



# Strategic Business Plan

## 2021-2024

Employment • Training • Child Care • Youth • Business Services • Veterans



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# Part A: Strategic Elements

## Mission & Governance

*A description of the Board’s strategic vision to support regional economic growth and economic self-sufficiency. The description must include:*

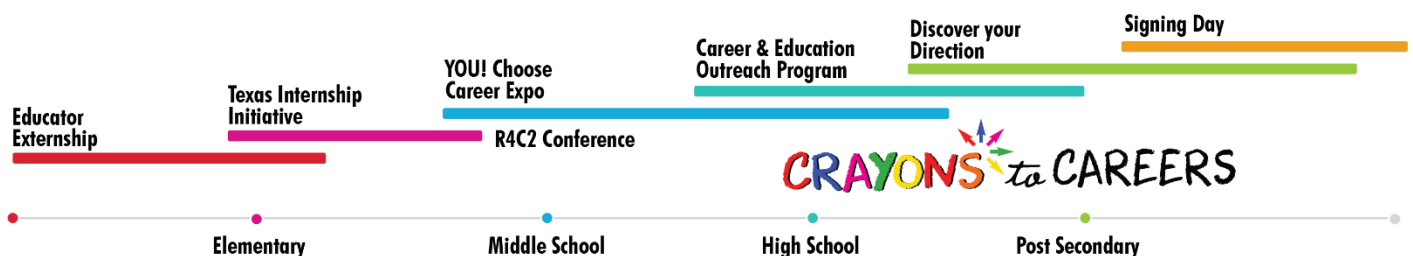
- a. goals for preparing an educated and skilled workforce, youth, and individuals with barriers to employment; and
- b. goals relating to the performance accountability measures based on performance indicators described in WIOA §116(b)(2)(A).

Workforce Solutions Coastal Bend (WFSCB) meets its mission by collaborating with industry, education, economic development, and labor to develop a comprehensive regional workforce strategic plan to develop a trainable and available workforce; and provide workforce-relevant education and training opportunities for youth and individuals with barriers to employment throughout the Coastal Bend region.

The 33-member Board of Directors (Board) represent the public and key stakeholders in the community and are selected by the 12-member Chief Elected Officials (CEO) Council, including each County Judge and the Mayor of Corpus Christi. Fifty-one percent (51%) of the Board membership represents private industry. The remaining membership includes representation from adult basic & continuing education partners, economic development, and other local non-profit organizations. This comprehensive group of community leaders ensures WFSCB continues to serve the needs of both employers and job seekers throughout the Coastal Bend region.

Ken Trevino, President/CEO is an active board and committee member for numerous local organizations, including the Corpus Christi United Chamber of Commerce, the Mayor’s Interagency Council, Corpus Christi Regional Economic Development Corporation, Immediate Past Chair of Education to Employment Partners, numerous non-profit organizations and continues to elevate the relevance of Workforce Solutions’ vast array of employment and education- related services to job seekers and employers in the region.

Adopting a “**Crayons to Careers**” planning model, WFSCB seeks out opportunities to partner with local education institutions and organizations to provide age-appropriate, work-based learning experiences from pre-kindergarten through higher education. The Quality Childcare program curriculum and Coastal Compass Education & Career Resource Center are spectacular examples of how work-based learning and local labor market information are made available to the current and future workforce locally.



The integration of Adult Education & Literacy and Vocational Rehabilitation programs into the Texas Workforce system provides tremendous opportunity to focus on the employment outcomes related to the job seekers served in these programs now and in the future.

## **Organizational Vision**

The methodology employed to develop the strategic plan and Board goals starts with listening. The President/CEO visits each member of the CEO Council at the beginning of each year to better understand their constituent's needs, and their expectations for Workforce Solutions and their local area. Utilizing the valuable information gleaned from these conversations ensures that we continue to assist in the regional economy's growth and self-sufficiency.

Partnerships with local economic development entities provide us with the "real-time" and future employment opportunities for job seekers in our region and assists us in planning for the training needs of new and existing employers. WFSCB has been at the table as large employers bring their businesses to the region. These economic development partnerships assist us in projecting the employment and training needs for the future and assist us in collaborating with education providers throughout the region, in order to assure relevant training is available to residents of the Coastal Bend.

The Board and committees meet quarterly for regular business, and retreat annually to review the organization's mission, values, and goals. Regular committee and board meetings allow time for Board members to review and discuss current program, performance, and financial issues, as well as local topics of interest. The annual retreat allows the Board to consistently review the goals and objectives of the organization and make the appropriate adjustments outside of the regular business of the Board of Directors. Retreats held annually help the Board set priorities for the year and keep a report card of how goals are implemented by Board professionals and contractors.

The addition of virtual services in response to the COVID-19 global pandemic allowed the organization to safely continue to serve Coastal Bend residents and employers, while physical career center locations remained closed. This significant pivot in service delivery will have a systemic impact on how services are provided for years to come. March 2023 will mark a three-year period in which the services have been tweaked due to COVID-19 in order to reach and engage our job seekers utilizing on-line, digital and distance services. On-going assessment of tools being used such as career center orientations, eligibility assessment, case management, employment, and follow-up services to ensure the latest technology and user-friendly tools are in place.

The organizational goals adopted annually by the Board are incorporated into a strategic plan required by Texas Workforce Commission, Texas Workforce Investment Council (TWIC) and federal Workforce Innovation & Opportunity Act (WIOA) rules.

## Strategic Board Goals

Each goal and its strategies work toward increasing educational and employment opportunities for the people of the Coastal Bend region, including youth and those with barriers to employment. Performance accountability measures described in WIOA §116(b)(2)(A) are considered minimum program requirements contractors are required to meet and/or exceed. The goals are carried through into local contracts with population-specific, detailed, and actionable expectations to be delivered by contractors. The seven goals established in 2010, amended annually, and carried-out through the calendar year are as follows:

- Establish & Strengthen Partnerships
  - Assess & Leverage Relationships and Identify Gaps
  - Cultivate One-on-One Relationships with Strategic Partners and Businesses
  - Provide Seamless Information Pipeline between Service Professionals
  - Track Key Community Relationships
  - Expand Organizational Relationships to Support Initiatives
- Effectively/Efficiently Target Rural Area Service
  - Ensure Service Delivery
  - Actively Communicate Services
  - Increase Visibility of Workforce Team in Rural Areas
  - Link Board Professional with Service Professionals in Rural Areas
- Increase Workforce Solutions Awareness
  - Gain Visibility for Workforce Activities
  - Educate Key Workforce Audiences on Outreach Tools and Collaterals
  - Leverage Resources to Maximize Value
- Expand Innovative Services to Business
  - Provide High-Quality, Skills-based Training to meet Employer Needs
  - Identify Job Seekers Requiring Additional Services and Support to Obtain Employment
- Explore New Revenue Opportunities
  - Diversify New Income Sources
  - Leverage Existing Funding
- Improve Internal Efficiencies
  - Minimize Organizational Bureaucracy
  - Demonstrate Exceptional Quality & Performance System-wide
  - Ensure Efficient and Effective Use of Resources
  - Strengthen Relationship with Appointed Board
- Refine Board Culture
  - Increase Awareness of Professional Resources
  - Engage Appointed Board of Directors
  - Demonstrate Professionalism

The **Value Statement** exhibited throughout the local system is **ATTITUDE**:

In addition to our mission statement, vision and goals, Workforce Solutions of the Coastal Bend adopted a Value Statement that is incorporated into each of our contractor's service delivery plans with the expectation that all Career Center professionals exude these qualities when serving customers throughout the eleven-county region.

### **A**ccountability

We address our customers and co-workers in a positive manner that elevates their spirit and creates a professional, supportive workplace for staff, job seekers, and employers.

### **T**eamwork

We combine our individual talents for the benefit of the mission and common goals leveraging our unique abilities and contributions.

### **T**rust

We consistently deliver on our commitments to our customers and co-workers to establish strong, sustainable relationships.

### **I**ntegrity

We are honest, supportive, candid in addressing difficult issues, and willing to share success to demonstrate respect and consideration for our customers and co-workers.

### **T**enacity

We resist giving up when the going gets tough and support our customers and co-workers in seeing that issues are resolved, and the job gets done.

### **U**nderstanding

We are serious and passionate about delivering our services with compassion and empathy.

### **D**ignity

We interact with customers and co-workers professionally regardless of their backgrounds, experience, and circumstances to reflect our commitment as public servants.

### **E**nthusiasm

We recognize the importance and value of our work and know that every day we have the opportunity to help build the economic success of our regional economy.

*A description of the Board's strategy to work with the entities carrying out the core programs and with the required partners to align resources available to the local area to achieve the vision and goals.*

The Coastal Bend Workforce Development Board (Board) d.b.a. Workforce Solutions of the Coastal Bend (WFSCB), is a 501(c)(3) non-profit organization and one of 28 workforce development boards located throughout the State of Texas. The Coastal Bend regional Workforce Development Area (WDA) serves employers and job seekers in Aransas, Bee, Brooks, Duval, Kenedy, Kleberg, Jim Wells, Live Oak, Nueces, Refugio, and San Patricio Counties.



The Board currently operates 42 satellite offices, 1 mobile, and 6 full-service career centers in the 11-County Region. This region also includes the Corpus Christi Metropolitan Statistical Area (MSA) including Nueces, Aransas, and San Patricio Counties. Direct career center operations and service delivery is contracted to C2 GPS of Texas (C2 GPS), and direct childcare services are provided through Baker Ripley.

The Coastal Bend labor force is estimated at 258,036 and our September 2021 unemployment rate (not seasonally adjusted) was 5.1% or 12,846 unemployed workers in the region. In Board Contract Year (BCY) 2022 WFSCB served job seekers and 2,377 employers or roughly 18% of employers in the Coastal Bend region, an estimated 2,805 customers walk through our career center doors for services each month. The Coastal Bend WDA includes the eleven counties of Aransas, Bee Brooks, Duval, Jim Wells, Kenedy, Kleberg, Live Oak, Nueces, Refugio, and San Patricio. Current economic conditions in Coastal Bend have led to a stronger than in recent years, the economy has experienced a slight increase of wages and establishments. The number of establishments has increased from 13,182 in the 4<sup>th</sup> Quarter 2019 to 13,306 in the 4<sup>th</sup> Quarter 2021.

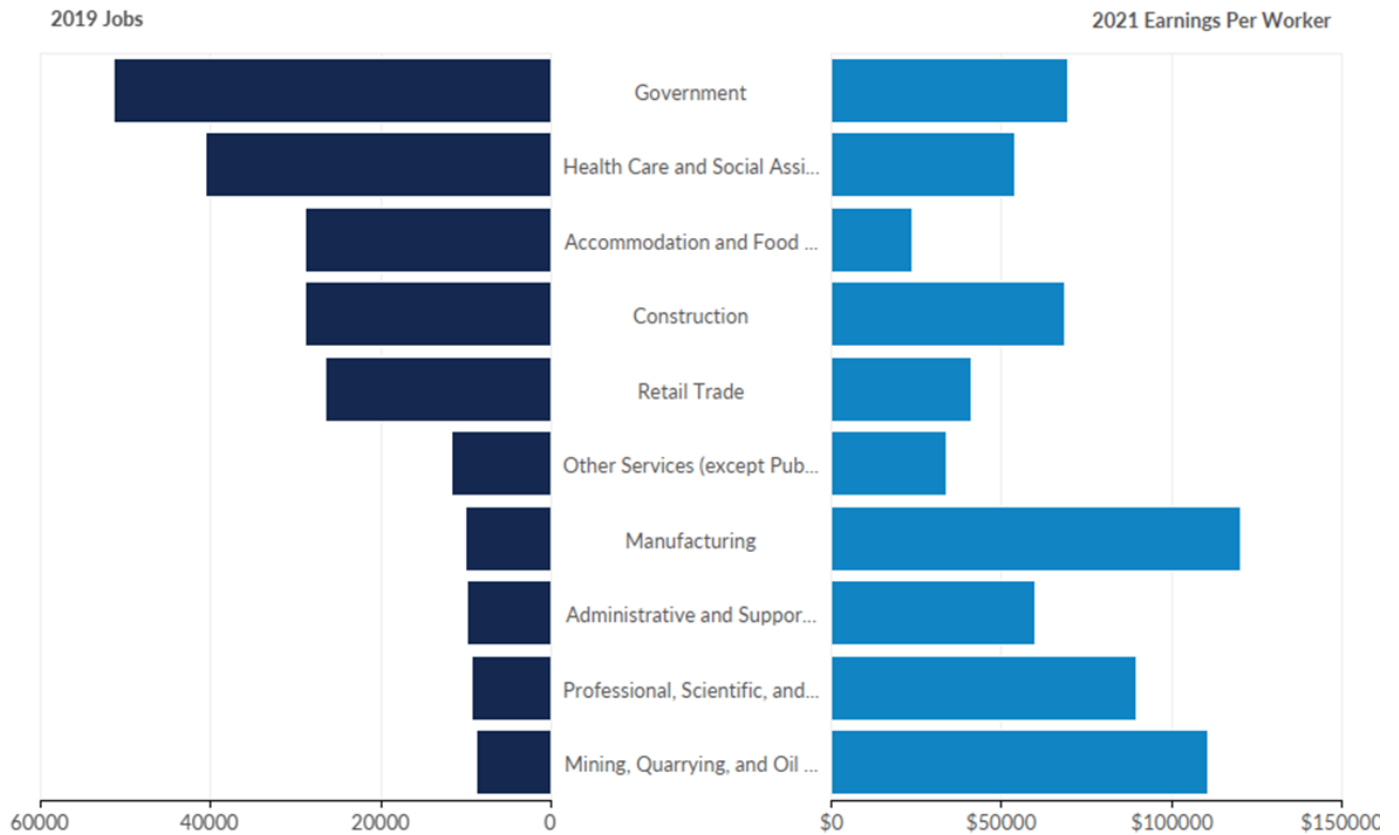
Area	2021, 4th Qtr.				2020, 4th Qtr.				2019, 4th Qtr.			
	Establishments	Average Emp	Total Wages	Average Weekly Wages	Establishments	Average Emp	Total Wages	Average Weekly Wages	Establishments	Average Emp	Total Wages	Average Weekly Wages
Aransas	658	5,535	\$62,359,453	\$1,044	640	5,074	\$50,644,619	\$879	627	4,930	\$51,353,803	\$953
Bee	567	7,991	\$86,589,338	\$940	543	7,187	\$75,470,536	\$1,118	578	8,142	\$82,082,496	\$889
Brooks	146	2,170	\$29,091,412	\$1,118	147	2,170	\$24,880,159	\$1,023	153	2,157	\$26,983,730	\$1,072
Duval	190	3,750	\$37,107,143	\$965	197	3,523	\$35,456,733	\$825	194	3,167	\$31,358,471	\$881
Jim Wells	826	14,474	\$172,418,443	\$995	877	16,459	\$204,497,956	\$917	845	13,601	\$145,364,497	\$890
Kenedy	10	64	\$651,583	\$682	10	28	\$573,106	\$716	11	86	\$705,915	\$682
Kleberg	633	11,676	\$137,624,532	\$1,062	634	12,311	\$130,246,707	\$936	624	11,487	\$132,046,870	\$1,051
Live Oak	299	3,113	\$45,716,042	\$1,213	311	3,475	\$55,511,971	\$1,136	306	3,166	\$47,749,709	\$1,118
Nueces	8,530	155,543	\$2,223,403,420	\$1,253	8,370	164,985	\$2,107,396,346	\$1,117	8,435	151,574	\$2,079,431,095	\$1,200
Refugio	211	2,197	\$25,865,256	\$1,164	196	2,349	\$25,113,186	\$971	202	2,102	\$23,039,789	\$1,023
San Patricio	1,236	20,729	\$315,282,256	\$1,294	1,140	18,508	\$232,849,698	\$1,043	1,207	19,359	\$269,652,363	\$1,183
<b>Total</b>	<b>13,306</b>		<b>\$3,136,108,878</b>		<b>13,065</b>		<b>\$2,942,641,017</b>		<b>13,182</b>		<b>\$2,889,768,738</b>	
Average			<b>\$1,066</b>				<b>\$971</b>				<b>\$995</b>	

Source: <https://Texaslmi.com> 2019-2021 (QCEW)

Year	Period	Area	Industry	Establishments	Avg Emp	Total Wages	Avg Weekly Wages
2021	4 <sup>th</sup> Qtr.	Coastal Bend	Total, All Industries	13,306	227,242	\$3,136,108,878	\$1,066
2020	4 <sup>th</sup> Qtr.	Coastal Bend	Total, All Industries	13,065	236,069	\$2,942,641,017	\$971
2019	4 <sup>th</sup> Qtr.	Coastal Bend	Total, All Industries	13,182	219,771	\$2,889,768,738	\$995

Source: <https://Texaslmi.com/> 2019-2021 (QCEW)

Manufacturing is among the highest paying industries over that same time frame of 2019 to 2021 as shown in the chart below. With average earnings of \$71,417 across all industries in the Coastal Bend, these higher wages can be attributed to the big influence the Manufacturing industry plays in the region. This industry continues to play a key role in the analysis and selection of in-demand and targeted occupations for the region.

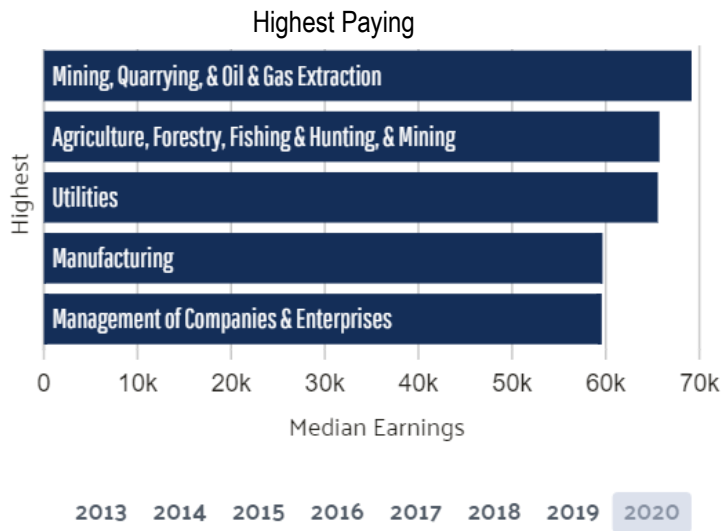
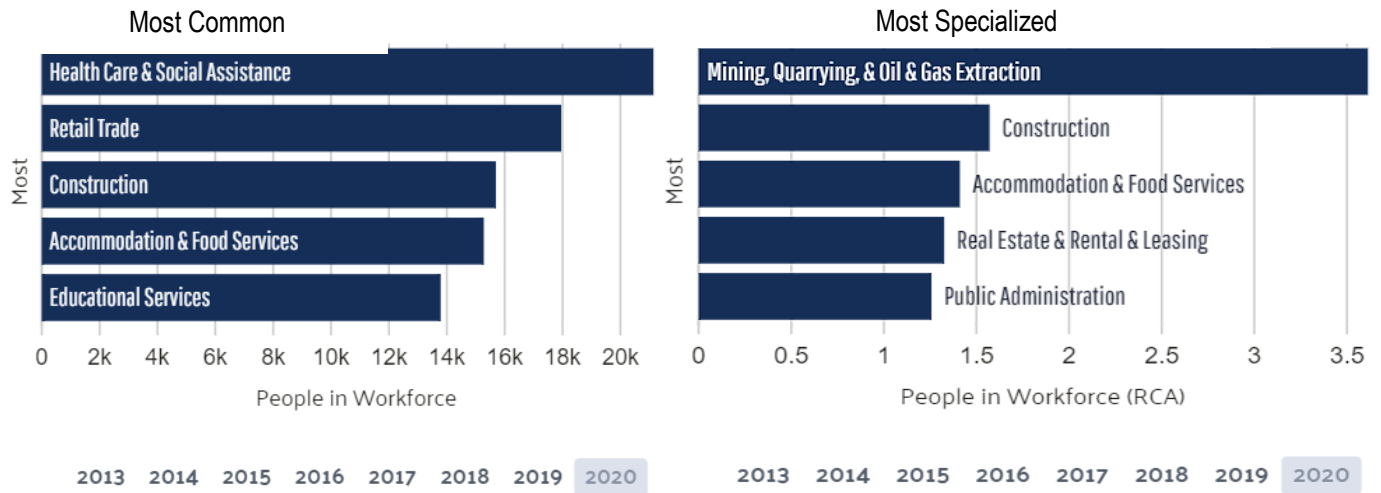


Source: <https://a.economicmodeling.com/> Earnings Per Worker 2019-2021



## Top Industries

The most common employment sectors for Coastal Bend during 2020 are Health Care and Social Assistance (21,140 people), Retail Trade (17,952 people), and Construction (15,695 people). Compared to other places, Coastal Bend has an unusually high number of Mining, Quarrying, and Oil and gas Extraction (3.61 times higher than expected), Construction (1.5 times), and Accommodation and Food Services (1.4 times) industries.



Source: <https://datausa.io/profile/geo/corpus-christi-tx/#covid-employment>

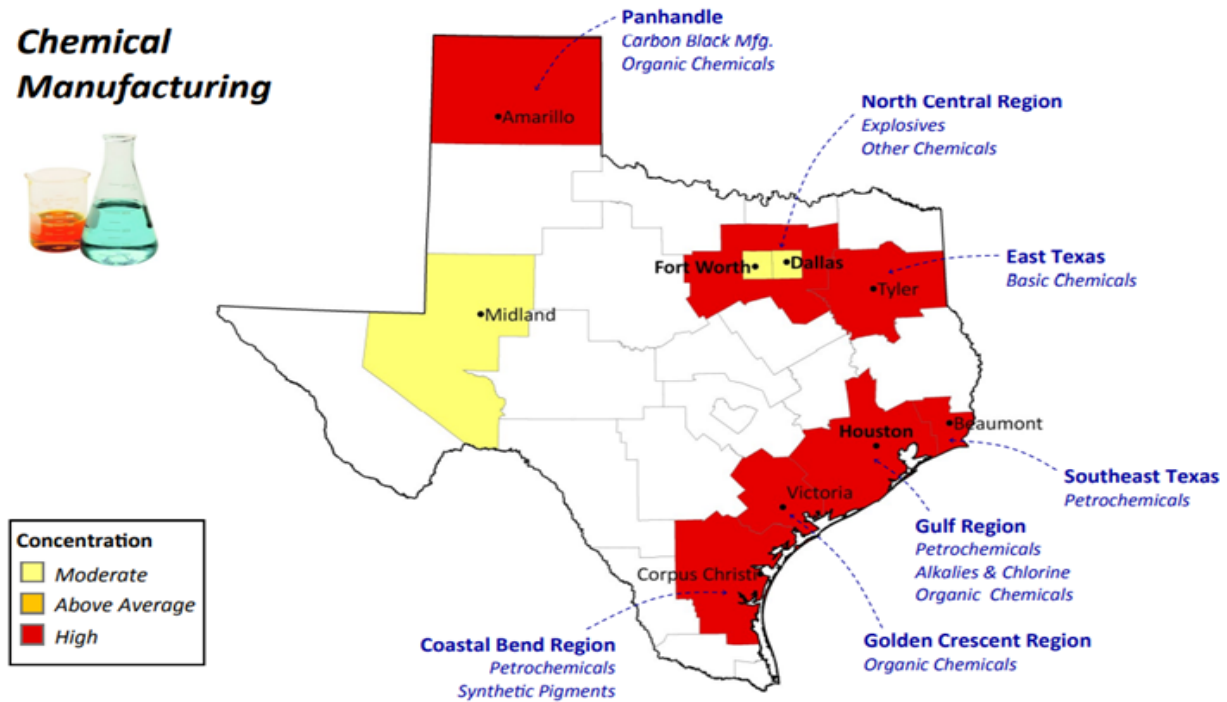
## Largest Industries

Industry	2016 Jobs	2021 Jobs	National Avg in 2021 Jobs	Change in Jobs	% Change in Jobs	2021 Earnings Per Worker
Government	37,883	34,667	27,632	-3216	-8%	\$ 71,709
Health Care and Social Assistance	29,434	29,084	24,313	-350	-1%	\$ 59,787
Accommodation and Food Service	22,477	21,377	14,427	-1100	-5%	\$ 24,886
Construction	26,964	21,083	10,959	-5881	-22%	\$ 70,421
Retail Trade	21,072	20,496	18,679	-576	-3%	\$ 41,989
Other Services (except Public Administration)	9,072	8,313	9,626	-759	-8%	\$ 35,567
Professional, Scientific, and Technical Services	7,237	8,208	13,259	971	13%	\$ 84,064
Manufacturing	8,731	8,046	14,569	-685	-8%	\$ 127,402
Administrative and Support and Waste Management Remediation Services	7,796	7,847	11,635	51	1%	\$ 51,500
Wholesale Trade	5,866	5,507	6,765	-359	-6%	\$ 78,035
Transportation and Warehousing	5,061	5,013	7,980	-48	-1%	\$ 77,773
Finance and Insurance	4,631	5,000	7,951	369	8%	\$ 78,090
Real Estate and Rental and Leasing	2,961	3,218	3,268	257	9%	\$ 63,026
Mining, Quarrying, and Oil and Gas Extraction	3,466	2,862	607	-604	-17%	\$ 119,183
Arts, Entertainment, and Recreation	2,106	2,088	2,889	-18	-1%	\$ 28,043
Agriculture, Forestry, Fishing and Hunting	1,295	1,492	2,358	197	15%	\$ 50,313
Information	1,770	1,377	3,491	-393	-22%	\$ 75,722
Educational Services	1,567	1,297	4,960	-270	-1%	\$ 41,684
Management of Companies and Enterprises	668	1,065	2,708	397	59%	\$ 149,229
Utilities	983	829	638	-154	16%	\$ 157,817

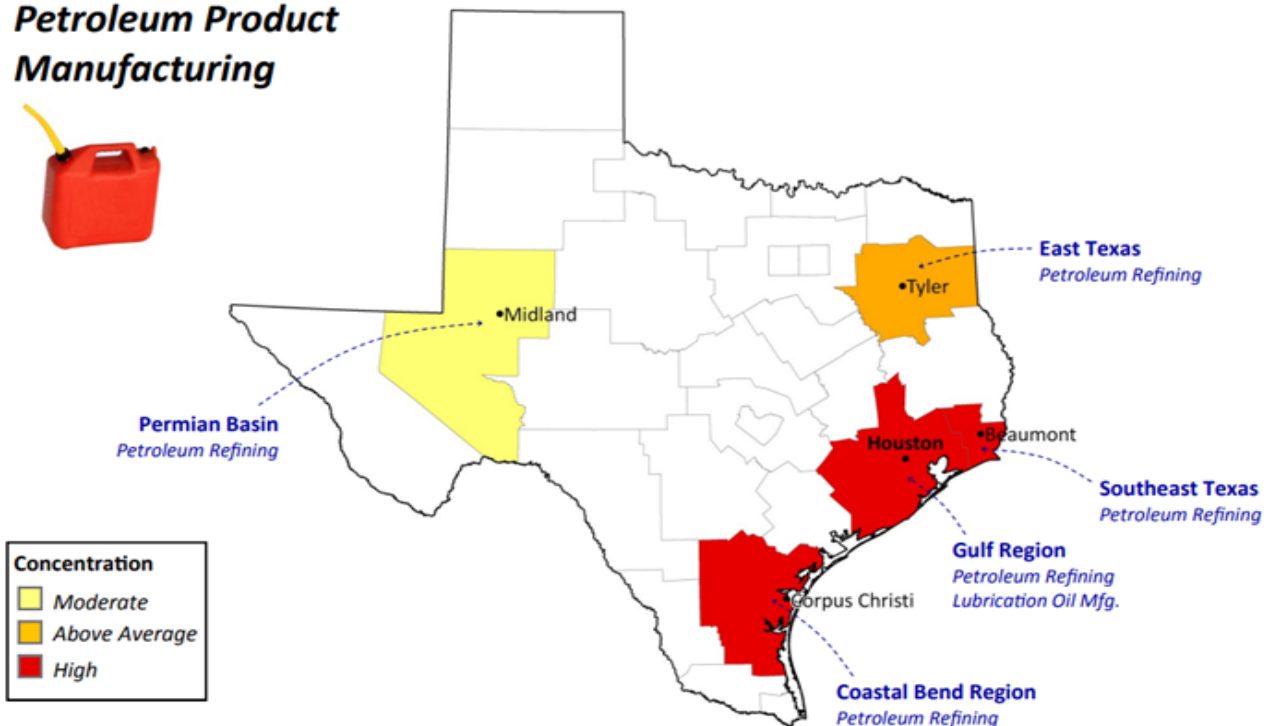
Source: [https://texaslmi.com/IndustryProjections\(2020-2030\)](https://texaslmi.com/IndustryProjections(2020-2030))

Existing industry strength in the Coastal Bend has been the Chemical Manufacturing and Petroleum Product Manufacturing industries, as per historical data from the Texas Economic Development Corp. This industry base will play an important role in identifying the strengths in our region for both growth and sustainable wages.

## Chemical Manufacturing



## Petroleum Product Manufacturing



Source: Texas Economic Development Corporation <https://businessintexas.com/>

As we look to projected growth over the next several years TWC projects Support Activities for Mining will increase by 2,399 jobs through 2030. This key industry is one of the larger in our region, employing over 5,049 by 2030 estimates. The percentage of change for Support Activities for Mining is also projected to be at 47.5% from 2020 to 2030.

### Fastest Growing Industries

Industry Title	Annual Average Employment 2020	Annual Average Employment 2030	Number Change 2020-2030	Percent Change 2020-2030
Computer Systems Design and Related Services	779	1,635	856	109.9
Special Food Services	740	1,295	555	75
Office Administrative Services	657	1,136	479	72.9
Waste Collection	563	964	401	71.2
Management of Companies and Enterprises	1,053	1,787	734	69.7
Architectural, Engineering, and Related Services	2,909	4,541	1,632	56.1
Support Activities for Mining	5,049	7,448	2,399	47.5
Individual and Family Services	2,164	2,986	822	38
Other Amusement and Recreation Industries	958	1,311	353	36.8
Personal Care Services	543	739	196	36.1
Residential Building Construction	680	921	241	35.4
Continuing Care Retirement Communities and Assisted Living Facilities for the Elderly	782	1,057	275	35.2
Traveler Accommodation	2,506	3,353	847	33.8
Management, Scientific, and Technical Consulting Services	1,552	2,057	505	32.5
Other Professional, Scientific, and Technical Services	761	995	234	30.7
Foundation, Structure, and Building Exterior Contractors	1,257	1,589	332	26.4
Child Day Care Services	1,364	1,717	353	25.9
Couriers and Express Delivery Services	577	722	145	25.1
Other Ambulatory Health Care Services	712	871	159	22.3
Building Equipment Contractors	3,423	4,122	699	20.4
Building Material and Supplies Dealers	2,313	2,757	444	19.2

Source: [https://texaslmi.com/IndustryProjections\(2020-2030\)](https://texaslmi.com/IndustryProjections(2020-2030))

## Industries Adding the Most Jobs

As represented in the chart below, Home Health Care Services will grow by 1,633 jobs between 2020 and 2030. With the continued in-demand Health Care Industry growth in the region, Health Care jobs should maintain a high growth rate by adding workers to the regional labor market.

Industry Title	Annual Average Employment 2020	Annual Average Employment 2030	Number Change 2020-2030	Percent Change 2020-2030
Restaurants and Other Eating Places	21,412	28,123	6,711	31.3
Home Health Care Services	13,377	15,010	1,633	12.2
Offices of Physicians	5,089	5,737	648	12.7
Support Activities for Mining	5,049	7,448	2,399	47.5
Colleges, Universities, and Professional Schools	4,577	5,072	495	10.8
Building Equipment Contractors	3,423	4,122	699	20.4
Architectural, Engineering, and Related Services	2,909	4,541	1,632	56.1
Traveler Accommodation	2,506	3,353	847	33.8
Services to Buildings and Dwellings	2,475	2,728	253	10.2
Building Material and Supplies Dealers	2,313	2,757	444	19.2
Other Specialty Trade Contractors	2,253	2,633	380	16.9
Individual and Family Services	2,164	2,986	822	38.0
Legal Services	1,957	2,227	270	13.8
Rental and leasing services (5322, 5323, and 5324 only)	1,568	2,113	545	34.8
Management, Scientific, and Technical Consulting Services	1,552	2,057	505	32.5
Child Day Care Services	1,364	1,717	353	25.9
Foundation, Structure, and Building Exterior Contractors	1,257	1,589	332	26.4
Management of Companies and Enterprises	1,053	1,787	734	69.7
Other Amusement and Recreation Industries	958	1,311	353	36.8
Continuing Care Retirement Communities and Assisted Living Facilities for the Elderly	782	1,057	275	35.2
Computer Systems Design and Related Services	779	1,635	856	109.9
Special Food Services	740	1,295	555	75.0
Drinking Places (Alcoholic Beverages)	737	1,076	339	46.0
Office Administrative Services	657	1,136	479	72.9
Waste Collection	563	964	401	71.2

Source: [https://texaslmi.com/IndustryProjections\(2020-2030\)](https://texaslmi.com/IndustryProjections(2020-2030))

## Top Hard Skills

In the table below, the needs of employers are based off all job postings across 56,391 online postings from December 2019 to September 2021. Hard skills and Qualifications as they pertain to industry show support for Health Care, Construction, and the Oil and Gas industry. Merchandising and customer service skills support the Retail Trade industry as well, however wages in these industries do tend to be below sustainability. They will not be considered for the target occupations list.

Skills	% of Total Postings	Profiles	% of Total Profiles
Merchandising	8,382	7%	1,702
Nursing	6,808	6%	1,499
Restaurant Operation	6,071	5%	753
Selling Techniques	6,003	5%	1,323
Marketing	5,865	5%	6,924
Cardiopulmonary Resuscitation (CPR)	5,688	5%	1,706
Housekeeping	5,501	5%	442
Auditing	4,695	4%	2,384
Accounting	3,714	3%	3,186
Cash Register	3,664	3%	488
Oil And Gas	1,678	1%	4,922

Qualifications	Postings with Qualification
Basic Life Support (BLS) Certification	3,573
CDL Class A License	2,578
Commercial Driver's License (CDL)	2,386
Advanced Cardiovascular Life Support (ACLS) Certification	2,126
Licensed Vocational Nurses	1,681
Certified Nursing Assistant	1,603
Security Clearance	1,405
Transportation Worker Identification Credential (TWIC) Card	1,259
Food Handler's Card	1,234
Pediatric Advanced Life Support	1,110
License Practical Nurse	1,046

Source: <https://economicmodeling.com/jobpostinganalytics/>

The table below illustrates the online demand for occupations with very specific skills sets and qualifications (Truck Drivers & Nurses); while also including occupations that are needed based on volume of jobs (Housekeepers & Customer Service Representatives). These occupations are based off the analysis from December 2019 – December 2021.

Job Title	Total/Unique (Dec 2019 - Dec 2021)	Posting Intensity	Median Posting Duration
CDL-A Truck Drivers	3,729 / 1,017	4 : 1	36 days
Housekeepers	5,063 / 748	7 : 1	31 days
Sales Associates	3,443 / 647	5 : 1	20 days
Customer Service Representatives	4,831 / 597	8 : 1	24 days
Administrative Assistants	2,846 / 595	5 : 1	29 days
Licensed Vocational Nurses	3,202 / 545	6 : 1	30 days
Registered Nurses	2,389 / 461	5 : 1	32 days
Maintenance Technicians	1,856 / 445	4 : 1	29 days
Assistant Managers	1,683 / 430	4 : 1	30 days
General Managers	2,048 / 415	5 : 1	21 days

Source: <https://economicmodeling.com/jobpostinganalytics/>

### In-Demand Industry List (Appendix A)

The Coastal Bend region's In-Demand Industry List is compiled based on employment trends and analysis of TWC's 2020-2030 projections, employer demanded skills from EMSI's Job Analytics tool. Analyzing both the job growth projected over the next 10 years as well as the number of jobs; industries are identified. Local knowledge of future projects that would pull from our labor force plays a role in narrowing down to these key industries. The need for trained workers from Coastal Bend has led the Construction and Health Care industries to be included in this target list.

Industry Code	Industry Title	Annual Average Employment 2020	Annual Average Employment 2030	Number Change 2020-2030	Percent Change 2020-2030
7225	Restaurants and Other Eating Places	21,412	28,123	6,711	31.3
6111	Elementary and Secondary Schools	16,493	16,639	146	0.9
6216	Home Health Care Services	13,377	15,010	1,633	12.2
6221	General Medical and Surgical Hospitals	7,130	6,611	-519	-7.3
6211	Offices of Physicians	5,089	5,737	648	12.7
2362	Nonresidential Building Construction	5,084	4,227	-857	-16.9
2131	Support Activities for Mining	5,049	7,448	2,399	47.5
6113	Colleges, Universities, and Professional School	4,577	5,072	495	10.8
2382	Building Equipment Contractors	3,423	4,122	699	20.4
5413	Architectural, Engineering, and Related Services	2,909	4,541	1,632	56.1

6231	Nursing Care Facilities (Skilled Nursing Facilities)	2,544	2,645	101	4.0
5617	Services to Buildings and Dwellings	2,475	2,728	253	10.2
4441	Building Material and Supplies Dealers	2,313	2,757	444	19.2
4238	Machinery, Equipment, and Supplies Merchant Wholesalers	2,263	2,508	245	10.8
2389	Other Specialty Trade Contractors	2,253	2,633	380	16.9
6241	Individual and Family Services	2,164	2,986	822	38.0
2371	Utility System Construction	2,134	2,269	135	6.3
5411	Legal Services	1,957	2,227	270	13.8
5416	Management, Scientific, and Technical Consulting Services	1,552	2,057	505	32.5
8111	Automotive Repair and Maintenance	1,450	1,607	157	10.8
5614	Business Support Services	1,435	1,472	37	2.6
6244	Child Day Care Services	1,364	1,717	353	25.9
2381	Foundation, Structure, and Building Exterior Contractors	1,257	1,589	332	26.4
6214	Outpatient Care Centers	1,114	1,223	109	9.8
5511	Management of Companies and Enterprises	1,053	1,787	734	69.7

Source: [https://texaslmi.com/Home/PopularDownloads \(2020-2030\) and local knowledge/wisdom](https://texaslmi.com/Home/PopularDownloads (2020-2030) and local knowledge/wisdom)

By comparing absolute growth (by number change) and percent of growth WFSCB built a list of 59 occupations that are most commonly trained for, posted for, or have the continued potential growth until 2030. With a positive job growth rate for all occupations, they met the criteria of staying on our Target Occupation List with the exception of Chemical Plant Operators, Correctional Officers, Executive Secretaries, and Security Guards (armed) are at a negative growth Projection. However, businesses support the growing Industrial Construction and Petrochemical industry and justify this occupation being kept on this list.

Based on the demand from employers, WFSCB has increased its current list to 59 occupations that support the local economy's future growth and that require training of no more than two years. Some of the list is representative of occupations needed for projects now and in the future; while others are included based on replacement needs. Most occupations on the list are at or near \$10.00 per hour entry level wage, median and experienced wages are considerably higher.

### Target Occupations List (Appendix B)

Occ	Occupational Title	Annual Average Employment 2020	Annual Average Employment 2030	Number Change 2020-2030	Percent Change 2020-2030
11-1021	General and Operations Managers	4,471	5,290	819	18.3
13-2011	Accountants and Auditors	1,413	1,678	265	18.8
15-1211	Computer Systems Analysts	270	388	118	43.7
15-1212	Information Security Analysts (New)	70	N/A	N/A	N/A
15-1232	Computer User Support Specialists	479	575	96	20
15-1244	Network and Computer Systems Administrators	451	628	177	39.2



15-1256	Software Developers and Software Quality Assurance Analysts and Testers	452	700	248	54.9
17-3011	Architectural and Civil Drafters	1,366	1,734	368	26.9
17-3023	Electrical and Electronic Engineering Technologists and Technicians	154	180	26	16.9
19-5012	Occupational Health and Safety Technicians	489	584	95	19.4
21-1093	Social and Human Service Assistants	419	466	47	11.2
23-2011	Paralegals and Legal Assistants	556	676	120	21.6
25-2021	Elementary School Teachers, Except Special Education	2,269	2,298	29	1.3
25-2022	Middle School Teachers, Except Special and Career/ Technical Education	1,194	1,209	15	1.3
25-2031	Secondary School Teachers, Except Special and Career/ Technical Education	1,846	1,878	32	1.7
29-1141	Registered Nurses	4,192	4,203	11	0.3
29-2018	Clinical Laboratory Technologists and Technicians	491	509	18	3.7
29-2034	Radiologic Technologists and Technicians	489	499	10	2
29-2041	Emergency Medical Technicians and Paramedics	456	519	63	13.8
29-2052	Pharmacy Technicians	743	801	58	7.8
29-2061	Licensed Practical and Licensed Vocational Nurses	1,670	1,788	118	7.1
29-2098	Medical Dosimetrists, Medical Records Specialists, and Health Technologists and Technicians, All Other	494	517	23	4.7
31-1131	Nursing Assistants	1,872	1,933	61	3.3
31-2021	Physical Therapist Assistants	112	126	14	12.5
31-9091	Dental Assistants	389	442	53	13.6
31-9092	Medical Assistants	1,548	1,828	280	18.1
31-9097	Phlebotomists	151	197	46	30.5
33-2011	Firefighters	587	629	42	7.2
33-3012	Correctional Officers and Jailers	1,674	1,596	-78	-4.7
33-3051	Police and Sheriffs Patrol Officers	1,359	1,416	57	4.2
33-9032	Security Guards (armed)	1,183	1,176	-7	-6
35-1011	Chefs and Head Cooks	77	104	27	35.1
43-3031	Bookkeeping, Accounting, and Auditing Clerks	2,530	2,706	176	7
43-6011	Executive Secretaries and Executive Administrative Assistants	5,361	5,197	-164	-3.1
43-6013	Medical Secretaries and Administrative Assistants	1,644	1,751	107	6.5

47-2031	Carpenters	798	835	37	4.6
47-2061	Construction Laborers	5,213	4,666	453	10.8
47-2073	Operating Engineers and Other Construction Equipment Operators	1,486	1,645	159	10.7
47-2111	Electricians	1,305	1,544	239	18.3
47-2152	Plumbers, Pipefitters, and Steamfitters	940	1,010	70	7.4
47-5012	Rotary Drill Operators, Oil and Gas	216	305	89	41.2
49-3011	Aircraft Mechanics and Service Technicians	1,060	1,109	49	4.6
49-3021	Automotive Body and Related Repairers	265	278	13	4.9
49-3023	Automotive Service Technicians and Mechanics	1,000	1,032	32	3.2
49-3031	Bus and Truck Mechanics and Diesel Engine Specialists	461	531	70	15.2
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	698	827	129	18.5
49-9041	Industrial Machinery Mechanics	1,040	1,327	287	27.6
49-9044	Millwrights (New)	N/A	N/A	N/A	N/A
49-9081	Wind Turbine Service Technicians (New)	N/A	N/A	N/A	N/A
51-4041	Machinists	527	626	99	18.8
51-4121	Welders, Cutters, Solderers, and Brazers	1,623	1,778	155	9.6
51-8091	Chemical Plant and System Operators	358	355	-3	-0.8
51-8093	Petroleum Pump System Operators, Refinery Operators, and Gaugers	928	909	-19	-2
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	729	778	49	6.7
53-3032	Heavy and Tractor-Trailer Truck Drivers	3,524	4,099	575	16.3
53-3052	Bus Drivers, Transit and Intercity	267	291	24	9
53-5011	Sailors and Marine Oilers	181	202	21	11.6
53-5021	Captains, Mates, and Pilots of Water Vessels	85	97	12	14.1
53-7021	Crane and Tower Operators	716	774	58	8.1

Source: <https://texaslmi.com> (2020-2030) and local knowledge

A list of essential skills most frequently mentioned over the last 2 years in online job postings by employers is provided below.

### Top Common Skills

Skills	Postings	% of Total Postings	Profiles
Communications	32,561	30%	5,247
Customer Service	29,070	27%	21,268
Management	21,247	20%	15,064
Sales	18,711	18%	16,278
Operations	14,747	14%	9,909
Leadership	10,455	10%	11,320
Detail Oriented	9,761	9%	363
Lifting Ability	9,080	8%	58
Writing	7,354	7%	1,451
Computer Literacy	7,344	7%	265

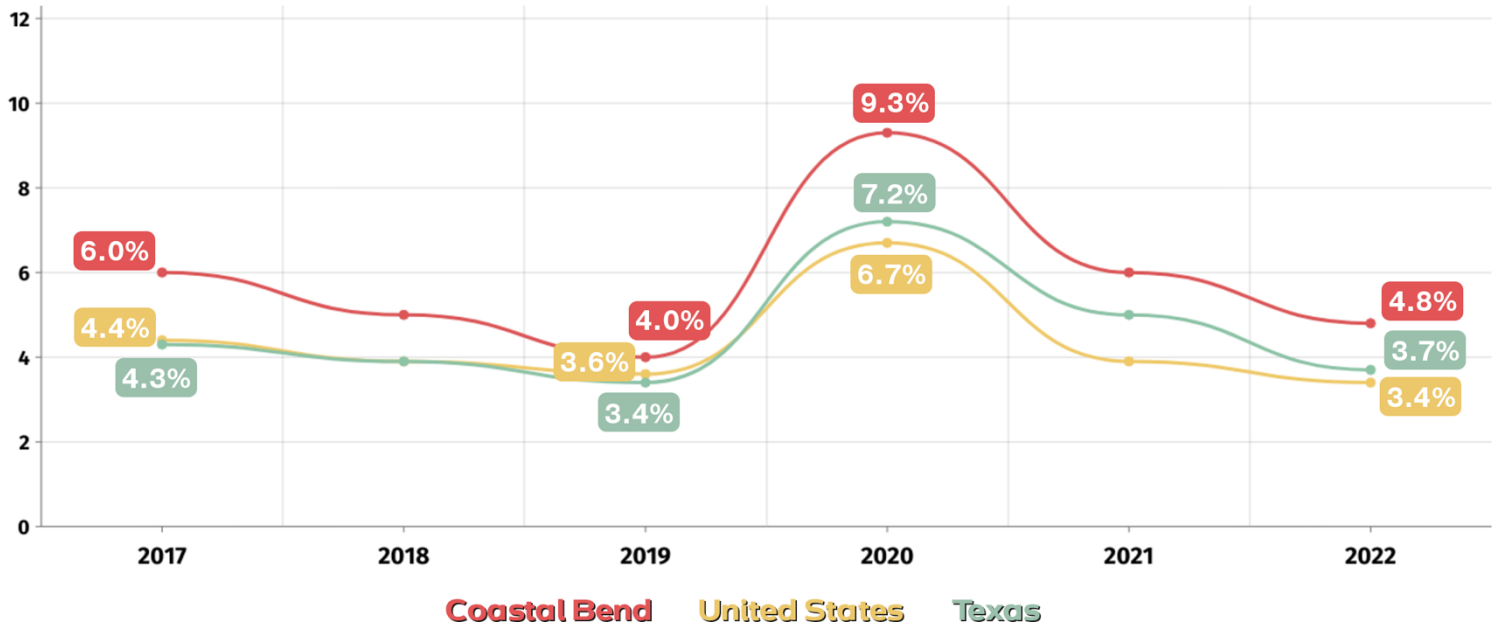
Source: <https://economicmodeling.com/jobpostinganalytics/>, 2019-20 Job Posting Analytics

The Coastal Bend WDA's unemployment rate increased during BCY 2022. The regional economy continues to recover from the losses that occurred due to COVID-19 pandemic.

Area	Annual UI Rate 2019	Annual UI Rate 2020	Annual UI Rate 2021
Aransas	5.4	8	5.8
Bee	6.3	10	7
Brooks	6.0	10.8	7
Duval	4.4	12.6	6.2
Jim Wells	6.1	13	7.7
Kenedy	5.0	5.4	5
Kleberg	4.8	7.8	5.4
Live Oak	4.5	8.4	5.3
Nueces	4.7	8.1	5.4
Refugio	4.4	8.5	5.3
San Patricio	6.3	9.9	7.5

Source: <https://texaslmi.com>

## Annual Unemployment Rate



Source : <https://texaslmi.com>

With 79,153 persons with disabilities and a veteran population of 40,181 residing in the Coastal Bend per 2021 U.S. Census estimates, WFSCB served 1,133 persons with disabilities and 2,271 veterans in 2021. While persons with disabilities is a self-identified characteristic through WorkInTexas.com, Workforce Solutions estimates are the best our data can verify. Efforts such as the Annual Red, White and You Hiring Event attracted over 99 employers in 2022. With over 65 veterans and 212 total job seekers, both disabled veterans and job seekers alike were served.

County	Total Population	Veteran Population	Veteran %	Persons with Disability	Disability %
Aransas	20,044	2,305	11%	4,704	12%
Bee	25,742	2,368	9%	3,916	15%
Brooks	5,335	253	5%	1,200	15%
Duval	8,393	509	6%	2,670	15%
Jim Wells	38,891	1,774	5%	5,909	11%
Kenedy	428	-	0%	135	%
Kleberg	23,217	2,139	9%	3,799	9%
Live Oak	11,377	709	6%	1,934	14%
Nueces	353,079	24,976	7%	44,238	8%
Refugio	6,756	447	7%	1,514	14%
San Patricio	69,699	4,701	7%	9,134	11%

\*With a disability, under age 65, percent, 2019-2021

Source: <https://www.census.gov/> 2021 Estimates

## **Analysis of workforce development activities, including education and training identifying strengths and weaknesses.**

The Coastal Bend region's greatest strengths are in the partnerships between workforce, economic development, educational institutions, and employers. Through these partnerships the residents of the region benefit through innovative, multi-organizational initiative that help to build a better workforce now and for the future. The partnerships listed below are just some of the many partnerships throughout the region. Weaknesses (opportunities) are addressed in the regional Education & Training data provided below partnerships.

**Economic Development Partnership** - WFSCB's President/CEO serves as an ex-officio member of the Corpus Christi Regional Economic Development Corporation. WFSCB is included in the site selection process with employers looking at relocating to the region. WFSCB provides employers with local labor market intelligence specific to their needs and helps to attract business to the area.

**Coastal Bend College Onsite Workforce Career Centers**- WFSCB's rural career centers in Beeville, Alice, and Kingsville are located on the Coastal Bend College campuses. The co-location of the rural Career Centers on the Coastal Bend College campus help to ensure the most effective use of program funding and services to the students of the region. Partnerships with the local universities ensure their students are made aware of workforce services and take advantage of the free employment services while finishing their education.

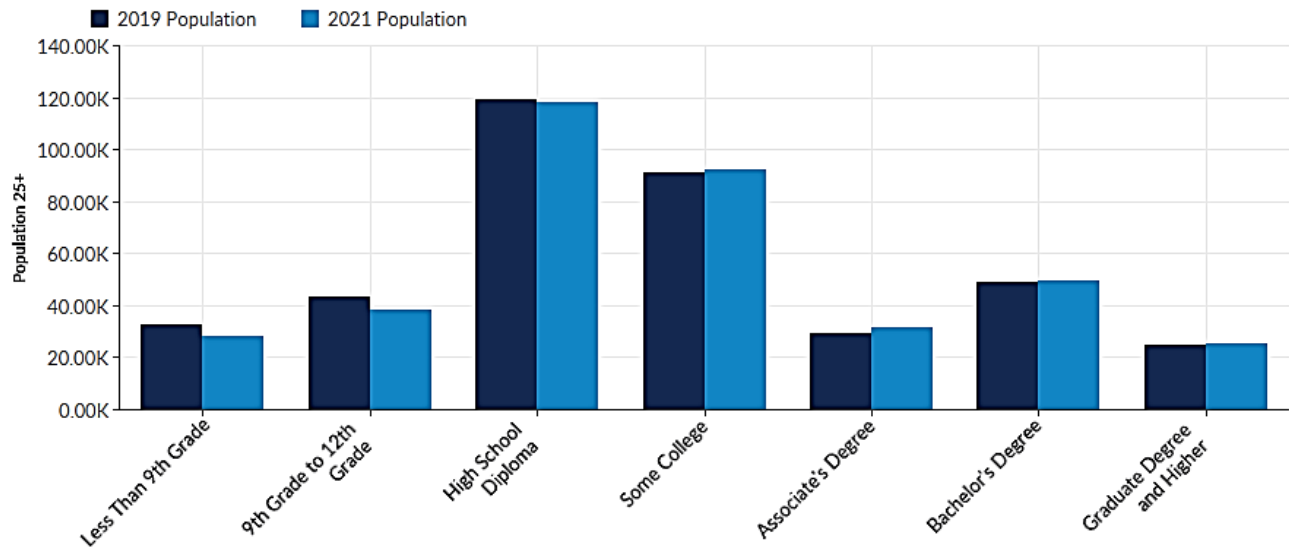
**Process Technology Certification Program**- WFSCB recently partnered with Del Mar College to provide an accelerated Process Technology Training Program to workforce program participants. The manufacturing industry currently employs an estimated 10,886 workers in the Coastal Bend Region with Petroleum and Chemical Manufacturing employing 40% of those workers. In the spring of 2016, Del Mar College (DMC) launched a training program at their new Pilot Plant for Processing Technology to give students a hands-on, real-world experience in refinery safety, plant operations, maintenance and equipment used in local refineries. The accelerated, 18-week Process Technology Training Program is an alternative to the existing two-year Associates Degree. The condensed curriculum allows for certifications in this industry to be obtained within the required time frame and provides a skilled applicant pool to local employers. Funding provided by the Job-Driven National Emergency Grant and Sector Partnership National Dislocated Worker grant provided opportunities for thirty-five local program participants to receive this certification.

**Employer Roundtable Discussions** were held in the fall of 2016 and early 2017 with construction employer representatives from the Associated General Contractors (AGC) and with a group of local employers who hire Mechanical Engineering Technicians. Construction employers were made aware of a training grant funded by the Texas Workforce Commission specific for construction trades. Directly from this event, a partnership was developed between the AGC, Del Mar College, and WFSCB to submit a proposal for specific hands-on construction trades training in the area.

## **Regional Education and Training Data**

Partnerships with local Adult Education & Literacy organizations like the Corpus Christi and San Patricio County Literacy Council help to increase adult GED and high school diploma completion. While post-secondary partnerships like the Coastal Compass Education & Career Resource Center help to increase post-secondary certification/degree completion in the region.

## Educational Attainment by Level



Education Level	2019 Population	2021 Population	2019 % of Population	2019 State % Population	2019 National % Population
Less Than 9th Grade	32,410	28,171	8%	8%	5%
9th Grade to 12th Grade	43,471	38,136	11%	8%	7%
High School Diploma	119,186	118,228	31%	25%	27%
Some College	91,119	92,436	23%	22%	20%
Associate's Degree	29,246	31,452	8%	7%	8%
Bachelor's Degree	49,044	49,313	13%	19%	20%
Graduate Degree and Higher	24,882	25,523	6%	10%	12%
	389,358	383,261	100%	100%	100%

Source: [https://a.economicmodeling.com/Educational Attainment Snapshot](https://a.economicmodeling.com/Educational%20Attainment%20Snapshot)

One of the region's greatest opportunities lies in its ability to increase the educational attainment rate. The chart below illustrates the current attainment rates. The Mayor's Education Stakeholder's committee has adopted the goal of the Texas Higher Education Coordinating Board's to increase the post-secondary completion of the region to 60% by 2030.

Alternative certifications such as CDL drivers and instrumentation are more recent skills that employers seek and may not be reflected in the table below.

CIP Code	Program	Completions 2021
52.0201	Business Administration and Management, General	796
51.3801	Registered Nursing/Registered Nurse	471
30.9999	Multi-/Interdisciplinary Studies, Other	407
48.0508	Welding Technology/Welder	287
11.0101	Computer and Information Sciences, General	221
51.0801	Medical/Clinical Assistant	217
31.0505	Exercise Science and Kinesiology	215
42.0101	Psychology, General	191
14.1901	Mechanical Engineering	180
24.0101	Liberal Arts and Sciences/Liberal Studies	177
26.0102	Biomedical Sciences, General	162
41.0301	Chemical Technology/Technician	152
51.3901	Licensed Practical/Vocational Nurse Training	142
12.0401	Cosmetology/Cosmetologist, General	129
43.0107	Criminal Justice/Police Science	120
52.0301	Accounting	111
43.0104	Criminal Justice/Safety Studies	107
26.0101	Biology/Biological Sciences, General	101
14.0801	Civil Engineering, General	91
51.0000	Health Services/Allied Health/Health Sciences, General	84
52.1401	Marketing/Marketing Management, General	84
52.0101	Business/Commerce, General	79
52.1201	Management Information Systems, General	71
51.3805	Family Practice Nurse/Nursing	70
51.0602	Dental Hygiene/Hygienist	69
14.1001	Electrical and Electronics Engineering	69
15.0501	Heating, Ventilation, Air Conditioning and Refrigeration Engineering Technology/Technician	66
09.0100	Communication, General	64
45.0401	Criminology	36
15.0701	Occupational Safety and Health Technology/Technician	36

Source: <https://economicmodeling.com/jobpostinganalytics/>

The region has resources to meet the needs of employers across many industries with 37 eligible training providers on the local list. In 2021 Craft Training Center awarded certifications to 58 students in programs such as Electrical, Welding, Instrumentation, Pipefitting, Mobile Crane Operations and Safety Technology.

Although not an exhaustive list of all certifications in the Coastal Bend region these awards provided our target occupations and employers with the means to meet their employment needs.

Eligible Training Provider	City
Alamo Community College	Kerrville
Aspire Truck Driving School	Richardson
ATDS	Mott
Birring NDE Center	Webster
Blue Diamond Welding, LLC	Corpus Christi
Coastal Bend College	Alice
Coastal Bend College	Beeville
Coastal Bend College	Kingsville
Coastal Bend College	Pleasanton
Compass Military Services	Tyler
Craft Training Center of the Coastal Bend	Corpus Christi
Dallas Independent School District	Dallas
Del Mar College	Corpus Christi
DFE Tech	Tyler
Houston Area Plumbing Joint Apprenticeship Committee (HAPJAC)	Corpus Christi
Joshua Career Institute	Dallas
Lindsey Cooper Refrigeration School	Irving
Laguna Crane Services	Aransas Pass
McAllen Careers Institute	McAllen
Miller Crane Works Inc	Seagoville
MT Training Center	Grand Prairie
New Era Training Center Inc	Garland
Northwest Lineman Center	Denton
Region 2 Education Service Center	Corpus Christi
Roadmaster Drivers School	San Antonio
South Texas Associated General Contractors Apprenticeship Program	Corpus Christi
South Texas Building and Construction Trades Council	Corpus Christi
South Texas Vocational Technical Institute - Corpus Christi	Corpus Christi
Southern Careers Institute	Corpus Christi
Texas A&M University	Corpus Christi
Texas A&M University	Kingsville
Texas State Technical College Harlingen	Harlingen
Tyler Junior College	Tyler
TX Gulf Coast Electrical Apprenticeship Program	Corpus Christi
University of Texas at El Paso	El Paso
University of Houston	Houston
Victoria College	Cuero
Victoria College	Victoria

Source: <https://www.twc.texas.gov/partners/eligible-training-providers/>



Listed are the certifications needed to meet the needs of employers based on online job postings for occupations from our Target Occupations list. Many of these certifications requested by employers are available through one or more of the eligible training providers for the area.

Certifications	Job Postings with Certifications
Basic Life Support (BLS) Certification	569
Critical Care Registered Nurse (CCRN)	467
Advanced Cardiovascular Life Support (ACLS) Certification	463
Pediatric Advanced Life Support	437
Security Clearance	326
Food Safety Certification	312
Certified Public Accountant	291
Advanced Practice Registered Nurse	281
Transportation Worker Identification Credential (TWIC) Card	272
Commercial Driver's License (CDL)	265
CompTIA Security+	232
Licensed Practical Nurse	229
Automotive Service Excellence (ASE) Certification	227
Nurse Practitioner	220
Professional Engineer	220
Licensed Vocational Nurses	214
Licensed Professional Engineer	204
CompTIA A+	179
Project Management Professional Certification	157
Board Certified/Board Eligible	112
Certified Information Systems Security Professional	108
Certified Pharmacy Technician	96
Certified Safety Professional	93
Pharmacist License	82
Microsoft Certified Systems Administrator (MCSA)	80
Certified Registered Nurse Anesthetist (CRNA)	79
Forklift Certification	77
Microsoft Certified Professional	77
American Society For Clinical Pathology (ASCP) Certification	76
Professional in Human Resources	73
National Center For Construction Education & Research (NCCER) Certification	69
Tanker Endorsement	66
Microsoft Certified Systems Engineer	64
Family Nurse Practitioner	62
Registered Dietitian (RD/RDN)	60
Certified Information System Auditor (CISA)	54
30-Hour OSHA General Industry Card	53
Wastewater Operator Certification	51
Certified Nursing Assistant	48
Certified First Responder	44
IV (Intravenous) Certification	43
FCC Restricted Radiotelephone Operator Permit	42
Airline Transport Pilot License	40
Systems Security Certified Practitioner	39

Advanced Registered Nurse Practitioner	38
Hazmat Endorsement	33
10-Hour OSHA General Industry Card	31
Certified Rehabilitation Registered Nurse	31
Project Management Professional Certification	31
American Concrete Institute (ACI) Certification	26
Journeyman Electrician	25

Source: <https://economicmodeling.com/jobpostinganalytics/>

## Part B: Operational Elements-

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### Resource Alignment

*A description of the workforce development system in the local area that identifies:*

- a. *the programs that are included in the system; and*
- b. *how the Board will support the strategy identified in the State Plan and work with the entities carrying out core programs and other workforce development programs to support alignment to provide services, including programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006, that support the strategy identified in the State Plan under WIOA §102(b)(1)(E).*

WFSCB provides services to its residents through the following programs that are available in the Coastal Bend region through state and federal funding and implemented by WFSCB's local contractors; C2 Global Professional Services and Baker Ripley.

- Wagner-Peyser funded employment services
- WIOA Adult and Dislocated Worker
- WIOA Youth
- Trade Adjustment Assistance
- Choices Program
- Choices NCP Program
- SNAP E&T Program
- Reemployment Services and Eligibility Assessment
- Workforce Commission Initiative Grants
- Vocational Rehabilitation Services- Summer Earn & Learn, Student HireAbility
- Texas Internship Initiative
- Texas Apprenticeship Expansion
- WIOA Alternative Statewide
- Military Family Support Pilot Program
- Child Care Services
- Skills Development Funds-COVID-19
- National Dislocated Worker Grant- COVID-19
- WIOA Alternative Statewide-COVID-19

WFSCB supports and promotes the programs operated at the state level through the continuous education of job seekers and employers to the opportunities available through each of the programs. With very strong ties to the community colleges, and in partnership work to develop skills development fund applications that will benefit employers in the Coastal Bend through highly trained employees. The Business Solutions Representatives provide information directly to employers about each of these programs and encourage them to use the programs available.

The Texas Workforce System's Strategic Plan provides WFSCB with a general direction for state and federal programs over the next few years. The plans "Overarching Imperatives" of Customer Service and Satisfaction, Data-Driven Program Improvement, and Continuous Improvement and Innovation are very similar to WFSCB's own goals. WFSCB has and will continue to work with all the community stakeholders to ensure these key issues addressed in the State Plan are carried forward in the Coastal Bend region.

**Educational Programs of Study and Education System Coordination & Alignment-** Partnerships with Citizens for Educational Excellence (CEE), local ISD's, community colleges, universities and the Craft Training Center have enabled WFSCB to assist in aligning HB5 high school career pathways, with post-secondary degree programs and certifications, with in-demand career outcomes throughout the region. These relationships have been built over the last eight years and the work to align these career pathways continues. As of 2018, the Coastal Bend region had 16 clear career pathways identified and available for the future workforce to follow. WFSCB has expanded its footprint in strong partnership with Education to Employment Partners (E2E) by leading the efforts in the UpSkill Coastal Bend Partnership. This partnership provides an unprecedented collaboration amongst education, industry, community, and government leaders to close our region's skills gap by aligning collective efforts to pursue three fundamental objectives: ATTRACT: unemployed and underemployed residents and youth by raising awareness of and changing perceptions about careers. TRAIN: individuals in the technical and employability skills necessary for success-using curricula built around industry demand and aligned across the sector of portability, and PLACE: and retain these workers in middle-skills job on career paths that reward those who continue to upgrade their skills and mentor those who need a little support. Upskill Coastal Bend helps break-down barriers, foster open dialogue, and create a singular vision to power solutions that prepare our workforce for good-paying middle-skills jobs in high-demand across the region.

**Adult Education & Literacy-** WFSCB Board staff will engage in councils by becoming members and advocates for the work done by these groups to assist to increase the educational functioning levels of adults in the region.

**Changing Demand for Middle-Skilled Workers & Increasing Demand for Industry-based Certification for Texas Workers** - Feedback from employers and partnerships with local training institutions have helped to craft and deliver this message to the Coastal Bend community. We continue to encourage jobseekers and students to pursue post-secondary education and highly recommend pursuing industry-recognized certifications as a means of continuously building one's skills leading to employment earning better wages.

**Demand-Driven Programs and Services-** WFSCB uses data and local knowledge to determine where to focus its efforts. Procurement of data analytics and platforms have provided tools necessary for immediate access to data to make critical decisions. In response to COVID19 Pandemic of 2020, WFSCB applied and received the Skills Development Funds-COVID and National Dislocated Worker Grant-COVID to assist with the retraining of laid-off or furloughed individuals. These grants also allow us to serve businesses in need of trained and skilled individuals. WFSCB remains committed to the on-going assessments of program policies and protocols to ensure they are within compliance but flexible enough to avoid constraints and to attain buy in from partners.

In March 2020, the nation was declared a state of emergency by our government entities. As result, WFSCB received a National Dislocated Worker Grant (NDW) to assist local community organizations and municipalities with temporary disaster relief employment (DRE) specifically for services delivery, re-open, and sanitizing. WFSCB anticipates serving 80 individuals and work with entities such as Coastal Bend Food Bank, Goodwill Industries, and TWC-led contracts for contact tracers. As a result of the NDW Funding, WFSCB has assisted 120 individuals with DRE placements, intensive job search and support services for obtaining and/or retaining employment.

WFSCB also partners with the local community colleges, and organizations in proposals for grant funding that will meet the needs of the local workforce through access to innovative training programs and career pathways.

Since 2014, WFSCB has been awarded the following funding to assist with the immediate/emergency need for workforce services in response to industry-specific economic downturns and weather events: Job-Driven National Emergency Grant, Sector Partnership NDW, Hurricane Harvey NDW. The successful implementation of these grants has given WFSCB a positive reputation with state and community partners. We stand ready to seek funding opportunities to assist our communities impacted by economic, health, and weather disasters.

The co-location of the rural Career Centers at the Coastal Bend College campus helps to ensure the most effective use of program funding and services to the students of the region. Partnerships with the local universities ensure their students are made aware of workforce services and take advantage of the free employment services while finishing their education.

### **Core Program Coordination**

*Describe how the board will work with entities carrying out core programs to expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment and a description of the strategies for coordinating programs and services for target populations.*

Job Seekers entering one of WFSCB's Career Centers provide basic information about themselves and are provided with program information that can assist them with their education and employment goals. If interested in one or more of the programs, the job seeker is encouraged to attend a program orientation that will provide detailed information about program eligibility, assessments, participation requirements and case management processes.

As veterans and their spouses, foster youth, and individuals with significant barriers to employment are identified; they are assessed by career center staff and referred not only to workforce services that can assist them but to community services that are available to help these populations.

Co-located Texas Veterans Commission representatives coordinate with career center staff to ensure veterans and their spouses receive services that help them meet their education and employment goals. The Texas Workforce Commission's Military Families Initiative helps to further link military advocates and resources to the workforce system. WFSCB has partnered with Alamo Council of Government's Texas Veteran Program, which provides a full-time representative to the Coastal Bend to create a statewide asset portal for Veterans, enlisted personnel, spouses, and dependents. This portal provides immediate information and referral to partners; outcomes are also measured for effectiveness of referrals.

Partnerships with local organizations focused on the needs of foster youth and those who have aged-out of the system work to connect these youth and young adults with the workforce system. Career center staff encourage these youths to participate in our WIOA youth and adult programs and to register in [workintexas.com](http://workintexas.com). A yearly review and update of MOUs is conducted; participation and cohosting of activities such as Hunting for Success and National Day of Prayer further strengths our partnership with local foster services entities such as BCFS-Health and Human Services.

Work-first programs like TANF/Choices and SNAP Employment & Training, coordinate with WIOA programs to identify program participants interested in careers like healthcare that have clearly defined pathways to success. Through co-enrollment in WIOA programs these customers are encouraged to pursue post-secondary education opportunities in the form of short-term, employer-recognized skill credentials.

*Facilitate the development of career pathways and co-enrollment, as appropriate, in core programs; and improve access to activities leading to a recognized postsecondary credential (including a credential that is an industry-recognized certificate or certification, portable, and stackable).*

Targeted Occupations Lists are used by our ISD's and education partners to discern the critical need for skilled labor throughout Coastal Bend. Citizens for Educational Excellence, our Coastal Compass partner was awarded a grant by the Strada Foundation to create 16 specific career pathways for the region. This work is in progress and will incorporate demand industries of Healthcare, Manufacturing, Business, and Public Service.

Del Mar College, Coastal Bend College and our local universities continue to work together to improve the vertical alignment and credit retention for students who transfer from community colleges to these universities. By doing so, students take only the classes necessary to graduate and reduce their student debt at graduation.

### **Local Strategies and Services**

*Describe strategies and services that will be used in the local area. To facilitate engagement of employers in the workforce development programs, including small employers and employers in in-demand industry sectors and occupations;*

- a. to support a local workforce development system that meets the needs of businesses in the local area;*
- b. to better coordinate workforce development programs and economic development;*
- c. to strengthen linkages between the one-stop delivery system and unemployment insurance programs;*

The Business Solutions Unit (BSU) is a specialized team designed to meet the needs of employers and businesses in the workforce area and to meet the employer measures established by TWC.

The BSU is comprised of both contractor and TWC employment services staff. The BSU team is dedicated to the mission of helping employers and businesses reach their potential by facilitating and supporting their needs. Extensive outreach to employers is performed to share information about our services. An integral part of the outreach efforts is gathering information from employers regarding their needs. Besides collecting basic information for job orders, the outreach team shares relevant employer information which helps team members meet employers' expanding needs. This information shared with employers includes labor market and tax credit information, information about skills development, and on-the-job and customized training programs. The outreach team also gathers information from employers and reports to WFSCB so it may be a special advocate for employer needs in various forums.

The BSU team outreaches employers to offer workforce services and to increase the Board's market share of workforce activity. Businesses in demand industries are targeted for contact. Contacts are made to develop job opportunities for occupations reflecting the skills of large blocks of job seekers. The outreach staff solicit job openings for all job seekers in the workforce area, but the focus on the job listings is the needs of the employers.

Employer needs and satisfaction surveys are used by the BSU team to ensure continued excellence in service. Survey development has been a cooperative effort by the BSU team, contractor management staff, and WFSCB professionals. Monthly surveys will be implemented and reviewed by the WFSCB professionals and the BSU team and shared with the Workforce Services Committee.

Complementing the efforts of the BSU team, C2 GPS provides sufficient staff to effectively handle the volume of job openings listed by employers through a centralized job order unit. The job order unit is an integral part of the business services team. The entire team responds quickly and appropriately to the needs of employers, ensuring employers are treated as valued customers. Not only are employers needs addressed and met but the results help WFSCB meet or exceed the Employer Measures established by the State.

**An Employer Driven System** - The U.S. Department of Labor and the Texas Workforce Commission have charged the Texas Workforce Boards to become more responsive to the needs of employers, to become an “employer-driven” workforce development system. A supply-driven system focuses on providing job seekers and employed workers with employment skills. An employer-driven system focuses on meeting employers’ needs for specific types of skilled workers. In an employer-driven system, the needs of the job seekers and workers are addressed in the context of employer needs (i.e., by ensuring that job seekers are prepared for and connected to available employment opportunities)

## Economic Development



*An explanation of how the Board will coordinate local workforce investment activities with regional economic development activities that are carried out in the local area and how the Board will promote entrepreneurial-skills training and microenterprise services.*

Small businesses are the backbone of the American economy. Educating our future workforce and helping them to identify entrepreneurial skills within themselves is paramount to the future of the region.

WFSCB has partnered with the United Corpus Christi Chamber of Commerce (UCCCC) and Texas A&M-Corpus Christi to provide the women of the Coastal Bend with the first annual Women Empowered (WE) Summit in 2019. WFSCB delivered the second annual WE Summit in June of 2020 virtually. This unique event connected local women interested in starting their own businesses with community leaders, resources, and expert entrepreneurs. Keynote speakers for events included influential community leaders and business entrepreneurs providing “their story” on how they overcame challenges. The topics include WE Talk Business, WE Talk Money, WE Talk Big Brand, WE Talk Education.

WFSCB works with its economic development partners throughout the region as they identify new areas of economic growth. As new industry partners arrive WFSCB will assess shifts in local labor market data and shift in-demand occupations and training opportunities for job seekers to meet the needs of employers and increase prosperity for Coastal Bend residents.

## One-Stop Service Delivery System & Explanations

*How the Board will ensure the continuous improvement of eligible providers and how providers will meet the employment needs of local employers, workers, and job seekers.*

WFSCB reviews all applications to the Eligible Training Provider List (ETPL) to ensure applicants are focused on the education and employment-based outcomes of their students, and to ensure the programs are in demand by local employers in need of skilled labor. WFSCB has adapted to the changes made by TWC in capturing all data from ETPs in a consistent manner. Board team member(s) provides bi-weekly communication to training providers to encourage the addition of programs of study as well as maintenance of the ETPL. WFSCB will work toward training providers on the maintenance of list, connection to the Target Occupation List(TOL) so that our customers have “local” options for education opportunities. The accuracy of this data is more crucial than ever, in that it will be used by TWC to create a new and improved portal ETPs system by summer of 2023. Board Staff communicate with all active ETPs and provide courtesy communication when information is due to TWC such as Student Data Reports (SDRs). WFSCB considers completion and employment rates, wages, and cost per participate as key elements to our partnership with existing and new

training providers.

WFSCB will ensure continuous improvement of eligible providers by having ongoing processes for constantly evaluating and improving performance. These efforts begin with clearly defining what each contractor has to do; when it has to do it; and "how" well it must do in order to get paid. These expectations are then articulated into goals and needs that must be met, as set forth in a contract statement of work. Further, follow-up is conducted with the contractors so they can fully understand the linkage between service delivery, project goals, and overall program mission. WFSCB holds **monthly program specific meetings** with the contractor's management staff on key and strategic areas. These areas include, but are not limited to delivery and design of services, program performance, funding opportunities, partnership initiatives, etc. The meetings with the contractors provide the opportunity to routinely address important program areas and issues for improving the quality of services.

Additionally, WFSCB required contractors to develop a system-wide quality and continuous improvement model whereby activities are implemented to continuously evaluate and monitor the system and program improvement in terms of efficiency and effectiveness. These system processes/activities will provide important information as to how we are doing in meeting the needs of all our customers and what areas we must improve on.

WFSCB will also use some of the above processes/activities to solicit feedback from the business/employer community regarding the services provided, needs met, and areas needing improvement. The implementation of a customer satisfaction survey with survey results handled at the Board level will begin immediately. The survey feedback will be collected directly through a return link supported by the WFSCB.

This Board level customer satisfaction survey will supplement, and verify, the comments collected by contractor surveys and by TWC surveys. The information collected will not only be used to improve performance, but as a source of new ideas for planning future services.

*How the Board will facilitate access to services provided through the one-stop delivery system, including to remote areas, through the use of technology and other means.*

Career Centers in our most rural areas are located on Coastal Bend College campuses and in Health & Human Services offices, and in partnership with Goodwill Industries of South Texas via "Job Connections Centers" to ensure easy access by potential customers. Additionally, online applications for childcare services are available through the WFSCB website, [www.workforcesolutionscb.org](http://www.workforcesolutionscb.org). WFSCB has utilized workforce commission initiative funding to purchase information kiosks to be placed at the most remote communities of our service area where a one-stop center does not exist. Funding from private-for profit entities may also be available to expand the kiosks to be not just informational but also interactive and strategically placed in designated areas. The collaboration with Elected County Judges for these counties, ISDS, city halls and public libraries has already started. These kiosks are equipped with information for services and programs; it connects the jobseeker with a staff at the nearest career center for services.

WFSCB understands the importance of using technology to provide information, services, and support to job seekers and employers throughout the Coastal Bend region. We currently utilize electronic sign in kiosks at each of the centers to determine Career Center traffic and customer purpose for visit. Customer services are tracked through WorkinTexas.com and TWIST (The Workforce Information System of Texas) to determine outcomes and usage of Workforce Services. In all technology uses, personally identifiable information of customers is always protected.

Our Data Analysis & Reporting Department uses customer data to determine program performance, training outcomes, and possible gaps in service delivery. This information is then compared with local labor market information gathered from the Texas Labor Market & Career Information system and Emsi Data Analyst websites to provide regular updates on Workforce Solutions services, performance, and labor market statistics to our various constituent groups through regular email “e-blasts”.

WFSCB has made a concerted effort to place its brand throughout the region through various forms of local and social media platforms. We utilize social media sites such as Facebook, Twitter, LinkedIn, Vimeo, and YouTube to get information out to the public. Posting workforce related video content on these social media outlets allows us to get our message out to an even broader audience.

Over the course of the calendar year 2020, WFSCB has moved towards virtual services. Even though the demand of virtual services became an urgent demand due to pandemic; WFSCB was assessing the delivery of virtual services prior. One of the targeted programs was the WIOA Youth Program, in that engaging youth and collecting documents had to be innovative and technology driven. Creation of Jot-Forms to capture data of “interested” or inquiring individuals was in place. In addition, projects such as Educator Externship and Summer Earn and Learn also benefitted from utilization of Jot-Forms and implementation of DocuSign. WFSCB supported the creation of a Virtual Services Manager position to be created in order to assess how all services for all programs must have the ability to be delivered virtually. We will encourage contractors to create positions to support virtual service delivery to remote areas.

WFSCB has invested funds allocated by the Hurricane Harvey NDW grant to purchase a mobile career center. The unit served the initial purpose to serve the counties declared as state of emergency by the governor. The unit has also been utilized for deployment to rural communities’ hiring and resource fairs, school districts’ career exploration activities and career center services orientation. The mobile career center is equipped with internet access, computer stations, and ADA accessibility compliant. WFSCB will continue to accommodate the requests from entities for deployment to rural communities for information and service delivery. The staff operating the unit will be expected to be well-rounded and versed with career center services to guide job seekers to the appropriate service.

*How entities within the one-stop delivery system, including the one-stop operators and the one-stop partners, will comply with WIOA §188, if applicable, and with applicable provisions of the Americans with Disabilities Act of 1990 regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals who have disabilities; and the roles and resource contributions of the one-stop partners.*

WFSCB is committed to providing universal access to programs and services to all people. All the Career Centers maintain ADA (Americans with Disabilities Act) compliance and provide reasonable accommodations to assist people in performing to their fullest potential. Workforce Career Center customers identified as having disability barriers to employment are provided access to the existing accommodations and/or to the network of services/providers for each specific service population. Career Centers are equipped to provide accommodations that include modified assessment materials and adaptive equipment to assist them in utilizing the services available in the Career Centers. Customers requiring additional accommodation not immediately available are provided services via existing partnerships with Vocational Rehabilitation Services where the customer will be accommodated.

Career Centers include professional staff who have been trained to serve customers with disabilities through an atmosphere of acceptance and inclusion. Referrals from Career Center professionals are made through a universal referral form implemented by all parties to ensure customers receive the services they need and that both partners are aware of the assistance provided. Training in the coordination of services and population specific services is provided annually and upon hire. In addition, through activities such as WFSCB’s annual lunch and learn activity, all attendees receive update on services to individuals with disabilities, employer services updates, training on auxiliary and adaptive equipment, and refresher on the services available via TWC-VRS. This activity also provides a unique opportunity for reward and recognition as the front-line staff are recognized for going above and beyond to implement protocols and share best practices with all attendees.



The lunch and learn activity will continue to grow and highlight the important activities scheduled throughout the year but specifically those in the month of October as WFSCB has declared a proclamation for WFSCB's Disability Awareness Month.

WFSCB and TWC-VRS have combined efforts to create digital footprints on the website and social media channels to increase access and opportunity of information and resources to job seekers with disabilities.

TWC-VRS team members are housed at all career centers and work with career center management to ensure smooth referral and hand-off process. The results due to the co-location of TWC-VRS has increased in quality in co-case managing and serving our mutual customers. WFSCB will continue to support the true integration of services, not just as required, but also to elevate the accommodation and a user-friendly environment for our customers with disabilities.

## **Workforce Programs**

*A description and assessment of the type and availability of adult and dislocated worker employment and training activities in the local area.*

WFSCB) continually assesses its service delivery system to address the needs of the customers. As a result, the Board has designed its service delivery system to a "customer-centered" model that works to overcome the multiple barriers to employment by utilizing the full array of seamless workforce programs and services.

The WFSCB model provides for Workforce Career Centers located strategically throughout the 11-county Coastal Bend region. The Workforce Career Centers are considered full-service centers that provide a range of services to adults and dislocated workers.

These services include but are not limited to access to public resource computers and/or computer labs for the public to use in job search activities; in-person and virtual workshops are available for job search and job preparation. During the assessment WFSCB utilizes two popular tools for WIOA participants, CASAS, and TABE. Though CASAS is the assessment tool most utilized for WIOA participants and surrounding community partners, WFSCB is constantly open to find the best assessment tool for our customers and our team. In addition to utilizing CASAS for WIOA Youth Participants, WFSCB offers Career Coach as an added assessment to help guide the youth. For individuals that are interested in pursuing a post-secondary education certificate or degree in a targeted occupation, skills' training is available for those that qualify. Eligible participants may participate in short or long-term training to obtain a skills training credential. While in training, participants may qualify for support services such as: childcare assistance, transportation allowances, assistance for books and school supplies, etc. Upon completion of training, participants will have access to job placement services and activities that will help individuals find and retain employment. All participants in search of work will be required to register in WorkinTexas.com. For those individuals that are considered job ready but have limited or no job experience, access to on-the-job training, customized training, or work experience programs may offer immediate transition into unsubsidized employment.

The following Assessment instrument tools are currently being used for Adult, Dislocated Workers and Youth: Comprehensive Adult Student Assessment Systems (CASAS); CASAS is used to determine a person's skill level and aptitude. As well as abilities in math and reading in relation to workforce and classroom application. With CASAS there is no such thing as passing or failing; the "score" assists career center staff develop an individual employment/education plan. Test of Adult Basic Education (TABE); TABE a comprehensive and reputable academic assessment provide a solid baseline for assessing the skills and knowledge of our program participants. Career Coach- WFSCB holds licenses to provide this assessment tool to job seekers: it provides assessment platforms to assist students and jobseekers make informed decisions about their futures. These tools are available to our customers via in person or virtually.

WFSCB continues to revisit the assessment tool market for innovative assessment tools to help develop individualized career and employment plans. TWC hosts additional assessment tools for our jobseekers and is made available throughout the duration of service delivery.

*A description of how the Board will coordinate workforce investment activities carried out in the local area with statewide rapid response activities described in WIOA §134(a)(2)(A).*

The Workforce Solutions of the Coastal Bend (WFSCB) service delivery model provides for the contractor to ensure that services and activities are coordinated with all aspects of Rapid Response activities. The Workforce Career Center professionals are aware of the urgency and need to assist those individuals that have been affected by a permanent business closure or mass lay-off. Program assistance is provided to affected workers to immediately transition them into employment. The Business Services Unit (BSU), in coordination with the local TWC UI Representative, will ensure that the following services are provided: information and access to unemployment compensation benefits, comprehensive career center services, employment and training activities, and information on the Trade Adjustment Assistance (TAA) program.

In coordination with the TWC UI Representative and the BSU staff, the WFSCB Board professional responsible for Rapid Response activities will develop strategies for addressing current and future dislocation events, identify strategies for the aversion of layoffs, and develop and maintain a system that provides for immediate response to the re-employment needs of the affected workers. Through lessons learned during the peak of COVID-19, WFSCB pivoted and customized these services based on each employer needs and as a result, all Rapid Response activities may be delivered in-person, virtual, or hybrid.

*A description and assessment of the type and availability of workforce investment activities for youth in the local area, including activities for youth who have disabilities. This description must include an identification of successful models of such activities.*

WFSCB has placed high emphasis on how youth services will be implemented and thus, has high expectations as to the quality of program services and performance. WFSCB Youth Services (universal & WIOA) has been branded as Youth Opportunities Unlimited (YOU). While the major focus of the WIOA youth program will be to engage out-of-school youth, YOU will reach out through local ISD's and community organizations to provide labor market and career information to the youth that will be the workforce of the future in the Coastal Bend region. The design of the WIOA-specific youth program will include the following services: an objective assessment of each participant; individual service strategies; and services that prepare youth for post-secondary education. Based on the participant's objective assessment and service strategy, each youth will participate in one or more of the 14 required program elements, including follow-up services.

WFSCB will continue to work closely with its partners, consisting of local school districts, community colleges and universities, community, and faith-based organizations, to recruit and serve eligible youth. These partnerships provide links to other services that may address the specific needs of the targeted populations, such as: teen parents, foster youth, school dropouts, etc.

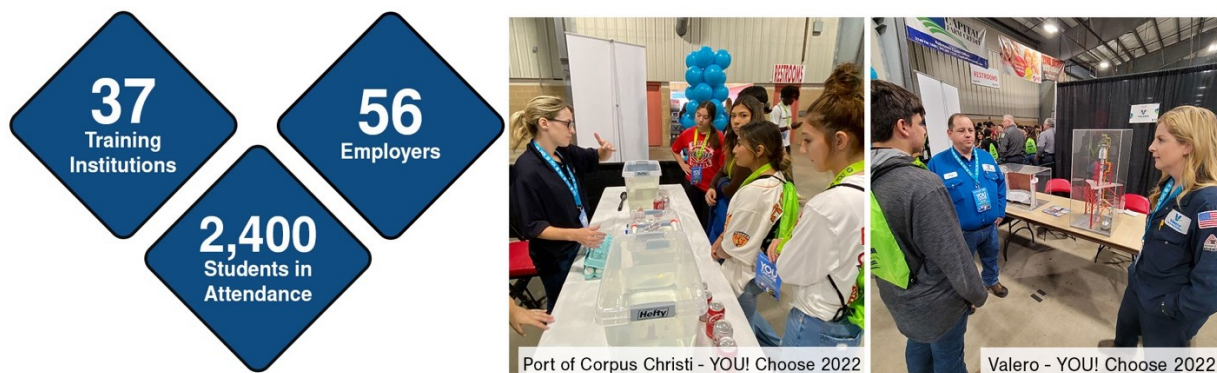
For the in-school youth population, the emphasis will be to continue their education by completing high school or post-secondary education. Services to out-of-school youth will also include education attainment, as well as enrollment into post-secondary education to include vocational skills training. As in prior years, WFSCB plans on continuing to implement innovative programs, such as those that target services to groups, such as foster youth.

A full-time Student HireAbility Navigator(SHAN) is part of the staffing structure at WFSCB; 100% of their time is dedicated to advocating for students and persons with disabilities. A three-year plan is created and implemented addressing the following areas: develop and sustain relationships with TWC VRS team member at all levels while facilitating ongoing communication with TWC VRS and work jointly when developing activities dedicated to serving individuals with disabilities. The major roles and responsibilities of the SHAN are to (1)identify community partners and establish collaborative relationships among the partners; (2) convenes by attending workgroups, committees, coalitions, and cross-agency teams to foster system and community coordination of pre-employment transition services and activities for students with disabilities and lastly; (3)develops relationships with Board and TWC VRS to organize events and activities that promote vocational rehabilitation services and increases employers understanding of the abilities of students with disabilities.

WFSCB provides career exploration components and training tracks, where participants examine, explore, and prepare themselves for a career, the Coastal Compass will also provide programs for participants to promote themselves and get hired. Participants will be able to access "Fast Track Activities" such as: Career Ready Certification, Drug-Free Requirement message, and GED certification, if appropriate.

WFSCB and Coastal Compass partners host a series of annual education and career events throughout the year targeting youth from elementary to post-secondary age. WFSCB's tremendous partnership with the Citizens for Educational Excellence allows WFSCB to leverage grant funding to support these events.

**YOU! Choose Career Expo**- Since 2017, WFSCB has hosted YOU! Choose Career Expos to connect local middle school and high school youth directly to employers, training providers, and community partners in the region. Since 2018, this event held in September aligned with TWC's Careers in Texas Industry Week. In 2022 a total of 2,400 youth and educators attended the event; local youth were able to explore the four in-demand industries of Coastal Bend: Business, Health Care, Professional Skills and Trades, and Public Service along with military and community partners.



**Ready for College and Career Conference (R4C2) for Undecided High School Seniors** - In an effort to help those high school seniors who have not decided what they plan to do after graduation, WFSCB actively participants and supports its Coastal Compass partners host the annual R4C2 conference for Undecided High School Seniors. The annual conference is attended by 350 plus seniors and their teachers. Similar to the R4C2 for Educators, this event provides panel discussion and break-sessions by local employers and education providers in an effort to help seniors focus on their future and employment goals.

**Discover Your Direction! HB 5 Symposium** – House Bill 5 (HB 5) focuses on Science, Technology, Engineering and Math (STEM). This event targeted 250 youth in grades 7, 8, and 9 and included a discussion on how students would be impacted by HB 5. The event begins and ends with essential “soft skills” workshops provided by WFSCB. Breakout sessions included detailed information on each of the five HB 5 endorsements and local labor market and career information.

**YOU! Summer Earn and Learn** – WFSCB and Texas Workforce Solutions Vocational Rehabilitation Services teamed-up to provide students with disabilities work experience opportunities during the summer beginning in 2018 and continuing on 2023. Students also received Work-Readiness Training prior to placement in the areas of communication skills, team building, time management and other critical competencies important in the workplace. These students were assigned to an area employer to learn workplace essential skills and gain meaningful work experience. Participating employers will be asked to continue to provide feedback on service enhancement and how to provide reasonable accommodation to the students. Success Stories and testimonials from employers and students will continue to drive the success of Summer Earn and Learn. WFSCB has instituted two additional events to celebrate YOU! Summer Earn and Learn; The Signing-day and YOU! Inspire Symposium. Signing-day occurs before the start of YOU! Summer Earn and Learn where students, their families and local employers learn about the expectations of the program, disability awareness for students and employers, and the commitment to the program participation and successful completion. To celebrate this commitment, students signed a letter of intent to work. YOU! Inspire occurs at the conclusion of

YOU! Summer Earn and Learn, students, families and employers celebrate the accomplishments and completion of their five-week work experience.

WFSCB is committed to providing up-to-date labor market information in the classroom. In order to better serve the region, WFSCB, TWS-VRS, and Education Service Center, Region 2, (ESC2) worked to form an Interagency Collaboration Committee to assist youth who have disabilities, their parents, and educators connect with employers and supports and services available within the community, and to organize events such as Charting the Course. While attending the events, students are encouraged to learn the steps of pursuing post-secondary education, training and/or competitive employment. Breakout sessions focus on the next steps towards adulthood by having sessions about self-determination & advocacy, workplace readiness, resume building, and information about local community resources.

WFSCB is also an active member of the United States Conference of Mayors (USCM) Workforce Development Council (WDC) and participates in the Disability Employment Working Group (DEWG) in collaboration with the Department of Labor's (DOL) Office of Disability Employment Policy (ODEP), through its State Exchange on Employment and Disability (SEED). WFSCB submitted and was selected to share their best practices in the Advancing Inclusion and Diversity in the Workforce WDC/SEED Best Practices Publication that was released in honor of the ADA's 30th Anniversary.

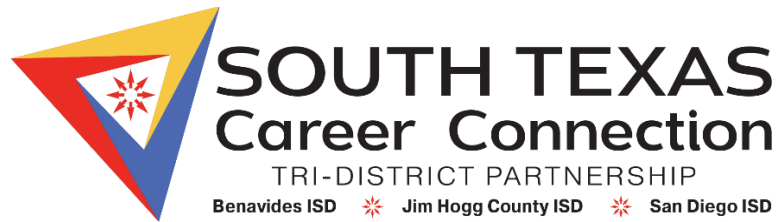
WFSCB partnered with the Inclusive Development Network (IDN) to identify and implement strategies that reduce equity gaps in local workforce and economic development. WFSCB is committed to investing in our regional economic success through access to jobs, training, and employer services, and works to collaborate with key partners to promote upskilling and employment through the IDN collaboration.

WFSCB also actively participates with the Committee for Persons with Disabilities for the City of Corpus Christi. WFSCB attends the monthly meetings and also brings together specific partners such as Education Service Center, TWS-VRS and WFSCB Career Center Staff to provide updates to the committee of employment opportunities and resource fairs.

*A description of how the Board will coordinate relevant secondary- and postsecondary-education programs and activities with education and workforce investment activities to coordinate strategies, enhance services, and avoid duplication of services.*

**Coastal Compass Education and Career Resource Center** was created with Citizens for Educational Excellence, Del Mar College, each of the local Universities, the Craft Training Center, and the regional P-16 Council, to empower youth and young adults with the knowledge, skills, and experience to make sound and informed decisions; prepare for satisfying employment; develop successful lifelong career plans; and develop leadership development skills. The major focus of the center is career exploration, whereby participants will be able to identify career interests and goals and ultimately choose an appropriate training track. The center is located at the La Palmera Mall, a highly visible venue attracting young adults and parents.

WFSCB collaborates with our local universities, Texas A&M University-Corpus Christi and Texas A&M University-Kingsville, and local community colleges, Coastal Bend College and Del Mar College, to put labor market intelligence for the region in the hands of their students. Through the use of **Career Coach**, an online, interactive labor market and resume building tool, students are able to find local employment statistics, wage information, and other information that will help them make smart career choices for the future. WFSCB professionals attend training each semester for university faculty and brief them about the services available. During these presentations WFSCB staff also provide information regarding TWC resources like Texas Career Check, Jobs Y'all, Texas Reality Check, and the Texas Internship Challenge.



**South Texas Career Connection (STCC) and Rural School Innovation Zone (RSIZ)**, have provided the opportunity for WFSCB to be more than just a collaborating partner but a designated intermediary. Via these projects funded by TEA Perkins Reserve Grant, we are connected to six rural school districts. WFSCB in collaboration with higher education and industry in our rural counties provides an important career pathway to success for high school students and offers them opportunities to personalize their education based on their college and career readiness aligned to the regional workforce needs. WFSCB will continue to make progress in the activities implemented with these two projects to enhance program and activities to all school districts in our service area. WFSCB will continue to seek funds from TEA and internal grants such as TANF to grow our knowledge and coordination with secondary and post-secondary education activities. It is worth noting the students enrolled in the various academies in these programs will also be assessed for enrollment into WIOA Youth Services for paid or unpaid work-based learning activities such as work experience which provide an educational and occupation experience during the course of the work-based learning activity. WFSCB involvement as an intermediary, directly supports the Carl D. Perkins Career and Technical Education Act of 2006 in that we are able to align with the expected activities in preparing students for roles outside the paid labor market, teach general employment skills, and teach skills required in specific occupations and careers.

**Career and Education Outreach Program(CEOP)**, two CEOP Specialists are part of the WFSCB Team and are dedicated to educating, supporting, and providing resources for school-based middle and high school students, parents, and educators so they can explore and make informed career and education decisions. To do so, the CEOP delivery system consists of bringing career awareness, exploration, readiness by planning, attending events, career expos, deliver classroom presentations, and professional development. CEOPs also facilitate career exploration via Virtual Reality(VR) googles. These googles are equipped with in-demand occupation simulations, making the learning appealing to the students. CEOPs also provide one-on-one meetings, worksite tours and create digital toolkits which includes a “essential skills” curriculum.

**YOU! Learn Educator Externship-** provides opportunities for local educators to make connections between academic skills and the workplace. Employers, middle and high school teachers, and counselors engage in activities through the externship in which they learned about skill sets exhibited in the daily rigors of careers in Business, Health Care, Professional Skills & Trades and Public Service and how classroom content can be applied in the real world. The program also allows time for educators to learn about the workforce system and local labor market information directly from WFSCB professionals. After the externship, educators are given a stipend as well as a year-long license to NEPRIS, a platform that provides live, industry-based experiences and connects students with thousands of industry professionals across multiple career clusters.

# EDUCATOR EXTERNSHIP 2022



**74** Educators

**35** Employers

*A description of how the Board is strategically managing child care and early learning within its workforce system to enhance school readiness and strengthen and support the childcare(40 TAC §809.12 Board Plan for Child Care Services)*

WFSCB receives funding from the Texas Workforce Commission (TWC) to provide subsidized child care services to low-income families within its 11-county region and quality services to child care team members employed at child care centers with Workforce Provider Agreements. WFSCB's child care program consists of two areas, the Child Care Services (CCS) Program and the Early Childhood Development Quality Services Program (ECDQSP).

The CCS Program makes it possible for parents to maintain jobs or attend school or participate in training activities which enable them to enhance their quality of life and the lives of their children. The CCS Program allows customers who are employed in low wage paying jobs to receive child care services, be part of the local workforce base, and earn wages that contribute to the local economy. Utilizing child care providers who are licensed by Child Care Regulations(CCR) ensures parents that their children are well-supervised and cared for at child care facilities that are safe and in compliance with the State's Minimum Standard Guidelines.

The ECDQSP is overseen by WFSCB and focuses on school readiness and helping providers increase their child care center's capacity to serve infant and toddler aged children. Early literacy and early numeracy are emphasized in our Texas Rising Star (TRS) certified child care centers, It also provides professional development training activities and events for child care workers to enhance their knowledge of early childhood education and enhances the way they interact with the children they serve on a daily basis.

*\*Sets strategic goals for child care and early learning as key economic and workforce support.*

The Contractor conducts outreach targeting licensed child care providers who currently are not Workforce service providers. Increasing the number of Workforce service providers will allow WFSCB to meet the ever- growing demand for child care services by families who need these services in order to be (or become) self- sufficient. Maintaining a robust child care provider base serves two purposes: it removes one of the barriers CCS Program participants face and it supports the child care workforce in the community. The Contractor outreaches "potentially new" Workforce service providers on an on-going basis throughout the contract year.

Effective October 1, 2022, Texas Government Code 2308.3155 mandates that all child care providers with a Workforce Provider Agreement are required to become Texas Rising Star certified. Increasing our child care provider base will allow WFSCB to offset any potential loss of Workforce providers who choose not to become TRS certified. WFSCB received funding from the TWC that will allow us to increase the number of child care providers in our 11-county region over the next 16 months. This funding will be used to outreach and recruit "potential" Workforce providers in areas identified a "child care deserts" within our 11-county region. The Contractor will hire staff and assign them designated counties in which the outreach and recruitment efforts will take place.

*\*Develops and implements strategic quality improvement goals to enhance school readiness.*

The ECDQSP promotes and encourages school readiness by utilizing the age appropriate curriculum at each TRS certified child care center. Introducing the Workforce children to the age-appropriate curriculum allows the children to establish an educational and instructional foundation that was/or could be built upon from year to year, culminating with the child's pre-kindergarten year which introduced early literacy and early numeracy concepts to the children in the four- and five-year- old classrooms. To further enhance and emphasize school readiness, WFSCB integrated technology into its TRS certified child care centers by placing Smart Boards in these centers' pre-kindergarten classrooms in January 2015. The children utilize the Smart Boards to participate in educational activities. WFSCB has created teacher resource centers at its TRS certified child care centers. Each resource center contains a computer, printer, teacher desk and chair, and several early childhood educational resource books to help establish a teacher resource area at these child care centers. Staff may use these resources to create lesson plans and activities for their students. WFSCB plans to upgrade the Smart Boards and teacher resource centers at its existing TRS certified child care centers.

During BCY2021, WFSCB introduced the concept of "outdoor" classrooms at its TRS centers. The outdoor classrooms extended the learning that was taking place in the "indoor" classrooms. The outdoor classrooms consist of furniture that is used to create an instructional area for whole group instruction and various stations or centers, i.e., art, math, science, etc. that children use independently or in small groups.

*\*Strengthens and supports the child care industry.*

The ECDQSP provides "free" professional development training activities and events (Back to School Teachers Fair, Directors Symposium, and the Home Providers Symposium) for all child care center staff throughout the contract year. The professional development training activities are conducted by professional trainers who are experts in early childhood and education topics. These professional development training activities enable child care providers to improve and enhance the overall "quality" of services they provide to the children and families they serve. Child care center staff who attend these professional development training activities and events receive a training certificate for clock hours of training that can be used to meet the Child Care Regulations annual training requirement for center staff.

It is mandatory that all Workforce child care providers(existing and new) become TRS certified by September 30, 2024. Requiring all Workforce child care providers to become TRS certified ensures that children who attend these child care centers are being served by child care staff who are providing and understand the importance of providing quality care to the children they serve daily. The Workforce child care providers not currently TRS certified are now classified as "entry level designated" providers who must receive mentoring services to assist them in becoming TRS certified.

The TRS mentors have placed the entry level designated providers into cohorts that reflect the timelines during which they will begin receiving mentoring services over the next two years. The entry level designated providers will receive resources to us in their classrooms that will enhance the center's opportunities to maximize the scores staff receive in the various content areas on the initial TRS assessment which could lead to the center receiving the higher TRS star level rating.

The ECDQSP strengths and supports the child care industry by helping child care providers increase their center's capacity to serve infant and toddler aged children through its infant toddler initiative. The child care center must have space to create either an infant or toddler classroom and pay the staff person's salary and the ECDQSP will provide the equipment and resources for the newly created classroom. During BCY2022, the ECDQSP created 80 "new" infant/toddler slots at 8 child care centers.

WFSCB worked with the local community college and developed its own Child Development Associate (CDA) credential training program to elevate the child care worker's awareness of early childhood education topics and hopefully motivate child care workers to continue their formal education in the early childhood and education field. The CDA training program is for staff employed at WFSCB child care centers. This is 120 clock hours, 10 weeklong professional development training program that takes place twice a week at a Workforce Career Center and is conducted twice a year. WFSCB provides the textbook, supplies, and pays the participant's fees for tuition, the CDA test and credential. The community college provides an instructor who teaches this class.

*A description of how the Board will provide transportation, including public transportation, and other appropriate support services in the local area in coordination with WIOA Title I workforce investment activities.*

WFSCB provides guidance to local expectations for the use of Support Services in Policy 4.0.101.06 – Support Services. Support Services are to be used as a means to assist individuals in obtaining employment and are solely intended for that purpose. All expenses must be reasonable and necessary to assist a participant in achieving the goals of his or her Individual Employment Plan. Support services are provided to individuals who have barriers to education and training, obtaining, retaining, or advancing in employment, and who require additional assistance to enable them to participate in work-related activities.

The board policy is also assessed during time of unusual circumstance including economic, health and natural disaster occurrences. The amounts, frequency and/or duration of a support service may be adjusted to provide eligible and participating individuals with additional resources during extenuating circumstances.

Provision of services is subject to availability of resources and funding. Support services are coordinated with the employer, when appropriate. Support services may be provided to eligible and active job seekers enrolled in workforce programs and initiatives such as Workforce Innovation and Opportunity Act (WIOA) Intensive or Training Services, Choices for Temporary Assistance for Needy Families (TANF), Supplemental Nutrition Assistance Program Employment and Training (SNAP E&T) Non-Custodial Parent (NCP) Choices programs, National Dislocated Worker (NDW) and who reside within the Coastal Bend Workforce area.

Allowable Support Services include:

- Car Repairs
- Childcare
- GED testing fees
- Training or Education-related expenses
- Housing Assistance
- Auto Insurance
- Bus Passes
- Transportation
- Work-related expenses
- Short-term Educational and Work Readiness Services
- Communication Expenses
- Utilities

*A description of plans, assurances, and strategies for maximizing coordination, improving service delivery, and avoiding duplication of Wagner-Peyser Act Services and other services provided through the one-stop delivery system.*

Career Center team members are provided with a maintained community resource list and utilize 2-1-1 with career center customers to exhaust all to other means of assistance prior to utilizing one-stop program training and support services. Contractors refer customers to other community resources before assisting with support services. In most instances customers must provide documentation that there are no other resources available before receiving workforce assistance.

*A description of how the Board will coordinate WIOA Title I workforce investment activities with adult education and literacy activities under WIOA Title II. This description must include how the Board will carry out the review of local applications submitted under Title II Consistent with WIOA§107(d)(11)(A) and (B)(i) and WIOA§232.*

WFSCB, has remained connected to the Corpus Christi Literacy Council, a local non-profit teaching AEL Classes with a local employer interested in providing ESL classes to its workers. Through this connection a plan was developed and implemented that provides classes to workers before and after their shifts. This program can assist in increasing employee retention and safety on the job. WFSCB works closely with AEL providers to create workplace relevant curriculum and employer demanded essential skills taught while students attend GED and ESL classes. As these relationships evolve, WFSCB will review local applications for collaboration and employer relevant content, coordinating WIOA workforce activities with WIOA Title II adult education and literacy activities.

Education Service Center-2(ESC2) is the current AEL Provider, and they continue to expand their service delivery throughout the region to assist adults in rural parts of the community connect with AEL Services. Workforce career operator leadership meets with ESC2 monthly to review the activities for the month and referrals made for the month. It is our on-going goal to ensure we assess the number and appropriateness of



referrals, clearly outline roles and responsibilities(MOU-IFA) and provide outcome data. Career Center team members attend orientations and graduation events to promote workforce services. WFSCB was invited to participate in TWC led meetings with ESC2 and provided best practices such as the creation of the JotForm to track referrals and outcomes.

The Board will identify a review team and implement a review of proposals for the local adult education competition based on Agency guidance.

*An identification of the entity responsible for the disbursement of grant funds described in WIOA §107(d)(12)(B)(i)(III), as determined by the CEOs or the governor under WIOA §107(d)(12)(B)(i). A description of the competitive process that will be used to award the sub-grants and contracts for WIOA Title I activities.*

While WFSCB Career Center Operations and Direct Childcare Services are part of a 4-year procurement cycle, contracts for each of our contractor are written annually and managed continually for compliance and quality of services provided. We ensure the above listed Board Goals, Mission, and Values are all included within each of the contracts written to ensure we are all working toward the same outcomes.

The Coastal Bend Workforce Development Board (d.b.a. Workforce Solutions of the Coastal Bend) is the entity that has been designated by the Governor of the State of Texas as the workforce board for the Coastal Bend workforce area. As the grant recipient of state and federal funds, Workforce Solutions has been designated as the fiscal agent and is responsible for disbursement of all grant funds.

Under the Board's fiscal department, the Contracts and Procurement Section is responsible for the procurement of goods and services. Since the Board receives funds from the State, which are considered a pass through from the U.S. Department of Labor and other federal agencies, the Board is subject to State and government rules of conduct and standards of performance. The Board follows a process that promotes free, open, and maximum competition.

The Board conducts procurement actions for small and large purchases of goods and services. To maintain day-to-day operations, purchases are conducted daily by most Board staff. Most of the purchases are with suppliers of goods such as office supplies. However, other procurement actions may include working with vendors that provide services to maintain the Board's infrastructure, such as: plumbers, electricians, A/C service, etc. All of the above stated procurement actions are processed and reviewed manually and documented using an automated approval system. These procurement actions are generally done through a competitive bid process.

Procurement actions that result in a formal contract are conducted by the Board's Contracts and Procurement Officer. These actions are primarily for services that may be provided by contractors for program-related services, professional and consulting services, and other activities that require a formal written agreement. These activities are solicited through a formal procurement process such as: Request for Proposals (RFP), Request for Bids (RFB) or Request for Qualifications (RFQ).

Occasionally, the Board may purchase goods and services through one of the State's procurement systems. The State will allow the Board to make purchases using one of their procurement systems, such as: DIR (Directory of Information Resources), TPASS (Texas Procurement & Support Services), and TMASS (Texas Multiple Award Schedule). In these cases, the Board is not required to competitively procure goods and services obtained through the State's procurement contracts. Essentially, the State has competitively procured the services and negotiated an agreement with the suppliers.

The Board has a policy that all program and non-program contracts which are entered into by and between the Board and its contractors which exceed the \$50,000 threshold shall require review and approval of the applicable Board Committee(s), a quorum of the Board of Directors, and the Board President/CEO. Additionally, the CEO Council shall have and exercise authority of concurrence over the Board's approval of these contracts.

## Statement of Work

The Statement of Work with our major contractor is our plan in action. It serves as a tool to track contractor performance, budgets, expectations, and deliverables. These goals and expectations directly impact the structure of the contracts in which we enter into with each of our contractor.

*A description of the local levels of performance negotiated with TWC and the CEOs consistent with WIOA §116(c), to be used to measure the performance of the local area and to be used by the Board for measuring the performance of the local fiscal agent (where appropriate), eligible providers under WIOA Title I subtitle B, and the one-stop delivery system in the local area.*

WFSCB will ensure continuous improvement of eligible providers by having ongoing processes for constantly evaluating and improving performance. These efforts begin with clearly defining what each contractor has to do; when it has to do it; and "how" well it must do in order to get paid. These expectations are then articulated into goals and needs that must be met, as set forth in a contract statement of work. Further, follow-up is conducted with the contractor so they can fully understand the linkage between service delivery, project goals, and overall program mission. WFSCB holds bi-weekly meetings with the contractor's management staff on key and strategic areas. These areas include, but are not limited to:

delivery and design of services, program performance, funding opportunities, partnership initiatives, etc. The meetings with the contractor provide the opportunity to routinely address important program areas and issues for improving the quality of services.

Additionally, in the upcoming fiscal year, WFSCB is planning to develop a system-wide quality and continuous improvement model whereby activities will be implemented to continuously evaluate and monitor the contractor' improvement in terms of efficiency and effectiveness. Some of the processes and activities will include on-line surveys, mystery shoppers, customer focus groups, customer service training, team-building exercises, employee incentive recognition, etc. These system processes/activities will provide important information as to how we are doing in meeting the needs of all our customers and what areas we must improve on.

Contracts established with local career center contractors include performance measures and targets. The following performance measures were set in accordance with WIOA § 116(c):

- Adult Employed Q2 Post Exit
- Adult Median Earnings Q2 Post Exit
- Adult Employed Q4 Post Exit
- Adult Credential Rate
- Dislocated Worker Employed Q2 Post Exit
- Dislocated Worker Employed Q4 Post Exit
- Dislocated Worker Median Earnings Q2 Post Exit
- Dislocated Worker Credential Rate
- Measurable Skills Gain-Adult, Dislocated, Youth
- Youth Employed/Enrolled Q2 Post Exit
- Youth Employed/Enrolled Q4 Post Exit
- Youth Median Earnings Q2 Post Exit
- Youth Credential Rate

*A description of how training services outlined in WIOA §134 will be provided through the use of Individual Training Accounts (ITAs), including, if contracts for training services will be used, how the use of such contracts will be coordinated with the use of ITAs under that chapter, and how the Board will ensure informed customer choice in the selection of training programs, regardless of how the training services are to be provided. Boards may impose limits on the duration and amount of ITAs. If the state or Board chooses to do so, the limitations must be described in the Local Plan, but must not be implemented in a manner that undermines WIOA's requirement that training services are to be provided in a manner that maximizes customer choice in the selection of an Eligible Training Provider.*

*Exceptions to ITA limitations may be provided for individual cases and must be described in Board policies. The Board policy to ensure that priority for adult individualized career services and training services will be given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient, consistent with WIOA §134(c)(3)(E) and §680.600 of the Final Regulations.*

Local board policies exist to determine the appropriate use and priority for Individual Training Accounts. An Individual Training Account (ITA) is an account established by WFSCB for the purpose of providing training to eligible WIOA adults, dislocated workers, in-school youth, and out-of-school youth. From time-to-time other funding sources require ITA's to be used to fund occupational skills training.

During the workforce services orientation, customers will be introduced to the Eligible Training Provider List (ETPL) and be instructed how to access the list at their own discretion. Customers will have the opportunity to see the local and statewide training providers and the programs of study.

The ITA document is a cost disclosure and agreement between the program and the participant. It sets up an account for the participant and indicates the amount of funds budgeted for the training program and all supportive costs for the duration of the training program.

WIOA provides workforce activities that increase employment, retention, and earnings of participants. WIOA attempts to return participants to employment as quickly as possible by testing the labor market for suitable employment. If participants are unable to secure employment training may be the appropriate service to secure employment.

The lifetime limit of an ITA is \$7,000 per program participant. The use of ITA funds is limited to tuition expenses, fees, and such books and supplies as are required by the training provider for any student enrolled in course of study covered by the ITA. If the customer is in need of remediation or basic skills or prerequisite training for participation in the main course of study, up to two courses in any combination (other than two in the same subject) is allowable.

No participant can be enrolled for more than two and one half (2½) academic years (5 semesters, 4 summer sessions, 10 quarters or 7 trimesters). Exceptions to these limits may be made on a case-by-case basis. However, exceptions to the maximum limit and duration of an ITA must be submitted to the President/CEO of WFSCB with well documented justification for approval. Requests for an exception must include evidence that supports that all efforts were made to identify, secure, and use other financial resources prior to seeking WIOA funding.

Local Board Policy 4.0.117.03- Priority of Service and Data Collection includes language that ensures priority for adult individualized career services and training services will be given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient, consistent with WIOA §134(c)(3)(E) and §680.600 of the Final Regulations. Priority is given to recipients of public assistance and low-income individuals who are basic skills deficient.

*A description of how one-stop centers are implementing and transitioning to an integrated, technology-enabled intake and case management information system for programs carried out under WIOA and by one-stop partners.*

WFSCB continues to transition to a paperless customer/case management and financial system. The process and workflow have been developed over a period of months with direct input and implementation carried out by contractors, C2 GPS, and Baker Ripley.

*A description of the design framework for youth programs in the local area, and how the 14 program elements required in §681.460 of the Final Regulations are to be made available within that framework.*

WFSCB Youth Services (universal & WIOA) has been branded as Youth Opportunities Unlimited (YOU). While the major focus of the WIOA youth program will be to engage out-of-school youth, YOU will reach out through local ISD's and community organizations to provide labor market and career information to the youth that will be the workforce of the future in the Coastal Bend region. The design of the WIOA-specific youth program will include the following services: an objective assessment of each participant; individual service strategies; and services that prepare youth for post-secondary education. Based on the participant's objective assessment and service strategy, each youth will participate in one or more of the 14 required program elements, including follow-up services.

WFSCB will continue to work closely with its partners, such as local school districts, community colleges and

universities, community, and faith-based organizations, to recruit and serve eligible youth. These partnerships provide links to other services that may address the specific needs of the targeted populations, such as: teen parents, foster youth, school dropouts, etc.

*A description of how the Board will encourage Registered Apprenticeship programs in its area to register with the eligible training provider system in order to receive WIOA funding. A description of the Board's strategy and commitment to support Apprenticeship Texas efforts across the state, as applicable.*

WFSCB makes apprenticeship program information available to our job seekers and continues to seek new opportunities in the region. WFSCB is committed to supporting any efforts of Apprenticeship Texas in the Coastal Bend region and is currently wrapping up apprenticeship expansion grant. In late 2018, WFSCB applied and was awarded its first apprenticeship grant. The grant allowed for the recruitment and outreach to employers, creation of apprenticeship curriculum and training to apprentices in a demand occupation. Additionally, we are looking for partners in developing new, non-traditional apprenticeships in the healthcare industry and expanding existing apprenticeship programs into pre-apprenticeship programs for high school students who might be interested in pursuing apprentice-able occupations. In 2021, WFSCB applied and received a second TWC Apprenticeship Grant to expand on the current statewide apprenticeship and increase the number of apprentices in Texas. WFSCB provided a local board plan committing to register 50 new apprentices in the trades and construction occupations and welding.

## **Public Comment**

*A description of the process used by the Board, consistent with WIOA §108(d), to provide no more than 30-day public comment period before submission of the plan modification available to public through electronic and other means, such as public hearings and local news media, and submitting to the Texas Workforce Commission (TWC) any comments that express disagreement with the plan modifications.*

A notice will be sent out via e-blast and social media on Monday, January 9, 2023 regarding the availability of the draft revised version 2021-2024 Strategic Business Plan. It will be available for review and public comment on the organization's website, [www.workforcesolutionscb.org](http://www.workforcesolutionscb.org) until 5 p.m. Tuesday, February 7, 2023 until 5 pm.

- No public comments were received.

i. Date of publication – Monday, January 9, 2023

ii. Public Meetings will be held on Friday, February 10, 2023 at 12:00 pm, Staples Career Center, 520 N. Staples Street, Corpus Christi, Texas 78401.

- Mr. Al Arreola and Ms. Hope Rangel, United Chamber of Commerce Corpus Christi, attended the Listening Session and was presented with a presentation by Alba Silvas, Director of Programs and Planning.

iii. Final date of comment period – Tuesday, February 7, 2023

iv. Written comments can be submitted electronically to [alba.silvas@workforcesolutionscb.org](mailto:alba.silvas@workforcesolutionscb.org) delivered via mail or in person by Tuesday, February 7, 2023 before 5pm to the Board Administrative offices to Alba Silvas, Director of Programs and Planning at 400 Mann St. Suite 800, Corpus Christi TX 78401.

## **Appendices**

### **Appendix A, B, C: In-Demand Industries, In-Demand Occupations & Target Occupations Lists:**

WFSCB Board Strategic Plan 2021-2024 Modifications\_Final to TWC

# Appendix A: WIOA In-Demand Industry List

WIOA In-Demand Industries List								
Board Name:	Coastal Bend	Date Submitted or Updated:	12.29.2022					
Use this spreadsheet to identify the Board's top 10 to 15 high-demand industries. The Board's high-demand industries may include, but are not limited to, industries related to a governor's industry clusters.								
2017 North American Industry Classification System (NAICS) Code (4-digit)	NAICS Industry Title (Name)	Annual Average Employment 2020	Annual Average Employment 2030	Number Change 2020 - 2030	Percent Growth 2020-2030	Does Industry Relate to a Governor's Industry Cluster? (yes or no)	Additional Rationale, Local Wisdom, Comments	Labor Market and Career Information Data Source(s)
5413	Architectural, Engineering, and Related Services	2,909	4,541	1632	56.1%	Yes		Texas LMI/Projections 2020-2030
8111	Automotive Repair and Maintenance	1,450	1,607	157	10.8%	No		Texas LMI/Projections 2020-2030
2382	Building Equipment Contractors	3,423	4,122	699	20.4%	No		Texas LMI/Projections 2020-2030
4441	Building Material and Supplies Dealers	2,313	2,757	444	19.2%	No		Texas LMI/Projections 2020-2030
5614	Business Support Services	1,435	1,472	37	2.6%	No		Texas LMI/Projections 2020-2030
6244	Child Day Care Services	1,364	1,717	353	25.9%	No		Texas LMI/Projections 2020-2030
6113	Colleges, Universities, and Professional School	4,577	5,072	495	10.8%	No		Texas LMI/Projections 2020-2030
6111	Elementary and Secondary Schools	16,493	16,639	146	0.9%	No	Although growth is low, the need for elementary and secondary school faculty is needed as new workers locate to the Coastal Bend region.	Texas LMI/Projections 2020-2030
2381	Foundation, Structure, and Building Exterior Contr	1,257	1,589	332	26.4%	No		Texas LMI/Projections 2020-2030
6221	General Medical and Surgical Hospitals	7,130	6,611	-519	-7.3%	No		Texas LMI/Projections 2020-2030
6216	Home Health Care Services	13,377	15,010	1633	12.2%	No		Texas LMI/Projections 2020-2030
6241	Individual and Family Services	2,164	2,986	822	38.0%	No		Texas LMI/Projections 2020-2030
5411	Legal Services	1,957	2,227	270	13.8%	No		Texas LMI/Projections 2020-2030
4238	Machinery, Equipment, and Supplies Merchant W	2,263	2,508	245	10.8%	No		Texas LMI/Projections 2020-2030
5511	Management of Companies and Enterprises	1,053	1,787	734	69.7%	No		Texas LMI/Projections 2020-2030
5416	Management, Scientific, and Technical Consulting	1,552	2,057	505	32.5%	Yes	This industry supports the Industrial Construction and PetroChem Industries	Texas LMI/Projections 2020-2030
2362	Nonresidential Building Construction	5,084	4,227	-857	-16.9%	No		Texas LMI/Projections 2020-2030
6231	Nursing Care Facilities (Skilled Nursing Facilities)	2,544	2,645	101	4.0%	No		Texas LMI/Projections 2020-2030
6211	Offices of Physicians	5,089	5,737	648	12.7%	No		Texas LMI/Projections 2020-2030
2389	Other Specialty Trade Contractors	2,253	2,633	380	16.9%	No		Texas LMI/Projections 2020-2030
6214	Outpatient Care Centers	1,114	1,223	109	9.8%	No		Texas LMI/Projections 2020-2030
7225	Restaurants and Other Eating Places	21,412	28,123	6711	31.3%	No		Texas LMI/Projections 2020-2030
5617	Services to Buildings and Dwellings	2,475	2,728	253	10.2%	No		Texas LMI/Projections 2020-2030
2131	Support Activities for Mining	5,049	7,448	2399	47.5%	No		Texas LMI/Projections 2020-2030
2371	Utility System Construction	2,134	2,269	135	6.3%	No		Texas LMI/Projections 2020-2030

# Appendix B: WIOA Target Occupations List

WIOA Target Occupations List

Board Name:	Coastal Bend	Date Submitted or Updated:	12/29/2022
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Use this template to identify the Board's target occupations, which are occupations that: 1) are in demand, 2) have a dedicated training component, and 3) provide wages that meet a Board's self-sufficiency requirements.

Standard Occupational Classification (SOC) Code (6-digit)	Target Occupation Job Title (Name)	Annual Average Employment 2020	Annual Average Employment 2030	Number Change 2020-2030	Percent Growth 2020-2030	Annual Change in Employment (Growth)	Starting Salary per Hour (Entry Wage)	Top Salary per Hour (Experienced Wage)	Typical Education Needed for Entry into Occupation	Are there Eligible Training Providers (ETPs) offering training for this occupation?	How many individuals will ETPs train and/or certify to fill current openings?	Additional Rationale, Local Wisdom, and Comments	Is this a Career Pathway Occupation? (yes or no)	Labor Market and Career Information Data Source(s)
11-1021	General and Operations Managers	4,471	5,290	819	18.3	483	\$18.52	\$59.10	Bachelor's Degree	Yes			No	Texas LMI Wage & Projections 2020-2030
13-0111	Accountants and Auditors	1,413	1,578	165	11.7	161	\$23.17	\$43.41	Bachelor's Degree	Yes			No	Texas LMI Wage & Projections 2020-2030
15-1211	Computer Systems Analysts	270	388	118	43.7	34	\$27.38	\$44.87	Bachelor's Degree	Yes			No	Texas LMI Wage & Projections 2020-2030
15-1212	Information Security Analysts (New)	70	N/A	N/A	N/A	34	\$28.74	\$51.89	Postsecondary nondegree	Yes			No	Texas LMI Wage & Projections 2020-2030
15-1232	Computer User Support Specialists	479	575	96	20	48	\$15.77	\$26.94	Bachelor's Degree	Yes			No	Texas LMI Wage & Projections 2020-2030
15-1244	Network and Computer Systems Administrators	451	628	177	39.2	52	\$23.88	\$40.83	Bachelor's Degree	Yes			No	Texas LMI Wage & Projections 2020-2030
15-1256	Software Developers and Software Quality Assurance Analysts and Testers	452	700	248	54.9	25	N/A	N/A	Bachelor's Degree	Yes			No	Texas LMI Wage & Projections 2020-2030
17-3011	Architectural and Civil Drafters	1,366	1,734	368	26.9	4	\$18.63	\$35.85	Associate's Degree	Yes			No	Texas LMI Wage & Projections 2020-2030
17-3023	Electrical and Electronic Engineering Technologists and Technicians	154	180	26	16.9	18	\$24.94	\$39.99	Associate's Degree	Yes			No	Texas LMI Wage & Projections 2020-2030
19-5012	Occupational Health and Safety Technicians	489	584	95	19.4	43	\$23.13	\$40.39	Postsecondary nondegree	Yes			No	Texas LMI Wage & Projections 2020-2030
21-1093	Social and Human Service Assistants	419	466	47	11.2	8	\$12.58	\$18.44	High school diploma or	Yes			No	Texas LMI Wage & Projections 2020-2030
23-0111	Paralegals and Legal Assistants	556	676	120	21.6	78	\$16.63	\$28.25	Associate's Degree	Yes			No	Texas LMI Wage & Projections 2020-2030
25-2021	Elementary School Teachers, Except Special Education	2,269	2,298	29	1.3	165	N/A	N/A	Bachelor's Degree	Yes			No	Texas LMI Wage & Projections 2020-2030
25-2022	Middle School Teachers, Except Special and Career/ Technical Education											Growing economy will drive need for middle school teachers	No	Texas LMI Wage & Projections 2020-2030
25-2031	Secondary School Teachers, Except Special and Career/ Technical Education	1,194	1,209	15	1.3	87	N/A	N/A	Bachelor's Degree	No		The need for educators continues as new workers move to the region and schools are built	No	Texas LMI Wage & Projections 2020-2030
29-1141	Registered Nurses	1,846	1,878	32	1.7	128	N/A	N/A	Bachelor's Degree	Yes			No	Texas LMI Wage & Projections 2020-2030
29-2018	Clinical Laboratory Technologists and Technicians	4,192	4,203	11	0.3	219	\$27.63	\$39.25	Bachelor's Degree	Yes			No	Texas LMI Wage & Projections 2020-2030
29-2034	Radiologic Technologists and Technicians	491	509	18	3.7	33	\$15.17	\$26.39	Associate's Degree	Yes			No	Texas LMI Wage & Projections 2020-2030
29-2041	Emergency Medical Technicians and Paramedics	489	499	10	2	36	\$20.55	\$38.20	Associate's Degree	Yes			No	Texas LMI Wage & Projections 2020-2030
29-2052	Pharmacy Technicians	456	519	63	13.8	38	\$10.92	\$16.55	Postsecondary nondegree	Yes			No	Texas LMI Wage & Projections 2020-2030
29-2061	Licensed Practical and Licensed Vocational Nurses	743	801	58	7.8	60	\$13.87	\$19.49	Postsecondary nondegree	Yes			No	Texas LMI Wage & Projections 2020-2030
29-2098	Medical Dosimetrists, Medical Records Specialists, and Health Technologists and Technicians, All Other	1,670	1,788	118	7.1	142	\$18.39	\$25.11	Postsecondary nondegree	Yes			No	Texas LMI Wage & Projections 2020-2030
31-1131	Nursing Assistants	494	517	23	4.7	38	\$13.27	\$22.40	Postsecondary nondegree	Yes			No	Texas LMI Wage & Projections 2020-2030
31-2021	Physical Therapist Assistants	1,872	1,933	61	3.3	236	\$11.53	\$15.02	Postsecondary nondegree	Yes			No	Texas LMI Wage & Projections 2020-2030
31-9091	Dental Assistants	112	126	14	12.5	15	\$20.37	\$37.77	Associate's Degree	Yes			No	Texas LMI Wage & Projections 2020-2030
31-9092	Medical Assistants	389	442	53	13.6	53	\$13.26	\$18.89	Associate's Degree	Yes			No	Texas LMI Wage & Projections 2020-2030
31-9097	Phlebotomists	1,548	1,828	280	18.1	223	\$13.03	\$16.90	Bachelor's Degree	Yes			No	Texas LMI Wage & Projections 2020-2030
33-2011	Firefighters	151	197	46	30.5	26	\$13.20	\$17.32	Bachelor's Degree	Yes			No	Texas LMI Wage & Projections 2020-2030
33-3012	Correctional Officers and Jailers	587	629	42	7.2	4	\$19.53	\$29.72	Information not available	Yes			No	Texas LMI Wage & Projections 2020-2030
33-3051	Police and Sheriffs Patrol Officers	1,674	1,596	-78	-4.7	142	\$17.15	\$21.73	High school diploma or	Yes			No	Texas LMI Wage & Projections 2020-2030
33-9032	Security Guards (armed)	1,359	1,416	57	4.2	111	\$20.18	\$33.03	High school diploma or	Yes			No	Texas LMI Wage & Projections 2020-2030
35-1011	Chefs and Head Cooks	1,183	1,176	-7	-0.6	152	\$10.53	\$17.47	High school diploma or	Yes			No	Texas LMI Wage & Projections 2020-2030
43-3031	Bookkeeping, Accounting, and Auditing Clerks	77	104	27	35.1	15	\$11.59	\$25.50	Associate's Degree	Yes			No	Texas LMI Wage & Projections 2020-2030
43-6011	Executive Secretaries and Executive Administrative Assistants	2,530	2,706	176	7	305	\$12.76	\$22.37	Some College, no degree	Yes			No	Texas LMI Wage & Projections 2020-2030
43-6013	Medical Secretaries and Administrative Assistants	5,361	5,197	-164	-3.1	295	\$18.84	\$31.69	Information not available	Yes			No	Texas LMI Wage & Projections 2020-2030
47-2031	Carpenters	1,644	1,751	107	6.5	192	\$13.20	\$18.81	Postsecondary nondegree	Yes			No	Texas LMI Wage & Projections 2020-2030
47-2061	Construction Laborers	798	835	37	4.6	79	\$17.51	\$25.91	High school diploma or	Yes			No	Texas LMI Wage & Projections 2020-2030
47-2073	Operating Engineers and Other Construction Equipment Operators	5,213	4,666	-547	-10.5	476	\$12.81	\$18.34	No formal education credential	Yes			No	Texas LMI Wage & Projections 2020-2030
47-2111	Electricians	1,486	1,645	159	10.7	179	\$15.93	\$24.57	High school diploma or	Yes			No	Texas LMI Wage & Projections 2020-2030
47-2152	Plumbers, Pipefitters, and Steamfitters	1,305	1,544	239	18.3	170	\$20.25	\$31.35	High school diploma or	Yes			No	Texas LMI Wage & Projections 2020-2030
49-5012	Rotary Drill Operators, Oil and Gas	940	1,010	70	7.4	105	\$15.93	\$24.57	High school diploma or	Yes			No	Texas LMI Wage & Projections 2020-2030
49-5011	Aircraft Mechanics and Service Technicians	216	305	89	41.2	39	\$20.80	\$29.03	No formal education credential	Yes			No	Texas LMI Wage & Projections 2020-2030
49-5021	Automotive Body and Related Repairers	1,060	1,109	49	4.6	5	\$24.39	\$35.30	Postsecondary nondegree	Yes			No	Texas LMI Wage & Projections 2020-2030
49-5022	Automotive Service Technicians and Mechanics	265	278	13	4.9	26	\$17.24	\$30.65	High school diploma or	Yes			No	Texas LMI Wage & Projections 2020-2030
49-5031	Bus and Truck Mechanics and Diesel Engine Specialists	1,000	1,032	32	3.2	5	\$13.98	\$28.97	Postsecondary nondegree	Yes			No	Texas LMI Wage & Projections 2020-2030
49-5041	Heating, Air Conditioning and Refrigeration Mechanics and Installers	461	531	70	15.2	52	\$15.71	\$25.85	High school diploma or	Yes			No	Texas LMI Wage & Projections 2020-2030
49-5042	Industrial Machinery Mechanics	698	827	129	18.5	13	\$16.45	\$26.54	Postsecondary nondegree	Yes			No	Texas LMI Wage & Projections 2020-2030
49-5044	Millwrights (New)	1,040	1,327	287	27.60	129	\$18.82	\$33.60	High school diploma or	Yes			No	Texas LMI Wage & Projections 2020-2030
49-9081	Wind Turbine Service Technicians (New)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	Yes			No	Texas LMI Wage & Projections 2020-2030
51-4041	Machinists	527	626	99	18.8	68	\$19.50	\$32.03	High school diploma or	Yes			No	Texas LMI Wage & Projections 2020-2030
51-4121	Welders, Cutters, Solderers, and Brazers	1,623	1,778	155	9.6	195	\$17.65	\$30.03	High school diploma or	Yes			No	Texas LMI Wage & Projections 2020-2030
51-8091	Chemical Plant and System Operator	358	355	-3	-0.8	36	\$34.61	\$46.01	High school diploma or	Yes			No	Texas LMI Wage & Projections 2020-2030
51-8093	Petroleum Pump System Operators, Refinery Operators, and Gaugers	928	909	-19	-2.0	91	\$31.13	\$39.22	High school diploma or	Yes			No	Texas LMI Wage & Projections 2020-2030
51-9061	Inspectors, Testers, Sorters, Samplers & Weighers	729	778	49	6.7	94	\$14.05	\$29.83	High school diploma or	Yes			No	Texas LMI Wage & Projections 2020-2030
53-3032	Heavy and Tractor-Trailer Truck Drivers	3,524	4,099	575	16.3	58	\$15.53	\$24.96	Postsecondary nondegree	Yes			No	Texas LMI Wage & Projections 2020-2030
53-3052	Bus Drivers, Transit and Intercity	267	291	24	9.0	2	\$12.64	\$18.17	High school diploma or	Yes			No	Texas LMI Wage & Projections 2020-2030
53-5011	Sailors and Marine Oilers	181	202	21	11.6	2	\$12.16	\$19.89	No formal education credential	Yes			No	Texas LMI Wage & Projections 2020-2030
53-5021	Captains, Mates, and Pilots of Water Vessels	85	97	12	14.1	1	\$15.47	\$48.74	Postsecondary nondegree	Yes			No	Texas LMI Wage & Projections 2020-2030
53-7021	Crane and Tower Operators	716	774	58	8.1	6	\$23.35	\$34.62	High school diploma or	Yes			No	Texas LMI Wage & Projections 2020-2030

## Appendix C: WIOA In-Demand Occupations List

WIOA In-Demand Occupations List									
Board Name:	Coastal Bend	Date Submitted or Updated:	12.29.2022						
Standard Occupational Classification (SOC) or Occupational Information Network (O*NET)	In-Demand Occupation Job Title (Name)	Annual Average Employment 2020	Annual Average Employment 2030	Number Change 2020-2030	Percent Change 2020-2030	Annual Change in Employment (Growth)	Additional Rationale, Local Wisdom, and Comments	Labor Market and Career Information Data Source(s)	
11-1021	General and Operations Managers	4,471	5,290	819	18.3%	82		Texas LMI/Projections 2020-2030	
25-3031	Substitute Teachers, Short-Term	1,981	2,110	129	6.5%	13		Texas LMI/Projections 2020-2030	
31-1131	Nursing Assistants	1,872	1,933	61	3.3%	6		Texas LMI/Projections 2020-2030	
31-9092	Medical Assistants	1,548	1,828	280	18.1%	28		Texas LMI/Projections 2020-2030	
35-1012	First-Line Supervisors of Food Preparation and Serving Workers	2,118	2,778	660	31.2%	66		Texas LMI/Projections 2020-2030	
35-2014	Cooks, Restaurant	2,376	3,871	1495	62.9%	150		Texas LMI/Projections 2020-2030	
35-2021	Food Preparation Workers	1,304	1,567	263	20.2%	26		Texas LMI/Projections 2020-2030	
35-3023	Fast Food and Counter Workers	9,434	11,833	2399	25.4%	240		Texas LMI/Projections 2020-2030	
35-3031	Waiters and Waitresses	4,243	5,523	1280	30.2%	128		Texas LMI/Projections 2020-2030	
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	3,410	3,630	220	6.5%	22		Texas LMI/Projections 2020-2030	
37-2012	Maids and Housekeeping Cleaners	1,988	2,280	292	14.7%	29		Texas LMI/Projections 2020-2030	
39-9011	Childcare Workers	1,753	1,924	171	9.8%	17		Texas LMI/Projections 2020-2030	
41-1011	First-Line Supervisors of Retail Sales Workers	2,815	2,791	-24	-0.9%	-2		Texas LMI/Projections 2020-2030	
41-2011	Cashiers	5,786	5,477	-309	-5.3%	-31		Texas LMI/Projections 2020-2030	
41-2031	Retail Salespersons	6,574	6,942	368	5.6%	37		Texas LMI/Projections 2020-2030	
43-3031	Bookkeeping, Accounting, and Auditing Clerks	2,530	2,706	176	7.0%	18		Texas LMI/Projections 2020-2030	
43-4051	Customer Service Representatives	3,159	3,208	49	1.6%	5		Texas LMI/Projections 2020-2030	
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	2,997	2,835	-162	-5.4%	-16		Texas LMI/Projections 2020-2030	
43-9061	Office Clerks, General	6,874	7,091	217	3.2%	22		Texas LMI/Projections 2020-2030	
45-2093	Farmworkers, Farm, Ranch, and Aquacultural Animals	2,754	2,710	-44	-1.6%	-4		Texas LMI/Projections 2020-2030	
47-2061	Construction Laborers	4,213	4,666	453	10.8%	45		Texas LMI/Projections 2020-2030	
49-9071	Maintenance and Repair Workers, General	2,455	2,764	309	12.6%	31		Texas LMI/Projections 2020-2030	
53-3032	Heavy and Tractor-Trailer Truck Drivers	3,524	4,099	575	16.3%	58		Texas LMI/Projections 2020-2030	
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	1,763	2,007	244	13.8%	24		Texas LMI/Projections 2020-2030	
53-7065	Stockers and Order Fillers	2,678	3,032	354	13.2%	35		Texas LMI/Projections 2020-2030	