing quantity and/or quality of applicants.
- Adoption by local governments of sustainability guidelines for sites, buildings, and public rights-of-way.
- Local adoption of iSWM design manual for site development and adoption of recommended iSWM and Transportation iSWM (TriSWM) practices.
- Production of and local adoption of uniform regional code amendments.
- Increased resource efficiency (energy conservation, water conservation, sustainable solid waste procedures, etc.) at NCTCOG facilities.



## Research and Information Services

The rapid advances in information technology are providing more opportunities for local governments to share knowledge and information, communicate planning activities with the public, and reduce the overall cost of providing services by eliminating duplication.

Based on the needs of internal users and member organizations, NCTCOG provides an array of programs and services beneficial for member governments that require technical and analytical innovation. To provide these services, the Agency has invested in leading-edge technology in the areas of network infrastructure, browser-based applications, geographic information systems (GIS), and relational data management technologies. Through the use of these tools, NCTCOG provides a centralized information resource and advanced analysis of complex information sets for demographic forecasting and regional development tracking.

NCTCOG has adopted an information technology strategic planning process to address the future needs of the agency and its members. NCTCOG continues to develop business plans based on initiatives identified in the technology strategic planning process that will build a framework of collaborative opportunities and services, thus enabling members to reduce costs and share technology investments.

Currently, NCTCOG has an extensive investment in GIS to provide information and mapping services that support regional planning, spatial analysis and public information inquiry. To insure consistency in geographic information, a North Central Texas GIS Coordinating Committee has been created to continually evaluate standards for maintenance of these layers and to evaluate new GIS-related initiatives.

NCTCOG prepares long-term demographic forecasts and local estimates for use in regional infrastructure planning. Although useful to local jurisdictions, these data are not often detailed enough to meet local planning needs. But, because of information technology advancements made at NCTCOG, there is an opportunity to improve the quality, accuracy, and reliability of this information and analysis. To accomplish this, NCTCOG will use the latest methods of research that incorporate more demographic and economic variables, develop sound analysis that is sensitive to local development trends, and utilize data at the smallest geography available, including annual appraisal district parcel data, when possible.

By encouraging the sharing of information and technology and improving regional planning through more timely and detailed planning knowledge, local governments will benefit.

### *Regional Geographic Information Systems (GIS)*

***ISSUE: Area local, state, and federal governments have created GIS to provide information resources to support services and program operations. These systems require extensive system development that is duplicated between overlapping jurisdictions.***



VISION OF SUCCESS: Integrated layers of spatial and tabular geographic information accessed through high-speed IP-based networks.

STEPS TO SUCCESS:

- NCTCOG will expand on its Internet data clearinghouse to allow interactive access to information stored on the network.

INDICATORS OF SUCCESS:

- The adoption and use of the centralized geographic information by regional members.

## *Technology Leadership*

***ISSUE: Member organizations with limited resources have common needs that can be addressed through the innovative application of technology. Examples of these programs include GIS, high-speed networking, emergency response systems, data storage/management systems, and traffic management systems.***



VISION OF SUCCESS: Collaborative programs that leverage member resources to benefit all program participants.

STEPS TO SUCCESS:

- NCTCOG will continue to invest in leading-edge technology to provide an array of programs and services that will be beneficial for member governments.

INDICATORS OF SUCCESS

- Collaborative programs being successfully implemented and used by members.

## *Local Demographic Information*

***ISSUE: NCTCOG prepares long-term demographic forecasts and local estimates for use in regional infrastructure planning. Although useful to local jurisdictions, these data are not often detailed enough to meet local planning needs.***



VISION OF SUCCESS: Improved detail of demographic projections and estimates using the latest methods of research. A locally endorsed process that can evaluate development impacts at the local/neighborhood level.

STEPS TO SUCCESS

- Collection of additional demographic and economic data including annual parcel data; age, sex, and race population data; development and market trends at the sub-county level; and zoning and comprehensive plan data from local governments.

- Evaluate alternative methods of demographic research and analysis, consistently document research methods, conduct regular peer reviews, and coordinate with Agency departments and local governments.

#### INDICATORS OF SUCCESS

- Increased confidence by local governments in NCTCOG projections and estimates
- Locally adopted impact assessments based on regional model.
- Local jurisdictions providing regular updates on zoning changes, comprehensive plans, and site plans.
- Projections and estimates produced at smaller geographies on a more frequent basis.



# Transportation

This Strategic Plan is the third in a series and follows the accomplishments of previous efforts. The original Plan was developed in 2000. The process includes an ongoing dialogue with regional transportation agencies, local elected officials and the general public. During Fiscal Year 2007, 40 public meetings were held in various locations throughout the region. NCTCOG transportation staff also participated in more than 20 community events to respond to questions, present programs, and distribute information about regional transportation and air quality issues. Successful media outreach efforts were also conducted, including the distribution of multiple press releases to more than 200 media outlets and interviews with local print, radio and television media. Throughout this work, staff discussed the plans, projects, partnerships, policies, performance, and programs of the transportation department and received feedback on the work being done. Development of and modifications to the Unified Planning Work Program were discussed at several public meetings throughout the year, providing an opportunity to discuss and comment on the areas of focus for department staff.

A few issues from the 2003-2007 Strategic Plan remain priorities, including: Regional Transit Infrastructure and Implementation, Addressing the Funding Shortfall, Air Quality, Safety/Security, and Inefficient Development Patterns Which Increase Transportation Constraints (Land Use/Transportation Connection). Two new initiatives have gained momentum in the last year, and will continue into the next strategic plan: Aviation and Goods Movement.

Two of the initiatives have agency-wide implications. "Security," as it relates to the transportation system has been integrated into the regional initiatives of the Emergency Preparedness Department. In a similar fashion, "Inefficient Development Patterns Which Increase Transportation Constraints" has been combined with related land use and resource issues addressed by the Department of Environment and Development.

***ISSUE: Regional Transit Infrastructure and Implementation - Lack of seamless regional transit services. By 2030 more people in the Dallas-Fort Worth region will live outside the existing transit service area than inside, creating a challenge for travelers to utilize transit.***

**VISION OF SUCCESS:** To provide the Dallas-Fort Worth region with a seamless regional transit system that provides transportation and mobility opportunities for all citizens.

**STEPS TO SUCCESS:**

- Build upon the momentum generated from political and grass roots efforts during the 2007 legislative session related to a local option sales tax dedicated for transit purposes.
- Coordinate metropolitan transportation plan recommendations with local transit agencies through an RTC Subcommittee focused on transit implementation.
- Support local transit agencies in their efforts to pursue federal funding for projects.
- Explore and analyze potential rail transit corridors not currently identified in the metropolitan transportation plan.



- Implement recently approved transit operation initiatives providing seamless services for all citizens.

INDICATORS OF SUCCESS:

- Legislative authority to hold local elections for expansion of transit initiatives.

**ISSUE: Funding Shortfall - Lack of funding available to meet critical transportation needs in the region and state. Revenue estimates to implement Mobility 2030: The Metropolitan Transportation Plan identify significant levels of new, innovative funding streams to offset falling federal/state transportation funding from gas tax revenues. Partnerships among federal, state, and local governments; between roadway and transit agencies; and between the public and the private sectors are going to be even more important in the future as we try to maximize funding. The RTC's priority is to maintain the existing infrastructure before building new facilities with about 40 cents of every dollar going to maintain the current infrastructure. Without increased revenue, needed transportation improvements will not occur.**

VISION OF SUCCESS: Enhanced mobility in the region resulting from increased project programming and construction from partnership programs, institutional structure modifications, and enhanced user fees.

STEPS TO SUCCESS:

- Develop an enhanced legislative strategy by:
  - Reviewing the role and structure of the regions legislative initiatives and recommending improvements.
  - Reviewing the outcome of recent legislative sessions and recommending improvements in programs.
  - Reviewing opportunities to implement legislative initiatives aimed at raising transportation revenues.
  - Continuing priority of maintaining existing infrastructure before building new infrastructure.
  - Implementing Partnership Programs and Regional Toll Revenue Funding Initiatives approved by the RTC.

INDICATORS OF SUCCESS:

- Increased revenue for the implementation of transportation improvements.

**ISSUE: Air Quality - Regional ozone levels exceed federal standards with mobile sources being a primary contributor to regional pollutant emissions. The region is in non-attainment for the ozone standard and has only a few years to reach attainment.**



VISION OF SUCCESS: Attainment and maintenance of federal air quality standards while implementing the metropolitan transportation plan.

STEPS TO SUCCESS:

- Support the RTC and the NCTCOG Air Quality Steering Committee.

- Perform transportation conformity analyses on the metropolitan transportation plan.
- Identify and implement regional projects, programs and policies to reduce pollutant emissions.
- Provide outreach/education to local governments, businesses, and public regarding air quality issues.
- Assist in the development of the Dallas-Fort Worth State Implementation Plans for air quality improvements.
- Pursue air quality legislative goals at state and Federal levels.

INDICATORS OF SUCCESS:

- Reduction in regional ozone levels and compliance with federal air quality requirements.

***ISSUE: Safety – Unacceptable number of injuries and fatalities related to transportation activities. There are approximately 1,200 fatalities each year on our transportation system. This includes drivers, passengers, construction workers, first responders, and pedestrian/bicycle users.***

VISION OF SUCCESS: Improved transportation safety for travelers and users in the region through data collection, analysis, training, education, enforcement and engineering.

STEPS TO SUCCESS:

- Establish a Regional Safety Information System.
- Improve railroad grade crossings and other high crash locations.
- Coordinate hazardous material routes for trucks traveling in the region.
- Train emergency response professionals to better manage freeway incidents.
- Offer and support transportation safety seminars and workshop opportunities.
- Develop programs to reduce injury and fatalities of construction workers.

INDICATORS OF SUCCESS:

- Reduced number of personal injury and fatalities of transportation related crashes in the region.

***ISSUE: Security – Lack of coordination between transportation agencies and emergency response agencies in the region. Using transportation assets to aid emergency response and the increased security to protect transportation assets is of critical importance.***

VISION OF SUCCESS: Through planning activities, provide opportunities for transportation security partners to work together to improve the security of our transportation system and provide opportunities to assist with security objectives.

STEPS TO SUCCESS:

- Increase cooperative transportation security planning.
- Develop and implement projects, programs and policies that enhance the security of our transportation system.
- Develop communication system to exchange transportation related data and video.

- Utilize modeling tools to better predict and plan for travel demand during a catastrophic event.

INDICATORS OF SUCCESS:

- Increased involvement of transportation agencies and emergency response agencies in the transportation security planning process.

***ISSUE: Land Use/Transportation Connection. Need to focus on sustainable development as the region's new strategic approach to transportation planning, programming, and construction which will leverage the land use/transportation relationship to improve mobility, enhance air quality, support economic growth, and assist with the financial stability of the transportation system.***

VISION OF SUCCESS: Fund and assist in the implementation of land use and transportation projects which reduce the demand for single occupant vehicle users.

STEPS TO SUCCESS:

- Promote economic development with greener outcomes.
- Make decisions based on impacts to land use, congestion, vehicle miles of travel, and the viability of alternative transportation modes.
- Increase the number and size of developments in the region which have lower demand on the roadway system on a per household basis.
- Promote planning efforts which seek to balance access, finance, mobility, affordability, community efforts, and environmental quality.
- Provide public information and assistance with efforts to become more focused on sustainable development.

INDICATORS OF SUCCESS:

- Publish annually the vehicle miles of travel estimate per person and household. The measure should be estimated with and without truck travel being included.

***ISSUE: Aviation. Conduct aviation planning to preserve existing resources and plan for future needs.***

VISION OF SUCCESS: Successfully conduct a Regional General Aviation and Heliport System Plan, along with a Joint Land Use Study and associated implementation surrounding the Naval Air Station Joint Reserve Base in Fort Worth. Create a plan for surface transportation routes to aviation facilities and provide technical assistance to local governments on issues related to aviation facilities.



STEPS TO SUCCESS:

- Facilitate meetings of the Air Transportation Technical Advisory Committee and the Joint Land Use Study Policy Committee.
- Inventory the aviation system to assess current facilities and needs.
- Forecast aviation demand in the future to assess future capital needs and roles for individual airports.
- Assess surface roadway needs surrounding airports, including air cargo.

- Address the effects of urban development on aviation facilities to ensure their preservation in the future.

INDICATORS OF SUCCESS:

- Publish annually the capacity remaining at air carrier airports.
- Publish annually the number of general aviation aircraft and capacity at general aviation airports.
- Develop and publish a qualitative land use compatibility measure for the Naval Air Station Joint Reserve Base.

***ISSUE: Goods Movement. The movement of goods in the region is a primary source of jobs and economic growth potential for the region, but goods movement also contributes to and is impacted by congestion, accidents, air quality efforts and delays. With the coming increase in regional population and employment in rural areas, mobility and transportation safety must be increased for both freight and passenger traffic traveling through and within the region.***



VISION OF SUCCESS: Enhanced mobility and safety for freight truck and freight rail traffic, as well as increased freight-oriented development within the region.

STEPS TO SUCCESS:

- Increase cooperative freight planning.
- Expand the truck lane restrictions within the region.
- Develop a solution for Tower 55.
- Implement the Diesel Freight Idle Reduction Phase I program.
- Integrate logistics and goods movement with economic development and transportation operations.
- Develop the Regional Loop.

INDICATORS OF SUCCESS:

- Publish regular reports on progress toward the Regional Loop (i.e., 240 miles) and Tower 55.
- Publish lane miles of truck lane restrictions on regional freeways.

# Workforce Development

Workforce Solutions for North Central Texas is dedicated to promoting and supporting a workforce that offers employers, individuals and communities the opportunity to achieve and sustain economic prosperity. During times with limited resources, we strive to seek out technological innovations and administrative efficiencies that will allow us to devote our outstanding services to all of our employers and job seekers. Workforce Solutions for North Central Texas will achieve greater success by focusing on five important regional issues.

## ***ISSUE: Business Driven Workforce Systems.***

VISION OF SUCCESS: A demand-driven system aimed at meeting the human resource and workforce development needs of business in the competitive global economy.

### STEPS TO SUCCESS:

- Identify business trends and industry sector skill needs.
- Develop inter-related strategies to improve the system's responsiveness to business needs.
- Leveraging technological advancements to streamline our service delivery model to increase accessibility for our external and internal customers.
- Coordinate the effective use of available funding throughout the region and increase private sector financial contributions.
- Address contemporary work/family issues such as an aging population.



### INDICATORS OF SUCCESS:

- Increase the number of industry-driven training projects.
- Develop vocational education strategies addressing industry needs and trends.
- Improve economic growth with increased productivity and competitiveness.

## ***ISSUE: Developing Qualified Job Seekers.***

VISION OF SUCCESS: Provide tools and strategies to develop a knowledgeable and skilled regional workforce that integrates every available worker.

### STEPS TO SUCCESS:

- Develop initiatives and opportunities that work towards increasing the knowledge and skills necessary for economic independence and life-long learning.
- Implement projects to address language and cultural barriers in addition to accessibility projects to focus on the needs of disabled workers.
- Build upon current endeavors related to transportation and supportive service issues including child care and housing.
- Collaborate to address the needs of out-of-school youth.

### INDICATORS OF SUCCESS:

- Enhanced employment, retention, and earnings for individuals.
- Increased occupational skill attainment.
- Training provider accountability.



- Increased customer choice and satisfaction.

***ISSUE: A Dynamic Regional Workforce Development System.***

VISION OF SUCCESS: Combine employment, economic development, education and the expertise of all workforce boards in our sixteen-county region through strategic, targeted initiatives that impact the capacity and effectiveness of the system strengthening the regional economy.



**STEPS TO SUCCESS:**

- Build upon prior successes such as economic development and education summits.
- Augment strategic partnerships with chambers of commerce, apprenticeship programs, and Job Corps.
- Strengthen industry related projects and enhance collaboration with regional economic development ventures.
- Unite workforce boards in communications with the state to create a stronger voice and representation in state government.
- Partnerships in procurement to create stronger buying power and economies of scale.

**INDICATORS OF SUCCESS:**

- Increased economic growth and economic development initiatives.
- Flexibility to changing economic conditions.
- Increased non-financial partnerships with other organizations.
- Continued recognition of “best practices” at state and national levels.
- Cost savings in procurement.

***ISSUE: Alignment of Local Workforce Priorities and Accountabilities with the State.***

VISION OF SUCCESS: A workforce system that is consistently one of the top performing large boards, that remains aware of and compliant with all current state policies and regulations, and that is at the forefront of new initiatives and mandates issued by the Texas Workforce Commission.

**STEPS TO SUCCESS:**

- Maintain updated performance data from the state as well as local data systems.
- Stay current on research published by the Texas Workforce Commission.
- Stay cognizant of the political climate in Austin by cultivating relationships with TWC personnel and other workforce boards throughout the state.
- Seek legal clarification of new state policy and regulations and provide comment when given the opportunity.
- Keep contractors informed of new policy and regulation.

**INDICATORS OF SUCCESS:**

- Consistently ranked in the top three performing large boards.
- Decreased number of compliance related sanctions.
- Decreased number of state-mandated performance improvement plans.

***ISSUE: Alternative Funding Sources.***

VISION OF SUCCESS: Funding streams comprised of federal, state, and private dollars to finance the implementation of innovative approaches and strategies within workforce.

STEPS TO SUCCESS:

- Identify public and private grantors with workforce-related funding priorities.
- Continual development and planning of pilot projects to be implemented as grant funds become available.

INDICATORS OF SUCCESS:

- Increased number of grant applications.
- Increased grant awards.
- Multiple funding sources for large scale demonstration projects.
- Cultivated relationships with private grantors.