

The Regional Workforce System

A Results, Measures, Baselines,
And Targets Framework

THE FAMILY OF SYSTEM MEASURES

Gulf Coast Workforce Board

Updated January 2019

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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 2023. 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 2023

Base year — the year used to set baselines and, indirectly, performance targets; defined as calendar year 2017 (or any 12-month period ending in 2017) except in a limited number of cases where either 2017 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 2017.

Section A
OUTCOME MEASURES

OUTCOME MEASURES FOR MANAGING THE REGIONAL WORKFORCE SYSTEM

For The Regional Workforce System in 2023

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 an HSE 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 2023

Market Share

- The number 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 2019 – 2023

The Family of System Measures

Regional Workforce System

RESULTS, MEASURES, BASELINES, AND TARGETS FRAMEWORK 2019 – 2023

The Family of System Measures

Measures and Targets

For the Regional Workforce System	For Workforce Solutions
<p>Education Credentials</p> <p>By 2023,</p> <ul style="list-style-type: none"> — 24 percent of those pursuing an education credential will earn one <i>(Target represents 188,575 individuals earning an education credential of some type, 24 percent over the 2017 level of 162,918 or an increase of some 25,657 people.)</i> — 39 percent of the region’s population 25 years and older will hold a post-secondary degree <i>(Target represents 1.9 million individuals with a post-secondary degree, 20.3 percent over the 2017 level of 1.58 million, or an increase of some 321,062 people.)</i> — 82 percent of the region’s population 25 years and older will hold an education credential <i>(Target represents 4.09 million individuals with an education credential, approximately 17.5 percent more than the 2017 level of 3.48 million or an increase of some 617,165 people.)</i> 	<p>Education Credentials</p> <p>By 2023,</p> <ul style="list-style-type: none"> — 76 percent of Workforce Solutions individual customers pursuing an education credential will earn one. <i>(Target represents 1,161 individuals with an education credential, approximately 40 percent more than the 2018 level of 702 or an increase of some 459 people.)</i> — 86 percent of Workforce Solutions individual customers enrolled in post-secondary education will earn a certificate or degree <i>(Target represents 1,116 individual customers earning a post-secondary credential, 40 percent over the 2018 level of 669, or an increase of some 447 people.)</i>

Measures and Targets

For the Regional Workforce System*	For Workforce Solutions
<p>Education Credentials (continued) By 2023,</p> <ul style="list-style-type: none"> —23 percent of students enrolled in the 9th through 12th grades will earn a high school diploma (<i>Target represents 90,189 individuals earning a high school diploma, 13.9 percent over the 2017 level of 79,179, or an increase of some 11,010 people.</i>) —79 percent of those who take the high school equivalency (HSE) will earn one (<i>Target represents 8,188 individuals earning an HSE, 59.8 percent over the 2017 level of 5,123, or an increase of some 3,065 people.</i>) —24 percent of students enrolled in post-secondary institutions will earn a certificate or degree (<i>Target represents 90,198 individuals earning a post-secondary credential, 26.7 percent over the 2017 level of 71,178, or an increase of some 19,020 people.</i>) —40 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 36,079 individuals earning credentials in fields preparing them for jobs in high-skill, high-growth occupations, 36.1 percent over the 2017 level of 26,505, or an increase of some 9,574 people.</i>) 	<p>Employment By 2023,</p> <ul style="list-style-type: none"> — 78 percent of the individual customers will be employed after leaving Workforce Solutions (<i>Target represents 233,776 individuals who leave the system and will become employed. This is approximately 6 percent more than the 2018 level of 218,974 or an increase of some 14,802 people.</i>) — 70 percent of individual customers will be employed in the quarter they enter the Workforce Solutions system (Target represents 203,505 individual customers employed in the quarter they entered the system, a 14 percent increase over the 2018 level of 174,323, or an increase of 29,182 individuals. — 76 percent of the individual customers, unemployed at entrance, will be employed after leaving Workforce Solutions (<i>Target represents 195,892 individual customers, who were unemployed when they entered the system, leaving the system and employed in the quarter after the exit quarter, 9,923 more customers or a 5 percent increase over the 2018 level of 185,969.</i>) — 83 percent of the individual customers who are employed after leaving the system will also be employed in both consecutive quarters (<i>Target represents 159,207 individual customers, who are employed after leaving the system, will also be employed in both quarters after the exit quarter, 15,302 more customers or a 10 percent increase over the 2018 level of 143,905.</i>)

Measures and Targets	
For the Regional Workforce System*	For Workforce Solutions
Education Credentials (continued) By 2023, —54,239 students will earn a post-secondary degree or certificate up to and including Associate’s degree. <i>(Target represents an increase of 16,303 awards, certificates, or degrees, 40.3 percent from the 2017 level of 37,936.)</i>	

Measures and Targets

For the Regional Workforce System	For Workforce Solutions
<p>Job Creation By 2023,</p> <ul style="list-style-type: none"> — The region will have 3.23 million jobs, reflecting the creation of 306,594 new job. <i>(Target represents an increase of 306,594 more jobs, or increase of 10.5 percent over the 2017 level of 2.92 million.)</i> <p>Employment By 2023,</p> <ul style="list-style-type: none"> — The absolute number of individuals employed in industries targeted by the Gulf Coast Workforce Board will exceed the number reported as of Q2-2018 of 1,304,205. <i>(Future target levels of employment are not specified. See measure for details.)</i> — The absolute number of individuals employed in high-skill, high-growth occupations targeted by the Gulf Coast Workforce Board will exceed the number reported in 2017 of 615,170 <i>(Future target levels of employment are not specified. See measure for details.)</i> 	<p>Job Creation By 2023,</p> <ul style="list-style-type: none"> — 3,500 new jobs will be created as a direct result of Workforce Solutions partnering with other business organizations <i>(Target represents an increase of 12 percent over 2018, or an increase of 421 jobs created in our key industries in 2023.)</i> —75 percent of the 3,500 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 — 45 percent of the 3,500 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 2023,</p> <ul style="list-style-type: none"> — 31,500 of the region’s employers will use Workforce Solutions <i>(Target represents an increase of 2,122 employer customers or about 7 percent over the 2018 level of 29,378.)</i>

Measures and Targets

For the Regional Workforce System	For The Workforce Solutions
	<p>Customer Loyalty By 2023, — 65 percent of employers using Workforce Solutions will be repeat customers <i>(Target represents 18,194 employers using the system as repeat customers, 29 percent over the 2018 level of 12,868, or an increase of some 5,326 employer customers.)</i></p> <p>Income By 2023, — 37 percent of individual customers will have earnings gains of at least 20 percent after leaving Workforce Solutions. <i>(Target represents 113,820 individual customers who have earnings gains of at least 20 percent, a 28 percent increase over the 2018 level of 81,893, or an increase of 31,927 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 141,506 individual customers who have earnings gains in the second and third quarters after the exit quarter, a 24 percent increase over the 2018 level of 107,522, or an increase of 33,984 people.)</i></p>

Section C
MEASURES DOCUMENTATION

For the Regional Workforce System

BOARD MEASURE

Education 2019 — 2023 (a stock measure)

Quantifiable Measure	Baseline	Long-Term Target
By 2023, 84 percent of the region's population (25 years and older) will hold an education credential.	83 percent	84 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, HSE 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 an HSE, or completed a post-secondary degree at the time of the survey. We used this number (3,591,700) as the numerator. For the denominator, we again looked at the 2017 ACS survey which estimates there are 4,338,594 people, aged 25 years and older, living in the six counties. Numerator divided by the denominator equals 82.75 percent. We rounded to 83 percent.

To set the 2023 performance target for this measure, we used population projections developed by the Texas State Data Center. The Data Center estimates there will be 4,872,919 people 25 years of age and older living in the Gulf Coast Region in 2023.

We then multiplied that number (4,872,919) by our target (84 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, HSE or post-secondary degree) in 2023. That number is 4,093,252, some 501,552 individuals more than 2017.

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 HSE, 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.

BOARD MEASURE

Education 2019 — 2023 (a stock measure)

Quantifiable Measure	Baseline	Long-Term Target
By 2023, 39 percent of the region’s population (25 years and older) will hold a post-secondary degree.	38 percent	39 percent

PRIMARY DATA SOURCES

There are two primary sources of information: the U.S. Census Bureau’s 2017 3-year American Community Survey 5-Year Estimates 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 2017 American Community Survey (ACS) to estimate the education level of the Gulf Coast region’s population 25 years of age and older for the 2017 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, HSE 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 2017 survey. This number, 1,656,607, 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 38.18 percent. We rounded to 38 percent.

To set the 2023 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 2023, 4,872,919 people. We then multiplied that number (4,872,919) by our target (39 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 2023. That number is 1,900,438, some 243,831 individuals above 2017 levels.

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 post-secondary certificates other than an Associate’s degree and therefore somewhat understates the number of residents with some type of education credential. This measure does not include workforce credentials or other short-term certifications.

For the Regional Workforce System

BOARD MEASURE

Education 2019 — 2023 (a flow measure)

Quantifiable Measure	Baseline	Long-Term Target
By 2023, 24 percent of those pursuing an education credential will earn one.	22 percent	24 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 an HSE; 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 HSE 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 (79,179) plus those earning an HSE (5,123) plus those earning a post-secondary certificate or degree from either a public or private institution (71,178). We calculate a numerator of 155,480. We then calculated a denominator by summing the number of high school enrollments (372,997 plus those taking an HSE test (10,149) plus those enrolled in post-secondary schools (336,291). The denominator is 719,437. The numerator (155,480) divided by the denominator (719,437) equals 21.61 percent. We rounded to 22 percent.

We calculated the 2023 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 HSE that will earn one; Percentage of students enrolled in post-secondary institutions earning a certificate or degree. For 2023 this was $349,537 + 10,875 + 376,791 = 737,203$. The target number of individuals pursuing an educational credential for 2023 was 21% of 737,203 or 154,813.

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 HSE 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 HSE. 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 2019 — 2023 (a flow measure)

Quantifiable Measure	Baseline	Long-Term Target
By 2023, 23 percent of students enrolled in the 9 th through 12 th grades will earn a high school diploma.	22 percent	23 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 2016-2017 from public secondary schools in the 13-county Gulf Coast region (numerator = 82,482) by the number of students enrolled in the 9th through the 12th grades in that same academic year (denominator = 383,162). Numerator divided by the denominator equals 21.53 percent. We rounded to 22 percent.

We calculated the 2023 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 2.34% from 2017 (our base year) to 2023 (our target year). Applying this growth rate to the base year denominator (383,162), we estimate the number of enrollments in 2023 (the 2022-2023 academic year) to be 392,128. We then multiplied that number (392,128) by our target (23 percent) to determine the number of those enrollees who will graduate in 2023 (90,189), some 7,707 additional graduates above the 2017 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 2019 — 2023 (a flow measure)

Quantifiable Measure	Baseline	Long-Term Target
By 2023, 79 percent of those taking an HSE 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 HSE information is only available by special request from TEA. Data on the number of people who take and pass an HSE exam is available in March for the previous calendar year. Source: Ronald Heinrich 512-475-3541

METHODOLOGY: SETTING THE BASELINE AND TARGET

The baseline for this measure was determined by dividing the number of people earning an HSE by the number of people taking an HSE exam. The numerator for 2017 is 4,982 and the denominator is 9,652. Numerator divided by denominator equals a 51.62 percent rate. We rounded to 52 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 HSE in 2023. First, we calculated the ratio of people taking the HSE (9,652) to the total population in 2017 (divided by 6,874,595 or .14041%). We applied this ratio to the Texas State Data Center's population projection for the region in 2023 (7,381,771) to yield an estimate of the number of people who will take the HSE in 2023, or 10,364 people. We then multiplied this number by our target for 2023 (79 percent) to estimate the number of people we expected to earn the GED or 8,188 people, some 3,065 more than the base. Annual targets are based from the year 2013 to 2023 since the year 2012 was atypical.

This target is based on past trends, consultation with HSE 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 2019 — 2023 (a flow measure)

Quantifiable Measure	Baseline	Long-Term Target
By 2023, 24 percent of students enrolled in post-secondary institutions will earn a certificate or degree.	22 percent	24 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 2017 baseline for this measure was determined by dividing the number of graduates (certificate or degrees granted in post-secondary institutions) during the 2016 – 2017 academic year by the number of people enrolled in the fall 2016 semester. According to data from the NCES, there were 75,434 graduates (the numerator) and 342,880 people enrolled (the denominator). Numerator divided by denominator equals a 22.00 percent graduation rate. We rounded this 22 percent.

To develop specific targets for 2023, we first estimated the number of people in our region that will be in enrolled in post-secondary institutions in 2023 (375,826), details below. We then set a target that 24 percent will earn a post-secondary credential in the target year. This target (24 percent) translates into 90,198 individuals, some 14,765 more people than the 2017 baseline.

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 2017 base year, fall 2016 enrollments are compared to graduations for that academic year (September 1, 2016, through August 31, 2017).

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 11.76% for the six years between 2017 and 2023. 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 2023 ($340,989 + (6 * 5,967)$) 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 2019 — 2023 (a flow measure)

Quantifiable Measure	Baseline	Long-Term Target
By 2023, 40 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.	38 percent	40 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 2017 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 2023 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 2023, we first estimated the number of people in our region that will be enrolled in post-secondary institutions in 2023 (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 2023 (in this case, academic year 2017-2023). *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 2019 — 2023 (a flow measure)

Quantifiable Measure	Baseline	Long-Term Target
By 2023, 54,239 students will earn a post-secondary degree or certificate up to and including Associate's degree. (Target represents an increase of 14,267 awards, certificates, or degrees, 35.7 percent from the 2017 level.)	39,972	54,239

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 2016 through September 2017 data for the 2017 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 2017 to 2018 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 2023 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 2011 to 2017 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 at least 1 but less than 2 academic years declined over the base time period of 2011-2017, the target was raised to be the same rate of growth as for the number of awards or certificates for less than one academic year.

For the Regional Workforce System

Gulf Coast Region

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

	2011 to 2012 Academic Year	2012 to 2013 Academic Year	2013 to 2014 Academic Year	2014 to 2015 Academic Year	2015 to 2016 Academic Year	2016 to 2017 Academic Year
Associate's degree	15,570	15,653	16,475	19,260	22,392	23,353
Less than 1 academic year	6,832	6,673	6,792	7,101	7,245	7,898
At least 1 but less than 2 academic years	9,850	9,056	8,658	7,891	8,299	8,721
Total middle-skill degrees/certificates	32,252	31,382	31,925	34,252	37,936	39,972

Target Calculation

	Actual Total Percent Increase 2011-2017	Targeted Average Annual Percent Increase	2022-23 Academic Year Target
Associate's degree	49.99%	49.99%	35,027
Less than 1 academic year	15.60%	15.60%	9,130
At least 1 but less than 2 academic years	-11.46%	15.60%	10,082
Total middle-skill degrees/certificates			54,239

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 2019 — 2023

Quantifiable Measure	Baseline	Long-Term Target
By 2023, the region will have 3.23 million jobs, reflecting the creation of 306,594 new jobs	2.92 million	3.23 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 2023 by developing annual projections of first quarter covered employment through 2023. 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 2023 (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 2019 — 2023 (a flow measure)

Quantifiable Measure	Baseline	Long-Term Target
By 2023, 76 percent of individual customers pursuing an education credential will earn one.	75 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. 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 (702) by the number of individual customers pursuing an education credential (937) for the period July 2017 through June 2018 timeframe, or 74.9%. We rounded this to 75%.

SUPPORTING INFORMATION

None.

STAFF MEASURE

Education 2019 — 2023 (a flow measure)

Quantifiable Measure	Baseline	Long-Term Target
By 2023, 86 percent of individual customers enrolled in post-secondary institutions will earn a certificate or degree.	85 percent	86 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 (669) by the number of individual customers enrolled in post-secondary institutions (877) during the period July 2017 through June 2018 timeframe, or 76.3%. We rounded to 76%.

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 2019 — 2023

Quantifiable Measure	Baseline	Long-Term Target
By 2023, the absolute number of individuals employed in industries targeted by the Gulf Coast Workforce Board will exceed the number reported as of Q2-2018 of 1,304,205.	1,304,205	$\geq 1,304,205$

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, which are derived from the Long-term Employment Projections (copy in appendix 1). This list is available anytime, and regularly reviewed and updated, as needed.

METHODOLOGY: SETTING THE BASELINE AND TARGET

The process of assessing this measure is as follows. First, obtain employment data from the Quarterly Census of Employment and Wages (QCEW) for industries corresponding to those in the currently approved list of targeted industries. The years of data to be obtained should correspond to the base year of the projections used to develop the current targeted industry list and subsequent years until present, if available. Note that full-year data may not be available for the most recent year, e.g. it may cease at the second or third quarter. If this is the case, it should be documented.

The calculations are as follows: first, average together the four quarters of each year (or all available quarters if less than four) for each industry to create yearly averages of absolute employment. While it is common practice to use only the first quarter of each year as all economic and non-economic code changes are performed to improve the accuracy of QCEW data, failure to account for the remaining three quarters of a given year has the potential to omit important changes in economic trend e.g. expansions and contractions. Once the data has been “annualized” per the process above the second step is to perform simple subtraction to determine whether the absolute number of jobs has in fact increased year over year from the base period onward.

Employment projections are no longer directly used as a baseline or target as they do not take into account changes in the business cycle but instead assume full employment in the target year (see BLS FAQ found [here](#)). Given the inflexibility of the projections, their usefulness as benchmark when gauging employment in targeted industries is limited. As a result, this measure now simply looks to determine whether there has been an absolute increase in employment in targeted industries each year since the base period. Targets in future years are simply assigned the last reported actual employment value plus an indeterminate increase using the following notation ($\geq X,XXX,XXX$).

The choice of industries included in the targeted industry list has significant bearing on whether collectively this group is likely to demonstrate growth or decline over time. The inclusion of one or more industries with below-average and/or declining growth due to considerations not reflected in publicly-available labor market data may result in the appearance of negative performance for the entire group of targeted industries. For this reason, a supplement to the measure described above is included, which excludes any industries projected to decline. These declining industries should be documented for future reference.

Employment in targeted industries, including those projected to decline over the 2016-2026 period, stood at 1,304,205 as of the second quarter of 2018. That figure is carried forward as the minimum level of target employment from 2019 through 2023. Excluding industries projected to decline, employment stood at 1,294,266. Similarly, this figure is carried forward through 2023.

SUPPORTING INFORMATION:

See recent and target levels of employment in targeted industries on the following table.

Gulf Coast Workforce Region Employment in Targeted Industries

Year	Actual/ Target Employment Level	Number of jobs in GC region targeted industries (including industries projected to decline)	Over-the-year net change	Number of jobs in GC region targeted industries (excluding industries projected to decline)	Over-the-year net change
2016	Actual	1,272,728	-	1,262,714	-
2017	Actual	1,275,227	2,499	1,265,077	2,362
2018*	Actual	1,304,205	28,978	1,294,266	29,189
2019	Target	$\geq 1,304,205$	TBD	$\geq 1,294,266$	TBD
2020	Target	$\geq 1,304,205$	TBD	$\geq 1,294,266$	TBD
2021	Target	$\geq 1,304,205$	TBD	$\geq 1,294,266$	TBD
2022	Target	$\geq 1,304,205$	TBD	$\geq 1,294,266$	TBD
2023	Target	$\geq 1,304,205$	TBD	$\geq 1,294,266$	TBD

¹Employment Levels in Targeted Industries per QCEW Approved 1/2019 and derived from 2016-2026 EP.

*As of the second quarter of 2018

Prepared by Workforce Solutions 01.17.2019

For the Regional Workforce System

STAFF MEASURE

Employment 2019 — 2023

Quantifiable Measure	Baseline	Long-Term Target
By 2023, the absolute number of individuals employed in high-skill, high-growth occupations targeted by the Gulf Coast Workforce Board will exceed the number reported in 2017 of 615,170 jobs.	615,170	≥ 615,170

PRIMARY DATA SOURCE

The Texas Workforce Commission’s Labor Market and Career Information Department is the primary source of data – the employment portion of the Occupational Employment Statistics (OES) survey and Long-term Employment Projections. OES data is typically reported in May of each year with the reference year (e.g. 2017) lagging the actual year (2018) at any given time. 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 which are derived from the aforementioned Long-term Employment Projections (copy in appendix 1). This list is available anytime, and regularly reviewed and updated, as needed.

METHODOLOGY: SETTING THE BASELINE AND TARGET

The process of assessing this measure is as follows. First, obtain employment data from the OES wage survey data set for occupations corresponding to those found in the currently approved list of high-skill, high-growth occupations. The years of data to be obtained should correspond the base year of the projections used to develop the current targeted industry list and subsequent years until present, if available. As alluded to above, data for the year in which this measure is being re-assessed will not likely be available.

No special calculations are required as absolute employment levels by occupation and the net change year over year are all that is necessary to facilitate evaluation.

Employment projections are no longer directly used as a baseline or target as they do not take into account changes in the business cycle but instead assume full employment in the target year (see BLS FAQ found [here](#)). Given the inflexibility of the projections, their usefulness as benchmark when gauging employment in high-skill, high-growth occupations is limited. As a result, this measure now simply looks to determine whether there has been an absolute increase in employment in targeted occupations each

year since the base period. Targets in future years are simply assigned the last reported actual employment value plus an indeterminate increase using the following notation (\geq XXX,XXX).

The choice of high-skill, high-growth occupations has significant bearing on whether collectively this group is likely to demonstrate growth or decline over time. The inclusion of one or more occupations with below-average and/or declining growth due to considerations not reflected in publicly-available labor market data may result in the appearance of negative performance for the entire group. For this reason, a supplement to the measure described above is included, which excludes any targeted occupations projected to decline. These declining occupations should be documented for future reference.

Employment in high-skill, high-growth occupations, including those projected to decline over the 2016-2026 period, stood at 615,170 as of 2017, the most recent year for which OES data are available. That figure is carried forward as the minimum target level of employment from 2018 through 2023. Excluding occupations that are projected to decline, employment stood at 612,160. Similarly, this figure is carried forward through 2023.

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	Actual/ Target Employment Level	Number of jobs in GC region high-skill, high- growth occupations (including occupations projected to decline)	Over-the-year net change	Number of jobs in GC region high-skill, high- growth occupations (excluding occupations projected to decline)	Over-the-year net change
2016	Actual	629,720	-	626,690	-
2017	Actual	615,170	-14,550	612,160	-14,530
2018	Actual	\geq 615,170	TBD	\geq 612,160	TBD
2019	Target	\geq 615,170	TBD	\geq 612,160	TBD
2020	Target	\geq 615,170	TBD	\geq 612,160	TBD
2021	Target	\geq 615,170	TBD	\geq 612,160	TBD
2022	Target	\geq 615,170	TBD	\geq 612,160	TBD
2023	Target	\geq 615,170	TBD	\geq 612,160	TBD

¹Employment Levels in high-skill, high-growth occupations per OES. Approved 1/2019 and derived from 2016-2026 EP.

Prepared by Workforce Solutions 01.17.2019

BOARD MEASURE

Employment 2019 — 2023

Quantifiable Measure	Baseline	Long-Term Target
By 2023, 78 percent of individual customers will be employed after leaving Workforce Solutions.	76 percent	78 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 (218,974) by the number of individual customers who exited Workforce Solutions’ service (286,873) for the period October 1, 2016 through September 30, 2017 timeframe, or 76.3%. We rounded to 76 percent.

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 2019 — 2023

Quantifiable Measure	Baseline	Long-Term Target
By 2023, 70 percent of individual customers will be employed in the quarter entering Workforce Solutions.	68 percent	70 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 (174,323) by the total number of individual customers who received a first service (257,181) during that same quarter for the period April 1, 2017 through March 30, 2018 timeframe, or 67.8%. We rounded to 68 percent.

SUPPORTING INFORMATION

None

STAFF MEASURE

Employment 2019 — 2023

Quantifiable Measure	Baseline	Long-Term Target
By 2023, 76 percent of individual customers, unemployed at entry, will be employed after leaving Workforce Solutions.	75 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 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 (185,969) by the number of individual customers who exited Workforce Solutions' service (249,308) for the period October 1, 2016 through September 30, 2017 timeframe, or 74.6 %. We rounded to 75 percent.

SUPPORTING INFORMATION

None.

STAFF MEASURE

Employment 2019 — 2023

Quantifiable Measure	Baseline	Long-Term Target
By 2023, 83 percent of individual customers employed after leaving Workforce Solutions will also be employed in both consecutive quarters.	80 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 (143,905) by the number of individual customers who exited Workforce Solutions’ service and were employed in the quarter after exit (180,085) for the period April 1, 2017 through March 31, 2018 timeframe, or 79.9 %. We rounded to 80 percent.

SUPPORTING INFORMATION

None.

BOARD MEASURE

Job Creation 2019 — 2023

Quantifiable Measure	Baseline	Long-Term Target
By 2023, 3,500 new jobs per year will be created as a direct result of Workforce Solutions partnering with other business organizations.	3,079	3,500

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 2023 of 3,500 jobs.

Note: This measure is computed as a two-year moving average. Thus, the 2023 target of 3,500 jobs will be the average of the total number of jobs created in 2022 and 2023. 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 2019 — 2023

Quantifiable Measure	Baseline	Long-Term Target
By 2023, 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 2019 — 2023

Quantifiable Measure	Baseline	Long-Term Target
By 2023, 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.	45 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

We commit to a long-term target of 45 percent based on fluctuation of the workforce.

SUPPORTING INFORMATION

None.

BOARD MEASURE

Market Share 2019 — 2023

Quantifiable Measure	Baseline	Long-Term Target
By 2023, 31,500 of the region’s employers will use Workforce Solutions.	26,367	31,500

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 physical address. An employer reporting unit must be created in Work in Texas for each physical location.

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

We commit to directly serving at least 31,500 employers in a year by 2023.

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 2019 — 2023

Quantifiable Measure	Baseline	Long-Term Target
By 2023, 65 percent of employers using Workforce Solutions will be repeat customers.	60 percent	65 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:

- receive services from Workforce Solutions’ in the prior performance year (October 1, 2017 through September 30, 2018) plus. We estimate this number to be 24,270.

The numerator includes an unduplicated count of employer reporting units who:

- received a Workforce Solutions’ service in the prior performance year who also received a Workforce Solutions’ service in the current performance year (October 1, 2017 through September 30, 2018) plus
- 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, 2018 through September 30, 2019) We estimate this number to be 14,562.

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

- 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 commit that 65 percent of these employers will be repeat customers during the period Oct 1, 2022 through September 30, 2023.

SUPPORTING INFORMATION

None.

BOARD MEASURE

Income 2019 — 2023

Quantifiable Measure	Baseline	Long-Term Target
By 2023, 37 percent of individual customers will have earnings gains of at least 20 percent after leaving Workforce Solutions.	37 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 (109,379) by the number of individual customers who exited Workforce Solutions’ service (295,618) for the period April 1, 2017 through March 31, 2018 timeframe or 37.0%.

SUPPORTING INFORMATION

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

For Workforce Solutions

STAFF MEASURE

Income 2019 — 2023

Quantifiable Measure	Baseline	Long-Term Target
By 2023, 46 percent of individual customers will have earnings gains after leaving Workforce Solutions.	46 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 (135,984) by the number of individual customers who exited (295,618) for the period April 1, 2017 through March 31, 2018 timeframe, or 46.0%.

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

	2019	2020	2021	2022	2023
Percentage of the region's population (25 and older) holding an education credential ^{1, 2}	83%	83%	83%	84%	84%
Percentage of the region's population (25 and older) holding a post-secondary degree ²	38%	38%	38%	39%	39%
Percentage of those pursuing an education credential who earn one ²	24%	24%	24%	24%	24%
Percentage of students enrolled in the 9 th through 12 th grades earning a high school diploma ²	23%	23%	23%	23%	23%
Percentage of those enrolled in adult basic education will earn a high school equivalency (HSE)	79%	79%	79%	79%	79%
Percentage of students enrolled in post-secondary institutions earning a certificate or degree ²	23%	23%	24%	24%	24%
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	38%	39%	39%	40%	40%

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

² Baseline year is 2017

For the Regional Workforce System - Continued

	2019	2020	2021	2022	2023
The total number of students earning a post-secondary degree or certificate up to and including Associate's degree.	42,825	45,679	48,532	51,385	54,239

EDUCATION CREDENTIALS

For Workforce Solutions

	2019	2020	2021	2022	2023
Percentage of Workforce Solutions individual customers pursuing an education credential who earn one	74%	75%	75%	76%	76%
Percentage of Workforce Solutions' individual customers enrolled in post-secondary education who earn a certificate or degree	85%	85%	85%	86%	86%

JOB CREATION

For the Regional Workforce System

	2019	2020	2021	2022	2023
Total number of jobs	3,029,703	3,080,544	3,131,384	3,182,225	3,233,065

For Workforce Solutions

	2019	2020	2021	2022	2023
Number of new jobs created as a direct result of Workforce Solutions' partnering with other business organizations	3,300	3,300	3,400	3,400	3,500
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	60%	63%	67%	72%	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

	2019	2020	2021	2022	2023
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

	2019	2020	2021	2022	2023
Percentage of individual customers employed after leaving Workforce Solutions	76%	77%	77%	78%	78%
Percent of individuals Workforce Solutions customers employed in entrance quarter	68%	68%	68%	68%	70%
Percentage of Workforce Solutions' individual customers, unemployed at entrance, employed after leaving Workforce Solutions	75%	75%	75%	76%	76%
Percentage of Workforce Solutions' individual customers employed after leaving Workforce Solutions, also employed in both consecutive quarters	83%	83%	83%	83%	83%

³ Baseline year is 2017

MARKET SHARE

For Workforce Solutions

	2019	2020	2021	2022	2023
Region's employers using Workforce Solutions	27,369	28,500	29,500	30,500	31,500

CUSTOMER LOYALTY

For Workforce Solutions

	2019	2020	2021	2022	2023
Percentage of the region's employers using Workforce Solutions as repeat customers	60%	62%	63%	64%	65%

INCOME

For Workforce Solutions

	2019	2020	2021	2022	2023
Percentage of individual customers with earnings gains of at least 20 percent after leaving Workforce Solutions	37%	37%	37%	37%	37%
Percentage of Workforce Solutions' individual customers employed with earnings gains after leaving Workforce Solutions	46%	46%	46%	46%	46%

Appendix 1
TARGETED INDUSTRIES

GULF COAST WORKFORCE REGION

DRAFT AS 01/19

Industries Targeted by the Gulf Coast Workforce Board^{1,2}

NAICS	New	Industry Title	Employment Growth				1st Qtr 2017 Avg. Weekly Wages
			Annual Averages 2016	2026	Absolute Change	Percent Change	
Mining							
2111		Oil and Gas Extraction	50,399	55,853	5,454	10.8%	\$5,925
2131		Support Activities for Mining	35,760	40,982	5,222	14.6%	\$3,038
Construction							
2361	New	Residential Building Construction	12,416	16,310	3,894	31.4%	\$1,660
2362		Nonresidential Building Construction	43,077	45,113	2,036	4.7%	\$1,898
2371		Utility System Construction	30,358	39,550	9,192	30.3%	\$1,775
2381		Foundation, Structure, and Building Exterior Contractors	23,961	29,172	5,211	21.7%	\$991
2382		Building Equipment Contractors	48,213	57,524	9,311	19.3%	\$1,213
2383		Building Finishing Contractors	19,526	23,220	3,694	18.9%	\$937
2389		Other Specialty Trade Contractors	18,999	23,237	4,238	22.3%	\$1,193
Manufacturing							
3241		Petroleum & Coal Products Manufacturing	10,014	9,550	-464	-4.6%	\$3,563
3251		Basic Chemical Manufacturing	22,868	24,079	1,211	5.3%	\$3,228
3323	New	Architectural and Structural Metals Manufacturing	13,853	18,635	4,782	34.5%	\$1,145
3327	New	Machine Shops; Turned Product; and Screw, Nut, and Bolt Manufacturing	8,506	11,790	3,284	38.6%	\$1,113
3329		Other Fabricated Metal Product Manufacturing	11,990	14,970	2,980	24.9%	\$1,410
3331		Agriculture, Construction, and Mining Machinery Manufacturing	29,290	34,371	5,081	17.3%	\$2,632
Trade, Transportation & Utilities							
4238		Machinery, Equipment, and Supplies Merchant Wholesalers	31,826	38,866	7,040	22.1%	\$1,745
4411		Automobile Dealers	28,501	34,462	5,961	20.9%	\$1,181
4811		Scheduled Air Transportation*	18,980	21,229	2,249	11.8%	\$2,413
4831	New	Deep Sea, Coastal, and Great Lakes Water Transportation	1,826	2,030	204	11.2%	\$2,341
4832	New	Inland Water Transportation	2,404	2,746	342	14.2%	\$2,185
4841	New	General Freight Trucking	13,998	15,918	1,920	13.7%	\$1,031
4842	New	Specialized Freight Trucking	10,685	12,584	1,899	17.8%	\$2,116
4881	New	Support Activities for Air Transportation	3,460	3,805	345	10.0%	\$1,270
4882	New	Support Activities for Rail Transportation	2,210	2,688	478	21.6%	\$997
4883	New	Support Activities for Water Transportation	9,412	11,419	2,007	21.3%	\$1,023
4884	New	Support Activities for Road Transportation	2,312	2,651	339	14.7%	\$1,021
4885	New	Freight Transportation Arrangement	9,904	12,192	2,288	23.1%	\$1,542
4885	New	Freight Transportation Arrangement	9,904	12,192	2,288	23.1%	\$1,542
4889	New	Other Support Activities for Transportation	1,173	1,278	105	9.0%	\$1,955
4931	New	Warehousing and Storage	14,162	17,852	3,690	26.1%	\$949
Finance and Insurance							
5239	New	Other Financial Investment Activities	11,170	13,523	2,353	21.1%	\$4,206
5242		Agencies, Brokerages, and Other Insurance Related Activities	20,002	23,298	3,296	16.5%	\$1,620
5313	New	Activities Related to Real Estate	13,340	16,406	3,066	23.0%	\$1,098
Professional and Business Services							
5412		Accounting, Tax Preparation, Bookkeeping, and Payroll Services	25,003	29,570	4,567	18.3%	\$1,385
5413		Architectural, Engineering, and Related Services	66,146	82,186	16,040	24.2%	\$2,136
5415		Computer Systems Design and Related Services	29,115	34,478	5,363	18.4%	\$2,110
5416		Management, Scientific, and Technical Consulting Services	35,537	42,817	7,280	20.5%	\$2,255
5419		Other Professional, Scientific, and Technical Services	16,140	19,725	3,585	22.2%	\$1,322
5511	New	Management of Companies and Enterprises	36,003	48,562	12,559	34.9%	\$4,276
5611		Office Administrative Services	22,625	27,801	5,176	22.9%	\$2,213
Education and Health Services							
6111		Elementary and Secondary Schools	201,780	242,528	40,748	20.2%	\$833
6113		Colleges, Universities, and Professional Schools	69,240	72,033	2,793	4.0%	\$1,353
6211		Offices of Physicians	49,576	67,311	17,735	35.8%	\$1,574
6212		Offices of Dentists	17,285	20,995	3,710	21.5%	\$908
6214		Outpatient Care Centers	13,671	20,292	6,621	48.4%	\$1,257
6221		General Medical and Surgical Hospitals	87,804	102,902	15,098	17.2%	\$1,267
6223		Specialty (except Psychiatric and Substance Abuse) Hospitals	23,350	30,254	6,904	29.6%	\$1,738
Other Services							
8113	New	Commercial and Industrial Machinery and Equipment (except Automobile and Truck)	10,269	13,416	3,147	30.6%	\$1,584

Notes:

1. Criteria used to identify the targeted industries:

Industries with a projected employment growth of at least 2,120 new jobs from 2016-2026

Industries with

Industries with an average weekly wage of at least \$1,031 per week.

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

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Employment

Authorized for use by the Gulf Coast Workforce Board: Date TBD

Appendix 2

HIGH-SKILL, HIGH-GROWTH OCCUPATIONS

GULF COAST WORKFORCE REGION

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

DRAFT AS 01/19

SOC	Occupational Title	New	Employment Growth				Annual Average Job Openings				Typical Education Needed	Work Experience in Related Occ	Typical	Median Hrly Wage 2017
			Annual Averages 2016	2026	Absolute Change	Percent Change	Exits	Transfers	Growth	Total				
13-0000	Business & Financial Operations													
13-1051	Cost Estimators		5,194	6,192	998	19.2	179	370	100	649	Bachelor's	None	Moderate-term	\$34.46
13-1081	Logisticians	New	4,312	5,066	754	17.5	115	330	75	520	Bachelor's	None	None	\$39.60
13-2011	Accountants and Auditors		40,808	48,606	7,798	19.1	1,320	2,572	780	4,672	Bachelor's	None	None	\$37.36
15-0000	Computer and Mathematical Occupations													
15-1121	Computer Systems Analysts		15,630	17,580	1,950	12.5	304	741	195	1,240	Bachelor's	None	None	\$44.48
15-1132	Software Developers, Applications		12,585	16,426	3,841	30.5	198	712	384	1,294	Bachelor's	None	None	\$52.59
15-1133	Software Developers, Systems Software		7,212	8,079	867	12.0	104	375	87	566	Bachelor's	None	None	\$53.27
15-1141	Database Administrators	New	3,278	3,851	573	17.5	75	148	57	280	Bachelor's	None	None	\$42.49
15-1142	Network and Computer Systems Administrators		8,313	9,300	987	11.9	124	414	99	637	Bachelor's	None	None	\$45.80
15-2031	Operations Research Analysts	New	2,166	2,838	672	31.0	51	94	67	212	Bachelor's	None	None	\$40.21
17-0000	Architecture and Engineering Occupations													
17-2011	Aerospace Engineers		3,045	3,427	382	12.5	73	116	38	227	Bachelor's	None	None	\$61.05
17-2031	Biomedical Engineers		231	259	28	12.1	5	11	3	19	Bachelor's	None	None	\$40.29
17-2041	Chemical Engineers		4,061	4,933	872	21.5	98	184	87	369	Bachelor's	None	None	\$62.09
17-2051	Civil Engineers		10,634	12,841	2,207	20.8	254	578	221	1,053	Bachelor's	None	None	\$50.37
17-2071	Electrical Engineers		4,137	4,987	850	20.5	103	183	85	371	Bachelor's	None	None	\$46.87
17-2072	Electronics Engineers, Except Computer		2,693	3,246	553	20.5	67	119	55	241	Bachelor's	None	None	\$59.53
17-2081	Environmental Engineers		818	945	127	15.5	20	36	13	69	Bachelor's	None	None	\$54.65
17-2111	Health and Safety Engineers, Except Mining Safety Engineers		1,419	1,627	208	14.7	35	62	21	118	Bachelor's	None	None	\$47.50
17-2112	Industrial Engineers		5,093	6,097	1,004	19.7	128	228	100	456	Bachelor's	None	None	\$53.72
17-2121	Marine Engineers and Naval Architects		827	976	149	18.0	21	33	15	69	Bachelor's	None	None	\$41.48
17-2131	Materials Engineers		647	762	115	17.8	22	27	12	61	Bachelor's	None	None	\$45.36
17-2141	Mechanical Engineers		8,127	9,950	1,823	22.4	184	376	182	742	Bachelor's	None	None	\$47.94
17-2151	Mining and Geological Engineers, Including Mining Safety Engin		386	478	92	23.8	73	231	92	396	Bachelor's	None	None	\$67.12
17-2171	Petroleum Engineers		10,636	12,567	1,931	18.2	209	537	193	939	Bachelor's	None	None	\$75.05
17-3011	Architectural and Civil Drafters	New	4,195	5,070	875	20.9	137	250	88	475	Associate's	None	None	\$25.31
17-3013	Mechanical Drafters	New	2,062	2,485	423	20.5	67	123	42	232	Associate's	None	None	\$32.44
17-3022	Civil Engineering Technicians	New	2,888	3,462	574	19.9	102	167	57	326	Associate's	None	None	\$25.48
17-3023	Electrical and Electronic Engineering Technicians		4,825	5,549	724	15.0	166	273	72	511	Associate's	None	None	\$30.27
17-3027	Mechanical Engineering Technicians	New	2,102	2,548	446	21.2	74	122	45	241	Associate's	None	None	\$35.31
17-3031	Surveying and Mapping Technicians	New	3,000	3,727	727	24.2	111	239	73	423	High school	None	Moderate-term	\$22.03
19-0000	Life, Physical, and Social Science Occupations													
19-2042	Geoscientists, Except Hydrologists and Geographers		6,286	7,525	1,239	19.7	149	474	124	747	Bachelor's	None	None	\$64.47
19-3031	Clinical, Counseling, and School Psychologists	New	1,779	2,141	362	20.3	49	75	36	160	Doctoral or prof.	None	Internship/residency	\$31.19
19-4041	Geological and Petroleum Technicians		2,618	3,043	425	16.2	78	204	42	324	Associate's	None	Moderate-term	\$33.10

21-0000	Community and Social Service Occupations													
21-1012	Educational, Guidance, School, and Vocational Counselors		5,715	6,902	1,187	20.8	232	413	119	764	Master's	None	None	\$30.02
21-1022	Healthcare Social Workers	New	2,708	3,466	758	28.0	111	196	76	383	Master's	None	Internship/reside	\$30.26
23-0000	Legal Occupations													
23-1011	Lawyers		15,874	18,281	2,407	15.2	339	369	241	949	Doctoral or prof.	None	None	\$75.57
23-2011	Paralegals and Legal Assistants		5,965	7,172	1,207	20.2	217	437	121	775	Associate's	None	None	\$27.58
25-0000	Education, Training, and Library Occupations													
25-1071	Health Specialties Teachers, Postsecondary	New	3,089	3,803	714	23.1	126	131	71	328	Doctoral or prof.	Less than 5 years	None	\$70.59
25-2011	Preschool Teachers, Except Special Education		10,651	12,455	1,804	16.9	498	617	180	1,295	Associate's	None	None	\$11.55
25-2012	Kindergarten Teachers, Except Special Education		4,357	5,253	896	20.6	207	257	90	554	Bachelor's	None	None	\$28.63
25-2021	Elementary School Teachers, Except Special Education		35,949	43,854	7,905	22.0	1,317	1,477	790	3,584	Bachelor's	None	None	\$29.04
25-2022	Middle School Teachers, Except Special and Career/Technical		17,238	21,062	3,824	22.2	632	709	382	1,723	Bachelor's	None	None	\$29.01
25-2031	Secondary School Teachers, Except Special and Career/Techn		23,694	28,954	5,260	22.2	806	982	526	2,314	Bachelor's	None	None	\$28.87
25-2032	Career/Technical Education Teachers, Secondary School		1,657	2,006	349	21.1	56	68	35	159	Bachelor's	Less than 5 years	None	\$30.36
25-2051	Special Education Teachers, Preschool		284	345	61	21.5	10	12	6	28	Bachelor's	None	None	\$30.80
25-2052	Special Education Teachers, Kindergarten and Elementary Scho		2,198	2,672	474	21.6	81	89	47	217	Bachelor's	None	None	\$30.08
25-2053	Special Education Teachers, Middle School		1,466	1,783	317	21.6	54	59	32	145	Bachelor's	None	None	\$30.03
25-2054	Special Education Teachers, Secondary School		2,447	2,976	529	21.6	90	99	53	242	Bachelor's	None	None	\$29.47
25-4021	Librarians	New	2,412	2,855	443	18.4	144	98	44	286	Master's	None	None	\$28.99
25-9031	Instructional Coordinators	New	3,588	4,337	749	20.9	188	162	75	425	Master's	5 years or more	None	\$34.65

29-0000 Healthcare Practitioners and Technical Occupations														
29-1011	Chiropractors		775	881	106	13.7	14	7	11	32	Doctoral or prof.	None	None	\$26.64
29-1021	Dentists, General		1,940	2,380	440	22.7	40	16	44	100	Doctoral or prof.	None	None	\$77.05
29-1041	Optometrists		846	1,008	162	19.1	16	12	16	44	Doctoral or prof.	None	None	\$42.24
29-1061	Anesthesiologists		1,524	1,963	439	28.8	26	19	44	89	Doctoral or prof.	None	Internship/residency	\$113.38
29-1062	Family and General Practitioners		2,320	2,942	622	26.8	39	29	62	130	Doctoral or prof.	None	Internship/residency	\$98.15
29-1063	Internists, General		1,034	1,338	304	29.4	17	13	30	60	Doctoral or prof.	None	Internship/residency	\$69.13
29-1064	Obstetricians and Gynecologists		446	568	122	27.4	75	55	122	252	Doctoral or prof.	None	Internship/residency	\$86.15
29-1065	Pediatricians, General		682	874	192	28.2	11	9	19	39	Doctoral or prof.	None	Internship/residency	\$71.55
29-1066	Psychiatrists		152	191	39	25.7	2	2	4	8	Doctoral or prof.	None	Internship/residency	\$71.14
29-1067	Surgeons		519	669	150	28.9	9	7	15	31	Doctoral or prof.	None	Internship/residency	\$103.86
29-1071	Physician Assistants	New	1,817	2,527	710	39.1	38	77	71	186	Master's	None	None	\$51.12
29-1081	Podiatrists		78	88	10	12.8	2	2	1	5	Doctoral or prof.	None	Internship/residency	\$66.48
29-1122	Occupational Therapists		1,935	2,450	515	26.6	45	61	52	158	Master's	None	None	\$42.83
29-1123	Physical Therapists		3,011	3,864	853	28.3	66	72	85	223	Doctoral or prof.	None	None	\$44.36
29-1126	Respiratory Therapists		2,628	3,161	533	20.3	68	66	53	187	Associate's	None	None	\$29.30
29-1127	Speech-Language Pathologists		2,756	3,499	743	27.0	57	97	74	228	Master's	None	Internship/residency	\$38.92
29-1141	Registered Nurses		52,641	65,839	13,198	25.1	1,696	1,288	1,320	4,304	Bachelor's	None	None	\$37.49
29-1151	Nurse Anesthetists	New	2,131	2,753	622	29.2	33	80	62	175	Master's	None	None	\$75.80
29-1171	Nurse Practitioners	New	2,148	3,048	900	41.9	50	74	90	214	Master's	None	None	\$57.93
29-2011	Medical and Clinical Laboratory Technologists		3,306	4,028	722	21.8	111	111	72	294	Bachelor's	None	None	\$25.28
29-2012	Medical and Clinical Laboratory Technicians	New	2,544	3,071	527	20.7	85	85	53	223	Associate's	None	None	\$25.27
29-2021	Dental Hygienists	New	2,629	3,148	519	19.7	104	65	52	221	Associate's	None	None	\$34.51
29-2031	Cardiovascular Technologists and Technicians	New	1,585	1,893	308	19.4	45	43	31	119	Associate's	None	None	\$20.90
29-2032	Diagnostic Medical Sonographers	New	1,691	2,274	583	34.5	51	49	58	158	Associate's	None	None	\$35.60
29-2034	Radiologic Technologists		3,922	4,924	1,002	25.5	114	110	100	324	Associate's	None	None	\$29.76
29-2055	Surgical Technologists	New	3,129	3,820	691	22.1	113	154	69	336	Postsecondary nondegree	None	None	\$24.35
29-2061	Licensed Practical and Licensed Vocational Nurses		13,460	16,720	3,260	24.2	532	524	326	1,382	Postsecondary nondegree	None	None	\$22.70
29-2071	Medical Records and Health Information Technicians		3,756	4,603	847	22.6	123	124	85	332	Postsecondary nondegree	None	None	\$20.16
29-9011	Occupational Health and Safety Specialists	New	4,764	5,601	837	17.6	115	142	84	341	Bachelor's	None	None	\$36.05
41-0000 Sales and Related Occupations														
41-3021	Insurance Sales Agents		8,964	10,233	1,269	14.2	390	516	127	1,033	High school	None	Moderate-term	\$18.51
43-0000 Office and Administrative Support Occupations														
43-5061	Production, Planning, and Expediting Clerks	New	8,626	10,164	1,538	17.8	326	610	154	1,090	High school	None	Moderate-term	\$23.17

47-0000	Construction and Extraction Occupations													
47-2073	Operating Engineers and Other Construction Equipment Oper		10,504	12,741	2,237	21.3	444	815	224	1,483	High school	None	Moderate-term	\$19.10
47-2111	Electricians		19,432	22,445	3,013	15.5	729	1,556	301	2,586	High school	None	Apprenticeship	\$26.25
47-2132	Insulation Workers, Mechanical	New	1,580	1,863	283	17.9	46	132	28	206	High school	None	Apprenticeship	\$20.90
47-2152	Plumbers, Pipefitters, and Steamfitters		14,522	17,420	2,898	20.0	579	1,068	290	1,937	High school	None	Apprenticeship	\$25.70
47-2211	Sheet Metal Workers	New	3,204	3,945	741	23.1	124	245	74	443	High school	None	Apprenticeship	\$20.30
47-2221	Structural Iron and Steel Workers	New	3,094	3,698	604	19.5	98	256	60	414	High school	None	Apprenticeship	\$20.63
47-4011	Construction and Building Inspectors	New	2,452	2,985	533	21.7	134	154	53	341	High school	5 years or more	Moderate-term	\$29.89
47-5013	Service Unit Operators, Oil, Gas, and Mining		5,520	6,376	856	15.5	147	552	86	785	No formal credentia	None	Moderate-term	\$22.94
49-0000	Installation, Maintenance, and Repair Occupations													
49-3031	Bus and Truck Mechanics and Diesel Engine Specialists		7,782	9,448	1,666	21.4	264	492	167	923	High school	None	Long-term	\$23.04
49-3042	Mobile Heavy Equipment Mechanics, Except Engines		3,448	4,180	732	21.2	119	240	73	432	High school	None	Long-term	\$23.05
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Inst		6,378	7,725	1,347	21.1	195	473	135	803	Postsecondary nondeg	None	Long-term	\$21.85
49-9041	Industrial Machinery Mechanics		10,901	13,138	2,237	20.5	406	621	224	1,251	High school	None	Long-term	\$27.94
49-9043	Maintenance Workers, Machinery	New	2,811	3,352	541	19.2	132	178	54	364	High school	None	Long-term	\$20.41
51-0000	Production Occupations													
51-4011	Computer-Controlled Machine Tool Operators, Metal and Plas	New	3,915	4,868	953	24.3	121	308	95	524	High school	None	Moderate-term	\$21.62
51-4041	Machinists		9,758	12,260	2,502	25.6	382	717	250	1,349	High school	None	Long-term	\$21.97
51-4121	Welders, Cutters, Solderers, and Brazers		18,269	22,318	4,049	22.2	540	1,585	405	2,530	High school	None	Moderate-term	\$23.04
51-8091	Chemical Plant and System Operators ⁴		2,920	2,760	-160	-5.5	66	213	-16	263	High school	None	Moderate-term	\$33.90
51-8093	Petroleum Pump System Operators, Refinery Operators, and C		4,409	4,578	169	3.8	104	337	17	458	High school	None	Moderate-term	\$33.44
53-0000	Transportation and Material Moving Occupations													
53-2031	Flight Attendants		6,367	7,831	1,464	23.0	351	402	146	899	High school	Less than 5 years	Moderate-term	\$27.13
53-3032	Heavy and Tractor-Trailer Truck Drivers		41,611	48,742	7,131	17.1	1,916	2,838	713	5,467	Postsecondary nondeg	None	Short-term	\$19.49
53-7021	Crane and Tower Operators	New	2,678	3,176	498	18.6	96	205	50	351	High school	Less than 5 years	Moderate-term	\$26.03
Notes														
High-skill jobs targeted by the Gulf Coast Workforce Board are those that offer the best employment opportunities for Gulf Coast residents <u>now</u> and in the immediate future.														
1. Criteria used to identify these occupations are: Occupation must be found in one or more GCWB Targeted Industries 50% or more of total occupational employment must be found in Targeted Industries as of 2026 Projected employment in 2026 greater than or equal to the median for all occupations in the region ($\geq 1,819$) Projected growth rate greater than or equal to the average of all occupations in the region ($\geq 17.4\%$) Minimum education requirements of a postsecondary degree or certificate, moderate on-the-job training, long-term on-the-job training, or work experience in a related occupation Median hourly wages equal to or greater than the 2017 median for all occupations in the region ($\geq \$18.70$)														
2. Occupations found on the previous High-skill High-growth Occupation List and which meet four of the five qualifying criteria above have been retained.														
3. 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.														
4. Occupations included on the previous High-Skill High-Growth List that are projected decline over 2016 to 2026, but were retained due to their continued importance to the regional economy.														
Authorized for use by the Gulf Coast Workforce Board: Date TBD.														