

The Gulf Coast Workforce Board
Bringing People and Jobs Together

STRATEGIC PLAN 2014 – 2018
FOR THE REGIONAL WORKFORCE SYSTEM

Approved
October 4, 2016

*The Gulf Coast workforce system is a regional network
of business, education, labor, government, and community organizations
serving the City of Houston and the 13-county Gulf Coast region of Texas.*

THE GULF COAST WORKFORCE BOARD
Bringing People and Jobs Together

Strategic Plan 2014 – 2018

<p>Core Values <i>(Our Strongly Held Beliefs)</i></p>	<p>Innovation — Productivity — Accountability — Results</p>
<p>MISSION <i>(The Reason We Exist)</i></p>	<p>The Gulf Coast workforce system helps employers meet their workforce needs and individuals build careers so both can compete in the global economy.</p>
<p>VISION <i>(The Future We Aspire To)</i></p>	<p>For the Gulf Coast region:</p> <p><i>The Gulf Coast of Texas ranks among the top ten economic regions in the world.</i></p> <p><i>Employers have an adequate supply of well-educated and well-trained people, which enables them to compete in the world economy.</i></p> <p><i>Individuals have the knowledge, skills, and aptitudes to work and earn incomes that make them self-sufficient.</i></p> <p><i>The region is among the most attractive places in the country to live and work.</i></p>

VISION
(continued)

For the regional workforce system:

A single, integrated workforce system helps employers meet their workforce needs and individuals build careers.

Employers access the system and use its services without leaving their place of business.

Individuals are able to learn and work in their homes, in schools, and on the job to realize their greatest potential.

People throughout the region know about the system and can access the same high-quality information and labor market services regardless of where they live or how they come in contact with the system.

Strong commitments to innovation, productivity, accountability, and results keep the system flexible and responsive to employers' and peoples' ever-changing workforce needs.

Life-long learning and skills development are integral parts of the regional workforce system.

Long-standing relationships between employers and educators keep education and training opportunities one step ahead of the needs of the market.

The system partners with those industries and employers that drive the regional economy. It also works with chambers of commerce and economic development entities to identify and support emerging industries vital to the region's continued growth and diversification.

Operating above reproach, the system is highly valued by employers and people alike.

VISION
(continued)

For the Gulf Coast Workforce Board:

The Gulf Coast Workforce Board sets the regional workforce agenda. It is widely recognized for its excellence as a leadership and governing board and for its commitment to making a difference.

Business, labor, and community leaders vie for board membership because they know it is:

- well-educated, innovative, disciplined, and high-performing*
- nationally and locally recognized for its stewardship of public funds and its commitment to results; it makes funding decisions solely on the basis of performance, not politics*
- accountable to its owners (the taxpayers) and their representatives (the elected officials who appointed its members)*

RESULTS
(The Difference We Will Make)

1. More Competitive Employers
2. A Better-Educated Workforce
3. More and Better Jobs
4. Higher Incomes

**MEASURES, BASELINES,
AND TARGETS**
*(How We Will Measure
Progress Toward
Achieving Results)*

For the Regional Workforce System in 2018:

Education Credentials

- 82 percent of the region's population 25 years and older will hold an education credential
- 38 percent of the region's population 25 years and older will hold a post-secondary degree
- 23 percent of those pursuing an education credential will earn one

Job Creation

- 2.99 million individuals will be employed in the region, reflecting the addition of 365,000 jobs created since 2012

For Workforce Solutions in 2018:

Market Share

- 23,000 of the region's employers will use Workforce Solutions

Customer Loyalty

- 60 percent of employers using Workforce Solutions will be repeat customers

Education Credentials

- 74 percent of individual customers pursuing an education credential will earn one

Job Creation

- 3,300 new jobs will be created as a direct result of Workforce Solutions' partnering with other business organizations

**MEASURES, BASELINES,
AND TARGETS**
(continued)

Employment

— 78 percent of individual customers will be employed after leaving Workforce Solutions

Income

— 37 percent of individual customers leaving Workforce Solutions will have earnings gains of at least 20 percent

STRATEGIES
*(How We Will Achieve
Results)*

1. Continually improve the quality of customer service
2. Provide high-quality labor market information
3. Provide skilled workers for employers in critical industries
4. Contribute to high-quality, life-long learning experiences
5. Use our resources to move the larger system to achieve Board-established results
6. Meet the requirements of our funding sources
7. Find additional revenue to support Board results

Result #1 More Competitive Employers

For Workforce Solutions	2014	2015	2016	2017	2018
Number of the region's employers who use Workforce Solutions	25,147	25,452	22,000	22,000	23,000

Percentage of the region's employers using Workforce Solutions as repeat customers	58%	62%	60%	60%	60%
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Result #2 A Better-Educated Workforce

For the Regional Workforce System	2014	2015	2016	2017	2018
Percentage of the region's population (25 years and older) holding an education credential	80.0%	80.0%	81.0%	82.0%	82.0%

Percentage of the region's population (25 years and older) holding a post-secondary degree	35.0%	35.0%	37.0%	37.0%	38.0%
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Percentage of those pursuing an education credential who earn one	21.0%	21.0%	22.0%	22.0%	23.0%
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Percentage of students enrolled in the 9th through 12th grades earning a high school diploma	21.0%	21.0%	21.0%	21.0%	21.0%
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	2014	2015	2016	2017	2018
Percentage of those enrolled in adult basic education who earn a GED	79%	79%	79%	79%	79%
Percentage of students enrolled in post-secondary institutions earning a certificate or degree	18.00%	18.00%	19.00%	20.00%	21.00%
Percentage of students earning post-secondary certificates or degrees who hold credentials in fields preparing them for jobs in high-skill, high-growth occupations targeted by the Gulf Coast Workforce Board	32.0%	32.5%	34.5%	35.0%	35.5%
Total number of students earning a post-secondary degree or certificate up to and including Associate's degrees	31,382	31,925	34,467	37,222	40,210

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

Result # 3 More and Better Jobs - Job Creation

For the Regional Workforce System	2014	2015	2016	2017	2018
Total number of individuals employed.	2.75M	2.81M	2.87M	2.93M	2.99M

For Workforce Solutions	2014	2015	2016	2017	2018
Number of new jobs created as a direct result of Workforce Solutions' partnering with other business organizations	2,700	2,800	3,000	3,200	3,300

Percentage of new jobs created with employers in industries targeted by the Gulf Coast Workforce Board as a direct result of Workforce Solutions' partnerships	75%	75%	75%	75%	75%
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Percentage of new jobs created in high-skill, high-growth occupations targeted by the Gulf Coast Workforce Board as a direct result of Workforce Solutions' partnerships with employers	45%	45%	45%	45%	45%
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Result # 3 More and Better Jobs - Employment

For the Regional Workforce System	2014	2015	2016	2017	2018
Percentage of those employed who are working for employers in industries targeted by the Gulf Coast Workforce Board	27.5%	27.7%	28.3%	28.4%	28.6%

Percentage of those employed who are working in high-skill, high-growth occupations targeted by the Gulf Coast Workforce Board	19.3%	19.4%	16.8%	16.9%	16.9%
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For Workforce Solutions	2014	2015	2016	2017	2018
Percentage of resident customers employed after leaving Workforce Solutions	72%	73%	75%	76%	76%

Percent of resident customers unemployed at entry who are employed after leaving Workforce Solutions	70%	71%	73%	74%	74%
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Percentage of resident customers employed after leaving Workforce Solutions, also employed in both consecutive quarters	81%	81%	82%	82%	83%
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Percentage of resident customers employed in the quarter beginning services from Workforce Solutions	62%	62%	63%	64%	65%
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Result # 4 Higher Incomes

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