

The Regional Workforce System

A Results, Measures, Baselines,
And Targets Framework

THE FAMILY OF SYSTEM MEASURES

Gulf Coast Workforce Board

Updated October 2016

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Background

The Gulf Coast Workforce Board is accountable for leading and governing the regional workforce system in the 13-county Gulf Coast region of Texas. It is the one and only workforce board in the region and one of its primary responsibilities is strategic planning.

The results, measures, baselines, and targets that follow are products of the Gulf Coast Workforce Board's most recent strategic planning effort. Along with statements of the Board's core values, mission, and vision, they set the policy framework governing the regional workforce system. This system comprises both Workforce Solutions, that part of the system directly funded by the Board, and the larger workforce system, which falls within the Board's sphere of influence but outside its direct control. Because the workforce system's collective resources dwarf those controlled by the Board, it faces an enormous challenge: to set the direction and focus for all workforce activities in the region, regardless of how they are funded, and to use its limited resources as leverage to nudge the larger system, the one outside its direct control, to achieve Board-established results.

A daunting task under any circumstances, moving the bigger system would be impossible without a strategic plan that clearly describes and precisely quantifies what results the Board expects the regional workforce system to achieve. For this reason, the Gulf Coast Workforce Board's strategic plan is different from most others; it has to function as a management tool for the Board and its staff.

Values, mission, and vision statements introduce the regional workforce board and explain what its members value most, why they exist as a board, and where they want the regional workforce system to be at some point in the future. Nothing new here, these are the components of every weighty strategic plan ever written and then shelved or stacked somewhere, but the Gulf Coast Workforce Board's strategic plan goes further.

First, it states the Board's expected results in general terms that can be easily communicated to and supported by the entire community, not just those operating within traditional workforce professions. Second, it establishes measures, baselines, and targets (long-term and annual) that support the Board's desired results. Third, it identifies industries and high-skill, high-growth occupations that are critical to the region's economic future, and invests the bulk of the resources it controls to help employers in these industries solve their chronic labor shortages. Finally, it strongly encourages all education, training, and employment organizations in the regional workforce system — not just those controlled by the Board — to use Board-adopted industries and occupations lists to guide all their education, training, and job-finding activities.

In so doing, the plan strategically quantifies not only what the system currently produces, but also what the Board wants the system to be producing in 2018. Thus the Gulf Coast Workforce Board's strategic plan has become a tool for managing the regional workforce system. Board and staff will both use it to drive the regional workforce system toward five clear and highly desirable results:

- #1 more competitive employers
- #2 a better-educated workforce
- #3 more and better jobs
- #4 higher incomes

Contents

What follows is:

- A list of the outcome measures for managing the Gulf Coast workforce system (Section A)
- A description of the family of measures which gives details about each measure, baseline, and long-term target (Section B)
- Detailed documentation of the information sources and methodology used to develop each measure identified in Section B (Section C)
- A set of annual targets that align with the measures, baselines, and targets in the previous section (Section D)
- Lists of the targeted industries and high-skill, high-growth occupations adopted by the Gulf Coast Workforce Board (Appendices 1 and 2)

Definitions

Regional Workforce System — all private and public efforts dedicated to improving employer competitiveness, building a better-educated workforce, bringing more and better jobs and greater employment opportunities to the region, and improving the incomes of Gulf Coast individuals

Gulf Coast Workforce Board — the leadership and governing board for the regional workforce system

Workforce Solutions — that part of the regional workforce system directly funded by the Gulf Coast Workforce Board

Strategic plan — a management tool developed by the Gulf Coast Workforce Board and its corporate staff to drive all workforce activities in the region through 2018

Base year — the year used to set baselines and, indirectly, performance targets; defined as calendar year 2012 (or any 12-month period ending in 2012) except in a limited number of cases where either 2012 was an atypical year or new measures required board staff to develop supporting data before a baseline could be established

Notes

Measuring results. There are a total of 24 measures in the current family of outcome measures with Board-established baselines and performance targets: 11 for the system and 13 for Workforce Solutions. These measures are listed in Section A and those of strategic interest to the Board are clearly highlighted. The same measures are described in Section B, documented in Section C, and given annual targets in Section D.

The Board believes this family of 24 measures will move the regional workforce system to meet or exceed the performance expectations of its funding sources, and focus clearly on solving the workforce problems of its employer and individual customers.

Setting baselines and targets. It is important to note that staff is not tracking a cohort of individuals over time, whether they be enrollees or graduates of educational institutions or employees in the workforce. Rather, staff set baselines and targets (long-term and annual) by looking at the system's performance over time and at performance levels at different points in time. When, for example, analysts looked at the number of high-school enrollees and graduates in a given year and then considered the same numbers for a succeeding year, they were not tracking the same students.

Rounding the numbers. In many cases staff rounded the numbers for baselines and targets to make them easier to handle, so they will not exactly match the numbers given in the measures documentation in Section C. Especially when considering long-term targets, staff decided rounded numbers are best. Unless otherwise noted, the base year for all measures is 2012.

Section A
OUTCOME MEASURES

OUTCOME MEASURES FOR MANAGING THE REGIONAL WORKFORCE SYSTEM

For The Regional Workforce System in 2018

Education

- Percentage of the region's population (25 and older) holding an education credential ¹
- Percentage of the region's population (25 and older) holding a post-secondary degree
- Percentage of those pursuing an education credential who earn one
- Percentage of students enrolled in the 9th through 12th grades earning a high school diploma
- Percentage of those taking a GED who earn one
- Percentage of students enrolled in post-secondary institutions earning a certificate or degree
- Percentage of students earning post-secondary certificates or degrees in fields preparing them for jobs in high-skill, high-growth occupations targeted by the Gulf Coast Workforce Board
- The total number of students earning a post-secondary degree or certificate up to and including Associate's degree.

Job Creation

- Total employment, number of new jobs created in the region

Employment

- Percentage of individuals employed working for employers in industries targeted by the Gulf Coast Workforce Board
- Percentage of individuals employed working in high-skill, high-growth occupations targeted by the Gulf Coast Workforce Board

¹ Shaded performance measures are Board-level measures; all others are staff-level measures.

For Workforce Solutions in 2018

Market Share

- Percentage of the region's employers using Workforce Solutions

Customer Loyalty

- Percentage of the region's employers using Workforce Solutions as repeat customers

Education

- Percentage of Workforce Solutions' individual customers pursuing an education credential who earn one
- Percentage of Workforce Solutions' individual customers enrolled in post-secondary education who earn a certificate or degree

Job Creation

- Number of new jobs created with employers as a direct result of Workforce Solutions partnering with other business organizations
- Percentage of new jobs created, as a direct result of Workforce Solutions partnering with business organizations, will be with employers in industries targeted by the Gulf Coast Workforce Board
- Percentage of new jobs created ,as a direct result of Workforce Solutions partnering with business organizations, will be with employers in high-skill, high-growth occupations targeted by the Gulf Coast Workforce Board

Employment

- Percentage of individual customers employed after leaving Workforce Solutions
- Percentage of individual customers employed in the quarter they enter the Workforce Solutions system
- Percentage of individual customers, unemployed at entrance, employed after leaving Workforce Solutions
- Percentage of individual customers, employed after leaving Workforce Solutions, also employed in both consecutive quarters

Income

- Percentage of individual customers with earnings gains of at least 20 percent after leaving Workforce Solutions
- Percentage of Workforce Solutions' individual customers employed with earnings gains after leaving Workforce Solutions

Section B
RESULTS, MEASURES, BASELINES, AND
TARGETS FRAMEWORK 2014 – 2018

The Family of System Measures

Regional Workforce System

RESULTS, MEASURES, BASELINES, AND TARGETS FRAMEWORK 2014 – 2018

The Family of System Measures

Measures and Targets

For the Regional Workforce System	For Workforce Solutions
<p>Education Credentials</p> <p>By 2018,</p> <ul style="list-style-type: none"> — 23 percent of those pursuing an education credential will earn one <i>(Target represents 169,557 individuals earning an education credential of some type, 23 percent over the 2012 level of 137,839, or an increase of some 31,718 people.)</i> — 38 percent of the region’s population 25 years and older will hold a post-secondary degree <i>(Target represents 1.7 million individuals with a post-secondary degree, 27.6 percent over the 2012 level of 1.32 million, or an increase of some 365,715 people.)</i> — 82 percent of the region’s population 25 years and older will hold an education credential <i>(Target represents 3.65 million individuals with an education credential, approximately 18.4 percent more than the 2012 level of 3.08 million or an increase of some 565,740 people.)</i> 	<p>Education Credentials</p> <p>By 2018,</p> <ul style="list-style-type: none"> — 74 percent of Workforce Solutions individual customers pursuing an education credential will earn one. <i>(Target represents 1,546 individuals with an education credential, approximately 3 percent more than the 2012 level of 1,396 or an increase of some 150 people.)</i> — 85 percent of Workforce Solutions individual customers enrolled in post-secondary education will earn a certificate or degree <i>(Target represents 1,333 individual customers earning a post-secondary credential, 2 percent over the 2012 level of 1,227, or an increase of some 106 people.)</i>

Measures and Targets

For the Regional Workforce System*	For Workforce Solutions
<p>Education Credentials (continued)</p> <p>By 2018,</p> <ul style="list-style-type: none"> —21 percent of students enrolled in the 9th through 12th grades will earn a high school diploma <i>(Target represents 73,403 individuals earning a high school diploma, 4.9 percent over the 2012 level of 70,004, or an increase of some 3,399 people.)</i> —79 percent of those who take the GED will earn one <i>(Target represents 8,591 individuals earning a GED, 38.2 percent over the 2012 level of 6,217, or an increase of some 2,374 people.)</i> —21 percent of students enrolled in post-secondary institutions will earn a certificate or degree <i>(Target represents 79,126 individuals earning a post-secondary credential, 28.4 percent over the 2012 level of 61,618, or an increase of some 17,508 people.)</i> —36 percent of students earning post-secondary certificates or degrees will hold credentials in fields preparing them for jobs in high-skill, high-growth occupations targeted by the Gulf Coast Workforce Board <i>(Target represents 24,077 individuals earning credentials in fields preparing them for jobs in high-skill, high-growth occupations, 24.9 percent over the 2010 level of 19,279, or an increase of some 4,798 people.)</i> 	<p>Employment</p> <p>By 2018,</p> <ul style="list-style-type: none"> — 76 percent of the individual customers will be employed after leaving Workforce Solutions <i>(Target represents 289,250 individuals who leave the system and will become employed. This is approximately 5 percent more than the 2012 level of 256,132 or an increase of some 33,118 people.)</i> — 65 percent of individual customers will be employed in the quarter they enter the Workforce Solutions system (Target represents 231,445 individual customers employed in the quarter they entered the system, a 4 percent increase over the 2012 level of 202,440, or an increase of 29,005 individuals. — 74 percent of the individual customers, unemployed at entrance, will be employed after leaving Workforce Solutions <i>(Target represents 246,482 individual customers, who were unemployed when they entered the system, leaving the system and employed in the quarter after the exit quarter, 29,725 more customers or a 5 percent increase over the 2012 level of 216,575.)</i> — 83 percent of the individuals customers who are employed after leaving the system will also be employed in both consecutive quarters <i>(Target represents 191,358 individual customers, who are employed after leaving the system, will also be employed in both quarters after the exit quarter, 16,131 more customers or a 2 percent increase over the 2012 level of 175,227.)</i>

Measures and Targets

For the Regional Workforce System*	For Workforce Solutions
<p>Education Credentials (continued)</p> <p>By 2018,</p> <p>—40,210 students will earn a post-secondary degree or certificate up to and including Associate’s degree. <i>(Target represents an increase of 7,876 awards, certificates, or degrees, 24.4 percent from the 2012 level.)</i></p>	

Measures and Targets

For the Regional Workforce System	For Workforce Solutions
<p>Job Creation By 2018,</p> <ul style="list-style-type: none"> — 3.0 million individuals will be employed in the region, reflecting the creation of 365,000 new jobs <i>(Target represents an increase of 365,000 more jobs, or increase of 13.8 percent over 2012.)</i> <p>Employment By 2018,</p> <ul style="list-style-type: none"> — 28.6 percent of individuals employed will be working for employers in industries targeted by the Gulf Coast Workforce Board <i>(Target represents an increase of 186,432 individuals employed in industries targeted by the Gulf Coast Workforce Board, 26.1 percent over 2010 levels of 669,660 people.)</i> — 16.9 percent of individuals employed will be working in high-skill, high-growth occupations targeted by the Gulf Coast Workforce Board <i>(Target represents an increase of 34,860 individuals employed in high-skill, high-growth jobs targeted by the Gulf Coast Workforce Board, a 6.9 percent increase over 2010 levels of 472,120 people.)</i> 	<p>Job Creation By 2018,</p> <ul style="list-style-type: none"> — 3,300 new jobs will be created as a direct result of Workforce Solutions partnering with other business organizations <i>(Target represents the same number of jobs created as in 2012.)</i> — 75 percent of the new jobs created, as a result of Workforce Solutions partnering with business organizations, will be with employers in industries targeted by the Gulf Coast Workforce Board <i>(Target represents an increase of 15.4 percent over 2012, or an increase of 407 jobs created in our key industries in 2018.)</i> — 45 percent of the new jobs created, as a result of Workforce Solutions partnering efforts, will be with employers in high-skill, high-growth occupations targeted by the Gulf Coast Workforce Board <p>Market Share By 2018,</p> <ul style="list-style-type: none"> — 23,000 of the region’s employers will use Workforce Solutions

Measures and Targets

For the Regional Workforce System	For The Workforce Solutions
	<p>Customer Loyalty By 2018, — 60 percent of employers using Workforce Solutions will be repeat customers <i>(Target represents 13,159 employers using the system as repeat customers, 5.89 percent over the 2013 level of 11,290, or an increase of some 1,869 employer customers.)</i></p> <p>Income By 2018, — 37 percent of individual customers will have earnings gains of at least 20 percent after leaving Workforce Solutions. <i>(Target represents 146,189 individual customers who have earnings gains of at least 20 percent, a 4.14 percent increase over the 2012 level of 122,477, or an increase of 23,712 people with earnings gains of at least 20 percent.)</i></p> <p>— 46 percent individual customers, who are employed, will have earnings gains after leaving The Workforce Solutions. <i>(Target represents 181,748 individual customers who have earnings gains in the second and third quarters after the exit quarter, a 3.25 percent increase over the 2012 level of 159,338, or an increase of 22,410 people.)</i></p>

Section C
MEASURES DOCUMENTATION

For the Regional Workforce System

BOARD MEASURE

Education 2014 — 2018 (a stock measure)

Quantifiable Measure	Baseline	Long-Term Target
By 2018, 82 percent of the region's population (25 years and older) will hold an education credential.	80 percent	82 percent

PRIMARY DATA SOURCES

There are two primary sources of information: the U.S. Census Bureau's 2011 3-year American Community Survey and the Texas State Data Center's Population Projections for 2010-2050 obtained from their website April 2013, half the rate of the 2000-2010 Scenario. Information is available anytime from either source. The American Community Survey is conducted annually, and results are available approximately nine months after the end of the calendar year surveyed.

METHODOLOGY: SETTING THE BASELINE AND TARGET

We used the US Census Bureau's 2011 American Community Survey (ACS) to estimate the education level of the Gulf Coast region's population 25 years of age and older for the 2011 base year. This is the best source of timely information on education levels of the region's population available anywhere.

The American Community Survey includes all those with a high school diploma, GED or post-secondary degree.

To set the baseline for this measure we identified those individuals 25 years of age and older in the counties surveyed who were at least high school graduates, had obtained a GED, or completed a post-secondary degree at the time of the 2011 survey. We used this number (3,081,641) as the numerator. For the denominator, we again looked at the 2011 ACS survey which estimates there are 3,824,824 people, aged 25 years and older, living in the six counties. Numerator divided by the denominator equals 80.57 percent. We rounded to 80 percent.

To set the 2018 performance target for this measure, we used population projections developed by the Texas State Data Center. The Data Center estimates there will 4,448,025 people 25 years of age and older living in the Gulf Coast Region in 2018.

We then multiplied that number (4,448,025) by our target (80 percent) to calculate the number of people (25 years of age and older) in the region that we expect to have an education credential (high school diploma, GED or post-secondary degree) in 2018. That number is 3,558,420, some 476,779 individuals more than 2012. *Target increased to 82 percent based on improved performance.*

This target is based on past trends and new strategies Workforce Solutions and its education partners will employ in the future.

SUPPORTING INFORMATION

The American Community Survey excludes those who have earned recognized certificates other than a GED, and therefore somewhat understates the number of residents with some type of education credential. The 2011 American Community Survey included all 13 counties in the region.

For the Regional Workforce System

BOARD MEASURE

Education 2014 — 2018 (a stock measure)

Quantifiable Measure	Baseline	Long-Term Target
By 2018, 38 percent of the region's population (25 years and older) will hold a post-secondary degree.	35 percent	38 percent

PRIMARY DATA SOURCES

There are two primary sources of information: the U.S. Census Bureau's 2011 3-year American Community Survey and the Texas State Data Center's Population Projections for 2010-2050 obtained from their website April 2013, half the rate of the 2000-2010 Scenario. Information is available anytime from either source. The American Community Survey is conducted annually, and results are available approximately nine months after the end of the calendar year surveyed.

METHODOLOGY: SETTING THE BASELINE AND TARGET

We used the US Census Bureau's 2011 American Community Survey (ACS) to estimate the education level of the Gulf Coast region's population 25 years of age and older for the 2012 base year. This is the best source of timely information on education levels of the region's population available anywhere.

As with the measure above, the American Community Survey includes all those with a high school diploma, GED or post-secondary degree. For this measure, we count only those with a post-secondary degree, and this measure is a subset of the previous one that measures the percentage of the population with a high-school (or equivalent) or higher credential.

To set the baseline for this measure, we identified those individuals 25 years of age and older who had a post-secondary degree (an Associate, Bachelor's, Master's, Professional or Doctorate Degree) at the time of the 2011 survey. This number, 1,324,535, is our numerator.

Then, we used the ACS survey to estimate the total population 25 years of age and older and used this as our denominator. Numerator divided by denominator equals 34.6 percent. We rounded to 35 percent.

To set the 2018 performance target for this measure, we used population projections developed by the Texas State Data Center to estimate the number of people 25 years and older 2018, 4,448,025 people. We then multiplied that number (4,448,025) by our target (36 percent) to calculate the number of people (25 years of age and older) in the region that we expect to have a post-secondary degree in 2018. That number is 1,601,289, some 276,754 individuals above 2012 levels. *Target increased to 38 percent based on improved performance.*

This target is based on past trends and new strategies Workforce Solutions and its education partners will employ in the future.

SUPPORTING INFORMATION

The American Community Survey excludes those who have earned recognized certificates other than a GED and therefore somewhat understates the number of residents with some type of education credential. The 2011 American Community Survey included all 13 counties in the region.

For the Regional Workforce System

BOARD MEASURE

Education 2014 — 2018 (a flow measure)

Quantifiable Measure	Baseline	Long-Term Target
By 2018, 23 percent of those pursuing an education credential will earn one.	20 percent	23 percent

PRIMARY DATA SOURCES

This measure is a composite of three more detailed measures that follow.

METHODOLOGY: SETTING THE BASELINE AND TARGET

We calculate the numerator for this measure by summing the number of individuals who obtain educational credentials in three categories: 1) students enrolled in 9th through 12th grades who earn high school diplomas from public schools including public charter schools; 2) individuals who earn a GED; and 3) students who earn certificates or degrees from public and private post-secondary institutions. The denominator is the sum of the individuals in the corresponding groups who were enrolled in the institutions and programs leading to credentials. Again, these groups are: 1) students enrolled in 9th through 12th grades in public schools including charter schools; 2) people taking GED tests; and 3) people enrolled in public or private post-secondary institutions. In contrast to the two measures regarding the total percentage of adults with education credentials above, this measure includes those earning occupation-specific credentials.

The percentage for this measure seems relatively low because we intentionally compare the number of people earning various credentials to the total number of people, that is, everyone pursuing those credentials. For example, the number of people graduating from high school is compared to the total number of people enrolled in high school, not just the number enrolled in 12th grade.

We calculated the baseline as the sum of those earning a high school diploma from a public institution (70,004) plus those earning a GED (6,217) plus those earning a post-secondary certificate or degree from either a public or private institution (61,618). We calculate a numerator of 137,839. We then calculated a denominator by summing the number of high school enrollments (330,271) plus those taking the GED test (9,629) plus those enrolled in post-secondary schools (340,989). The denominator is 685,027. The numerator (137,839) divided by the denominator (685,027) equals 20.12 percent. We rounded to 20 percent.

We calculated the 2018 target using the same formula by adding up each of the three denominators for projected for the next three sub-measures: Percentage of students enrolled in the 9th through 12th grades

earning a high school diploma; Percentage of individuals taking a GED that will earn one; Percentage of students enrolled in post-secondary institutions earning a certificate or degree. For 2018 this was $349,537 + 10,875 + 376,791 = 737,203$. The target number of individuals pursuing an educational credential for 2018 was 21% of 737,203 or 154,813. *Target increased to 23 percent based on improved performance.*

In tracking this data for the performance year —either baseline, long-term target, or any of the intervening years —enrollment data is for the fall semester of the academic year. Graduation data is for the entire academic year. For example, for the 2006 base year fall 2005 enrollments are compared to graduations for the period September 1, 2005, through August 31, 2006.

Adult basic education and GED data are reported for a calendar year.

SUPPORTING INFORMATION

This measure also includes those earning recognized certificates.

As used here, the term “pursuing an education credential” includes students enrolled in public high schools and public or private post-secondary institutions as well as those who are sign-up to take the GED. We include private career schools, colleges and universities in the totals for post-secondary institutions.

Measures of those earning high-school diplomas do not include those enrolled in or graduating from private schools.

For the Regional Workforce System

STAFF MEASURE

Education 2014 — 2018 (a flow measure)

Quantifiable Measure	Baseline	Long-Term Target
By 2018, 21 percent of students enrolled in the 9 th through 12 th grades will earn a high school diploma.	21 percent	21 percent

PRIMARY DATA SOURCES

There are two primary sources of information for this measure: the Texas Education Agency (TEA) and Texas State Data Center's Population Projections for 2010-2050 obtained from their website April 2013, half the rate of the 2000-2010 Scenario.

The latest public school enrollment data is available anytime on line from TEA at <http://www.tea.state.tx.us/adhocrpt/>. The latest population estimates are available anytime on line from the Texas State Data Center at <http://txsdc.utsa.edu/>

Information on enrollments and graduates for the latest academic year is available in March the following calendar year. Population projections from the Texas State Data Center are updated as new information becomes available, not on a regular schedule.

METHODOLOGY: SETTING THE BASELINE AND TARGET

We calculated the baseline for this measure by dividing the number of students graduating in academic year 2010-2011 from public secondary schools in the 13-county Gulf Coast region (numerator = 70,004) by the number of students enrolled in the 9th through the 12th grades in that same academic year (denominator = 330,271). Numerator divided by the denominator equals 21.2 percent. We rounded to 21 percent.

We calculated the 2018 performance target by, first, estimating public school enrollments in the 9th through 12th grade based on population projections from the Texas State Data Center. The Data Center estimates the number of people 18 years and under will increase by 5.5% from 2012 (our base year) to 2018 (our target year). Applying this growth rate to the base year denominator (330,271), we estimate the number of enrollments in 2018 (the 2017-2018 academic year) to be 349,537. We then multiplied that number (349,537) by our target (21 percent) to determine the number of those enrollees who will graduate in 2018 (73,403), some 3,399 additional graduates above the 2012 level.

This target is based on 1) past trends in enrollments and graduations, 2) an assessment of the impact of recent changes in public education policy in Texas, particularly as it relates to graduation requirements, 3)

changing demographics of public school enrollees, and 4) new strategies Workforce Solutions and its education partners will employ in the future.

SUPPORTING INFORMATION

The baseline and target percentages are low because we are comparing the number of graduates to enrollments in the 9th through the 12th grade for a given performance year. We believe that it is a much stronger measure of secondary school performance and accountability than simply comparing number of graduates to number enrolled in the 12th grade only.

For the Regional Workforce System

STAFF MEASURE

Education 2014 — 2018 (a flow measure)

Quantifiable Measure	Baseline	Long-Term Target
By 2018, 79 percent of those taking a GED will earn one.	65 percent	79 percent

PRIMARY DATA SOURCES

There are two primary sources of information for this measure: a special report prepared for Workforce Solutions by the Texas Education Agency, and Texas State Data Center's Population Projections for 2010-2050 obtained from their website April 2013, half the rate of the 2000-2010 Scenario. The GED information is only available by special request from TEA. Data on the number of people who take and pass the GED exam is available in March for the previous calendar year. Source: Ronald Heinrich 512-475-3541

METHODOLOGY: SETTING THE BASELINE AND TARGET

The year 2012 was an atypical year of results. The baseline for this measure was determined by dividing the number of people earning a GED by the number of people taking a GED. Although the baseline is shown as 65 percent a more realistic value is from 2013, 78.74%. However, the numerator for 2012 is 6,217 and the denominator is 9,629. Numerator divided by denominator equals a 64.57 percent rate. We rounded to 65 percent. The decision was made to target at the level of 79%, the active success rate of year 2011 and 2013.

We estimated the number of people who will take the GED in 2018. First, we calculated the ratio of people taking the GED (9,629) to the total population in 2012 (divided by 6,111,697 or .1576%). We applied this ratio to the Texas State Data Center's population projection for the region in 2018 (6,902,553) to yield an estimate of the number of people who will take the GED in 2018, or 10,875 people. We then multiplied this number by our target for 2018 (79 percent) to estimate the number of people we expected to earn the GED or 8,591 people, some 1,038 more than the base. Annual targets are based from the year 2013 to 2018 since the year 2012 was atypical.

This target is based on past trends, consultation with GED experts at the local, state, and national levels, and strategies Workforce Solutions and its education partners will employ in the future.

SUPPORTING INFORMATION

The TEA contact is Ronald Heinrich 512-475-3541, Ronald.Heinrich@tea.state.tx.us.

For the Regional Workforce System

STAFF MEASURE

Education 2014 — 2018 (a flow measure)

Quantifiable Measure	Baseline	Long-Term Target
By 2018, 21 percent of students enrolled in post-secondary institutions will earn a certificate or degree.	18 percent	21 percent

PRIMARY DATA SOURCES

There are two primary sources of information for this measure: the National Center for Education Statistics (NCES) and the Texas State Data Center's Population Projections for 2010-2050 obtained from their website April 2013, half the rate of the 2000-2010 Scenario.

METHODOLOGY: SETTING THE BASELINE AND TARGET

The 2012 baseline for this measure was determined by dividing the number of graduates (certificate or degrees granted in post-secondary institutions) during the 2010 – 2011 academic year by the number of people enrolled in the fall 2010 semester. According to data from the NCES, there were 61,618 graduates (the numerator) and 340,989 people enrolled (the denominator). Numerator divided by denominator equals a 18.07 percent graduation rate. We rounded this 18 percent.

The percentage of students enrolled in post-secondary institutions earning a certificate or degree has held steady around 18 percent for the last three years and the decision was made to try and maintain this level of completion.

To develop specific targets for 2018, we first estimated the number of people in our region that will be in enrolled in post-secondary institutions in 2018 (376,791), details below. We then set a target that 18 percent will earn a post-secondary credential in the target year. This target (18 percent) translates into 67,822 individuals, some 6,650 more people than the 2012 baseline. *Target increased to 21 percent based on improved performance.*

As with public secondary schools, the performance year in higher education is an academic year. Enrollment data for that year is the fall semester. Graduation data includes anyone earning a recognized certificate or post-secondary degree for that academic year. For example, for the 2012 base year, fall 2010 enrollments are compared to graduations for that academic year (September 1, 2010, through August 31, 2011).

Note: "Post-secondary institutions" refers to both public and private institutions in the region. We only count occupation-specific certificates.

SUPPORTING INFORMATION

A few of the independent schools in our region, such as the South Texas College of Law, are not included here, as data for them was not available.

Key Steps in the Process

For projections, staff used the Texas Higher Education Coordinating Board (THECB) enrollment projections from a publication entitled Enrollment Forecasts 2013-2020, Texas Institutions of Higher Education, published in January, 2013.

(<http://www.thecb.state.tx.us/reports/PDF/2964.PDF?CFID=35000351&CFTOKEN=54060917>).

THECB projects enrollments in public college and universities in our region to increase by 11.4% for the eight years between 2012 and 2020. We applied a simple growth rate to the actual number of enrollments obtained from the NCES ($340,989 * 1.114$) to determine the estimated enrollment in 2020 (388,727). From here we determined the estimated enrollment in 2018 ($340,989 + (6 * 5,967)$) to be 376,791.

Key staff contacts are Janice McIver at THECB (512) 427-6298, Nancy Ward at ICUT (512) 472-9522, Michael DeLong (512) 936-3100 and Kevin McClary (512) 936-9260 at TWC Career Schools.

For the Regional Workforce System

STAFF MEASURE

Education 2014 — 2018 (a flow measure)

Quantifiable Measure	Baseline	Long-Term Target
By 2018, 36 percent of individuals earning post-secondary certificates or degrees will hold credentials in fields preparing them for jobs in high-skill, high-growth occupations targeted by the Gulf Coast Workforce Board.	31 percent	36 percent

PRIMARY DATA SOURCE

There are three primary sources of information for this measure: the National Center for Education Statistics (NCES) Integrated Post-Secondary Data System (IPEDS) using the Peer Analysis Tool, 2011 (Academic Year 2010-2011); the Texas State Data Center's Population Projections for 2010-2050 obtained from their website April 2013, half the rate of the 2000-2010 Scenario; and the list of high-skill, high-growth occupations developed by Workforce Solutions and adopted by the Gulf Coast Workforce Board (copy in appendix 2).

Information from IPEDs, is always available, but not user friendly. Currently, IPEDs data is available two years after the end of the performance period. We used August 2010 through September 2011 data for the 2012 base year.

Population Data from the Texas State Data Center and the list of high-skill, high-growth occupations are available anytime. Both are updated regularly.

METHODOLOGY: SETTING THE BASELINE AND TARGET

The baseline for this measure was computed by dividing the number of individuals earning post-secondary certificates or degrees in fields preparing them for jobs in high-skill, high-growth occupations targeted by the Gulf Coast Workforce Board by the number of individuals earning post-secondary certificates or degrees in the performance year 2011 (academic year 2010-2011 in this case). The numerator for the 2012 base year is 19,279, and the denominator is 61,618. Numerator divided by denominator equals 31.29 percent. We rounded to 31 percent.

To determine the number of certificates or degrees in fields preparing them for jobs in high-skill, high-growth occupations targeted by the Gulf Coast Workforce Board we cross walked the targeted, high-skill, high-growth occupations classified by SOC codes (Standard Occupational Classification) to CIP codes (the Classification of Instructional Programs), using a crosswalk found at the National Center for Education Statistics (NCES) <http://nces.ed.gov/ipeds/cipcode/resources.aspx?y=55>. We found all of the CIP codes

that aligned with the Board’s high-skill, high-growth occupations. We went to the National Center for Education Statistics’ (NCES) online education database called IPEDS (Integrated Post-Secondary Education Data System), the source dataset for this measure. IPEDS is a system that collects data from post-secondary educational institutions. The cohort includes post-secondary institutions - public community colleges, universities & technical school, private universities & colleges, and proprietary schools. Schools receiving federal financial aid are required to provide data to NCES. Other schools may voluntarily provide information. Schools can self-report data using IPEDS or it may be collected through a survey. All the data is then made available to users through IPEDS.

IPEDS recognizes 11 types of certificates or degrees, and we extracted data for all eleven. IPEDS provides several data elements for the number of completers. We selected “Grand Total”. For each CIP code, we extracted the number of people who earned any of the various types of certificates or degrees.

To calculate the data we first extracted data for all CIP codes for all institutions designated in our region. The direct steps to do this change frequently with upgrades to the IPEDS interface.

To calculate the denominator, we counted the number of completions for all CIP codes (61,618). To calculate the numerator we counted the total number of completions for CIP codes that crosswalk with HS HG occupations, (19,279).

The 2018 performance target was determined by projecting the number of individuals likely to earn post-secondary credentials in fields preparing them for jobs in the targeted, high-skill, high-growth occupations. We first used the same methodology of estimating the number of students earning post-secondary certificates or degrees in the Gulf Coast Region as used in the previous target: To develop specific targets for 2018, we first estimated the number of people in our region that will be enrolled in post-secondary institutions in 2018 (376,791), details in prior target explanation. We then set a target that 18 percent will earn a post-secondary credential in the target year. This target (18 percent) translates into 67,822 individuals, some 6,650 more people than the 2012 baseline. We applied our target of 34% to project some 23,060 individuals will earn post-secondary credentials in fields preparing them for jobs in the targeted, high-skill, high-growth occupations in 2018 (in this case, academic year 2017-2018). *Target increased to 35.5 percent rounded to 36 percent based on new targeted industries approved in 2015.*

This target is set based on past trends and new strategies Workforce Solutions, its contractors and education partners will employ in the future.

SUPPORTING INFORMATION

Post-secondary institutions include all public and private institutions in the Gulf Coast region.

IPEDS is not a user-friendly system; Staff contact at NCES is Frank Morgan 202.502.7413.

For the Regional Workforce System

STAFF MEASURE

Education 2014 — 2018 (a flow measure)

Quantifiable Measure	Baseline	Long-Term Target
By 2018, 40,210 students will earn a post-secondary degree or certificate up to and including Associate's degree. (Target represents an increase of 7,876 awards, certificates, or degrees, 24.4 percent from the 2012 level.).	32,334	40,210

PRIMARY DATA SOURCE

The primary source of information for this measure is the National Center for Education Statistics (NCES) Integrated Post-Secondary Data System (IPEDS).

Information from IPEDs, is always available, but not user friendly. Currently, IPEDs data is available two years after the end of the performance period. We used August 2010 through September 2011 data for the 2012 base year.

METHODOLOGY: SETTING THE BASELINE AND TARGET

The baseline for this measure was computed by adding the number of awards, certificates, and degrees awarded up to and including an associate's degree for all educational institutions reporting in the 2010 to 2011 academic year. We went to the National Center for Education Statistics' (NCES) online education database called IPEDS (Integrated Post-Secondary Education Data System), the source dataset for this measure. IPEDS is a system that collects data from post-secondary educational institutions. The cohort includes post-secondary institutions - public community colleges, universities & technical school, private universities & colleges, and proprietary schools. Schools receiving federal financial aid are required to provide data to NCES. Other schools may voluntary provide information. Schools can self-report data using IPEDS or it may be collected through a survey. All the data is then made available to users through IPEDS.

The 2018 performance target was determined by projecting the number of individuals likely to earn post-secondary degrees or certificate's up to and including an associate's degree. We first determined historical growth rates for 2008 to 2014 by category (less than one academic year, at least 1 but less than 2 academic years, and associate's degree). We calculated the annual growth rate by category to project the desired growth. Note that the number of awards or certificates for less than one academic year declined over the base time period of 2008 to 2014, the target was raised to be the same rate of growth as for the number of awards or certificates for at least one but less than two academic years.

For the Regional Workforce System

Gulf Coast Region

Students Earning a Post-secondary Degree or Certificate Up to and Including an Associate's Degree.

	2010 08 to 09 Academic Year	2011 09 to 10 Academic Year	2012 10 to 11 Academic Year	2013 11 to 12 Academic Year	2014 12 to 13 Academic Year	2015 13 to 14 Academic Year
Associate's degree	10,338	12,307	13,416	15,570	15,653	16,475
Less than 1 academic year	8,759	10,189	8,518	6,832	6,673	6,792
At least 1 but less than 2 academic years	6,119	6,960	10,400	9,850	9,056	8,658
Total middle-skill degrees/certificates	25,216	29,456	32,334	32,252	31,382	31,925

Target Calculation

	Actual Average Annual Percent Increase 08-14	Targeted Average Annual Percent Increase	2016 14 to 15 Academic Year Target	2017 15 to 16 Academic Year Target	2018 16 to 17 Academic Year Target
Associate's degree	9.8%	9.8%	18,090	19,862	21,809
Less than 1 academic year	-4.2%	6.0%	7,200	7,631	8,089
At least 1 but less than 2 academic years	6.0%	6.0%	9,177	9,728	10,312
Total middle-skill degrees/certificates	4.0%	4.0%	34,467	37,222	40,210

Source: NCES (IPEDS)

SUPPORTING INFORMATION

Post-secondary institutions include all public and private institutions in the Gulf Coast region.

For the Regional Workforce System

BOARD MEASURE

Job Creation 2014 — 2018

Quantifiable Measure	Baseline	Long-Term Target
By 2018, 3.0 million individuals will be employed, reflecting the creation of 300,000 new jobs	2.6 million	3.0 million

PRIMARY DATA SOURCE

The Texas Workforce Commission's Labor Market and Career Information Department is the primary source of data - the Quarterly Census of Covered Employment and Wages series (covered employment) and Long-term Employment Projections (2010-2020). Covered employment data is gathered quarterly. Data is released six to eight months after the end of the subject quarter. Long-term (10 year) employment projections by industry and occupation are done every 2 years. This information is available anytime at <http://www.tracer2.com>.

METHODOLOGY: SETTING THE BASELINE AND TARGET

TWC estimates covered employment for the first quarter of 2012 at 2,635,696, and we used this as our baseline.

We calculated the performance target for 2018 by developing annual projections of first quarter covered employment through 2018. To do this, we increased the actual reported employment estimate for 2012 (2,635,696) by TWC's long-term employment growth rate for 2010 to 2020 (22.7% or 59,830 jobs per year) to get projected first quarter covered employment for 2018 (2,994,676).

Note: We used first quarter employment for each calendar year because it is generally accepted as the most accurate quarter for estimating employment for a year.

SUPPORTING INFORMATION

See projections of employment on the following table.

**Gulf Coast Workforce Region
Total Employment**

Year	1st Quarter Covered Employment	Covered Employment Projection Source	Year Over Year Change
2010	2,499,053	Actual	
2011	2,551,290	Actual	52,237
2012	2,635,696	Actual	84,406
2013	2,695,526	1	59,830
2014	2,755,356	1	59,830
2015	2,815,186	1	59,830
2016	2,875,016	1	59,830
2017	2,934,846	1	59,830
2018	2,994,676	1	59,830
Total Chg 2012-2018			358,980

Source for projected change in covered employment

1. Based on long-term employment projections from Texas Workforce Commission LMCI Department. (2.27% annual change or 59,830 jobs per year)

Prepared by Workforce Solutions 04.24.13

BOARD MEASURE:

Education 2014 — 2018 (a flow measure)

Quantifiable Measure	Baseline	Long-Term Target
By 2018, 74 percent of individual customers pursuing an education credential will earn one.	71 percent	74 percent

PRIMARY DATA SOURCE

The primary data source of information for this measure is TWIST. We extract data from the TWIST database using ad hoc software (InfoMaker). TWIST data is available anytime. Data is complete within 30 days after the end of the performance period.

METHODOLOGY: SETTING THE BASELINE AND TARGET

This measure includes Workforce Solutions customers expected to earn an education credential as a result of assistance from Workforce Solutions. We include customers seeking several types of education credentials: 1) high school diploma from either public or private institutions, 2) a high school equivalency degree and, 3) certificate or degree from public or private post-secondary institutions. We do not count continuing education units as education credentials.

We calculated the baseline by dividing the number of individual customers earning one or more of the above education credentials by the end of the first quarter after exit (1,396) by the number of individual customers pursuing an education credential (1,971) for the period July 2011 through June 2012 timeframe, or 70.83%. We rounded this to 71%.

We project 2,089 customers will pursue an education credential in the period July 2017 through June 2018.

SUPPORTING INFORMATION

None.

STAFF MEASURE

Education 2014 — 2018 (a flow measure)

Quantifiable Measure	Baseline	Long-Term Target
By 2018, 85 percent of individual customers enrolled in post-secondary institutions will earn a certificate or degree.	83 percent	85 percent

PRIMARY DATA SOURCE

The primary data source of information for this measure is TWIST. We extract data from the TWIST database using ad hoc software (InfoMaker). TWIST data is available anytime. Data is complete within 30 days after the end of the performance period.

METHODOLOGY: SETTING THE BASELINE AND TARGET

This measure includes customers enrolled in public or private post-secondary institutions who earn certificates or degrees.

We calculated the baseline for this measure by dividing the number of individual customers receiving service from Workforce Solutions who are enrolled in post-secondary institutions and earn a certificate or degree by the end of the first quarter after exit (1,227) by the number of individual customers enrolled in post-secondary institutions (1,479) during the period July 2011 through June 2012 timeframe, or 82.96%. We rounded to 83%.

We project a new denominator of 1,568 customers for the period July 2017 through June 2018 will pursue a post-secondary education credential.

Note: “Post -secondary institutions” refer to both public and private institutions in the region. The only certificates counted here are occupation specific.

SUPPORTING INFORMATION

Students counted here as enrolled in post-secondary education are those pursuing occupation-specific certificates or degrees. Those enrolled in short-term, pre-vocational training (i.e., adult basic education, keyboarding, English as a second language, and computer software training) useful for multiple occupations are excluded from this measure.

The numbers here include all individual customers found in TWIST who are receiving post-secondary education services, regardless of the funding source that financed those services they received. Specifically, we included customers in TWIST who received occupational skills training or upgrading services. Information on those earning post-secondary certificates or degrees came from performance outcome data.

For the Regional Workforce System

STAFF MEASURE

Employment 2014 — 2018

Quantifiable Measure	Baseline	Long-Term Target
By 2018, 28.6 percent of individuals employed will be working for employers in industries targeted by the Gulf Coast Workforce Board.	26.8 percent	28.6 percent

PRIMARY DATA SOURCE

The Texas Workforce Commission's Labor Market and Career Information Department is the primary source of data - the Quarterly Census of Covered Employment and Wages series (covered employment) and Long-term Employment Projections (2010-2020). Covered employment data is gathered quarterly. Data is released six to eight months after the end of the subject quarter. Long-term (10 year) employment projections by industry and occupation are done every 2 years. This information is available anytime at <http://www.tracer2.com>.

We augment this information with the Workforce Solutions list of targeted industries adopted by the Gulf Coast Workforce Board (copy in appendix 1). This list is available anytime, and regularly reviewed and updated, as needed.

METHODOLOGY: SETTING THE BASELINE AND TARGET

To estimate our baseline for 2010, we used the Texas Workforce Commission's estimate of first quarter covered employment and employment by industry, the list of industries targeted by the Gulf Coast Workforce Board, and their associated North American Industrial Classification System (NAICS) codes.

TWC estimates covered employment for the first quarter of 2010 at 2,499,053 (denominator) and the number of people employed in the Board's targeted industries at 669,660 (numerator). We calculated numerator divided by denominator to be 26.8 percent for our baseline.

We calculated the performance target for 2018 by first, developing annual projections of first quarter covered employment through 2018. To do this, we increased the actual reported employment estimate for 2013 (2,635,696) forward by TWC's long-term employment growth rate for 2010 to 2020 (22.7% or 59,830 jobs per year) to get projected first quarter covered employment for 2018 (2,994,676).

Note: We used first quarter employment for each calendar year because it is generally accepted as the most accurate quarter for estimating employment for a year.

To calculate total employment in the targeted industries for 2018, we used TWC’s projected long-term employment growth rate for the targeted industries (3.31% annual change or 22,168 jobs per year) and increased our 2010 baseline by this amount. We estimate employment in our targeted industries in 2018 at 847,004.

With this done, we were able to estimate that 2,994,676 individuals will be employed in 2018, 847,004 of whom will be working with employers in the targeted industries. The numerator (847,004) divided by the denominator (2,994,676) is 28.3 percent. We rounded to 28 percent for our 2018 target. *Target increased to 28.6 percent based on new targeted industries approved in 2015.*

SUPPORTING INFORMATION:

See projections of employment and employment in targeted industries on the following table.

**Gulf Coast Workforce Region
Employment in Targeted Industries**

Year	1st Quarter Covered Employment	Covered Employment Projection Source	Employment in Targeted Industries	Net New Jobs Created in Targeted Industries	Targeted Industry Projection Source	Percent Employed in Industries Targeted by the GCWB
2010	2,499,053	Actual	669,660		Actual	26.8%
2011	2,551,290	Actual	691,828	22,168	2	27.1%
2012	2,635,696	Actual	713,996	22,168	2	27.1%
2013	2,695,526	1	736,164	22,168	2	27.3%
2014	2,755,356	1	758,332	22,168		27.5%
2015	2,815,186	1	780,500	22,168		27.7%
2016	2,875,016	1	802,668	22,168		27.9%
2017	2,934,846	1	824,836	22,168		28.1%
2018	2,994,676	1	847,004	22,168		28.3%

1. Annual growth based on 2010-2020 long-term employment projections from Texas Workforce Commission LMCI Department (22.7% growth from 2010-2020).

2. Based on long term employment projections for targeted industries by Texas Workforce Commission LMCI Department (3.31% annual change or 22,168 jobs per year).

For the Regional Workforce System

STAFF MEASURE

Employment 2014 — 2018

Quantifiable Measure	Baseline	Long-Term Target
By 2018, 16.9 percent of those employed will be working in high-skill, high-growth occupations targeted by the Gulf Coast Workforce Board.	18.9 percent	16.9 percent

PRIMARY DATA SOURCE

The Texas Workforce Commission's Labor Market and Career Information Department is the primary source of data - the Quarterly Census of Covered Employment and Wages series (covered employment) and Long-term Employment Projections (2010-2020). Covered employment data is gathered quarterly. Data is released six to eight months after the end of the subject quarter. Long-term (10 year) employment projections by industry and occupation are done every 2 years. This information is available anytime at <http://www.tracer2.com>.

We augment this information with the Workforce Solutions list of high-skill, high growth occupations adopted by the Gulf Coast Workforce Board (copy in appendix 1). This list is available anytime, and regularly reviewed and updated, as needed.

METHODOLOGY: SETTING THE BASELINE AND TARGET

To estimate our baseline for 2010, we used the Texas Workforce Commission's estimate of first quarter covered employment and employment by industry, the list of high-skill, high-wage occupations targeted by the Gulf Coast Workforce Board, and their associated Standard Occupation Codes (SOC).

TWC estimates covered employment for the first quarter of 2010 at 2,499,053 (denominator) and the number of people employed in the Board's targeted occupations at 472,120 (numerator). We calculated numerator divided by denominator to be 18.9 percent and for 2014 to be 19.3 percent.

We calculated the performance target for 2018 by first, developing annual projections of first quarter covered employment through 2018. To do this, we increased the actual reported employment estimate for 2012 (2,499,053) by TWC's long-term employment growth rate for 2010 to 2020 (22.7% or 59,830 jobs per year) to get projected first quarter covered employment for 2018 (2,994,676).

Note: We used first quarter employment for each calendar year because it is generally accepted as the most accurate quarter for estimating employment for a year.

To calculate total employment in the targeted occupations for 2018, we used TWC's projected long-term employment growth rate for the targeted occupations (3.19% annual change or 15,080 jobs per year) and increased our 2010 baseline by this amount. We estimate employment in our targeted industries in 2018 at 592,760.

With this done, we were able to estimate that 2,994,676 individuals will be employed in 2018, 592,760 of whom will be working in occupations targeted by the Board. The numerator (592,760) divided by the denominator (2,994,676) is 19.8 percent. *Target revised to 16.9 percent based on new targeted occupations approved in 2015.*

SUPPORTING INFORMATION

See projections of employment and employment in high-skill, high-growth occupations on the following table.

**Gulf Coast Workforce Region
Employment in Targeted, High-Skill, High-Growth Occupations**

Year	1st Quarter Covered Employment	Covered Employment Projection Source	Employment in Targeted Occupations (High Skill)	Targeted Occupations Projection Source	Percent of Those Employed Working in High-Skill Occupations Targeted by the GCWB
2010	2,499,053	Actual	472,120	Actual	18.9%
2011	2,551,290	Actual	487,200	2	19.1%
2012	2,635,696	Actual	502,280	2	19.1%
2013	2,695,526	1	517,360	2	19.2%
2014	2,755,356	1	532,440	2	19.3%
2015	2,815,186	1	547,520	2	19.4%
2016	2,875,016	1	562,600	2	19.6%
2017	2,934,846	1	577,680	2	19.7%
2018	2,994,676	1	592,760	2	19.8%
Net Jobs Created 2010-2018			120,640		

1. Based on long term employment projections from Texas Workforce Commission LMCI Department (2.27% annual change or 59,830 per year)
2. Based on long term employment projections for targeted occupations by Texas Workforce Commission LMCI Department (3.19% annual change or 15,080 jobs per year).
3. Estimated.

Prepared by Workforce Solutions April 23 2013

BOARD MEASURE

Employment 2014 — 2018

Quantifiable Measure	Baseline	Long-Term Target
By 2018, 76 percent of individual customers will be employed after leaving Workforce Solutions.	71 percent	76 percent

PRIMARY DATA SOURCE

The primary data source of information for this measure is TWIST. We extract data from the TWIST database using ad hoc software (InfoMaker). TWIST data is available anytime. We use Unemployment Insurance data to determine if and when a customer is employed. Unemployment Insurance data is received every quarter (employers are required to report quarterly), and is considered mature about nine months after each measurement quarter.

METHODOLOGY: SETTING THE BASELINE AND TARGET

This measure includes Workforce Solutions customers with a Participation Exit during the performance period who are employed in Post Quarter 0 or Post Quarter 1. Data includes customer with valid social security number and does not include customers with valid exclusion reasons.

We calculated the baseline by dividing the number of individual customers leaving Workforce Solutions service and employed by the first quarter after exit (256,132) by the number of individual customers who exited Workforce Solutions' service (359,049) for the period October 1, 2011 through September 30, 2012 timeframe, or 71.3%. We rounded to 71 percent.

We project a new denominator of 380,592 customers will exit during the period October 2017 through September 2018.

SUPPORTING INFORMATION

This measure purposefully disregards whether customers were employed or unemployed when they began receiving services for Workforce Solutions, or why or how they exited the system.

STAFF MEASURE

Employment 2014 — 2018

Quantifiable Measure	Baseline	Long-Term Target
By 2018, 65 percent of individual customers will be employed in the quarter entering Workforce Solutions.	61 percent	65 percent

PRIMARY DATA SOURCE

The primary data source of information for this measure is TWIST. We extract data from the TWIST database using ad hoc software (InfoMaker). TWIST data is available anytime. We use Unemployment Insurance data to determine if and when a customer is employed. Unemployment Insurance data is received every quarter (employers are required to report quarterly), and is considered mature about nine months after each measurement quarter.

METHODOLOGY: SETTING THE BASELINE AND TARGET

This measure includes Workforce Solutions customers who receive their first service in the performance period who are employed in the quarter they received their first service. Data includes customer with valid social security number and does not include customers with valid exclusion reasons.

We calculated the baseline by dividing the number of individual customers who received a first service and were employed during the entrance quarter (202,440) by the total number of individual customers who received a first service (335,915) during that same quarter for the period April 1, 2012 through March 30, 2013 timeframe, or 60.6%. We rounded to 61 percent.

We project 356,070 customers will exit during the period April 2017 through March 2018.

SUPPORTING INFORMATION

None

STAFF MEASURE

Employment 2014 — 2018

Quantifiable Measure	Baseline	Long-Term Target
By 2018, 74 percent of individual customers, unemployed at entry, will be employed after leaving Workforce Solutions.	69 percent	74 percent

PRIMARY DATA SOURCE

The primary data source of information for this measure is TWIST. We extract data from the TWIST database using ad hoc software (InfoMaker). TWIST data is available anytime. We use Unemployment Insurance data to determine if and when a customer is employed. Unemployment Insurance data is received every quarter (employers are required to report quarterly), and is considered mature about nine months after each or measurement quarter.

METHODOLOGY: SETTING THE BASELINE AND TARGET

This measure includes Workforce Solutions customers who come to us as unemployed and are employed in Post Quarter 0 or Post Quarter 1 after they stop receiving services. Data includes customer with valid social security number and does not include customers with valid exclusion reasons.

We calculated the baseline by dividing the number of Workforce Solutions individual customers who were unemployed at entry and were employed by the first quarter after exit (216,757) by the number of individual customers who exited Workforce Solutions' service (314,230) for the period October 1, 2011 through September 30, 2012 timeframe, or 68.9 %. We rounded to 69 percent.

We project a new denominator of 333,084 customers unemployed at entry for the period October 2017 through September 2018.

SUPPORTING INFORMATION

None.

STAFF MEASURE

Employment 2014 — 2018

Quantifiable Measure	Baseline	Long-Term Target
By 2018, 83 percent of individual customers employed after leaving Workforce Solutions will also be employed in both consecutive quarters.	81 percent	83 percent

PRIMARY DATA SOURCES

The primary data source of information for this measure is TWIST. We extract data from the TWIST database using ad hoc software (InfoMaker). TWIST data is available anytime. We use Unemployment Insurance data to determine if and when a customer is employed. Unemployment Insurance data is received every quarter (employers are required to report quarterly), and is considered mature about nine months after each measurement quarter.

METHODOLOGY: SETTING THE BASELINE AND TARGET

This measure includes Workforce Solutions customers who are employed in the first quarter after Participation Exit who are also employed in Post Quarter 2 and Post Quarter 3 after Participation Exit. Data includes customer with valid social security number and does not include customers with valid exclusion reasons.

We calculated the baseline by dividing the number of individual customers leaving Workforce Solutions service and employed in both the second and third quarters after exit (175,227) by the number of individual customers who exited Workforce Solutions’ service and were employed in the quarter after exit (217,502) for the period April 1, 2011 through March 31, 2012 timeframe, or 80.6 %. We rounded to 81 percent.

We project a new denominator of 230,552 customers who are employed at exit for the period from April 2017 through March 2018.

SUPPORTING INFORMATION

None.

BOARD MEASURE

Job Creation 2014 — 2018

Quantifiable Measure	Baseline	Long-Term Target
By 2018, 3,300 new jobs per year will be created as a direct result of Workforce Solutions partnering with other business organizations.	2,646	3,300

PRIMARY DATA SOURCE

The primary source for information is internal reports of partnering activity resulting in new jobs created by Workforce Solutions. This information is reported quarterly. Annual reports are available 30 days after the end of the calendar year.

METHODOLOGY: SETTING THE BASELINE AND TARGET

The baseline is estimated at 2,646. We commit to a long-term target for 2018 of 3,300 jobs.

Note: This measure is computed as a two-year moving average. Thus, the 2018 target of 3,300 jobs will be the average of the total number of jobs created in 2017 and 2018. It counts only those jobs directly created as a result of partnerships between Workforce Solutions staff and employers considering expanding, starting a new business, or relocating an existing business to the region. It does not include the other jobs created as a result, the so called “ripple” or “multiplier” effect of the initial jobs created.

Workforce Solutions may establish these partnerships independently or in concert with chambers of commerce, economic development entities, or other employer groups in the region.

These partnerships need not be formal, but they must constitute more substantive involvement on Workforce Solutions’ part than simply attending meetings, serving on committees, or making generic presentations. To qualify as *partnering*, Workforce Solutions’ involvement must include working individually or as part of a team to recruit a specific employer to the region, help an employer expand an existing business in the region or start a new one, or put together the workforce component of an incentive package that results in new jobs for the region, regardless of the source of financing for the component.

SUPPORTING INFORMATION

We do not count jobs created because an employer changed location within the 13-county region, nor do arrangements to help employers fill existing job openings.

STAFF MEASURE

Job Creation 2014 — 2018

Quantifiable Measure	Baseline	Long-Term Target
By 2018, 75 percent of the new jobs created, as a direct result of Workforce Solutions partnering with business organizations, will be with employers in industries targeted by the Gulf Coast Workforce Board.	60 percent	75 percent

PRIMARY DATA SOURCE

There are two primary sources for information on this measure: Workforce Solutions’ internal reports of partnering activity directly resulting in new jobs created, and its list of Board-adopted targeted industries (copy in appendix 1). Information on the number of new jobs created by partnering activities is reported quarterly. Annual reports are available 30 days after the end of the calendar year. The Board’s list of targeted industries is available at any time. It is regularly reviewed and updated when appropriate.

METHODOLOGY: SETTING THE BASELINE AND TARGET

The baseline is estimated at 60 percent. We commit to a long-term target of 75 percent.

Note: This measure counts only those jobs directly created as a result of partnerships between Workforce staff and employers considering expanding, starting a new business, or relocating an existing business to the region. It does not include the other jobs created as a result, the so called “ripple” or “multiplier” effect of the initial jobs directly created.

SUPPORTING INFORMATION

None.

STAFF MEASURE

Job Creation 2014 — 2018

Quantifiable Measure	Baseline	Long-Term Target
By 2018, 45 percent of the new jobs created, as a direct result of Workforce Solutions partnering with business organizations, will be in high-skill, high-growth occupations targeted by the Gulf Coast Workforce Board.	47 percent	45 percent

PRIMARY DATA SOURCE

There are two primary sources of information for this measure: Workforce Solutions’ internal reports of partnering activity directly resulting in new jobs created, and its list of Board-adopted high-skill, high-growth occupations (copy in appendix 2). Information on the number of new jobs created by partnering activities is reported quarterly. Annual reports are available 30 days after the end of the calendar year. The Board’s list of high-skill, high-growth occupations is available at any time. It is regularly reviewed and updated when appropriate.

METHODOLOGY: SETTING THE BASELINE AND TARGET

The baseline is estimated at 47 percent. We commit to a long-term target of 45 percent based on fluctuation of the workforce.

SUPPORTING INFORMATION

None.

BOARD MEASURE

Market Share 2014 — 2018

Quantifiable Measure	Baseline	Long-Term Target
By 2018, 26,367 of the region’s employers will use Workforce Solutions.	24,842	23,000

PRIMARY DATA SOURCE

The primary source of information for this measure is TWIST. Workforce Solutions service to employers are reported through TWIST Web reports. Data is available any time.

METHODOLOGY: SETTING THE BASELINE AND TARGETS

We count the number of employer reporting units that received one or more of the following services from Workforce Solutions in the reporting period. An employer reporting unit is an employer site unduplicated by zip code. For example, each Wal-Mart is one employer reporting unit unless there are more than one Wal-Mart in the same zip code.

Employer Services:

- taking job postings
- providing specialized testing to job seekers on behalf of an employer
- performing employer site recruitment
- job fairs
- providing employer meeting or interview space
- providing customized or incumbent worker training
- entering into a subsidized/unpaid employer agreement
- providing rapid response
- job development, or
- other service provided to employers for a fee

During the timeframe of October 1, 2012 through September 30, 2013, Workforce Solutions provide one or more of these services to 24,842 employers.

We commit to working with 23,000 employers by 2018.

This commitment is based on past trends and current strategies Workforce Solutions and its contractors will employ to increase employer participation.

SUPPORTING INFORMATION

None.

BOARD MEASURE

Customer Loyalty 2014 — 2018

Quantifiable Measure	Baseline	Long-Term Target
By 2018, 65 percent of employers using Workforce Solutions will be repeat customers.	59 percent	60 percent

PRIMARY DATA SOURCE

The primary source of information for this measure is TWIST. Workforce Solutions services to employers are reported through TWIST Web reports. Data is available any time.

METHODOLOGY: SETTING THE BASELINE AND TARGET

The denominator for this measure is an unduplicated count of employer reporting units who meet:

- employer reporting units that received services from Workforce Solutions’ in the prior performance year (October 1, 2011 through September 30, 2012) plus
- employer reporting units that did not receive services from Workforce Solutions in the prior performance year but did receive multiple services at least 90 days apart in the performance year (October 1, 2012 through September 30, 2013)

We will not count an employer reporting unit more than once. We estimate this to be 19,099 employers.

The numerator includes an unduplicated count of employer reporting units:

- received a Workforce Solutions’ service in the prior performance year who also received a Workforce Solutions’ service in the current performance year (October 1, 2012 through September 30, 2013) plus
- the number of times an employer reporting unit did not receive services from Workforce Solutions in the prior performance year but did receive multiple services at least 90 days apart in the current year (October 1, 2012 through September 30, 2013) We estimate this number to be 11,290.

We will not count an employer reporting unit more than once. We estimate this to be 19,099 employers.

We include all employer reporting units that receive one of the following services in the reporting period

- taking job postings
- providing specialized testing to job seekers on behalf of an employer

- performing employer site recruitment
- job fairs
- providing employer meeting or interview space
- providing customized or incumbent worker training
- entering into a subsidized/unpaid employer agreement
- providing rapid response
- job development, or
- other service provided to employers for a fee

We calculated the baseline for this measure by dividing the numerator by the denominator, or 11,290 divided by 19,099, 59.1 percent. We rounded to 59 percent for our baseline.

We commit that 60 percent of these employers will be repeat customers during the period Oct 1, 2017 through September 30, 2018.

SUPPORTING INFORMATION

None.

BOARD MEASURE

Income 2014 — 2018

Quantifiable Measure	Baseline	Long-Term Target
By 2018, 37 percent of individual customers will have earnings gains of at least 20 percent after leaving Workforce Solutions.	33 percent	37 percent

PRIMARY DATA SOURCES

The primary data source of information for this measure is TWIST. We extract data from the TWIST database using ad hoc software (InfoMaker). TWIST data is available anytime. We use Unemployment Insurance data to determine if and when a customer is employed. Unemployment Insurance data is received every quarter (employers are required to report quarterly), and is considered mature about nine months after each measurement quarter.

METHODOLOGY: SETTING THE BASELINE AND TARGET

For this measure, we compare second-quarter-after-exit earnings to earnings two quarters prior to entrance. Data includes customer with valid social security number and does not include customers with valid exclusion reasons.

We calculated the baseline by dividing the number of individual customers leaving Workforce Solutions' services that had earnings gains of at least 20 percent in the second quarter after exit compared to the second quarter before entrance (122,477) by the number of individual customers who exited Workforce Solutions' service (372,740) for the period April 1, 2011 through March 31, 2012 timeframe or 32.9%. We rounded to 33 percent.

We project a new denominator of 395,104 customers will exit during the period April 2016 through March 2017.

SUPPORTING INFORMATION

We used Common Measure customer data. We selected all customers who exited during the report period.

STAFF MEASURE
Income 2014 — 2018

Quantifiable Measure	Baseline	Long-Term Target
By 2018, 46 percent of individual customers will have earnings gains after leaving Workforce Solutions.	43 percent	46 percent

PRIMARY DATA SOURCE

The primary data source of information for this measure is TWIST. We extract data from the TWIST database using ad hoc software (InfoMaker). TWIST data is available anytime. We use Unemployment Insurance data to determine if and when a customer is employed. Unemployment Insurance data is received every quarter (employers are required to report quarterly), and is considered mature about nine months after each measurement quarter.

METHODOLOGY: SETTING THE BASELINE AND TARGET

For this measure, we compare second and third quarter after exit earnings to earnings for the second and third quarters before the entrance quarter. Data includes customer with valid social security number and does not include customers with valid exclusion reasons.

We calculated the baseline by dividing the number of individual customers leaving Workforce Solutions' service that had earnings gains in the second and third quarters after exit compared to the second and third quarters before entrance (159,338) by the number of individual customers who exited (372,740) for the period April 1, 2011 through March 31, 2012 timeframe, or 42.8%. We rounded to 43 percent.

We project a new denominator of 395,104 customers will exit during the period April 2016 through March 2017.

SUPPORTING INFORMATION

We used Common Measure customer data. We selected all customers who exited during the report period.

Section D
ANNUAL PERFORMANCE TARGETS

EDUCATION CREDENTIALS

For the Regional Workforce System

	2014	2015	2016	2017	2018
Percentage of the region's population (25 and older) holding an education credential ^{1, 2}	80%	80%	81%	82%	82%
Percentage of the region's population (25 and older) holding a post-secondary degree ²	35%	35%	37%	37%	38%
Percentage of those pursuing an education credential who earn one ²	21%	21%	22%	22%	23%
Percentage of students enrolled in the 9 th through 12 th grades earning a high school diploma ²	21%	21%	21%	21%	21%
Percentage of those taking a GED will earn one ²	79%	79%	79%	79%	79%
Percentage of students enrolled in post-secondary institutions earning a certificate or degree ²	18%	18%	19%	20%	21%
Percentage of students earning post-secondary certificates or degrees in fields preparing them for jobs in high-skill, high-growth occupations targeted by the Gulf Coast Workforce Board ²	32%	32.5%	34.5%	35.0%	35.5%

¹ Shaded performance measures are Board-level measures; others are staff-level measures.

² Baseline year is 2006

For the Regional Workforce System - Continued

	2014	2015	2016	2017	2018
The total number of students earning a post-secondary degree or certificate up to and including Associate's degree.	31,382	31,925	34,467	37,222	40,210

EDUCATION CREDENTIALS

For Workforce Solutions

	2014	2015	2016	2017	2018
Percentage of Workforce Solutions individual customers pursuing an education credential who earn one	73%	70%	72%	74%	74%
Percentage of Workforce Solutions' individual customers enrolled in post-secondary education who earn a certificate or degree	82%	83%	84%	84%	85%

JOB CREATION

For the Regional Workforce System

	2014	2015	2016	2017	2018
Total number of individuals employed	2.75 M	2.81 M	2.87 M	2.93 M	2.99M

For Workforce Solutions

	2014	2015	2016	2017	2018
Number of new jobs created as a direct result of Workforce Solutions' partnering with other business organizations	2,700	2,800	3,000	3,200	3,300
Percentage of new jobs created with employers in industries targeted by the Gulf Coast Workforce Board as a direct result of Workforce Solutions' partnership efforts	75%	75%	75%	75%	75%
Percentage of new jobs created with employer in high-skill, high-growth occupations targeted by the Gulf Coast Workforce Board as a result of Workforce Solutions' partnership efforts	45%	45%	45%	45%	45%

EMPLOYMENT

For the Regional Workforce System

	2014	2015	2016	2017	2018
Percentage of employed working for employers in industries targeted by the Gulf Coast Workforce Board ³	27.5%	27.7%	28.3%	28.4%	28.6%
Percentage of employed working in high-skill, high-growth occupations targeted by the Gulf Coast Workforce Board ³	19.3%	19.4%	16.8%	16.9%	16.9%

EMPLOYMENT

For Workforce Solutions

	2014	2015	2016	2017	2018
Percentage of individual customers employed after leaving Workforce Solutions	72%	73%	75%	76%	76%
Percent of individuals Workforce Solutions customers employed in entrance quarter	62%	63%	63%	64%	65%
Percentage of Workforce Solutions' individual customers, unemployed at entrance, employed after leaving Workforce Solutions	70%	71%	73%	74%	74%
Percentage of Workforce Solutions' individual customers employed after leaving Workforce Solutions, also employed in both consecutive quarters	81%	81%	82%	82%	83%

³ Baseline year is 2004

MARKET SHARE

For Workforce Solutions

	2014	2015	2016	2017	2018
Region's employers using Workforce Solutions	25,147	25,452	25,757	22,000	23,000

CUSTOMER LOYALTY

For Workforce Solutions

	2014	2015	2016	2017	2018
Percentage of the region's employers using Workforce Solutions as repeat customers	58%	62%	63%	60%	60%

INCOME

For Workforce Solutions

	2014	2015	2016	2017	2018
Percentage of individual customers with earnings gains of at least 20 percent after leaving Workforce Solutions	35%	35%	36%	36%	37%
Percentage of Workforce Solutions' individual customers employed with earnings gains after leaving Workforce Solutions	44%	44%	45%	45%	46%

Appendix 1
TARGETED INDUSTRIES

GULF COAST WORKFORCE REGION

Targeted Industries ¹

Selected Three and Four-Digit Industries Grouped by Three-Digit NAICS Codes Ranked by Number of Employees in First Quarter of 2014

NAICS	Industry Title	1st Qtr 2014 Employment	4-Digit % of 3-Digit Totals	# of Units With 100 Employees or More	Employment Growth				Avg Wkly Wages ³
					Annual Averages		Absolute	Percent	
					2012	2022	Change ²	Change	
611	Educational Services	272,022	100.0%	406	277,420	347,680	70,260	25.3	\$1,137
6111	Elementary & Secondary Schools, Public/ Private	189,066	69.5%	371	182,450	234,000	51,550	28.3	\$1,039
541	Professional and Technical Services	209,681	100.0%	228	196,760	246,040	49,280	25.0	\$1,895
5413	Architectural, Engineering, and Related Services	71,801	34.2%	90	66,130	85,370	19,240	29.1	\$2,118
5415	Computer Systems Design & Related Services	29,621	14.1%	17	26,970	35,990	9,020	33.4	\$2,051
5416	Management, Scientific, & Technical Consulting Services	33,317	15.9%	31	28,950	37,500	8,550	29.5	\$2,097
	Oil and Natural Gas Extraction and Manufacturing	221,128	100.0%	164	190,010	247,990	57,980	30.1	\$3,029
211	Oil and Gas Extraction	54,136	24.5%	22	53,930	75,160	21,230	39.4	\$5,125
213	Support Activities for Mining	51,228	23.2%	45	47,400	59,400	12,000	25.3	\$2,736
324	Petroleum and Coal Products Manufacturing	10,100	4.6%	13	12,200	14,210	2,010	16.5	\$3,453
3251	Basic Chemical Manufacturing	21,415	9.7%	29	20,810	24,250	3,440	16.5	\$2,950
3329	Other Fabricated Metal Product Manufacturing	42,869	19.4%	23	14,920	20,160	5,240	35.1	\$1,372
3331	Agriculture, Construction, and Mining Machinery Manufacturing	41,380	18.7%	32	40,750	54,810	14,060	34.5	\$2,306
	Health Services	117,448	100.0%	154	124,140	163,010	38,870	31.3	\$1,325
6211	Offices of Physicians	47,213	40.2%	25	46,410	63,310	16,900	36.4	\$1,535
6221	General Medical & Surgical Hospitals, Public/Private	70,235	59.8%	129	77,730	99,700	21,970	28.3	\$1,200
	Specialty Construction	111,657	100.0%	89	107,140	139,100	31,960	29.8	\$1,464
2382	Building Equipment Contractors	42,869	38.4%	66	39,510	50,960	11,450	29.0	\$1,095
2362	Nonresidential Building Construction	39,817	35.7%	9	38,420	48,460	10,040	26.1	\$1,758
2371	Utility System Construction	28,971	25.9%	14	29,210	39,680	10,470	35.8	\$1,575
	Totals (for the above targeted industries)	774,038	n/a	916	725,790	942,960	217,170	29.9	\$1,898
	Total All Industries Public and Private	2,829,930	n/a	3,553	2,987,190	3,699,620	712,430	23.8	\$1,306

1. Criteria used to identify the targeted industries:

- Industries with a projected employment growth of at least 5,000 new jobs from 2012-2022 (an average of 500 jobs per year)
- Industries with projected employment growth rate equal to or greater than the average growth rate for all industries in the region for the period 2012 to 2022. (≥23.8%)
- Industries with an average weekly wage equal to or greater than the average weekly wage of all occupations (\$954)

2. Absolute changes do not represent total demand for labor because they do not reflect demand due to turnover.

3. Employment and average weekly wage information is from the first quarter 2014 ES-202 data based on employers' employment and wage reports to Texas Workforce Commission. Average weekly wages for NAICS 611, 6111, and 6113 are based on a 9 month year.

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HIGH-SKILL, HIGH-GROWTH OCCUPATIONS

GULF COAST WORKFORCE REGION

High-Skill, High-Growth Jobs Targeted by the Gulf Coast Workforce Board^{1,2}

SOC	Occupational Title	Employment Growth				Annual Average Job Openings			Median Hrly Wage 2013
		Annual Averages 2012	2022	Absolute Change	Percent Change	Growth	Replacement	Total	
Educational Services									
25-2000	Primary, Secondary, & Special Education School Teachers	90,900	119,620	28,720	31.6%	2,870	2,155	5,025	25.16 ⁶
21-1012	Educational, Vocational, & School Counselors	5,200	6,490	1,290	24.8%	130	110	240	26.82
Specialty Construction									
51-4121	Welders, Cutters, Solderers, and Brazers ⁵	17,210	21,730	4,520	26.3%	450	420	870	18.36
47-2111	Electricians	14,560	18,220	3,660	25.1%	365	275	640	22.46
47-2152	Plumbers, Pipefitters, & Steam fitters	10,450	13,000	2,550	24.4%	255	130	385	24.68
49-9021	Heating, Air Conditioning, & Refrigeration Mechanics & Installers	6,270	7,880	1,610	25.7%	160	160	320	19.84
13-1051	Cost Estimators	4,430	5,880	1,450	32.7%	145	140	285	31.42
49-3042	Mobile Heavy Equipment Mechanics, Except Engines	4,600	5,810	1,210	26.3%	120	135	255	22.36
Oil and Natural Gas Extraction and Manufacturing									
17-2000	Engineers ³	51,930	67,890	15,960	30.7%	1,590	1,325	2,915	59.04 ⁶
49-9041	Industrial Machinery Mechanics	11,290	16,270	4,980	44.1%	500	325	825	23.15
51-4041	Machinists	12,850	17,700	4,850	37.7%	485	295	780	19.88
47-5013	Service Unit Operators, Oil, Gas, & Mining ²	8,570	11,030	2,460	28.7%	245	345	590	20.10
51-8093	Petroleum Pump System Operators, Refinery Operators, & Gaugers ²	6,470	7,570	1,100	17.0%	110	240	350	31.72
19-2042	Geoscientists, Ex. Hydrologists & Geographers	5,010	6,600	1,590	31.7%	160	150	310	74.83
51-8091	Chemical Plant and System Operators ⁵	3,460	3,960	500	14.5%	50	130	180	33.00
19-4041	Geological & Petroleum Technicians ²	2,720	3,510	790	29.0%	80	100	180	30.15
17-3023	Electrical and Electronics Engineering Technicians ²	4,140	4,930	790	19.1%	80	85	165	30.85
Health Services									
29-1141	Registered Nurses	45,160	58,710	13,550	30.0%	1,355	875	2,230	36.27
29-2061	Licensed Practical & Licensed Vocational Nurses	15,100	19,400	4,300	28.5%	430	370	800	21.69
29-10XX	Doctors and Dentists ⁴	13,890	17,550	3,660	26.3%	360	345	705	74.83 ⁶
29-2071	Medical Records & Health Information Technicians	3,970	5,190	1,220	30.7%	120	105	225	17.97
29-2011	Medical & Clinical Laboratory Technologists ²	3,230	4,060	830	25.7%	85	85	170	27.92
29-1123	Physical Therapists	2,780	3,690	910	32.7%	90	70	160	41.18
29-2034	Radiologic Technologists & Technicians ²	3,250	4,290	1,040	32.0%	105	45	150	25.71
29-1127	Speech-Language Pathologists	2,810	3,650	840	29.9%	85	40	125	32.04
29-1126	Respiratory Therapists ²	2,610	3,400	790	30.3%	80	40	120	27.02
29-1122	Occupational Therapists	5,640	6,940	1,300	23.0%	55	25	80	36.40

SOC	Occupational Title	Employment Growth				Annual Average Job Openings			Median Hrly Wage 2013
		Annual Averages 2012	2022	Absolute Change	Percent Change	Growth	Replacement	Total	
	Professional and Technical Services								
15-1121	Computer Systems Analysts	10,760	14,380	3,620	33.6%	360	170	530	43.58
15-1133	Software Developers, Systems Software	7,750	9,890	2,140	27.6%	215	100	315	46.38
15-1142	Network and Computer Systems Administrators ²	8,320	10,260	1,940	23.3%	195	130	325	42.83
15-1132	Software Developers, Applications	9,590	12,140	2,550	26.6%	255	125	380	45.59
	Other								
13-2011	Accountants & Auditors	30,940	38,400	7,460	24.1%	745	915	1,660	33.70
23-2011	Paralegals & Legal Assistants	5,580	7,300	1,720	30.8%	170	90	260	25.95

Notes

1. High-skill jobs targeted by the Gulf Coast Workforce Board are those that offer the best employment opportunities for Gulf Coast residents now and in the immediate future.

Criteria used to identify these occupations are:

- Projected employment for 2022 equal to or greater than the average for all occupations in the region. ($\geq 4,796$)
- Projected growth rate equal to or greater than the average of all occupations in the region. ($\geq 23.8\%$)
- Minimum education requirements of a postsecondary degree or certificate, long-term on-the-job training or work experience in a related occupation.
- Median hourly wages equal to or greater than the median for all occupations in the region. ($\geq \$17.26$)

2. Occupations from the prior year list meeting three of the four qualifying criteria and projected to have at least 50 percent of their 2022 employment in those industries targeted by the Gulf Coast Workforce Board have been retained.

3. Engineers includes: Chemical, Civil, Computer Hardware, Electrical, Electronic, Industrial, Mechanical, Petroleum and others.

4. Doctors and Dentists includes: Dentists, Family & General Practitioners, Pediatricians, Internists, Surgeons, and others.

5. Other occupations meeting some but not all of the above criteria have also been included based on the best regional labor market intelligence available. Employers can petition to have other occupations added or deleted as labor market conditions change.

6. Average hourly wage. Median wage not available.

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SOC	Occupational Title	Employment Growth				Annual Average Job Openings			Median Hrly Wage 2013
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