



WORKFORCE
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CIVICSOL

Austin Infrastructure Academy

STRATEGY REPORT

SPRING 2025

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Introduction

The Austin Infrastructure Academy (AIA) was established to address the critical workforce needs emerging from Austin’s large-scale infrastructure investments. Major projects such as the **Project Connect transit system, the expansion of Austin-Bergstrom International Airport, the IH-35 corridor redevelopment, and multiple utility infrastructure upgrades** will create a **demand for over 10,000 mobility and infrastructure workers annually**. These projects represent a once-in-a-generation opportunity to create sustainable career pathways while addressing Austin’s affordability challenges through stable, well-paying jobs.

The Mobility and Infrastructure Workforce Sector Initiative, sponsored by Capital Metro and the Austin Transit Partnership, identified AIA as a key mechanism for aligning workforce training with industry needs. With funding and support from Google, Texas Mutual, and a **\$5 million investment from the City of Austin**, the Academy is positioned to create a robust workforce pipeline that integrates job placement, training, and wraparound services to ensure long-term career success for participants.

The Opportunity

Austin’s rapid growth, driven by large-scale infrastructure projects, is transforming the labor market. The **region’s mobility and infrastructure (M+I) workforce currently employs over 222,000 workers, surpassing even the healthcare and advanced manufacturing sectors**. By 2040, demand for M+I jobs is projected to increase by **81% to over 404,000 workers**, requiring a **steady pipeline of 10,000 new skilled workers per year**.

Without a coordinated workforce strategy, these projects face significant risks, including cost overruns and delays due to skilled labor shortages. The AIA aims to proactively close this workforce gap by creating a seamless system that recruits, trains, and places workers in high-demand roles across transportation, construction, skilled trades, and public utilities.

This also presents a **transformational opportunity to redefine Austin’s economic development model**—one that prioritizes **family-supporting career pathways**. By ensuring that infrastructure investments generate not just jobs but **long-term, sustainable careers**, the AIA can strengthen Austin’s workforce, reduce economic disparities, and create greater economic mobility for residents. With intentional design, this model ensures **equitable access to training and career opportunities**, particularly for historically underrepresented populations in infrastructure sectors.

Methodology: Stakeholder Engagement

The Academy's design and implementation have been guided by an extensive stakeholder engagement process, incorporating input from industry leaders, training providers, policymakers, and community organizations. The engagement process included:

- **Leadership and Governance:** AIA operates under a multi-tiered governance structure led by Mayor Kirk Watson and Judge Andy Brown, ensuring alignment with regional workforce priorities.
- **Design Committee:** A dedicated committee of **private sector employers, training providers, and project sponsors** was established to provide guidance on creating the service delivery model. This group played a pivotal role in identifying workforce gaps, aligning training with industry needs, and ensuring that the Academy's structure supports long-term workforce development goals.
- **Sector Partnerships:** The Academy collaborates with employers, unions, training providers, and community organizations to align training programs with industry needs and promote equitable workforce participation.
- **Focus Groups & Data Analysis:** CivicSol led focus groups and research efforts, engaging contractors, workforce development experts, and education institutions to ensure the Academy's model reflects real-world demands.
- **Key Stakeholder Insights:**
 - Job placement must be a primary measure of success.
 - Training quality is paramount to ensure workforce readiness.
 - A customer-centric, technology-driven approach will enhance accessibility and engagement.
 - Barriers such as childcare, transportation, and gender disparities must be addressed to ensure inclusivity.
 - Scaling and expanding training opportunities are critical for long-term sustainability.

Service Delivery Model

The AIA is structured to provide a seamless workforce development journey, integrating recruitment, training, job placement, and support services. The model is built around seven key strategies:

1. **Recruitment:** The Academy leverages unified branding and targeted outreach to attract a diverse talent pool, including high school graduates, career changers, and underrepresented populations.
2. **Navigation:** A customer-centric digital platform allows job seekers to explore career pathways, access support services, and enroll in training programs seamlessly.
3. **Training Marketplace:** AIA partners with certified training providers to offer Earn-and-Learn programs, pre-apprenticeship opportunities, and skill-building initiatives aligned with employer needs.
4. **State-of-the-Art Campus: Austin Community College (ACC) has committed resources to develop a dedicated training campus,** providing hands-on learning experiences and career coaching services.
5. **Job Placement & Employer Partnerships:** Strong industry partnerships ensure that training translates directly into employment, with employers sponsoring trainees and participating in job placement initiatives.
6. **Capacity & Governance:** A governance framework ensures strategic oversight, with an advisory committee comprising industry, government, and education representatives.
7. **Performance Metrics:** AIA employs a data-driven approach to track job placements, training outcomes, wage growth, and participant satisfaction, ensuring continuous improvement and accountability.

Next Steps

To build momentum and maximize impact, the Academy is launching a **citywide enrollment campaign in Q1 2025 at the Workforce Solutions (WFS) campus**. This event will serve as a one-stop-shop for prospective students, offering career exploration, scholarship opportunities, and direct connections to training providers.

The campaign aims to:

- **Partner with ACC, school districts, and community organizations** to drive participation.
- **Establish a structured marketing and outreach plan** to ensure high engagement.
- **Ensure availability of career coaches and support services** for attendees.
- **Develop a playbook for future large-scale enrollment efforts.**

Additional priorities include expanding employer partnerships, refining service delivery mechanisms, and securing long-term funding to sustain AIA's impact.

Conclusion

The Austin Infrastructure Academy represents a transformational approach to workforce development. By aligning recruitment, training, and job placement with regional infrastructure demands, the Academy ensures that Austin's economic growth translates into meaningful career opportunities for residents. Through **strategic stakeholder collaboration, robust employer partnerships, and a customer-centric service model**, AIA is setting a new standard for workforce innovation, equity, and long-term economic success.

We extend our deepest gratitude to **Austin Mayor Kirk Watson, County Judge Andy Brown, Tamara Atkinson, and the entire leadership group** for their **strategic oversight and commitment** to advancing workforce development in Austin's mobility and infrastructure sector. Your vision and leadership have been instrumental in shaping the Austin Infrastructure Academy. The leadership group consisted of Leslie Pool, Vanessa Fuentes, José Velásquez, Jeff Travillion, Marc Williams, Mary Anne Griss, Dottie Watkins, Greg Canally, Gigi Bryant, Dr. Russell Lowery-Hart, Arati Singh, Phil Thoden, Karen Campbell, Jason Beiter, Rashed Islam, Scott Haywood, Jeremy Hedricks, Leonard Aguilar and Kevin Brackmeyer.

We also appreciate the **Design Committee** for your **strategic guidance and thoughtful contributions** throughout the development of this initiative. Your insights have been crucial in shaping a program that will create a long-lasting impact. The design team consisted of Susana Carbajal, Ann Eaton, Greg Canally, Dottie Watkins, Mary Anne Griss, Garrett Groves, Heather Petruzzini, Jeremy Hendricks, Leonard Aguilar, Kevin Brackmeyer, Jeremiah Bentley, David Smith, Rachel Hampton, Quincy Dunlap, David Chincanchan, Phil Thoden, Frank Fuentes, Shawn Young and Crystal Smith.

A heartfelt thank you to the **Mobility and Infrastructure Sector Partnership, which includes a total of 140 project sponsors, employers, training providers, and community-based organizations**, for your **invaluable input throughout the design process**. Your collective expertise and dedication have been essential in ensuring that this initiative meets the real needs of our workforce and industry.

Finally, a sincere thank you to the dedicated staff at **CivicSol**, including **Laura Huffman and Steven Pedigo**, **Workforce Solutions Capital Area**, including **Yael Lawson, Amber Warne, Sarah Garza** and **Austin Community College**, including **Garrett Groves**, for your close collaboration leading up to the launch of the **Austin Infrastructure Academy**. Your hard work and partnership have made this vision a reality.

Together, we are paving the way for a **stronger, more skilled workforce** and a **more connected future for Austin**.

The Opportunity

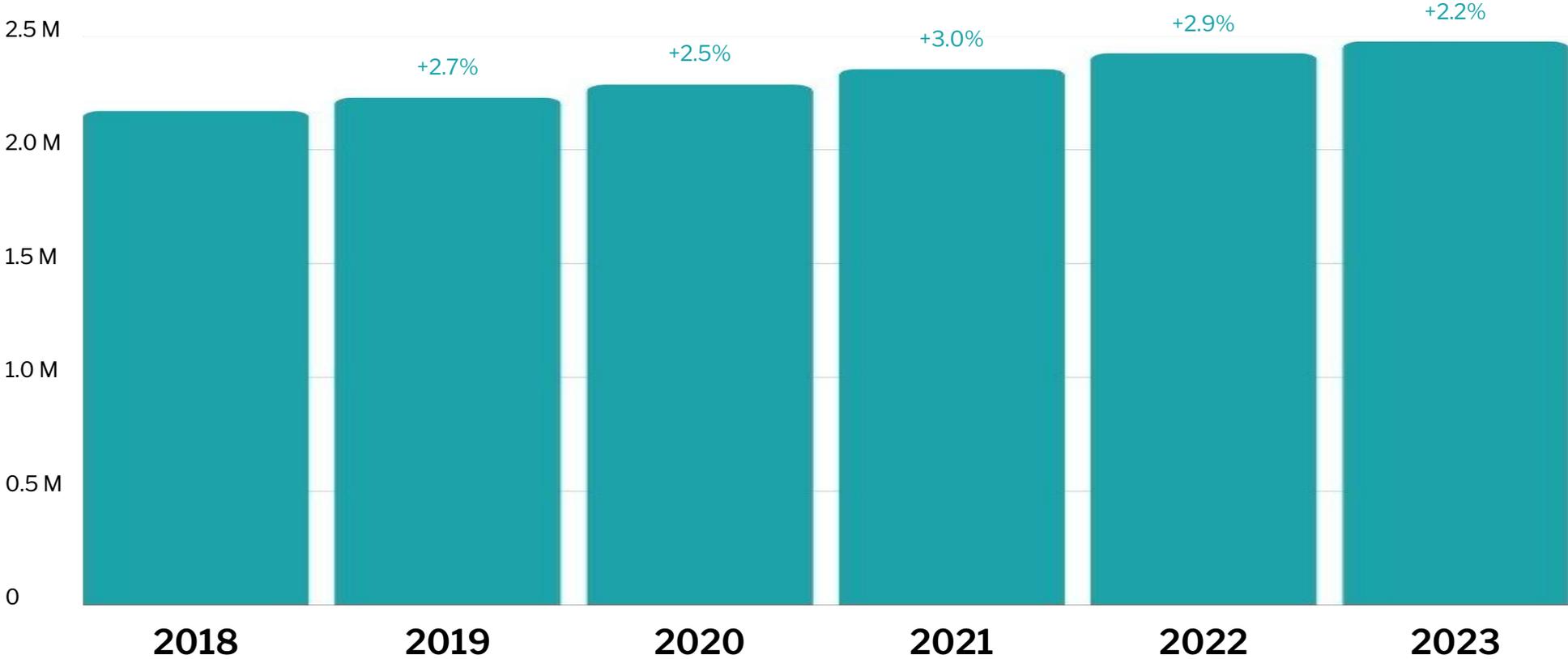
Austin is now the 11th largest city in the US.

US City Population Estimates, Ranked by July 1, 2023 Population

1. New York city, NY
2. Los Angeles city, CA
3. Chicago city, IL
4. Houston city, TX
5. Phoenix city, AZ
6. Philadelphia city, PA
7. San Antonio city, TX
8. San Diego city, CA
9. Dallas city, TX
10. Jacksonville city, FL
11. **Austin city, TX**

The Austin Metro witnessed a 14% population growth over the past 5 years.

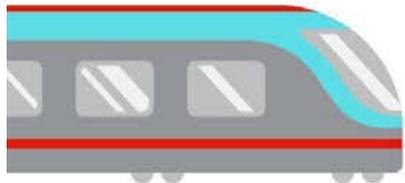
Austin–Round Rock–San Marcos Metropolitan Statistical Area Population Estimates, 2018-2023



Source: US Census Bureau, American Community Survey 1-Year Estimates, 2018-2023

Austin's rapid expansion has sparked increased demand for new infrastructure development.

The rapid expansion of population and projects underscores the need for a robust Mobility + Infrastructure (M+I) workforce, which can address Austin's affordability challenges through family supporting jobs and career pathways.



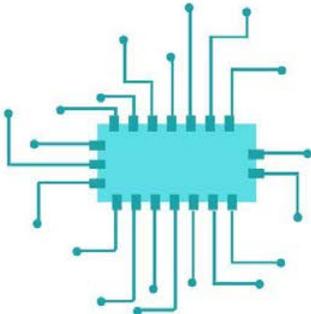
**Project
Connect**



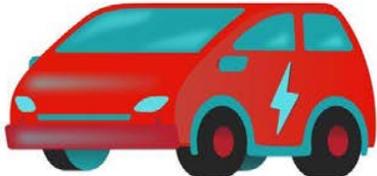
**Airport
Expansion**



**IH-35
Expansion**



Samsung



**Tesla
Gigafactory**

Austin's M+I sector presently employs over 222,000 workers.



Operations & Supervision

64,197
employed

\$95,341
avg. ann. salary



Skilled Trades

50,029
employed

\$47,780
avg. ann. salary



General Construction

42,799
employed

\$46,974
avg. ann. salary



Fleet Repair & Maintenance

35,314
employed

\$46,717
avg. ann. salary



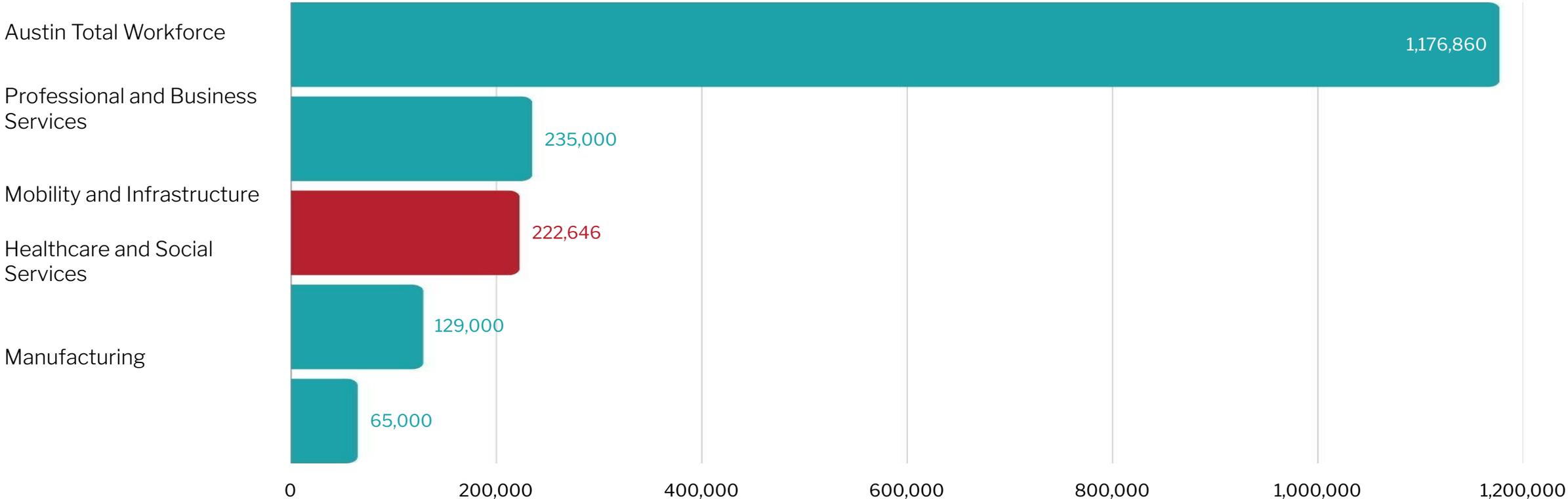
Frontline Mobility

30,306
employed

\$43,016
avg. ann. salary

M+I is the region's second largest employment sector, surpassing healthcare and advanced manufacturing.

Austin Labor Force by Sector, 2022

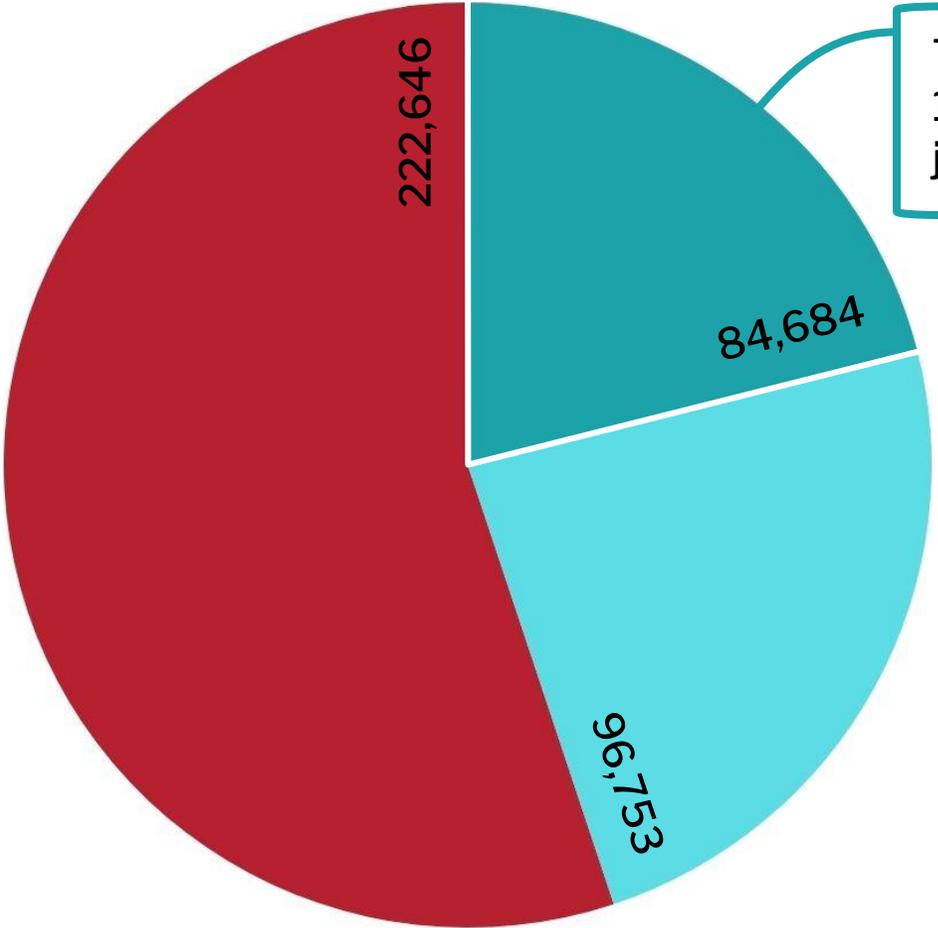


Source: Lightcast Calculations; CivicSol Analysis

With new large capital projects, M+I demand is projected to expand 81% by 2040, to 404,033 workers.

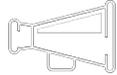
Sources of the Projected 2040 M+I Labor Demand

-  Current 2022 M+I Labor Pool
-  Projected Natural Increase in M+I Labor by 2040
-  Projected Gap in M+I Labor Due to Large Capital Projects



This means a need for 10,000 infrastructure jobs annually.

To meet this expected workforce demand and growth, the **City of Austin, Workforce Solutions Capital Area**, other **regional training and education providers**, and a collaborative group of **public and private sector** partners have launched the **Austin Infrastructure Academy**.



Introduction and Background

The AIA is a new approach to economic development—prioritizing people and family supporting jobs while building the infrastructure of the future.

The AIA evolved from the **Mobility and Infrastructure Workforce Sector Initiative**, launched by **Mayor Kirk Watson, Judge Andy Brown, and Workforce Solutions Capital Area**. The initiative recognized that Austin’s infrastructure success depends on a well-prepared local workforce. This initial research and strategy work was sponsored by **Capital Metro** and the **Austin Transit Partnership**. The Academy builds on this insight by focusing on **career pathways in construction, operations, and skilled trades**.

By aligning **recruitment, training, and job placement**, the Academy will ensure that the benefits of growth are shared cross the community. The design work was sponsored by **Google, Texas Mutual Insurance, Michael and Susan Dell Foundation**, and the **Texas Workforce Commission**.

Austin Community College also dedicated funding from its Bond Program to build a state-of-the-art campus dedicated to workforce development training in mobility and infrastructure pathways.

On **March 7, 2024**, the **Austin City Council** passed a resolution launching the AIA, solidifying the city’s commitment to workforce development and infrastructure readiness. On **October 10, 2024**, the **Austin City Council** approved \$5 million to launch the AIA.

The AIA is solving for 5 main challenges.

1. Austin needs 10,000 skilled workers annually to meet infrastructure demands.

2. Major projects will generate 193,162 jobs across key sectors, creating an unprecedented need to attract new people to these career pathways.

3. Workforce shortages could delay infrastructure projects.

4. Child care and transportation barriers limit access to training.

5. Bridging the gender gap: Women represent just 14% of the workforce.

Austin's infrastructure sector is expected to create 10,000 new jobs annually through 2040, driven by large scale projects like Project Connect and the IH-35 expansion.

However, regional training programs currently meet only 40% of this demand, creating a sizable workforce gap.

Expanding capacity in these programs is essential to ensure Austin's ability to deliver on its infrastructure ambitions.

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Critical infrastructure projects, including the Tesla Gigafactory, airport expansion, and regional transit improvements, will create over 193,162 jobs.

These opportunities span construction, skilled trades, and operational roles.

To capitalize on this growth, Austin must ensure its workforce is ready, with targeted training programs to meet the demands of these high-impact projects.

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Austin faces critical shortages in frontline mobility operations, skilled trades, and fleet maintenance roles.

These shortfalls, if unaddressed, could slow delivery of key projects and impact the region's overall infrastructure capacity.

Expanding and enhancing training programs in these sectors is essential for maintaining project momentum.

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5. Bridging the gender gap: Women represent just 14% of the workforce.

Stakeholders have consistently identified child care as a major obstacles to training.

The AIA is addressing significant barriers that prevent workers from accessing training, including challenges related to child care, transportation, and literacy. These barriers disproportionately affect underrepresented communities, limiting their ability to participate in the workforce.

A comprehensive approach to addressing these issues will open doors for more workers to enter the sector.

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3. Workforce shortages could delay infrastructure projects.
4. Child care and transportation barriers limit access to training.
5. **Bridging the gender gap: Women represent just 14% of the workforce.**

Women make up only 14% of Austin's infrastructure workforce, even with lower representation in construction and skilled trades.

Closing this gap will require intentional recruitment strategies and inclusive training programs that attract women to these high-demand roles.

Increasing diversity in the sector is not only a matter of equity, but also an economic imperative for the region.

Today's Workforce Ecosystem

Today's infrastructure workers navigate a complex ecosystem to build their careers. This **disaggregated** landscape of skills training, recruitment, and wrap-around services **complicates** the process for workers, employers, and project sponsors alike.



Tomorrow's Infrastructure Academy

To tackle these challenges, Workforce Solutions' Austin Infrastructure Academy **integrates** recruitment, a comprehensive training **hub**, and childcare **support** to connect local people to career **pathways** in construction and operations.



Leadership and Stakeholder Engagement

This engagement plan included extensive engagement with the Leadership Group, Design Team and Sector Partnership to provide strategy guidance, input and design ideas for the IA service delivery model. The engagement also included numerous workshops, individual meetings and focus groups with job creators, training providers, CBO's and economic developers to ensure all perspectives and needs were included in the design of the IA.

What does this look like?

- Identify strengths and opportunities in pipeline training and connections to jobs
- Understand the job creator needs for skilled workforce over the short term (12-24 months) and longer term (3-5 years)
- Identify current and needed capacities for scaling training
- Identify the need for a customer focused training marketplace to allow for easy navigation
- Understand the role and value that CBOs play in connecting clients to employment opportunities

Three groups are carrying out the engagement plan.

Core Standing Groups

Leadership
Group

Design
Team

Sector
Partnership

Mayor Watson

Tamara
Atkinson

Sarah Garza

Judge Brown

Key Stakeholder Groups

(drawn from Sector Partnership)

Job Creators

Skilled Trainers

Austin Community College

CBOs and School District

Economic Development and

Business Organizations

Purpose

- Oversee and act upon recommendations from the Design Team
- Align resources to recommendations
- Advocate for the Infrastructure Academy

Chairs

Kirk Watson, Mayor, Austin
Andy Brown, Judge, Travis County

Sponsors

Jeff Travillion, Commissioner, Travis County
José Velásquez, Council Member, District 3
Marc Williams, Executive Director, TxDOT
Leslie Pool, Council Member, District 7
Vanessa Fuentes, Council Member, District 2
Dottie Watkins, CEO, CapMetro
Greg Canally, CEO, ATP
Gigi Bryant, Board of Trustees, ACC
Arati Singh, Board President, AISD
Dr. Russell Lowery-Hart, Chancellor, ACC

Job Creators

Phil Thoden, President, Association of General Contractors
Karen Campbell, Vice President Austin Metro and Lead, AECOM
Jason Beiter, Vice President, JE Dunn Construction
Rashed Islam, Senior Vice President, HDR
Scott Haywood, Senior Vice President and Central Division President, HNTB

Training

Jeremy Hedricks, Assistant Business Manager, LIUNA
Leonard Aguilar, Secretary, Texas AFL-CIO
Kevin Brackmeyer, CEO, Skillpoint Alliance

Purpose

- Identify public and private funding strategies for Infrastructure Academy
- Review engagement plan for IA
- Review project milestones including training recommendations, etc.

Public Sector

Susana Carbajal, City of Austin
Ann Eaton, City of Austin
Greg Canally, Austin Transit Partnership
Dottie Watkins, CapMetro
Mary Anne Griss, TxDOT
Garrett Groves, ACC
Heather Petruzzini, Chief of Staff, AISD

Trades and Trainers

Jeremy Hendricks, LIUNA
Leonard Aguilar, AFL-CIO
Kevin Brackmeyer, Skillpoint Alliance

Community Representation

Jeremiah Bentley, Austin Funder's Network
David Smith, Childcare Representative
Rachel Hampton, Austin Opportunity Youth Collaborative
Quincy Dunlap, Austin Area Urban League
David Chincanchan, Workers Defense Fund

Business/Job Creators

Phil Thoden, Association of General Contractors
Frank Fuentes, Hispanic Contractors
Shawn Young, Central Texas Subcontractors Association
Crystal Smith, Associated Builders & Contractors Central Texas

Purpose

- Discuss trends and opportunities and collectively resolve ongoing challenges
- Break down silos and match initiatives to goals
- Lead IA recruitment as one of the M&I designated strategy areas

The Sector Partnership includes over 140 businesses and organizations.

| Project Sponsors | Job Creators | Training Community |
|---------------------------|---|---------------------------------------|
| City, County, State, etc. | Private sector companies and organizations building the infrastructure projects | ACC, Unions, non-profits, and schools |

Key Insights from Stakeholder Engagement

CivicSol conducted targeted focus groups to ensure the AIA model aligns with real-world needs and priorities, resulting in 13 main insights.

- 1. Job placement** must be central to success for the Academy.
- The Academy must be **centered around individuals** and make access to the marketplace of training providers and connections to jobs easy to navigate.
- Technology** and **human touch** are the future of workforce delivery.
- ACC's investment in a **training academy** creates a generational opportunity.
- Training quality**, not quantity, must guide the Austin Infrastructure Academy's success.
- Child care** and **transportation** continue to limit access to training programs.
- Building a strong **brand** will create a lasting pipeline and affiliations.
- Earn and learn** models create effective pathways to employment.
- Scaling** and expansion are critical to future success.
- Aligning with **regional economic development** is key to building a strong talent pipeline.
- Strong **leadership** and **governance** are key to long-term success.
- Ongoing stakeholder feedback** is essential for continuous improvement.
- Establishing **clear, measurable outcomes** is essential for tracking the Austin Infrastructure Academy's progress and effectiveness.

CivicSol conducted targeted focus groups to ensure the AIA model aligns with real-world needs and priorities, resulting in 13 main insights.

1. Job placement must be central to success for the Academy.

➔ Ensuring a direct connection between training and employment is critical for the Infrastructure Academy's impact.

Stakeholders consistently emphasized that job placement must be a core outcome.

Clear pathways to employment are essential, linking trainees' skills to roles in key industries across Austin's infrastructure sector. Success depends on making job placement the academy's highest priority.

2. The Academy must be **centered around individuals** and make access to the marketplace of training providers and connections to jobs easy to navigate.

➔ Stakeholders emphasized that the current training system is often organized around service providers, but for the AIA to be successful, it must shift to a customer- or trainee-centric model.

This means that scholarship dollars, coaching, support, and wrap-around services will follow the trainee throughout their journey within the infrastructure system.

By focusing on the individual's career pathway and needs, the Academy will ensure it meets clients' expectations, offering comprehensive support to help them progress and succeed in their chosen field.

3. Technology and human touch are the future of workforce delivery.

➔ The future of workforce development lies in combining advanced technology with personalized human support.

Stakeholders envision a “one-stop-shop” platform where job seekers can explore career pathways, access training, and connect with employers while receiving essential supports like childcare and transportation.

However, getting the right balance between tech and human advising will be critical for the academy’s success. While automation can streamline processes and improve efficiency, understanding what requires human coaching—such as personalized career guidance—will be essential.

This mix will ensure that job seekers receive the right support, whether through tech solutions or human interaction, at every step of their career progression.

CivicSol conducted targeted focus groups to ensure the AIA model aligns with real-world needs and priorities, resulting in 13 main insights.

4. ACC's investment in a **training academy** creates a generational opportunity.

➔ Austin Community College (ACC) plays a pivotal role in the Infrastructure Academy's success by virtue of the fact that ACC has dedicated \$X to building a brand new state of the art training academy.

ACC allows us to scale and expand training programs across the region and address training space constraints as well as access to child care with on-site options.

5. Training quality, not quantity, must guide the Austin Infrastructure Academy's success.

- ➔ For the Austin Infrastructure Academy to become a viable and trusted partner, training quality must take precedence over simply increasing trainee numbers. Employers demand high-quality, outcome-driven programs that focus on real-world needs. Key areas include soft skills development, supervisory training, and direct employer involvement in program design. By aligning training with industry standard, the Academy can ensure that every graduate is fully equipped to meet the expectations of employers, driving long-term success for both the workforce and the sector.

➔ Child care and transportation barriers continue to prevent many individuals from accessing the region's training infrastructure and skilled trades program.

For the Austin Infrastructure Academy to succeed, these challenges must be addressed through robust, integrated support services.

Providing affordable child care and reliable transportation will enable a broader participation in training, especially for underrepresented communities, ensuring a more inclusive and accessible workforce development pipeline.

6. Child care and transportation continue to limit access to training programs.

CivicSol conducted targeted focus groups to ensure the AIA model aligns with real-world needs and priorities, resulting in 13 main insights.

A strong brand a compelling story for the Austin Infrastructure Academy will not only drive recruitment but also establish the Academy as the go-to destination for skills development in the skilled trades, infrastructure, utilities, and mobility sectors.

This branding will foster a sense of pride and affiliation among participants, trainers, and employers, creating a talent pipeline that job creators actively seek out.

A powerful brand will make the Academy a leader in workforce development, giving everyone involved something to be proud of.

- ← **7.** Building a strong **brand** will create a lasting pipeline and affiliations.

CivicSol conducted targeted focus groups to ensure the AIA model aligns with real-world needs and priorities, resulting in 13 main insights.

Earn and Learn programs, which combine on-the-job training with formal education, allow participants to gain real-world experience while developing critical skills.

In sectors like infrastructure, utilities, and mobility, our stakeholders believe this approach is more effective than traditional training methods. These models not only accelerate workforce placement but also provide critical opportunities for underserved residents to engage in career-building roles while earning income.

By expanding Earn and Learn programs, the Austin Infrastructure Academy can ensure participants are job-ready while addressing workforce gaps in high-demand industries.



- 8. Earn and learn** models create effective pathways to employment.

CivicSol conducted targeted focus groups to ensure the AIA model aligns with real-world needs and priorities, resulting in 13 main insights.

To meet the growing workforce demands of Austin's infrastructure, utilities, and mobility sectors, the Austin Infrastructure Academy must work closely with training partners to scale regional programs efficiently and align them with industry needs. ←

Stakeholders emphasize the importance of leveraging existing partnerships and resources while planning for future growth to keep the Academy agile and responsive.

9. **Scaling** and expansion are critical to future success.

CivicSol conducted targeted focus groups to ensure the AIA model aligns with real-world needs and priorities, resulting in 13 main insights.

As one of the largest and fastest-growing sectors—rivaling industries like manufacturing and healthcare—the infrastructure, utilities, and mobility sectors are essential to Austin’s economic success.

The Austin Infrastructure Academy has a significant opportunity to align more closely with regional economic development goals, reducing reliance on out-of-region labor and building a robust local workforce pipeline.

This alignment will better support these critical industries while providing residents with sustainable, high-quality career opportunities.



- 10.** Aligning with **regional economic development** is key to building a strong talent pipeline.

CivicSol conducted targeted focus groups to ensure the AIA model aligns with real-world needs and priorities, resulting in 13 main insights.

The Austin Infrastructure Academy's success will depend on strong leadership and an effective governance structure.



This governance body will play a critical role in setting evaluation metrics, fundraising, and identifying new partners to support the Academy's mission.

Strong governance will ensure the Academy remains focused, adaptable, and well-resourced to meet the sector's evolving workforce needs.

- 11.** Strong **leadership** and **governance** are key to long-term success.

CivicSol conducted targeted focus groups to ensure the AIA model aligns with real-world needs and priorities, resulting in 13 main insights.

To ensure the Austin Infrastructure Academy remains responsive to industry needs, maintaining open lines of communication with stakeholders is critical. ←

WSF's M+I sector partnership can help facilitate this feedback, ensuring regular input from employers, training providers, and participants.

This continuous feedback loop will allow the Academy to adapt to changing workforce demands.

- 12. Ongoing stakeholder feedback** is essential for continuous improvement.

CivicSol conducted targeted focus groups to ensure the AIA model aligns with real-world needs and priorities, resulting in 13 main insights.

Stakeholders emphasize the need for key performance indicators (KPIs) to monitor metrics such as job placement rates, participant satisfaction, and employer engagement. ←

These metrics will not only guide continuous improvement but also demonstrate the Academy's value to partners, funders, and the community, ensuring its long-term impact and success in addressing workforce needs.

- 13.** Establishing **clear, measurable outcomes** is essential for tracking the Austin Infrastructure Academy's progress and effectiveness.

AIA Service Delivery Model

The Infrastructure Academy Service Delivery Model comprises a cohesive customer journey supported by leadership and performance management to ensure success.

Recruitment

Unified branding and messaging to attract a wide range of job seekers

Customer-Centric Navigation

Integrated portal for exploring career paths, accessing support services, and enrolling and training

Training Marketplace

Connection to jobs through a marketplace that emphasizes clear pathways for training, Earn and Learn opportunities and a universal application

State of the Art Campus

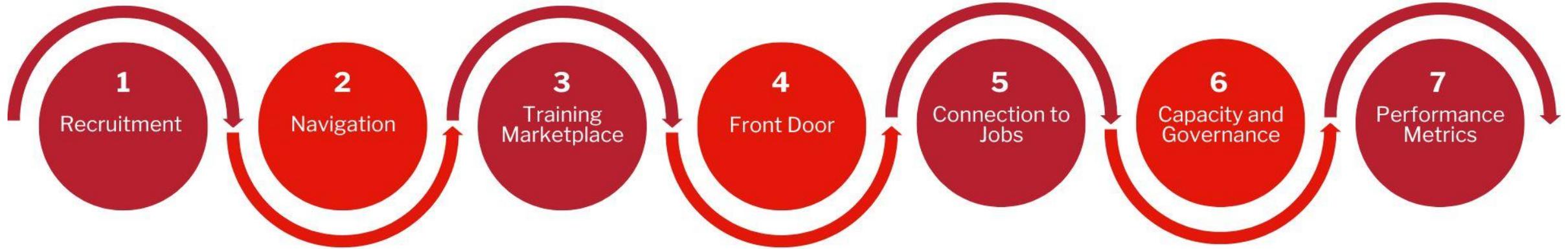
Offers an engaging hands on environment with facilities design to support the next generation of skilled professionals

Connection to Jobs

Identify opportunities for employers to sponsor students at the beginning of their training journey and leading to a job

Leadership and Performance Management

The 7 strategies below outline how to create that seamless customer journey.



#1
Recruitment: Attract Diverse Talent to Infrastructure Careers

#2
Navigation: Creating a Customer-Centric Digital Entry Point

#3
Training Marketplace: Building Skills with Earn and Learn Opportunities

#4
Front Door: A State-of-the-Art Campus at ACC

#5
Connection to Jobs: Seamlessly Linking Talent to Careers

#6
Capacity and Governance: Supporting Excellence through Strong Leadership

#7
Performance Metrics: Tracking Success and Impact

But first—**Launch the Austin Infrastructure Academy** with a citywide campaign showcasing the unique, real-world value of ecosystem alignment.

In March 2025, launch the first comprehensive quarterly outreach campaign designed to connect job seekers with M+I careers. The purpose of this campaign is to create a one-stop shop opportunity for job seekers to explore careers in M+I, evaluate their career readiness, and connect to next steps to start their journeys either directly into employment or skills training. This is a unique opportunity for all M+I employers, training organizations, and relevant and invited stakeholders to actively participate, creating a dynamic and unified environment. With career navigation support from WFS, potential job seekers will see how accessible and exciting this career path can be.

NEXT STEPS

- Work with ACC, School Districts and CBOs to promote event awareness within communities and build participation for the launch event.
- Create a marketing and communications plan to ensure the Launch! Event is well advertised, attended and reported on.
- Create and utilize a comprehensive list of job seekers with school districts, ACC, and CBOs to market the Launch! Event.
- Assess availability of career coaches for the launch event and ensure there are enough coaches to support 1:1 interactions.

But first—**Launch the Austin Infrastructure Academy** with a citywide campaign showcasing the unique, real-world value of ecosystem alignment.

In March 2025, launch the first comprehensive quarterly outreach campaign designed to connect job seekers with M+I careers. The purpose of this campaign is to create a one-stop shop opportunity for job seekers to explore careers in M+I, evaluate their career readiness, and connect to next steps to start their journeys either directly into employment or skills training. This is a unique opportunity for all M+I employers, training organizations, and relevant and invited stakeholders to actively participate, creating a dynamic and unified environment. With career navigation support from WFS, potential job seekers will see how accessible and exciting this career path can be.

NEXT STEPS (Cont.)

- Ensure technology is in place to sign students up for either support, scholarships or training.
- Establish scholarship and supports budget for participants coming to the event and ensure there are career coaches available to register participants.
- Work with the Sector Partnership, the City, County, ATP, Cap Metro and TxDOT to widely publicize the Launch! And that they are active participants in the event.
- After event evaluate what worked and what didn't work and develop a playbook for future.

ATTRACT DIVERSE TALENT TO INFRASTRUCTURE CAREERS

WFS creates unified branding and messaging to create a **cohesive and inspiring narrative** that appeals to a wide range of potential job seekers, from young students to career switchers.

WHY IT MATTERS?

Recruitment is the foundation of a successful workforce program, shaping the Academy's ability to bring diverse, skilled individuals into infrastructure careers. By creating a strong brand and outreach strategy, the Academy can inspire a wide range of talent to join a career path that supports both individual growth and community development. Attracting diverse participants not only fills immediate job needs but also builds a resilient, innovative workforce for the future.

ATTRACT DIVERSE TALENT TO INFRASTRUCTURE CAREERS

WFS creates unified branding and messaging to create a **cohesive and inspiring narrative** that appeals to a wide range of potential job seekers, from young students to career switchers.

STRATEGY BREAKDOWN

- 1.1 ACC, School Districts and CBO Partnerships:** Strengthen and activate connections with ACC, K-12 schools, and CBO's to connect students and clients to WFS to increase awareness of M&I career opportunities as well as available funding for supports. Specifically for K-12, expand current CTE relationships to focus on M&I pathways and identify student pipeline for post graduation entry into the Academy.
- 1.2 Brand Platform and Story:** Develop a brand, narrative and marketing strategies to recruit new people into the Academy. Use available market research to understand how potential job and training seekers prefer to engage including the existing target marketing efforts at WFS to create tailored experiences for harder to reach audiences. A good tagline that highlights both personal growth and community growth, like "Make a Living, Making Austin." Work with project sponsors to create banners with IA branding and QR codes to launch unified branding and build pipeline.
- 1.3 Launch Quarterly Enrollment Pushes:** Leverage quarterly enrollment pushes, where training providers, private-sector partners, and career coaches create a cohesive and immersive experience for new participants

ATTRACT DIVERSE TALENT TO INFRASTRUCTURE CAREERS

WFS creates unified branding and messaging to create a **cohesive and inspiring narrative** that appeals to a wide range of potential job seekers, from young students to career switchers.

NEXT STEPS

- Use data from WFS's current marketing strategy to map key audience segments (e.g., high school students, career switchers, underrepresented groups). Identify messaging gaps and craft specific, audience-tailored themes that address each group's motivations, needs, and barriers to entry.
- Host a series of workshops with stakeholders—including ACC, K-12 representatives, CBOs, and industry partners—to gather input on the brand narrative and identify specific outreach methods that would resonate with each audience segment. These workshops can also surface potential challenges and refine the brand strategy collaboratively.
- Create a detailed Brand Toolkit that includes guidelines on tone, imagery, tagline usage, logo placement, and fonts. Include sample social media posts, ad templates, and outreach emails to ensure all partners convey a unified brand message.

ATTRACT DIVERSE TALENT TO INFRASTRUCTURE CAREERS

WFS creates unified branding and messaging to create a **cohesive and inspiring narrative** that appeals to a wide range of potential job seekers, from young students to career switchers.

NEXT STEPS (Cont.)

- Map a timeline of coordinated events with ACC, school districts, and CBOs to deliver branded messaging at peak engagement times, such as career fairs, school events, and community gatherings. Structure the timeline around quarterly enrollment pushes and major academic events.
- Create a content calendar for the next three months, integrating social media, email newsletters, and event-based content that aligns with Q1 enrollment milestones. Use data insights to determine optimal posting times and adjust content types based on engagement metrics.
- Produce a series of digital stories (videos, blog posts, or podcasts) featuring testimonials from alumni, students, and instructors. These stories should spotlight both career growth and the community impact of infrastructure roles, enhancing the Academy's brand and inspiring diverse audiences.

CREATING A CUSTOMER-CENTRIC DIGITAL ENTRY POINT

WFS provides an **integrated portal** for exploring career pathways, accessing support services, and enrolling in training programs.

WHY IT MATTERS?

A seamless digital entry point is critical for participants to explore career pathways and access resources efficiently. By offering a centralized platform, the Academy ensures that anyone can find guidance, from newcomers to those transitioning careers. This digital access empowers individuals to explore career opportunities and training options independently, making the Academy accessible and user-friendly, especially for those balancing work, education, and family responsibilities.

CREATING A CUSTOMER-CENTRIC DIGITAL ENTRY POINT

WFS provides an **integrated portal** for exploring career pathways, accessing support services, and enrolling in training programs.

STRATEGY BREAKDOWN

- 2.1 Career Exploration:** Offer an entry pathway for individuals to learn about career possibilities, meet with career coaches, and build a personalized roadmap.
- 2.2 Unified Application for Supports:** For those needing assistance with child care, transportation, or scholarships, a centralized application streamlines the process, ensuring easy access to necessary resources.
- 2.3 Training Marketplace:** An organized digital marketplace showcases available training programs, allowing participants to explore options and register via a universal application.
- 2.4 Enhanced Technology:** Pair a user-friendly digital platform with human interaction, including virtual career fairs and chatbot assistance, to support participants at every stage.

CREATING A CUSTOMER-CENTRIC DIGITAL ENTRY POINT

WFS provides an **integrated portal** for exploring career pathways, accessing support services, and enrolling in training programs.

NEXT STEPS

- Engage a technology team to assess the current WFS digital platform's capabilities and pinpoint specific requirements for the Academy portal. Identify gaps in user experience, integration with support services, and accessibility features needed to create a streamlined customer journey.
- Develop a prototype of the Academy's digital entry point, incorporating features like career exploration tools, a training marketplace, and application forms for support services. Gather initial feedback from a small group of users (e.g., current participants, career coaches) to refine the layout, navigation, and overall functionality.
- Build an integrated support portal that allows users to access child care, transportation, and scholarship applications through a single login.
- Develop a universal application for training that allows the customer the ease of a single application for any training in the marketplace.

CREATING A CUSTOMER-CENTRIC DIGITAL ENTRY POINT

WFS provides an **integrated portal** for exploring career pathways, accessing support services, and enrolling in training programs.

NEXT STEPS (Cont.)

- Develop a dedicated section for employers within the portal, allowing them to post job opportunities specifically for Academy participants and alumni. Integrate this feature with ACC and WFS career services to increase visibility and streamline placement pathways.
- Design easy access points throughout the digital journey (e.g., “Talk to a Career Coach” buttons on key pages) to guide users toward personalized support when needed. Consider setting up automated referrals that notify career coaches of users who frequently engage with exploration or support pages.
- Develop a dashboard to monitor key performance indicators such as page views, application completions, and engagement with support services. Regularly review this data to optimize the platform’s functionality and enhance the customer journey based on user behavior patterns.

BUILDING SKILLS WITH EARN-AND-LEARN OPPORTUNITIES

WFS manages a user-centric marketplace whose purpose is to connect clients to jobs by providing clear pathways for training in high-demand skills, with an emphasis on **earning while learning**. The marketplace will offer a **universal application** so that users can easily register for training.

WHY IT MATTERS?

The Training Marketplace offers essential pathways for individuals to gain in-demand skills while earning income, breaking down financial barriers to entry. Providing structured, earn-while-you-learn opportunities aligns training with workforce needs, giving participants real-world experience and immediate income while addressing the growing demand for skilled workers in the infrastructure sector. ACC's pursuit of an Infrastructure Academy pathway and a pre-apprenticeship class is an historic and significant step in aligning training to the Academy's purpose and ambition.

BUILDING SKILLS WITH EARN-AND-LEARN OPPORTUNITIES

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STRATEGY BREAKDOWN

- 3.1 Certified Training Providers:** Curate a list of vetted trainers aligned with industry standards and job market needs. Ensure training quality and relevance through annual employer surveys.
- 3.2 Pre-Apprenticeship Programs:** Promote pre-apprenticeship training classes across all Academy trainers to create a strong pipeline for entry-level participants as well as early connection to employers and career opportunities.
- 3.3 ACC Pathways and Credits:** WFS will map Academy career pathways, course offerings and training providers. Build on the work that ACC has underway to establish a new Infrastructure Academy career pathway, with articulation agreements, where possible, allowing trainees to earn stackable credits toward degrees or certifications.

BUILDING SKILLS WITH EARN-AND-LEARN OPPORTUNITIES

WFS manages a user-centric marketplace whose purpose is to connect clients to jobs by providing clear pathways for training in high-demand skills, with an emphasis on **earning while learning**. The marketplace will offer a **universal application** so that users can easily register for training.

NEXT STEPS

- Establish a digital repository and mapping process that tracks target occupations, associated career pathways, course offerings, and vetted training providers.
- Implement an annual review protocol. Integrate an annual employer feedback process to validate and refine the list of target occupations and training providers. Collect insights from industry surveys, WFS workforce analytics, and direct employer feedback to ensure that the marketplace remains aligned with evolving skill demands.

BUILDING SKILLS WITH EARN-AND-LEARN OPPORTUNITIES

WFS manages a user-centric marketplace whose purpose is to connect clients to jobs by providing clear pathways for training in high-demand skills, with an emphasis on **earning while learning**. The marketplace will offer a **universal application** so that users can easily register for training.

NEXT STEPS (Cont.)

- Convene a working group with pre-apprenticeship providers to develop minimum standards for skills acquisition and job readiness. This should include establishing curriculum guidelines, recommended training hours, and employer connections to ensure consistency across pre-apprenticeship offerings.
- Design a streamlined, universal application form for all programs within the marketplace, allowing users to apply once for multiple training options. Ensure the application process includes prompts for necessary supports (e.g., financial assistance, childcare) and real-time status tracking.
- Collaborate with ACC to allow participants to earn stackable credits toward degrees or certifications, with articulation agreements when possible.

Infrastructure Academy Career Pathway Crosswalk

| Career Pathway | Occupations | Average Salary | Eligible Training Providers |
|-----------------------------|---|-----------------------|--|
| M&I Core | Helpers--Electricians | \$46,700 | <i>Austin Community College (ACC) - Pending</i> |
| | Helpers--Carpenters | \$39,700 | AAUL Tech and Career Academy |
| | Helpers--Pipelayers, Plumbers, Pipefitters, and Steamfitters | \$40,700 | Digital Workforce Academy Goodwill Career & Tech Academy I.C.C.S Academy Tx State Building & Construction Trades Council Lonestar Construction |
| Fleet Maintenance | Heavy and Tractor-Trailer Truck Drivers Bus Drivers, Transit and Intercity | \$57,100 | Austin Community College (ACC) Changing Lanes |
| General Construction | Construction and Related Workers, All Other | \$49,200 | Austin Community College (ACC) |
| | Helpers, Construction Trades, All Other | \$43,100 | AAUL Tech and Career Academy |
| | Construction Laborers | \$41,900 | Austin Carpenters & Millwrights Interplay Learning I.C.C.S Academy Lonestar Construction ABC – Central Texas Chapter |
| Skilled Trades | Electricians | \$59,600 | Austin Community College (ACC) |
| | Carpenters | \$50,600 | Lonestar Construction |
| | Plumbers, Pipefitters, and Steamfitters | \$61,400 | Skillpoint Alliance Austin Career Institute (ACI) Interplay Learning CenTex Southern Careers Institute - Austin Goodwill Career & Technical Academy Central Texas AC & Refrigeration School CyberTex Institute of Tech ABC – Central Texas Chapter |

A STATE-OF-THE-ART CAMPUS AT ACC

The ACC campus offers an engaging, hands-on environment with facilities designed to support the **next generation of skilled professionals**.

WHY IT MATTERS?

A physical “front door” at ACC provides a dedicated, visible hub for the Infrastructure Academy, supporting hands-on learning and career exploration. This environment enables participants to engage in immersive, practical experiences, helping them connect with industry professionals and discover the possibilities in infrastructure careers. By establishing a physical campus, the Academy becomes a recognizable resource that supports long-term career engagement and development.

A STATE-OF-THE-ART CAMPUS AT ACC

The ACC campus offers an engaging, hands-on environment with facilities designed to support the **next generation of skilled professionals**.

STRATEGY BREAKDOWN

- 4.1 Innovative Facilities:** ACC to develop a campus with indoor and outdoor training spaces, simulation labs, and resources for employers to host interviews, career fairs, and networking events. Explore space sharing opportunities with WFS and CBO's to help expand in-person career development, connections to needed supports (i.e. child care) and training opportunities for students.
- 4.2 Shared Career Coaches:** Allow multiple training providers to access on-campus career coaches, ensuring participants receive personalized guidance. In addition, implement training opportunities for career coaches to receive up to date insights into career pathways and resources available to IA participants.

A STATE-OF-THE-ART CAMPUS AT ACC

The ACC campus offers an engaging, hands-on environment with facilities designed to support the **next generation of skilled professionals**.

NEXT STEPS

- Collaborate with ACC's facilities and curriculum teams to outline detailed specifications for training spaces (indoor/outdoor), simulation labs, and shared resources to create a seamless participant experience.
- Design a framework for tracking key performance indicators (KPIs) such as enrollment rates, job placements, and participant satisfaction to measure the campus's impact. This data can be gathered quarterly and shared with stakeholders to refine programming and demonstrate the Academy's value.

SEAMLESSLY LINKING TALENT TO CAREERS

Leverage partnerships with the WFS Sector Partnership, ACC, other training organizations (union and non-union), and local employers to make job placement **an integral part of the customer journey**.

WHY IT MATTERS?

Transitioning participants from training to employment is the ultimate measure of success for the Academy. By strengthening job placements and partnerships, the Academy closes the loop on workforce development, ensuring that participants not only gain skills but also secure meaningful employment. This recommendation makes the Academy a conduit for job growth, filling critical infrastructure roles that support the community's broader economic goals.

SEAMLESSLY LINKING TALENT TO CAREERS

Leverage partnerships with the WFS Sector Partnership, ACC, other training organizations (union and non-union), and local employers to make job placement **an integral part of the customer journey**.

STRATEGY BREAKDOWN

- 5.1 Sector Partnership Synergies:** Position the Sector Partnership to create long-term relationships with employers and align training programs to current industry needs.
- 5.2 Employer Sponsorships:** Identify employers interested in sponsoring trainees, supporting them from program start to job placement. Utilize WFS earn and learn service to augment sponsorships.
- 5.3 Job Shadowing and Networking:** Establish job shadowing programs and regular networking events to build early connections between participants and potential employers.
- 5.4 Digital Alumni Network:** Create a digital space where alumni can connect, share experiences, and mentor new Academy participants, reinforcing the Academy's impact.

SEAMLESSLY LINKING TALENT TO CAREERS

Leverage partnerships with the WFS Sector Partnership, ACC, other training organizations (union and non-union), and local employers to make job placement **an integral part of the customer journey**.

NEXT STEPS

- Collaborate with employers and training providers to outline specific job placement pathways that align with industry needs, such as apprenticeships, internships, and direct placements.
- Develop a standardized process for gathering employer feedback, such as through biannual surveys or quarterly review meetings, to assess participant readiness, skill alignment, and placement success.
- Begin with a small group of committed employers to pilot a sponsorship model, assessing the outcomes and identifying best practices. Document and analyze these results to expand the sponsorship program to a broader set of industry partners.

SEAMLESSLY LINKING TALENT TO CAREERS

Leverage partnerships with the WFS Sector Partnership, ACC, other training organizations (union and non-union), and local employers to make job placement **an integral part of the customer journey**.

NEXT STEPS (Cont.)

- Create a targeted campaign to recruit industry professionals willing to offer job shadowing and networking opportunities. Collaborate with local chambers of commerce and trade associations to encourage participation and expand the pool of potential mentors and connections for participants.
- Build a digital experience where alumni can connect, share job opportunities, and mentor new participants.

SUPPORTING EXCELLENCE THROUGH STRONG LEADERSHIP

WFS will ensure the Academy is effectively governed, adaptable, and well-resourced to meet evolving workforce needs.

WHY IT MATTERS?

Strong governance and leadership are essential for sustaining the Academy's mission, ensuring accountability, adaptability, and long-term success. By establishing a governance structure with industry, community, and government representatives, the Academy gains strategic guidance and support. This foundation helps the Academy stay responsive to evolving workforce needs and ensures it remains a vital, high-performing institution within the community.

SUPPORTING EXCELLENCE THROUGH STRONG LEADERSHIP

WFS will ensure the Academy is effectively governed, adaptable, and well-resourced to meet evolving workforce needs.

STRATEGY BREAKDOWN

- 6.1 Advisory Committee Formation:** Establish an Advisory Committee of the WFS Board of Directors that includes representatives from industry, government, education, and community organizations, providing strategic guidance and accountability.
- 6.2 Leadership Group:** Retain Leadership Group structure led by the Mayor and Judge to ensure there is measurable progress against the Academy's purpose and that policy goals are being achieved.
- 6.3 Capacity at WFS:** Explore hiring an Academy Director and Development staff to ensure the Academy is successful and financially sustainable. This will require generating revenue from other project sponsors as well as the private sector.
- 6.4 Feedback Sessions:** Implement ongoing feedback sessions with stakeholders to adapt and respond to community needs, maintaining relevance and engagement.

SUPPORTING EXCELLENCE THROUGH STRONG LEADERSHIP

WFS will ensure the Academy is effectively governed, adaptable, and well-resourced to meet evolving workforce needs.

NEXT STEPS

- Collaborate with the WFS board to develop the Advisory Committee's composition, ensuring a balanced representation from industry, government, education, and community organizations.
- Draft a governance framework outlining the Advisory Committee's purpose, responsibilities, and reporting structure, including protocols for regular updates to the WFS board.
- Work with the Leadership Group to develop a performance dashboard that captures essential metrics like budget utilization, training enrollment, job placements, and participant satisfaction. Schedule quarterly sessions with the Leadership Group to review the dashboard and identify areas needing policy adjustments.
- Develop a structured schedule for feedback sessions with the Sector Partnership, organized by topic (e.g., curriculum alignment, industry trends, participant support needs). Ensure each session produces actionable insights by documenting feedback and integrating it into program planning.

TRACKING SUCCESS AND IMPACT

WFS will establish key performance indicators (KPIs) to measure the Academy's effectiveness, drive continuous improvement, and celebrate milestones.

WHY IT MATTERS?

Clear performance metrics allow the Academy to measure its impact, celebrate successes, and continuously improve. By setting key indicators such as job placements, wages, and participant satisfaction, the Academy demonstrates its value to stakeholders and participants alike. Metrics not only drive accountability but also provide tangible proof of the Academy's role in strengthening the workforce and supporting the local economy.

TRACKING SUCCESS AND IMPACT

WFS will establish key performance indicators (KPIs) to measure the Academy's effectiveness, drive continuous improvement, and celebrate milestones.

STRATEGY BREAKDOWN

- 7.1 Performance Dashboard:** Develop a comprehensive dashboard tracking key metrics such as training completion, job placement, training related job placement, wages, participant satisfaction, and employer engagement.
- 7.2 Milestone Celebrations:** Recognize key achievements to celebrate success and motivate participants and stakeholders.
- 7.3 Success Stories:** Highlight individual success stories within the metrics, showcasing real-life impact and fostering a sense of accomplishment and community.

TRACKING SUCCESS AND IMPACT

WFS will establish key performance indicators (KPIs) to measure the Academy's effectiveness, drive continuous improvement, and celebrate milestones.

NEXT STEPS

- Establish a structured data collection process to track KPIs such as job placements, wage progression, and participant satisfaction. Implement a secure, centralized database accessible to WFS and partners, ensuring transparency and real-time data availability for all stakeholders.
- Define specific, measurable targets for each KPI based on industry standards and stakeholder expectations. Setting clear benchmarks (e.g., target job placement rate, average wage growth) provides a baseline to measure the Academy's impact year-over-year and helps identify areas for improvement.
- Collaborate with a data visualization expert to create an interactive dashboard that visually displays KPI metrics, trends, and progress toward goals. Ensure the dashboard is accessible to WFS, Academy partners, and stakeholders, with filters to view data by demographic, training program, or employer partner.

TRACKING SUCCESS AND IMPACT

WFS will establish key performance indicators (KPIs) to measure the Academy's effectiveness, drive continuous improvement, and celebrate milestones.

NEXT STEPS (Cont.)

- Organize quarterly meetings with WFS staff and key partners to review dashboard metrics, discuss progress, and make data-driven decisions. These reviews allow for quick adjustments to programming and highlight best practices or areas needing additional focus.
- Establish short, anonymous surveys at key program touchpoints to capture participant feedback on satisfaction, training effectiveness, and job placement experiences. Use this data to identify trends and areas for improvement in real time.
- Develop an annual events calendar that celebrates significant achievements, such as the 1000th job placement, involving participants and the community.
- Create social media, podcasts, digital reports and newsletters that highlight participant achievements.

Timeline of Key Milestones

| Milestone | Date | Details |
|---|----------------|--|
| Mobility + Infrastructure Workforce Initiative Launch | Q1 2023 | Led by Mayor Watson and Judge Brown |
| Phase 1 Sponsorship by CapMetro and ATP | Q1 2023 | Sector Partnership formed and research initiated |
| Austin City Council Launches AIA | March 7, 2024 | Resolution passed to formalize the Academy |
| Phase 2 Funded by Google and Texas Mutual | Q2 2024 | Focused on designing the service delivery model |
| \$5 Million Funding Approved | Q3 2024 | City Council allocates funding for expanded services |
| Women in Trades Pilot Launch | Q3 2024 | Workforce Solutions initiates targeted recruitment |
| Interim Report Published | Q4 2024 | Findings shared with stakeholders |
| Full Service Model Launch Planned | March 25, 2025 | Comprehensive rollout of Academy services |



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