



WORKFORCE SOLUTIONS

of the Coastal Bend

EMPLOYMENT • TRAINING • CHILD CARE • YOUTH • BUSINESS SERVICES • VETERANS



STRATEGIC

Business Plan 2021 - 2025

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Part A: Strategic Elements

Mission & Governance

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

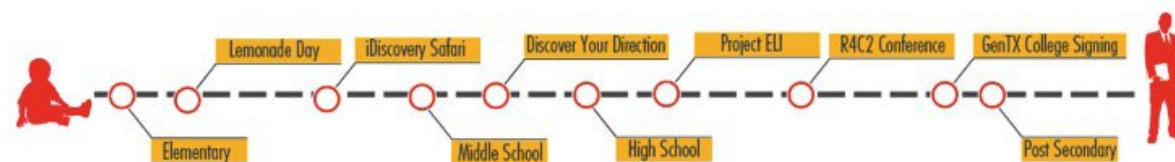
- a. *goals for preparing an educated and skilled workforce, youth and individuals with barriers to employment; and*
- b. *goals relating to the performance accountability measures based on performance indicators described in WIOA §116(b)(2)(A).*

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

The 33 member Board of Directors (Board) represent the public and key stakeholders in the community, and are selected by the 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 United Chamber of Commerce, the Mayor's Interagency Council, Corpus Christi Regional Economic Development Corporation, Immediate Past Chair of Education to Employment Partners, numerous non-profit organizations and continues to elevate the relevance of Workforce Solutions' vast array of employment and education- related services to job seekers and employers in the region.

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



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

Organizational Vision

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

Partnerships with local economic development entities provide us with the "real-time" and future employment opportunities for job seekers in our region and assists us in planning for the training needs of new and existing employers. 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 and committees meet quarterly for regular business, and retreat annually to review the organization's mission, values, and goals. Regular committee and board meetings allow time for Board members to review and discuss current program, performance, and financial issues, as well as local topics of interest. The annual retreat allows the Board to consistently review the goals and objectives of the organization and make the appropriate adjustments outside of the regular business of the Board of Directors. Retreats held annually help the Board set priorities for the year and keep a report card of how goals are implemented by Board professionals and contractors.

The addition of virtual services in response to the COVID-19 global pandemic allowed the organization to safely continue to serve Coastal Bend residents and employers, while physical career center locations remained closed. This significant pivot in service delivery will have a systemic impact on how services are provided for years to come.

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 eleven-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.

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

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

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



Economic and Workforce Analysis

The Coastal Bend labor force is estimated at 257,998 and our December 2020 unemployment rate (not seasonally adjusted) was 9.3% or 24,049 unemployed workers in the region. In Board Contract Year (BCY) 2020, WFSCB served 24,822 job seekers in person, 62,912 job seekers virtually and 2,644 employers or roughly 20% of employers in the Coastal Bend region. The Coastal Bend WDA includes the eleven counties of Aransas, Bee, Brooks, Duval, Jim Wells, Kenedy, Kleberg, Live Oak, Nueces, Refugio, and San Patricio. Like most workforce regions in the state, the Coastal Bend has been impacted during most of 2020 due to the COVID-19 pandemic. However, the number of establishments has only slightly decreased from 13,153 in 2nd Quarter 2016 to 13,136 in 2nd Quarter 2020.

Area	Year	Period	Establishments	Average Employment	Total Wages	Average Weekly Wage	Year	Period	Establishments	Average Employment	Total Wages	Average Weekly Wage	Year	Period	Establishments	Average Employment	Total Wages	Average Weekly Wage
Aransas	2020	2nd Quarter	613	5,178	51,105,925	\$ 759	2019	2nd Quarter	611	5,553	52,633,740	\$ 729	2018	2nd Quart	617	5,363	49,851,031	715
Bee	2020	2nd Quarter	574	8,373	79,822,920	\$ 733	2019	2nd Quarter	584	8,932	83,235,802	\$ 717	2018	2nd Quart	587	8,916	80,077,115	691
Brooks	2020	2nd Quarter	165	2,589	30,905,569	\$ 918	2019	2nd Quarter	168	2,747	28,280,384	\$ 792	2018	2nd Quart	170	2,499	25,758,385	793
Duval	2020	2nd Quarter	202	3,210	30,964,880	\$ 742	2019	2nd Quarter	203	3,587	33,345,286	\$ 715	2018	2nd Quart	203	3,600	33,066,161	707
Jim Wells	2020	2nd Quarter	857	14,261	151,285,608	\$ 816	2019	2nd Quarter	876	16,791	200,922,643	\$ 920	2018	2nd Quart	900	16,644	188,859,883	873
Kenedy	2020	2nd Quarter	31	363	7,133,025	\$1,510	2019	2nd Quarter	32	553	9,553,776	\$1,330	2018	2nd Quart	33	565	9,275,210	1,263
Kleberg	2020	2nd Quarter	636	11,116	120,885,995	\$ 837	2019	2nd Quarter	629	12,005	119,502,485	\$ 766	2018	2nd Quart	647	11,643	108,659,508	718
Live Oak	2020	2nd Quarter	316	3,631	54,348,771	\$1,151	2019	2nd Quarter	315	4,094	59,314,931	\$1,114	2018	2nd Quart	310	3,692	48,231,702	1,005
Nueces	2020	2nd Quarter	8,359	147,511	1,815,740,878	\$ 947	2019	2nd Quarter	8,359	165,317	1,990,653,190	\$ 926	2018	2nd Quart	8,330	164,895	1,910,239,517	891
Refugio	2020	2nd Quarter	205	2,129	21,423,779	\$ 774	2019	2nd Quarter	201	2,361	24,365,051	\$ 794	2018	2nd Quart	202	2,257	22,271,020	759
San Patricio	2020	2nd Quarter	1,178	17,464	209,301,029	\$ 922	2019	2nd Quarter	1,145	18,653	217,304,846	\$ 896	2018	2nd Quart	1,154	18,851	218,660,336	892
Total			13,136		2,572,918,379				13,123		2,819,112,134				13,153		2,694,949,868	
Average						\$ 917						\$ 901						\$868

Source: TexasLMI.com (QCEW)

Year	Period	Area	Industry	Establishments	Avg Emp	Total Wages	Avg Weekly Wages
2020	2nd Qtr	Coastal Bend	Total, all industries	13,136	215,826	\$2,572,918,379	\$917
2019	2nd Qtr	Coastal Bend	Total, all industries	13,123	240,593	\$2,692,940,064	\$901
2018	2nd Qtr	Coastal Bend	Total, all industries	13,153	238,925	\$2,694,949,868	\$868

Source: TexasLMI.com (QCEW)

Historically Petroleum Production is among the highest paying industry over that same time frame of 2018 to 2020 as shown in the chart below. With average earnings of \$56,900 across all industries in the Coastal Bend, these higher wages can be attributed to the big influence the Petroleum and its support industries in the region. These industries continue to play a key role in the analysis and selection of in-demand and targeted occupations for the region.

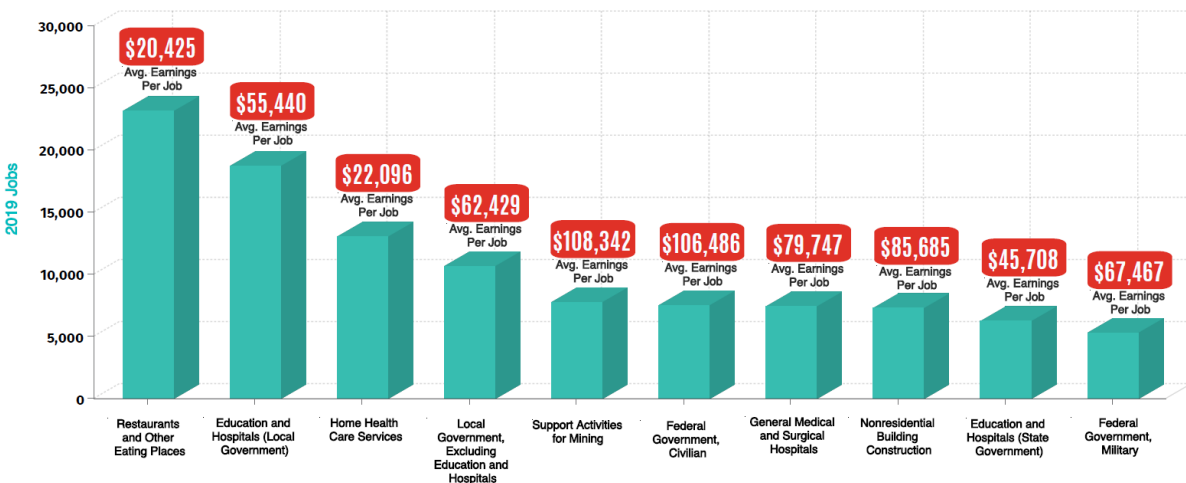
Industry	2018 Jobs	2020 Jobs	2018 - 2020 Change	2018 - 2020 % Change	Avg. Earnings Per Job
Resin, Synthetic Rubber, and Artificial and Synthetic Fibers and Filaments Manufacturing	221	251	30	14%	\$206,938
Petroleum and Coal Products Manufacturing	2,728	2,660	(67)	(2%)	\$202,794
Securities and Commodity Contracts Intermediation and Brokerage	222	209	(13)	(6%)	\$186,817
Pipeline Transportation of Natural Gas	248	236	(12)	(5%)	\$180,377
Basic Chemical Manufacturing	659	783	124	19%	\$154,716
Management of Companies and Enterprises	1,067	1,051	(16)	(2%)	\$154,584
Other Pipeline Transportation	127	107	(20)	(16%)	\$150,165
Oil and Gas Extraction	908	803	(105)	(12%)	\$142,865
Pharmaceutical and Medicine Manufacturing	75	93	18	24%	\$140,769
Electric Power Generation, Transmission and Distribution	944	972	28	3%	\$137,303

Source: EMSI Highest Ranked Industries www.economicmodeling.com

2020 Largest Industries

REGIONAL TRENDS

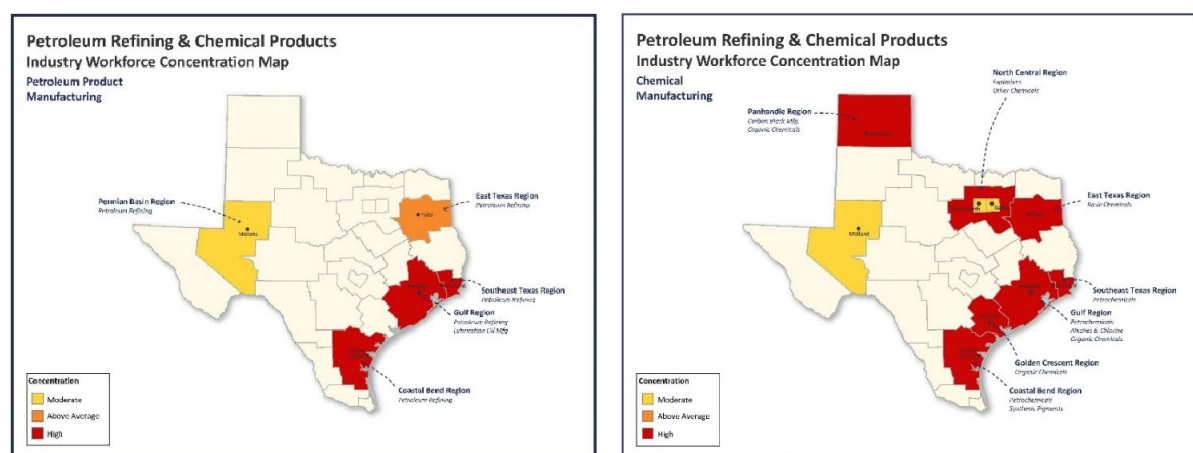
Largest Industries In the Coastal Bend



Source: Industry data is based on the 5-Digit North American Industry Classification System (NAICS) Code system. This NAICS is derived from the following databases: Quarterly Census and Wages (QCEW), the American Community Survey, the Bureau of Economic Analysis (BEA) and State/Local Income Reports.

Source: EMSI Highest Ranked Industries www.economicmodeling.com

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



Source: Texas Economic Development Corporation www.businessintexas.com

As we look to projected industry growth over the next several years TWC projects Construction will increase by 6,217 jobs through 2028. This key industry is one of the larger in our region employing over 22,474 by 2018 estimates. The percent of change for Mining, Quarrying, and Oil and Gas Extraction is also projected to be at 28.4% from 2018 to 2028. While only growing by 9.1%, Health Care related industries is projected to grow by 3,500 employment through 2028. This is also a key industry in the Coastal Bend region.

Industry Title	Annual Average Employment 2018	Annual Average Employment 2028	Number Change 2018-2028	Percent Change 2018-2028
Mining, Quarrying, and Oil and Gas Extraction	9,148	11,747	2,599	28.4
Construction	22,638	28,855	6,217	27.5
Real Estate and Rental and Leasing	4,126	5,174	1,048	25.4
Administrative and Support and Waste Management	9,843	12,248	2,405	24.4
Management of Companies and Enterprises	1,113	1,359	246	22.1
Accommodation and Food Services	28,299	34,170	5,871	20.7
Arts, Entertainment, and Recreation	2,180	2,533	353	16.2
Professional, Scientific, and Technical Services	9,055	10,218	1,163	12.8
Other Services (except Public Administration)	8,698	9,699	1,001	11.5
Wholesale Trade	7,270	7,985	715	9.8
Retail Trade	26,413	28,987	2,574	9.7
Health Care and Social Assistance	38,856	42,390	3,534	9.1
Educational Services	24,849	26,176	1,327	5.3
Finance and Insurance	5,194	5,430	236	4.5
Manufacturing	9,648	9,915	267	2.8
Transportation and Warehousing	6,801	6,854	53	.8
Government, Except Postal Services, State and Local	21,534	21,498	-36	-.2
Utilities	997	890	-107	-10.7
Information	1,802	1,573	-229	-12.7
Agriculture, Forestry, Fishing and Hunting	1,900	1,325	-575	-30.3

Source: TexasLMI.com Projection tool (2018-2028)

As represented in the chart below, Nonresidential Building Constructions, Support Activities for Mining and Home Health Care Services will grow by a combined 7,671 jobs between 2018 and 2028. These three very diverse industries will continue to support the regional economy and large majority of occupations on the target occupations list.

Coastal Bend - Industries Adding the Most Jobs				
Industry Title	Annual Average Employment 2018	Annual Average Employment 2028	Number Change 2018-2028	Percent Change 2018-2028
Total, All Industries	265,376	294,906	29,530	11.1
Restaurants and Other Eating Places	22,789	26,857	4,068	17.9
Nonresidential Building Construction	8,540	11,918	3,378	39.6
Support Activities for Mining	7,698	10,639	2,941	38.2
Home Health Care Services	12,965	14,317	1,352	10.4
Architectural, Engineering, and Related Services	2,995	4,111	1,116	37.3
Religious Organizations	2,898	3,963	1,065	36.7
Special Food Services	1,165	2,226	1,061	91.1
Services to Buildings and Dwellings	2,703	3,663	960	35.5
Rental and leasing services (5322, 5323, and 532)	2,018	2,946	928	46.0
Self-Employed Workers	25,012	25,880	868	3.5
Individual and Family Services	2,568	3,398	830	32.3
Offices of Physicians	4,844	5,534	690	14.2
Machinery, Equipment, and Supplies Merchant W	2,495	3,162	667	26.7
Building Equipment Contractors	3,554	4,096	542	15.3
Colleges, Universities, and Professional Schools	4,944	5,480	536	10.8
Employment Services	2,389	2,885	496	20.8
Traveler Accommodation	3,213	3,702	489	15.2
Utility System Construction	2,651	3,122	471	17.8
Office Administrative Services	612	1,044	432	70.6
Gasoline Stations	2,678	3,052	374	14.0
Outpatient Care Centers	1,068	1,441	373	34.9
Elementary and Secondary Schools	17,452	17,821	369	2.1
Other Specialty Trade Contractors	2,026	2,377	351	17.3
Vocational Rehabilitation Services	711	1,011	300	42.2
Building Material and Supplies Dealers	2,255	2,539	284	12.6

Source: Texas Imi.com Projection tool (2018-2028)

In the table below, the needs of employers are based off online job postings from December 2018 to December 2020. Hard skills and Qualifications as they pertain to industry show support for Health Care, Construction, and the Petroleum industry. Merchandising and cash register skills support the Retail Trade industry as well, however wages in these industries do tend to be below sustainability. They will not to be considered for the target occupations list.

Top Hard Skills

Skill	Frequency in Postings	Postings with Skill / Total Postings (Dec 2016 - Dec 2020)
Merchandising	7%	17,847 / 261,440
Nursing	6%	16,352 / 261,440
Selling Techniques	4%	11,576 / 261,440
Cardiopulmonary Resuscitation (CPR)	4%	10,544 / 261,440
Restaurant Operation	4%	9,781 / 261,440
Auditing	3%	8,903 / 261,440
Cash Register	3%	7,858 / 261,440
Flatbed Truck Operation	3%	7,734 / 261,440
Cash Handling	3%	7,181 / 261,440
Basic Life Support	3%	6,914 / 261,440

Qualification	Postings with Qualification
Commercial Driver's License (CDL)	35,541
Licensed Vocational Nurses	3,418
Certified Nursing Assistant	2,851
Bachelor of Science in Nursing (BSN)	2,650
Transportation Worker Identification Credential (TWIC) Card	2,392
Licensed Practical Nurse	2,154
Hazmat Endorsement	1,974
Nurse Practitioner	1,761
Tanker Endorsement	1,521
Associates Degree In Nursing	1,349

Source: EMSI 2018-2020 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 (Customer Service Representatives & Sales Associates). These occupations are based off the analysis from 2018-2020.

Top Posted Job Titles

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Job Title	Total/Unique (Dec 2016 - Dec 2020)	Posting Intensity	Median Posting Duration
CDL-A Truck Drivers	43,559 / 16,305	3 : 1 	26 days
CDL Truck Drivers	16,856 / 4,535	4 : 1 	37 days
Company CDL-A Truck Drivers	9,846 / 2,172	5 : 1 	17 days
Registered Nurses	10,112 / 1,736	6 : 1 	31 days
Owner-Operator CDL-A Truck Drivers	3,301 / 1,647	2 : 1 	14 days
Customer Service Representatives	6,655 / 1,413	5 : 1 	36 days
CDL-A Flatbed Truck Drivers	4,653 / 1,349	3 : 1 	18 days
Sales Associates	5,134 / 1,284	4 : 1 	44 days
Local CDL-A Truck Drivers	5,008 / 1,157	4 : 1 	42 days
Team CDL-A Truck Drivers	5,352 / 1,132	5 : 1 	28 days

Source: EMSI 2018-2020 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 2018-2028 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 Health Care support and occupations related to the Port of Corpus Christi has led the Office of Physicians and Support for Water Transportation to be included in this target list.

In-Demand Industry List (Appendix A)

2017 NAICS Code (4-digit)	NAICS Industry Title (Name)	Annual Average Employment 2018	Annual Average Employment 2028	Number Change 2018–2028	Percent Growth 2018–2028
6216	Home Health Care Services	13,001	17,093	4,091	31%
7225	Restaurants and Other Eating Places	22,787	26,026	3,239	14%
2371	Utility System Construction	2,726	4,664	1,937	71%
6211	Offices of Physicians	4,881	5,968	1,087	22%
2381	Foundation, Structure, and Building Exterior Contractors	1,437	1,472	35	2%
2382	Building Equipment Contractors	3,624	3,805	181	5%
3241	Petroleum and Coal Products Manufacturing	2,728	2,272	(455)	(17%)
3251	Basic Chemical Manufacturing	659	1,093	435	66%
4441	Building Material and Supplies Dealers	2,185	2,368	183	8%
5411	Legal Services	1,813	2,124	311	17%
5413	Architectural, Engineering, and Related Services	3,000	3,291	291	10%
5416	Management, Scientific, and Technical Consulting Service	1,423	2,280	857	60%
6111	Elementary and Secondary Schools	1,163	1,448	285	25%
6214	Outpatient Care Centers	1,089	1,346	257	24%
6221	General Medical and Surgical Hospitals	7,307	7,466	158	2%
6233	Continuing Care Retirement Communities and Assisted Li	605	1,350	746	123%
9039	Local Government, Excluding Education and Hospitals	10,506	11,073	567	5%
4883	Support Activities for Water Transportation	481	656	174	36%
2362	Nonresidential Building Construction	8,826	6,107	(2,719)	(31%)

Source: Based on TexasLMI Projection Tool (2018-2028) and local knowledge/wisdom.

Workforce Solutions of the Coastal Bend applied TWC's long term projections from 2018-2028 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 51 occupations that are most commonly trained for, posted for, or have the continued potential growth. With a positive job growth rate for most occupations, they met the criteria of staying on our Target Occupation List. Occupations with negative projected growth are justified with local knowledge or fall within industries that are a major contributor to the Coastal Bend economy such as all Health Care, Industrial Construction and Petrochemical related industries.

Based on the demand from employers, WFSCB will increase the current list to 51 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 replacement needs. Most occupations on the list are at or near \$10.00/hr. entry level wage, median and experienced wages are considerably higher.

Target Occupations List (Appendix B)

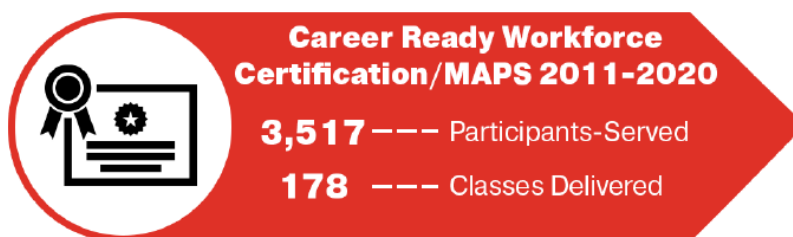
Standard Occupational Classification (SOC)	Target Occupation Job Title (Name)	Annual Average Employment 2018	Annual Average Employment 2028	Change 2018–2028	Growth 2018–2028
11-1021	General and Operations Managers	3,506	4,119	613	17.5
13-2011	Accountants and Auditors	1,724	1,989	265	15.4
15-1142	Network and Computer Systems Administrators	445	520	75	16.9
15-1151	Computer User Support Specialists	570	659	89	15.6
17-3011	Architectural and Civil Drafters	260	335	75	28.8
17-3023	Electrical and Electronic Engineering Technicians	168	185	17	10.1
21-1093	Social and Human Service Assistants	554	614	60	10.8
23-2011	Paralegals and Legal Assistants	501	545	44	8.8
29-1141	Registered Nurses	4,165	4,427	262	6.3
29-2018	Clinical Laboratory Technologists and Technicians	492	510	18	3.7
29-2034	Radiologic Technologists	386	405	19	4.9
29-2041	Emergency Medical Technicians and Paramedics	483	508	25	5.2
29-2061	Licensed Practical and Licensed Vocational Nurses	1,873	1,848	-25	-1.3
29-2098	Medical Dosimetrists, Medical Records Specialists	509	560	51	10.0

Standard Occupational Classification (SOC) (6-digit)	Target Occupation Job Title (Name)	Annual Average Employment 2016	Annual Average Employment 2026	Number Change 2016-2026	Percent Growth 2016-2026
29-9011	Occupational Health and Safety Specialists	379	462	83	21.9
31-1014	Nursing Assistants	1,899	1,757	-142	-7.5
31-2021	Physical Therapist Assistants	221	266	45	20.4
31-9092	Medical Assistants	1,385	1,626	241	17.4
31-9097	Phlebotomists	195	238	43	22.1
43-3031	Bookkeeping, Accounting, and Auditing Clerks	130	140	10	7.7
43-6011	Executive Secretaries and Executive Administrative Assistants	456	394	-62	-13.6
43-6013	Medical Secretaries	1,720	1,933	213	12.4
47-2031	Carpenters	1,105	1,392	287	26.0
47-2073	Operating Engineers and Other Construction Equipment Operators	1,629	2,010	381	23.4
47-2111	Electricians	1,479	1,784	305	20.6
47-2152	Plumbers, Pipefitters, and Steamfitters	1,108	1,413	305	27.5
47-5012	Rotary Drill Operators	413	381	32	-7.7
49-3011	Aircraft Mechanics and Service Technicians	993	991	-2	-0.2
49-3021	Automotive Body and Related Repairers	180	197	17	9.4
49-3023	Automotive Service Technicians and Mechanics	1,315	1,353	38	2.9
49-3031	Bus and Truck Mechanics and Diesel Engine Specialists	643	730	87	13.5
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	787	889	102	13.0
49-9041	Industrial Machinery Mechanics	1,203	1,432	229	19.0
49-9081	Wind Turbine Service Technician	48	65	17	35.4
51-4041	Machinists	605	614	9	1.5
51-4121	Welders, Cutters, Solderers, and Brazers	1,546	1,755	209	13.5
51-8091	Chemical Plant and System Operators	166	269	103	62.0
51-8093	Petroleum Pump System Operators, Refinery Operators, and Gaugers	1,113	1,072	-41	-3.7
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	628	588	-40	-6.4
53-3032	Heavy and Tractor-Trailer Truck Drivers	4,807	5,485	678	14.1
53-5011	Sailors and Marine Oilers	179	213	34	19.0

Standard Occupational Classification (SOC) (6-digit)	Target Occupation Job Title (Name)	Annual Average Employment 2016	Annual Average Employment 2026	Number Change 2016-2026	Percent Growth 2016-2026
53-5021	Captains, Mates, Pilots of Water Vessels	137	161	24	17.5
53-7021	Crane and Tower Operators	365	515	150	41.1
33-3012	Correctional Officers and Jailers	2,037	2,029	-8	-0.4
25-2021	Elementary School Teachers, Except Sp.Ed.	2,573	2,670	97	3.8
33-2011	Firefighters	835	851	16	1.9
25-2022	Middle School Teachers, Except Special Ed.	1,179	1,223	44	3.7
33-3051	Police and Sheriff's Patrol Officers	1,490	1,534	44	3.0
25-2031	Secondary School Teachers, Except Sp.Ed.	2,109	2,191	82	3.9
33-9032	Security Guards	1,338	1,442	104	7.8

Source: TWC TexasLMI Projection Tool (2018-2028), EMSI, TexasWages.com and local knowledge

A list of essential skills most frequently mentioned over the last 2 years in online job postings by employers is provided below. WFSCB's **Career Ready Workforce Certification** program has trained over 3,500 participants since its inception and awarded over 7,000 CEUs. In cooperation with Del Mar College and Coastal Bend College this unique program instills essential skills required by employers into participants.



Top Common Skills

Skill	Frequency in Postings	Postings with Skill / Total Postings (Dec 2016 - Dec 2020)
Communications	22%	56,545 / 261,440
Customer Service	20%	51,514 / 261,440
Sales	17%	43,768 / 261,440
Management	17%	43,298 / 261,440
Operations	11%	29,643 / 261,440
Valid Driver's License	11%	27,756 / 261,440
Leadership	10%	25,807 / 261,440
Basic Math	6%	14,845 / 261,440
Planning	6%	14,717 / 261,440
Computer Literacy	5%	13,898 / 261,440

Source: EMSI Job Postings Analytics

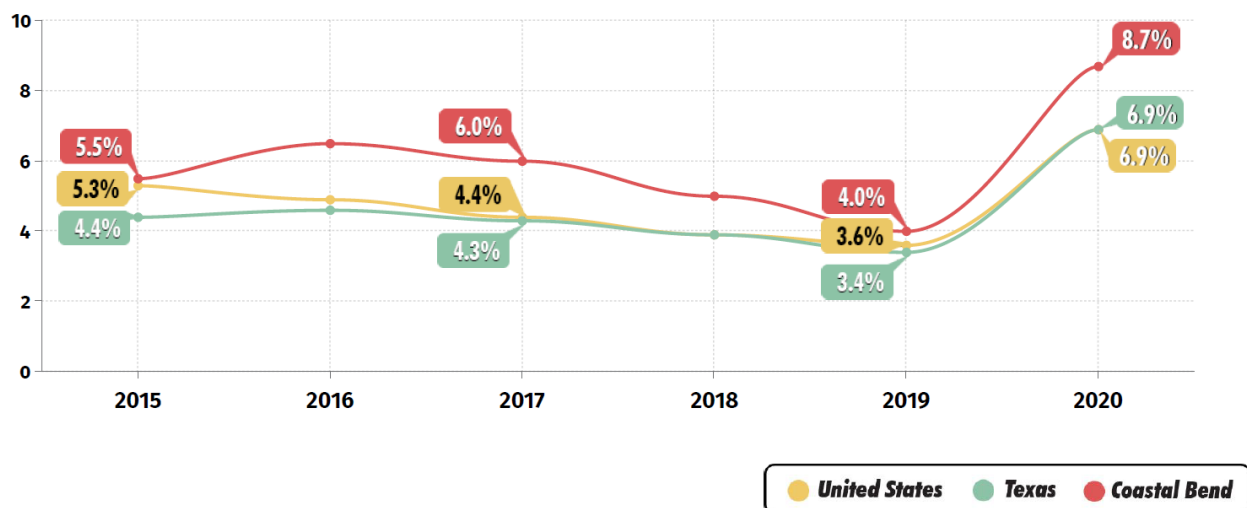
Analysis of the Regional Workforce & LMI trends

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 has increased through much of 2020 and over previous years. The regional economy continues to be impacted to the COVID-19 global pandemic.

Area	Annual UI Rate 2018	Annual UI Rate 2019	December UI Rate 2020
Aransas County	5.9	4.3	8.8
Bee County	5.1	4.4	10.2
Brooks County	6.4	5.1	10.9
Duval County	5.2	4.5	12.6
Jim Wells County	5.4	4.7	12.6
Kenedy County	3.6	3.6	6.0
Kleberg County	4.9	4.4	8.3
Live Oak County	3.7	3.1	7.9
Nueces County	4.6	4.1	8.7
Refugio County	4.6	3.7	8.6
San Patricio County	6.3	5.4	10.6
Coastal Bend	5.0	4.3	9.3

Annual Unemployment Rate



Source: TexasLMI.com

With 58,704 persons with disabilities and a veteran population of 41,555 residing in the Coastal Bend per 2019 U.S. Census estimates, WFSCB served 978 persons with disabilities and 2,314 veterans in 2020. 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 first ever Hiring Red, White and You Virtual Event attracted 75 employers in 2020. With over 135 veterans and over 300 total job seekers, both disabled veterans and job seekers alike were served.

County	Total Population	Veteran Population	Veteran %	Disability %	Persons w Disability
Aransas	23,510	2,414	10%	13.1%	3,079
Bee	32,565	2,276	7%	11.4%	3,712
Brooks	7,093	200	3%	12.3%	872
Duval	11,157	447	4%	16.6%	1,852
Jim Wells	40,482	1,589	4%	10.1%	4,088
Kenedy	404	-	0%	7.3%	29
Kleberg	30,680	1,851	6%	10.0%	3,068
Live Oak	12,207	1,853	15%	13.7%	1,672
Nueces	362,294	26,152	7%	9.1%	32,968
Refugio	6,948	493	7%	13.8%	958
San Patricio	66,730	4,280	6%	9.6%	6,406
<i>Source: 2019 U.S. Census Estimates</i>					

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

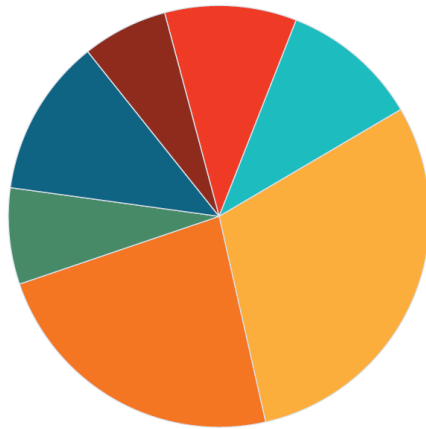
The Coastal Bend region's greatest strengths are in the partnerships between workforce, economic development, educational institutions, and employers. Through these partnerships the residents of the region benefit through innovative, multi-organizational initiative that help to build a better workforce 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.

Educational Achievement



Source: EMSI economicmodeling.com

One of the region's greatest opportunities lies in its ability to increase the educational attainment rate. The chart above 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 Code	Program	2019 Completions
51	HEALTH PROFESSIONS AND RELATED PROGRAMS	1,633
52	BUSINESS, MANAGEMENT, MARKETING, AND RELATED SUPPORT SERVICES	1,135
24	LIBERAL ARTS AND SCIENCES, GENERAL STUDIES AND HUMANITIES	787
48	PRECISION PRODUCTION	774
14	ENGINEERING	632
15	ENGINEERING TECHNOLOGIES AND ENGINEERING-RELATED FIELDS	295
26	BIOLOGICAL AND BIOMEDICAL SCIENCES	285
13	EDUCATION	264
11	COMPUTER AND INFORMATION SCIENCES AND SUPPORT SERVICES	255
43	HOMELAND SECURITY, LAW ENFORCEMENT, FIREFIGHTING AND RELATED SERVICES	249

Source: EMSI economicmodeling.com

The region has resources to meet the needs of employers across many industries with 12 eligible training providers on the local list. In 2018 Craft Training Center awarded certifications to 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
Coastal Bend College	Alice
Coastal Bend College	Beeville
Coastal Bend College	Kingsville
Coastal Bend College	Pleasanton
Craft Training Center of the Coastal Bend	Corpus Christi
Del Mar College	Corpus Christi
South Texas Vocational Technical Institute - Corpus Christi	Corpus Christi
Texas A&M University-Corpus Christi	Corpus Christi

Looking onto the TWC Career Schools and Colleges and searching by our Board, these are the schools that populate in our region. South Texas Vocational Technical Institute appeared on both lists.

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

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.

Qualification	Postings with Qualification
Commercial Driver's License (CDL)	6,773
Licensed Vocational Nurses	1,081
Certified Nursing Assistant	799
Licensed Practical Nurse	681
Transportation Worker Identification Credential (TWIC) Card	680
Bachelor of Science in Nursing (BSN)	646
Nurse Practitioner	494
Food Safety Certification	486
Associates Degree In Nursing	319
Food Handler's Card	301
Hazmat Endorsement	261
Automotive Service Excellence (ASE) Certification	242
CDL Class B License	235
Certified First Responder	199
American Registry Of Radiologic Technologists (ARRT) Certified	187
Certified Medical Assistant	184
Certified Pharmacy Technician	179
Trauma Nurse Core Course (TNCC)	179
Bachelor of Science in Business	173
Master Of Business Administration (MBA)	172
Critical Care Registered Nurse (CCRN)	157
Licensed Clinical Social Worker (LCSW)	156
Radiologic Technologist	142
Certificate Of Clinical Competence In Speech-Language Pathology (CCC-SLP)	138
Tanker Endorsement	135
Emergency Nurse Pediatric Course (ENPC)	134
Professional Engineer	132
HVAC Certification	131
Doubles Endorsement	130
Patient Care Technician	124
Certified Forklift Operator	121
Licensed Professional Counselor (LPC)	119
Medical License	119
CNOR Certification	115
Doctor Of Pharmacy (PharmD)	106
CDL Class C License	105

National Center For Construction Education & Research (NCCER) Certification	100
Certified Public Accountant	99
Advanced Life Support	95
NIH Stroke Scale (NIHSS)	88
ServSafe Certification	88
Certified Registered Nurse Anesthetist (CRNA)	86
Master of Science in Nursing (MSN)	83
Licensed Master Social Worker	81
Advanced Practice Registered Nurse	75
Registered Respiratory Therapist	74
Licensed Marriage And Family Therapist (LMFT)	73
Registered Dietitian (RD/RDN)	73
EPA 608 Technician Certification	70
CompTIA Security+	69

Source: EMSI 2015-16 Job Posting Analytics

Part B: Operational Elements-

Resource Alignment

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

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

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

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

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

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

Educational Programs of Study and Education System Coordination & Alignment- Partnerships with Citizens for Educational Excellence (CEE), local ISD's, community colleges, universities and the Craft Training Center have enabled WFSCB to assist in aligning HB5 high school career pathways, with post-secondary degree programs and certifications, with in-demand career outcomes throughout the region. These relationships have been built over the last eight years and the work to align these career pathways continues. As of 2018, the Coastal Bend region had 16 clear career pathways identified and available for the future workforce to follow.

Adult Education & Literacy (AEL)- WFSCB works closely with Education Service Center 2 (ESC2) the AEL provider in the Coastal Bend region to ensure our job seekers who need to complete their high school diploma or GED are referred and placed into their [Crossroads](#) program. The program assists job seekers who need to refresh their basic education skills to test for a GED, whether they're starting from the beginning in all subjects or just need to study for one subject. Those who successfully complete their GED are referred to WFSCB for job placement services. Our team meets with members of the Crossroads team monthly to ensure customers have been routed and are making progress.

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

Demand-Driven Programs and Services- WFSCB uses data and local knowledge to determine where to focus its efforts. Procurement of data analytics and platforms have provided tools necessary for immediate access to data to make critical decisions. In response to COVID19 Pandemic of 2020, WFSCB applied and received the Skills Development Funds-COVID and National Dislocated Worker Grant-COVID to assist with the retraining of laid-off or furloughed individuals. These grants also allow us to serve businesses in need of trained and skilled individuals.

SPECIAL PROGRAMS ASSISTING EMPLOYERS & JOB SEEKERS

SKILLS

Development Fund

Skills Development Fund
COVID-19 Special Initiative

- \$2,000 PER EMPLOYEE
- TRAIN YOUR WORKFORCE
- TRANSFORM YOUR BUSINESS

The Skills Development Fund – COVID-19 Special Initiative helps employers in retaining or upskilling their current and future workforce with localized training opportunities at regional colleges, universities and vocational training centers. This initiative pays for the short-term training up to \$2,000 per employee through partnerships with public community and technical colleges, Workforce Solutions of the Coastal Bend and Texas A&M Engineering Extension Service (TEEX).

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

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

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

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

Core Program Coordination

Describe how the board will work with entities carrying out core programs to expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment.

And a description of the strategies for coordinating programs and services for target populations.

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

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

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

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

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

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

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

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

Local Strategies and Services

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

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

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

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

The BSU team outreaches employers to offer workforce services and to increase the Board's market share of workforce activity. Businesses in demand industries are targeted for contact. Contacts are made to develop job opportunities for occupations reflecting the skills of large blocks of job seekers. The outreach 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 will be implemented and are reviewed by the WFSCB professionals and the BSU team and shared with the Workforce Services Committee.

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

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

Employer Services



Economic Development

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

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

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

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

One-Stop Service Delivery System & Explanations

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

WFSCB reviews all applications to the Eligible Training Providers (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 has adapted to the changes made by TWC in capturing all data from ETPs in a consistent manner. The accuracy of this data is more crucial than ever, in that it will be used by TWC to create a new and improved portal ETPs system by summer of 2021. Board Staff communicate with all active ETPs and provide courtesy communication when information is due to TWC.

such as Student Data Reports (SDRs). WFSCB considers completion and employment rates, wages, and cost per participant as key elements to our partnership with existing and new training providers.

WFSCB will ensure continuous improvement of eligible providers by having ongoing processes for constantly evaluating and improving performance. These efforts begin with clearly defining what each contractor has to do; when it has to do it; and "how" well it must do in order to get paid. These expectations are then articulated into goals and needs that must be met, as set forth in a contract statement of work. Further, follow-up is conducted with the contractors so they can fully understand the linkage between service delivery, project goals, and overall program mission. WFSCB holds bi-weekly Operations 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. WFSCB has utilized workforce commission initiative funding to purchase information kiosks to be placed at the most remote communities of our service area where a one-stop center does not exist. The collaboration with Elected County Judges for these counties, ISDS, city halls and public libraries has already started. The delay in deploying these units was due to pandemic; however, it is more critical than ever to re-engage these community partners. These kiosks are equipped with information for services and programs; it connects the jobseeker with a staff at the nearest career center for services.

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

customers is always protected.

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

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

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

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

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

Workforce Solutions of the Coastal Bend is committed to providing universal access to programs and services to all people. All the Career Centers maintain ADA (Americans with Disabilities Act) compliance and provide reasonable accommodations to assist people in performing to their fullest potential. Workforce Career Center customers identified as having disability barriers to employment are provided access to the existing accommodations and/or to the network of services/providers for each specific service population. Career Centers are equipped to provide accommodations that include modified assessment materials and adaptive equipment to assist them in utilizing the services available in the Career Centers. Customers requiring additional 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. In addition, through activities such as WFSCB's annual lunch and learn activity, all attendees receive update on services to individuals with disabilities, employer services updates, training on auxiliary and adaptive equipment, and refresher on the services available via TWC-VRS. This activity also provides a unique opportunity for reward and recognition as the front-line staff are recognized for going above and beyond to implement protocols and share best practices with all attendees. The lunch and learn activity will continue to grow and highlight the important activities scheduled throughout the year but specifically those in the month of October as WFSCB has declared a proclamation for WFSCB's Disability Awareness Month.

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

Workforce Programs

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

Workforce Solutions of the Coastal Bend (WFSCB) continually assesses 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 a "customer-centered" model that works to overcome the multiple barriers to employment by utilizing the full array of seamless workforce programs and services.

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

These services include but are not limited to access to public resource computers and/or computer labs for the public to use in job search activities; 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: childcare assistance, transportation allowances, assistance for books and school supplies, etc. Upon completion of training, participants will have access to job placement services and activities that will help individuals find and retain employment. All participants in search of work will be required to register in WorkinTexas.com. For those individuals that are considered job ready but have limited or no job experience, access to on-the-job training, customized training, or work experience programs may offer immediate transition into unsubsidized employment.

The following Assessment instrument tools are currently being used for Adult, Dislocated Workers and Youth: Comprehensive Adult Student Assessment Systems (CASAS); CASAS is used to determine a person's skill level and aptitude. As well as abilities in math and reading in relation to workforce and classroom application. With CASAS there is no such thing as passing or failing; the "score" assists career center staff develop an individual employment/education plan. Test of Adult Basic Education (TABE); TABE a

comprehensive and reputable academic assessment provide a solid baseline for assessing the skills and knowledge of our program participants. Career Coach- WFSCB holds licenses to provide this assessment tool to job seekers: it provides assessment platforms to assist students and jobseekers make informed decisions about their futures. These tools are available to our customers via in person or virtually. WFSCB continues to revisit the assessment tool market for innovative assessment tools to help develop individualized career and employment plans. TWC hosts additional assessment tools for our jobseekers and made available throughout the duration service delivery.

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

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

In coordination with the TWC UI Representative and the BSU staff, the WFSCB Board professional responsible for Rapid Response activities will develop strategies for addressing current and future dislocation events, identify strategies for the aversion of layoffs, and develop and maintain a system that provides for immediate response to the re-employment needs of the affected workers.

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.

YOU! Choose Career Expo- WFSCB began hosting the YOU! Choose Career Expo in May 2017 to connect local high school youth directly to employers in the region. The event was moved to September in 2018 and 2019 as part of Careers in Texas Industries Week. It was held on the same day and at the same location as the Ready for College and Career Conference for Undecided High School Seniors with our Coastal Compass partners. For the year 2020, the career expo was rescheduled to Spring of 2021 due to pandemic. The career expo will be delivered to ISD Students virtually, utilizing Zoom Webinar and Premier Virtual. The virtual delivery of career expo allows for many more students to be part of expo, as school districts are not restricted by the logistics of transporting students, providing lunch, and limiting number of students due to transportation barriers. WFSCB will continue to keep in mind the well-being and safety of all attendees and each year will assess the status of pandemic. Contingency plans to deliver career expo will be created with possibility of hybrid delivery in-person and virtual.

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

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

YOU! Summer Earn and Learn – WFSCB and Texas Workforce Solutions Vocational Rehabilitation Services teamed-up to provide 65 Students with disabilities work experience opportunities during the summer of 2018 & 2019. Students also received Work-Readiness Training prior to placement in the areas of communication skills, team building, time management and other critical competencies important in the workplace. These students were assigned to an area employer to learn workplace essential skills and gain meaningful work experience. Participating employers will be asked to continue to provide feedback on service enhancement and how to provide reasonable accommodation to the students. Success Stories and testimonials from employers and students will continue to drive the success of Summer Earn and Learn.

WFSCB is committed to providing up-to-date labor market information in the classroom. In order to better serve the region, WFSCB, TWS-VRS, and Education Service Center, Region 2, (ESC2) worked to form an

Interagency Collaboration Committee to assist youth who have disabilities, their parents, and educators connect with employers and supports and services available within the community, and to organize events such as Charting the Course. While attending the events, students are encouraged to learn the steps of pursuing post-secondary education, training and/or competitive employment. Breakout sessions focus on the next steps towards adulthood by having sessions about self-determination & advocacy, workplace readiness, resume building, and information about local community resources.

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

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

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

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

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

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

South Texas Career Connection (STCC) and Rural School Innovation Zone (RSIZ), have provided the opportunity for WFSCB to be more than just a collaborating partner but a designated intermediary. Via these

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

YOU! Learn Educator Externship- provides opportunities for local educators to make connections between academic skills and the workplace. Employers, middle and high school teachers, and counselors engage in activities through the externship in which they learned about skill sets exhibited in the daily rigors of careers in Business, Health Care, Professional Skills & Trades and Public Service and how classroom content can be applied in the real world. The program also allows time for educators to learn about the workforce system and local labor market information directly from WFSCB professionals.



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

Workforce Solutions of the Coastal Bend (WFSCB) receives funding from the Texas Workforce Commission (TWC) to provide subsidized child care services within its 11-county region. WFSCB's child care program consists of two areas, the Child Care Services (CCS) Program and the Early Childhood Development Quality Services Program (ECDQSP).

The CCS Program makes it possible for parents to maintain jobs or attend school or participate in training activities which enable them to enhance their quality of life and the lives of their children. The CCS Program builds the workforce of the future by developing the skills of children ages 0 -12, helps to prevent circumstances leading to abuse, and promotes health and safety.

The ECDQSP focuses on school readiness at its Texas Rising Star (TRS) certified child care centers, especially in these child care center's pre-kindergarten classrooms by emphasizing early literacy and early numeracy. It also provides professional development training activities and events for child care workers to enhance their knowledge of early childhood education and enhances the way they interact with the children they serve on a daily basis.

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

The Contractor conducts outreach targeting licensed child care providers who currently are not Workforce service providers. Increasing the number of Workforce service providers will allow WFSCB to meet the ever-

growing demand for child care services by families who need these services in order to be (or become) self-sufficient. The Contractor outreaches “potentially new” Workforce service providers on a quarterly basis.

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

The ECDQSP promotes and encourages school readiness by utilizing the age appropriate Frogstreet curriculum kits at each TRS certified child care center. The Frogstreet curriculum was selected after surveying school districts in which the majority of WFSCB children were/or would be attending when they entered the public school system. It was determined that the Frogstreet curriculum was being used in those school district pre-kindergarten and kindergarten classrooms. Introducing the Workforce children to the Frogstreet age-appropriate curriculum kits allows the children to establish an educational and instructional foundation that was/or could be built upon from year to year, culminating with the child’s pre-kindergarten year which introduced early literacy and early numeracy concepts to the children in the four- and five-year-old classrooms. To further enhance and emphasize school readiness, WFSCB integrated technology into its TRS certified child care centers by placing Smart Boards in these centers’ pre-kindergarten classrooms. The children utilize the Smart Boards to participate in educational activities. WFSCB has created teacher resource centers at its TRS certified child care centers. Each resource center contains a computer, printer, teacher desk and chair, and several early childhood educational resource books to help establish a teacher resource area at these child care centers. Staff may use these resources to create lesson plans and activities for their students.

**Strengthens and supports the child care industry.*

The ECDQSP provides “free” professional development training activities and events for all child care center staff. The professional development training activities are conducted by professional trainers who are experts in early childhood and education topics. These professional development training activities enable child care providers to improve and enhance the overall “quality” of services they provide to the children and families they serve.

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

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

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

The board policy is also assessed during time of unusual circumstance including economic, health and natural disaster occurrences. The amounts, frequency and/or duration of a support service may be adjusted

to provide eligible and participating individuals with additional resources during extenuating circumstances.

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

- Car Repairs
- Childcare
- GED testing fees
- Training or Education-related expenses
- Housing Assistance
- Transportation
- Work-related expenses
- Short-term Educational and Work Readiness Services
- Communication 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. As these relationships evolve, WFSCB will review local applications for collaboration and employer relevant content, coordinating WIOA workforce activities with WIOA Title II adult education and literacy activities.

Education Service Center-2(ESC2) is the current AEL Provider and they continue to expand their service delivery throughout the region to assist adults in rural parts of the community connect with AEL services. Workforce career center management meet with ESC2 monthly to review the activities for the month and referrals made for the month. It is our on-going goal to ensure we assess the number and appropriateness of referrals, clearly outline roles and responsibilities, and provide outcome data to gauge referrals. Career center staff attend orientations and graduation events to promote workforce services. WFSCB was invited to participate in TWC led meetings with ESC2 and provided best practices such as the creation of JotForm to track referrals and outcomes.

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 \$50,000 threshold shall require review and approval of the applicable Board Committee(s), a quorum of the Board of Directors, and the Board President/CEO. Additionally, the CEO Council shall have and exercise authority of concurrence over the Board's approval of these contracts.

Statement of Work

The Statement of Work with our major contractor is our plan in action. It serves as a tool to track contractor performance, budgets, expectations, and deliverables. 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 bi-weekly meetings with the contractor's management staff on key and strategic areas. These areas include, but are not limited to:

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

Additionally, in the upcoming fiscal year, WFSCB is planning to develop a system-wide quality and continuous improvement model whereby activities will be implemented to continuously evaluate and monitor the contractor's 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
- Youth Employed/Enrolled Q4 Post Exit
- Youth Median Earnings 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 Credential Rate
- Measurable Skills Gain-Adult, Dislocated, Youth

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. The board hosts performance meetings on a quarterly basis with contractor management team. Board Staff review and addresses any concern area(s) through monthly program meetings with contractor management team. Additionally, Board QA conducts periodic reviews of all programs including review of assessment and case management. Board oversight also monitors the volume of data integrity (DINT) requests tied to late data entry. 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 policy 3.1.104.05 Individual Training Account, exists 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 training may be the appropriate service to secure employment.

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

No participant can be enrolled for more than two and one half (2½) academic years (5 semesters, 4 summer sessions, 10 quarters or 7 trimesters). Exceptions to these limits may be made on a case-by-case basis. However, exceptions to the maximum limit and duration of an ITA must be submitted to the President/CEO

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

Priority is given to recipients of public assistance and low-income individuals who are basic skills deficient.

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

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

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

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

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

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

Board Policy 4.1.105.01 Apprenticeship, details the protocols for apprenticeship services. WFSCB makes apprenticeship program information available to our job seeker and continues to seek new opportunities in the region. WFSCB is committed to supporting any efforts of Apprenticeship Texas in the Coastal Bend region and is currently wrapping up apprenticeship expansion grant. In late 2018, WFSCB applied and was awarded its first apprenticeship grant. The grant allowed for the recruitment and outreach to employers, creation of apprenticeship curriculum and training to apprentices in a demand occupation. Additionally, we are looking for partners in developing new, non-traditional apprenticeships in the healthcare industry and expanding existing apprenticeship programs into pre-apprenticeship programs for high school students who might be interested in pursuing apprentice-able occupations.

Public Comment

A description of the process used by the Board, consistent with WIOA §108(d), to provide no more than 30-day public comment period before submission of the plan, 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 will be sent out via e-blast and social media on Friday, February 12, 2021 regarding the availability of the draft revised version 2021-2025 Strategic Business Plan. It will be available for review and public comment on the organization's website, www.workforcesolutionscb.org until 5 p.m. Sunday, February 28, 2021.

i. Date of publication – Friday, February 12, 2021

ii. Virtual Public Meetings will be held on Friday, February 26, 2021 at 2:00 pm and Thursday, February 24, 2021 at 1:00 pm on Zoom at <https://us02web.zoom.us/j/6678645469?pwd=YjFyRkZlM3Y3NTBYZ0ZlVXRvZjFvUT09>

a. There were attendees to either public meeting held.

iii. Final date of comment period – Sunday, February 28, 2021

iv. Written comments can be submitted electronically to amy.villarreal@workforcesolutionscb.org , delivered via mail or in person to the Board Administrative offices to Amy Kiddy Villarreal, Chief Operating Officer at 400 Mann St. Suite 800, Corpus Christi TX 78401.

a. No public comments were received.

Appendices

Appendix A, B, C, D: In-Demand Industries, In-Demand Occupations & Target Occupations Lists:
Outreach & Public Comment, & Demonstrating Alignment with Texas' Strategic Plan for the
Workforce System

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 (2020 Update) that identify critical, high-priority system issues for the state. **For each goal, briefly describe one significant Board strategy or initiative that fulfills the intent of the goal. Also, please include the corresponding page number(s) within your plan that further details the identified strategy or initiative.**

System Goal 1 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 time frame 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 1—Local Board Response

Board response and corresponding plan page number(s):

System Goal 2 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.

System Goal 2—Local Board Response

Board response and corresponding plan page number(s):

System Goal 3 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.

System Goal 3—Local Board Response

Board response and corresponding plan page number(s):

System Goal 4 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.

System Goal 4—Local Board Response

Board response and corresponding plan page number(s):

Demand Ind

Board Name:	Coastal Bend	Date Submitted:	
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[illegible]

WIOA In-Demand Occupations List								
Board Name:		Date Submitted or Updated:						
Coastal Bend								
Standard Occupational Classification (SOC) or Occupational Information Network (O*NET) Job Code	In-Demand Occupation Job Title (Name)	Annual Average Employment 2018	Annual Average Employment 2028	Number Change 2018–2028	Percent Change 2018–2028	Annual Change in Employment (Growth)	Additional Rationale, Local Wisdom, and Comments	Labor Market and Career Information Data Source(s)
13-2011	Accountants and Auditors	1,724	1,989	265	15.4	1.44		Texas LMI
17-3011	Architectural and Civil Drafters	260	335	75	28.8	2.57	Major projects such t	Texas LMI
43-3031	Bookkeeping, Accounting, and Auditing Clerks	130	140	10	7.7	0.74		Texas LMI
15-1151	Computer User Support Specialists	570	659	89	15.6	1.46		Texas LMI
43-6011	Executive Secretaries and Executive Administrative Assis	456	394	-62	-13.6	-1.45		Texas LMI
11-1021	General and Operations Managers	3,506	4,119	613	17.5	1.62		Texas LMI
43-6013	Medical Secretaries	1,720	1,933	213	12.4	1.17		Texas LMI
15-1142	Network and Computer Systems Administrators	445	520	75	16.9	1.57		Texas LMI
23-2011	Paralegals and Legal Assistants	501	545	44	8.8	0.85		Texas LMI
21-1093	Social and Human Service Assistants	554	614	60	10.8	1.03	In order to provide in	Texas LMI
29-2018	Clinical Laboratory Technologists and Technicians	492	510	18	3.7			Economic Modeling
29-2041	Emergency Medical Technicians and Paramedics	483	508	25	5.2	0.51		Texas LMI
29-2061	Licensed Practical and Licensed Vocational Nurses	1,873	1,848	-25	-1.3	-0.13		Texas LMI
31-9092	Medical Assistants	1,385	1,626	241	17.4	1.62	The need to meet the	Texas LMI
29-2098	Medical Dosimetrists, Medical Recrds Specs, & Health Tr	509	560	51	10.0			Economic Modeling
31-1014	Nursing Assistants	1,899	1,757	-142	-7.5	-0.77		Texas LMI
29-9011	Occupational Health and Safety Specialists	379	462	83	21.9	2.00		Texas LMI
31-9097	Phlebotomists	195	238	43	22.1	2.01		Texas LMI
31-2021	Physical Therapist Assistants	221	266	45	20.4	1.87		Texas LMI
29-2034	Radiologic Technologists	386	405	19	4.9	0.48		Texas LMI
29-1141	Registered Nurses	4,165	4,427	262	6.3	0.61		Texas LMI
49-3011	Aircraft Mechanics and Service Technicians	993	991	-2	-0.2	-0.02		Texas LMI
49-3021	Automotive Body and Related Repairers	180	197	17	9.4	0.91		Texas LMI
49-3023	Automotive Service Technicians and Mechanics	1,315	1,353	38	2.9	0.29		Texas LMI
49-3031	Bus and Truck Mechanics and Diesel Engine Specialists	643	730	87	13.5	1.28		Texas LMI
53-5021	Captains, Mates, and Pilots of Water Vessels	137	161	24	17.5	1.63	Growing operations a	Texas LMI
47-2031	Carpenters	1,105	1,392	287	26.0	2.34		Texas LMI
51-8091	Chemical Plant and System Operators	166	269	103	62.0			Economic Modeling
53-7021	Crane and Tower Operators	365	515	150	41.1	3.50	Major projects such t	Texas LMI
17-3023	Electrical and Electronic Engineering Technicians	168	185	17	10.1	0.97		Texas LMI
47-2111	Electricians	1,479	1,784	305	20.6	1.89		Texas LMI
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics a	787	889	102	13.0	1.23		Texas LMI
53-3032	Heavy and Tractor-Trailer Truck Drivers	4,807	5,485	678	14.1	1.33		Texas LMI
49-9041	Industrial Machinery Mechanics	1,203	1,432	229	19.0	1.76		Texas LMI
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	628	588	-40	-6.4	-0.66		Texas LMI
51-4041	Machinists	605	614	9	1.5	0.15		Texas LMI
47-2073	Operating Engineers and Other Construction Equipment	1,629	2,010	381	23.4	2.12		Texas LMI
51-8093	Petroleum Pump System Operators, Refinery Operators,	1,113	1,072	-41	-3.7	-0.37		Texas LMI
47-2152	Plumbers, Pipefitters, and Steamfitters	1,108	1,413	305	27.5	2.46		Texas LMI
47-5012	Rotary Drill Operators	413	381	32	-7.7			Economic Modeling
53-5011	Sailors and Marine Oilers	179	213	34	19.0	1.75	Growing operations a	Texas LMI
51-4121	Welders, Cutters, Solderers, and Brazers	1,546	1,755	209	13.5	1.28		Texas LMI
49-9081	Wind Turbine Service Technician	48	65	17	35.4			Economic Modeling
35-1012	First-Line Supervisors of Food Preparation and Serving V	1,930	2,274	344	17.8	1.65		Economic Modeling
41-2031	Retail Salespersons	7,570	8,601	1,031	13.6	1.29		Texas LMI
39-9021	Personal Care Aides	8,574	10,105	1,531	17.9	1.66		Texas LMI
43-4051	Customer Service Representatives	3,474	3,501	27	0.8	0.08		Texas LMI
35-3021	Combined Food Preparation and Serving Workers, Includ	9,956	12,593	2,637	26.5	2.38		Texas LMI
33-3012	Correctional Officers and Jailers	2,037	2,029	-8	-0.4	-0.04		Texas LMI
25-2021	Elementary School Teachers, Except Special Education	2,573	2,670	97	3.8	0.37		Texas LMI
33-2011	Firefighters	835	851	16	1.9	0.19		Texas LMI
25-2022	Middle School Teachers, Except Special and Career/Tec	1,179	1,223	44	3.7	0.37		Texas LMI
33-3051	Police and Sheriff's Patrol Officers	1,490	1,534	44	3.0	0.29		Texas LMI
25-2031	Secondary School Teachers, Except Special and Career	2,109	2,191	82	3.9	0.38		Texas LMI
33-9032	Security Guards	1,338	1,442	104	7.8	0.75		Texas LMI

WIOA Target Occupations List													
Board Name:		Date Submitted or Updated:											
Standard Occupational Classification (SOC)	Target Occupation Job Title (Name)	Annual Average Employment 2018	Annual Average Employment 2028	Number Change 2018–2028	Percent Change 2018–2028	Annual Change in Employment (Growth)	Hourly Rate (Entry Wage)	Hourly Rate (Experienced Wage)	Typical Education Needed for Entry into Occupation	Are there Eligible Training Providers (ETPs) offering training for this occupation?	How many individuals will ETPs train and/or certify to fill current openings?	Additional Rationale, Local Wisdom, and Comments	Is this a Career Pathway Occupation? (yes or no)
11-1021	General and Operations Managers	3,506	4,119	613	17.5	1.62	\$ 20.97	\$ 59.81	Bachelor's degree	Yes	10	50	No
13-2011	Accountants and Auditors	1,724	1,989	265	15.4	1.44	\$ 24.41	\$ 39.65	Bachelor's degree	Yes	12		No
15-1142	Network and Computer Systems Administrators	445	520	75	16.9	1.57	\$ 19.11	\$ 34.97	Bachelor's degree	Yes	5		No
15-1151	Computer User Support Specialists	570	659	89	15.6	1.46	\$ 14.15	\$ 26.68	Some college, no deg	Yes	10		No
17-3011	Architectural and Civil Drafters	260	335	75	28.8	2.57	\$ 18.66	\$ 29.11	Associate's degree	Yes	2	Major projects such	No
17-3023	Electrical and Electronic Engineering Technicians	168	185	17	10.1	0.97	\$ 27.08	\$ 37.96	Associate's degree	Yes	5		No
21-1093	Social and Human Service Assistants	554	614	60	10.8	1.03	\$ 12.38	\$ 19.85	High school diploma	Yes	10	In order to provide in	No
23-2011	Paralegals and Legal Assistants	501	545	44	8.8	0.85	\$ 16.71	\$ 25.82	Associate's degree	Yes	3		No
29-1141	Registered Nurses	4,165	4,427	262	6.3	0.61	\$ 22.64	\$ 36.32	Bachelor's degree	Yes	50		No
29-2018	Clinical Laboratory Technologists and Technicians	492	510	18	3.7	-	\$ 12.78	\$ 23.91	Bachelor's degree	Yes	8		No
29-2034	Radiologic Technologists	386	405	19	4.9	0.48	\$ 20.85	\$ 39.87	Associate's degree	Yes	6		No
29-2041	Emergency Medical Technicians and Paramedics	483	508	25	5.2	0.51	\$ 10.49	\$ 20.71	Postsecondary nonde	Yes	4		No
29-2061	Licensed Practical and Licensed Vocational Nurse	1,873	1,848	-25	-1.3	-0.13	\$ 18.14	\$ 23.79	Postsecondary nonde	Yes	4	Although negative gr	No
29-2098	Medical Dosimetrists, Medical Recrds Specs, & H	509	560	51	10.0	-	\$ 12.35	\$ 19.76	Postsecondary nonde	Yes	4		No
29-9011	Occupational Health and Safety Specialists	379	462	83	21.9	2.00	\$ 24.23	\$ 41.34	Bachelor's degree	Yes	5		No
31-1014	Nursing Assistants	1,899	1,757	-142	-7.5	-0.77	\$ 10.96	\$ 14.34	Postsecondary nonde	Yes	15	Although negative gr	Yes
31-2021	Physical Therapist Assistants	221	266	45	20.4	1.87	\$ 23.68	\$ 34.28	Associate's degree	Yes	7		No
31-9082	Medical Assistants	1,385	1,626	241	17.4	1.62	\$ 11.30	\$ 15.29	Postsecondary nonde	Yes	8	The need to meet th	Yes
31-9097	Phlebotomists	195	238	43	22.1	2.01	\$ 13.42	\$ 17.77	Postsecondary nonde	Yes	12		No
43-3031	Bookkeeping, Accounting, and Auditing Clerks	130	140	10	7.7	0.74	\$ 12.19	\$ 21.60	Some college, no deg	Yes	7		No
43-6011	Executive Secretaries and Executive Administrativ	456	394	-62	-13.6	-1.45	\$ 17.81	\$ 27.77	High school diploma	Yes	2	This is an occupation	No
43-6013	Medical Secretaries	1,720	1,933	213	12.4	1.17	\$ 11.48	\$ 16.44	High school diploma	Yes	2		No
47-2031	Carpenters	1,105	1,392	287	26.0	2.34	\$ 15.62	\$ 21.06	High school diploma	Yes	15		No
47-2073	Operating Engineers and Other Construction Equip	1,629	2,010	381	23.4	2.12	\$ 16.17	\$ 24.44	High school diploma	Yes	2		No
47-2111	Electricians	1,479	1,784	305	20.6	1.89	\$ 17.76	\$ 28.55	Postsecondary nonde	Yes	12		No
47-2152	Plumbers, Pipefitters, and Steamfitters	1,108	1,413	305	27.5	2.46	\$ 15.22	\$ 29.40	Postsecondary nonde	Yes	12		No
47-5012	Rotary Drill Operators	413	381	32	-7.7	-	\$ 17.34	\$ 29.16	No formal education	Yes	2		No
49-3011	Aircraft Mechanics and Service Technicians	993	991	-2	-0.2	-0.02	\$ 26.85	\$ 32.01	Postsecondary nonde	Yes	5		No
49-3021	Automotive Body and Related Repairers	180	197	17	9.4	0.91	\$ 15.32	\$ 25.63	High school diploma	Yes	54		No
49-3023	Automotive Service Technicians and Mechanics	1,315	1,353	38	2.9	0.29	\$ 11.12	\$ 23.68	Postsecondary nonde	Yes	3		No
49-3031	Bus and Truck Mechanics and Diesel Engine Spec	643	730	87	13.5	1.28	\$ 14.82	\$ 26.31	High school diploma	Yes	4		No
49-9021	Heating, Air Conditioning, and Refrigeration Mecha	787	889	102	13.0	1.23	\$ 14.49	\$ 25.87	Postsecondary nonde	Yes	16		No
49-9041	Industrial Machinery Mechanics	1,203	1,432	229	19.0	1.76	\$ 16.94	\$ 29.89	High school diploma	Yes	3		No
49-9081	Wind Turbine Service Technician	48	65	17	35.4	-	\$ 16.09	\$ 24.79	Postsecondary nonde	Yes	1		No
51-4041	Machinists	605	614	9	1.5	0.15	\$ 18.15	\$ 31.48	Postsecondary nonde	Yes	5		No
51-4121	Welders, Cutters, Solderers, and Brazers	1,546	1,755	209	13.5	1.28	\$ 16.77	\$ 29.19	Postsecondary nonde	Yes	11		No
51-8091	Chemical Plant and System Operators	166	269	103	62.0	-	\$ 35.23	\$ 43.74	High school diploma	Yes	3		No
51-8093	Petroleum Pump System Operators, Refinery Ope	1,113	1,072	-41	-3.7	-0.37	\$ 27.70	\$ 39.97	High school diploma	Yes	3		No
51-9061	Inspectors, Testers, Sorters, Samplers, and Weigh	628	588	-40	-6.4	-0.66	\$ 13.99	\$ 32.36	High school diploma	Yes	4		No
53-3032	Heavy and Tractor-Trailer Truck Drivers	4,807	5,485	678	14.1	1.33	\$ 14.75	\$ 22.78	Postsecondary nonde	Yes	20		No
53-5011	Sailors and Marine Oilers	179	213	34	19.0	1.75	\$ 9.08	\$ 21.47	No formal education	Yes	0	Growing operations	No
53-5021	Captains, Mates, and Pilots of Water Vessels	137	161	24	17.5	1.63	\$ 16.43	\$ 31.86	Postsecondary nonde	Yes	0	Growing operations	No
53-7021	Crane and Tower Operators	365	515	150	41.1	3.50	\$ 24.43	\$ 37.32	Postsecondary nonde	Yes	4	Major projects such	No
33-3012	Correctional Officers and Jailers	2,037	2,029	-8	-0.4	-0.04	\$ 16.32	\$ 20.55	High school diploma	Yes	2		No
25-2021	Elementary School Teachers, Except Special Edu	2,573	2,670	97	3.8	0.37	\$ 19.97	\$ 29.86	Bachelor's degree	Yes	5		No
33-2011	Firefighters	835	851	16	1.9	0.19	\$ 19.17	\$ 28.48	Postsecondary nonde	Yes	2		No
25-2022	Middle School Teachers, Except Special and Care	1,179	1,223	44	3.7	0.37	\$ 20.16	\$ 29.29	Bachelor's degree	Yes	5		No
33-3051	Police and Sheriff's Patrol Officers	1,490	1,534	44	3.0	0.29	\$ 16.09	\$ 30.95	High school diploma	Yes	5		No
25-2031	Secondary School Teachers, Except Special and C	2,109	2,191	82	3.9	0.38	\$ 20.02	\$ 28.85	Bachelor's degree	Yes	4		No
33-9032	Security Guards	1,338	1,442	104	7.8	0.75	\$ 9.65	\$ 15.82	High school diploma	Yes	3		No