

GULF COAST WORKFORCE BOARD

STATE COMPLIANCE PLAN

FISCAL YEAR 2012

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Section I - Strategic

Part 1 Vision

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 greatest challenge for us is setting the direction and focus for all workforce activities in the region, regardless of how they are funded, and to use our limited resources to leverage the larger system and achieve Board-established results. 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.

The Board has been engaged in a strategic planning process for several years. In 2003, we developed statements of our core values, mission and vision that explain what Board members value most, why it exist as a board, and where it wants to be at some point in the future. The Board developed results statements for the regional workforce system, both that which it directly controls and for the larger system. The Board's strategic plan is a tool for managing the regional workforce system. Board members and staff use it to drive the regional workforce system toward the four results statements.

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.

Core Values (Our Strongly Held Beliefs)	- Innovation – Productivity – Accountability - Results
Mission (The Reason We Exist)	The Gulf Coast workforce system helps employers solve their workforce problems and residents build careers, so both can compete in the global economy.
Vision (The Future We Aspire To)	<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> <ul style="list-style-type: none">• <i>Employers have an adequate supply of well-educated and well-trained workers, which enables them to compete in the world economy.</i>• <i>Residents have the knowledge, skills, and aptitudes to work and earn incomes that make them self-sufficient.</i>• <i>The region is among the most attractive places in the country to live</i>

and work.

For the regional workforce system:

A single, integrated workforce system offers solutions for employers' workforce problems and helps people build careers.

- *Employers access the system and use its services without leaving their place of business.*
- *Residents are able to learn and work in their homes, in schools, and on the job to realize their greatest potential.*
- *Residents 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 residents' ever-changing workforce needs.*
- *Life-long learning and skills development are integral parts of the 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 businesses that drive the regional economy. It also works with chambers of commerce and economic development entities throughout the region 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 residents alike.*

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 known 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

Issues, Challenges, and Opportunities

Job Growth

Employers and residents in the Gulf Coast region are fortunate when it comes to jobs, relatively speaking, because the local economy has weathered the current economic storm much better than many areas in Texas, and most of the United States. By November 2011 the region recovered all of the jobs lost during the recession in the majority of the private sector industries. Industries with ties to oil and gas exploration were the first to enter recovery and continue to see growth as of late 2012. Rising incomes tied to growth in oil and gas exploration and a population growth rate that is more than twice the national average has contributed to recovery in many other private sectors not directly tied to oil and gas exploration such as retail trade, accommodation and food services, and many other various repair and personal services related industries. Although the construction and finance industries have a ways to go to recover most or all of the jobs lost during the recession they are no longer seeing a contraction in payrolls and have begun to see job gains. The public sector continues to struggle with budget constraints particularly at local government entities. Job growth should continue in the private sector areas as long as recovery continues at the national level. The efforts for the nation to achieve energy independence as well as its close proximity to the Eagle Ford Shale formation places us in a strategic position to prosper in both the areas of oil and gas extraction and chemical and petrochemical manufacturing, two major sources of economic activity in the region. At what point the public sector sees job growth also depends on recovery at the national level but with the region's strong population growth rate the shortage in the areas of education are expected to become more of an issue during the next five years.

Doing More with Less and Leveraging Technology

Over the last few years, the Board's revenue has shrunk and we have to do more with less. The good news is that we are meeting this challenge, in part, by leveraging available technology.

We offer customers virtual interviews through several branch offices so they can access a full range of service without a full contingent of staff on site. Customers use webcams and email to talk to employment counselors, get advice on resumes and interviewing, and job leads.

Blogforce (<http://blogforce.wrksolutions.com/>) provides customers with timely, helpful, and usually humorous, advice on getting and keeping jobs, and career planning. Bloggers are Workforce Solutions office and Board staff.

Every month, we send an email blast to educators highlighting the *Focus On* profiles (<http://www.wrksolutions.com/jobs/focuson.html>), a series of products for those interested in information specific to career opportunities in *Target Industries* and *High-Skill, High-Growth Occupations* in the region including the education and salary expectations for specific jobs.

Competing Priorities

Most of the resources supporting Workforce Solutions are targeted at providing individuals with service, not employers. In fact, the focus of our revenue streams is narrower than individual customers. The dollars focus on specific groups of resident customers or providing a particular service. Half of our dollars can only be used to pay for child care service. We also have funds for TANF and SNAP recipients. Maintaining a focus on employers takes an unwavering commitment at the Board level, and support of our region's chief elected officials.

As our revenue streams shrink, it becomes increasingly difficult to provide the same level and intensity of service to employer customers.

Becoming the Employer's First Choice

The Workforce Board would like Workforce Solutions to be the first choice of employers when they need assistance with workforce issues. From 2002 to 2008, the percentage of employers in the region who used Workforce Solutions doubled, from 7.3% to 14.5%. We plan to continue increasing market share to 25% by 2018. Most employers use our core products - help with recruiting and screening for job openings. We would like to provide a deeper level of service to our employer customers, becoming partners with them to solve workforce-related business problems.

The Board is continuing to take steps to improve the quality of our screening and referral process for employers. We plan to continue these efforts by improving our system's ability to obtain and communicate accurate information on what employers need and want in employees. ESD staff review new job orders submitted electronically by employers, and edit them to provide better matches with job candidates.

Employment Counselors help individuals get jobs that best fit their skills, interests, and experience. We employ staffing specialists who "work" the job orders, looking for candidates in our system and outside. We continue to develop this function to include contacting college and university placement offices, community-based organizations, and other sources to find the best workers for the jobs we are trying to fill.

The Board will continue to track the results of its efforts to improve employer satisfaction through an annual survey. The current survey measures how well employers believe our business consultants follow through on promises, understand their needs, are responsive to those needs, offer solutions to problems, and are professional.

Addressing Employers' Concerns

In 2011, the Board released its latest Workforce Report Card, comparing the Gulf Coast region's workforce to that of other cities. The Workforce Report Card serves as a means of benchmarking the Board's efforts to make the Texas Gulf Coast region one of the most competitive in the world. Comparisons are primarily made with metropolitan areas located across the Sunbelt — regions sharing characteristics similar to those of the Gulf Coast/Greater Houston area include Dallas-Fort Worth, San Antonio, Miami, Atlanta, San Diego and Denver areas.

While education remains the greatest challenge for the region, we also need greater investment, particularly in educational infrastructure. "A large portion of the money we spend per student is spent inefficiently because it does not produce high school graduates ready to pursue advanced education or to join the workforce." More than a third of the region's jobs are considered "knowledge jobs" that require workers to have advanced secondary education.

The Board's Education Committee is exploring how to influence the region's education system to produce high school graduates with the reading, math, and problem solving skills needed to be functional employees. The committee's work has most recently focused on the career training PK-12 as well as Adult Basic Education to increase functional literacy in reading and math as well as in their direct application to the workplace.

The Education Committee's current efforts focus on marketing the Workforce Board's labor market information to the public education system. We believe many students and parents do not have enough information about the jobs that will be available to young workers, and would make better decisions about staying in school and developing their skills with better information. Our basic strategy is to develop new ways to "push out" information to the schools.

- We developed the Focus-On series that provide information about Target Industries and High-Skill, High-Growth Occupations including the expected number of jobs and wages, and suggestions on classes to take in high school and after high school that might help people get these good jobs. We distribute them through a monthly email blast, aimed primarily at educators as well as in person to the region's students, educators, and education partners. (<http://www.wrksolutions.com/jobs/focuson.html>).
- Board staff is in the process of developing the When I Grow Up (<http://www.wrksolutions.com/whenigrowup/>) curriculum and accompanying resources for Pre-Kindergarten through 8th grade students. We have currently rolled out the PK-5 curriculum for Elementary grades and made it available via the web to all school districts. The curriculum introduces high skill-high growth occupations to students and educators beginning at early childhood education. It is designed to be easily accessible for teachers with internet-accessible resources, TEKS objective alignment, and malleable

unit-structured lessons that can be delivered individually or collectively to present coherent career planning units throughout all grade levels.

- We are working on research regarding Adult Basic Education availability in the region, specifically addressing workplace readiness and job skill retention and expansion. Attention will be given to exploring (on-site) employer-directed workplace literacy programs versus off-site 3rd-party resources in ESL/ELL, GED attainment, and other literacy offerings.
- The Board continues its public relations campaign further spreading information about good jobs.
- The Board has also invested in Choices Planner, a web-based career exploration and planning portal. The software allows a variety of career and interest inventories to help direct individuals to occupations that best match their skills and interests. The online interface is marketed with other career resources via career office and board staff presentations to students and educators in the region

Strategic Goals and Objectives

We worked out a framework for quantifying progress toward Board-established results - measures, baselines, annual and long-range targets for both the Board controlled activities and the larger system. Together, this framework establishes a policy structure governing the regional workforce system, and clearly lays out the expectations for the system. The Workforce Board Strategic Planning Committee and staff annually review performance on strategic metrics. More importantly, the Board and staff analyze gaps between performance and targets. Do strategies align with the goals? Where are the opportunities to improve operational efficiency? What factors are affecting performance? Based on this analysis, we may adjust strategies, change procedures, revise (or eliminate) metrics and reset targets.

In the table below, are the metrics and long-term goals for both the Board-controlled and the larger workforce system over the next five years.

FOR THE REGIONAL WORKFORCE SYSTEM

Measures and Targets (How We Will Measure our Progress)

By 2018, *Education*

- 80 percent of the region's population (25 and older) will hold an education credential
- 36 percent of the region's population (25 and older) will hold a post-secondary degree
- 21 percent of those pursuing an education credential will earn one

By 2018, *Job Creation*

- 2.8 million individuals will be employed in the region, reflecting 300,000 new jobs created

FOR WORKFORCE SOLUTIONS

By 2018, *Market Share*

- 30 percent of the region's employers will use Workforce Solutions

Customer Loyalty

- 75 percent of the region's employers will be repeat customers

By 2018, *Education Credentials*

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

Employment

- 80 percent of individual customers will be employed after leaving Workforce Solutions

By 2018, *Job Creation*

- 2,200 new jobs will be created as a direct results of Workforce Solutions partnering with other business organizations

By 2018, *Income*

- 42 percent of individual customers leaving Workforce Solutions will have earnings gains of at least 20 percent

Aligning Efforts with *Advancing Texas*

The Gulf Coast region is rich in potential partners for workforce. We have nine community colleges systems, more than a dozen university campuses, numerous economic development and business organizations, a host of state and local agencies, and a wide variety of community and faith-based organizations. Together, these institutions represent a rich infrastructure for the Gulf Coast workforce system.

With our partners, we provide a wide range of service to employer and individual customers. On the resident side, community and faith based organizations provide mentoring, life skills training, adult basic education, English as a second language, child care, transportation, and other work support service. Some of these organizations are paid vendors for our system while many others work informally with Workforce Solutions jointly assisting customers.

Workforce Solutions has an excellent relationship with our community college partners. The colleges provide educational programs leading to degrees and technical certificates, adult education and English as second language instruction, and other training. They work with the Board in developing customized training for employers, and consult with us in developing proposals related to workforce training. The colleges in the area are valuable partners in developing industry-based initiatives to address workforce issues in the region. For example, the colleges were the lynchpin of our Work School project which addressed the issues of nurse shortages for our health care industry group.

The region's major universities have a role in the workforce system, and are likely to have a greater one in the future as the Board's industry-based work continues and expands. In working with the energy industry, for example, we have identified a severe shortage of geophysicists and engineers. The region's universities, including historically black university Texas Southern, faith-based institutions, the University of Houston and Rice University, will all likely have a role in addressing this long-term shortage.

The region's 79 districts are key partners in addressing many of the long-term shortages of skilled workers in our region. The Board has an existing relationship with many school districts, many career offices work directly with middle and high schools in their communities. The career offices are charged with providing service to young people in their schools.

In addition to serving individual youth, many of whom are out of school, the Board continues to work with schools broadly to provide good labor market information to schools, parents and young people. We continue to expand and improve our labor market information and career planning products which include the High Skill, High Growth Guide, Focus on Industry and Occupation profiles, When I Grow Up and Choices Planner. Our goal is to support schools in their efforts to reduce drop-out rates, target resources to prepare youth for the good jobs of the future, and provide both parents and students information they can use in selecting course work and career opportunities. The Board's Education Committee provides guidance and oversight, and is fully committed to assisting schools in producing more graduates with the skills employers want.

Economic development organizations are key partners in our region. In many cases, the Board is a member of these organizations. In other cases such as our industry groups, the economic development organizations are key members of Board-sponsored projects. We work together in identifying opportunities for the region to grow good jobs, and to help develop solutions to barriers to growth, such as the need for improved schools. The Board's strategic plan includes a measure of the degree to which we are involved in economic development efforts leading to new or retained jobs.

In general, each partner we work with pays for the service and staff the organization normally provides. For example, we may have a memorandum of understanding to work with a community-based organization to coordinate providing service to customers. We agree to make cross-referrals for customers with each partner paying for service they deliver to each customer.

There are exceptions to this general policy. Some of our partners are either vendors for Workforce Solutions or the Board has procured the organization to provide specialized service. In these cases, we pay for the partner organization to provide service, either by individual referral or through cost-reimbursement contracts.

The Board has received competitive grants in which funds are set aside to reimburse the costs of project partners, such as when we made a strategic investment to reimburse the salaries of nursing instructors as one solution to the shortage of registered nurses.

The Board enjoys excellent working relationships with its partners, especially core partners such as the colleges, the adult education community, and economic development entities.

Working with Economic Development

The Board's philosophy is that workforce development is a component of economic development, and all of our activities reflect this philosophy. We measure our ability to help create jobs and help employer customers become more competitive. Our work with economic development organizations includes partnering on industry-based work groups, sharing planning and evaluation information, coordinating grant proposals, and assisting in bringing new businesses to the region and retraining and supporting existing businesses.

The Board works closely with economic development partners to identify long-range issues such as the changing demographics of the region's workforce and a trend to lower educational achievement; and shorter-range issues such as funding transportation solutions in Colorado County so employers can get the workers they need.

Below is a list of economic development organizations that work with the Board.

Chambers of Commerce	Norwegian American Chamber of Commerce
Acres Homes Citizens Chamber of Commerce	Pasadena Chamber of Commerce
African-American Chamber of Commerce	Pearland/Hobby Area Chamber of Commerce

Alvin-Manvel Chamber of Commerce	San Leon Bacliff Bayview Chamber of Comm.
Anahuac Area Chamber of Commerce	Santa Fe Chamber of Commerce
Angleton Chamber of Commerce	Sealy Chamber of Commerce
Arab U S Chamber of Commerce	South Belt-Ellington Chamber of Commerce
Bay City Chamber of Commerce	South Montgomery County Woodlands C of C
Bayside Chamber of Commerce	Southwest Houston Chamber of Commerce
Baytown Area/West Chamber of Commerce	Swedish American Chamber of Commerce
Baytown Chamber of Commerce	Sweeny Chamber of Commerce
Baytown Hispanic Chamber of Commerce	Taiwanese Chamber of Commerce
Beeville Chamber of Commerce	Texas City La Marque Chamber of Commerce
Bellville Chamber of Commerce	Tomball Area Chamber of Commerce
Brazoria County Chamber of Commerce	West Columbia Chamber of Commerce
Brazosport Area Chamber of Commerce	Westchase Business Council
Brookshire/Paterson Chamber of Commerce	Wharton County Chamber of Commerce
C I S American Chamber of Commerce	Economic Development Councils
Clear Lake Area Chamber of Commerce	Alvin Economic Development Foundation
Cleveland Chamber of Commerce	Baytown Area/West Chambers Eco Devo
Cham. of Comm. of El Salvador, Inc. Houston	Brazoria County Partnership, Inc.
Columbian American Chamber of Commerce	Central Houston, Inc.
Cy-Fair Houston Chamber of Commerce	Chambers County Office of Eco Development
Deer Park Chamber of Commerce	City of Friendswood Economic Development
East End Area Chamber of Commerce	City of Houston, Dept. of Aviation
Fort Bend Chamber of Commerce	City of League City Economic Development
French American Chamber of Commerce	City of Pearland
Galleria Chamber of Commerce	Clear Lake Area Eco Devo Foundation
Galveston Chamber of Commerce	Corp. for Eco. Devo Harris County, Inc.
German American Chamber of Commerce	Deep East Texas CoG and Eco Devo Districts
Greater Conroe Chamber of Commerce	Entergy/ Texas
Greater Heights Chamber of Commerce	Galleria Chamber of Commerce
Greater Heights Chamber of Commerce The	Galveston County Eco. Devo. Alliance
Greater Houston Partnership	Galveston Economic Development Corp.
Hispanic Chamber of Commerce	Greater Conroe Eco Development Council
Houston Citizens Chamber of Commerce	Greater East End
Houston Citizens Chamber of Commerce Inc	Greater Ft. Bend County Eco. Devo. Council
Houston Hispanic Chamber of Commerce	Greater Greenspoint Management District
Houston Junior Chamber of Commerce	Greater Houston Partnership
Houston Northwest Chamber of Commerce	Gulf Coast Eco. Devo. Council/ H-GAC
Houston West Chamber of Commerce	Hempstead Economic Development Corp.
Humble Area Chamber of Commerce	Houston Economic Development
Huntsville Walker County C of C	Houston West Chamber of Commerce
InterAmerican Chamber of Commerce	International Economic Development Council
Italy-America Chamber of Commerce	League City Economic Development

Japan Business Association Of Houston	Missouri City Economic Development Comm.
Katy Area Chamber of Commerce	National Assoc. of Dev. Councils`
Kingwood Community Chamber of Commerce	NHMCCD, Center for Bus. Dev. & Eco. Dev.
La Grange Chamber of Commerce	Partnership of SouthEast Texas
La Marque Chamber of Commerce	Port of Houston Authority
La Porte-Bayshore Chamber of Commerce	Reliant Energy HL&P
Lake Conroe Area Chamber of Commerce	South Montgomery County Woodlands C of C
League City Chamber of Commerce	Southeast Harris County Eco Devo Council
Magnolia Area Chamber of Commerce	Texas Department of Economic Development
Mansfield Chamber of Commerce	Texas Economic Development Council
National Acres Homes Chamber of Commerce	Texas Municipal League
National Us Arab Chamber of Commerce	Tomball Economic Development Council
North Channel Area Chamber of Commerce	Town Center Improvement District
North Forest Chamber of Commerce	Uptown Houston District
North Galveston County C of C	West Houston Association
North Houston Greenspoint C of C	Westchase District

Healthcare

The Gulf Coast Workforce Board and the Greater Houston Partnership jointly sponsor the Gulf Coast Health Services Steering Committee (HSSC). The HSSC has representatives from major healthcare employers, health care educators and community leaders. Since there is no regional Gulf Coast hospital association, the HSSC helps facilitate regional healthcare collaboration to meet common workforce needs among healthcare stakeholders. Health employers represented on the HSSC include CHRISTUS Health System, Harris Health System, HCA Healthcare Gulf Coast Division, Memorial Hermann Healthcare System, Michael E. DeBakey Veteran's Administration Medical Center, Oak Bend Medical Center, Park Plaza Hospital, Shriner's Hospitals for Children, St. Luke's Episcopal Health System, Texas Children's Hospital, Texas Medical Center, The Methodist Hospital System, University of Texas M.D. Anderson Cancer Center and the University of Texas Medical Branch. In addition, healthcare educational institutions include: University of Texas Health, Texas Woman's University, UTMB, Prairie View A & M University, Chamberlain College, Houston Baptist University, University of St. Thomas, Western Governors' University and 9 community college districts in the 13-county region. In addition, the HSSC and professional staff, the Board maintains relationships with the Texas Board of Nursing, the Texas Hospital Association, the Texas Department of State Health Services, the Texas Medical Association, the Texas Nurses' Association and other statewide healthcare stakeholders. Through the HSSC and its affiliations and partnerships, the Board works with the community to assure the supply of RNs needed in the region.

Energy

The Board has ongoing relationships with the America Petroleum Institute (API), the Greater Houston Partnership Energy Collaborative Workforce Committee, the Gulf Coast Petrochemical Information

Network, the Brazoria County Petrochemical Council, North American Process Technology Alliance, and the Chemical Technology Alliance with Brazosport College.

Below is a brief discussion of some of the projects with which the Board is involved.

- Working with the America Petroleum Institute (API) Workforce Taskforce, the Board contributed to the Veterans Recruitment focus (<http://veteranstoenergy.org/>). Through Board staff direct outreach, there are now 21 companies supporting this hiring process today and developing internal Veteran specific processes. Board staff worked with Anadarko Petroleum executives to develop the first Veterans Prior Services Recruiter network. This new avenue coordinates job assistance services with the Marine Corp Prior Service Recruiters regionally.
- The Energy Collaborative Workforce Committee and the Board are working on expanding the educational pipeline for workers in the oil and gas industry. The Independent Petroleum Association of America opened 2 Energy Academies in the region; University of Texas expanded GeoFORCE across Houston; University of Houston-Downtown and University of Houston Main Campus have transitioned the Science and Engineering Fair over for greater support across the system; Exxon-Mobil, Shell , Offshore Energy Center and Texas Chemical Council supported Teacher Externships in 2012; and the Energy Summit/Energy Day Houston was a big success: <http://energydayfestival.org/>. Board staff supports all of these activities. Engineers-to-Energy joined forces with the Energy Collaborative this year. Engineering executives are focusing on reducing the shortage of engineers in the industry and increases math/science awareness in K-12. The Board helped develop the Employer Toolkit – Adopt-A-School program to better connect industry people to local schools. Governor’s Science and Technology Champions Academy (GSTCA) sponsored by the Governor’s office and the Texas Workforce Commission held at University of Houston Main Campus. Academy was heavily supported by industry and endorsed by the Energy Collaborative. Board staff included this activity on an economic development tour with an Austrian company. The international visitor was very impressed with industry, government and educational collaboration as well as engaged young people.
- Gulf Coast Petrochemical Information Network (the Brazoria Economic Development Alliance, Economic Alliance Houston Port Region, Bay Area Houston Economic Partnership, Chambers County Economic Development, San Jacinto Community College, Lee College, Brazosport College, College of the Mainland and the Gulf Coast Workforce Board)
 - Continue to sustain the EnergyVenture Camps at area community colleges transitioning from TWC to private industry funding
 - Board staff in 2012 led a revalidation of the 2008 in-depth industry hiring survey that shows more than 10,000 workers are needed to fill operations, maintenance and engineering jobs through 2012 with 3,847 new Process/Production Operators needed. The revalidation showed an increase crafts positions due to the expansions of ChevronPhillips and Dow plants.
- Brazoria County Petrochemical Council’s Sub-committee on Advocacy and Awareness
 - Continued support of the 2011 – 2015 Strategic Workforce Plan
Board staff introduced Dow Chemical to the SystemsGo aerospace student rocket program. First rockets were launched in Brazoria County in 2012.

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- North American Process Technology Alliance (NAPTA) – The Gulf Coast Process Technology Alliance grew up this year and has now expanded to include all 50 states. Endorsed colleges throughout the U.S. are going through a new audit of standardized curriculum and industry advisory teams. Board staff provides input to the annual Visioning exercise and support the outreach/membership sub-committee.

Where appropriate, the Board supports customers who are interested in becoming entrepreneurs and/or creating micro businesses through referrals to entities that have better expertise in that area. Small business development centers, for example, are a rich source of training, and the Board supports several successful grant proposals for funds such as the U.S. Health and Human Services' Job Opportunities for Low Income (JOLI) program. New collaborative arrangements developed in 2012 between Board Energy staff and the Houston Technology Center (www.houstontech.org/) and Bay Area Houston Technology Consortium (<https://baytechsolutions.org/pages/1/Home>). The board and office staff supported activities for the establishment of this new 501 (c) 3.

Coordination with Texas Veterans Commission

We have 38 Texas Veteran Commission staff in 19 Workforce Solutions offices. We continue to provide seamless service to veterans, not excluding them from using any service they wish to use, and can access specialized service they want and need.

Coordination with Adult Education

For years, the Board has enjoyed an excellent relationship with the adult education providers in our region. Our offices refer people in need of basic skills, English as a second language, and general equivalency examination (GED) preparation services to nearby providers. The Adult Ed providers refer customers needing work or financial aid to Workforce Solutions.

We have worked with these partners in applying for grants to provide work-based basic skills, and are looking for additional opportunities to build new models for serving our mutual customers.

Working with Education and Training Providers

The Board has no difficulty in identifying organizations interested in providing education and training service to meet employer needs. The region's nine community colleges, universities, and numerous private career schools are quite willing to work with us.

The Board uses the Workforce Commission's online application and review process to maintain its list of approved vendors and educational programs. We provide information to organizations interested in becoming vendors at <http://www.wrksolutions.com/about/vendorapplications.html>. Workforce Solutions financial aid payment office assists organizations who want to become part of our network of providers. Staff answer provider questions and assist them in completing the process.

In a few cases, such as the case of meeting the health industry's need for more nurses, we convened working groups of employers and educational organizations to increase the capacity of the educational system to meet employers' needs. Employers work directly with the colleges to make more classes available in part by contributing employees to serve as part-time instructors.

Working to Improve Early Education

Through local match agreements, the Board coordinates with school districts and Head Start/Early Head Start providers to support and expand early education and care and to improve the quality and quantity of care available to working parents. We anticipate providing early education and care for an additional 3,400 children through these agreements in FY2012.

The Board will continue to support unique projects to enhance after school and year-around care. The projects include efforts to improve the quality of learning in a variety of early education situations through scholarships for quality training, pilot projects to increase teacher pay, and support of the Texas School Ready project.

Sharing Information with Partners

Here are some examples of how The Board shares information with partners.

- Customer relationships – Our employer and resident service staff have ongoing relationships with both our partners and customers. On the employer service side, business consultants, industry liaisons, and administrative staff maintain relationships with employers, economic development organizations staff, and schools. On the resident side, career office staff, particularly our greeters, resource room specialists, personal service representatives, financial aid specialist and employment counselors, work with residents to ensure they have access to all the services they want and need.

Staff work with our vendor network to provide information about our service and system. Grants management staff work with many of partners to ensure our system is working to maximize resources in the region and provide coordinated service to employers and individuals. Board staff provide support to partners in developing new projects and grant proposals. Staff work with partners to develop meaningful memoranda of understanding (MOU) that both share information with partners and better coordinate resources.

- Marketing – The Board's marketing plan is designed to share information about workforce service throughout the region. Our marketing plan includes the use of our website, www.wrksolutions.com, newsletters, email blasts, targeted mailings, and special publications.

Part 2 Economic and Workforce Analysis

Workforce Needs of Businesses, Job Seekers, and Workers

The Gulf Coast Workforce Board has worked to identify the workforce needs of businesses, job seekers, and workers in the workforce region using a combination of labor market intelligence and active participation of various partners and stakeholders. These needs are identified in three lists: 1) *Targeted Industries*, 2) *High-Skill, High-Growth Occupations*, and 3) *Where the Jobs Are*.

The three lists are used to guide not only the Board's strategic investments, but also to help our residents build careers in industries and occupations with good prospects and higher wages. We use the High-Skill, High-Growth Occupations list to decide which occupations we will support with our education scholarship dollars.

The Employer Service Committee reviewed and recommended the initial lists for the target industries, demand occupations and "hot jobs" to the Board. We noted then that we would bring periodic updates to these lists to the Committee and the Board as circumstances warranted.

Following is information about updates to each of the three lists.

Targeted Industries

We began, as always, with labor market data. We used NAICS-level employment and wage data and projections for the 10-year period from 2008 to 2018 and looked for industries that fit the following criteria:

1. Industries with a projected employment growth rate equal to or greater than the average growth rate for all industries in the region for the period 2008 to 2018 ($\geq 19.4\%$)
2. Industries having a projected employment growth of at least 6,500 new jobs from 2008 to 2018 (an average of 650 jobs per year)
3. Industries with an average weekly wage of at least \$700 per week.

In addition to industries meeting the above criteria, we included in our targeted list: Oil and Natural Gas Extraction and Manufacturing. There are several different groups of employers within this larger sector and because of the importance of these employers to the area economy and gross regional product, we have created the sector and added it to our list.

We have also had significant interest from a number of employers in this sector in the Board's assistance for current and projected skills shortages. We have been working for several years with the large oil and gas companies, oilfield service firms, refiners and petrochemical manufacturers on a variety of workforce needs.

In addition to the criteria and steps listed above, the selection process was reinforced by the use of additional tools provided by the Texas Workforce Commission and are included as part of the Target Industries and Occupations Template:

- Standardized Occupational Components for Research and Analysis of Trends in Employment System (SOCRATES)
- Texas Industry Profiles
- Wanted Analytics
- Tracer

Eleven out of fourteen targeted industries as a result of the analysis are directly related to the governor's clusters including:

NAICS Code and Title	Cluster
2111 Oil and Gas Extraction	Petroleum Refining and Chemical Products
2131 Support Activities for Mining	Energy
2362 Nonresidential Building Construction	Advanced Technologies and Manufacturing
2371 Utility System Construction	Petroleum Refining and Chemical Products
3241 Petroleum & Coal Products Manufacturing	Petroleum Refining and Chemical Products
3331 Agriculture, Construction, and Mining Machinery Manufacturing	Advanced Technologies and Manufacturing
5415 Computer Systems Design & Related Services	Information and Computer Technology
5416 Management, Scientific, and Technical Consulting Services	Information and Computer Technology
6113 Colleges, Universities, and Professional Schools	Petroleum Refining and Chemical Products
6221 General Medical and Surgical Hospitals	Biotechnology and Life Sciences
6223 Other Hospitals	Biotechnology and Life Sciences

High-Skill, High-Growth Occupations

The high-skill, high-growth list is made up of larger, high-skill, well-paying occupations critical to the Gulf Coast region's economic future. They offer the best job opportunities to area residents now and will likely continue doing so over the next ten to 15 years. These occupations are found in many industries in the region, not just in those on the targeted industries list.

Qualifying Criteria

Occupations meet the following criteria to be included on the high-skill, high-growth occupations list. They must have:

- projected employment for 2018 equal to or greater than the average for all occupations in the region (4,519)

-
- a projected employment growth rate equal to or greater than the average growth rate for all industries in the region (19.4 %)
 - minimum education requirements of a post-secondary certificate or degree, long-term on-the-job training, or work experience in a related occupation
 - median hourly wages equal to or greater than the median for all occupations in the region (\$16.08 per hour)

Scholarship Occupations

Students preparing for employment in occupations on the list that meet two of the following three criteria are eligible for — but not guaranteed — scholarships from Workforce Solutions or one of its partners. To qualify, two of the three following statements must be true. The occupation must be one:

- with chronic shortages of qualified workers to fill existing or projected job openings;
- where the number of workers expected to graduate from the requisite education or training programs falls significantly below the number of job openings;
- whose employment is over represented in the targeted industries relative to all industries in the region.

The Scholarship Occupations list is a subset of the High-Skill, High-Growth list. We've focused this list — the one we will use in our career offices to help guide staff in putting our dollars into scholarships — on those occupations for which we can provide about two years of support for a successful outcome. All of the Scholarship Occupations come from the High-Skill, High-Growth list and are those currently in demand in our target industries and range of others.

All but three of the scholarship eligible targeted occupations as a result of the analysis are directly related to the governor's clusters including:

SOC Code and Title	Cluster
13-2011 Accountants and Auditors	Energy
49-3023 Auto Svcs Technicians and Mechanics	None
51-8091 Chemical Plant/System Operators	Petroleum Refining and Chemical Products
15-1031 Computer SW Eng, Applications	Information and Computer Technology
15-1032 Computer SW Eng, Systems	Information and Computer Technology
15-1051 Computer Systems Analysts	Information and Computer Technology
51-4011 Computer-Controlled Mach Tool Op	Advanced Technologies and Manufacturing
17-3019 Drafters, All Other (Pipe-drafters)	Petroleum Refining and Chemical Products
49-9051 Elec Power-Line Installers/Repairers	Petroleum Refining and Chemical Products
17-3023 Electrical and Electronic Engineering Technicians	Petroleum Refining and Chemical Products
17-3012 Electrical and Electronics Drafters	Petroleum Refining and Chemical Products
47-2011 Electricians	Petroleum Refining and Chemical Products
17-2081 Environmental Engineers	Petroleum Refining and Chemical Products
19-2042 Geoscientists	Energy
33-2011 Fire Fighters	Petroleum Refining and Chemical Products

19-4041 Geological and Petroleum Technician	Energy
49-9041 Industrial Machinery Mechanics	Petroleum Refining and Chemical Products
29-2061 Licensed Practical /Voc Nurses	Biotechnology and Life Sciences
51-4041 Machinists	Advanced Technologies and Manufacturing
17-3013 Mechanical Drafters	Advanced Technologies and Manufacturing
29-2011 Medical/Clinical Lab Technologists	Biotechnology and Life Sciences
25-2022 Middle School Teachers	None
17-2151 Mining and Geological Engineers	Energy
15-1071 Network/Computer Systems Admins	Information and Computer Technology
25-1072 Nursing Instructors and Teachers, Secondary	Biotechnology and Life Sciences
17-2171 Petroleum Engineers	Energy
51-8093 Petroleum Pump System Operators	Petroleum Refining and Chemical Products
47-2152 Plumbers/Pipefitters/Steamfitters	Petroleum Refining and Chemical Products
29-2034 Radiologic Technologists/Technicians	Biotechnology and Life Sciences
29-2071 Medical Records and Health Information Technicians	Biotechnology and Life Sciences
29-1122 Occupational Therapists	Biotechnology and Life Sciences
29-1123 Physical Therapists	Biotechnology and Life Sciences
29-1111 Registered Nurses	Biotechnology and Life Sciences
29-1126 Respiratory Therapists	Biotechnology and Life Sciences
25-2031 Secondary School Teachers	None
47-5013 Service Unit Operators	Energy
29-1127 Speech-Language Pathologists	Biotechnology and Life Sciences
51-4121 Welders/Cutters/Solderers/Brazers	Petroleum Refining and Chemical Products

Modifying the List

An employer or group of employers with a demand for skilled workers can ask us at any time to modify our list. We will discuss with employers their shortage occupations, expected numbers of hires, wages and training requirements.

We also use our employer service sales and marketing staff and any updates to published labor market data to check on new or emerging shortage occupations that might be added to our list.

The updated High-Skill, High-Growth Occupations list and the Occupations Supported by Scholarship are both attached.

Where the Jobs Are

We use the “Where the Jobs Are” list to identify those occupations that are growing. We don’t use wage or other kinds of criteria to refine the list; it consists entirely of those jobs in which we expect to see openings over the next 10 years.

Occupations on this list are those with projected annual average job openings equal to or greater than 170 per year.

Targeted Industries

Selected Three and Four-Digit Industries Grouped by Three-Digit NAICS Codes Ranked by Number of Employees in First Quarter of 2010

NAICS	Industry Title	1st Qtr 2010	4-Digit % of	# of Units With	Employment Growth				Avg Wkly Wages ³
		Employment	3-Digit Totals	100 Employees or More	Annual Averages 2008	2018	Absolute Change ²	Percent Change	
611	Educational Services	272,151	100.0%	406	269,140	367,220	98,080	36.4	\$1,033
6111	Elementary & Secondary Schools, Public/ Private	194,584	71.5%	371	183,930	261,490	77,560	42.2	\$969
6113	Colleges, Universities, & Professional Schools, Public/Private	52,231	19.2%	29	59,270	73,170	13,900	23.5	\$1,367
541	Professional and Technical Services	176,127	100.0%	228	187,040	224,740	37,700	20.2	\$1,594
5415	Computer Systems Design & Related Services	23,656	13.4%	17	24,870	31,600	6,730	27.1	\$1,838
5416	Management, Scientific, & Technical Consulting Services	22,417	12.7%	31	24,310	30,880	6,570	27.0	\$1,778
	Oil and Natural Gas Extraction and Manufacturing	121,932	100.0%	112	134,380	152,700	18,320	13.6	\$3,217
211	Oil and Gas Extraction	45,388	37.2%	22	47,260	60,040	12,780	27.0	\$4,790
213	Support Activities for Mining	32,219	26.4%	45	43,200	45,770	2,570	5.9	\$2,443
324	Petroleum and Coal Products Manufacturing	13,106	10.7%	13	13,250	14,000	750	5.7	\$2,873
3331	Agriculture, Construction, and Mining Machinery Manufacturing	31,219	25.6%	32	30,670	32,890	2,220	7.2	\$2,030
	Health Services	111,641	100.0%	155	133,020	176,350	43,330	32.6	\$1,098
6211	Offices of Physicians	44,032	39.4%	25	41,600	58,640	17,040	41.0	\$1,317
6221	General Medical & Surgical Hospitals, Public/Private	63,451	56.8%	129	71,720	91,000	19,280	26.9	\$1,012
6223	Specialty Hospitals, Ex. Psychiatric/Substance Abuse, Public/Private	4,158	3.7%	1	19,700	26,710	7,010	35.6	\$948
	Specialty Construction	98,112	100.0%	89	112,260	139,620	27,360	24.4	\$1,169
2382	Building Equipment Contractors	37,137	37.9%	66	43,350	55,080	11,730	27.1	\$954
2362	Nonresidential Building Construction	39,009	39.8%	9	41,540	49,770	8,230	19.8	\$1,381
2371	Utility System Construction	21,966	22.4%	14	27,370	34,770	7,400	27.0	\$1,187
	Totals (for the above targeted industries)	624,573	n/a	804	672,040	865,810	193,770	28.8	\$1,558
	Total All Industries Public and Private	2,500,520	n/a	3,553	2,910,920	3,475,140	564,220	19.4	\$1,126

High-Skill, High-Growth Jobs Targeted by the Gulf Coast Workforce Board

SOC	Occupational Title	Employment Growth				Annual Average Job Openings			Median Hrly Wage 2009
		Annual Averages 2008	2018	Absolute Change	Percent Change	Growth	Replacement	Total	
	Oil and Natural Gas Extraction and Manufacturing								
17-2000	Engineers ^{3,5}	52,430	63,290	10,860	20.7%	1,085	1,140	2,225	na
19-2042	Geoscientists, Ex. Hydrologists & Geographers	4,500	5,780	1,280	28.4%	125	130	255	64.74
19-4041	Geological & Petroleum Technicians ²	2,820	3,560	740	26.2%	75	100	175	32.80
17-3013	Mechanical Drafters ⁵	2,820	2,990	170	6.0%	15	60	75	24.54
51-8091	Chemical Plant & System Operators ⁵	6,410	6,340	-70	-1.1%	0	145	145	30.44
51-8093	Petroleum Pump System Operators, Refinery Operators, & Gaugers ²	7,840	9,000	1,160	14.8%	115	180	295	25.81
47-5013	Service Unit Operators, Oil, Gas, & Mining ²	7,290	8,490	1,200	16.5%	120	125	245	18.58
17-3023	Electrical & Electronic Engineering Technicians ⁵	4,040	4,220	180	4.5%	20	75	95	27.25
49-9041	Industrial Machinery Mechanics	11,330	13,820	2,490	22.0%	250	165	415	21.12
49-9051	Electrical Power-line Installers & Repairers ⁵	3,320	4,140	820	24.7%	80	120	200	23.68
51-4041	Machinists ⁵	13,350	13,540	190	1.4%	20	175	195	17.32
51-4011	Computer-Controlled Machine Tool Operators, Metal & Plastic ⁵	3,030	3,690	660	21.8%	65	60	125	17.56
47-2011	Boilermakers ⁵	1,680	2,060	380	22.6%	40	35	75	28.40
	Health Services								
29-1111	Registered Nurses	39,510	53,500	13,990	35.4%	1,400	690	2,090	32.94
29-2061	Licensed Practical & Licensed Vocational Nurses	13,570	17,660	4,090	30.1%	410	425	835	20.39
29-10XX	Doctors and Dentists ⁴	12,290	15,780	3,490	28.4%	340	240	580	na
29-1051	Pharmacists ²	4,920	6,070	1,150	23.4%	115	110	225	51.44
29-2071	Medical Records & Health Information Technicians ²	3,200	4,130	930	29.1%	95	65	160	15.02
29-2034	Radiologic Technologists & Technicians	3,550	4,610	1,060	29.9%	105	50	155	25.97
29-1127	Speech-Language Pathologists ⁵	2,540	3,480	940	37.0%	95	45	140	30.13
29-1123	Physical Therapists ⁵	2,760	3,770	1,010	36.6%	100	35	135	37.53
29-2011	Medical & Clinical Laboratory Technologists ²	3,030	3,730	700	23.1%	70	60	130	25.63
29-1126	Respiratory Therapists ²	2,200	3,010	810	36.8%	80	40	120	25.72
29-1122	Occupational Therapists ⁵	1,770	2,430	660	37.3%	65	30	95	35.33
	Other								
13-2011	Accountants & Auditors	26,030	32,910	6,880	26.4%	690	440	1,130	29.71
49-3023	Automotive Service Technicians & Mechanics ⁵	13,210	15,040	1,830	13.9%	185	250	435	19.26
13-1023	Purchasing Agents, Ex. Wholesale, Retail, & Farm Products	6,470	8,080	1,610	24.9%	160	170	330	26.36
33-2011	Fire Fighters	4,530	5,790	1,260	27.8%	125	140	265	19.97
13-2051	Financial Analysts	5,430	6,820	1,390	25.6%	140	100	240	34.44
23-2011	Paralegals & Legal Assistants	4,790	6,130	1,340	28.0%	135	55	190	23.10

High-Skill, High-Growth Jobs Targeted by the Gulf Coast Workforce Board

SOC	Occupational Title	Employment Growth				Annual Average			Median Hrly Wage 2009
		Annual Averages 2008	2018	Absolute Change	Percent Change	Growth	Job Openings Replacement	Total	
	Educational Services								
25-2000	Primary, Secondary, & Special Education School Teachers	100,560	145,690	45,130	44.9%	4,515	2,440	6,955	na
25-1000	Postsecondary Teachers	28,980	36,160	7,180	24.8%	720	505	1,225	na
11-9032	Education Administrators, Elementary & Secondary School	5,090	7,040	1,950	38.3%	195	150	345	na
21-1012	Educational, Vocational, & School Counselors	5,680	7,650	1,970	34.7%	195	115	310	26.79
	Specialty Construction								
51-4121	Welders, Cutters, Solderers, & Brazers ⁵	19,060	21,010	1,950	10.2%	195	585	780	17.53
47-2111	Electricians ²	14,240	16,400	2,160	15.2%	215	345	560	20.21
47-2152	Plumbers, Pipefitters, & Steam fitters ²	10,530	12,340	1,810	17.2%	180	210	390	21.75
49-9021	Heating, Air Conditioning, & Refrigeration Mechanics & Installers	6,700	8,980	2,280	34.0%	230	110	340	20.24
13-1051	Cost Estimators	4,710	6,140	1,430	30.4%	145	105	250	30.75
17-3012	Electrical & Electronics Drafters ⁵	1,140	1,230	90	7.9%	10	25	35	24.14
	Professional and Technical Services								
15-1051	Computer Systems Analysts ⁵	11,420	13,580	2,160	18.9%	215	245	460	36.89
15-1081	Network Systems & Data Communications Analysts	4,640	7,170	2,530	54.5%	255	85	340	33.19
15-1031	Computer Software Engineers, Applications	8,580	10,950	2,370	27.6%	235	70	305	43.24
15-1071	Network & Computer Systems Administrators	7,170	8,760	1,590	22.2%	160	120	280	32.67
15-1032	Computer Software Engineers, Systems Software	8,360	10,250	1,890	22.6%	190	70	260	42.69
13-1071	Employment, Recruitment, & Placement Specialists	4,470	5,650	1,180	26.4%	120	115	235	26.57
19-3021	Market Research Analysts	4,300	5,400	1,100	25.6%	110	115	225	33.68

HIGH-SKILL, HIGH-GROWTH OCCUPATIONS SUPPORTED BY SCHOLARSHIPS

SOC	OCCUPATION TITLE
	Educational Services
25-2022	Middle School Teachers ^{2,5}
25-2031	Secondary School Teachers ^{2,5}
25-1072	Nursing Instructors and Teachers, Postsecondary ³
	Specialty Construction
47-2111	Electricians
49-9021	Heating, Air Conditioning and Refrigeration Mechanics/Installers
47-2152	Plumbers, Pipe and Steam fitters
51-4121	Welders
17-3012	Electrical & Electronic Drafters
	Professional and Technical Services
15-1032	Computer Software Engineers, Systems ²
15-1031	Computer Software Engineers, Applications ²
15-1051	Computer Systems Analysts ²
15-1071	Network and Computer Systems Administrators ²
	Oil and Natural Gas Extraction and Manufacturing
17-2081	Environmental Engineers ²
17-2171	Petroleum Engineers ²
17-2151	Mining and Geological Engineers, Including Mining Safety Engineers ²
17-3023	Electrical & Electronic Engineering Technicians ⁴ (I & E (Instrument and Electrical) Technicians only)
17-3013	Mechanical Drafters
17-30XX	Pipe Drafters
19-2042	Geoscientists, Except Hydrologists & Geographers ²
19-4041	Geological and Petroleum Technicians
51-8091	Chemical Plant and System Operators
47-5013	Service Unit Operators, Oil and Gas
51-8093	Petroleum Pump System Operators
49-9041	Industrial Machinery Mechanics
51-4041	Machinists
51-4011	Computer-Controlled Machine Tool Operators, Metal & Plastic
49-9051	Electrical Power-line Installers & Repairers
	Health Services
29-1111	Registered Nurses
29-2061	Licensed Practical and Licensed Vocational Nurses
29-2034	Radiology Technologists and Technicians
29-1126	Respiratory Therapists ²
29-1123	Physical Therapists ²
29-1122	Occupational Therapists ²
29-1127	Speech-Language Pathologists ²
29-2011	Medical and Clinical Laboratory Technologists ²
29-2071	Medical Records & Health Information Technicians
	Other
13-2011	Accountants and Auditors ²
49-3023	Auto Service Technicians and Mechanics
33-2011	Fire Fighters

1. Scholarship amounts may vary based on need and individual circumstances. Please speak to a Workforce Solutions counselor for information on current limits.

2. For educational programs that award a bachelor's degree or higher, Workforce Solutions will only award scholarships to help finance the last two years of the program of study. We will award scholarships to help finance all years in an Associate Degree in Nursing (ADN) program.

3. Individuals officially enrolled full time on program tracks leading to a Master's of Science in Nursing and committed to teaching at least two years in programs leading to initial RN licensure in a Gulf Coast nursing school upon graduation are eligible for scholarship support from Workforce Solutions to help finance all courses required to complete their Master's Degree in Nursing.

4. Program must be specifically designed for instrumentation and electrical technicians (I/E technician).

5. Must be seeking a teacher certification with a major or minor in math or science.

Where The Jobs Are ^{1,2,3}

SOC	Occupational Title ⁴	Employment Growth				Annual Average Job Openings			Median Hrly Wage 2009
		Annual Averages 2008	2018	Absolute Change	Percent Change	Growth	Replacement	Total ⁴	
25-2000	Primary, Secondary, & Special Education School Teachers	100,560	145,690	45,130	44.9%	4,515	2,440	6,955	na
35-3031	Waiters & Waitresses	46,580	60,010	13,430	28.8%	1,345	2,570	3,915	7.76
41-2011	Cashiers	63,270	73,480	10,210	16.1%	1,020	2,840	3,860	8.03
41-2031	Retail Salespersons	85,010	99,570	14,560	17.1%	1,455	2,370	3,825	9.25
35-3021	Combined Food Preparation & Serving Workers, Including Fast Food	56,790	77,240	20,450	36.0%	2,045	1,205	3,250	7.66
43-4051	Customer Service Representatives	50,530	62,910	12,380	24.5%	1,235	1,590	2,825	13.73
17-2000	Engineers ⁵	52,430	63,290	10,860	20.7%	1,085	1,140	2,225	na
29-1111	Registered Nurses	39,510	53,500	13,990	35.4%	1,400	690	2,090	32.94
43-9061	Office Clerks, General	61,350	72,540	11,190	18.2%	1,120	835	1,955	12.44
53-7062	Laborers & Freight, Stock, & Material Movers, Hand	47,690	49,410	1,720	3.6%	170	1,535	1,705	10.42
39-9011	Child Care Workers	35,340	41,380	6,040	17.1%	605	1,035	1,640	7.89
37-2011	Janitors & Cleaners, Except Maids & Housekeeping Cleaners	42,910	49,290	6,380	14.9%	640	810	1,450	8.86
47-2061	Construction Laborers	44,730	56,200	11,470	25.6%	1,150	300	1,450	11.20
11-1021	General & Operations Managers	42,130	44,210	2,080	4.9%	210	1,220	1,430	47.76
43-5081	Stock Clerks & Order Fillers	33,030	39,010	5,980	18.1%	600	760	1,360	10.21
43-1011	First-Line Supervisors/Managers of Office & Administrative Support Workers	31,100	36,440	5,340	17.2%	535	700	1,235	23.47
25-1000	Postsecondary Teachers	28,980	36,160	7,180	24.8%	720	505	1,225	na
25-9041	Teacher Assistants	20,540	28,100	7,560	36.8%	755	435	1,190	na
43-6014	Secretaries, Except Legal, Medical, & Executive	46,360	51,970	5,610	12.1%	560	625	1,185	13.95
53-3032	Truck Drivers, Heavy & Tractor-Trailer	35,490	40,980	5,490	15.5%	550	635	1,185	17.10
41-1011	First-Line Supervisors/Managers of Retail Sales Workers	33,850	38,230	4,380	12.9%	440	725	1,165	17.60
41-4012	Sales Representatives, Wholesale & Manufacturing, Ex. Technical & Scientific Products	33,830	37,540	3,710	11.0%	370	785	1,155	26.21
13-2011	Accountants & Auditors	26,030	32,910	6,880	26.4%	690	440	1,130	29.71
31-1011	Home Health Aides	16,540	25,860	9,320	56.3%	930	165	1,095	8.66
35-2014	Cooks, Restaurant	18,490	24,510	6,020	32.6%	600	475	1,075	8.46
43-3031	Bookkeeping, Accounting, & Auditing Clerks	37,410	43,310	5,900	15.8%	590	450	1,040	16.51
47-1011	First-Line Supervisors/Managers of Construction Trades & Extraction Workers	25,020	30,250	5,230	20.9%	525	485	1,010	26.87
39-9021	Personal & Home Care Aides	17,380	25,290	7,910	45.5%	790	215	1,005	7.59
43-6011	Executive Secretaries & Administrative Assistants	31,270	36,800	5,530	17.7%	555	420	975	20.57
33-9032	Security Guards	21,580	26,790	5,210	24.1%	520	445	965	9.74
49-9042	Maintenance & Repair Workers, General	27,410	32,730	5,320	19.4%	535	420	955	14.62
43-4171	Receptionists & Information Clerks	18,740	22,170	3,430	18.3%	345	505	850	12.47
29-2061	Licensed Practical & Licensed Vocational Nurses	13,570	17,660	4,090	30.1%	410	425	835	20.39
31-1012	Nursing Aides, Orderlies, & Attendants	20,170	26,500	6,330	31.4%	635	200	835	10.51
37-3011	Landscaping & Groundskeeping Workers	21,980	27,650	5,670	25.8%	565	265	830	9.46
51-4121	Welders, Cutters, Solderers, & Brazers	19,060	21,010	1,950	10.2%	195	585	780	17.53

Where The Jobs Are ^{1,2,3}

SOC	Occupational Title ⁴	Employment Growth				Annual Average			Median Hrly Wage
		Annual Averages	Absolute	Percent	Job Openings				
11-9021	Construction Managers	23,670	29,110	5,440	23.0%	545	185	730	36.45
25-3099	Teachers & Instructors, All Other	13,650	18,230	4,580	33.6%	460	210	670	na
37-2012	Maids & Housekeeping Cleaners	21,380	24,030	2,650	12.4%	265	385	650	8.29
35-1012	First-Line Supervisors/Managers of Food Preparation & Serving Workers	17,410	22,090	4,680	26.9%	470	165	635	13.08
35-3022	Counter Attendants, Cafeteria, Food Concession, & Coffee Shop	6,480	8,060	1,580	24.4%	160	475	635	7.70
35-9031	Hosts & Hostesses, Restaurant, Lounge, & Coffee Shop	6,220	8,230	2,010	32.3%	200	435	635	7.80
35-9021	Dishwashers	8,030	10,930	2,900	36.1%	290	330	620	7.48
29-10XX	Doctors and Dentists (GC Definition) ⁶	12,290	15,780	3,490	28.4%	340	240	580	na
35-9011	Dining Room & Cafeteria Attendants & Bartender Helpers	8,400	10,550	2,150	25.6%	215	365	580	7.66
13-1199	Business Operations Specialists, All Other	13,910	16,520	2,610	18.8%	260	310	570	31.39
47-2111	Electricians	14,240	16,400	2,160	15.2%	215	345	560	20.21
51-2092	Team Assemblers	16,230	18,190	1,960	12.1%	195	365	560	11.02
43-3071	Tellers	9,500	10,830	1,330	14.0%	135	390	525	11.04
53-7051	Industrial Truck & Tractor Operators	12,230	13,680	1,450	11.9%	145	365	510	13.00
47-2031	Carpenters	16,150	19,220	3,070	19.0%	305	200	505	15.39
53-3033	Truck Drivers, Light or Delivery Services	17,990	19,800	1,810	10.1%	180	320	500	14.23
15-1041	Computer Support Specialists	11,340	13,060	1,720	15.2%	175	315	490	21.83
47-2073	Operating Engineers & Other Construction Equipment Operators	12,390	15,130	2,740	22.1%	275	215	490	15.61
31-9092	Medical Assistants	9,540	13,360	3,820	40.0%	380	105	485	13.34
35-2021	Food Preparation Workers	8,190	10,040	1,850	22.6%	185	295	480	8.49
45-2092	Farmworkers & Laborers, Crop, Nursery, & Greenhouse	10,920	12,790	1,870	17.1%	185	295	480	8.63
41-3099	Sales Representatives, Services, All Other	11,430	13,240	1,810	15.8%	180	285	465	26.38
15-1051	Computer Systems Analysts	11,420	13,580	2,160	18.9%	215	245	460	36.89
33-3051	Police & Sheriff's Patrol Officers	10,170	11,970	1,800	17.7%	180	260	440	25.25
35-2011	Cooks, Fast Food	8,160	10,440	2,280	27.9%	230	210	440	7.93
35-3011	Bartenders	7,040	8,940	1,900	27.0%	190	250	440	9.23
49-3023	Automotive Service Technicians & Mechanics	13,210	15,040	1,830	13.9%	185	250	435	19.26
21-2011	Clergy	11,160	13,090	1,930	17.3%	195	220	415	18.15
49-9041	Industrial Machinery Mechanics	11,330	13,820	2,490	22.0%	250	165	415	21.12
29-2052	Pharmacy Technicians	6,780	9,140	2,360	34.8%	235	170	405	14.22
33-3012	Correctional Officers & Jailers	10,490	12,230	1,740	16.6%	175	230	405	16.10
49-1011	First-Line Supervisors/Managers of Mechanics, Installers, & Installers, & Repairers	10,240	11,590	1,350	13.2%	135	270	405	29.18
41-9022	Real Estate Sales Agents	11,200	13,330	2,130	19.0%	215	185	400	13.60
43-6013	Medical Secretaries	8,370	11,180	2,810	33.6%	280	115	395	14.01
13-1111	Management Analysts	11,290	13,240	1,950	17.3%	195	195	390	37.95
39-5012	Hairdressers, Hairstylists, & Cosmetologists	10,880	13,200	2,320	21.3%	230	160	390	10.25

Where The Jobs Are ^{1,2,3}

SOC	Occupational Title ⁴	Employment Growth				Annual Average			Median Hrly Wage
		Annual Averages	Absolute	Percent	Job Openings				
43-5071	Shipping, Receiving, & Traffic Clerks	15,400	15,520	120	0.8%	10	380	390	12.79
47-2152	Plumbers, Pipefitters, & Steamfitters	10,530	12,340	1,810	17.2%	180	210	390	21.75
47-5071	Roustabouts, Oil & Gas	10,530	12,630	2,100	19.9%	210	180	390	15.38
35-2012	Cooks, Institution & Cafeteria	7,600	9,480	1,880	24.7%	190	195	385	10.37
43-3021	Billing & Posting Clerks & Machine Operators	10,420	12,590	2,170	20.8%	215	170	385	15.79
23-1011	Lawyers	11,890	13,510	1,620	13.6%	160	220	380	63.37
41-3021	Insurance Sales Agents	9,980	11,320	1,340	13.4%	135	230	365	19.03
47-2141	Painters, Construction & Maintenance	10,810	12,620	1,810	16.7%	180	185	365	15.39
41-1012	First-Line Supervisors/Managers of Non-Retail Sales Workers	11,600	12,820	1,220	10.5%	120	240	360	33.18
11-9032	Education Administrators, Elementary & Secondary School	5,090	7,040	1,950	38.3%	195	150	345	na
15-1081	Network Systems & Data Communications Analysts	4,640	7,170	2,530	54.5%	255	85	340	33.19
49-9021	Heating, Air Conditioning, & Refrigeration Mechanics & Installers	6,700	8,980	2,280	34.0%	230	110	340	20.24
13-1023	Purchasing Agents, Except Wholesale, Retail, & Farm Products	6,470	8,080	1,610	24.9%	160	170	330	26.36
39-6031	Flight Attendants	5,890	7,780	1,890	32.1%	190	130	320	na
53-7061	Cleaners of Vehides & Equipment	6,980	7,650	670	9.6%	70	250	320	8.78
21-1012	Educational, Vocational, & School Counselors	5,680	7,650	1,970	34.7%	195	115	310	26.79
15-1031	Computer Software Engineers, Applications	8,580	10,950	2,370	27.6%	235	70	305	43.24
41-3031	Securities, Commodities, & Financial Services Sales Agents	6,700	7,720	1,020	15.2%	100	205	305	23.93
51-1011	First-Line Supervisors/Managers of Production & Operating Workers	15,890	16,730	840	5.3%	85	215	300	28.36
51-8093	Petroleum Pump System Operators, Refinery Operators, & Gaugers	7,840	9,000	1,160	14.8%	115	180	295	25.81
43-3011	Bill & Account Collectors	7,260	8,810	1,550	21.3%	155	135	290	14.63
53-3022	Bus Drivers, School	6,920	8,560	1,640	23.7%	165	120	285	11.34
15-1071	Network & Computer Systems Administrators	7,170	8,760	1,590	22.2%	160	120	280	32.67
27-3031	Public Relations Specialists	5,320	6,870	1,550	29.1%	155	125	280	25.34
49-9098	Helpers--Installation, Maintenance, & Repair Workers	4,320	4,960	640	14.8%	65	205	270	11.93
53-3031	Driver/Sales Workers	7,910	9,190	1,280	16.2%	130	140	270	8.39
11-9199	Managers, All Other	6,830	7,720	890	13.0%	90	175	265	45.08
33-2011	Fire Fighters	4,530	5,790	1,260	27.8%	125	140	265	19.97
41-4011	Sales Representatives, Wholesale & Manufacturing, Technical & Scientific Products	7,850	8,700	850	10.8%	85	180	265	38.49
43-5061	Production, Planning, & Expediting Clerks	7,530	8,330	800	10.6%	80	185	265	19.17
11-3011	Administrative Services Managers	6,310	7,590	1,280	20.3%	130	130	260	40.78
15-1032	Computer Software Engineers, Systems Software	8,360	10,250	1,890	22.6%	190	70	260	42.69
31-9091	Dental Assistants	4,690	6,390	1,700	36.2%	170	90	260	15.01
11-3031	Financial Managers	7,970	9,090	1,120	14.1%	110	145	255	53.47
19-2042	Geoscientists, Except Hydrologists & Geographers	4,500	5,780	1,280	28.4%	125	130	255	64.74
39-3091	Amusement & Recreation Attendants	3,470	4,240	770	22.2%	75	180	255	7.89

Where The Jobs Are ^{1,2,3}

SOC	Occupational Title ⁴	Employment Growth				Annual Average			Median Hrly Wage
		Annual Averages	Absolute	Percent	Job Openings				
47-2051	Cement Masons & Concrete Finishers	5,800	6,900	1,100	19.0%	110	145	255	13.92
11-9141	Property, Real Estate, & Community Association Managers	8,340	9,360	1,020	12.2%	105	145	250	18.59
13-1041	Compliance Officers, Ex. Agriculture, Construction, Health & Safety, & Transportation	5,350	7,320	1,970	36.8%	195	55	250	23.52
13-1051	Cost Estimators	4,710	6,140	1,430	30.4%	145	105	250	30.75
41-2021	Counter & Rental Clerks	7,970	8,300	330	4.1%	35	215	250	10.26
47-5013	Service Unit Operators, Oil, Gas, & Mining	7,290	8,490	1,200	16.5%	120	125	245	18.58
11-9051	Food Service Managers	6,110	7,310	1,200	19.6%	120	120	240	28.97
13-2051	Financial Analysts	5,430	6,820	1,390	25.6%	140	100	240	34.44
11-2022	Sales Managers	5,570	6,730	1,160	20.8%	115	120	235	53.41
13-1071	Employment, Recruitment, & Placement Specialists	4,470	5,650	1,180	26.4%	120	115	235	26.57
13-1073	Training & Development Specialists	4,350	5,570	1,220	28.0%	120	115	235	24.10
43-5052	Postal Service Mail Carriers	5,550	6,140	590	10.6%	60	175	235	25.28
51-9198	Helpers--Production Workers	9,460	10,140	680	7.2%	70	165	235	9.55
43-4181	Reservation & Transportation Ticket Agents & Travel Clerks	4,630	5,880	1,250	27.0%	125	105	230	14.78
53-2011	Airline Pilots, Copilots, & Flight Engineers	3,580	4,670	1,090	30.4%	110	120	230	na
19-3021	Market Research Analysts	4,300	5,400	1,100	25.6%	110	115	225	33.68
29-1051	Pharmacists	4,920	6,070	1,150	23.4%	115	110	225	51.44
11-9111	Medical & Health Services Managers	4,710	5,990	1,280	27.2%	130	90	220	40.43
43-4081	Hotel, Motel, & Resort Desk Clerks	3,650	4,610	960	26.3%	95	125	220	8.28
51-9061	Inspectors, Testers, Sorters, Samplers, & Weighers	9,380	9,950	570	6.1%	60	155	215	14.94
43-4111	Interviewers, Except Eligibility & Loan	4,420	5,440	1,020	23.1%	100	105	205	14.64
47-3013	Helpers--Electricians	4,400	5,520	1,120	25.5%	115	90	205	13.26
13-2052	Personal Financial Advisors	4,350	5,890	1,540	35.4%	155	45	200	31.40
49-9051	Electrical Power-Line Installers & Repairers	3,320	4,140	820	24.7%	80	120	200	23.68
39-9031	Fitness Trainers & Aerobics Instructors	3,550	4,830	1,280	36.1%	130	65	195	18.13
47-3015	Helpers--Pipefitters, Plumbers, Pipefitters, & Steam fitters	3,980	5,060	1,080	27.1%	110	85	195	13.35
51-4041	Machinists	13,350	13,540	190	1.4%	20	175	195	17.32
23-2011	Paralegals & Legal Assistants	4,790	6,130	1,340	28.0%	135	55	190	23.10
41-2022	Parts Salespersons	4,190	4,590	400	9.5%	40	150	190	12.68
43-5011	Cargo & Freight Agents	3,230	4,360	1,130	35.0%	110	75	185	17.43
49-3031	Bus & Truck Mechanics & Diesel Engine Specialists	5,280	5,880	600	11.4%	60	120	180	19.54
51-2041	Structural Metal Fabricators & Fitters	5,730	6,330	600	10.5%	60	120	180	15.34
19-4041	Geological & Petroleum Technicians	2,820	3,560	740	26.2%	75	100	175	32.80
25-9031	Instructional Coordinators	2,690	3,860	1,170	43.5%	115	60	175	30.37
47-2081	Drywall & Ceiling Tile Installers	4,740	5,970	1,230	25.9%	125	50	175	14.39
53-7064	Packers & Packagers, Hand	8,800	9,110	310	3.5%	30	145	175	7.77

Where The Jobs Are ^{1,2,3}

SOC	Occupational Title ⁴	Employment Growth				Annual Average			Median
		Annual Averages	Absolute	Percent	Job Openings			Hrly Wage	
39-2021	Nonfarm Animal Caretakers	3,720	4,630	910	24.5%	90	80	170	8.05
51-2099	Assemblers & Fabricators, All Other	4,210	4,940	730	17.3%	75	95	170	11.59

1. Where The Jobs Are represents those occupations projected to offer the largest number of employment opportunities for Gulf Coast residents now and in the immediate future.
2. Occupations on this list are those with projected annual average job openings equal to or greater than 170 per year.
3. Other occupations not meeting 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 a
4. Occupations are ranked by total number of annual average job openings.
5. Engineers includes: Chemical, Civil, Computer Hardware, Electrical, Electronic, Industrial, Mechanical, Petroleum and others.
6. Doctors and Dentists includes: Dentists, Family & General Practitioners, Pediatricians, Internists, Surgeons, and others.

Addressing the Needs of Businesses and Individuals

Since its inception, the Gulf Coast Workforce Board has been committed to building a demand-driven workforce system. We have consistently demonstrated this commitment through policies and actions that include:

- Defining a demand-driven workforce system, identifying employers as the primary but not exclusive customers of the system
- Recognizing the 13-county area as an economically integrated region competing with other such regions in the international economy
- Setting strategic performance metrics that measure economic results rather than social welfare outcomes for employers and residents
- Creating an Employer Service Committee of the Board to keep attention focused on helping employers' solve their workforce problems, especially their labor shortages in high-skill occupations
- Designing the regional workforce delivery system from a labor market perspective by recognizing that chronic imbalances in labor markets (i.e., too few or too many workers in an industry or occupation) justify some sort of outside intervention
- Creating a separate employer services component as the lead component in the regional workforce delivery system, one that actively markets and "sells" workforce solutions to employers
- Starting the problem identification/service delivery process for employers and individuals on the demand side of the labor market equation and offering service that help both compete in the international economy
- Providing basic information and labor market service to all employers but reserving the bulk of available resources to help employers with labor shortages in high-skill occupations in industries that are likely to contribute the most to the region's economic future
- Using the best available statistical labor market information and local labor market intelligence to target these key industries and high-skill occupations for special attention

The Board developed overarching strategies that further guide the activities of the system. They include:

- Continually improve the quality of customer service
- Provide high-quality labor market information

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- Provide skilled workers for employers in critical industries
 - Contribute to high-quality, life-long learning experiences
 - Use our resources to move the larger regional workforce system to achieve Board-established results
 - Find additional revenue to support Board results
 - Meet the requirements of our funding sources
 - Improve the work environment in organizations in the regional workforce system including those funded by the Gulf Coast Workforce Board

Targeting Our Investments

In developing its strategic plan, the Board takes into account the regional economy, employers' current and projected human resource needs, and the current and future workforce. All of this information plays a part in shaping how we target investments to meet the needs of the labor market and its industries, employers and individuals.

The resources the Board controls are small in contrast to those in the larger workforce system. Our efforts are underwritten by a short list of revenue streams – Child Care Development Block Grant, Temporary Assistance to Needy Families, Supplemental Nutrition Assistance Program Employment and Training, Workforce Investment Act, Wagner-Peyser, and Trade Act Assistance. Leveraging our role as an influencer becomes more critical as the pool of Board-controlled resources shrinks. For example, the public education system in the Gulf Coast region includes 79 school districts and 9 community college systems. The Board must leverage its relationship with the educational systems to ensure all young people receive an education that prepares them for the world of work, and adults have access to basic and job-specific educational programs that prepare them for the high-skill, high-wage jobs in our region.

The Board targets the resources it controls, as well as influences those controlled by its partners in the regional workforce system, with the strategic plan and a series of four supporting lists: 1) *The Targeted Industries List*, 2) *The High-Skill, High-Growth Occupations List*, 3) *The High-Skill, High-Growth Occupations Supported by Scholarship List*, and 4) *Where the Jobs Are*. In contrast to the conventional list of demand occupations used in the past to certify eligible vendors and guide education and training investments, these four lists help focus all workforce investments and resulting activities in the region.

The Gulf Coast Workforce Board, through its operating affiliate Workforce Solutions, is committed to providing basic labor market information and service to all employers and individuals across the 13-county region. The bulk of the resources available for employer service, however, are targeted to employers in those industries that are likely to contribute the most to the region's economic future. We call this short list of industries the *Gulf Coast*

Workforce Board Targeted Industries List.

The *Targeted Industries List* is simply those industries in which the Board makes major investments. To build the list of targeted industries, we first looked at the 2008 through 2018 employment projections data and kept those industries that met specific criteria for total employment, growth and average earnings for workers. Several industries “fell out” because growth is not expected to keep pace with other industries. We added back a few of these industries that will nevertheless remain large and an integral part of the region’s economy, even if their growth will be relatively slow in the next decade. Simply put, these industries are too important to the region’s economic well-being to not focus on their needs.

While employers in the targeted industries are likely to have needs spanning the entire spectrum of occupations that make up their workforces, those with chronic labor shortages in high-skill occupations have top priority for service financed by Workforce Solutions or one of its partners in the regional workforce system. We believe helping these employers solve their workforce problems will benefit employers and residents of the region alike, and ultimately yield the best return on the taxpayer’s investment.

The *High-Skill, High-Growth Occupations List* is the equivalent to the Commission’s target occupations list, and represents the “good jobs” in the region. To build this list, we looked at earnings, the number of jobs expected to be available, the number that are new jobs, and what employers are posting ads for. We looked at educational requirements as a proxy for skill level, and chose higher-skill occupations, i.e. those requiring at least a post-secondary credential or significant work experience. We also considered what businesses are saying they need. For example, the petro-chemical plants need more process operators, regardless of what projections and other statistics show. Counselors in our offices use this list when talking to customers – “Here are the good jobs; now let me help you figure out how to get one.” We also use the list in working with the public education system. For example, the Board is helping align academic and career/technology courses to the High-Skill, High-Growth Occupations, and then to the 16 education career clusters. The Board has developed career cluster maps – career planning tools – for school teachers, counselors and administrators to use when helping students choose courses that prepare them for good jobs.

The *High-Skill, High-Growth Occupations Supported by Scholarship List* is the equivalent of the Commission’s target occupations for which the Board will dedicate Workforce Investment Act training resources. The Board uses this list as a guide when helping customers pay for school, regardless of the funding stream underwriting the financial aid. It is a subset of the *High-Skill, High-Growth Occupations List*. To make the list, occupations must be “labor short”. There must a shortfall between the demand for labor and the supply. In other words, looking at both the labor pool and the pipeline of workers in development (those in the education and training system), there will not be enough people, with the requisite skills, to meet the needs of employers in our region. This causes an imbalance in the labor market. If the imbalance

can be helped by making investments in individuals' education, we added the occupation to the scholarship list. (In a few cases, such as the training of fire fighters, staff research has indicated that individual scholarships do not help address the shortage, but investments in groups or classes of individuals made in conjunction with employer groups may. In these cases, the information is passed to the Employer Service division as a possible customized training opportunity.) The process used in developing the scholarship list supports a key strategy - growing more workers with the knowledge and skills employers need and want.

Lastly, the *Where the Jobs Are List* is more of a consumer tool used by people looking for work. It is primarily a list of occupations that are expected to provide at least 170 openings every year without regard to earnings potential and skill level. The list is rank-ordered by annual job openings.

Each of the lists is initially derived from the best statistical labor market information available. They are subsequently tempered by the latest regional labor market intelligence (information not reflected in the statistical information) to produce final lists which are subsequently adopted by the Board. This "tempering" process serves as an important validation step, involving small to large local employers, and is conducted in several forums – Workforce Board meetings, the Board Employer Service Committee meetings, and the Board's Industry Steering Committees.

Strategies for Today's Market

Employers and residents in the Gulf Coast region are fortunate, relatively speaking, because the local economy has weathered the current economic storm much better than many areas in Texas, and most of the United States. Nonetheless, we have felt the pinch. Here are some things the Gulf Coast Workforce Board is doing to help mitigate the effects of the economic downturn.

Building Stronger Community Partnerships

The Gulf Coast region is big and a good deal of money flows into the region supporting a solid foundation of resources and services. There are 79 school districts, 9 community colleges and several well-known universities in the region that, combined, have budgets of more than \$12 billion. Our community colleges provide a significant number of workforce training programs, and continue to be awarded Skills Development Fund contracts.

The region has a substantial adult literacy community. It is home to one of eight regional centers for the GREAT (Getting Results Educating Adults in Texas) project. The Center coordinates professional development opportunities for adult education and family literacy providers, and provides a forum for collaboration between adult education providers, the Workforce Board, Texas LEARNS and other partners. There are several adult education co-ops

that provide ESL, GED and other adult education opportunities for residents (Harris County Department of Education, Lone-Star College, College of the Mainland, Houston Community College, Region 4 and Region 6 Service Centers, Beaumont ISD, Wharton County Junior College). The Texas LEARNS initiative, providing non-discretionary grant management functions, and program assistance to Texas adult education and family literacy providers, is operated by the Harris County Department of Education. There are many other adult education providers that work with, and through the co-ops.

The Board's strategy is to become better connected to other stakeholders in the region. Better connections mean stronger partnerships, and stronger partnerships help all parties to "divide and conquer". For the Workforce Board, this means its funds will go farther, and move the system closer to achieving its goals. The Board can concentrate on providing service in its market niche.

Support for Key Industries

A fundamental strategy that undergirds all the Board's efforts – almost too obvious to state – is to support the region's key or Targeted Industries. We only make significant investments in key industries. The Board employs full time staff as liaisons to the healthcare, energy and industrial crafts/construction industries. They are involved in building industry partnerships, although many already exist, and help to ensure the Board is represented in and provides expertise to economic development and industry-led initiatives. Industry liaisons' work focuses on short-term worker shortages, and longer-term efforts to develop a stable workforce.

Some of the most recent successes are coming out of the Board's connections to schools, particularly the public education system. Many of the region's school districts are asking Career and Technology to lead the way under Achieve Texas. We are helping districts develop education and career planning tools that align academic and career/technology courses with the Board's High-Skill, High-Growth Occupations and the 16 Federal Career Clusters. Through efforts, such as this, we hope to guide students into careers with our Targeted Industries. Other education-related projects and industry-specific projects are discussed in Appendix 1.

Support for Target Occupations

Perhaps the most critical step in supporting the Board's *High-Skill, High-Growth Occupations* is through the targeting process itself. The right occupations need to be on the list, those for which there is a shortage of workers, and that is accomplished through a thorough targeting process.

The Board continues to build a robust network of approved vendors and educational programs. We have developed clear policies and procedures for Workforce Solutions staff to

use when awarding scholarships to help customers pay for school that prepares them for a career in an occupation we support through scholarships. Through this vendor network, we can award scholarships to customers, who might not otherwise be able to go to school, prepare them for meaningful careers in occupations that are in high-demand in the region's key industries.

Getting People Back to Work

Several years ago, the Board developed a Placement Team that consists of 12 employment counselors working out of a central location. Daily, the team pulls an Unemployment Insurance claimant list, and contacts new claimants. Working by phone and email, the team helps customers clean up WorkInTexas.com applications, develop good resumes and find solid job leads.

Staff contacts all customers in the Rapid Reemployment Service database (profiled pool) by sending letters of introduction asking them to contact Workforce Solutions by phone, email or in person.

The Board has on staff an outplacement specialist who is often a first responder working with employers to assess needs, and coordinate service for affected workers. Workforce Solutions usually provides job search workshops with modules on resume preparation, interviewing and using WorkInTexas.com.

We recently developed a regional facilitator team that provides Workforce Solutions seminars and workshops at community locations such as public libraries. More than 400 people have attended regional workshops on resume preparation, interviewing and jobs search techniques.

Good employment counselors help customers identify knowledge and skills that can be applied to different jobs and similar jobs in different industries. Several years ago as part of an effort to improve the quality of referrals for employers, the Board asked its training contractor, Learning Designs, Inc. (LDI), to develop and deliver training that teaches employment counselors to move beyond computer-generated matches from WorkInTexas.com to analyzing those matches to pick the best people possible for each job. In the course, staff are taught how to help customers identify their transferable skills, develop resumes and complete job applications highlighting those skills, and look for jobs that demand those skills. The analytical skills developed through this process can be applied to helping customers identify their unique, marketable, and transferable skills. We now provide at least one class a month of *Working with Job Ready Customers* that trains staff in precisely this function – helping customers find good jobs that match their skills.

The Board also asked LDI to develop and deliver a series of industry-specific training courses for staff. The training talks about the industry, jobs, skill sets, and transferable skills. There is a basic labor market intelligence course that provides staff with a foundational knowledge of the labor market and resources to learn more about it. There are industry-specific courses for health services, oil and gas, educational services, and industrial crafts.

Section II – Operational Template

Part 1 Service for Target Populations

<p>How the Board will ensure continuous improvement of eligible providers of services and ensure that providers meet employment needs of local employers and participants.</p>	<p>The Gulf Coast Workforce Board’s strategic plan is used to guide improvement efforts of eligible providers of services and ensuring that providers meet employment needs of local employers and participants.</p> <p>Meeting the needs of local employers:</p> <p>Two key performance metrics are employer market share and employer customer loyalty which measures are intended on gauging our success at increasing employer use and satisfaction with our service. The Board sets annual and long-range targets, regularly reviews performance, and adjusts operating strategies as needed. The Board offers these metrics and performance as evidence of the effectiveness of strategies it has implemented to improve services to employers.</p> <p>Employer Loyalty – Last year’s performance indicated 54.5% of our customers value our services and returned for additional services. Our current annual target is 55%.</p> <p>Market Share - From 2002 to 2008, the percentage of employers in the region who used Workforce Solutions doubled, from 7.3% to 14.5%. We plan to continue increasing market share to 25% by 2018.</p> <p>Meeting the needs of participants:</p> <p>Two key performance metrics are customers employed after exiting from services and higher earnings gains.</p> <p>Customers Employed – Last year’s</p>
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	<p>performance indicated 66.8% of our customers were employed in the quarter after exiting from services. Our current annual target is 79%.</p> <p>Higher Real Incomes – Last year’s performance indicated 25.5% of customers who exited had earnings gains of at least 20%. Our current annual target is 41%.</p>
Description/assessment of type and availability of adult and dislocated worker training activities.	<p>Eligible adult and dislocated workers may receive three levels of service: Basic services for individuals needing help with their job search, e.g., job search assistance, labor market information, access to computers, instruction on résumé writing, financial planning, stress management and referrals to jobs.</p> <p>An expanded level of services for individuals deemed in need of additional assistance in order to become employed, e.g., comprehensive and specialized assessment of skill levels.</p> <p>Financial aid – scholarships for education and occupational skills training for individuals deemed in need of training in order to become employed or retain employment and for education and work support such as child care, transportation, and work-related expenses when needed by the individual to work or participate in education or training.</p>
How the Board will coordinate workforce investment activities with Rapid Response activities, as appropriate.	<p>Our Rapid Response team works with employers that are faced with workforce challenges that include reducing their workforce. Once layoffs are announced the Rapid Response team begins working with the employer to bring outplacement services onsite and provide them with immediate response to the needs of each employee. These services include information on where and how to look for work, training and filing unemployment insurance claims. We provide</p>

	the workers with tools like labor market information, job listings, career exploration and planning. Additionally, we provide information on how to get registered for work in Texas and work with them until they are employed.
Description/assessment of the type and availability of youth activities, including successful providers.	The Board provides year-round employment and training services for economically disadvantaged youth (ages 14–21). Eligible customers receive an objective assessment, including a review of academic and occupational skill levels and service needs; an individual service strategy with an age-appropriate career goal with steps to help the customer stay in school, return to school or go to work. Individuals may receive referrals to education and training to prepare them for postsecondary educational opportunities and/or to prepare them for jobs. The Board also provides schools with informational guides to show linkages between academic and occupational learning.
List the current and projected employment opportunities in the workforce area for the occupations targeted for training using Attachment 3, the Targeted Industries and Occupations Template.	See pages 43 and 44.
Outreach efforts to Migrant Seasonal Farm Workers, if applicable.	Not applicable
Services provided for Trade Adjustment Assistance, if applicable.	We provide TAA assistance to workers who lost their jobs due to foreign imports or competition. These workers can receive self directed job search to help them gain skills while looking for employment. They may receive job search allowance to pay for travel expenses for job interviews outside the local area. The training benefit can be used for a new occupation of their choice. Additionally they may receive trade readjustment allowances to help with their finances while they are in full-time training. The reemployment trade adjustment assistance supplements the wages of adults 50 years old

	who are working full-time but earning less than before. The TAA workers also receive the benefit of the Health Coverage Tax Credit that pays partial premiums for health insurance.
How the Board will work with the local Senior Community Services Employment Programs (SCSEP), if applicable.	The Board will participate as a host agency providing a work site for eligible SCSEP customers whenever possible. Workforce Solutions offices will provide work experience opportunities including job-specific training to SCSEP customers placed at a host office of Workforce Solutions. (SCSEP contract staff work directly with Workforce Solutions office managers to establish work site agreements and job duties.)

Part 2 Customer Service

<p>How Business Services Units will effectively coordinate multiple programs and provide quality customer service.</p>	<p>The Boards Employer Services Division provides service to employers. We believe that helping employers find skilled workers results in the region's economic development and benefits individual workers. We helped more than 22,000 Gulf Coast employers identify qualified candidates for job openings last year. Business Service Representatives visit employers to offer services and learn firsthand a business's specific need. They offer the full system resources to help businesses by:</p> <ul style="list-style-type: none">• Recruiting, screening, referring and testing applicants for jobs• Providing information about state and federal labor laws• Providing economic and labor market information including occupation-specific wage and salary data• Outplacement services for employees who have been laid off due to a plant closure, downsizing or a reduction-in-force• Subsidizing a portion of a qualified employee's wage for a short time while the employer provides on the job training. <p>Employers can use the Workforce Solutions website to list jobs with WorkInTexas.com, find labor market information, and access information about employment laws.</p> <p>The Board's Employer Service Division provides staff to committees with members from the same industry willing to work together to address the industry's immediate and long-term workforce needs.</p> <ul style="list-style-type: none">• These industry committees help the Workforce Board by adding real time advice to statistical data about the workforce
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	<p>needs of companies in the industry.</p> <ul style="list-style-type: none"> • These committee recommendations allow the Board to direct our resources to train people for the jobs in demand now and later <p>Employer Service Division staff also work with the committees to identify outside resources to meet the needs identified by the industry committee.</p>
How Boards will support and promote state operated programs (Skills Development Fund, Skills for Small Business, Self-Sufficiency Fund, Work Opportunity Tax Credit, Apprenticeship, other contracts).	The Board promotes the Skills Development Fund, Skills for Small Business and Self-Sufficiency Funds and the Work Opportunity Tax Credit to area business as part of the marketing kit used by the Boards' sales force – Business Service Representatives. In addition – we provide job seeking customers with information about the Work Opportunity Tax Credit to share with prospective employers during job interviews.
How the board will use technology (i.e. mobile units, job search aggregators, social media) to provide services to employers and job seekers.	<p>Job seekers – the Gulf Coast Workforce Board's delivery of services to job seekers is continually evolving and growing with many services available via the internet. We offer many services In addition to the basic ability of registering and performing job searches online. We offer customers virtual interviews through several branch offices so they can access a full range of service without a full contingent of staff on site. Customers use webcams and email to talk to employment counselors, get advice on resumes and interviewing, and job leads. A large amount of labor market information and career information is available on our website. Blogforce (http://blogforce.wrksolutions.com/) provides customers with timely, helpful, and usually humorous, advice on getting and keeping jobs, and career planning. Bloggers are Workforce Solutions office and Board staff. Every month, we send an email blast to educators highlighting the <i>Focus On</i> profiles (http://www.wrksolutions.com/jobs/focuson.html), a series of products for those interested in information specific to career opportunities in <i>Target Industries</i> and <i>High-Skill, High-Growth</i></p>

	<p><i>Occupations</i> in the region including the education and salary expectations for specific jobs.</p> <p>Employers – the Gulf Coast Workforce Board’s delivery of services to employers is continually evolving and growing with many services available via the internet. Not only are employers able to place job postings online but our website provides a large amount of information such as current labor market trends, occupational wages, industry-specific employment data.</p>
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Target Occupations List

Use this template to identify the Board's target occupations, the 20 to 30 occupations that are most in demand and most critical to the Board's target industries, and for which the Board will dedicate WIA training resources. **The Board's target occupation must include, but need not be limited to, occupation related to the Governor's industry clusters.**

Board Name: Gulf Coast		Date Submitted (Updated):		Occupational Demand: Basis for Selection ²										Experience		Additional Rationale, Local Wisdom, Comments ⁷
TARGET OCCUPATION ²		Lay Occupation ³	NAICS Industry Code (4 digit) ⁴	Current Positions	Current Openings (Help Wanted Ad 2nd Qtr 2012)	Vacancy Rate	Projected positions in 10 years (Job Growth)	Job Growth Rate	Are there currently Eligible Training Providers (ETPs) in workforce area? ⁵	How many individuals will ETPs train/teach to fill current openings? ⁶	Salary Range		Required Education	Does Related Work Experience Apply?		
SOC / Onet Code	Target Occupation Job Title										Low	High		Do Not Have Job Training or Apprenticeship Available?		
13-2011	Accountants and Auditors		2111 Oil and Gas Extraction	26,030	7,115	0.28	6,880	26.4%	Yes	88	\$44,473	\$58,850	Bachelor's Degree		Wanted Analytics data shows that the occupation is one of the top five in demand.	
49-3023	Automotive Service Technicians	na		13,210	1,982	0.15	1,830	13.90%	Yes	98	\$20,729	\$46,145	HS or Equivalent with Post Secondary Vocational Training	Yes	Employer associations report demand impacts supply. Wanted Analytics data reflect high demand for the occupation with the number of ads increasing at an accelerated rate in 2012.	
51-8001	Chemical Plant/System Operators		3241 Petroleum & Coal Products Mfg	6,410	47	0.01	6,340	-1.09%	Yes	51	\$51,786	\$71,302	Associate's Degree	Yes	Chemical and petroleum manufacturing sectors in voluntary industry workgroups indicate supply is not able to keep up with demand. Industry requirements for this occupation are being increased making it more difficult to fill the openings. Industry representative indicate a high number of openings remaining.	
15-1011	Comp Software Eng., Applications		5415 Computer Systems Design and Rel Svcs	8,580	2,473	0.31	10,990	27.60%	Yes	12	\$60,436	\$108,868	Bachelor's Degree		Wanted Analytics data shows that the occupation is one of the top twenty listed.	
15-1032	Comp Software Eng., Systems		5415 Computer Systems Design and Rel Svcs	8,360	423	0.05	10,250	22.40%	Yes	233	\$62,213	\$111,835	Bachelor's Degree		Wanted Analytics indicates 399 online job ads posted in a 120-day period and an average monthly ad volume above 140 throughout 2012 year to date.	
15-1051	Computer Systems Analysts		5415 Computer Systems Design and Rel Svcs	11,420	7,167	0.63	15,580	18.90%	Yes	88	\$54,277	\$108,044	Bachelor's Degree		Wanted Analytics data shows that this is the second most commonly posted want ad. Employers have indicated to our industry liaison supply is not able to keep up with demand. As the nation continues to strive for energy independence demand is expected to be strong.	
51-4011	Computer Controlled Mach Tool Op.		3331 Ag., Const., and Mining Mach Mfg	3,030	386	0.13	3,690	21.80%	Yes		\$24,011	\$44,838	HS or Equivalent with Post Secondary Vocational Training	Yes	Employers have reported inadequate supply in the area of pipe drilling to meet the needs of our region's large chemical and petrochemical manufacturing industry.	
17-3019	Drillers, All Other	Pipe Drillers	3241 Petroleum & Coal Products Mfg	400	3	0.01	420	5.00%	Yes	35	\$32,096	\$69,842	Associate's Degree		Chemical and petroleum manufacturing companies have reported through our voluntary industry workgroups that supply is not keeping up with demand.	
49-9051	Electric Power-Line Install/Repair		2371 Utility System Construction	3,320	23	0.01	4,140	24.70%	Yes	2	\$34,504	\$55,496	HS or Equivalent with Post Secondary Vocational Training	Yes	Chemical and petroleum manufacturing companies have reported through our voluntary industry workgroups that supply is not keeping up with demand.	
17-3023	Electrical and Electronic Engineering Tech.	Instrumentation Technicians	3241 Petroleum & Coal Products Mfg	4,040	546	0.14	4,220	4.50%	Yes	38	\$40,644	\$71,788	Associate's Degree	Yes	Chemical and petroleum manufacturing companies have reported through our voluntary industry workgroups that supply is not keeping up with demand.	
17-3032	Electrical and Electronic Drafters		2382 Building Equipment Contractors	1,140	73	0.06	1,230	7.90%	Yes	2	\$39,687	\$75,303	Postsecondary Vocational Training		Chemical and petroleum manufacturing companies have reported through our voluntary industry workgroups that supply is not keeping up with demand.	
47-2111	Electricians		2382 Building Equipment Contractors	14,240	837	0.06	16,400	15.20%	Yes	139	\$30,422	\$54,511	HS or Equivalent	Yes	Employers have indicated that supply is unable to keep up with demand in the construction industry as well as chemical and petroleum manufacturing industry. Wanted Analytics indicates the shortage is increasing as recovery continues by increased job postings.	
17-2081	Environmental Engineers		5416 Management, Scientific, & Tech Cons	820	954	1.16	960	20.70%	Yes	3	\$71,804	\$156,539	Bachelor's Degree		Employers have reported to our industry liaison a shortage of workers to meet the needs of chemical and petroleum plants.	
15-2042	Geoscientists		2111 Oil and Gas Extraction	4,900	1,143	0.25	5,780	28.40%	Yes		\$78,912	\$177,280	Bachelor's Degree		Employers have reported to our industry liaison a shortage of workers to meet the needs in the oil and gas extraction industry.	
15-2011	Fire Fighters		3241 Petroleum & Coal Products Mfg	4,510	10	0.00	5,790	27.80%	Yes	12	\$29,311	\$47,418	Postsecondary Vocational Training		On-going shortage of new recruits and limited firefighters. Employers in the area of chemical and petroleum manufacturing plants report a shortage of workers.	
19-4041	Geological and Petroleum Technicians		2111 Oil and Gas Extraction	2,620	153	0.05	3,560	26.29%	Yes	5	\$31,162	\$69,130	Associate's Degree		Employers have reported to our industry liaison a shortage of workers to meet the needs in the oil and gas extraction industry.	
49-9021	Heating, A/C, and Refriger. Mechanics		2382 Building Equipment Contractors	6,700	893	0.13	8,980	34.00%	Yes	93	\$30,303	\$48,492	Postsecondary Vocational Training	Yes	Employers have indicated to our industry liaison supply is not able to keep up with demand.	
49-9041	Industrial Machinery Mechanics		2111 Oil and Gas Extraction	11,330	498	0.04	13,820	22.00%	Yes	2	\$34,004	\$60,737	Postsecondary Vocational Training	Yes	Employers in the oil and gas extraction industry indicate they are unable to fill job openings.	
29-2061	Licensed Practical/Voc Nurse		6221 General Medical & Surgical Hospitals	13,570	1,362	0.10	17,660	30.10%	Yes	323	\$36,036	\$49,071	Postsecondary Vocational Training		According to the Work Force Institute Workgroup and the Gulf Coast Health Services Steering Committee the supply of candidates is not able to keep up with demand from the industry.	
51-4041	Machinists		3331 Ag., Const., and Mining Mach Mfg	13,410	1,778	0.13	13,540	1.49%	Yes	40	\$27,752	\$46,892	Postsecondary Vocational Training	Yes	Employers have indicated to our industry liaison supply is not able to keep up with demand. As the nation continues to strive for energy independence demand is expected to be strong.	
17-8013	Mechanical Drafters		3331 Ag., Const., and Mining Mach Mfg	2,620	398	0.14	2,990	4.09%	Yes	20	\$34,452	\$60,477	Postsecondary Vocational Training		Employers have indicated to our industry liaison supply is not able to keep up with demand. As the nation continues to strive for energy independence demand is expected to be strong.	
26-2011	Medical/Clinical Lab Technologists		6221 General Medical & Surgical Hospitals	3,030	420	0.14	3,730	23.10%	Yes	16	\$41,059	\$61,387	Bachelor's Degree		The HIR Visa Report of top occupations listed by foreign professionals included medical and clinical laboratory technologies. Houston has the second highest number of all HIR visas.	
25-2021	Middle School Teachers	Math and Science Teachers	6111 Elementary & Secondary Schools	18,240	107	0.01	21,120	48.89%	Yes	5	\$43,096	\$59,961	Bachelor's Degree		Teachers in the critical needs areas of Science and Math lead the shortage for certified teachers for middle grades. Currently, 14 local districts representing the bulk of the region's student population serve on the voluntary industry workgroup and all report shortages in these areas.	
17-2151	Mining and Geological Engineers		2111 Oil and Gas Extraction	320	18	0.05	420	30.30%	Yes	1	\$58,371	\$175,475	Bachelor's Degree		Employers have indicated to our industry liaison supply is not able to keep up with demand. As the nation continues to strive for energy independence demand is expected to be strong.	
15-1071	Network/Computer Systems Admins		5415 Computer Systems Design and Rel Svcs	7,170	3,408	0.48	8,760	22.29%	Yes	138	\$47,249	\$88,481	Bachelor's Degree		HWOL data indicates this is an occupation in high demand. The occupation is in the top 25 jobs requested.	
25-1072	Nursing Instructors and Teachers, Postsecondary		6221 General Medical & Surgical Hospitals	1,130	46	0.04	1,410	24.89%	Yes	6	\$41,735	\$85,269	Doctoral or Professional Degree		As of Sept 30 2011 there were 165 FTE vacancies for the postsecondary nurses facility in Texas according to the Texas Center for Nursing Workforce Studies. Both education and industry representatives have identified the shortage of nursing instruction is a primary barrier to meeting industry demand.	
17-2171	Petroleum Engineers		2111 Oil and Gas Extraction	6,400	236	0.37	9,870	54.29%	Yes	30	\$86,773	\$174,981	Bachelor's Degree		Employers have indicated to our industry liaison supply is not able to keep up with demand. As the nation continues to strive for energy independence demand is expected to be strong.	
31-8001	Petroleum Pump System Refurb Op		3241 Petroleum & Coal Products Mfg	7,840	17	0.00	9,000	14.89%	Yes	7	\$43,519	\$70,742	Postsecondary Vocational Training	Yes	Chemical and petroleum manufacturing companies have reported through our voluntary industry workgroups that supply is not keeping up with demand.	
47-2132	Plumbers, Pipefitters, Steamfitters		2362 Nonresidential Building Construction	10,530	372	0.05	12,340	17.20%	Yes	6	\$34,176	\$56,322	HS or Equivalent	Yes	Chemical and petroleum manufacturing companies have reported through our voluntary industry workgroups that supply is not keeping up with demand.	
26-2034	Radiologic Technologists/Technicians		6221 General Medical & Surgical Hospitals	3,550	641	0.18	4,410	23.90%	Yes	49	\$39,245	\$63,286	Associate's Degree		Chemical and petroleum manufacturing companies have reported through our voluntary industry workgroups that supply is not keeping up with demand.	
26-2071	Medical Records and Health Information Technicians		6221 General Medical & Surgical Hospitals	3,300	681	0.21	4,130	29.10%	Yes	182	\$24,406	\$46,357	Associate's Degree		The Texas Health Information Workforce Project at Texas State University, funded through a Wages Payee grant and supported by TWU, estimated an additional 10,000 HIR workers will be used in Texas by 2013.	
26-1122	Occupational Therapists		6221 General Medical & Surgical Hospitals	1,770	1,405	0.02	2,430	37.58%	Yes	7	\$58,998	\$86,549	Master's Degree		The HIR Visa Report of top occupations listed by foreign professionals included occupational therapists. Houston has the second highest number of all HIR visas.	
26-1133	Physical Therapists		6221 General Medical & Surgical Hospitals	2,760	2,084	0.74	3,770	36.69%	Yes	3	\$63,459	\$93,887	Master's Degree		The HIR Visa Report of top occupations listed by foreign professionals included physical therapists. Houston has the second highest number of all HIR visas.	
26-1111	Registered Nurses		6221 General Medical & Surgical Hospitals	39,510	13,864	0.35	53,500	35.40%	Yes	318	\$36,639	\$52,521	Associate's Degree		The Texas Center for Nursing Workforce Studies projects that by 2020, Texas will be short 71,000 FTEs of needed nurses.	
26-1126	Respiratory Therapists		6221 General Medical & Surgical Hospitals	2,300	241	0.11	3,010	36.89%	Yes	38	\$48,103	\$59,179	Associate's Degree			
25-2031	Secondary School Teachers	Math and Science Teachers	6111 Elementary & Secondary Schools	21,760	445	0.02	25,360	40.39%	Yes		\$45,170	\$61,387	Bachelor's Degree		Teachers in the critical needs areas of Science and Math lead the shortage for certified teachers. Currently, 14 local districts representing the bulk of the region's student population serve on the voluntary industry workgroup and all report shortages in these areas.	
47-5013	Service Unit Operators		2111 Oil and Gas Extraction	7,290	113	0.02	8,490	16.50%	Yes	1	\$30,944	\$49,399	HS or Equivalent		Chemical and petroleum manufacturing companies have reported through our voluntary industry workgroups that supply is not keeping up with demand.	
26-1127	Speech-Language Pathologists		6221 General Medical & Surgical Hospitals	2,540	1,702	0.67	3,480	37.08%	Yes	1	\$50,484	\$78,734	Master's Degree		Health industry representatives have indicated to our industry liaison that supply has not been able to keep up with demand.	
31-4121	Welders/Cutters/Solderers/Brazers		2362 Nonresidential Building Construction	19,090	1,524	0.07	21,010	10.39%	Yes	371	\$28,444	\$46,199	Postsecondary Vocational Training	Less than 1 year	Chemical and petroleum manufacturing companies have reported through our voluntary industry workgroups that supply is not keeping up with demand.	

Notes

1. As leading industries, occupations, and employer training needs change, Boards must update their Target Industries List and Target Occupations List and e-mail the updated lists to Board Plans@texas.gov.
2. 20 to 30 target occupations are recommended; as many as 40 permitted. Occupations must correspond to a standard SOC code. Target occupations do not need to be listed in any rank order.
3. If applicable, Local planning efforts may identify occupations using key concepts and labels. These can be used, but they must be best-fitted into an appropriate SOC-coded occupation.
4. The Board target industry to which the occupation pertains (must also be included on the Board's Target Industries List).
5. Key types of labor market indicators are available in LMCI tools for use in evaluating and ranking the relative importance of occupations. Boards must fully explore these in their analyses, so they can identify what criteria they will use in selecting target occupations:
 - Current Positions Available
 - Current Openings
 - Projected Positions in ten years
 - Annual Salary Range
 - Availability and Capacity of Eligible Training Providers
 - Preferred educational and experience levels
6. Boards must review Eligible Training Provider (ETP) availability for target occupations; if there is no ETP available for an occupation, this does not prevent it from being on the Target Occupations List, but it is an indication that the Board needs to develop ETP availability for that occupation in its workforce area.
7. This space is to identify any additional indicators used in targeting the occupations, if applicable, and must include information on local wisdom that further supports or validates the importance of the target occupation in the workforce area.
8. This may include, but need not be limited to, information gained from surveys of employers, local or national labor market or occupational studies, or other information gained from industry, economic, development, or professional/occupational organization partners.

Target Occupations List

Use this template to identify the Board's target occupations, the 20 to 30 occupations that are most in demand and most critical to the Board's target industries, and for which the Board will dedicate WIA training resources. **The Board's target occupations must include, but need not be limited to, occupations related to the Governor's industry clusters.**

Board Name <i>Self-Care</i>		Date Submitted/Updated ¹	Occupational Demand Basis for Selection ²													
TARGET OCCUPATION ³		Lay Occupation ⁷	NAICS Industry Code (4 digit) ⁴	Current Positions	Current Openings	Vacancy Rate	Projected positions in 10 years (Jobs Grows)	Job Growth Rate	Are there currently Eligible Training Providers (ETPs) in workforce area? ⁶	How many individuals will ETPs train/certify in fill current openings?	Salary Range		Required Education	Experience		Additional Rationale, Local Wisdom, Comments ⁷
SOC / Ont Code	Target Occupation Job Title										Low	High		Does Related Work Experience Apply?	Is On-the-Job Training or Apprenticeship Available?	
13-2011	Accountants and Auditors		2111 Oil and Gas Extraction	26,000	116 W.A.	na	6,880	26.4%	Yes		\$65,850	\$80,500	Bachelor's Degree			Wanted Analytics data shows that the occupation is one of the top five listed jobs.
49-3021	Automotive Service Technicians		na	13,210	71 W.A.	na	1,830	13.90%	Yes		\$34,400	\$42,000	HS or Equivalent with Post Secondary Vocational Training			Employer associations report demand response supply. Wanted Analytics data reflect high demand for the occupation with the number of jobs increasing at an accelerated rate in 2012.
15-8091	Chemical Plant/Systems Operators		3241 Petroleum & Coal Products Mfg.	6,410	10 W.A.	na	6,340	-1.10%	Yes		\$59,850	\$73,150	Associate's Degree			Chemical and petroleum manufacturing companies have reported through our voluntary industry workgroups that supply is not keeping up with demand. Industry requirements for this occupation are being increased making it more difficult to fill the openings. Industry representatives indicate a high number approaching retirement.
15-1011	Comp. Software Eng., Applications		5415 Computer Systems Design and Rel Svcs	8,580	111 W.A.	na	10,050	27.68%	Yes		\$86,250	\$98,180	Bachelor's Degree			Wanted Analytics data shows that the occupation is one of the top twenty listed jobs.
15-1012	Comp. Software Eng., Systems		5415 Computer Systems Design and Rel Svcs	8,580	238 W.A.	na	10,250	22.40%	Yes		\$78,500	\$95,950	Bachelor's Degree			Wanted Analytics indicates 399 online job ads posted in a 120 day period and an average monthly ad volume above 140 throughout 2012 year to date.
15-1013	Computer Systems Analysis		5415 Computer Systems Design and Rel Svcs	11,420	171 W.A.	na	15,580	18.90%	Yes		\$70,150	\$85,700	Bachelor's Degree			Wanted Analytics data shows that this is the second most commonly posted want ad.
15-4011	Computer-Controlled Mach Tool Op.		3331 Ag., Const. and Mining Mach Mfg.	3,010	128 W.A.	na	3,890	21.89%	Yes		\$42,850	\$52,580	HS or Equivalent with Post Secondary Vocational Training			Employees have indicated to our industry liaison supply is not able to keep up with demand. As the nation continues to strive for energy independence demand is expected to be rising.
17-3109	Drillers, All Other	Pipe Drillers	3241 Petroleum & Coal Products Mfg.	400	11 W.A.	na	420	5.00%	Yes		\$56,350	\$68,950	Associate's Degree			Employees have reported inadequate supply in the area of pipe drilling to meet the needs of our region's large chemical and petrochemical manufacturing industry.
49-9051	Elec. Power Line Install/Repair		2371 Utility System Construction	3,320	6 W.A.	na	4,140	24.70%	Yes		\$44,100	\$53,900	HS or Equivalent with Post Secondary Vocational Training			Chemical and petroleum manufacturing companies have reported through our voluntary industry workgroups that supply is not keeping up with demand.
17-3021	Electrical and Electronic Engineering Tech.	Instrumentation Technicians	3241 Petroleum & Coal Products Mfg.	4,040	129 W.A.	na	4,720	4.50%	Yes		\$42,150	\$51,550	Associate's Degree			Chemical and petroleum manufacturing companies have reported through our voluntary industry workgroups that supply is not keeping up with demand.
17-3022	Electrical and Electronics Drafters		2382 Building Equipment Contractors	1,140	48 W.A.	na	1,738	7.98%	Yes		\$78,900	\$96,400	Postsecondary Vocational Training			Employees have indicated that supply is unable to keep up with demand in the construction industry as well as chemical and petroleum manufacturing industry. Wanted Analytics indicates the shortage is increasing as recovery continues by increased job postings.
47-2111	Electricians		2382 Building Equipment Contractors	14,240	158 W.A.	na	16,400	15.25%	Yes		\$44,800	\$54,750	HS or Equivalent	Long-term on the job training required		Employees have reported to our industry liaison a shortage of workers to meet the needs in the oil and gas extraction industry.
17-2001	Environmental Engineers		5416 Management, Scientific, & Tech Cons	820	477 W.A.	na	990	20.70%	Yes		\$86,250	\$105,400	Bachelor's Degree			Employees have indicated to our industry liaison a shortage of workers to meet the needs of chemical and petroleum plants.
19-3042	Geoscientists		2111 Oil and Gas Extraction	4,900	54 W.A.	na	5,780	28.49%	Yes		\$71,400	\$86,700	Bachelor's Degree			Employees have reported to our industry liaison a shortage of workers to meet the needs in the oil and gas extraction industry.
15-2011	Fire Fighters		3241 Petroleum & Coal Products Mfg.	2,430	6 W.A.	na	5,790	27.89%	Yes		\$55,800	\$68,200	Postsecondary Vocational Training			On-going shortage of new recruits and trained firefighters. Employees in the area of chemical and petroleum manufacturing plants report a shortage of workers.
19-4001	Geological and Petroleum Technicians		2111 Oil and Gas Extraction	2,620	46 W.A.	na	5,500	26.29%	Yes		\$47,250	\$57,780	Associate's Degree			Employees have reported to our industry liaison a shortage of workers to meet the needs in the oil and gas extraction industry.
49-9021	Heating, A/C and Refrig. Mechanics		2382 Building Equipment Contractors	6,700	31 W.A.	na	8,980	34.00%	Yes		\$38,150	\$46,650	Postsecondary Vocational Training			Employees have indicated to our industry liaison supply is not able to keep up with demand.
49-9041	Industrial Machinery Mechanics		2111 Oil and Gas Extraction	11,370	14 W.A.	na	13,620	22.00%	Yes		\$36,900	\$45,100	Postsecondary Vocational Training			Employees in the oil and gas extraction industry indicate they are unable to fill job openings.
29-2001	Licensed Practical/Voc Nurse		6221 General Medical & Surgical Hospitals	13,570	414 W.A.	na	17,680	30.10%	Yes		\$49,850	\$61,950	Postsecondary Vocational Training			According to the Workforce Solutions Workgroup and the Gulf Coast Health Services Steering Committee the supply of candidates is not able to keep up with demand from the industry.
15-4001	Mechanics		3331 Ag., Const. and Mining Mach Mfg.	13,320	156 W.A.	na	15,640	1.40%	Yes		\$41,150	\$51,780	Postsecondary Vocational Training			Employees have indicated to our industry liaison supply is not able to keep up with demand. As the nation continues to strive for energy independence demand is expected to be rising.
17-3013	Mechanical Drafters		3331 Ag., Const. and Mining Mach Mfg.	2,830	22 W.A.	na	2,990	6.00%	Yes		\$48,150	\$58,950	Postsecondary Vocational Training			Employees have indicated to our industry liaison supply is not able to keep up with demand. As the nation continues to strive for energy independence demand is expected to be rising.
29-2011	Medical/Clinical Lab Technologist		6221 General Medical & Surgical Hospitals	3,010	109 W.A.	na	3,730	23.10%	Yes		\$51,650	\$65,550	Bachelor's Degree			The HIB Visa Report of top occupations listed by foreign professionals included medical and clinical laboratory technologies. Houston has the second highest number of all HIB visas.
25-2021	Middle School Teachers	Math and Science Teachers	6111 Elementary & Secondary Schools	18,240	9 W.A.	na	27,150	48.80%	Yes		\$39,850	\$48,650	Bachelor's Degree			Teachers in the critical needs areas of Science and Math lead the shortage for certified teachers for middle grades. Currently, 14 local districts representing the bulk of the region's student population serve on the voluntary industry workgroup and all report shortages in these areas.
17-2151	Mining and Geological Engineers		2111 Oil and Gas Extraction	330	48 W.A.	na	430	30.30%	Yes		\$81,150	\$101,650	Bachelor's Degree			Employees have indicated to our industry liaison supply is not able to keep up with demand. As the nation continues to strive for energy independence demand is expected to be rising.
15-1071	Network/Computer Systems Admins		5415 Computer Systems Design and Rel Svcs	7,170	148 W.A.	na	8,740	22.30%	Yes		\$65,450	\$79,950	Bachelor's Degree			EPWOC data indicates this as an occupation in high demand. The occupation is in the top 25 jobs requested.
25-1072	Nursing Instruction and Teachers, Postsecondary		6221 General Medical & Surgical Hospitals	1,130	89 W.A.	na	1,420	24.80%	Yes		\$53,250	\$65,150	Doctoral or Professional Degree			As of Sept 30 2011 there were 1463 FTE vacancies for postsecondary nurses faculty in Texas according to the Texas Center for Nursing Workforce Studies. Both educators and industry representatives have identified the shortage of nursing instructors is a primary barrier to meeting industry demand.
17-2171	Petroleum Engineers		2111 Oil and Gas Extraction	6,400	520 W.A.	na	9,870	54.28%	Yes		\$99,950	\$122,150	Bachelor's Degree			Employees have indicated to our industry liaison supply is not able to keep up with demand. As the nation continues to strive for energy independence demand is expected to be rising.
15-8091	Petroleum Pump System/Refiner Op.		3241 Petroleum & Coal Products Mfg.	7,840	18 W.A.	na	10,890	14.89%	Yes		\$54,250	\$66,250	Postsecondary Vocational Training			Chemical and petroleum manufacturing companies have reported through our voluntary industry workgroups that supply is not keeping up with demand.
47-2121	Pharmacist, Dispensing		2842 Nonresidential Building Construction	10,570	51 W.A.	na	13,140	17.20%	Yes		\$39,650	\$49,300	HS or Equivalent	Long-term on the job training required		Chemical and petroleum manufacturing companies have reported through our voluntary industry workgroups that supply is not keeping up with demand.
29-2014	Radiologic Technologists/Technicians		6221 General Medical & Surgical Hospitals	3,550	144 W.A.	na	4,400	20.00%	Yes		\$56,080	\$69,180	Associate's Degree			The Texas Health Information Workgroup Project at Texas State University, funded through a Wayne Poyser grant and supported by TWC, estimated an additional 10,000 HIT workers will be used in Texas by 2013.
29-2071	Medical Records and Health Information Technicians		6221 General Medical & Surgical Hospitals	3,390	241 W.A.	na	4,130	20.10%	Yes		\$49,050	\$60,950	Associate's Degree			The HIB Visa Report of top occupations listed by foreign professionals included occupational therapists. Houston has the second highest number of all HIB visas granted to foreign professionals of all types.
29-1122	Occupational Therapists		6221 General Medical & Surgical Hospitals	1,770	948 W.A.	na	2,430	37.30%	Yes		\$65,150	\$79,650	Master's Degree			The HIB Visa Report of top occupations listed by foreign professionals included physical therapists. Houston has the second highest number of all HIB visas.
29-1123	Physical Therapists		6221 General Medical & Surgical Hospitals	2,760	484 W.A.	na	3,770	36.60%	Yes		\$64,850	\$79,250	Master's Degree			The Texas Center for Nursing Workforce Studies projects that by 2020, Texas will be short 71,000 FTEs of needed nurses.
29-1111	Registered Nurses		6221 General Medical & Surgical Hospitals	30,510	1,945 W.A.	na	43,580	35.48%	Yes		\$62,150	\$76,080	Associate's Degree			
29-1126	Respiratory Therapists		6221 General Medical & Surgical Hospitals	2,300	103 W.A.	na	3,000	36.96%	Yes		\$59,150	\$72,250	Associate's Degree			
25-2011	Secondary School Teachers	Math and Science Teachers	6111 Elementary & Secondary Schools	21,740	11 W.A.	na	33,360	40.38%	Yes		\$45,750	\$55,850	Bachelor's Degree			Teachers in the critical needs areas of Science and Math lead the shortage for certified teachers. Currently, 14 local districts representing the bulk of the region's student population serve on the voluntary industry workgroup and all report shortages in these areas.
47-5011	Service Unit Operator		2111 Oil and Gas Extraction	7,290	42 W.A.	na	8,490	16.50%	Yes		\$62,100	\$75,900	HS or Equivalent	Long-term on the job training required		Chemical and petroleum manufacturing companies have reported through our voluntary industry workgroups that supply is not keeping up with demand.
29-1127	Speech-Language Pathologists		6221 General Medical & Surgical Hospitals	2,440	128 W.A.	na	3,480	37.00%	Yes		\$71,350	\$87,200	Master's Degree			Health industry representatives have indicated to our industry liaison that supply has not been able to keep up with demand.
15-4121	Wildlife Control/Scientists/Biotech		2842 Nonresidential Building Construction	19,080	156 W.A.	na	21,600	10.20%	Yes		\$39,200	\$47,950	Postsecondary Vocational Training	Less than 1 year		Chemical and petroleum manufacturing companies have reported through our voluntary industry workgroups that supply is not keeping up with demand.

Notes:

1. As trading industries, occupations, and employer training needs change, Boards must update their Target Industries List and Target Occupations List and e-mail the updated lists to Board Plans@TWC.state.tx.us.

2. 2010-2011 target occupations are recommended, no more than 40 permitted. Occupations must correspond to a valid SOC code. Target occupations do not need to be listed in any rank order.

3. If applicable, Local planning efforts may identify occupations using key concepts and labels. These can be used, but they must be best listed only as appropriate SOC-coded occupations.

4. For tools to assist in matching lay occupations to SOC-coded occupations, see http://vocates.cdr.state.tx.us/Socrates/occupations/profile_select.asp and <http://autoencoder.lmst.state.tx.us/8086/cv/convertmatch>.

5. The Board target industry to which the occupation pertains (must also be included on the Board's Target Industries List).

6. Key types of labor market indicators are available in LMST tools to use in evaluating and ranking the relative importance of occupations. Boards must fully explore these in their analyses, so they can identify what criteria they will use in selecting target occupations:

- Current Positions Available
- Current Openings
- Projected Positions in ten years
- Annual Salary Range
- Availability and Capacity of Eligible Training Providers

7. Preferred educational and experience levels.

8. Boards must review the Health Training Provider (ETP) availability for target occupations; if there is no ETP available for an occupation, this does not prevent it from being on the Target Occupations List, but it is an indication that the Board needs to develop ETP availability for that occupation in its workforce area.

9. This space is to identify any additional indicators used in targeting the occupation, if applicable, and must also include information on local wisdom that further supports or validates the importance of the target occupation in the workforce area.

10. This may include, but need not be limited to, information gained from surveys of employers, local or regional labor market or occupational studies, or other information gained from industry, economic development, or professional/occupational organization partners.

For sample language, see Attachment 1.

Target Industries List											
Use this template to identify the Board's top 10 to 15 target industries and the associated top three to six TWC/LMCI industry sectors. The Board's target industries must include, but need not be limited to, industries related to the governor's industry clusters.											
Board Name: Gulf Coast		Date Submitted: 7/1/2011		Basis for Selection ⁶							
				Please complete the following information to indicate why a target industry was selected.							
NAICS Industry Code (4 digit)	NAICS Industry Name ²	Lay Industry ³	TWC/LMCI Industry Sector ⁴	Governor's Industry Cluster ⁵	Current Positions	Current Openings	Vacancy Rate	Projected positions in 10 years	Job Growth Rate	Local Industry Competitiveness	Additional Rationale, Local Wisdom, Comments ⁷
	Oil and Gas Extraction		Energy, Mining and Related Support Services	Energy Core	47,280	na	na	12,780	27.00%	2011 LQ 14.33	
2131	Support Activities for Mining		Energy, Mining and Related Support Services	Energy Ancillary	43,200	na	na	45,770	5.90%	2011 LQ 5.83	Core industry in the region. Actual growth rate of 5.9% from 1st qtr 2008 to 1st qtr 2011.
2362	Nonresidential Building Construction		Heavy and Specialty Trade Const	Advanced Technologies and Manufacturing Support	41,540	na	na	49,770	19.80%	2011 LQ 3.1	
2371	Utility System Construction		Distribution, Transportation & Logistics	Energy Core	27,170	na	na	34,770	27.00%	2011 LQ 3.15	
2382	Building Equipment Contractors		Heavy and Specialty Trade Const	* No Assignment *	43,390	na	na	55,080	27.10%	na	Core industry in the region. Actual growth rate of 5.7% from 1st qtr 2008 to 1st qtr 2011, an addition of 750 jobs. High wages, high volume of employees approaching retirement.
3241	Petroleum & Coal Products Mfg		Petroleum Refining & Chemicals	Petroleum Refining and Chemical Products Products Core	13,290	na	na	14,000	5.70%	2011 LQ 5.7	Core industry in the region. Actual growth rate of 7.2% from 1st qtr 2008 to 1st qtr 2010, an addition of 2,220 jobs.
3331	Ag., Constr., and Mining Mach Mfg		Production Support & Industrial Machinery	Petroleum Refining and Chemical Products Products Core	30,670	na	na	32,890	2.220	2011 LQ 7.88	
5415	Computer Systems Design and Rel Svcs		Telecommunications & Information Services	Information and Computer Technology Core	24,870	na	na	31,600	27.10%	2011 LQ 0.81	
5416	Mgmt & Technical Consulting Svcs		Business and Financial Services	Aerospace and Defense Support	24,310	na	na	30,880	27.00%	2011 LQ 1.18	A population growth rate that more than doubles that of the nation places this industry in a position to return to a high growth rate as the economy continues to improve. Even with local educational institutions scaling back payrolls over the last year or so teachers in the critical areas of science, math, and bilingual education are in short supply. 14 local school districts serving on a voluntary industry workgroup indicate a continued shortage in the area of math, science, and bilingual education.
6111	Elementary and Secondary Schools		Education, Training & Personal Development	* No Assignment *	183,930	na	na	261,490	42.30%	na	
6113	Colleges and Universities		Education, Training & Personal Development	Biotech and Life Sciences Core with Medical Services	89,270	na	na	73,170	23.50%	2011 LQ 0.93	
6211	Offices of Physicians		Biotechnology, Life Sciences & Medical	* No Assignment *	41,600	na	na	58,640	41.00%	na	
6221	General Medical and Surgical Hospitals		Biotechnology, Life Sciences & Medical	Biotech and Life Sciences Core with Medical Services	71,720	na	na	91,000	26.90%	2011 LQ 0.75	
6223	Other Hospitals		Biotechnology, Life Sciences & Medical	Biotech and Life Sciences Core with Medical Services	19,700	na	na	26,710	35.60%	2011 LQ 4.27	
Notes											
1. As leading industries, occupations, and employer training needs change, the Board must update its Target Industries List and/or Target Occupations List, as necessary, and e-mail the updated lists to Board Plans@twc.state.tx.us.											
2. 10 to 15 target industries are recommended; no more than 20 permitted. Industries must correspond to a 4-digit NAICS code. Target industries do not need to be listed in any rank order.											
3. If applicable, local planning efforts may identify industries using lay concepts and labels. These can be used, but they must be best-fitted into an appropriate NAICS-coded industry.											
For a tool to assist in matching lay industries to NAICS-coded occupations, see http://www.texasindustryprofiles.com/apps/lae/indexsearch.asp .											
4. Corresponding TWC/LMCI industry sector. See descriptions of the sectors at http://www.texasindustryprofiles.com/apps/locuq/LQ_Docs/Industry%20Sector%20Descriptions%20and%20Keywords.doc .											
5. A crosswalk of NAICS 4-digit industries, TWC/LMCI industry sectors, and governor's industry clusters can be found under the Industry Clusters dropdown list at http://www.texasindustryprofiles.com/ .											
6. Basis for Selection: Key types of labor market indicators are available in LMCI tools for use in evaluating and ranking the relative importance of industries. Boards must fully explore these in their analyses to determine what criteria to use in selecting target industries and TWC/LMCI sectors:											
- Employment (current positions and current openings will produce current vacancy rate)											
- Job growth rate (projection made using a recently observed period and/or projections into the future)											
- Local industry competitiveness (such as Location Quotient, Export Jobs, or Greatest Likelihood for Potential Job Opportunities in Shift-Share Analysis)											
7. This space must be used to identify any additional indicators used in targeting the industry, if applicable, and to describe any additional local information sources or knowledge regarding the importance of target industries in the workforce area.											
This may include, but need not be limited to, information gained from local or regional labor market or industry studies, industry or economic development partners, or employer support.											

Notes

- As leading industries, occupations, and employer training needs change, the Board must update its Target Industries List and/or Target Occupations List, as necessary, and e-mail the updated lists to Board Plans@twc.state.tx.us.
- 10 to 15 target industries are recommended; no more than 20 permitted. Industries must correspond to a 4-digit NAICS code. Target industries do not need to be listed in any rank order.
- If applicable. Local planning efforts may identify industries using lay concepts and labels. These can be used, but they must be best-fitted into an appropriate NAICS-coded industry.
- For a tool to assist in matching lay industries to NAICS-coded occupations, see <http://www.texasindustryprofiles.com/apps/lai/index.asp>.
- Corresponding TWC/LMCI industry sector. See descriptions of the sectors at http://www.texasindustryprofiles.com/apps/lsc/vl/Q_Descs/Industry%20Sector%20Description%20and%20Keywords.doc.
- A crosswalk of NAICS 4-digit industries, TWC/LMCI industry sectors, and governor's industry clusters can be found under the *Industry Clusters* dropdown list at <http://www.texasindustryprofiles.com/>.
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 - Job growth rate (projection made using a recently observed period and/or projections into the future)
 - Local industry competitiveness (such as Location Quotient, Export Jobs, or Greater Likelihood for Potential Job Opportunities in Shift-Share Analysis)
- This space must be used to identify any additional indicators used in targeting the industry, if applicable, and to describe any additional local information sources or knowledge regarding the importance of target industries in the workforce area. This may include, but need not be limited to, information gained from local or regional labor market or industry studies, industry or economic development partners, or employer surveys.

Part III – Texas Workforce Investment Council

Part 1

Since its inception, the Gulf Coast Workforce Board has been committed to building a demand-driven workforce system with employers as the primary but not exclusive customers of the system. Having designed the regional workforce delivery system from a labor market perspective, we recognize that chronic imbalances in labor markets are most effectively addressed when everyone, including special populations is part of the workforce.

With the goal of developing a labor pool equipped with requisite skills and knowledge to meet employer demand, the Gulf Coast Workforce Board has established strategies to help veterans, people with disabilities and people with inadequate literacy or language skills enter the workforce.

Veterans

The Gulf Coast Workforce Board has integrated staff of the Texas Veterans Leadership Program and the Texas Veterans Commission into the Workforce Solutions career offices. This allows veterans efficient and seamless access to employment services, one-on-one job coaching as well as resource and referral services.

To support the efforts of TVC and TVLP staff, we have placed large, stand-up posters in the front of our offices that ask customers to tell us if they are a veteran and promote the additional resources offered to vets. In addition, we have a special section on our website about veteran services – Our service begins when your service ends – found at <http://wrksolutions.com/jobs/veteranservices.html>. The site includes links to and information about re-employment rights, veterans' benefits for school, buying a home, health care and counseling.

Because of the strong working relationship between Workforce Solutions staff, TVLP staff and TVC staff – and an inherent understanding that we all serve customers together – the Board is able to pursue innovative outside partnerships to benefit veterans in our region. The Microsoft Elevate America Veterans Initiative is one example of this strategy. Courtesy of Microsoft, the Gulf Coast Workforce Board was able to provide free online training, test prep and certification testing to over 700 veterans over the last year.

Literacy and English Language Proficiency

For years, the Board has enjoyed an excellent relationship with the adult education providers in our region. Our offices refer people in need of basic skills, English as a second language, and general equivalency examination (GED) preparation services to nearby providers. The Adult Ed providers refer customers needing work or financial aid to Workforce Solutions.

We have worked with these partners in applying for grants to provide work-based basic skills, and are looking for additional opportunities to build new models for serving our mutual customers. In particular, the Board is encouraging Adult Ed providers to build on the recent success of combined curriculum that provides intensive GED preparation, workplace literacy along with occupational skills training.

Customers with Disabilities

To meet the needs of employers, the Gulf Coast Workforce Board provides opportunity for everyone to be actively involved in the potential labor pool. All career office staff participates in professional development training through the National Workforce Institute and learn to approach customer service from a strength-based approach. In all our training courses – from using labor market information to conducting interviews, our staff learns to identify customers' skills and abilities and then match that to available jobs. Within those trainings, staff learns to focus on abilities, not disabilities. They also learn to utilize the Navigator as a consultant on accommodations and considerations.

We plan to expand the availability of Navigators to support staff understanding and access of other specialized resource areas of our system. The Navigators will continue to serve as a consultant and provide specialized training to enhance our staff's ability to leverage strength-based counseling and match customers to good jobs.

Part II

The Gulf Coast Workforce Board is actively dedicated to collaboration that results in improved service to customers. We are currently working with the United Way of Greater Houston to leverage the talent and expertise of community-based organizations within the THRIVE network to deliver quality labor market information to a larger audience. THRIVE supports low-income, working families in their efforts to attain what every family wants -- a good job with good wages; safe and affordable housing; success for their children and financial security.

With good jobs as a core element of the THRIVE initiative, the partner agencies are anxious to learn more about the vast resources available through Workforce Solutions. With a stronger knowledge and understanding of resources available in our career offices and at wrksolutions.com, the partner agencies are confident that they can provide participants with professional advice about local labor markets and employers, on looking for work and applying for jobs, and on education and training needed for good jobs. As a result, partner agencies will be able to help THRIVE participants find a job, keep a job or get a better job.

In effect, the Gulf Coast Workforce Board provides service to more people in more places without adding staff or driving additional traffic to the career office. Additionally, our customers will have access to additional services provided by the THRIVE partner agencies.

We are in the process of creating a pilot project to test this collaboration concept in as many as three career offices. In this pilot, the Board will provide training for partner agency staff; invite partner agency staff into our office; and, provide career staff to work at the partner agency site.

The United Way is soliciting proposals from current THRIVE partner agencies to participate in the pilot. The selected partners will have access to training to effectively utilize Workforce Solutions resources and information; provide targeted services to customers in our career offices; and act as a connector between the THRIVE network and Workforce Solutions local career office staff.

With this pilot, we expect to see stronger relationships between partner agency staff and career office staff that will result in: [a] more effective cross referrals; [b] better service for customers; and [c] more THRIVE participants advancing to new/better jobs.

Part IV – Grants

The Houston-Galveston Area Council is the staff for the Gulf Coast Workforce Board and the entity authorized by the Workforce Board and the chief elected officials to act as the grant recipient in the Gulf Coast Workforce Development Area.

Part V – Public Comment

Public Comment

The Gulf Coast Workforce Board discusses planning and resource allocation through several Board sub-committees and during regularly scheduled Board meetings. All meetings are published in the Texas Register and comply with the requirements for Open Meetings. Public comments and input are solicited and welcomed at committee and Board meetings. The Board did not conduct any public hearings specifically to talk about this plan.

We posted a public notice at our website, www.wrksolutions.com, providing information about the plan, soliciting comments on the plan and the planning process. We also posted a public notice at the Houston-Galveston Area Council website. Interested individuals could email or contact Ron Borski for more information or a copy of the planning document.

On Saturday, November 3, 2012 a notice was placed in the Houston Chronicle, the area's leading newspaper distributed throughout the Gulf Coast region. The public comment period closed on Monday, December 3, 2012. No comments were received.

Part VI – Memorandum of Understanding (MOU)

Required Partner Agency or Program	Expiration Date
WIA Title I – Adult, Dislocated Worker, and Youth Programs	NA
Temporary Assistance for Needy Families Choices	NA
Supplemental Nutrition Program Employment and Training	NA
Child Care Services	NA
Trade Act	NA
Wagner-Peyser Employment and Training, as amended by WIA (includes Migrant and Seasonal Farmworkers)	NA
Veterans’ Employment and Training Service, as amended by the Jobs for Veterans Act	NA
Apprenticeship	Ongoing
WIA Title II – Adult Education and Family Literacy Act	Ongoing
National and Community Services Act	Ongoing
Postsecondary Vocational Education Activities under the Carl D. Perkins Act	Ongoing
Senior Community Service Employment Program	Ongoing
Coordinated Choices Case Management with the Texas Health and Human Services Commission	Ongoing
Unemployment Insurance	NA
Texas Department of Family and Protective Services	11/10/2015
Neighborhood Centers Inc	Contract
Interfaith of the Woodlands	Contract
ResCare Workforce Services	Contract

Optional Partners and Programs	Expiration Date
Vocational rehabilitation programs and services	
Job Corps services under WIA youth	Ongoing
Native Americans programs under WIA	Ongoing
Community Services Block Grant programs	Ongoing
Employment and training services provided through grantees of the U.S. Department of Housing and Urban Development (YouthBuild)	
Texas Department of Housing and Community Affairs or local housing authority	Ongoing
Community Development Block Grant recipients	
Local education agencies	Ongoing
Vocational education agencies	
Colleges <ul style="list-style-type: none"> • Lone Star Community College • Houston Community College 	Ongoing Ongoing

<ul style="list-style-type: none"> College of the Mainland UTMB 	Ongoing Ongoing
Extension Services	
Fatherhood initiative programs or other child support programs <ul style="list-style-type: none"> Office of Attorney General 	August 31, 2014
Fatherhood initiative programs or other child support programs	
Army National Guard employment and training programs	
Texas Juvenile Justice Department	
Juvenile Probation Commission	
Texas Department of Criminal Justice	Ongoing
Migrant and Seasonal Farmworker youth educational services	
National Farmworker Jobs Program Grantee	
Domestic violence intervention programs	
Community-based organizations	
Office of the Attorney General	Ongoing
Tri-County Mental Health Mental Retardation Services	Ongoing
Houston Area Women's Shelter	Ongoing
Community based organizations	
Houston Area Urban League	Ongoing
Houston Center for Independent Living	Ongoing
The Council on Alcohol and Drugs Houston	Ongoing
Assoc. for the Advancement of Mexican Americans	Ongoing
Job Corps	Ongoing
Catholic Charities (SCSEP)	Ongoing
Experience Works (SCSEP)	Ongoing
Chinese Community Center (SCSEP)	Ongoing
SER Jobs for Progress (SCSEP)	Ongoing
U.S. Forest Service (SCSEP)	Ongoing
Region IV Education Services Center	Ongoing
Texas Educational Foundation	Ongoing
Moving Forward	Ongoing

Signatures

Local Workforce Area: Gulf Coast Workforce Area

Board Contact Person: Rodney Bradshaw

Phone Number: 713.627.3200

Fiscal Agent: Houston-Galveston Area Council

Phone Number: 713.627.3200

State Comptroller ID Number: 1-74-155-7575-6000

The signatures below certify that the attached State compliance plan was developed and submitted on behalf of the Gulf Coast Workforce Board, and the Chief Elected Officials of the Houston-Galveston Area Council.

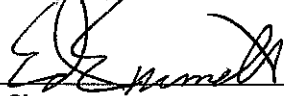
Chief Elected Official:

Hon. Ed Emmett

Typed Name

Harris County Judge, CEO signatory

Title



Signature

1/15/13

Date

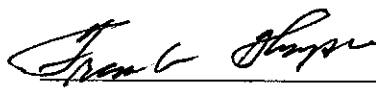
Workforce Board Chair:

Frank Thompson

Typed Name

Chair, Workforce Board

Title



Signature

1-15-13

Date

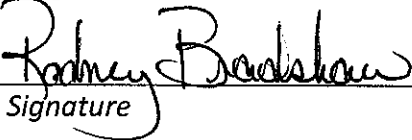
Fiscal Agent:

Rodney Bradshaw

Typed Name

Director, Human Services

Title



Signature

1-15-13

Date