



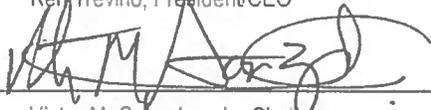
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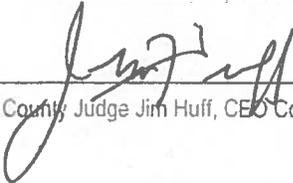
  
**WORKFORCE SOLUTIONS**  
of the Coastal Bend  
**STRATEGIC**  
**BUSINESS PLAN**  
2017 – 2020



For submission to the Texas Workforce Commission in accordance with WD Letter 22-16 Change 1.

Signed:  \_\_\_\_\_ Date: 2.23.17  
Ken Trevino, President/CEO

Approved:  \_\_\_\_\_ Date: 2.23.2017  
Victor M. Gonzales, Jr., Chairman

Concurred:  \_\_\_\_\_ Date: 02-23-2017  
County Judge Jim Huff, CEO Council Representative

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To view digital version of the latest Annual Report, go to <http://workforcesolutionscb.org/publications>.

# Part A: Strategic Elements

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## 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).*

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 34 member Board of Directors represent the public and key stakeholders in the community, and are selected by the 13 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 Chamber of Commerce, the Mayor's Interagency Council, Corpus Christi Regional Economic Development Corporation, Regional P-16 Council, 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. Workforce Solutions of the Coastal Bend 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 of Directors (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 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 through 2020 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 twelve-county region.

### **Accountability**

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.

### **Teamwork**

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

### **Trust**

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

### **Integrity**

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.

### **Tenacity**

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.

### **Understanding**

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

### **Dignity**

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

### **Enthusiasm**

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.

WFSCB's Sunrise Career Center located in Corpus Christi, inside the Sunrise Mall has become the "go-to" meeting space for local community organizations throughout the region. Its central location and free technology allows organizations a space to meet and conduct their business, while also seeing first-hand the customers and employers served through the Texas Workforce System. Our career centers host hiring events for local employers weekly.

*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 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, McMullen\*, Nueces, Refugio, and San Patricio Counties.



*\*On January 30, 2017, the governor approved the re-designation of the Alamo and Coastal Bend workforce development areas. McMullen County, which was previously part of the Coastal Bend workforce area, is now in the Alamo workforce area. All data in this plan was compiled prior to the re-designation and therefore includes McMullen County.*

The Board currently operates 6 full-service and 3 satellite career centers in the 12-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 SERCO of Texas (SERCO), and direct childcare services are provided through Neighborhood Centers Inc. (NCI).

## Economic and Workforce Analysis

The Coastal Bend labor force is estimated at 270,628 and our December 2016 unemployment rate (not seasonally adjusted) was 6.5% or 17,540 unemployed workers in the region. In Board Contract Year (BCY) 2016, WFSCB served 43,127 job seekers and 2,267 employers or roughly 22% of employers in the Coastal Bend region; an estimated 9,400 customer's walk through our career center doors for services each month. The Coastal Bend WDA includes the twelve counties of Aransas, Bee, Brooks, Duval, Jim Wells, Kenedy, Kleberg, Live Oak, McMullen\*, Nueces, Refugio, and San Patricio. Current economic conditions in the Coastal Bend have led to a slightly weakened economy with a slight decrease of wages. The number of establishments have increased from 13,166 in 2<sup>nd</sup> Quarter 2014 to 13,275 in 2<sup>nd</sup> Quarter 2016.

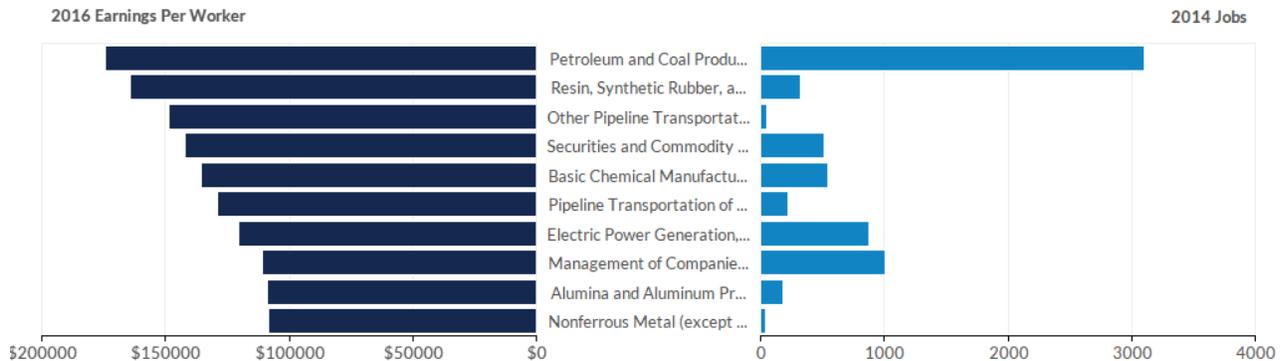
Area	Year	Period	Establishments	Avg Emp	Total Wages	Avg Weekly Wages	Year	Period	Establishments	Avg Emp	Total Wages	Avg Weekly Wages	Year	Period	Establishments	Avg Emp	Total Wages	Avg Weekly Wages
Aransas County	2014	2nd Qtr	620	6,426	\$53,888,732	\$645	2015	2nd Qtr	634	6,366	\$54,729,504	\$661	2016	2nd Qtr	633	6,386	\$54,473,064	\$656
Bee County	2014	2nd Qtr	618	9,658	\$94,452,760	\$752	2015	2nd Qtr	640	9,362	\$86,380,115	\$710	2016	2nd Qtr	617	9,075	\$81,656,099	\$692
Brooks County	2014	2nd Qtr	178	2,674	\$25,824,835	\$743	2015	2nd Qtr	174	2,584	\$25,046,044	\$746	2016	2nd Qtr	174	2,339	\$22,456,429	\$739
Duval County	2014	2nd Qtr	209	3,806	\$44,473,254	\$899	2015	2nd Qtr	208	3,507	\$34,221,281	\$751	2016	2nd Qtr	202	3,163	\$29,268,132	\$712
Jim Wells County	2014	2nd Qtr	998	20,135	\$244,383,015	\$934	2015	2nd Qtr	994	19,083	\$202,799,624	\$817	2016	2nd Qtr	933	15,785	\$148,977,321	\$726
Kenedy County	2014	2nd Qtr	42	768	\$11,152,768	\$1,117	2015	2nd Qtr	37	702	\$8,561,355	\$938	2016	2nd Qtr	37	482	\$6,268,541	\$1,000
Kleberg County	2014	2nd Qtr	652	13,305	\$117,840,378	\$681	2015	2nd Qtr	653	12,618	\$113,261,438	\$690	2016	2nd Qtr	656	12,209	\$106,261,715	\$670
Live Oak County	2014	2nd Qtr	319	4,669	\$45,901,158	\$756	2015	2nd Qtr	321	4,386	\$50,303,139	\$882	2016	2nd Qtr	318	3,691	\$42,239,582	\$880
McMullen County	2014	2nd Qtr	67	768	\$10,150,070	\$1,016	2015	2nd Qtr	78	670	\$8,988,434	\$1,032	2016	2nd Qtr	79	588	\$7,489,791	\$979
Nueces County	2014	2nd Qtr	8,116	162,667	\$1,781,854,133	\$843	2015	2nd Qtr	8,179	163,614	\$1,797,114,824	\$845	2016	2nd Qtr	8,273	159,940	\$1,760,156,904	\$847
Refugio County	2014	2nd Qtr	228	2,716	\$27,070,561	\$767	2015	2nd Qtr	223	2,442	\$23,671,236	\$746	2016	2nd Qtr	210	2,167	\$20,008,569	\$710
San Patricio County	2014	2nd Qtr	1,119	19,385	\$205,241,780	\$814	2015	2nd Qtr	1,124	18,572	\$201,106,455	\$833	2016	2nd Qtr	1,143	18,628	\$200,858,785	\$829
TOTAL			13166		\$2,662,233,444				13265		\$2,606,183,449				13275		\$2,480,114,932	
Average						\$831						\$804						\$787

Source: TWC Tracer2 (QCEW)

Year	Period	Area	Industry	Establishments	Avg Emp	Total Wages	Avg Weekly Wages
2014	1st Qtr	Coastal Bend	Total, All Industries	12,431	196,842	\$2,218,502,687	\$867
2015	1st Qtr	Coastal Bend	Total, All Industries	12,523	198,967	\$2,264,726,314	\$876
2016	1st Qtr	Coastal Bend	Total, All Industries	12,591	187,547	\$1,995,155,706	\$818

Source: TWC Tracer2 (OCEW)

Historically Petroleum Production is among the highest paying industry over that same time frame of 2014 to 2016 as shown in the chart below. With average earnings of \$47,300 in 2016 these higher wages have helped keep the Coastal Bend remain strong and will play a key role in analysis of industry and is a part of selecting the targeted occupations for the region.



Source: EMSI Industry Analysis 2014-2016 www.economicmodeling.com

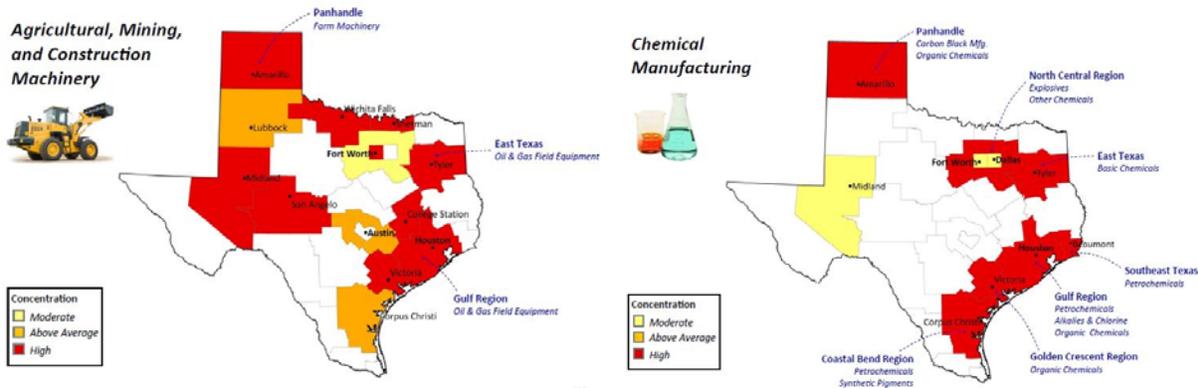
The Healthcare Industry continues to be one of the largest industries here, and throughout the state and nation. Home Health Care Services, Education and Hospitals, and General Medical and Surgical Hospitals are some of the largest industry sectors (by number of jobs) in the region. Future projections continue to show growth.

## 2014 – 2016 Largest Industries

Industry	2014 Jobs	2016 Jobs	Jobs Change (2014-2016)	% Change	2016 Earnings Per Worker
Restaurants and Other Eating Places	22,497	23,204	707	3%	\$18,295
Education and Hospitals (Local Government)	18,971	19,082	110	1%	\$50,034
Support Activities for Mining	15,759	9,121	-6,638	-42%	\$82,299
Home Health Care Services	11,886	12,967	1,081	9%	\$21,028
Local Government, Excluding Education and Hospitals	10,204	10,549	344	3%	\$56,614
Oil and Gas Extraction	9,664	9,959	295	3%	\$71,434
Federal Government, Civilian	8,130	7,769	-361	-4%	\$98,208
General Medical and Surgical Hospitals	7,541	7,391	-150	-2%	\$72,510
Nonresidential Building Construction	6,836	6,637	-199	-3%	\$79,820
Services to Buildings and Dwellings	6,160	6,383	223	4%	\$19,630

Source: EMSI Industry Analysis 2014-2016 www.economicmodeling.com

Existing industry strength in the Coastal Bend has been the Chemical Manufacturing and Mining, Construction Machinery industries, as per the Governor's 2012 Key Texas Industries report. This industry base will play a role in identifying the strengths in our region for both growth and sustainable wages.



Source: TWC Governors Cluster Analysis

As we look to projected growth over the next several years TWC projects Home Health Care Services will increase by 5,050 jobs through 2024. This key industry is also by far the largest in our region employing over 11,240 by 2014 estimates. The percent of change for Home Health Care Services is also projected to be the greatest at 44.9% from 2014 to 2024. Outpatient Care Centers, Continuing Care & Assisted Living Facilities along with other industries in the Health Care sector show that this industry is projected to grow through 2024.

### Coastal Bend WDA Fastest Growing Industries

Industry Title	Annual Average Employment 2014	Annual Average Employment t 2024	Number Change 2014-2024	Percent Growth 2014-2024
<b>Total All Industries</b>	<b>277,410</b>	<b>307,960</b>	<b>30,550</b>	<b>11.0%</b>
Home Health Care Services	11,240	16,290	5,050	44.9%
Management & Technical Consulting Services	720	1,010	290	40.3%
Outpatient Care Centers	780	1,070	290	37.2%
Continuing Care & Assisted Living Facilities	720	980	260	36.1%
Offices of Other Health Practitioners	1,100	1,460	360	32.7%
Building Equipment Contractors	3,500	4,460	960	27.4%
Special Food Services	1,120	1,410	290	25.9%
Vocational Rehabilitation Services	850	1,060	210	24.7%
Offices of Physicians	4,310	5,320	1,010	23.4%
Automobile Dealers	2,280	2,810	530	23.2%
Business Support Services	1,540	1,890	350	22.7%
Power Generation & Supply	850	1,040	190	22.4%
Alcoholic Beverage Merchant Wholesalers	540	660	120	22.2%
Building Material & Supplies Dealers	2,080	2,540	460	22.1%
Building Foundation & Exterior Contractors	1,190	1,450	260	21.8%
Individual & Family Services	1,480	1,800	320	21.6%
Basic Chemical Manufacturing	540	650	110	20.4%
Architectural & Engineering Services	2,720	3,270	550	20.2%
Legal Services	1,560	1,860	300	19.2%
Child Day Care Services	1,980	2,360	380	19.2%
Sports, Hobby, & Musical Instrument Stores	940	1,120	180	19.1%
Offices of Dentists	1,150	1,370	220	19.1%
Grocery & Related Product Wholesalers	630	750	120	19.0%
Restaurants & Other Eating Places	22,050	26,210	4,160	18.9%
Utility System Construction	2,920	3,470	550	18.8%

Source:

TWC Tracer2 Projection tool (2014-2024)

As represented in the chart below, Education and Local Government will grow by 2,920 and 910 jobs respectively between 2014 and 2024. With the continued industrial growth in the region and the Harbor Bridge project; Industrial construction jobs should increase at a rate greater than that shown below.

<b>Coastal Bend WDA Industries Adding the Most Jobs</b>				
Industry Title	Annual Average Employment	Annual Average Employment	Number Change 2014-2024	Percent Growth 2014-2024
	2014	t 2024		
<b>Total All Industries</b>	<b>277,410</b>	<b>307,960</b>	<b>30,550</b>	<b>11.0%</b>
Home Health Care Services	11,240	16,290	5,050	44.9%
Restaurants & Other Eating Places	22,050	26,210	4,160	18.9%
Elementary & Secondary Schools, Public & Private	17,630	20,550	2,920	16.6%
General Medical & Surgical Hospitals, Public & Private	7,700	9,070	1,370	17.8%
Offices of Physicians	4,310	5,320	1,010	23.4%
Building Equipment Contractors	3,500	4,460	960	27.4%
Local Government, Excl. Education & Hospitals	10,210	11,120	910	8.9%
Nonresidential Building Construction	5,900	6,710	810	13.7%
Traveler Accommodations	3,630	4,310	680	18.7%
Colleges & Universities, Public & Private	5,280	5,920	640	12.1%
Nursing Care Facilities, Skilled Nursing	3,360	3,990	630	18.8%
Utility System Construction	2,920	3,470	550	18.8%
Architectural & Engineering Services	2,720	3,270	550	20.2%
Automobile Dealers	2,280	2,810	530	23.2%
Department Stores	2,820	3,350	530	18.8%
Gasoline Stations	3,190	3,700	510	16.0%
Religious Organizations	3,170	3,680	510	16.1%
Building Material & Supplies Dealers	2,080	2,540	460	22.1%
Machinery & Supply Merchant Wholesalers	3,040	3,460	420	13.8%
State Government, Excl. Education & Hospitals	4,720	5,110	390	8.3%
Child Day Care Services	1,980	2,360	380	19.2%
Offices of Other Health Practitioners	1,100	1,460	360	32.7%
Business Support Services	1,540	1,890	350	22.7%
Other Specialty Trade Contractors	2,100	2,440	340	16.2%
Individual & Family Services	1,480	1,800	320	21.6%

Source: TWC Tracer2 Projection tool (2014-2024)

In the table below, the needs of employers are based off all job postings across 15,000 online postings from December 2012 to December 2016, hard skills as they pertain to industry had a direct correlation to the Petroleum, Health Care, Construction and Retail industries. Maintenance and customer service skills support the Retail Trade industry as well. However occupations in this industry do tend to be below sustainability, and thus will not to be considered for the target occupations list.

<b>Skill</b>	<b>Job Postings with Skill</b>
Oil And Gas	14,082
Emergency (Healthcare)	17,615
Intensive Care Unit	11,043
Repairing (Computer Systems)	23,940
Nursing	36,539
Emergency Handling	21,989
Hospitalization	29,368

<b>Skill</b>	<b>Job Postings with Skill</b>
Maintenance	40,633
Lifting	28,866
Merchandising	35,944
Cleaning	27,748
Instructions	19,153
Investigation	10,909
Construction	9,742
Customer Service	69,157
Carry	14,651
Restaurant Operation	20,331
Rehabilitations	12,973
Storage (Warehousing)	13,495
Appointment Scheduling	27,203
Retailing	50,746
Materials	10,897
Unloading	9,796
Health Care	44,830

Source: EMSI 2012-16 Job Posting Analytics

The table below illustrates the online demand for occupations with very specific skills sets and qualifications (Truck Drivers & Registered Nurses); while also including occupations that are needed based on volume of jobs (Retail Supervision & Customer Service Representatives). These occupations are based off the analysis from 2012-2016.

### Top Posted Occupations from December 2012 to December 2016

<b>Occupation (SOC)</b>	<b>Total/Unique (Dec 2012 - Dec 2016)</b>	<b>Unique Postings Trend (Dec 2012 - Dec 2016)</b>
Heavy and Tractor-Trailer Truck Drivers	452,905 / 57,104	
Registered Nurses	279,257 / 30,681	
First-Line Supervisors of Retail Sales Workers	117,506 / 18,988	
Retail Salespersons	90,829 / 14,289	

## Top Posted Occupations from December 2012 to December 2016

Customer Service Representatives	54,238 / 10,419	
Maintenance and Repair Workers, General	34,989 / 7,689	
First-Line Supervisors of Food Preparation and Serving Workers	56,260 / 7,582	
Cashiers	41,071 / 6,384	
First-Line Supervisors of Office and Administrative Support Workers	28,723 / 6,119	
Stock Clerks and Order Fillers	28,155 / 6,052	
Combined Food Preparation and Serving Workers, Including Fast Food	55,927 / 5,988	
Medical and Health Services Managers	23,728 / 5,453	
Licensed Practical and Licensed Vocational Nurses	32,874 / 4,981	
Nursing Assistants	28,323 / 4,542	
Merchandise Displayers and Window Trimmers	21,817 / 4,491	
Physical Therapists	25,143 / 4,372	
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	21,458 / 4,260	
Postsecondary Teachers	36,165 / 4,249	
Food Service Managers	22,983 / 4,188	
First-Line Supervisors of Mechanics, Installers, and Repairers	19,292 / 3,983	
Sales Representatives, Services, All Other	24,438 / 3,977	

Source: EMSI 2012-16 Job Posting Analytics

## In-Demand Industries & Occupations

The Coastal Bend region's In-Demand Industry List is compiled based on employment trends and analysis of TWC's 2014-2024 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 play a role in narrowing down to these key industries. The need for trained workers from the Coastal Bend has led the Construction and Petrochemical industries to be included in this target list.

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

(NAICS) Code (4-digit) <sup>1</sup>	NAICS Industry Title (Name)	Annual Average Employment 2014	Annual Average Employment 2024	Number Change 2014-2024	Percent Growth 2014-2024
6214	Outpatient Care Centers	780	1,070	290	37.2%
6233	Continued Care and Assisted Living Facilities	720	980	260	36.1%
6111	Elementary & Secondary Schools, Public & Private	17,630	20,550	2,920	16.6%
6221	General Medical & Surgical Hospitals, Public & Private	7,700	9,070	1,370	17.8%
6211	Offices of Physicians	4,310	5,320	1,010	23.4%
2383	Building Equipment Contractors	3,500	4,460	960	27.4%
9039	Local Government, Excl. Education & Hospitals	10210	11120	910	8.90%
2362	Nonresidential Building Construction	5,900	6,710	810	13.7%
2371	Utility System Construction	2,920	3,470	550	18.8%
5413	Architectural & Engineering Services	2,720	3,270	550	20.2%
5416	Management & Technical Consulting Services	720	1,010	290	40.3%
2382	Building Equipment Contractors	3,500	4,460	960	27.4%
2381	Building Foundation & Exterior Contractors	1,190	1,450	260	21.8%
3251	Basic Chemical Manufacturing	540	650	110	20.4%
5411	Legal Services	1,560	1,860	300	19.2%
3241	Petroleum & Coal Products Manufacturing	3,020	3,310	290	9.6%
6216	Home Health Services	11,240	16,290	5,050	44.9%
4441	Building Material & Supplies Dealers	2,080	2,540	460	22.1%

Source: Based on TWC Tracer2 Projection Tool (2014-2024) and local knowledge/wisdom.

Workforce Solutions of the Coastal Bend applied TWC's long term projections from 2014-2024 as well as job postings analytics to identify occupations that are in demand from local employers. By comparing absolute growth (by number change) and percent of growth WFSCB built a list of 44 occupations that are most commonly trained for, posted for, or have the continued potential to grow till 2014. With a job growth rate for all occupations at 7.5% from 2014 to 2024 all occupations met this criteria of being an in demand occupation with the exception of Welders. However, upcoming projects not foreseen by the model justifies this

occupation being on the list. While an occupation is considered in-demand it is not necessarily an occupation whose wages are sustainable or where an educational training program is in place. Of the 44 occupations listed 32 have fit into our in-demand industry list and could potentially be a target occupation. Local wisdom will contribute to the removal or addition of certain occupations.

### In-Demand Occupations List (Appendix B)

(SOC) (O*NET) Job Code	In-Demand Occupation Job Title (Name)	Annual Average Employment 2014	Annual Average Employment 2024	Number Change 2014- 2024	Percent Growth 2014- 2024
11-9032	Education Administrators, Elementary/Secondary School	550	650	100	18.2%
11-1021	General & Operations Managers	3,960	4,310	350	8.8%
13-2011	Accountants & Auditors	1,840	2,120	280	15.2%
25-2011	Preschool Teachers, Ex. Special Education	510	600	90	17.6%
25-2021	Elementary School Teachers, Ex. Special Education	2,650	3,120	470	17.7%
25-2022	Middle School Teachers, Ex Special/Career/Technical Ed	1,340	1,580	240	17.9%
25-2031	Secondary School Teachers, Ex Special/Career/Technical Ed	2,150	2,520	370	17.2%
25-9041	Teacher Assistants	2,600	3,030	430	16.5%
29-1141	Registered Nurses	4,110	5,130	1,020	24.8%
29-2061	Licensed Practical & Licensed Vocational Nurses	1,870	2,270	400	21.4%
31-1014	Nursing Assistants	1,990	2,410	420	21.1%
31-9092	Medical Assistants	1,120	1,390	270	24.1%
33-3012	Correctional Officers & Jailers	1,870	2,030	160	8.6%
33-9032	Security Guards	1,360	1,530	170	12.5%
35-1012	First-Line Supervisors of Food Preparation & Serving Workers	1,820	2,240	420	23.1%
35-2014	Cooks, Restaurant	1,960	2,540	580	29.6%
35-3011	Bartenders	1,070	1,320	250	23.4%
35-3021	Combined Food Preparation & Serving Workers, Incl. Fast Food	8,020	10,080	2,060	25.7%
35-3031	Waiters & Waitresses	4,770	5,530	760	15.9%
37-2011	Janitors & Cleaners, Ex. Maids & Housekeeping Cleaners	3,460	3,950	490	14.2%
37-2012	Maids & Housekeeping Cleaners	2,920	3,390	470	16.1%
39-9011	Childcare Workers	2,530	2,900	370	14.6%
39-9021	Personal Care Aides	5,910	8,210	2,300	38.9%
41-1011	First-Line Supervisors of Retail Sales Workers	2,800	3,130	330	11.8%
41-2011	Cashiers	6,310	7,000	690	10.9%
41-2022	Parts Salespersons	630	740	110	17.5%
41-2031	Retail Salespersons	7,320	8,680	1,360	18.6%
43-3021	Billing & Posting Clerks	850	1,010	160	18.8%
43-4051	Customer Service Representatives	3,230	3,780	550	17.0%

(SOC) (O*NET) Job Code	In-Demand Occupation Job Title (Name)	Annual Average Employment 2014	Annual Average Employment 2024	Number Change 2014- 2024	Percent Growth 2014- 2024
43-5081	Stock Clerks & Order Fillers	3,080	3,440	360	11.7%
43-6013	Medical Secretaries	1,540	1,910	370	24.0%
43-9061	Office Clerks, General	7,520	8,100	580	7.7%
47-2061	Construction Laborers	4,040	4,510	470	11.6%
49-2022	Telecommunications Equip Installers/Rprs, Ex Line Installers	820	1,010	190	23.2%
49-9021	Heating, AC, & Refrigeration Mechanics & Installers	620	780	160	25.8%
49-9041	Industrial Machinery Mechanics	1,510	1,680	170	11.3%
49-9071	Maintenance & Repair Workers, General	3,210	3,580	370	11.5%
53-3032	Heavy & Tractor-Trailer Truck Drivers	5,590	5,680	90	1.6%
53-3033	Light Truck or Delivery Services Drivers	1,530	1,750	220	14.4%
47-2051	Cement Masons & Concrete Finishers	310	350	40	12.9%
47-2071	Paving, Surfacing, & Tamping Equipment Operators	180	210	30	16.7%
51-4121	Welders, Cutters, Solderers, & Brazers	2,780	2,830	50	1.8%
53-7051	Industrial Truck & Tractor Operators	760	840	80	10.5%

Source: TWC Tracer2 Projection tool (2014-2024)

Based on the demand from employers, WFSCB compiled a list of 40 occupations that support the local economy and future growth and 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 above \$12.00/hr entry level wage, median and experienced wages are considerably higher.

### Target Occupations List (Appendix C)

(SOC) or (O*NET) Job Code	Target Occupation Job Title (Name)	Annual Average Employment 2014	Annual Average Employment 2024	Number Change 2014- 2024	Percent Growth 2014- 2024
13-2011	Accountants & Auditors	1,840	2,120	280	15.2%
15-1142	Network & Computer Systems Administrators	340	360	20	5.9%
15-1151	Computer User Support Specialists	530	600	70	13.2%
17-3023	Electrical and Electronic Engineering Technicians	177	184	7	4%
23-2011	Paralegals & Legal Assistants	440	550	110	25.0%
25-2021	Elementary School Teachers, Ex. Special Education	2,650	3,120	470	17.7%
25-2022	Middle School Teachers, Ex Special/Career/Technical Ed	1,340	1,580	240	17.9%
25-2031	Secondary School Teachers, Ex Special/Career/Technical Ed	2,150	2,520	370	17.2%
29-1141	Registered Nurses	4,110	5,130	1,020	24.8%

(SOC) or (O*NET) Job Code	Target Occupation Job Title (Name)	Annual Average Employment 2014	Annual Average Employment 2024	Number Change 2014-2024	Percent Growth 2014-2024
29-2011	Medical & Clinical Laboratory Technologists	170	210	40	23.5%
29-2012	Medical & Clinical Laboratory Technicians	200	240	40	20.0%
29-2034	Radiologic Technologists	310	350	40	12.9%
29-2041	Emergency Medical Technicians & Paramedics	450	540	90	20.0%
29-2061	Licensed Practical & Licensed Vocational Nurses	1,870	2,270	400	21.4%
29-2071	Medical Records & Health Information Technicians	320	390	70	21.9%
29-9011	Occupational Health & Safety Specialists	370	370	0	0.0%
31-2021	Physical Therapist Assistants	170	240	70	41.2%
33-2011	Firefighters	750	830	80	10.7%
33-3012	Correctional Officers & Jailers	1,870	2,030	160	8.6%
33-3051	Police & Sheriff's Patrol Officers	1,200	1,320	120	10.0%
33-9032	Security Guards	1,360	1,530	170	12.5%
43-3031	Bookkeeping, Accounting, & Auditing Clerks	2,860	2,730	-130	-4.5%
43-6011	Executive Secretaries & Executive Administrative Assistants	700	690	-10	-1.4%
43-6013	Medical Secretaries	1,540	1,910	370	24.0%
47-2031	Carpenters	1,220	1,350	130	10.7%
47-2073	Operating Engineers & Other Construction Equipment Operators	1,310	1,400	90	6.9%
47-2111	Electricians	900	1,010	110	12.2%
47-2152	Plumbers, Pipefitters, & Steamfitters	760	840	80	10.5%
49-3011	Aircraft Mechanics & Service Technicians	1,290	1,220	-70	-5.4%
49-3021	Auto Body & Related Repairers	310	370	60	19.4%
49-3023	Auto Service Technicians & Mechanics	1,280	1,430	150	11.7%
49-3031	Bus & Truck Mechanics & Diesel Engine Specialists	650	690	40	6.2%
49-9021	Heating, AC, & Refrigeration Mechanics & Installers	620	780	160	25.8%
49-9041	Industrial Machinery Mechanics	1,510	1,680	170	11.3%
51-4041	Machinists	910	1,010	100	11.0%
51-4121	Welders, Cutters, Solderers, & Brazers	2,780	2,830	50	1.8%
51-8091	Chemical Plant & System Operators	230	250	20	8.7%
51-8093	Petroleum Pump System Operators/Refinery Operators/Gaugers	1,160	1,230	70	6.0%
51-9061	Inspectors, Testers, Sorters, Samplers, & Weighers	1,080	1,120	40	3.7%
53-3032	Heavy & Tractor-Trailer Truck Drivers	5,590	5,680	90	1.6%

Source: Based on TWC Tracer2 Projection Tool (2014-2024) and local knowledge/wisdom.

A list essential skills most frequently mentioned in online job postings by employers is provided below. WFSCB's *Career Ready Workforce Certification* program has trained over 2,700 participants since its inception and awarded over 5,500 CEUs. In cooperation with Del Mar College and Coastal Bend College this unique program instills essential skills required by employers into participants.



### Top Soft Skills

Skill	Job Postings with Skill requested
Scheduling (Project Management)	3,787
Leadership	1,441
Coordinating	912
Leading	849
Ethics	613
Learning	533
Mental Health	496
Critical Thinking	353
Listening	306
Literacy	175
Telephone Skills	127
Career Development	85
Cooperation	72
Cleanliness	69
Active Learning	64
Team Leading	61
Active Listening	58
Creativity	55
Persuasive Communication	51
Depth Perception	38

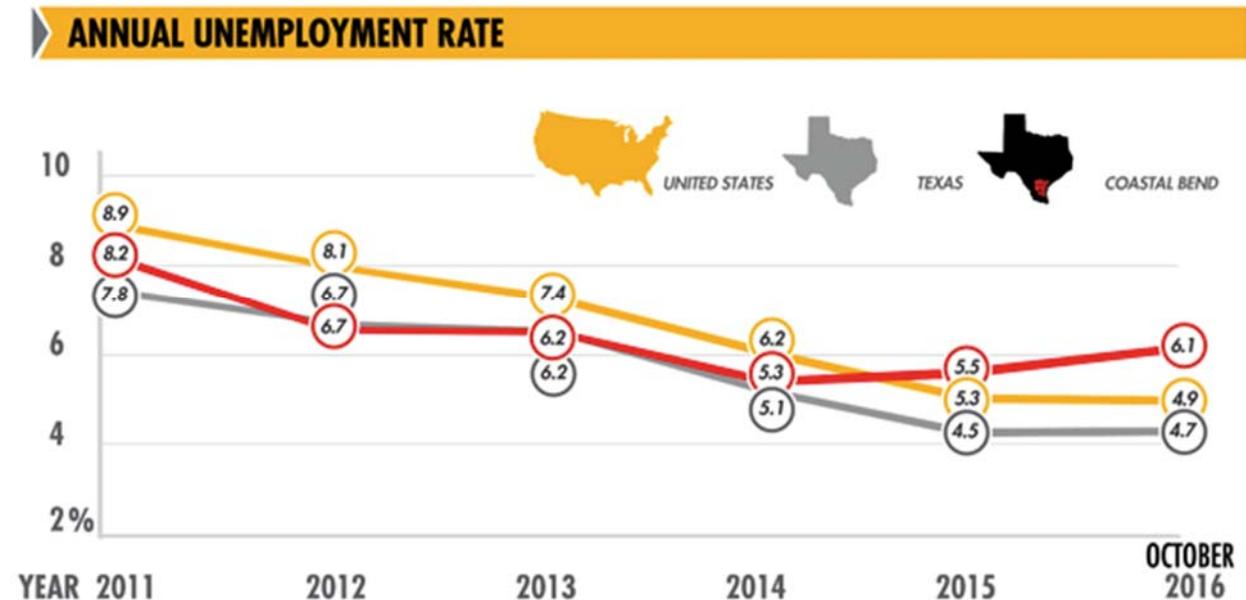
Source: EMSI 2015-16 Job Posting Analytics

## Analysis of the Regional Workforce & LMI trends

*An analysis of the regional workforce, including current labor force employment and unemployment data, information on labor market trends, and educational and skill levels of the workforce, including individuals with barriers to employment.*

The Coastal Bend WDA's unemployment rate continues to fluctuate at a rate higher than the state and national levels. It has yet to recover from the loss of oil and gas jobs lost since the end of 2014. This is most evident in counties outside to the Corpus Christi MSA (Nueces, Aransas and San Patricio counties).

Area	2014 Annual UI Rate	2015 Annual UI Rate	October 2016 UI Rate
Aransas County	5.5	5.1	5.7
Bee County	5.8	6.3	7.2
Brooks County	7.7	10	10.6
Duval County	5.6	8.2	10.7
Jim Wells County	5.2	7.9	9.6
Kenedy County	2.9	2.8	4.5
Kleberg County	5.4	6	6.4
Live Oak County	3.6	4.1	5
McMullen County	2	2.1	1.7
Nueces County	5.1	4.9	5.3
Refugio County	4.3	5.3	7
San Patricio County	6.2	6.5	7.3
Coastal Bend	5.3	5.5	6.1



With 66,268 persons with disabilities and a veteran population of 43,982 residing in the Coastal Bend per 2015 U.S. Census estimates, WFSCB served 1,368 persons with disabilities and 3,724 veterans in 2016. 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 70 employers in 2016. With over 200 veterans and 800 total job seekers, both disabled veterans and job seekers alike were served.

County	Total Population	Veteran population	Veteran %	Disability %*	Persons w Disability
Aransas	25,350	2,555	10%	16.9%	4,284
Bee	32,874	2,446	7%	13.1%	4,306
Brooks	7,230	321	4%	14.5%	1,048
Duval	11,388	528	5%	19.3%	2,198
Jim Wells	41,382	2,095	5%	10.9%	4,511
Kenedy	407	21	5%	6.4%	26
Kleberg	31,857	1,859	6%	11.0%	3,504
Live Oak	12,229	1,334	11%	8.9%	1,088
McMullen	820	46	6%	9.7%	80
Nueces	359,715	27,320	8%	10.2%	36,691
Refugio	7,289	570	8%	15.4%	1,123
San Patricio	67,357	4,887	7%	11.0%	7,409
<b>Total</b>	<b>597,898</b>	<b>43,982</b>	<b>7%</b>	<b>11%</b>	<b>66,268</b>
Source: 2015 U.S. Census Estimates					
*With a disability, under age 65 years, percent, 2011-2015					

**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.

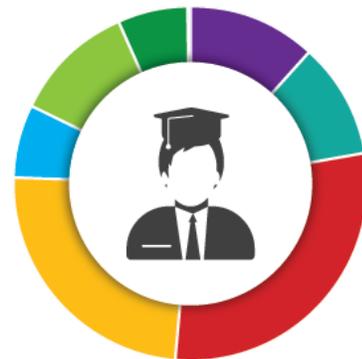
In January 2017, a second roundtable discussion occurred with employers of Mechanical Engineering Technicians (MET). Texas A&M University- Corpus Christi partnered with WFSCB to survey employers on the skill sets needed for METs in an attempt to create an online, competency based MET program.

### 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.

#### COASTAL BEND EDUCATIONAL ATTAINMENT OVERVIEW

EDUCATION LEVEL	2016 POPULATION	2016 PERCENT
LESS THAN 9TH GRADE	46,233	11.9%
9TH GRADE TO 12TH GRADE	40,497	10.4%
HIGH SCHOOL DIPLOMA	114,662	29.4%
SOME COLLEGE	93,485	24.0%
ASSOCIATES DEGREE	25,970	6.7%
BACHELOR'S DEGREE	43,709	11.2%
GRADUATE DEGREE AND HIGHER	25,252	6.5%



\* Based on all residents age 25 and up.

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 reflective in the table below.

CIP	Program	Completions (2015)	
51	Health professions and related programs	1,617	
52	Business, management, marketing, and related support services	712	
14	Engineering	534	
24	Liberal arts and sciences, general studies and humanities	370	
11	Computer and information sciences and support services	367	
30	Multi/interdisciplinary studies	313	
13	Education	258	
15	Engineering technologies and engineering-related fields	249	
26	Biological and biomedical sciences	235	

The region has resources to meet the needs of employers across many industries with 36 eligible training providers on the local list. In 2016 Craft Training Center awarded certifications to 148 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 Providers	City
Action Career Training II	Pharr
Aspire Truck Driving School	Richardson
ATDS	Elm Mott
Brightwood College	Corpus Christi
Coastal Bend College	Beeville
Coastal Bend College	Alice
Coastal Bend College	Kingsville
Coastal Bend College	Pleasanton
College of Health Care Professions, The	Houston
Connected Texas	Falfurrias
Craft Training Center of the Coastal Bend	Corpus Christi

Eligible Training Providers	City
Craft Training Center of the Coastal Bend	Mathis
Craft Training Center of the Coastal Bend	Kingsville
Craft Training Center of the Coastal Bend	Ingleside
Dallas Independent School District - Alternative Certification	Dallas
Del Mar College	Corpus Christi
DFE Tech	Tyler
International Schools	Dallas
Job Training Institute	Austin
Joshua Career Institute	Addison
Lindsey-Cooper Refrigeration School	Irving
Lufkin Truck Driving Academy	Lufkin
McAllen Careers Institute	McAllen
Miller Crane Works, Inc.	Seagoville
MT Training Center	Grand Prairie
New Era Training Center, Inc.	Garland
New Horizons Consumer Learning Centers of Austin	Austin
Northwest Lineman Training Center	Denton
Oklahoma School of Construction	Oklahoma City
Professional Healthcare Education Service Inc. (PHES)	Dallas
Roadmaster Drivers School	San Antonio
South Texas Careers Center	Corpus Christi
South Texas Vocational Technical Institute - Corpus Christi	Corpus Christi
Southern Careers Institute, Inc.	Corpus Christi
Texas A&M University - Corpus Christi	Corpus Christi
Texas A&M University - Kingsville	Kingsville
Texas Gulf Coast Electrical JATC	Corpus Christi
Texas State Technical College, Harlingen	Harlingen
The Healthcare Institute	San Antonio
University of Houston - Victoria	Katy
University of Houston - Victoria	Victoria
Victoria College, The	Cuero
Victoria College, The	Victoria
Vista College	Richardson

Source: TWC Eligible Training Provider System

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.

### Target Occupation Job Posting Certifications Requested

Certification	Job Postings with Certification*
Commercial Driver's License (CDL)	12,344
Registered Nurse	6,386

Licensed Vocational Nurses	1,512
Licensed Practical Nurse	1,053
Nurse Practitioner	596
<b>Certification</b>	<b>Job Postings with Certification*</b>
Radiation Oncologist	467
Family Nursing Practitioner	281
Certified Benefits Professional	252
Board Certified	176
Transportation Worker Identification Credential (TWIC) Card	172
Patient Care Technician	151
Radiologic Technologist	124
Certified Nursing Assistant	123
American Registry Of Radiologic Technologists (ARRT) Certified	105
Certified Case Manager	97
Certified Coding Specialist	86
Registered Health Information Technician	81
Registered Health Information Administrator	71
CompTIA A+ Certification	60
Critical Care Registered Nurse (CCRN)	57
Licensed Clinical Social Worker (LCSW)	53
Medical Technologist	53
Neonatal Nurse Practitioner	53
Advanced Practice Registered Nurse	45
Advanced Life Support	42
Psychiatric-Mental Health Nurse Practitioner	40
Certified Landscape Irrigation Auditor	38
Licensed Marriage And Family Therapist (LMFT)	37
Licensed Professional Counselor (LPC)	37
Master Of Business Administration (MBA)	37
Certified Medical Assistant	36
Certified Emergency Nurse (CEN)	27

Certified Rehabilitation Registered Nurse	25
A+ Certification	23
Clinical Nurse Specialists (CNS)	22
<b>Certification</b>	<b>Job Postings with Certification*</b>
Certified Occupational Therapy Assistant	21
Certified First Responder	18
Certified Occupational Health Nurse	18
ANCC Certified	17
Certified Global Meeting Planner	17
Health And Human Services	17
Advanced Trauma Care For Nurses	15
Licensed Social Worker	15
Certified Safety Professional	14
CompTIA Security+	14
Microsoft Certified Professional	14

Source: EMSI 2015-16 Job Posting Analytics

## 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; SERCO and NCI.

- Wagner-Peyser funded employment services
- WIOA Adult and Dislocated Worker
- WIOA Youth
- Trade Adjustment Assistance
- Choices Program
- Choices NCP Program
- SNAP E&T Program
- Sector Partnership National Dislocated Worker Grant
- Oil & Gas National Dislocated Worker Grant
- Military Family Support Pilot Program
- Child Care Services

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 Service 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 2016-2023 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 of 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 five years and the work to align these career pathways

continues. By the end of 2018, the Coastal Bend region will have 16 clear career pathways identified and available for the future workforce to follow.

**Adult Education & Literacy-** As board members for the local literacy organizations, WFSCB Board staff are advocates for the work done by these groups to assist to increase the educational functioning levels of adults in the region. WFSCB works with these organizations to include work-based curricula into the classroom to make the learning relevant to employment.

WFSCB has provided several opportunities for local AEL providers to meet and coordinate services. In September 2016, a Community Resources Stakeholders Integration of Services session was held. Community partners like Goodwill Industries, San Patricio and Corpus Christi Literacy Councils, and Del Mar College attended the event to discuss services and eliminate duplication.

**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 over the last seven years. 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.

**Demand-driven Programs and Services-** WFSCB uses data and local knowledge to determine where to focus its efforts. In response to the economic downturn of 2009-2011, WFSCB applied and received the Job-Driven National Emergency Grant (NEG). Since that time, two additional National Dislocated Worker Grants, Sector-Partnership & Oil & Gas, have been received to assist with the retraining and relocation of workers impacted by recent layoffs in the Oil & Gas Industry.

WFSCB also partners with the local community colleges, universities, 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.

The co-location of the rural Career Centers at 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.

### **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.

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).

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 the Coastal Bend. Citizens for Educational Excellence, our Coastal Compass partner was awarded a grant by the Strata 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 Services 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 staffs 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 survey reports are reviewed by the WFSCB professionals and the BSU team and shared with the Workforce Services Committee.

Complementing the efforts of the BSU team, SERCO 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) to bring Lemonade Day to the kids Coastal Bend. This initiative teaches elementary school students how to create and implement a business plan, including building their budget and marketing. Kids create their product and plan all aspects of their business. They establish goals and deadlines. And on one Saturday in May all of these plans come together in 1000-1200 lemonade stands throughout the area. These young entrepreneurs learn how to save, share, and spend the money they earn from the business, contributing 33% of what they earn to local charities.

WFSCB participates in Small Business Week with Texas A&M- Corpus Christi and its partners to discuss workforce business services with potential entrepreneurs seeking out services. Throughout the year, representatives from the Small Business Administration come into WFSCB career centers to discuss entrepreneurial programs and microenterprise services.

### **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 System (ETPS) 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 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 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 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 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 tracer2.com and TexasIndustryProfiles.com, and Wanted Analytics.com 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. Through contacts made by our Communications & Outreach Department, WFSCB has established and maintained a weekly "Hot Jobs" segment with the local ABC affiliate as well as several local radio stations. 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.

*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.*

Workforce Solutions of the Coastal Bend is committed to providing universal access to programs and services to all people. All of 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 accommodations 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.

## **Workforce Programs**

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

As in past years, Workforce Solutions of the Coastal Bend (WFSCB) is continually assessing its service delivery system to make sure it addresses the needs of the customers. As a result, the Board has designed its service delivery system to conform to a "business oriented" model that continuously adjusts to the challenges and constant changes in today's business world, such as the needs of new industries in the area.

The WFSCB model provides for Workforce Career Centers located strategically throughout the 12-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; workshops in job search and job preparation that lead to a Career Ready Certification; soft skills on-line training; and other career and job preparation oriented activities. 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. Both eligible adults and dislocated workers 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: child care 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.

*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.

*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, 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.

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.

In addition to the career exploration component and the training track, 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.

**Ready for College and Career Conference (R4C2) for Educators** – Hosted annually by Workforce Solutions of the Coastal Bend and the Citizens for Educational Excellence, this event brings together teachers and counselors, employers, and community leaders to discuss the Coastal Bend's education and employment needs now and in the future. Guest speakers have included Texas Workforce Commissioners, State Representatives, and local employer representatives. Panel discussions include employers addressing their needs, representatives from the region's two community colleges and two universities, the Craft Training Center, and panels of students who discussed their successes with early college high school and dual credit programs. Experts from local economic development and TWC's Labor Market & Career Information (LMCI) division provide overviews of the Texas and Coastal Bend labor market to educators during lunch.

**iDiscovery Safari** – This family learning event targets elementary and middle school youth and their parents. This event emphasizes the skills used on the job and the training needed to get the job through interactive and hands-on activities. Pathways at the event lead students through Science, Technology, Engineering and Math (STEM) careers, public service, healthcare, arts and communication, architecture, and education and training. Seventy-five (75) College and Career exhibitors provided information to more than 600 students and their parents.

**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.

**Ready for College and Career Conference (R4C2) for Undecided High School Seniors** - In an effort to help those high school seniors who haven’t decided what they plan to do after graduation, WFSCB and 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.

*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, where monthly customer traffic has been reported at approximately 600,000 people.

WFSCB collaborates with our local universities, Texas A&M University-Corpus Christi and Texas A&M University Kingsville 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.

*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.

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 or other special initiatives such as Workforce Investment Act (WIA) 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 and who reside within the Coastal Bend Workforce area. Allowable Support Services include:

- Car Repairs
- Childcare
- GED testing fees
- Training or Education-related expenses
- Transportation
- Wheels to Work
- Work-related expenses

*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 staff are provided with community resource lists and utilize 2-1-1 with career center customers to exhaust all 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.*

Recently, WFSCB connected 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. Recently, WFSCB hosted an event that brought together local AEL providers to coordinate services and provide resources. 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.

Del Mar College continues to open satellite GED and ESL centers throughout the region to assist adults in rural parts of the community connect with AEL services. Workforce career center staff attend these classes from time to time to share information about workforce services.

The Board will identify a review team and implement the 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 contractor 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 \$30,000 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. This 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.*

Workforce Solutions of the Coastal Bend (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 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 measure 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 Median Earnings Q2 Post Exit
- Dislocated Worker Employed Q4 Post Exit
- Dislocated Worker Credential Rate
- Youth Employed/Enrolled Q2 Post Exit
- Youth Employed/Enrolled Q4 Post Exit
- Youth Credential Rate

*A description of the actions the Board will take toward becoming or remaining a high-performing Board.*

WFSCB continually reviews services delivery to ensure customers are served efficiently and effectively. WFSCB sets local contractor performance targets at 105% of TWC contracted performance. Program performance is reviewed monthly and presented at each committee and Board of Directors meeting. Performance found to be not-meeting for three consecutive months will require a performance improvement

plan developed and implemented by the contractor. Continued low performance can result in a board implemented corrective action plan and ultimately result in monetary sanctions on the contractor.

*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 Workforce Solutions of the Coastal Bend for the purpose of providing training to eligible WIOA adults and dislocated workers. From time to time other funding sources require ITA's to be used to fund occupational skills training.

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 cost for the duration of the training program.

WIOA provides workforce activities that increase employment, retention, and earnings of participants. WIOA attempts to return adults and dislocated workers to employment as quickly as possible by testing the labor market for suitable employment. If participants are unable to secure employment through core or intensive services, training can 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 principle 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 Workforce Solutions of the Coastal Bend 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 is pending board approval in June 2017 and will include 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 will transition to a paperless customer/case management and financial system in the spring of 2017. The process and workflow have been developed over a period of months with direct input and implementation carried out by contractors, SERCO and NCI.

*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 seeker and continues to seek new opportunities in the region. Recent meetings with several local construction associations should increase the opportunities available to those interested in pursuing apprenticeship opportunities. WFSCB is committed to supporting any efforts of Apprenticeship Texas in the Coastal Bend region and intends to expand local apprenticeship opportunities while creating new innovative apprenticeship programs with local employers.

## **Public Comment**

*A description of the process used by the Board, consistent with WIOA §108(d), to provide a 30-day public comment period before submission of the plan, including an opportunity to have input into the development of the Local Plan, particularly for representatives of businesses, education, and labor organizations. Comments submitted during the public comment period that represent disagreement with the plan must be submitted with the Local Plan.*

A notice was sent out via e-blast and social media on Friday, January 27, 2017 regarding the availability of the draft version 2017-2020 Business & Strategic 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. Monday, February 27, 2017.

i. Date of publication – Friday, January 27, 2017

ii. Final date of 30-day comment period – Monday, February 27, 2017

iii. Written comments can be submitted electronically to [amy.villarreal@workforcesolutionscb.org](mailto:amy.villarreal@workforcesolutionscb.org) , delivered via mail or in person to the Board offices to Amy Kiddy Villarreal, Director of Programs & System Alignment at 520 North Staples, Corpus Christi TX 78401.

**No Public Comment was received.**

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





**WIOA Target Occupations List**

<b>Board Name:</b>	Coastal Bend	<b>Date Submitted or Updated:</b>	12/27/2016
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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) or Occupational Information Network (O*NET) Job Code	Target Occupation Job Title (Name)	Annual Average Employment 2014	Annual Average Employment 2024	Number Change 2014-2024	Percent Growth 2014-2024	Annual Openings due to 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? <sup>1</sup>	How many individuals will ETPs train and/or certify to fill current openings?	Additional Rationale, Local Wisdom, and Comments <sup>2</sup>	Is this a Career Pathway Occupation? (yes or no)	Labor Market and Career Information Data Source(s) <sup>3</sup>
13-2011	Accountants & Auditors	1,840	2,120	280	15.2%	30	\$16.92	\$40.27	Bachelor's degree	Yes	100		No	ser2 OccupationProjections
15-1142	Network & Computer Systems Administrators	340	360	20	5.9%	0	\$20.33	\$34.64	Bachelor's degree	Yes	367		No	ser2 OccupationProjections
15-1151	Computer User Support Specialists	530	600	70	13.2%	5	\$13.66	\$23.46	Some college, no degree	Yes	xx		No	ser2 OccupationProjections
17-3023	Electrical and Electronic Engineering Technicians	177	184	7	4%	0	\$17.07	\$30.34	Postsecondary non-degree award	Yes	3		No	ser2 OccupationProjections
23-2011	Paralegals & Legal Assistants	440	550	110	25.0%	10	\$13.54	\$25.49	Associate's degree	Yes	9		No	ser2 OccupationProjections
25-2021	Elementary School Teachers, Ex. Special Education	2,650	3,120	470	17.7%	45	\$20.22	\$29.07	Bachelor's degree	Yes	17	growing manufacturing	No	ser2 OccupationProjections
25-2022	Middle School Teachers, Ex Special/Career/Technical Ed	1,340	1,580	240	17.9%	25	\$20.40	\$28.06	Bachelor's degree	No	20		No	ser2 OccupationProjections
25-2031	Secondary School Teachers, Ex Special/Career/Technical Ed	2,150	2,520	370	17.2%	40	\$19.61	\$28.70	Bachelor's degree	Yes	33		No	ser2 OccupationProjections
29-1141	Registered Nurses	4,110	5,130	1,020	24.8%	100	\$25.00	\$39.97	Bachelor's degree	Yes	408		No	ser2 OccupationProjections
29-2011	Medical & Clinical Laboratory Technologists	170	210	40	23.5%	5	\$21.24	\$29.20	Bachelor's degree	Yes	65		No	ser2 OccupationProjections
29-2012	Medical & Clinical Laboratory Technicians	200	240	40	20.0%	5	\$13.67	\$20.97	Associate's degree	Yes	69		No	ser2 OccupationProjections
29-2034	Radiologic Technologists	310	350	40	12.9%	5	\$17.93	\$30.11	Associate's degree	Yes	150		No	ser2 OccupationProjections
29-2041	Emergency Medical Technicians & Paramedics	450	540	90	20.0%	10	\$10.26	\$16.12	Postsecondary non-degree award	Yes	67		No	ser2 OccupationProjections
29-2061	Licensed Practical & Licensed Vocational Nurses	1,870	2,270	400	21.4%	40	\$16.54	\$22.96	Postsecondary non-degree award	Yes	274		No	ser2 OccupationProjections
29-2071	Medical Records & Health Information Technicians	320	390	70	21.9%	5	\$9.91	\$17.43	Postsecondary non-degree award	Yes	120		No	ser2 OccupationProjections
29-9011	Occupational Health & Safety Specialists	370	370	0	0.0%	0	\$23.74	\$40.24	Bachelor's degree	Yes	57		No	ser2 OccupationProjections
31-2021	Physical Therapist Assistants	170	240	70	41.2%	5	\$26.31	\$42.59	Associate's degree	Yes	78		No	ser2 OccupationProjections
33-2011	Firefighters	750	830	80	10.7%	10	\$16.25	\$24.19	Postsecondary non-degree award	Yes	6		No	ser2 OccupationProjections
33-3012	Correctional Officers & Jailers	1,870	2,030	160	8.6%	15	\$14.14	\$18.53	High school diploma or equivalent	Yes	xx		No	ser2 OccupationProjections
33-3051	Police & Sheriff's Patrol Officers	1,200	1,320	120	10.0%	10	\$16.31	\$29.21	High school diploma or equivalent	Yes	117		No	ser2 OccupationProjections
33-9032	Security Guards	1,360	1,530	170	12.5%	15	\$9.52	\$15.01	High school diploma or equivalent	Yes	0		No	ser2 OccupationProjections
43-3031	Bookkeeping, Accounting, & Auditing Clerks	2,860	2,730	-130	-4.5%	0	\$11.04	\$19.74	Some college, no degree	Yes	48	in growing manufacturing	No	ser2 OccupationProjections
43-6011	Executive Secretaries & Executive Administrative Assistants	700	690	-10	-1.4%	0	\$16.38	\$25.61	High school diploma or equivalent	Yes	21	growing manufacturing	No	ser2 OccupationProjections
43-6013	Medical Secretaries	1,540	1,910	370	24.0%	35	\$10.00	\$16.25	High school diploma or equivalent	Yes	35		No	ser2 OccupationProjections
47-2031	Carpenters	1,220	1,350	130	10.7%	15	\$13.39	\$20.04	High school diploma or equivalent	Yes	8		No	ser2 OccupationProjections
47-2073	Operating Engineers & Other Construction Equipment Operators	1,310	1,400	90	6.9%	10	\$12.40	\$20.84	High school diploma or equivalent	Yes	10		No	ser2 OccupationProjections
47-2111	Electricians	900	1,010	110	12.2%	10	\$17.16	\$27.13	High school diploma or equivalent	Yes	2		No	ser2 OccupationProjections
47-2152	Plumbers, Pipefitters, & Steamfitters	760	840	80	10.5%	10	\$16.38	\$25.25	High school diploma or equivalent	Yes	11		No	ser2 OccupationProjections
49-3011	Aircraft Mechanics & Service Technicians	1,290	1,220	-70	-5.4%	0	\$22.46	\$30.75	Postsecondary non-degree award	Yes	40	in aircraft technicians at	No	ser2 OccupationProjections
49-3021	Auto Body & Related Repairers	310	370	60	19.4%	5	\$13.23	\$21.80	High school diploma or equivalent	Yes	13		No	ser2 OccupationProjections
49-3023	Auto Service Technicians & Mechanics	1,280	1,430	150	11.7%	15	\$10.32	\$22.39	Postsecondary non-degree award	Yes	99		No	ser2 OccupationProjections
49-3031	Bus & Truck Mechanics & Diesel Engine Specialists	650	690	40	6.2%	5	\$15.04	\$24.23	High school diploma or equivalent	Yes	25		No	ser2 OccupationProjections
49-9021	Heating, AC, & Refrigeration Mechanics & Installers	620	780	160	25.8%	15	\$14.16	\$23.32	Postsecondary non-degree award	Yes	81		No	ser2 OccupationProjections
49-9041	Industrial Machinery Mechanics	1,510	1,680	170	11.3%	20	\$15.34	\$26.56	High school diploma or equivalent	Yes	xx		No	ser2 OccupationProjections
51-4041	Machinists	910	1,010	100	11.0%	10	\$13.51	\$27.14	High school diploma or equivalent	Yes	xx		No	ser2 OccupationProjections
51-4121	Welders, Cutters, Solderers, & Brazers	2,780	2,830	50	1.8%	5	\$14.02	\$25.61	High school diploma or equivalent	Yes	99		No	ser2 OccupationProjections
51-8091	Chemical Plant & System Operators	230	250	20	8.7%	0	\$30.50	\$35.89	High school diploma or equivalent	Yes	51		No	ser2 OccupationProjections
51-8093	Petroleum Pump System Operators/Refinery Operators/Gaugers	1,160	1,230	70	6.0%	5	\$19.87	\$41.27	High school diploma or equivalent	Yes	40		No	ser2 OccupationProjections
51-9061	Inspectors, Testers, Sorters, Samplers, & Weighers	1,080	1,120	40	3.7%	5	\$13.09	\$30.67	High school diploma or equivalent	Yes	7	growing manufacturing	No	ser2 OccupationProjections
53-3032	Heavy & Tractor-Trailer Truck Drivers	5,590	5,680	90	1.6%	10	\$14.05	\$24.97	Postsecondary non-degree award	Yes	7		No	ser2 OccupationProjections

## Appendices

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### Appendix D: Texas Workforce Investment Council Requirements

## Texas Workforce Investment Council Requirements

### Local Workforce Development Board Strategic Planning

The Texas Workforce Investment Council (TWIC) is charged under Texas Government Code §§2308.101(5), 2308.302(a), and 2308.304(a)(b)(4) and the Workforce Innovation and Opportunity Act of 2014 (WIOA) (Public Law 113–128) with recommending the plans of Local Workforce Development Boards (Boards) to the governor for final approval. TWIC reviews each Board Plan to ensure that local goals and objectives are consistent with the statewide goals and objectives in the system strategic plan, *The Texas Workforce System Strategic Plan FY 2016–FY 2023*, which can be found at [www.gov.texas.gov/files/twic/Texas\\_Workforce\\_System\\_Strategic\\_Plan\\_\(FY2016-FY2023\).pdf/](http://www.gov.texas.gov/files/twic/Texas_Workforce_System_Strategic_Plan_(FY2016-FY2023).pdf/).

Additionally, state law charges TWIC with reporting annually to the governor and to the Texas Legislature on the implementation of the system strategic plan and monitoring the operation of the state’s workforce system to assess the degree to which the system is effective in achieving state and local goals and objectives. Therefore, TWIC also reviews Board Plans and plan modifications to determine each Board’s progress in implementing strategies that align with the strategic plan for the Texas workforce system.

A summary of Boards’ responses and strategies is provided to TWIC before TWIC considers the plans for approval and recommendation to the governor. Boards’ responses to the following planning elements are reviewed by TWIC for alignment with the strategic plan for the Texas Workforce system and are the basis for recommending approval.

#### Part 1—Demonstrating Alignment with Texas’ Strategic Plan for the Workforce System

The four sections below list and describe the four system goals from *The Texas Workforce System Strategic Plan FY 2016–FY 2023* that identify critical, high-priority system issues. For each goal, provide a detailed description of one significant board strategy or initiative that both fulfills the intent of the goal and that could be considered a best or promising practice. Also, include the anticipated quantitative outcomes to be achieved as a result of implementation.

#### **System Goal and Rationale**

##### **Focus on Employers:**

By accessing critical education and labor data sets, employers can better find and plan for skilled workers to meet their needs in both the immediate timeframe and the future. Through greater engagement with employers, education and training providers can better design career and technical education content and delivery options that are more aligned with industry needs. Providers can make adjustments in program content to benefit employers and students, as well as address both state and regional economic needs.

**System Goal and Rationale****Board Strategy or Initiative and Quantitative Outcomes**

Workforce Solutions of the Coastal Bend (WFSCB) provides services to employers that meet their needs now, and works with employers and training providers to meet future needs through strategic planning and continued partnerships. Providing critical localized labor market intelligence to employers and local training providers ensures training programs are in line with the needs of the local community.

In late 2016, WFSCB kicked the first of many employer roundtable discussions bringing together education and employer partners. Texas A&M University- Corpus Christi (TAMUCC) is looking to expand their Mechanical Engineering Technician (MET) program to include a competency-based 100% online curriculum. As part of the planning phase, TAMUCC asked WFSCB to bring together MET employers to discuss the competencies needed and determine what would be considered demonstrative success. In early February 2017, WFSCB representative met with local training providers and members of the local Home Builders Association (HBA) to discuss hiring trends, training capacities, and local employer needs. From both of these discussions came a better understanding of what employers expect that will continue to make academic programs relevant to employers in the Coastal Bend region.

Additionally, WFSCB's Business Service unit provides customized services to employers in the region. Three hundred and forty-two (342) hiring events were conducted across the Coastal Bend in 2016. This service directly connects an employer who is hiring with job seekers who meet their needs. Many times job seekers are offered jobs on the spot. These hiring events along with semi-annual job fairs like Hiring Red, White, and You! and Coastal Bend SHRM provided an immediate, direct connection between employers and job seekers.

Twenty-seven (27) local area employers chose to participate in the 2016 Teacher Externship program. In July 2016, forty-four local educators spent a week with a local employer learning about the day to day work schedule, job duties, and skills needed to get the job done. This connection between educators and employers help to bring hands-on experience into the classroom each fall and make educators advocates for local industry and the lucrative careers offered by these employers.

**System Goal and Rationale****Engage in Partnerships:**

Through collaborative and transparent processes, workforce system partners focus on outcomes that improve the employability of all program participants—from across a wide spectrum of capabilities and experiences—to meet employer needs. The leveraging of partnerships to enhance system alignment and outcomes depends on trust, a culture of collaboration both within and external to the workforce system, deep working relationships, and technical capacity to communicate to share needs, data, and information. Partnerships can provide for common planning, intake, and reporting on outcomes, as well as ensuring a “no wrong door” approach to the provision of workforce programs and services.

**Board Strategy or Initiative and Quantitative Outcomes**

### **System Goal and Rationale**

WFSCB has worked closely with Adult Education & Literacy (AEL) and Vocational Rehabilitation (VR) partners for years to ensure our mutual customers receive all the services they need while avoiding duplication. As both of these partners transitioned into the Texas Workforce Commission jurisdiction, WFSCB continued to meet with local staff to ensure services continued and information sharing improved.

WFSCB has provided several opportunities for local AEL providers to meet and coordinate services. In September 2016, a Community Resources Stakeholders Integration of Services session was held. Community partners like Goodwill Industries, San Patricio and Corpus Christi Literacy Councils, and Del Mar College attended the event to discuss services and eliminate duplication.

Over the last two years, VR staff and their leadership, and WFSB board and contractor staff have met several times to discuss services, tour facilities, and establish customer referral processes that will ensure customer success. WFSCB's essential (soft) skills training, Career Ready Workforce Certification, has incorporated VR consumers in class attendance, while also creating entire class groups with just VR consumers. As the relationships continue opportunities for shared facilities and co-location will provide even greater collaboration between workforce and vocational rehabilitation.

### **System Goal and Rationale**

#### **Align System Elements:**

By improving transitions, aligning programs, and ensuring portability and transferability, Texas improves access and the ability of all participants to complete programs of study, earn credentials, transition to further education, and gain critical employability skills. Texas employers are better positioned to find and hire the employees they need through an enhanced education and training pipeline.

### **Board Strategy or Initiative and Quantitative Outcomes**

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. 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 five years and the work to align these career pathways continues. By the end of 2018, the Coastal Bend region will have 16 clear career pathways identified and available for the future workforce to follow. These pathways will be provided to students throughout the region in the classroom and through events created and successfully implemented in previous years. Those events are listed and described below.

**Ready for College and Career Conference (R4C2) for Educators** – Hosted annually by Workforce Solutions of the Coastal Bend and the Citizens for Educational Excellence, this

## **System Goal and Rationale**

event brings together teachers and counselors, employers, and community leaders to discuss the Coastal Bend's education and employment needs now and in the future. Guest speakers have included Texas Workforce Commissioners, State Representatives, and local employer representatives. Panel discussions include employers addressing their needs, representatives from the region's two community colleges and two universities, the Craft Training Center, and panels of students who discussed their successes with early college high school and dual credit programs. Experts from local economic development and TWC's Labor Market & Career Information (LMCI) division provide overviews of the Texas and Coastal Bend labor market to educators during lunch.

**iDiscovery Safari** – This family learning event targets elementary and middle school youth and their parents. This event emphasizes the skills used on the job and the training needed to get the job through interactive and hands-on activities. Pathways at the event lead students through Science, Technology, Engineering and Math (STEM) careers, public service, healthcare, arts and communication, architecture, and education and training. Seventy-five (75) College and Career exhibitors provided information to more than 600 students and their parents.

**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.

**Ready for College and Career Conference (R4C2) for Undecided High School Seniors** - In an effort to help those high school seniors who haven't decided what they plan to do after graduation, WFSCB and 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.

## System Goal and Rationale

### Improve and Integrate Programs:

Accelerate employment and improve efficiencies through shared resources that can be leveraged to create new, relevant, and innovative opportunities that serve the needs of all stakeholders. By addressing high-priority programmatic needs through an integrated strategy, decision-making at the system, partner, and participant levels is improved and system service delivery is enhanced. The changing economic and educational landscapes provide opportunities to share relevant data through appropriate “push” mechanisms in an organized manner to key stakeholders who rely on information generated by system partners.

### Board Strategy or Initiative and Quantitative Outcomes

At Workforce Solutions of the Coastal Bend, we invest in our regional economic success through access to jobs, training, and employer services. 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 34 member Board of Directors represent the public and key stakeholders in the community, and are selected by the 13 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.



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. This model, along with the creation of career pathways and on-going, innovative partnerships with

### System Goal and Rationale

workforce partners and employers will ensure the Coastal Bend has the workforce it needs for years to come.

## Part 2—Identifying Industries of Significance to the Regional Economy

Texas has continued to exhibit economic success over the past decade, and local Workforce Boards have contributed to regional economic success through the establishment of industry sector or cluster strategies in partnership with employers. These strategies help to drive job creation and stimulate economic growth by providing job candidates with the skills and knowledge that employers require to be competitive. Texas’ targeted industry cluster initiative supported this work. WIOA continues that support by encouraging sector partnerships and strategies to ensure that the skills of the workforce meet the needs of local industries. The questions below focus on industry clusters and sectors within the region.

### Describe the top three industry clusters/sectors and occupations.

1. Identify the three key industry clusters or sectors within your local workforce development area and provide an explanation as to why those clusters or sectors are important to your region and the regional economy. Please indicate for each whether it is an industry cluster or sector.

### Board response:

**Healthcare** continues to be the largest industry sector (in jobs and growth) in the Coastal Bend region, throughout Texas, and in most parts of the nation. Home Health Care Services, Hospitals, and General Medical and Surgical Hospitals are some of the largest industry sectors (by number of jobs) in the region. As we look to projected growth over the next several years TWC projects Home Health Care Services will increase by 5,050 jobs through 2024. This key industry is also by far the largest in our region employing over 11,240 by 2014 estimates. The percent of change for Home Health Care Services is also projected to be the greatest at 44.9% from 2014 to 2024. Outpatient Care Centers, Continuing Care & Assisted Living Facilities along with other industries in the Health Care sector show that this industry is projected to grow through 2024.

**Construction**, whether industrial or residential, is an industry in dire need of skilled labor. The Coastal Bend region is experiencing an unprecedented number of industrial construction projects and the construction of a new harbor bridge. These projects require a tremendous amount of skilled labor to build now and over the next five years. Each of the specific construction industry sectors listed on the In-Demand Industry list in Appendix A lists an expected growth of more than 20% through 2024. As the skilled tradesmen continue to retire, it is imperative that we start to replace

those skills with a well-trained apprentices. Workforce Solutions of the Coastal Bend is committed to expanding and creating new apprenticeship opportunities for the region.

**Business**, from accountants to legal assistants, this industry sector is critical to the success of all organizations. While its incredibly broad in scope, it goes the occupations within this industry are crucial. Architectural & Engineering (5413) and Legal Services (5411) can be found on the In-Demand Industry list Appendix A and are expected to grow 20.2% and 19.2% respectively through 2024.

2. For each cluster or sector identified in Question 1, identify the top five occupations for which employer-demand exceeds the number of available workforce or education-program graduates or skilled applicants. Provide labor-market-information data, including the number of jobs, wages, the education required, and projected growth.

**Board response:** See In-Demand and Targeted Occupations List Appendix B & C in the Workforce Solutions of the Coastal Bend Strategic Business Plan.

3. Identify the planned strategies to address the worker shortages in the occupations identified in 2.

**Board response:**

Workforce Solutions of the Coastal Bend works with our local training providers and community partners to identify employer needs and assist in developing programs to meet those needs. Through the events and access to students WFSCB builds interest in the students of our independent school districts and encourages non-traditional career paths. Though our work with Craft Training Center and by obtaining National Dislocated Worker funds and TWC grants we have worked to increase the post-secondary education levels of the Coastal Bend community and meet the needs of local employers.



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