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# Local Workforce Development

Board Plan PY2025 - 2028

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

## Local Workforce Development Board Draft Plan PY2025 - 2028

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## Part 1: Board Vision and Strategies

### A. Vision and Goals

*References: WIOA §108(b)(1)(E); 20 CFR §679.560(a)(5)*

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

- *goals for preparing an educated and skilled workforce, including the provision of early education services and services for youth and individuals with barriers to employment as defined by WIOA §3(24); and*
- *goals relating to the performance accountability measures based on the performance indicators described in WIOA §116(b)(2)(A).*

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

The 35-member Board of Directors (BOD) represent the public and key stakeholders in the community and are selected by the 12-member Chief Elected Officials (CEO) Council, including each County Judge and the Mayor of Corpus Christi. Fifty-one percent (51%) of the Board membership represents private industry. The remaining membership includes representation from adult education and literacy, economic development, child care, 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 Treviño, 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; Del Mar College Foundation; Corpus Christi Medical Center; New Ways to Work; Leadership Corpus Christi Advisory Committee; American Cancer Society, Real Men Wear Pink, Ambassador; and 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. Mr. Treviño previously served on the Education to Employment Partners; Texas Executive Directors Council; Mission of Mercy, MASH BASH Annual Fundraiser; Texas Association of Workforce Boards; March of Dimes, Walk for America; Corpus Christi Literacy Council; Corpus Christi Housing Authority; Leadership Corpus Christi (LCC) Class 27, Graduate; LCC Class 30; and LCC Alumni Chair.

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 2 satellite offices, 1 mobile, and 5 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 Global Professional Services(C2GPS), and direct childcare services are provided through Baker Ripley.

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, active involvement with school districts and seeking grants from Texas Education Agency (TEA) are spectacular examples of how work-based learning and local labor market information are made available to the current and future workforce locally.

In early Spring of 2020; the Corona Virus (COVID-19) impacted the entire world. As a workforce development board, WFSCB became a great resource to communities as many individuals were displaced from work. WFSCB quickly implemented virtual services in response to this health and economic condition to safely continue to serve Coastal Bend residents and employers, while physical career center locations remained closed. This significant pivot in service delivery has had a lasting systemic impact on service delivery. For instance, many virtual services remain in place as a way to expand on the options in which individuals receive services and information. WFSCB now has “playbook” for immediate deployment and implementation in the event our system should face an economic, natural or health disaster. TWC has also provided guidance via National Dislocated Worker Grants to deploy services to impacted communities and individuals.

The Board’s local plan for workforce development services is aligned with the following statewide plans:

- Accelerating Alignment: Texas Workforce System Strategic Plan Fiscal Years 2024-2031
- Texas Workforce Commission 2023-2027 Strategic Plan
- WIOA Combined State Plan Program Years 2024-2027
- Adult Education and Literacy Strategic Plan Fiscal Years 2021-2026
- Child Care Workforce Strategic Plan 2023-2025

### **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 assist us in planning for the training needs of new and existing employers. WFSCB is present 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 expedites collaboration with education providers throughout the region, to assure relevant training is available to residents of the Coastal Bend. Equally important the partnership with chambers has brought the Coastal Bend Region its first Texas Workforce Commission (TWC) Texas Industry Partnership (TIP)



The BOD meets four times a year, with one of these meetings being an annual meeting and WFSCB's President/CEO providing a year in review, state of the workforce and organizational updates. The committees meet at least 3 times a year for regular business, to review the organization's mission, values, and goals. Regular committee and board meetings allow time for BOD to review and discuss current program, performance, and financial issues, as well as local topics of interest. Future plans include the reintroduction of an annual retreat which will provide another opportunity for the Board to review committee charters, by-laws and the strategic goals. The committee meetings will continue to serve as the vehicle for regular review of the goals and objectives of the organization and to make the appropriate adjustments outside of the regular business of the Board of Directors.

The Organizational goals adopted annually by the Board are incorporated into a strategic plan required by the TWC, Texas Workforce Investment Council (TWIC) and Federal Workforce Innovation & Opportunity Act (WIOA) Rules.

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 as defined by WIOA §3(24). 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 are guiding principles; and are shared with stakeholders during committee and board meetings with specific examples of accomplishments. These goals are carried out through the calendar year 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.

## ***B. Board Strategies***

### ***References WIOA §108(b)(1)(F); 20 CFR §679.560(a)(6)***

***Each board must provide a description of their strategies to work with the partners that carry out Adult Education Literacy (AEL) and Vocational Rehabilitation (VR) activities to align the resources available to the local workforce development area (Workforce area) to achieve the Board's visions and goals.***

The integration of Adult Education & Literacy (AEL) and Vocational Rehabilitation services (VRS) 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. WFSCB via its linkage agreements with AEL providers: ESCRegion-2 and Del Mar College has outlined the roles and responsibilities to be carried out in a manner that places an individual at the core of services with measurable outcomes. Regarding VRS, WFSCB continues to accommodate the colocation efforts to maximize resources and provide a true one-stop shop for customers. Detailed discussions are held amongst WFSCB and VRS Leadership to adhere to workstation needs and classifications, encourage the collaboration of team members and provide a positive experience environment for our customers.

WFSCB takes lead in convening and ensuring the requirements introduced in 2016, due to AEL and VR becoming part of the Texas Workforce Commission are implemented and adhered to in all aspects of service delivery. Yearly, WFSCB is charged with generating and executing agreements with AEL and VRS.

Currently the local TWC AEL service providers are ESC-2 and Del Mar College; both partners of the local workforce system provide a comprehensive array of services in literacy; high school equivalency, workplace literacy, and skills development. These services are at no cost to individuals; the internal referral process currently in place allows the team members to extend a warm hand-off for immediate enrollment opportunities. Some of the examples of services include assistance in payment for testing fees, certifications, work/education related expenses. The number of referrals and enrollments is the main topic during the bi-monthly partner meeting, as is the sharing of best practices and success stories.

WFSCB continues to work on the collocation of VR in all the career centers; currently VR team members are present at all career centers and will also be part of the new career center in Corpus Christi. The board leadership team has convened state, regional and local VR leadership to provide opportunities for input as the new career center is being designed. It is advantageous to hear first-hand input from VR leadership regarding the workstation(s) requirements during the build-out of center. Equally important is the input regarding the set-up to ensure a welcoming and accommodating environment for our customers with disabilities. Cross-training of team members takes place quarterly in order to keep all team members informed on services available and initiatives to benefit mutual customers. The local VR Leadership team and career center management encourage participation in events and activities to elevate information knowledge. All levels of management are fully engaged and readily available to address any and all concerns and resolve any discrepancies. A key point of contact for connecting the services available at



career center and VR is the Student HireAbility Navigator (SHAN) which now is allowed to utilize more time toward building connections for our adult job seekers. The SHAN is an employee of WFSCB and oversees key components such as sensitivity training, employer/business reasonable accommodation training, adaptive and auxiliary equipment in the career centers. SHAN works with VR team members to ensure the latest and best tools are available in the career centers to serve our job seekers with disabilities.

### ***C. High-Performing Board***

***References: WIOA §108(b)(18); 20 CFR §679.560(b)(17)***

***Boards must include a description of the actions each Board will take toward becoming or remaining a high-performing Board, consistent with the factors developed by the Texas Workforce Investment Council (TWIC).***

WFSCB sets performance as a priority business component to align with quality of work and adherence to compliance; in other words, high performance must be achieved with also leaving no question regarding the quality and compliance to the rules and guidelines set forth. It is also vital that all workforce system stakeholders understand their contribution to the achievement of overall success. Our stakeholders are: Chief Elected Officials(CEO) which attend and participate in quarterly meetings; Board of Directors(BOD) in attendance and active participants in committee meetings; Board Team members responsible for gathering, analyzing and providing oversight of performance measures as well as working directly with TWC Board Strategy Specialists; and last but not least, our career center contractor's leadership and career center team members; who deliver the day to day services with top-notch customer service which contributes to the attainment performance.

initiatives and quality assurance. Subrecipient Monitoring has reported favorable audit reports for Via the quarterly BOD meetings and Committee meetings, WFSCB provides transparency in all the programs and initiatives in place by outlining the expected performance to be achieved. The performance achieved may be in the number of individuals to be served, enrolled, placed in employment, complete training, and just as important in meeting expenditure benchmarks. The WFSCB team members provide detailed information via dashboard reports, graphs and power-point presentations on the performance achieved but also on the efforts in place in the event a measure may be at risk.

Working closely with our career center contractor, WFSCB sets forth the performance expectations each year by executing and providing a Statement of Work (SOW), in turn the career center contractor provides a Service Delivery Plan (SDP) on how the expectations will be met/exceeded. Performance is discussed during Monthly Operations (OPS) meetings, Monthly Program specific meetings, but more frequently every other Thursday, the career center contractor joins Board Team meeting to specifically review all measures, provide best practices for those measures in exceeding status and detail specific actions for those measures not in a favorable status. It is a "no surprise" expectation, in that the career center contractor is expected to provide performance forecasting utilizing local and internal intelligence gathered from the frontline team members such as career counselors, follow-up specialists, business solutions and data analysts. This forecasting also assists in the proactive approach to seek clarification, resolve a systemic issue and a learning opportunity.

In contractual terms, WFSCB promptly responds to inquiries made by TWC regarding performance, programmatic and fiscal systems. TWC frequently reaches out to WFSCB for best practices and/or for participation in pilot projects such as Re-employment Eligibility & Assessment (RESEA) & Supplemental Nutrition Assistance Program (SNAP) Third Party Partnership (TPP). In addition to maintaining performance goals, quality, and adherence; WFSCB will continue to seek opportunities to expand services and funding for our region.

Partnerships has become a key goal strategy in becoming a high performing board. WFSCB has been able to sustain key partnerships with local learning institutions, school districts, and employers. These partnerships elevate events and initiatives, creating meaningful content for narrative(s) when applying for funds:

Successful partnerships include:

- Port Corpus Christi- Private Funds to sponsor and increase participation by 20 Educators/yearly in the Educator Externship Initiative.
- Port Corpus Christi- Private Funds to provide 70 Summer Earn and Learn (SEAL) students/yearly all the work tools, supplies to be work ready and a “signing-day” celebration to kick-off the summer employment activities.
- PATHS Grant- Wal-Mart Foundation Grant- Private Funds to provide 146 learners the opportunity to earn a recognized skill certification by the National Retail Federation.
- Valero – Private Funds to provide 2600 Students with snacks and drinks while attending WFSCB’s YOU Choose Career Expo!

## **Part 2. Economic and Workforce Analysis**

### ***A. Regional Economic and Employment Needs Analysis***

***References: WIOA §108(b)(1)(A); 20 CFR §679.560(a)(1); WIOA §108(b)(1)(B); 20 CFR §679.560(a)(2); WD Letter 24-20, Change 1***

***Boards must include a regional analysis of the following:***

- ***Economic conditions, including existing and emerging in-demand industry sectors, in-demand occupations, and target occupations***
- ***Employment needs of employers, including the knowledge and skills needed to meet such employment needs, within in-demand industry sectors, in-demand occupations, and target occupations WD Letter 11-24, Attachment 1 5***

### **Existing in-demand industries and industry sectors**

Prior to the 2020 pandemic, the Coastal Bend region had a diverse economy, with its largest industries being tourism and hospitality, oil and gas, and manufacturing. Tourism played a major role, especially in cities like Corpus Christi and Port Aransas, where millions of visitors flocked annually to enjoy beaches, resorts, and cultural attractions. The oil and gas sector, centered around Corpus Christi’s refineries and petrochemical plants, provided thousands of jobs in drilling, refining, and energy exports.

The impact of the pandemic was substantial, with tourism and hospitality being the hardest hit industries.

Hotel occupancy rates dropped by 60% to 80% during the early months of the pandemic, leading to widespread layoffs. In 2020, the **Leisure and Hospitality** sector, which includes tourism-related jobs, saw a loss of about 2,200 jobs, a decrease of 8.7%. By mid-2020, the number of jobs in tourism and hospitality in Texas fell by more than 40% year-over-year. Many small, family-owned restaurants were forced to close permanently due to ongoing restrictions and financial pressures, reflecting broader trends in the **Construction of Buildings** and **Other Services** sectors, which also saw significant job losses.

At the pandemic's peak in April 2020, the unemployment rate in the region surged to over 13%, largely driven by job losses in tourism, retail, and food services. The oil and gas industry was also hit hard, as global oil prices collapsed, reducing demand and leading to layoffs and production cuts. Mining, logging, and construction saw a loss of 3,500 jobs in 2020, and manufacturing, while more resilient, still faced supply chain disruptions. The fishing industry struggled with reduced seafood demand and restaurant closures, while agriculture faced labor shortages, though it was less affected than other sectors.

By the end of 2020 and into 2021, the region began recovering, though the pace was slow, especially in tourism. The **Leisure and Hospitality** sector saw a modest recovery with a gain of 1,800 jobs in 2021. Mining, Logging, and Construction recovered more quickly, adding 1,500 jobs in 2022 and 1,100 in 2023. The oil and gas sector remained volatile, and while other industries like retail trade and professional services saw slow but steady growth. By 2024, the region's total job growth had rebounded to 252,900 jobs, adding 9,300 jobs since 2023.

Industry	2020	2021	Change in Jobs (2020-2021)	2022	Change in Jobs (2021-2022)	2023	Change in Jobs (2022-2023)	2024	Change in Jobs (2023-2024)
Mining, Logging and Construction	22,300	18,800	-3,500	20,300	1,500	21,400	1,100	24,900	3,500
Leisure and Hospitality	25,200	23,000	-2,200	24,800	1,800	26,300	1,500	26,600	300
Private Education and Health Services	32,500	30,400	-2,100	30,500	100	32,200	1,700	32,500	300
Construction of Buildings	6,900	4,900	-2,000	5,200	300	5,400	200	8,200	2,800
Government	35,700	34,000	-1,700	34,900	900	35,100	200	35,300	200
Professional and Business Services	18,400	17,600	-800	19,200	1,600	20,300	1,100	20,500	200
Other Services	6,300	5,600	-700	6,000	400	6,400	400	6,400	0
Manufacturing	8,600	8,000	-600	8,200	200	8,700	500	9,100	400
Hospitals	7,300	6,800	-500	6,600	-200	7,500	900	7,800	300
Trade, Transportation, and Utilities	32,700	32,200	-500	33,900	1,700	33,300	-600	33,600	300
Administrative and Support and Waste Management and Remediation Services	8,600	8,200	400	8,700	500	9,200	900	9,400	200

Cont.

Industry	2020	2021	Change in Jobs (2020-2021)	2022	Change in Jobs (2021-2022)	2023	Change in Jobs (2022-2023)	2024	Change in Jobs (2023-2024)
Information	1,600	1,400	-200	1,400	0	1,400	0	1,400	0
Financial Activities	8,300	8,100	-200	8,500	400	9,000	500	9,500	500
Retail Trade	20,700	20,600	-100	21,400	800	21,000	-400	21,100	100
Transportation, Warehousing, and Utilities	5,700	6,000	300	6,500	500	6,400	-100	6,600	200
<b>Total Jobs</b>	<b>240,800</b>	<b>225,600</b>	<b>-15,200</b>	<b>236,100</b>	<b>10,500</b>	<b>243,600</b>	<b>7,500</b>	<b>252,900</b>	<b>9,300</b>

<https://texaslmi.com/LMIbyCategory/CES/ February 2020-2024>

The Coastal Bend Economy Overview Report by Lightcast, demonstrates stable economic growth with clear trends in employment, wages, and industry demands. The population of 582,949 supports 270,457 jobs, with employment projected to increase by 3.4% (9,225 jobs) between 2022 and 2032. Average earnings per job were \$64,900 in 2023, indicating a competitive wage environment. Labor force participation improved from 58.4% in 2018 to 58.9% in 2023, showing modest gains in workforce engagement.

**582,949**

Population (2023)

Population decreased by 10,766 over the last 5 years and is projected to decrease by 2,058 over the next 5 years.

**270,457**

Total Regional Employment

Jobs decreased by 1,426 over the last 5 years but are projected to grow by 9,225 over the next 5 years.

**\$64.9K**

Avg. Earnings Per Job (2023)

Regional average earnings per job are \$18.4K below the national average earnings of \$83.3K per job.

<https://analyst.lightcast.io/analyst/EconomyOverviewReport/>

The Educational attainment data suggests skill deficiencies, with 13.5% of residents holding a bachelor's degree, 8.4% an associate's degree, and 6.9% lacking a high school diploma. These figures indicate deficiencies that could limit the region's capacity to fulfill the requirements of high-skill occupations. The unemployment rate, steady at 4.5% as of October 2024, suggests near-full employment but emphasizes the importance of targeted workforce training and skill development.

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

## Educational Attainment

Concerning educational attainment, 13.5% of the selected regions' residents possess a Bachelor's Degree (7.6% below the national average), and 8.4% hold an Associate's Degree (0.4% below the national average).



<https://analyst.lightcast.io/analyst/EconomyOverviewReport/>

The chart below compares economic data for different counties in the Coastal Bend region across three periods: 2022, 2023, and 2024. The data highlights trends in establishments, employment, average weekly wages, and total wages. The most recent QCEW report from the Texas Workforce Commission (TWC) highlights a trend of wage growth and economic expansion throughout the Coastal Bend, despite fluctuations in the number of establishments and employment levels in specific counties. This suggests that businesses are prioritizing higher-paying positions or benefiting from increased efficiency, which has contributed to the rise in wages. Overall, the region has seen growth in employment and average weekly wages, with the average weekly wage rising from \$992 in 2022 to \$1,145 in the first quarter of 2024. The total wages across the region have also grown significantly, from \$2.9 billion in 2022 to nearly \$3.5 billion in 2024.

Nueces County, by far the largest county in terms of both establishments and employment, saw a steady increase in average weekly wages, rising from \$1,131 in 2022 Q1 to \$1,152 in 2023 Q4, and then to \$1,187 in 2024 Q1. Other counties, such as Bee, Jim Wells, Brooks, Kenedy, and Kleberg, also experienced increases in both wages and employment over the same period. Bee County, for instance, saw a minor increase in wages from \$904 in 2022 Q1 to \$898 in 2023 Q4, and then a slight dip to \$888 in 2024 Q1. Some counties, like Kenedy, experienced sharp increases in average weekly wages—rising from \$780 in 2022 Q1 to \$1,145 in 2023 Q4, and further to \$1,450 in 2024 Q1—but with low overall employment and establishment numbers, suggesting fewer but possibly more specialized or higher-paying jobs.



2024, 1 <sup>st</sup> Qtr.					2023, 4 <sup>th</sup> Qtr.				2022, 1 <sup>st</sup> Qtr.			
2024 Q1					2023 Q4				2022 Q1			
Area	Establishments	Average Employment	Average Weekly Wage	Total Wages	Establishments	Average Employment	Average Weekly Wage	Total Wages	Establishments	Average Employment	Average Weekly Wage	Total Wages
Aransas	690	6,114	\$877	\$69,711,311	688	6,373	\$884	\$73,229,622	665	6,101	\$879	\$69,755,353
Bee	556	8,423	\$888	\$97,213,071	564	8,410	\$898	\$98,194,426	574	7,956	\$742	\$76,748,548
Brooks	150	2,256	\$1,041	\$30,532,573	149	2,416	\$1,111	\$34,886,526	153	2,559	\$925	\$30,765,156
Duval	197	3,665	\$782	\$37,262,257	201	3,784	\$759	\$37,358,269	208	3,700	\$721	\$34,668,010
Jim Wells	874	15,301	\$940	\$187,058,984	871	15,434	\$914	\$183,365,811	836	14,669	\$882	\$168,194,706
Kenedy	30	264	\$1,450	\$4,984,255	31	275	\$1,145	\$4,093,731	31	478	\$1,275	\$7,918,195
Kleberg	631	11,839	\$1,005	\$154,685,568	639	12,074	\$994	\$155,974,341	643	11,633	\$837	\$126,511,573
Live Oak	319	3,689	\$1,422	\$68,218,144	323	3,691	\$1,263	\$60,620,476	308	3,473	\$1,185	\$53,501,634
Nueces	8,574	161,926	\$1,187	\$2,498,340,994	8,653	162,991	\$1,152	\$2,440,959,117	8,546	153,423	\$1,016	\$2,026,266,218
Refugio	211	2,290	\$949	\$28,258,644	211	2,306	\$1,048	\$31,397,899	215	2,144	\$827	\$23,058,062
San Patricio	1,225	21,463	\$1,273	\$355,319,810	1,235	23,100	\$1,251	\$375,652,916	1,258	21,627	\$1,136	\$319,291,264
<b>Coastal Bend</b>	<b>13,457</b>	<b>237,230</b>	<b>\$1,145</b>	<b>\$3,531,585,611</b>	<b>13,565</b>	<b>240,854</b>	<b>\$1,116</b>	<b>\$3,495,733,134</b>	<b>13,437</b>	<b>227,763</b>	<b>\$992</b>	<b>\$2,936,678,719</b>

<https://texaslmi.com/LMIbyCategory/QCEW>

In Board Contract Year 2024, Workforce Solutions Coastal Bend (WFSCB) supported 1,506 employers and an average of 4,831 job seekers monthly, highlighting efforts to align workforce development with business needs. Economic growth is driven by core sectors such as energy (oil and gas), construction, healthcare, and logistics, while emerging fields like technology and renewable energy gain momentum amid shifting economic dynamics. This shift emphasizes the need for strategic workforce investments to address skill gaps, align with evolving industry demands, and sustain economic growth. Employers across these sectors seek skilled and certified workers, making ongoing investment in workforce training and targeted skill development essential.

According to the latest Lightcast's Industry Overview report, the top employment sectors by job count are led by Construction, with 3,427 jobs, followed by Health Care and Social Services, employing 2,055 individuals. Accommodation and Food Services ranks third with 1,457 jobs, while Manufacturing and Professional, Scientific, and Technical Services follow with 1,006 and 762 jobs. Coastal Bend exhibits a high employment concentration in specific sectors compared to other Texas regions, Mining, Quarrying, & Oil & Gas Extraction with a location quotient of 7.03, Construction at 1.72, and Accommodation & Food Services at 1.33.

## TOP EMPLOYMENT SECTORS BY JOB COUNT



[https://analyst.lightcast.io/analyst/Industry\\_Overview\\_Report/2023-2024/](https://analyst.lightcast.io/analyst/Industry_Overview_Report/2023-2024/)

### In-Demand Industry List (Attachment 1)

Coastal Bend region's in-demand industries provide valuable insights based on employment trends and projected growth for 2022-2032. The list is derived from a combination of factors, including TWC's 2022-2032 employment projections, skill demands identified and local knowledge of projects likely to impact the region's labor force. Local intelligence is applied as boards may be in the know of an occupation possibly declining/growing due to a business looking to relocate, open, expand, or planning a reduction in force (rif) or permanent closures. The focus is placed on industries that will see substantial job growth or have the potential to drive economic activity into the region.

Key industries such as Construction and Health Care have emerged as top priorities, driven by both the projected demand for trained workers and the expansion of key regional sectors. For example, the Nonresidential Building Construction industry is expected to see significant growth, with a projected increase of 1,364 jobs between 2022 and 2032. Similarly, the Offices of Physicians industry will add 711 jobs in the same timeframe, reflecting the ongoing demand for healthcare services. These sectors represent critical areas of focus for workforce development in the region.

Several industries show a strong upward trend, such as Restaurants and Other Eating Places, which are expected to see an increase of 1,501 jobs. Other sectors include Architectural, Engineering, and Related Services, which will add 542 jobs, and Gasoline Stations, which are projected to grow by 505 jobs.

The Nursing Care Facilities and Services to Buildings and Dwellings sectors also remain strong contributors to local employment, with job increases of 251 and 287 jobs. These industries continue the need for workers in healthcare and essential services, which are foundational to the region's economy.

2022 North American Industry Classification System (NAICS) Code (4-digit)	NAICS Industry Title	Annual Average Employment 2022	Annual Average Employment 2032	Number Change 2022 - 2032	Percent Growth 2022-2032
5413	Architectural, Engineering, and Related Services	2,961	3,503	542	18.3%
4441	Building Material and Supplies Dealers	2,353	2,746	393	16.7%
6113	Colleges, Universities, and Professional Schools	4,644	4,832	188	4.0%
5415	Computer Systems Design and Related Services	692	916	224	32.4%
4571	Gasoline Stations	2,845	3,350	505	17.8%
4561	Health and Personal Care Retailers	1,627	2,010	383	23.5%
6241	Individual and Family Services	2,169	3,003	834	38.5%
5411	Legal Services	2,145	2,414	269	12.5%
4238	Machinery, Equipment, and Supplies Merchant Wholesalers	2,253	3,137	884	39.2%
5511	Management of Companies and Enterprises	1,151	1,546	395	34.3%
5416	Management, Scientific, and Technical Consulting Services	1,744	2,224	480	27.5%
2362	Nonresidential Building Construction	4,361	5,725	1364	31.3%
6231	Nursing Care Facilities (Skilled Nursing Facilities)	2,533	2,784	251	9.9%
5611	Office Administrative Services	839	995	156	18.6%
6213	Offices of Other Health Practitioners	1,239	1,476	237	19.1%
6211	Offices of Physicians	5,270	5,981	711	13.5%
6219	Other Ambulatory Health Care Services	831	1,089	258	31.0%
2389	Other Specialty Trade Contractors	2,081	2,483	402	19.3%
6214	Outpatient Care Centers	1,143	1,384	241	21.1%
7225	Restaurants and Other Eating Places	23,005	24,506	1501	6.5%
5617	Services to Buildings and Dwellings	2,522	2,809	287	11.4%
7223	Special Food Services	1,177	1,339	162	13.8%
4591	Sporting Goods, Hobby, and Musical Instrument Retailers	843	1,046	203	24.1%
2371	Utility System Construction	2,002	3,068	1066	53.2%
4552	Warehouse Clubs, Supercenters, and Other General Merchandise	3,160	3,674	514	16.3%

<https://texaslmi.com/LMIbyCategory/Projections/2022-2032>

### In-Demand Occupations List

The Coastal Bend region's top 10 in-demand occupations from 2022 to 2032 reflect significant growth across industries, highlighting both skilled and service-oriented roles. The job growth and wage increase were key factors in the criteria used in determining the in-demand list. Construction Laborers led with an anticipated increase of 828 jobs (24.2% growth), creating 83 new positions annually alongside 408 total annual openings, driven by infrastructure projects and offering a median hourly wage of \$17.34. Similarly, General and Operations Managers are expected to grow by 729 jobs (10.4% growth), with 73 new positions and 651 total openings, emphasizing the demand for strategic leadership across industries, with a median wage of \$38.82.

Service-oriented roles, including Restaurant Cooks and Fast Food and Counter Workers, highlight the hospitality sector's expansion. Restaurant Cooks will see a 26.4% growth (624 new jobs), resulting in 463 annual openings, while Fast Food and Counter Workers will add the most annual openings (1,710), despite modest growth of 6.9%. Retail and logistics roles also show significant opportunities, with Stockers and

Order Fillers adding 540 jobs (14.3% growth) and 701 annual openings, while Retail Salespersons and Cashiers provide 877 and 1,217 annual openings, respectively, showcasing retail's critical contribution to the economy. Heavy and Tractor-Trailer Truck Drivers, with 447 new positions (12.8% growth), will see 430 annual openings, emphasizing transportation's importance, offering a median wage of \$22.81. Supervisory roles, such as First-Line Supervisors of Food Preparation and Serving Workers, are projected to grow by 263 jobs (10.6%), creating 407 total annual openings.

Lastly, Janitors and Cleaners, essential for maintaining facilities, will expand by 7.2%, with 502 annual openings. This diverse array of occupations highlights the region's growth across leadership, skilled, and service roles, catering to the evolving workforce demands.

Standard Occupational Classification (SOC) or Occupational Information Network (O*NET) Job Code	Occupational Title	Annual Average Employment 2022	Annual Average Employment 2032	Number Change 2022-2032	Percent Change 2022-2032	Annual Change in Employment (Growth)
43-3031	Bookkeeping, Accounting, and Auditing Clerks	2,352	2,335	-17	-0.7%	-2
41-2011	Cashiers	6,045	6,296	251	4.2%	25
39-9011	Childcare Workers	1,877	1,996	119	6.3%	12
47-2061	Construction Laborers	3,419	4,247	828	24.2%	83
35-2014	Cooks, Restaurant	2,365	2,989	624	26.4%	62
43-4051	Customer Service Representatives	3,766	3,716	-50	-1.3%	-5
45-2092	Farmworkers and Laborers, Crop, Nursery, and Greenhouse	2,941	2,918	-23	-0.8%	-2
35-3023	Fast Food and Counter Workers	7,038	7,521	483	6.9%	48
35-1012	First-Line Supervisors of Food Preparation and Serving Workers	2,478	2,741	263	10.6%	26
43-1011	First-Line Supervisors of Office and Administrative Support Workers	2,720	2,679	-41	-1.5%	-4
41-1011	First-Line Supervisors of Retail Sales Workers	2,921	3,061	140	4.8%	14
35-2021	Food Preparation Workers	3,535	3,583	48	1.4%	5
11-1021	General and Operations Managers	6,994	7,723	729	10.4%	73
53-3032	Heavy and Tractor-Trailer Truck Drivers	3,485	3,932	447	12.8%	45
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	3,316	3,554	238	7.2%	24
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	2,086	2,280	194	9.3%	19
49-9071	Maintenance and Repair Workers, General	3,041	3,210	169	5.6%	17
43-9061	Office Clerks, General	4,221	4,130	-91	-2.2%	-9
43-4171	Receptionists and Information Clerks	1,837	1,905	68	3.7%	7
41-2031	Retail Salespersons	5,493	5,963	470	8.6%	47
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	3,252	2,988	-264	-8.1%	-26
53-7065	Stockers and Order Fillers	3,770	4,310	540	14.3%	54
25-9045	Teaching Assistants, Except Postsecondary	2,192	2,208	16	0.7%	2
35-3031	Waiters and Waitresses	3,989	4,013	24	0.6%	2

<https://texaslmi.com/LMIbyCategory/Projections/2022-2032>

### Target Occupations List (Appendix B)

Based on the demand from employers, WFSCB has increased its current list to 66 occupations that support the local economy's future growth and that require training of no more than two years. The list includes occupations needed for current and future projects, as well as those required to meet replacement needs. Many of the occupations on the list, such as Electricians, Automotive Service Technicians, and Heavy Truck Drivers, reflect industries expected to experience significant growth in the coming years, with electricians projected to grow by 48%, automotive service technicians by 6%, and truck drivers by 5%.

Occupations like Registered Nurses and Software Developers, which require higher levels of education, also offer higher wages, with Registered Nurses earning \$29.16 at entry level and up to \$45.38 at the 75th percentile. The updated list includes both emerging fields and those with significant replacement demand, providing opportunities for career growth and long-term stability.

SOC	Description	2022 Jobs	2032 Jobs	2022 - 2032 Change	2022 - 2032 % Change	Avg. Annual Openings
13-2011	Accountants and Auditors	1,412	1,505	93	7%	124
49-3011	Aircraft Mechanics and Service Technicians	884	722	-162	-18%	60
17-3011	Architectural and Civil Drafters	196	220	24	12%	23
49-3021	Automotive Body and Related Repairers	212	220	8	4%	21
49-3023	Automotive Service Technicians and Mechanics	1,623	1,714	91	6%	157
43-3031	Bookkeeping, Accounting, and Auditing Clerks	2,518	2,486	-32	-1%	300
49-3031	Bus and Truck Mechanics and Diesel Engine Specialists	540	599	59	11%	56
53-3052	Bus Drivers, Transit and Intercity	225	341	116	52%	52
53-5021	Captains, Mates, and Pilots of Water Vessels	259	268	9	3%	32
47-2031	Carpenters	1,797	1,914	117	7%	172
35-1011	Chefs and Head Cooks	348	355	8	2%	44
51-8091	Chemical Plant and System Operators	274	223	-51	-19%	22
29-2018	Clinical Laboratory Technologists and Technicians	485	609	123	25%	49
15-1211	Computer Systems Analysts	315	377	62	20%	27
15-1232	Computer User Support Specialists	711	776	65	9%	57
47-2061	Construction Laborers	3,767	4,012	244	6%	372
33-3012	Correctional Officers and Jailers	889	633	-256	-29%	62
53-7021	Crane and Tower Operators	303	274	-29	-10%	29
15-2051	Data Scientists	153	235	82	54%	20
31-9091	Dental Assistants	486	488	1	0%	69
17-3023	Electrical and Electronic Engineering Technologists and Technicians	115	118	3	3%	12
49-9051	Electrical Power-Line Installers and Repairers	210	194	-16	-8%	17
47-2111	Electricians	2,421	3,589	1,168	48%	409
25-2021	Elementary School Teachers, Except Special Education	2,535	2,601	65	3%	181
29-2042	Emergency Medical Technicians	396	465	69	17%	42
99-9999	Emerging Industries	0	0	0	0%	0
43-6011	Executive Secretaries and Executive Administrative Assistants	516	476	-39	-8%	55



33-2011	Firefighters	755	838	83	11%	68
11-1021	General and Operations Managers	6,847	7,461	614	9%	639
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	753	951	198	26%	95
53-3032	Heavy and Tractor-Trailer Truck Drivers	3,599	3,780	181	5%	424
49-9041	Industrial Machinery Mechanics	879	1,140	261	30%	107
15-1212	Information Security Analysts	109	152	43	39%	12

**Cont'd**

SOC	Description	2022	2032	2022 - 2032	2022 - 2032	Avg. Annual Openings
		Jobs	Jobs	Change	% Change	
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	817	825	8	1%	99
29-2061	Licensed Practical and Licensed Vocational Nurses	1,612	1,675	63	4%	139
51-4041	Machinists	461	413	-48	-10%	42
11-9111	Medical and Health Services Managers	860	1,191	331	38%	106
31-9092	Medical Assistants	1,227	1,600	374	30%	222
29-2072	Medical Records Specialists	343	418	76	22%	34
43-6013	Medical Secretaries and Administrative Assistants	1,215	1,489	274	23%	173
25-2022	Middle School Teachers, Except Special and Career/Technical Education	1,336	1,430	94	7%	103
43-6013	Medical Secretaries and Administrative Assistants	1,215	1,489	274	23%	173
25-2022	Middle School Teachers, Except Special and Career/Technical Education	1,336	1,430	94	7%	103
49-9044	Millwrights	49	58	9	18%	6
15-1244	Network and Computer Systems Administrators	342	392	50	15%	26
31-1131	Nursing Assistants	2,020	2,107	87	4%	311
19-5012	Occupational Health and Safety Technicians	86	94	8	9%	11
47-2073	Operating Engineers and Other Construction Equipment Operators	1,492	1,672	180	12%	167
23-2011	Paralegals and Legal Assistants	565	757	191	34%	89
29-2043	Paramedics	290	331	41	14%	22
51-8093	Petroleum Pump System Operators, Refinery Operators, and Gaugers	808	944	136	17%	103
29-2052	Pharmacy Technicians	699	721	23	3%	67
31-9097	Phlebotomists	278	300	22	8%	40
31-2021	Physical Therapist Assistants	239	304	66	28%	44
47-2152	Plumbers, Pipefitters, and Steamfitters	1,168	1,253	86	7%	116
33-3051	Police and Sheriff's Patrol Officers	1,602	1,630	27	2%	131
29-2034	Radiologic Technologists and Technicians	436	530	93	21%	36
29-1141	Registered Nurses	4,599	5,377	778	17%	355
47-5012	Rotary Drill Operators, Oil and Gas	221	142	-79	-36%	17
53-5011	Sailors and Marine Oilers	241	265	23	10%	35
25-2031	Secondary School Teachers, Except Special and Career/Technical Education	1,888	2,000	112	6%	133

33-9032	Security Guards	1,299	1,408	109	8%	204
21-1093	Social and Human Service Assistants	513	606	93	18%	68
15-1252	Software Developers	477	753	275	58%	62
15-1253	Software Quality Assurance Analysts and Testers	111	238	127	115%	25
25-2059	Special Education Teachers, All Other	67	69	2	3%	5
51-4121	Welders, Cutters, Solderers, and Brazers	1,427	1,567	140	10%	175
49-9081	Wind Turbine Service Technicians	189	264	74	39%	30

[https://analyst.lightcast.io/analyst/Targeted Occupations List 2022-2032](https://analyst.lightcast.io/analyst/Targeted%20Occupations%20List%202022-2032)

The data below highlights several high-wage targeted occupations that require minimal educational qualifications, primarily those needing only a high school diploma or no formal education. While some of these positions offer an entry-level wage between \$10.00 to \$14.00 per hour, the median and experienced wages are considerably higher.

Petroleum Pump System Operators, Refinery Operators, and Gaugers, whose wage can reach up to \$45.17 at the 75th percentile, despite having no formal education requirement. Similarly, Aircraft Mechanics and Service Technicians earn up to \$36.96 per hour with postsecondary non-degree training. Trades such as Welders, Cutters, Solderers, and Brazers, requiring only a high school diploma, offer wages up to \$32.25 per hour, reflecting the high demand for skilled labor in Manufacturing and Construction. Other high-paying roles, such as Rotary Drill Operators in the oil and gas industry, and Electricians, also require minimal formal education, with earning potential up to \$38.32 per hour and \$32.00 per hour, respectively.

These occupations emphasize the significant earning potential available in technical fields with lower educational barriers. Many of these positions, while requiring specialized training or certifications, offer competitive wages driven by the technical expertise and essential nature of the work in sectors like energy, manufacturing, and construction.

SOC	Description	Expected Change	Pct. 10 Hourly Earnings	Pct. 75 Hourly Earnings	Typical Entry Level Education	Institutional Completions (2023)
11-1021	General and Operations Managers	830	\$16.86	\$62.34	Bachelor's	1,997
29-1141	Registered Nurses	634	\$29.16	\$45.38	Bachelor's	581
47-2061	Construction Laborers	317	\$11.92	\$20.93	No formal	0
53-3032	Heavy and Tractor-Trailer Truck Drivers	381	\$15.20	\$29.00	Postsecondary nondegree	0
25-2021	Elementary School Teachers, Except Special Education	143	\$24.15	\$29.75	Bachelor's	153
43-3031	Bookkeeping, Accounting, and Auditing Clerks	-75	\$13.47	\$24.24	Some college, no degree	246
47-2111	Electricians	335	\$17.16	\$32.00	High school diploma	0
31-1131	Nursing Assistants	231	\$13.72	\$17.25	Postsecondary nondegree	19
25-2031	Secondary School Teachers, Except Special and Career/Technical Education	91	\$24.10	\$31.38	Bachelor's	419
47-2031	Carpenters	72	\$10.27	\$29.37	High school diploma	0
49-3023	Automotive Service Technicians and Mechanics	109	\$12.48	\$27.28	Postsecondary nondegree	31
29-2061	Licensed Practical and Licensed Vocational Nurses	150	\$19.03	\$28.10	Postsecondary nondegree	195
33-3051	Police and Sheriff's Patrol Officers	70	\$21.91	\$40.83	High school diploma	184

47-2073	Operating Engineers and Other Construction Equipment Operators	216	\$17.47	\$27.31	High school diploma	0
51-4121	Welders, Cutters, Solderers, and Brazers	142	\$16.70	\$32.25	High school diploma	200
13-2011	Accountants and Auditors	140	\$21.38	\$46.00	Bachelor's	1,331
25-2022	Middle School Teachers, Except Special and Career/Technical Education	94	\$24.14	\$29.95	Bachelor's	234
33-9032	Security Guards	140	\$11.08	\$18.11	High school diploma	0
31-9092	Medical Assistants	227	\$13.97	\$18.44	Postsecondary nondegree	150
43-6013	Medical Secretaries and Administrative Assistants	266	\$14.56	\$19.49	High school diploma	71
47-2152	Plumbers, Pipefitters, and Steamfitters	104	\$16.63	\$33.44	High school diploma	80

SOC	Description	Expected Change	Pct. 10 Hourly Earnings	Pct. 75 Hourly Earnings	Typical Entry Level Education	Institutional Completions (2023)
33-3012	Correctional Officers and Jailers	-50	\$14.80	\$23.29	High school diploma	90
49-3011	Aircraft Mechanics and Service Technicians	78	\$27.71	\$36.96	Postsecondary nondegree	47
49-9041	Industrial Machinery Mechanics	208	\$19.30	\$39.55	High school diploma	8
11-9111	Medical and Health Services Managers	327	\$26.80	\$57.17	Bachelor's	912
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	20	\$12.81	\$34.18	High school diploma	4
51-8093	Petroleum Pump System Operators, Refinery Operators, and Gaugers	40	\$27.92	\$45.17	High school diploma	5
33-2011	Firefighters	34	\$20.05	\$34.66	Postsecondary nondegree	43
49-9021	Heating, Air Conditioning, and Refrigeration Mechanics and Installers	117	\$16.06	\$29.66	Postsecondary nondegree	80
15-1232	Computer User Support Specialists	55	\$15.50	\$29.22	Some college, no degree	1,003
29-2052	Pharmacy Technicians	59	\$16.19	\$22.37	High school diploma	10
23-2011	Paralegals and Legal Assistants	53	\$18.97	\$30.46	Associate's	2
49-3031	Bus and Truck Mechanics and Diesel Engine Specialists	54	\$16.78	\$29.51	High school diploma	11
43-6011	Executive Secretaries and Executive Administrative Assistants	-53	\$19.53	\$34.40	High school diploma	560
21-1093	Social and Human Service Assistants	80	\$13.00	\$21.09	High school diploma	1,153
31-9091	Dental Assistants	64	\$13.78	\$21.68	Postsecondary nondegree	18
29-2018	Clinical Laboratory Technologists and Technicians	45	\$15.12	\$31.29	Bachelor's	380
15-1252	Software Developers	163	\$28.60	\$66.48	Bachelor's	301
51-4041	Machinists	-6	\$17.65	\$36.07	High school diploma	4
29-2034	Radiologic Technologists and Technicians	53	\$22.81	\$38.21	Associate's	25
29-2042	Emergency Medical Technicians	36	\$13.80	\$17.97	Postsecondary nondegree	13
35-1011	Chefs and Head Cooks	61	\$12.67	\$29.18	High school diploma	8
29-2072	Medical Records Specialists	38	\$14.59	\$23.54	Postsecondary nondegree	50
15-1244	Network and Computer Systems Administrators	19	\$27.33	\$46.80	Bachelor's	323
15-1211	Computer Systems Analysts	34	\$26.11	\$56.28	Bachelor's	342
53-7021	Crane and Tower Operators	-5	\$20.32	\$39.65	High school diploma	0
29-2043	Paramedics	33	\$17.20	\$26.56	Postsecondary nondegree	13
31-9097	Phlebotomists	30	\$14.79	\$20.33	Postsecondary nondegree	0

51-8091	Chemical Plant and System Operators	-4	\$45.94	\$51.23	High school diploma	103
53-5021	Captains, Mates, and Pilots of Water Vessels	15	\$19.04	\$58.16	Postsecondary nondegree	0
53-5011	Sailors and Marine Oilers	18	\$16.43	\$27.57	No formal	0
31-2021	Physical Therapist Assistants	84	\$23.77	\$39.18	Associate's	17
53-3052	Bus Drivers, Transit and Intercity	60	\$16.27	\$23.23	High school diploma	0
47-5012	Rotary Drill Operators, Oil and Gas	-11	\$21.65	\$38.32	No formal	5
49-3021	Automotive Body and Related Repairers	30	\$12.92	\$26.84	High school diploma	20
49-9051	Electrical Power-Line Installers and Repairers	18	\$21.54	\$39.19	High school diploma	0

### Cont'd

SOC	Description	Expected Change	Pct. 10 Hourly Earnings	Pct. 75 Hourly Earnings	Typical Entry Level Education	Institutional Completions (2023)
17-3011	Architectural and Civil Drafters	20	\$16.14	\$35.43	Associate's	49
49-9081	Wind Turbine Service Technicians	69	\$22.56	\$35.93	Postsecondary nondegree	0
15-2051	Data Scientists	77	\$18.74	\$58.42	Bachelor's	20
17-3023	Electrical and Electronic Engineering Technologists and Technicians	4	\$27.38	\$45.58	Associate's	0
15-1253	Software Quality Assurance Analysts and Testers	27	\$36.94	\$77.52	Bachelor's	290
15-1212	Information Security Analysts	39	\$30.82	\$60.26	Bachelor's	436
19-5012	Occupational Health and Safety Technicians	29	\$15.41	\$40.13	High school diploma	17
25-2059	Special Education Teachers, All Other	9	\$24.42	\$30.87	Bachelor's	47
49-9044	Millwrights	0	\$18.64	\$34.93	High school diploma	4
99-9999	Emerging Industries	0	\$0.00	\$0.00	N/A	163

[https://analyst.lightcast.io/analyst/Targeted Occupations List 2024-2025](https://analyst.lightcast.io/analyst/Targeted_Occupations_List_2024-2025)

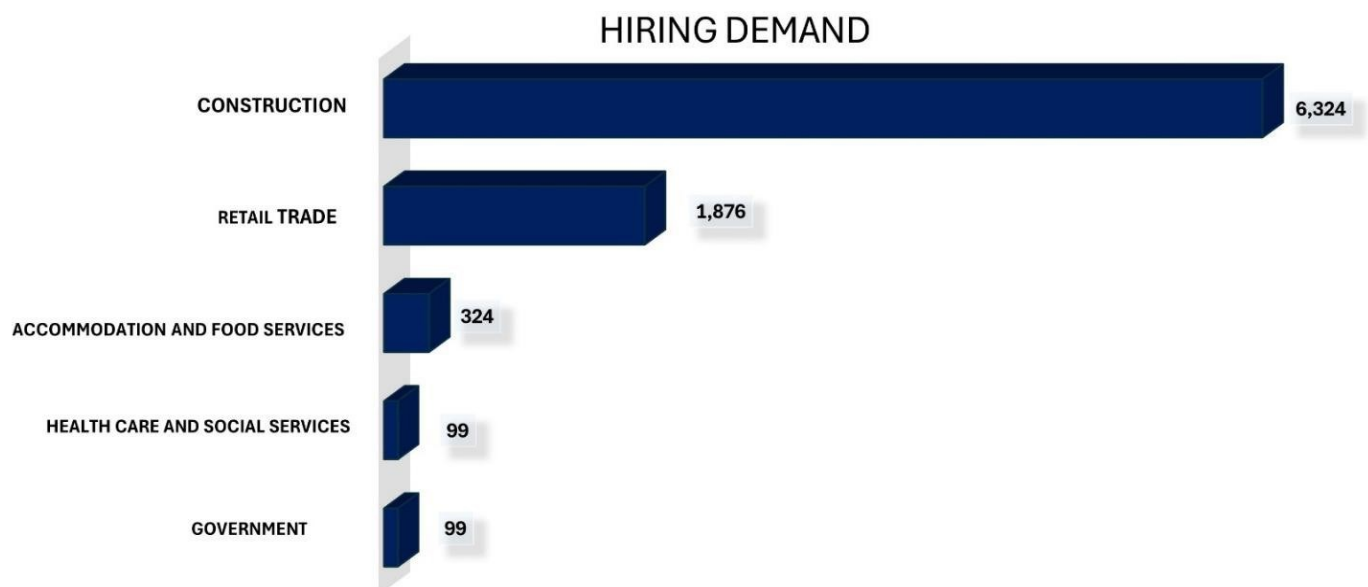
## B. Labor Force Analysis and Trends

*References: WIOA §108(b)(1)(C); 20 CFR §679.560(a)(3)*

*Boards must include an analysis of the regional workforce, including:*

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

According to Lightcast, the industries experiencing the greatest hiring demand in the Coastal Bend region between 2021-2024 are led by Construction, with a substantial need for 6,324 hires. This demand is largely driven by the new Harbor Bridge Project, the arrival of new industries, and transportation infrastructure.



Following Construction, Retail Trade had 1,876 hires, while Accommodation and Food Services had a demand for 324 hires. These sectors indicate the most pressing workforce expansion requirements in the region. [https://analyst.lightcast.io/analyst/Industry\\_Overview\\_Report/2021-2024/](https://analyst.lightcast.io/analyst/Industry_Overview_Report/2021-2024/)

Data from DataUSA shows that the top-paying industries in the region, based on average earnings per worker, are led by Management of Companies and Enterprises at \$159,755, followed by Utilities at \$138,938, and Manufacturing at \$129,647. Other high-earning sectors include Mining, Quarrying, and Oil and Gas Extraction at \$120,704, and Professional, Scientific, and Technical Services at \$89,794. These industries are critical for identifying in-demand and targeted occupations in the region.



## HIGHEST EARNINGS



<https://datausa.io/profile/geo/corpus-christi-tx/2023-2024>

### Largest Industries

In 2024, the industry with the highest employment concentration is Mining, Quarrying, and Oil and Gas Extraction (NAICS 21), with a location quotient of 7.03, indicating a significant regional specialization compared to national averages; however, this concentration is expected to decline to 6.00 by 2032. The Health Care and Social Assistance sector (NAICS 62) is projected to experience the largest employment growth, adding 5,312 jobs over the 2022-2032 period, a 13% increase, driven by rising demand for healthcare services.

In terms of compensation, Management of Companies and Enterprises (NAICS 55) stands out with the highest average earnings per job at \$159,755, reflecting the specialized and high-value nature of roles within this sector.

NAICS	Description	2022 Jobs	2032 Jobs	2022 - 2032 Change	2022 - 2032 % Change	Avg. Earnings Per Job	2023 Employment Concentration	2032 Employment Concentration
21	Mining, Quarrying, and Oil and Gas Extraction	6,356	5,695	(661)	(10%)	\$120,704	7.03	6.00
23	Construction	23,975	28,852	4,876	20%	\$81,087	1.72	1.79
72	Accommodation and Food Services	28,886	31,134	2,248	8%	\$25,159	1.33	1.33
90	Government	50,781	50,603	(178)	(0%)	\$71,028	1.30	1.29
53	Real Estate and Rental and Leasing	5,072	6,048	975	19%	\$74,170	1.13	1.20
62	Health Care and Social Assistance	40,826	46,137	5,312	13%	\$58,103	1.20	1.18
11	Agriculture, Forestry, Fishing and Hunting	3,846	3,528	(318)	(8%)	\$51,177	1.20	1.11
44	Retail Trade	27,814	27,725	(89)	(0%)	\$43,336	1.08	1.10
22	Utilities	855	889	34	4%	\$138,938	0.96	0.95

Cont'd								
NAICS	Description	2022 Jobs	2032 Jobs	2022 - 2032 Change	2022 - 2032 % Change	Avg. Earnings Per Job	2023 Employment Concentration	2032 Employment Concentration
81	Other Services (except Public Administration)	12,602	12,380	(222)	(2%)	\$39,087	0.95	0.90
56	Administrative and Support and Waste Management	11,944	13,235	1,291	11%	\$49,922	0.76	0.78
71	Arts, Entertainment, and Recreation	3,066	3,612	546	18%	\$30,642	0.67	0.69
42	Wholesale Trade	7,030	6,749	(282)	(4%)	\$85,740	0.70	0.68
54	Professional, Scientific, and Technical Services	11,587	13,961	2,374	20%	\$89,794	0.63	0.66
52	Finance and Insurance	6,445	7,174	728	11%	\$83,761	0.60	0.62
48	Transportation and Warehousing	7,042	7,681	639	9%	\$86,356	0.61	0.59
31	Manufacturing	10,148	12,426	2,278	22%	\$129,647	0.52	0.58
51	Information	1,710	1,808	98	6%	\$74,878	0.34	0.33
61	Educational Services	1,982	2,291	310	16%	\$45,328	0.30	0.32
55	Management of Companies and Enterprises	1,151	1,357	206	18%	\$159,755	0.29	0.31
99	Unclassified Industry	132	170	38	29%	\$67,168	0.29	0.26
		<b>263,249</b>	<b>283,454</b>	<b>20,204</b>	<b>8%</b>	<b>\$64,852</b>		

[Lightcast/Industry Overview Report/2022-2032](#)

### Fastest Growing Industries

The fastest growing industries in the Coastal Bend region from 2022 to 2032 highlight significant increases across key sectors, particularly construction, healthcare, and technical services. Construction and skilled trades will experience substantial growth, driven by infrastructure development, with positions like Construction Laborers (24.2% growth) and Operating Engineers (26.7% growth) increasing over 24%. with high-paying positions like First-Line Supervisors of Construction Trades and Construction Managers also expanding by over 18%. These roles benefit from the region's expanding construction activities and offer competitive wages, with some positions reaching up to \$46.82 per hour.

Healthcare roles, such as Medical and Health Services Managers (30.7% growth) Pharmacy Technicians (21.4% growth) showing a strong demand. This growth reflects the region's increasing need for healthcare services and support positions, with salaries for healthcare management positions exceeding \$47 per hour. Additionally, technical occupations like Industrial Machinery Mechanics are growing due to industrial expansion, offering attractive wages and opportunities in the region's evolving workforce.

SOC Code	Occupational Title	Annual Average Employment 2022	Annual Average Employment 2032	Number Change 2022-2032	Percent Change 2022-2032	2023 Median Hourly Wage
47-2061	Construction Laborers	3,419	4,247	828	24.2	\$17.34
35-2014	Cooks, Restaurant	2,365	2,989	624	26.4	\$13.90
53-7065	Stockers and Order Fillers	3,770	4,310	540	14.3	\$16.92
47-1011	First-Line Supervisors of Construction Trades and Extraction Workers	2,344	2,775	431	18.4	\$35.27
47-2073	Operating Engineers and Other Construction Equipment Operators	1,361	1,724	363	26.7	\$22.25
47-2111	Electricians	2,160	2,514	354	16.4	\$28.83
11-9111	Medical and Health Services Managers	801	1,047	246	30.7	\$47.97
47-2031	Carpenters	1,123	1,352	229	20.4	\$22.48
31-9092	Medical Assistants	1,097	1,302	205	18.7	\$17.06
53-3033	Light Truck Drivers	1,301	1,497	196	15.1	\$19.07
23-1011	Lawyers	1,080	1,275	195	18.1	\$78.00
11-9021	Construction Managers	950	1,143	193	20.3	\$46.82
13-1082	Project Management Specialists	1,263	1,454	191	15.1	\$44.83
51-4121	Welders, Cutters, Solderers, and Brazers	1,171	1,358	187	16.0	\$26.62
49-9041	Industrial Machinery Mechanics	886	1,070	184	20.8	\$28.25
49-3042	Mobile Heavy Equipment Mechanics, Except Engines	570	750	180	31.6	\$27.54
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	1,235	1,413	178	14.4	\$27.69
53-3031	Driver/Sales Workers	1,064	1,218	154	14.5	\$10.22
29-2052	Pharmacy Technicians	716	869	153	21.4	\$19.68
11-3031	Financial Managers	685	825	140	20.4	\$60.23
17-2051	Civil Engineers	576	690	114	19.8	\$38.31
11-9141	Property, Real Estate, and Community Association Managers	729	841	112	15.4	\$28.06
47-2051	Cement Masons and Concrete Finishers	545	644	99	18.2	\$22.10
13-1161	Market Research Analysts and Marketing Specialists	511	608	97	19.0	\$26.13
15-1299	Computer Occupations, All Other	554	650	96	17.3	\$41.36

[https://texaslmi.com/Home/PopularDownloads/Projections/Occupations\\_2022-2032/](https://texaslmi.com/Home/PopularDownloads/Projections/Occupations_2022-2032/)

### Industries Adding the Most Jobs

The Coastal Bend region's employment projections from 2022 to 2032 highlight significant growth across healthcare, construction, technical services, and food service sectors, reflecting the area's economic diversification. Healthcare leads in growth rate, with Nurse Practitioners expanding by 57.1% and Medical and Health Services Managers by 30.7%, offering median hourly wages of \$58.11 and \$47.97, respectively. Support roles like Medical Assistants will also grow by 18.7%, underscoring the increasing demand for comprehensive healthcare services. Construction-related occupations are a key driver of employment, spurred by ongoing infrastructure projects. Construction Laborers will add 828 jobs, a 24.2% increase, while leadership roles such as Construction Managers and First-Line Supervisors of Construction Trades are set to grow by over 18%. Skilled trades like Electricians and Welders are also in high demand, with growth rates of 16.4% and 16.0%, offering competitive wages above \$25 per hour.

Food service and retail sectors remain vital contributors to job growth, with Restaurant Cooks expanding by 26.4% and Fast Food workers adding 483 positions. Transportation and logistics are also on the rise, with Light and Heavy Truck Drivers growing by over 12%, supporting regional supply chain needs. These trends demonstrate a balanced economic landscape, with high-growth, high-wage opportunities in technical and leadership roles complemented by steady job creation in service-oriented sectors, promoting long-term regional stability.

SOC Code	Title	Annual Average Employment 2022	Annual Average Employment 2032	Number Change 2022-2032	Percent Change 2022-2032	2023 Median Hourly Wage
29-1171	Nurse Practitioners	436	685	249	57.1	\$58.11
49-3042	Mobile Heavy Equipment Mechanics, Except Engines	570	750	180	31.6	\$27.54
11-9111	Medical and Health Services Managers	801	1,047	246	30.7	\$47.97
47-2073	Operating Engineers and Other Construction Equipment Operators	1,361	1,724	363	26.7	\$22.25
35-2014	Cooks, Restaurant	2,365	2,989	624	26.4	\$13.90
47-2061	Construction Laborers	3,419	4,247	828	24.2	\$17.34
47-2031	Carpenters	1,123	1,352	229	20.4	\$22.48
11-9021	Construction Managers	950	1,143	193	20.3	\$46.82
31-9092	Medical Assistants	1,097	1,302	205	18.7	\$17.06
47-1011	First-Line Supervisors of Construction Trades and Extraction Workers	2,344	2,775	431	18.4	\$35.27
23-1011	Lawyers	1,080	1,275	195	18.1	\$78.00
47-2111	Electricians	2,160	2,514	354	16.4	\$28.83
51-4121	Welders, Cutters, Solderers, and Brazers	1,171	1,358	187	16.0	\$26.62
13-1082	Project Management Specialists	1,263	1,454	191	15.1	\$44.83
53-3033	Light Truck Drivers	1,301	1,497	196	15.1	\$19.07
53-7065	Stockers and Order Fillers	3,770	4,310	540	14.3	\$16.92
53-3032	Heavy and Tractor-Trailer Truck Drivers	3,485	3,932	447	12.8	\$22.81

Cont'd						
SOC Code	Title	Annual Average Employment 2022	Annual Average Employment 2032	Number Change 2022-2032	Percent Change 2022-2032	2023 Median Hourly Wage
35-1012	First-Line Supervisors of Food Preparation and Serving Workers	2,478	2,741	263	10.6	\$16.30
11-1021	General and Operations Managers	6,994	7,723	729	10.4	\$38.82
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	2,086	2,280	194	9.3	\$16.49
41-2031	Retail Salespersons	5,493	5,963	470	8.6	\$13.80
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	3,316	3,554	238	7.2	\$14.03
35-3023	Fast Food and Counter Workers	7,038	7,521	483	6.9	\$11.35
41-2011	Cashiers	6,045	6,296	251	4.2	\$13.11

[https://texaslmi.com/Home/PopularDownloads/Projections/Occupations\\_2022-2032/](https://texaslmi.com/Home/PopularDownloads/Projections/Occupations_2022-2032/)

### Top Hard Skills & Qualifications

The Lightcast Job Postings report highlights specialized skill demand in the Coastal Bend region, focusing on job postings and profiles with significant projected growth and alignment with employer needs. Marketing leads with 3,169 postings (5% of total) and a projected growth of +23.0%, categorized as "Rapidly Growing." Other high-growth skills include Nursing (+20.1%), Auditing (+21.8%), Accounting (+24.0%), and Project Management (+19.8%), which are essential for industries such as Health Care, Finance, and Construction. This analysis provides valuable insights into workforce priorities, identifying in-demand skills that drive regional growth and supporting strategic workforce planning for key industries in the Coastal Bend economy.

Occupations requiring these skills align with high-growth sectors, such as Health Care and Construction. In contrast, Data Entry (+2.6%) and Selling Techniques (-1.2%) show limited growth and are labeled as "Lagging," reflecting lower alignment with emerging market needs. HVAC (+7.5%) and Plumbing (+9.8%) indicate slower, steady growth, serving industries like Construction and Maintenance.



Skills	Postings	% of Total Postings	Profiles	% of Total Profiles ?	Projected Skill Growth	Skill Growth Relative to Market
Marketing	3,169	5%	6,427	4%	+23.0%	Rapidly Growing
Nursing	2,941	4%	1,306	1%	+20.1%	Rapidly Growing
Merchandising	2,782	4%	1,866	1%	+15.0%	Growing
Housekeeping	2,701	4%	502	0%	+13.3%	Growing
Auditing	2,553	4%	2,546	2%	+21.8%	Rapidly Growing
Accounting	2,478	4%	3,261	2%	+24.0%	Rapidly Growing
Data Entry	2,384	4%	2,733	2%	+2.6%	Lagging
Restaurant Operation	2,306	3%	816	1%	+28.0%	Rapidly Growing
Construction	2,172	3%	3,328	2%	+10.5%	Growing
Project Management	2,055	3%	7,480	5%	+19.8%	Rapidly Growing
Warehousing	2,032	3%	1,509	1%	+13.0%	Growing
Selling Techniques	2,017	3%	1,378	1%	-1.2%	Lagging
Medical Records	1,861	3%	1,001	1%	+12.5%	Growing
Invoicing	1,702	3%	1,804	1%	+16.2%	Growing
Inventory Management	1,633	2%	2,773	2%	+12.6%	Growing
Billing	1,629	2%	1,490	1%	+20.0%	Rapidly Growing
Plumbing	1,619	2%	350	0%	+9.8%	Growing
Office Equipment	1,599	2%	323	0%	+16.7%	Growing
Purchasing	1,589	2%	2,404	2%	+19.6%	Rapidly Growing
HVAC	1,552	2%	737	0%	+7.5%	Stable

[https://analyst.lightcast.io/jobpostings/specialized\\_skills/](https://analyst.lightcast.io/jobpostings/specialized_skills/)

## Top Common Skills

The chart below highlights the common skills demand in the Coastal Bend region based on job postings, profiles, projected growth, and market alignment. Communication leads with 20,084 postings (30% of total) but shows limited projected growth at +3.6%, categorized as "Lagging." Customer Service (24% of postings) and Management (17% of postings) display stable growth at +5.2% and +5.3%, respectively. High-demand skills such as Sales (+7.8%), Operations (+8.1%), and Leadership (+8.5%) exhibit moderate growth and are classified as "Stable."

Skills like Lifting Ability (+10.6%), Planning (+10.9%), Writing (+11.8%), Problem Solving (+11.3%), and Interpersonal Communications (+12.5%) demonstrate stronger growth and are categorized as "Growing." Advanced skills, including English Language (+15.3%), Professionalism (+15.1%), Microsoft Office (+18.5%), and Multitasking (+18.4%), reflect significant growth potential. However, Computer Literacy (+3.2%) also lags in growth relative to the market. This analysis highlights essential skill areas for workforce development, emphasizing opportunities to strengthen growing and stable skills to meet regional labor market demands.

Skills	Postings	% of Total Postings	Profiles	% of Total Profiles ?	Projected Skill Growth	Skill Growth Relative to Market
Communication	20,084	30%	6,008	4%	+3.6%	Lagging
Customer Service	16,226	24%	19,602	13%	+5.2%	Stable
Management	11,740	17%	12,984	9%	+5.3%	Stable
Sales	9,392	14%	15,713	11%	+7.8%	Stable
Operations	9,338	14%	9,947	7%	+8.1%	Stable
Detail Oriented	6,658	10%	525	0%	+7.1%	Stable
Leadership	6,129	9%	10,226	7%	+8.5%	Stable
Lifting Ability	5,730	8%	56	0%	+10.6%	Growing
Planning	5,729	8%	2,656	2%	+10.9%	Growing
Writing	5,500	8%	1,554	1%	+11.8%	Growing
Problem Solving	5,056	7%	1,734	1%	+11.3%	Growing
Interpersonal Communications	4,798	7%	576	0%	+12.5%	Growing
Multitasking	4,436	7%	694	0%	+18.4%	Growing
English Language	4,213	6%	2,063	1%	+15.3%	Growing
Professionalism	4,053	6%	398	0%	+15.1%	Growing
Microsoft Office	3,967	6%	12,611	8%	+18.5%	Growing
Good Driving Record	3,927	6%	9	0%	+17.3%	Growing
Microsoft Excel	3,923	6%	10,227	7%	+17.7%	Growing
Computer Literacy	3,700	5%	347	0%	+3.2%	Lagging
Coordinating	3,682	5%	1,756	1%	+14.7%	Growing

[https://analyst.lightcast.io/jobpostings/common\\_skills/](https://analyst.lightcast.io/jobpostings/common_skills/)

### Annual Unemployment Rate

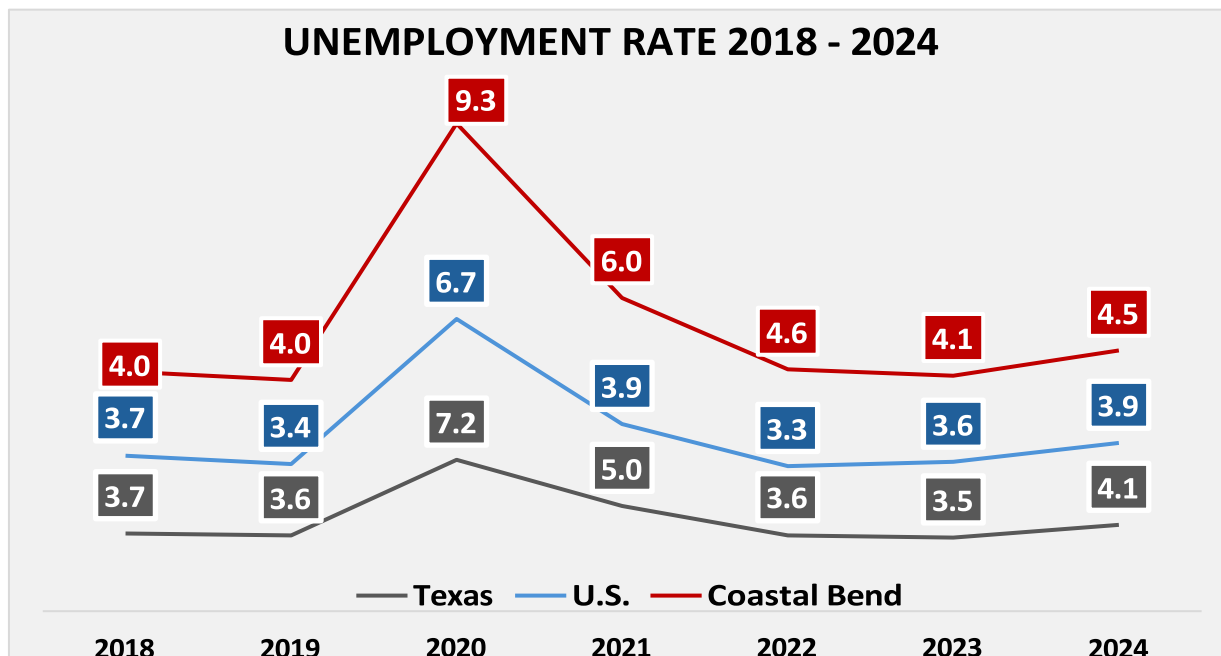
Unemployment rates from 2022 to 2024 tell a largely positive story of recovery and progress, though some challenges remain. Most areas experienced a significant drop in unemployment from 2022 to 2023, reflecting job opportunities and a stronger economy. In 2024, unemployment rates increased slightly in some regions, but the changes were generally minor, indicating overall stability. Kenedy County experienced the most significant changes, with a sharp improvement in 2023 followed by a rise in unemployment in 2024, likely due to changes in specific industries. Areas like Nueces and Kleberg showed consistently low unemployment rates, highlighting their strong and steady job markets. These patterns suggest that, while there's room for improvement, many regions are making meaningful strides toward a more stable and thriving economy.

Unemployment Rate			
Area	2022	2023	2024
Aransas	5.2	4.6	4.8
Bee	5.5	4.9	5.3
Brooks	5.7	5.3	5.7
Duval	4	4.1	4.8
Jim Wells	5.4	4.9	5.1
Kenedy	9.8	5.8	7.3
Kleberg	4.7	4.3	4.5
Live Oak	4.1	3.4	4.1
Nueces	4.4	4	4.3
Refugio	4.4	3.4	4.3
San Patricio	5.4	4.3	4.8

<https://texaslmi.com/LMIbyCategory/LAUS>

The unemployment data for the Coastal Bend, Texas, and the U.S. from 2018 to 2024 illustrates a positive trend of recovery and alignment over time. In 2018 and 2019, all three regions experienced low unemployment rates, with the Coastal Bend at **4.0%**, slightly higher than Texas and U.S. averages of **3.7%**. A temporary spike occurred in 2020 due to the COVID-19 pandemic, with the Coastal Bend peaking at **9.3%**, compared to Texas at **7.2%** and the U.S. at **6.7%**.

From 2021 onward, all regions demonstrated steady and consistent recovery. By 2023, the Coastal Bend's unemployment rate had dropped to **4.1%**, closely mirroring Texas at **3.5%** and the U.S. at **3.6%**. In 2024, the unemployment rates stabilized further, with the Coastal Bend at **4.5%**, Texas at **4.1%**, and the U.S. at **3.9%**, reflecting resilience in the workforce and a return to healthier economic conditions across all regions.



<https://texaslmi.com/LMIbyCategory/LAUS/2018-2024/>

The Coastal Bend region demonstrates significant potential to support its disabled and veteran populations through targeted workforce initiatives and educational opportunities. According to U.S. Census data, the region has a total population of 582,359, with 83,914 individuals identifying as disabled and 37,248 as veterans. Nueces County, being the most populous, hosts the largest disabled (45,511) and veteran populations (22,914), followed by San Patricio and Jim Wells. Smaller counties like Kenedy and Refugio have lower absolute numbers but still represent important segments of the community.

In 2024, WFSCB provided assistance to 1,370 individuals with disabilities and 1,395 veterans, demonstrating its commitment to addressing the needs of these populations. Efforts like the **Annual Red, White, and You Hiring Event** in 2024 connected over 88 employers with job seekers, including more than 116 veterans and 546 total job seekers. Such initiatives are critical to fostering and expanding opportunities.

The Lightcast data highlights opportunities for growth, particularly in increasing educational attainment rates across the region. Enhanced education and training programs tailored to the needs of disabled individuals and veterans will further integrate these groups into the workforce, boosting economic participation. By continuing to support these populations and addressing barriers to education and employment, WFSCB has been developing innovative approaches to meet their needs.

County Name	Total Population	Disabled Population	Veterans
Nueces	353,245	45,511	22,914
San Patricio	68,942	13,051	4,921
Jim Wells	39,060	6,703	1,656
Bee	30,977	3,623	1,929
Kleberg	30,860	4,303	1,995
Aransas	24,048	4,005	2,096
Live Oak	11,374	1,613	630
Duval	9,960	1,954	289
Brooks	7,059	1,564	372
Refugio	6,718	1,558	441
Kenedy	116	29	5
	<b>582,359</b>	<b>83,914</b>	<b>37,248</b>

[https://analyst.lightcast.io/analyst/Community\\_Indicators\\_Map/](https://analyst.lightcast.io/analyst/Community_Indicators_Map/)

### Artificial Intelligence (AI) Impacts

In the past four years, the Coastal Bend region has experienced impacts from the integration of Artificial Intelligence (AI) across various industries. In response to this shift, WFSCB has been proactive in addressing the growing demand for AI and automation-related skills. WFSCB collaborates with local businesses and training providers to offer customized workforce services that support the adoption of AI, ensuring employers have access to a highly skilled talent pool. Through these initiatives, WFSCB is preparing the Coastal Bend workforce with the skills needed to thrive in an AI-driven economy, while also addressing the changing demands of regional industries. At Texas A&M University-Corpus Christi, initiatives like AI2ES (Artificial Intelligence for the Environmental Sciences) have pioneered AI-driven applications to monitor and predict coastal and environmental changes, enhancing resilience to natural disasters and improving climate-related decision-making. This program demonstrates how AI can support environmental science and local economic activities. Article: Texas A&M Corpus Christi and Del Mar Community College are investing \$3.2 million in the project over the next five years; and can be found on The Texas Standard or by clicking on this mp3 link. (<https://www.texasstandard.org/wp-content/uploads/2020/09/gonzalezcorpusAIresearch09012020.mp3>)

In addition, local industries, particularly in construction and financial services, have adopted AI to improve efficiency and foster growth. From 2023 to 2024, Coastal Bend's construction sector grew by 4.9%, partly supported by AI tools in project management and resource optimization. AI has enhanced workforce development efforts by streamlining job-matching processes and supporting training initiatives tailored to emerging technological demands. These developments highlight how AI is becoming an integral part of Coastal Bend's growth, driving innovation in environmental management, economic sectors, and workforce development, while offering solutions to local challenges.

### ***C. Workforce Development Analysis***

***References: WIOA §108(b)(1)(D); 20 CFR §679.560(a)(4)***

***Boards must include an analysis of:***

- ***workforce development activities in the region, including education and training;***
- ***the strengths and weaknesses of the Board's workforce development activities;***
- ***the effectiveness of the Board's programs and services;***
- ***the Board's capacity to provide workforce development activities to address;***
  - ***the identified education and skills needs of the workforce; and***
  - ***the employment needs of employers.***

WFSCB's supports and an employer-driven, integrated system that consolidates employment, job training, and work-related services. We operate in an 11-County region; five one-stop centers and two branch offices, focused on investing in our regional economic success through access to jobs, training and employer services.

Our everyday mission directly connects to the work performed in all aspects of our service delivery: We collaborate with industry, education and economic development to develop a comprehensive regional workforce strategic plan; develop a trainable and available workforce and provide work-relevant educational training opportunities for youth.

Yearly WFSCB Publishes an annual Report as testament to the collective efforts of extraordinary work carried out by the dynamic team at WFSCB. Evidence of successful education and training activities are found throughout this report: <https://www.workforcesolutionscb.org/annual-reports/ar2024/>

General workforce development activities include:

- Training Services- our investment begins early through early childhood education and support to the childcare industry with initiatives such as Texas Rising Star Expansion, Back to School Teachers Fair, Child Care Directors Symposium, Frog Street Curriculum, Wonderschool Business Consulting, Lakeshore Instructional Kits. Our Early Literacy Initiative assisted in the expansion of three child care centers classroom expansion, and 158 book sets & Curriculum Kits provided to Child Care Centers and Home providers. Training activities for our WIOA Youth, Adult and Dislocated Worker include apprenticeships, internships and scholarships to develop individual training accounts.
- Career Exploration- WFSCB has a robust line-up of activities for Career exploration. We use WIOA funding resources to create the initiatives, but we've actively pursued and received funding from private industry partners and other state agencies. 2024 Projects included: YOU CHOOSE Career Expo, Texas Internship Initiative, Educator Externship, Summer Earn & Learn, Career and Education Outreach (CEOP) and PATH for Texas, TEA Tri-Agency Convener Grant.
- Job Placement- Business Solutions Unit (BSU) works with employers to find qualified candidates and provide training opportunities. Employers are recruited to host sites for career exploration, internships, OJT, and apprenticeships.

As a medium-sized board we host a population of about 580, 862 in our region; about 50% of the population reside in Nueces County and the other 50% reside in the remaining 10 counties.



Due to our board size and number of counties in our region, we have access to ample community leaders from 11 distinct counties. Even though distinct, the county judges serve with a “servant leadership approach” and are supportive of WFSCB initiatives. They’ve worked together to ensure WFSCB is in compliance with the board member nominations and the make-up of Board of Directors (BOD). This matters because we can proceed in conducting business for the benefit of all our communities.

The strengths of activities of workforce development in the coastal bend include the involvement of our partners. WFSCB has a successful model and innovative approach to creating **partnerships** to maximize resources. Our ability to convene school districts, higher education institutions, community partners, industry partners to expand on services has made us the premier regional convener. Currently, WFSCB is the local recipient of TEA Convener Grant placing focus on **partnerships**. We are confident the official “designation” of being regional convener will be granted to WFSCB as we have demonstrated our ability to create and sustain **partnerships**. The Pathways Leadership Team (PLT) created a mission statement: *To build a strong Coastal Bend workforce and ensure coastal bend youth are prepared for careers in the industries that power the region’s economy and provide wages for them to live prosperous lives.* This mission statement aligns with the priorities and charges of the Tri-Agency initiative, cultivated in 2016 for the purpose of delivering strong links between education and industry, with the goal of helping Texans grow in economic prosperity.

Another strength and key strategy in the Coastal Bend Region is the alignment of **YOUTH** Services. WFSCB provides crucial opportunities for youth to develop essential skills, build meaningful relationships and access support systems. 2024 Projects included: YOU CHOOSE Career Expo, Texas Internship Initiative, Educator Externship, Summer Earn & Learn, Career and Education Outreach (CEOP) and PATH for Texas, TEA Tri-Agency Convener Grant.

WFSCB has identified challenges and weakness of activities due to the limited access for rural youth to experience a work-based learning environment. Business partners are active in work-based learning such as providing tours and attending career expos, however the commitment to extend a more intensive work-based learning such as an internship, externship, OJT is not as easy to achieve. WFSCB will continue to work with our business partners and brainstorm to develop models for innovative work-based learning activities.

A recent educational attainment report from Lightcast indicated that between 2010 and 2024, the region saw steady population growth and significant improvements in education levels. The percentage of people with less than a 9th-grade education dropped from 12% to 7%, and those without a high school diploma also decreased. At the same time, more people completed high school, with this group stabilizing at 31%. Higher education levels grew steadily, with increases in associate and bachelor's degree attainment, while graduate degrees remained stable. The consistent share of individuals with some college but no degree highlights an opportunity to boost degree completion. Overall, the region is showing a positive shift toward higher educational achievement. WFSCB conducts activities to educate students about endorsements and career pathways via our CEOP activities as early as possible encouraging students to be aspired and thus completing education.

Customer satisfaction can be used as a key indicator for effectiveness, as it reflects how an entity is performing and meeting customers' needs and expectations. It is for this reason that WFSCB continues to gauge the levels of customer satisfaction via digital customer service surveys. In the scope of PY 2024, a total of 541 surveys were received, from these 525 surveys reflected a “very positive” experience for our customers visiting our career centers.

TWC provides boards with a monthly performance report illustrating the most recent performance attainment. Measures such as obtaining and retaining employment provide a picture of how effective the training services were in preparing an individual with skills to enter and retain employment. Another example is the credential rate measure used to take account of students who earn a postsecondary credential. This obtainment of the credential is an indicator of effective service delivery and support.

WFSCB has received favorable WIOA performance measures and will work to sustain the achieved performance. Career Center's Continuous Improvement and Quality assurance department work jointly to assess and correct areas of concerns and high risk. Data analytics provide information to identify patterns and root causes of issues.

Our strong collaboration with area school districts and higher education institutions will assist in meeting the needs of the workforce. The recent research work conducted for the TEA Convener Grant has provided WFSCB with an opportunity to validate our capacity to provide workforce development activities to address the education and skills need. WFSCB will continue to conduct specific actions such as, identifying industry and skill gaps via on going LMI analysis, advocate for the alignment of curriculums with actual workplace skills, increasing work-based learning opportunities and continue to invest in services and programs for in-demand occupations and essential skills. WFSCB will continue its collaboration with our business/industry partners engage in active listening to hear their priorities and challenges. BSU will be expected to follow the Plan of Work protocols to demonstrate our capacity to deliver solutions utilizing resources such as Work-Opportunity Tax Credits, Fidelity Bonding, TWC Grants such as Skills Development Funds, and WIOA to create internships and apprenticeships.

## **Part 3: Core Programs**

### ***A. Workforce Development System***

***References: WIOA §108(b)(2); 20 CFR §679.560(b)(1)***

***Boards must describe how the local workforce development system will work with entities to carry out core and required programs to support alignment to aid in the provision of services that support the strategies identified in TWC's WIOA combined State Plan.***

WFSCB provides services to its residents through programs listed below, to align with local, state and national expectations in preparing for workforce and/or upskilling of individuals. WFSCB ensures services are available to eligible customers and to the general population without necessarily having to meet eligibility requirements. WFSCB's local contractors; C2 Global Professional Services and Baker Ripley are responsible for the provision of services, informational and orientation sessions at all career centers including the mobile career center. The core programs provided within our career center are:

- Wagner-Peyser funded employment services
- WIOA Adult and Dislocated Worker
- WIOA Youth
- Trade Adjustment Assistance
- Vocational Rehabilitation Services (VR) Summer Earn& Learn, Student Hireability Navigator (SHAN)
- Veterans Services- Texas Veterans Commission (TVC), Texas Veterans Leadership Program (TVLP).

- Rapid Response
- CHOICES Program
- CHOICES Non-custodial Parent (NCP)
- Supplemental Nutrition Assistance Program, Employment & Training (SNAP E&T)
- Supplemental Nutrition Assistance Program, Third Party Partnership (SNAP TPP)
- Reemployment Services and Eligibility Assessment (RESEA)

Other programs include:

- Workforce Commission Initiative Grants (WCI)
- Texas Internship Initiative (TII)
- Texas Apprenticeship Expansion
- WIOA Alternative Statewide
- Military Family Support Program (MFSP)
- Child Care Services
- WIOA National Dislocated Worker (NDW). When a “disaster” is declared by government officials.

In addition, WFSCB actively seeks out funding from other sources to supplement the allocated funds from TWC. In such cases, WFSCB is able to expand on services, extend flexibility on eligibility requirements and pivot the scope of work as conditions require it. The following are funds WFSCB has secured and successfully braided with TWC funding:

- Texas Education Agency (TEA) Convener Grant- To develop pathways and work-based learning.
- Port Corpus Christi Educator Externship (EDEX)- To develop Work-based learning.
- PATHS- WalMart.org Foundation Fund- To provide training.

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 involves the active partnerships with 50+ local ISD’s, 2 community colleges, 2 universities, The Craft Training Center and other proprietary training providers such as Blue Diamond Welding, 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 cultivated and the work to align these career pathways continues. WFSCB is often sought after by these partners for letters of support (LOS), commitment (LOC), as they also actively pursue grant funding to create, expand and sustain innovative programs and career pathways.

WFSCB continues in strong partnership with Education to Employment Partners (E2E) by leading the efforts in the UpSkill Coastal Bend Partnership. This partnership provides an unprecedented collaboration amongst education, industry, community, and government leaders to close our region's skills gap by aligning collective efforts to pursue three fundamental objectives: ATTRACT: unemployed and underemployed residents and youth by raising awareness of and changing perceptions about careers.

TRAIN: individuals in the technical and employability skills necessary for success-using curricula built around industry demand and aligned across the sector of portability, and PLACE: and retain these workers in middle-skills job on career paths that reward those who continue to upgrade their skills and mentor those who need a little support. Upskill Coastal Bend helps break-down barriers, foster open dialogue, and create a singular vision to power solutions that prepare our workforce for good-paying middle-skills jobs in high-demand across the region.

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.

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. WFSCB remains committed to the on-going assessments of program policies and protocols to ensure they are within compliance but flexible enough to avoid constraints and to attain buy-in from partners.

#### ***B. Core Program- Expand Access, Facilitate Development, and Improve Access***

***References: WIOA §108(b)(3); 20 CFR §679.560(b)(2)***

- 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***
- Facilitate the development of career pathways and co-enrollment, as appropriate, in core programs; and***
- Improve access to activities that lead to a recognized post-secondary credential (such as industry recognized certificate or certification) that is portable and stackable.***

WFSCB will continue to work with entities carrying out core programs and with partners (required or not required) to maximize services and resources. The career center services are performed by team members employed by a career center contractor and/or TWC ES Staff; regardless all work under the direction and oversight of the career center contractor management, the services are seamless and delivered equally. This is an example of the successful implementation of the Texas Model. WFSCB has

agreed to be part of the TWC transition Wagner-Peyser workgroup to create action plans for a smooth transition.

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 career center informational orientation that will provide detailed information about eligibility if applicable, assessments, participation requirements and case management processes, and all other career centers services. During the orientation, our commitment to provide access to individuals with barriers is a must; particularly customers with disabilities, Limited English Proficiency, foster youth, and those facing issues in securing employment due to lack of housing(homelessness), Transportation, and lack of support services. The leveraging of resources with our partners is even more critical and therefore creating a support service asset map will be a goal of WFSCB.

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 but to community services available to help these populations. Application of priority of services is applied as soon as the initial contact is made, whether in person, phone, or on-line.

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 continued its partnership with the Texas Veterans Network (TVN) to provide immediate services to 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. Yearly review of MOUs is conducted. Again, we support the priority of service approach to foster and former foster youth by actively engaging in on-going meetings and activities with partners such Baptist Child and Family Services (BCFS) and Texas Department of Family and Protective Services (DFPS) and Court appointed Special Advocate (CASA). Events taking place throughout the year are geared towards providing youth resources for education and employment.

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.

Targeted Occupations Lists are used by our ISD's and education partners to discern the critical need for skilled labor throughout Coastal Bend. 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.

WFSCB is the current convener of TEA Regional Convener Grant. The official convener designation is



scheduled to be announced in February 2025. The work attached to the grant included taking inventory of current pathway initiatives and academies for local school districts and completion of an asset and gap analysis report to best understand the needs of development. Partnerships are at the center of the grant including employer and community organizations to strengthen the targeted industries for work-based learning (WBL) opportunities. A Pathway leadership team was identified to receive input to help prepare students in obtaining credentials of value and meaningful WBL activities.

## **Part 4: One Stop Service Delivery**

### **A. One-Stop Service Delivery System**

**References WIOA §18(b)(6); 20CFR §679.560(b)(5)**

***Each board must include a description of its workforce area's one-stop delivery system, including explanations of the following:***

- How the Board will ensure continuous improvement of eligible providers and how providers will meet the employment needs of employers, workers, and job seekers***
- How the board will facilitate access to services provided through the one-stop delivery system, including to remote areas, using technology and other means***
- How entities within the one-stop delivery system, including boards, contracted service providers, and one-stop partners will comply with WIOA §188(related to non-discrimination), 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.***
- Ther roles and resource contributions of the one-stop partners***

Training providers are the entities responsible for providing training programs to WIOA eligible customers. Currently there are 16 approved training providers in the coastal bend:

1. Blue Diamond Welding, LLC
2. Coastal Bend College
3. Craft Training Center of the Coastal Bend
4. Del Mar College
5. Laguna Crane Services
6. Region 2 Education Service Center
7. South Texas Building and Construction Trades Council
8. South Texas Vocational Technical Institute- Corpus Christi
9. Texas A&M University Corpus Christi
10. Texas A&M University Kingsville
11. Texas EMS Academy
12. Adaptative Construction Solutions (ACS)- Registered Apprenticeship
13. Joint Apprenticeship and Training Committee (JATC)- Registered Apprenticeship
14. Texas Gulf Coast Electrical- Registered Apprenticeship.
15. Houston Area Plumbing Joint Apprenticeship Committee (HAPJAC)
16. South Texas Associated General Contractors Apprenticeship



17. Pending TWC Approval as of January 2025- Kiewit Offshore Registered Apprenticeship.

WFSCB ensures continuous improvement of training providers is being measured by appointing a board team member to be the Eligible Training Provider (ETP) Coordinator. By joining TWC weekly conferences, the coordinator learns about the specifics of not just managing the Eligible Training Provider List (ETPL) but also about performance expected from providers and reports on outcomes. Having first-hand knowledge of providers strengths and weaknesses the coordinator is able to be a liaison to provide guidance on program eligibility and assist with updating the ETPL accordingly. Annually, the ETPs must submit Student Data Reports (SDR) to TWC, the coordinator is key in sending deadline reminders and route questions to TWC promptly to avoid any removal of ETPs from our list.

The coordinator provides prompt updates to board and career center team members on concerns raised by our job seekers or WIOA participants about training providers. We proceed to (1) communicate with TWC ETP Help Desk (2) begin a fact-finding (3) promote communication between TWC and ETP (4) assess the impact to our participants, but (5) most importantly work on resolution to quickly return participant to training services.

WFSCB facilitates access to services provided to one-stop delivery system, including remote areas, using technology and other means.

The current one-stop career centers in Alice, Kingsville, Beeville, Sinton, and Corpus Christi area provide a centralized location for most of our remote communities.

Additional access points include:

- WFSCB's Mobile Unit Career Center is strategically scheduled for deployment to rural communities to deliver career center services. Our communications department produces an at-a-glance calendar and promotes it via all our social media platforms as well as our Monthly Workforce Insider publication. The mobile unit is equipped with 12 working stations, facilitation capabilities, internet access and is ADA compliant with adaptive auxiliary equipment and a lift available for customers in need of accommodation. The mobile unit is also utilized for other events such as Rapid Response Activities, hiring fairs, school districts activities, employer recruitment & hiring events.
- WFSCB has also worked with community-based organizations such as the Falfurrias Economic Development Center and Goodwill Industries of South Texas to have satellite offices in Falfurrias Texas and Rockport Texas respectively.
- In 2020, KIOSKs were placed at the following municipalities to provide career center information: Refugio Public Library, Freer Public Library, George West Public Library and Premont City offices. WFSCB is working to enhance the capability by upgrading technology of these Kiosks to provide workforce resource information and to be an interactive tool.
- Industry partners have provided funds to increase the number of kiosks and place in the cities of Gregory, Taft, and Mathis Texas.
- Career Centers are housed within Coastal Bend College in Beeville, Kingsville, and Alice, Texas.
- Career Center team member(s) have dedicated workstation at Del Mar College.
- Career Center team member(s) have dedicated workstation at Elevate 361 Youth Center.
- Utilization of technology to facilitate services include: Zoom and virtual meeting software, Docusign Licenses, virtual reality (VR) goggles for career exploration, virtual career center services

and orientations.

Referrals to AEL and VRS partners are conducted by career center team members utilizing a digital link and completion of a JotForm which is delivered to designated VR and AEL partners in real time for acknowledgement and outreach to customers. During partner meetings referral numbers, enrollments and co-enrollments become part of a standard agenda topics. Career Center management developed a protocol for the partnership referral system and is shared with all the WIOA Required partners.

Compliance with WIOA §188 and American with Disabilities Act is adhered to and evident in all aspects of service delivery. WFSCB has implemented protocols to ensure all TWC guidance is followed, and local board policies are developed. The career center contractors are aware of these policies as they are presented during committee meetings, approved by the Board of Directors and made publicly and published on the WFSCB website for immediate implementation. It is the responsibility of all workforce stakeholders to know their right to raise concerns regarding reasonable accommodation deficiencies and be provided with an acknowledgement and the resolution process. Ensuring customers with Limited English Proficiency (LEP) receive workforce information in their preferred language is also set in a board policy and provides examples of tools to be used such as “I can speak” cards. The career center contractor(s) are required to take inventory of all team member’s ability to speak other languages, including American Sign Language (ASL). WFSCB Student HireAbility Navigator (SHAN) schedules training session for career center team members, VRS, Texas Veterans Commission, and other colocated partners addressing various topics on providing services to individuals with disabilities starting with curriculum such as disability awareness which includes the “people first” approach.

The Board Equal Opportunity (EO) Officer works to audit the service delivery, physical locations to ensure compliance and ensuring services align the WIOA’s non-discrimination and EO regulations prohibiting discrimination. Working with Facility Manager, SHAN and VR team members, creation of observation and audit sheets are created to monitor career center’s accessibility, signage, adaptive equipment, accessible workstations, working conditions of all equipment, and procedures to provide reasonable accommodation. The EO Officer attends annual trainings from Department of Labor and TWC to stay informed on all regulations.

WFSCB follows the guidelines outlined in TWC WD-Letter 22-23; WIOA Required Partners issued October 5, 2023. Upon receipt of WD Letter, WFSCB began the communication with partners (if they exist in our area) and drafting of the MOUs with the following partners:

- Carl D. Perkins post-secondary career and technical education programs
- Community Services Block Grant employment and training programs
- Grantees of US Dept. Of Housing and Urban Development and employment training
- Job Corps
- Indian and Native American Programs
- YouthBuild
- Second Chance Act Programs.

Specifically in the Coastal Bend Area these identified partners are: ESC2, AARP, TVC, TDCJ, Nueces Co. Community Action Agency, Community Action Corporation of South Texas, Community Action Committee of Victoria, Housing Authorities, Community Colleges.

Purpose of MOUs: to establish a cooperative and mutually beneficial relationship between the parties and

to set forth the relative responsibilities of the parties insofar as they relate to partners providing individuals residing in their jurisdiction with the resources designed to remove barriers for obtaining and retaining employment, attend training and reduce poverty.

The role, responsibilities and resources from partners include: (1) Share information regarding the availability of support and wrap-around services and accept eligible applicants for services and other enrollment opportunities. (2) Provide professional development to WFSCB staff necessary to strengthen their ability to serve individuals who have barriers to employment, including individuals with disabilities. (3) Refer applicants, or co-enroll participants, or display program information on sites(s), or serve as a referral for employers seeking workers or provide training related workshops, as requested or necessary, with appropriate documentation (4) Ensure WFSCB receives complete reports on partner referral activity (5) Coordinate to ensure customers receive services needed to successfully complete their education and employment goals. A referral system must exist to comply with the WIOA partnership to be initiated by the Board's One Stop Service Provider. (6) Designate a liaison whose functions will include serving as a resource to its organization for the implementation of the MOU (7) comply with the confidentiality and security provisions (8) Will not and shall not discriminate on the basis of race, color, religion, gender, gender expression, age, national origin, disability, marital status, sexual orientation, or military status, in any of its activities or operations. Comply with Title VI of the Civil Rights Act of 1964 (PL 88.352), which prohibits discrimination based on race, color, or national origin in programs and activities that receive federal financial assistance. Comply with Section 504 of the Rehabilitation Act of 1973, as amended, (29 U.S.C. 794), which prohibits discrimination on the basis of disability in programs and activities, public and private, that receive federal financial assistance. Comply with the requirements of the Americans with Disabilities Act.

#### ***B. Employer Engagement, Economic Development, and Unemployment Insurance Program Coordination***

***References WIOA §108(b)(4); 20 CFR §679.560(b)(3); WIOA §108(b)(5); 20 CFR §679.560(b)(4)***

- ***Facilitate the engagement of employers, including small employers and employers in in demand industries sectors, in-demand occupations, and target occupations, in workforce development programs;***
- ***Support a local workforce development system that meets the needs of business in the workforce area;***
- ***Coordinate workforce investment activities with regional economic development activities that are carried out in the local workforce area;***
- ***Promote entrepreneurial-skills training and microenterprise services; and***
- ***Strengthened the linkage between the one-stop delivery system and unemployment insurance programs.***

The Business Solution Unit (BSU) is a specialized team designed to meet the needs of employers and businesses in the workforce area and meet the employer measures established by TWC. The BSU is comprised of career center contractor team members and is dedicated to the mission of helping employers to recruit, screen and train their future labor force. Extensive outreach to employers is performed to share information about our services:

- Labor Market Information (LMI).
- Work-Opportunity Tax Credits.
- Fidelity Bonding
- Rapid Response Services & Lay-Off Aversion
- Job Posting and recruitment, Hiring Events
- Paid Work Experience
- Incumbent Worker Training
- Internships
- On-the-Job Training
- In Coordination with TWCs Regional Business Liaison, the BSU will present on TWC grants such as Skills Development Funds, Skills for Small Business, Self-Sufficiency, High Demand Job Training, and Texas Industry Partnership.
- Connects employers to TWC events such as the Texas Business Forum

Before meeting with an employer partner (large or small) the BSU prepares a packet for the employer and begins the customization of packet as the employer provides specifics about their needs. In 2025, WFSCB Communication Department teamed up with BSU to develop a digital business solutions tool kit, again, all in effort to provide all the necessary information in one bundled package. This digital tool kit may be emailed to the employer ahead of time so the employer may start to familiarize themselves with the workforce system and services. The employer, at their discretion, may elect to review the information post meeting. The BSU understands the importance and how valuable time is to our employer partners. The BSU explains the services at “no cost” and the benefits to partner with the workforce system.

WFSCB has invested resources to ensure BSU is knowledgeable in all aspects of employer needs and most importantly is proficient in knowing where and how to extract specific labor market information by industry, occupation, labor force, and demographic. In the Spring of 2024, WFSCB coordinated a training for all BSU members and board management team with Lightcast; a global leader entity in labor market analytics. The training provided hands-on generating, extracting and analyzing the data. Our commitment is to continue LMI training and increase frequency. We understand delivering customized LMI reports to an employer partner will provide key data for better and faster business decisions.

The support provided to the local workforce development system that meets the needs of local business needs is an on-going effort. Assessment of existing and new employers in our coastal bend area is a must. WFSCB will work to elevate and structure a BSU Plan of Work placing focus on providing meaningful and customized solutions to employers. Key components of a BSU Plan of Work will include: (1) BSU Professional Development including sales techniques and on-going LMI Data reporting training (2) Inventory of employer needs and creating SMEs within the team (3) by who, when, and where employer is approached? (4) how is outreach conducted (5) Outlining the key components of an employer meeting (6) Organizing the information to be shared- hard copy material and digital (7) Developing a customized action

plan for employer (8) Follow-up (9) Sustaining the employer relationship (10) obtaining buy-in from employer to gather employer customer satisfaction survey or feedback for enhancement to the BSU Plan of Work. Securing and maintaining a Customer Relationship Management (CRM) tool will be imperative to organize the work, improve relationships and track outcomes.

Coordinated workforce investment activities with regional economic development activities that are carried out in the local workforce area is an integral part of our service delivery. WFSCB actively participates in roundtable discussions for employer engagement and local job creation. LMI is provided to our regional economic development partners with customized information for business expansion, retention and creation. WFSCB has devoted a team member who promptly responds to these LMI requests providing crucial labor force information. Along with these LMI reports, the Board team members provide internal intelligence about training providers, school districts, and community projects to possibly align with projects in the works. WFSCB has joined economic development entities when presenting to business seeking a “location” to set operations. We quickly prioritize the needs and provide data and information promoting our coastal bend region as an ideal location for growth. We treat unfavorable LMI data with sensitivity and consider how the message is delivered and received by certain audiences.

WFSCB has joined regional economic development and partners in successful annual events such as, Maritime Career and Job Expo, All Law-Enforcement Job Fair, Manufacturing Day, Women in Industry Conference and County Job Fairs (San Patricio County). WFSCB has provided manpower to assist with recruitment of employers, job seeker and school districts. Being a lead convener for the coastal bend region has also allowed us to extend logistic support and event planning for our partners.

WFSCB’s Economic Development and Chamber of Commerce membership and or active collaboration is active with the current entities:

- Economic Development: Corpus Christi Regional Economic Development Corporation, San Patricio County Economic Development. Corporation.
- Chambers: Alice, Aransas Pass, Bee County, Kingsville, Portland, Refugio County, Rockport-Fulton, Sinton, United Corpus Christi.

WFSCB supports entrepreneurial skills training by joining forces with our local Small Business Development Center/Del Mar College (SBDC) to host events such as the Small Business Summit, which includes entrepreneurial sessions for its attendees and access to consultants for business plan development. The creation of small businesses is often created by an individual with an entrepreneurial mindset; however, they may be lacking the knowledge to know what steps to take in becoming an entrepreneur. The SBDC offers; Business advising, training programs, business plans, marketing, accounting, cybersecurity and finance. WFSCB will work towards formalizing an MOU with SBDC to create a referral system and provide a warm hand-off to our partners at SBDC.

A current WFSCB project with a procured vendor, BuildED, is another example of our commitment to expand entrepreneurship education. BuildED provides easy to understand curriculum for easy application, they provide multiple pathways and work to empower individuals towards entrepreneurship. This project is currently available to our WIOA Youth; however, expansion of project is being considered for other workforce populations.

Strengthening the link between one-stop delivery system and unemployment insurance (UI) programs



allows workforce development boards and TWC to work together towards a mutual goal: to get the UI recipient back to work as soon as possible. Workforce career centers provide direct services to assist individuals navigate through the process.

Individual experiences loss of employment due to no fault of their own. Career Centers interact with individuals as they may walk into a career center and ask for guidance on applying for benefits. If a business experienced a reduction in force (RIF) or participated in a Rapid Response, the impacted employees may apply for benefits.

Applying for Benefits. Individuals may apply for benefits via phone or on-line or may visit a career center. The career center team members will provide assistance with providing general information and TWC publications on how to file. Our career centers will provide access to TWC Links for filing a claim, phones and/or computers.

Maintaining Eligibility. Once an individual is deemed eligible for UI benefits, career centers are equipped with information and tools to assist the individual meet the UI requirements. One of those requirements includes registering for work via WorkinTexas. Career Center team members are experienced in guiding individuals in creating a quality registration. Explanation of weekly work search requirements is provided to all UI benefit recipients but particularly to those profiled for Reemployment Services and Eligibility Assessment (RESEA) program. The work search requirements also allow for career centers to provide job search assistance, job referral, workshops, referral and enrollment to WIOA.

Filing appeals. Utilization of designated areas in career centers is available providing privacy for individuals to file an appeal and join a hearing. Career Center team members may also assist in the submittal of documentation for appeals and hearings. For individuals requesting an elevated type of assistance, the career center team members are able to make contact with TWC via a non-published number, on behalf of the individual and assisting in resolutions.

WFSCB joined in a RESEA Pilot project to be one of the first boards to implement guided services to RESEA profiled recipients. This partnership with TWC focuses on early and intensive engagement with UI recipients, completion and tracking of all activities in the individual employment plan and prompt reporting to TWC on individuals not complying with RESEA program guidelines. Again, this initiative is to promote the return to work as soon as possible by providing ample services and enforcing the RESEA rules. WFSCB is committed to continuing with the work of RESEA program and achieving the performance goals.

### ***C. Coordination of Wagner-Peyser Services***

***References: WIOA §108(b)(12); 20 CFR §679.560(b)(11).***

***Boards must include a description of Strategies that are used to maximize coordination, improve service delivery, and avoid duplication of Wagner-Peyser Act Services and other services that are provided through the one-stop delivery system.***

The Wagner-Peyser Act (WPA) is a federal law that created a nationwide system of public employment offices to connect job seekers with employers. Career Center team members may be employees of a contracted vendor to provide oversight of service delivery, or they may be employees of the Texas Workforce Commission (ES Staff). The day-to-day supervision, assignment of individual performance goals, hiring, initiating disciplinary action and evaluating performance of ES Staff is provided by the Career Center contractor management creating a seamless service delivery where all team members are working



towards the same goal. The essential job duties of ES Staff align with the mission of the one-stop career centers and duties are shared amongst all the career center team members.

Career Center Management and Board Leadership work with Integrated Service Area Managers (ISAM) who provide the necessary technical support and quality assurance. TWC's "Texas Model" implemented in 2003 also provides specifics on TWC's administrative responsibility of ES Staff. WFSCB complies with the Texas Model and successfully has implemented best practices to deliver one-stop career services for job seekers and employers. ES Staff are included in all training activities, workforce initiatives, and career center team meetings. All contractor team members and ES Staff are expected to work together, communicate concerns and avoid duplication of services.

***D. Integrated, Technology-Enabled Intake and Case Management; References: WIOA §108(b)(21);20 CFR §679.560(b)(20)***

***Boards must include a description of how one-stop centers are implementing and transitioning to WorkinTexas.com for the programs that are carried out under WIOA and by one-stop partners.***

WFSCB immediately identified Board and contractor team members to join TWC daily scheduled calls and learn the protocols expected with the WIT Case Management System. The team was able to provide input and brainstorm on "glitches" to resolve system issues. Tracking of system issues were categorized by program/funding source and function. Urgent concerns impacting service delivery to individual(s) were relayed via the protocols set by TWC. WFSCB has welcomed features in the WIT Case Management system as it supports the migration to digital and paperless systems. WFSCB also considers the security concerns in utilizing the systems to provide and exchange personal identifiable information. We comply with all TWC guidelines and ensure all users are also in adherence. We continue to work with TWC to generate reports and extract data needed for performance reporting and planning.

***E. Third Party Partnership (TPP) in SNAP Employment and Training Programs***

***References: Supplemental Nutrition Assistance Program Employment and Training Third Party Partnership Guide.***

***The Texas Health and Human Services Commission has directed TWC to expand the use of SNAP E&T Third Party Partnerships (TPP) throughout the state, with a goal of implementing TPP in all workforce areas by Federal Fiscal Year 2029. Boards must provide an assurance that they are planning for the expansion of TPP and must describe any planned or completed steps toward implementation.***

In early Summer 2024, WFSCB was one of three boards asked to participate in the SNAP TPP. WFSCB identified a team member to work with TWC and other boards (Gulf Coast and Capital) and has successfully kicked off the TPP expansion. An action plan was created to list the activities to achieve objectives, responsible party, target date, challenges and completion of task. WFSCB TPP agreement was executed in November 2024 with Goodwill Industries of South Texas. As of December 2024, a total of 17

TPP related documents, forms, and guidelines have been produced to outline the TPP services. WFSCB is confident this program will elevate the partnership with community-based organizations, expand services to SNAP recipients and provide additional funding to serve our coastal bend communities. The board team has started research on a model to work with local community colleges to expand on TPP. WFSCB stands ready to provide technical assistance to other workforce development boards throughout the state and

participate in panel presentations in future TWC forums.

## **Part 5: Workforce Investment Activities**

### ***A. Rapid Response Activity Coordination***

***References: WIOA §108(b)(8); 20 CFR §679.560(b)(7).***

***Each Board must include a description of how the Board will coordinate workforce investment activities that are carried out in the workforce 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 Regional TWC Unemployment Insurance (UI) Specialist, will ensure that the following services are provided: information and access to unemployment compensation benefits, comprehensive career center services, employment and training activities, and information on the Trade Adjustment Assistance (TAA) program.

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

At the employer's request, WFSCB will provide early intervention or re-employment services. These services include an employer meeting on/off site, impacted employee's orientation on/off site and as many sessions necessary to avoid disruption of employer's operations, job/labor market information, access to workshops such as resume writing and WorkinTexas application completion and navigation, referrals to community partners including AEL, VRS, TVC and child care services. Most important, the impacted employees will be provided with an array of options to accessing the career center services. WFSCB team members provide rapid response services with the knowledge of all we have to offer but also with empathy due to the loss of employment at no fault of the individual. Financial obligations become a top concern for the impacted employees and therefore WFSCB invites the TWC Regional UI Specialist to all sessions to discuss the process of accessing UI benefits to retain some sort of income maintenance.

### ***B. Youth Activities and Services***

***References: WIOA §108(b)(9), 20 CFR §679.560(b)(8)***

***Boards must include a description and assessment of the type and availability of workforce investment activities for youth in the workforce area, including activities for youth with disabilities. This description must include an identification of success models of such activities.***

WFSCB has placed high emphasis on how youth services will be implemented and 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 to in-school-youth through local ISD's and community organizations to provide labor market, career information, and work-based learning opportunities to the youth. The design of the WIOA-specific youth program will include the following services:

Objective assessment: of each participant; individual service strategies; and services that prepare youth for postsecondary education. Based on the participant's objective assessment and service strategy, each youth will participate in one or more of the 14 required program elements, including follow-up services.

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

The career center youth career counselors are the primary point of contact for the enrolled WIOA youth participants. Eligibility, assessment and the creation of an individual employment plan begins the collaboration between the career counselor and the participant. These activities allow for the roles and responsibilities to be outlined as well as identify the individualized services the participant is eligible for and will receive. Via the Assessment activity the career counselor will begin to work with and for the participant to remove barriers, provide support, and possible referral to community partners.

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, juvenile attached, homelessness, basic skill deficiency, and youth with disabilities.

Career exploration & Work Based-Learning: Components provide access to youth to learn about work, at work and through work. WFSCB is tackling from different angles and approaches to deliver accurate and prompt information to youth. The pace and amount of information being provided to youth is fast and loaded.

Successful initiatives outlined below are strategically planned for youth in general, and/or both WIOA eligible in-school and out-of-school youth.

**YOU! Choose Career Expo-** Since 2017, WFSCB has hosted YOU! Choose Career Expo; to connect local middle school and high school youth directly to employers, training providers, and community partners in the region. Since 2018, this event held in September aligned with TWC's Careers in Texas Industry Week. In 2024 over 2,600 youth and 210 educators attended the event; local youth were able to explore the four in demand industries of Coastal Bend: Business, Health Care, Professional Skills and Trades, and Public Service along with military and community partners. 110 Employer and Training Provider representatives provided a day filled itinerary with discussions, presentations, and hands-on activities. A collaborated effort was also made to work with the VRS Transitional Counselors and assign a booth where ISD students and educators may convene and learn more about VRS Services.

**Ready for College and Career Conference (R4C2) for Undecided High School Seniors** - to help those high school seniors who have not decided what they plan to do after graduation, WFSCB actively participants and supports Education to Employment(E2E) in the annual R4C2 conference for Undecided High School Seniors. In 2023 this conference is attended by 300 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 to help seniors focus on their future and employment goals.

**Elevate 361 Young Adult ReEngagement Center-** a collaboration with E2E, WFSCB's contractor houses a full-time Youth Development/Career Counselor on site. The center provides comprehensive services, at no cost, designed to lift the youth where it counts: Educational Support, Career Development, Leadership & Empowerment, Community Engagement, Mentorship, and Essential Life Skills. Other services include GED preparation and Financial Literacy. All Youth from all walks of life are welcome to visit and receive services. Some of the partners: City of Corpus Christi, ESC Region2, Corpus Christi ISD.

**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. WFSCB participates in breakout sessions pertaining to labor market information (LMI) and essential skills. LMI presentation focuses on the five HB 5 endorsements.

**Texas Internship Initiative (TII)-** WFSCB will enter its 5<sup>th</sup> year of funding for TII, awarded by TWC for the successful initiative implemented in the coastal bend. This funding is to support the Coastal Bend internship program for 35 high school students. Internships will support high-demand middle-skill STEM fields, including accounting, business management, business, operations, construction management, engineering, healthcare, and information technology. WFSCB partners with E2E, the lead organization for the Regional P-16 Council, to recruit, train, place, monitor, and evaluate interns, as well as working directly with employers, school district administrators, and higher education staff. Students from both urban and rural school districts can participate in the program, however, recruiting efforts for the 2025-26 cohort of interns will be primarily focused on increasing participation from students in rural school districts throughout the region. All students who meet the basic requirements of the program are encouraged to participate, with an enhanced focus on serving students from low-income families, those with disabilities, foster youth, and populations underserved in STEM, including females and racial/ethnic minorities. All selected participants are assessed for WIOA in-school youth enrollment. Employers have been selected based on high-demand occupations in Coastal Bend using the local TOL. opportunity for students to gain relevant, work-related experience, while employers address skill shortages and create a pipeline of future job applicants.

**YOU! Summer Earn and Learn** – WFSCB and Texas Workforce Solutions Vocational Rehabilitation Services teamed-up to provide students with disabilities work experience opportunities during the summer beginning in 2018 and continuing in 2025. 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 are assigned and/or matched with an area employer to learn essential workplace skills and gain meaningful work experience. Participating employers will be asked to continue to provide feedback on service enhancement and how to provide reasonable accommodation to the students. Success Stories and testimonials from employers and students will continue to drive the success of Summer Earn and Learn. WFSCB has instituted two additional events to celebrate YOU! Summer Earn and Learn; The Signing-day and YOU! Inspire Symposium. Signing-day

occurs before the start of YOU! Summer Earn and Learn where students, their families and local employers learn about the expectations of the program, disability awareness for students and employers, and the commitment to the program participation and successful completion. To celebrate this commitment, students signed a letter of intent to work. YOU! Inspire occurs at the conclusion of YOU! Summer Earn and Learn, students, families and employers celebrate the accomplishments and completion of their five-week work experience.

WFSCB is also an active member of the United States Conference of Mayors (USCM) Workforce Development Council (WDC) and participated 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.

**South Texas Career Connection (STCC) and Rural School Innovation Zone (RSIZ)** have provided the opportunity for WFSCB to be more than just a collaborating partner but a designated intermediary. Via these projects funded by TEA Perkins Reserve Grant, we were 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. Even though the STCC initiative has concluded, WFSCB has and will continue to work with RSIZ to make progress in the activities implemented; Board Youth Contract Manager has been appointed to serve on the RSIZ Board. This appointment will reinforce our commitment to work with rural school districts and provide career exploration and work-based learning opportunities. It is worth noting the students enrolled in the various academies via the RSIZ, 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 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 can align with the expected activities in preparing students for roles outside the paid labor market, teach general employment skills, and teach skills required in specific occupations and careers.

**Career and Education Outreach Program (CEOP)**, three CEOP Specialists are part of the WFSCB Team and are dedicated to educating, supporting, and providing resources for school-based middle and high school students, parents, and educators so they can explore and make informed career and education decisions. To do so, the CEOP delivery system consists of bringing career awareness, exploration, readiness by planning, attending events, career expos, deliver classroom presentations, and professional development. CEOPs also facilitate career exploration via Virtual Reality (VR) goggles. These goggles are equipped with in-demand occupation simulations, making the learning appealing to the students. CEOPs also provide one-on-one meetings, worksite tours and create digital toolkits which includes a "essential skills" curriculum. Since the inception of this initiative in 2023; WFSCB has secured an additional 10 VR goggles, for a total of 35. A grand total of 15,900 students have received CEOP services.

**YOU! Learn Educator Externship-** WFSCB has provided an estimated 1000 middle and high school educators with a week-long externship to be immersed in and learn about the connection between academic skills and the workplace. Employers, middle and high school teachers, and counselors engage in activities through the externship in which they learned about skill sets exhibited in the daily rigors of careers



in Business, Health Care, Professional Skills & Trades and Public Service and how classroom content can be applied in the real world. The program also allows time for educators to learn about the workforce system and local labor market information directly from WFSCB professionals. After the externship, educators are given a stipend as well as a year-long license to NEPRIS, a platform that provides live, industry-based experiences and connects students with thousands of industry professionals across multiple career clusters. During the course of the externship, the educators generate a lesson plan on the skills for the industry they were exposed to. The lesson plan is shared with students in their respective classrooms, providing a multiplier as the educators shared what they learned: what employers “are looking for”, “how to keep a job” and the education level needed for the occupation.

**Foster Youth-** WFSCB supports the priority of service approach to foster and former foster youth by actively engaging in on-going meetings and activities with partners such as Baptist Child and Family Services (BCFS) and Texas Department of Family and Protective Services (DFPS) and CASA. Events taking place throughout the year are geared towards providing youth resources for education and employment. However, the events are also approached with sensitivity and empathy. WFSCB provides a welcoming environment to the events, one such being the annual Christmas Tree- Foster Angels providing 45 area foster youth with donated gift cards from board and career center team members. This type of event promotes relationship building and trust for foster youth. WFSCB also ensures attendance at TWC lead events such as webinars and the yearly Foster Conference is well represented by Board and Contract Management.

**Regional Convener Grant-** WFSCB is the current convener of TEA Regional Convener Grant issued by the TEA and official convener designation scheduled to be announced in February 2025. The work attached to the grant included taking inventory of current pathway initiatives and academies for local school districts and completion of an asset and gap analysis report to best understand the needs of development. Partnerships are at the center of the grant including employer and community organizations to strengthen the targeted industries for work-based learning (WBL) opportunities. A Pathway leadership team was identified to receive input to help prepare students in obtaining credentials of value and meaningful WBL activities. Completion of this grant focusing on planning is coming to an end in February 2025; however, WFSCB has already applied and is seeking additional TEA funding to support the implementation of WBL amongst the school districts in Coastal Bend. Expected announcement for implementation is March 2025.

**Maritime Career Expo and Career Fair-** Industry specific expos and job fairs have become a strategy in place bringing together the partnerships Economic Development, Industry Partners, Higher Education Institutions and School Districts. WFSCB is not just a sponsor of such events but is also involved in the planning, logistics and successful event execution. The Corpus Christi Regional Economic Development Corporation (CCREDC) convened partners and sought the expertise of WFSCB as lead convener. The event provided an exploration opportunity for in-school youth as well as employment opportunities for adult and out-of-school youth.

A full-time **Student HireAbility Navigator (SHAN)** is part of the staffing structure at WFSCB; 100% of their time is dedicated to advocating for students and persons with disabilities. A three-year plan is created and implemented addressing the following areas: develop and sustain relationships with TWC VRS team member at all levels while facilitating ongoing communication with TWC VRS and work jointly when developing activities dedicated to serving individuals with disabilities. The major roles and responsibilities of the SHAN are to (1) identify community partners and establish collaborative relationships among the



partners; (2) convenes by attending workgroups, committees, coalitions, and cross-agency teams to foster system and community coordination of pre-employment transition services and activities for students with disabilities and lastly; (3) develops relationships with Board and TWC VRS to organize events and activities that promote vocational rehabilitation services and increases employers understanding of the abilities of students with disabilities. SHAN has served as member of the Committee for Persons with Disabilities for the City of Corpus Christi and as of Fall 2024 was appointed to the Chair position. This provides the premier forum to advocate for individuals with disabilities and expose WFSCB to those initiatives focused on youth population.

### ***C. Coordination with Secondary and Post Secondary Education Programs***

***References: WIOA §108(b)(10); 20 CFR §679.560(b)(9)***

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

WFSCB collaborates with our local universities, Texas A&M University-Corpus Christi and Texas A&M University-Kingsville, and local community colleges, Coastal Bend College and Del Mar College, to put labor market intelligence for the region in the hands of their students. The collaboration with Career Technical Education (CTE) training institutions has become another key strategy to expand the selection menu for post-secondary education. The CTE training institutions provide programs of study that involve a sequence of courses integrating core academic knowledge with technical and occupational knowledge to provide students with a pathway to postsecondary education and careers. WFSCB takes the lead in providing the necessary information to postsecondary entities to align with the current and future employment needs. It is equally important for information, such as LMI, to be also provided to all students (adult, DW, and youth). 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 team members attend meetings with college and university faculty and brief them about workforce services available. During these presentations WFSCB team members also provide information regarding TWC resources like Texas Career Check, Jobs Y'all, Texas Reality Check, and the Texas Internship Challenge.

WFSCB continues its partnership with Education to Employment Partners(E2E). E2E formed in 2003 with a mission to bring together people, information, and resources to increase education and job attainment in Coastal Bend. Attendance from all the local post-secondary entities provides WFSCB the premier platform to brainstorm and implement initiatives to increase postsecondary and career success. During these meetings gauging of services being provided is key, as we identify areas where services can and will be maximized and not duplicated.

Annually WFSCB deploys a survey to our educational partners requesting input on programs of study and whether consideration to remove or add an occupation from our TOL should be taken. The Board Team compiles the responses and promptly begins a validation process utilizing LMI. Local intelligence is applied as boards may be in the know of an occupation possibly declining/growing due to a business looking to relocate, open, expand, or planning a reduction in force (rif) or permanent closures.

At the Board Level, a point of contact is identified to work closely with training secondary and post-secondary providers to ensure all information on ETPL/EDVERA System is accurate and up to date. We serve as a liaison between the training providers and TWC. WFSCB is also an advocate for approval of programs to be timely as delays in may impact training services.

WFSCB receives requests for Letters of support (LOS), commitment (LOC) and potential partnership for funding available to our ISDs and Community Colleges such as Apprenticeship, Skills Development Funds, Jobs and Education for Texas (JET). Promptly these requests are reviewed, validated and supported if aligned with the local labor market indicators for a successful project.

Finally, the research conducted for the TEA Convener Grant has resulted in yet another platform for the partnership with post-secondary entities to join brainstorming sessions and provide input for strategic planning to increase post-secondary education and credentials in high demand industry sectors and target occupations.

#### ***D. Child Care and Early Learning***

***References: 40 TAC §809.12***

***Boards must include a description of how the Board is strategically managing child care and early learning within the workforce system to enhance school readiness and strengthen and support the child care industry.***

***Efforts include:***

- Coordinating with employers, economic development programs, and other industry leaders to increase the awareness and importance of early learning workforce and economic development tool;***
- Supporting improved school readiness through higher quality child care, including through the Texas Rising Star program and partnership opportunities and***
- Supporting the needs of the childcare industry, such as by providing assistance with business development or share services, or by providing opportunities to support professional growth and career pathways for early education.***

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

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

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

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

The Contractor creates an outreach plan to promote the Workforce Child Care Services (CCS) program and conducts collaboration meetings with the One Stop Contractor throughout the contract year to remain current regarding training programs and hiring events. The Contractor staff conduct a "warm handoff" of those child care customers who are utilizing "child care for initial job search" to find employment. The child care intake eligibility specialist literally walks the child care customer to the One Stop contract worker who then determines the customer's past work or training experience in an effort to connect the child care customer with the appropriate Workforce employment, job training, or educational services.

WFSCB builds child care capacity in its region by creating additional infant or toddler slots through its infant toddler expansion project. Child care centers identify empty classrooms or spaces that can be converted into classrooms and have been certified by Child Care Regulation (CCR). WFSCB will provide the furniture and resources to equip the classroom, and the child care center pays the salary for this classroom teacher. The classrooms created through the infant toddler expansion project help generate revenue for the child care center.

WFSCB acknowledges the disparity in child care worker salaries and attempts to address this by providing wage supplements to the child care workers in our 11-county region by utilizing some of the child care quality funding it receives from TWC to provide staff retention bonuses to child care workers in our Board area. The purpose of the staff retention bonuses is to decrease staff turnover at the child care centers and encourage child care staff to remain employed at the child care centers for longer periods of time.

WFSCB is in the initial stages of addressing how to support the child care workforce. Board and Contractor staff have had robust conversations with another Workforce Board about the model they designed for child care internships and apprenticeship programs.

WFSCB will participate in a pilot program with Wonderschool in FY2025 that will assist child care providers in enhancing their business practices. The objective of this pilot program is to assist the child care provider

in developing business practices that enable the facility to create more efficient business practices, improve marketing, and promote their business which in turn increases their bottom-line.

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

Effective October 1, 2022, Texas Government Code §2308.3155 requires that all child care providers with a Workforce Provider Agreement must become Texas Rising Star (TRS) certified in order to receive subsidies for serving Workforce children. WFSCB's TRS mentors provide ongoing mentoring services to the newest and existing Workforce TRS certified child care providers to help them attain and/or maintain the TRS certification program status.

The ECDQSP promotes and encourages school readiness by utilizing an age-appropriate curriculum at each TRS certified child care center. Introducing the Workforce children to an age-appropriate curriculum allows them 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 during which early literacy and early numeracy concepts are introduced to the children in the four- and five-year-old classrooms.

To further enhance and emphasize school readiness, WFSCB continues to integrate 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.

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

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

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

The entry level designated providers will receive resources to use in their classrooms that will enhance the center's opportunities to maximize the scores staff receive in the various content areas on the initial TRS assessment which could lead to the center receiving the higher TRS star level rating.

The ECDQSP strengthens and supports the child care industry by helping child care providers increase their center's capacity to serve infant and toddler aged children through its infant toddler initiative. The

child care center must have space to create either an infant or toddler classroom and pay the staff person's salary and the ECDQSP will provide the equipment and resources for the newly created classroom.

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

#### ***E. Transportation and Other Support Services***

***References: WIOA §108(b)(11); 20 CFR §679.560(b)(10)***

***Each Board must include a description of how the Board will provide transportation, including public transportation and other appropriate support services in the workforce area in coordination with WIOA Title 1 Workforce investment activities.***

WFSCB provides guidance to local expectations for the use of Support Services in Policy 4.0.101.14 – 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.

The provision of transportation services if available as follows: Bus passes and tokens, mileage, utilization of contracted service providers such as REAL Services. In addition, WFSCB deploys a mobile career unit to meet the customers where they are and facilitate access to services.

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
- Child Care
- GED Testing Fees
- Training or Education-related expenses
- Housing Assistance
- Auto Insurance
- Transportation
- Work-Related Expenses
- Short-Term Educational and Work Readiness Services
- Communication Expenses
- Utilities

#### ***F. Coordination of Adult Education and Literacy***

***References: WIOA §108(b)(13); 20 CFR §679.560(b)(120); WD 18-23, Change 2***

***Boards must include a description of how the Board will coordinate WIOA Title I workforce investment activities with AEL activities under WIOA Title II. Boards must also include the process used to review the local applications submitted under Title II, as consistent with WIOA §107(d)(11)(A) and (B)(i) and WIOA §232.***

Up until Fall 2024, Education Service Center-2(ESC2) was the sole TWC contracted AEL Provider in the Coastal Bend; Del Mar College is now also a contracted provider by TWC to deliver in part AEL Services in our region. WFSCB has had lasting partnerships with both entities and will continue to support the mission of both entities. WFSCB will continue to advocate for AEL services for the entire 11-County Region. With Memorandums of Understanding (MOUs) Infrastructure Agreements (IFAs) required by WIOA, all partners will adhere to the roles and responsibilities align to include attend regularly scheduled meetings, create a referral process to maximize co-enrollment, coordinate space/room utilization, provide professional development to team members by education on array of services provided by each entity. Career Center team members attend orientations and graduation events to promote workforce services. WFSCB was invited to participate in TWC led meetings with ESC2 and provided best practices such as the creation of the JotForm to track referrals and outcomes.

The Board Leadership (CEO, COO, CFO) will be either primarily the reviewers and/or designate board team member(s) to review proposals for the local adult education competition based on TWC guidance, including the signature of non-disclosure agreement (NDA).



## Part 6: Adult and Dislocated Workers

### *A. Adult and Dislocated Worker Employment and Training*

*References: WIOA §108(b)(7); 20 CFR §679.560(b)(6)*

***Boards must include a description and assessment of the type and availability of adult and dislocated worker employment activities in the workforce area.***

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

These services include but are not limited to access to:

Job Search Assistance and preparedness to be work-ready: Our career centers offer public resource computers and/or computer labs for the public to use in job search activities; in-person and virtual workshops are available for job search and job preparation. Assessment tools to take inventory of interests and skills. WFSCB utilizes CASAS, TABE and Career Coach. Though CASAS is the assessment tool most utilized for WIOA participants and surrounding community partners, WFSCB is open to finding the best assessment tool for our customers. Workshops such as resume and interview techniques, completion and navigation of WorkinTexas to register for work. These services, even though provided in a resource room setting, are still customized to the individuals' goals and documented in an employment plan.

Occupational and Vocational Training: For individuals interested in pursuing a post-secondary education certificate or degree in a targeted occupation, skills training is available for those that qualify. Eligible participants may participate in short or long-term training to obtain a skills training credential. While in training, participants may qualify for support services such as: childcare assistance, transportation allowances, assistance for books and school supplies, etc. Part of a successful training component includes incorporating securing employment post training. Placement and employment services may begin well before training is scheduled to be completed. Services such as resume writing, interview techniques, and registration for WorkinTexas are the first activities in the line-up in order to prepare the customer be work-ready. 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 employment.

Other Training Opportunities: OJTs are also made available to the WIOA Adult and Dislocated Workers (DW) with the opportunity to learn skills in an employer and work environment, being immersed in day-to-day learning. WFSCB has taken advantage of on-line "no cost" training made available by TWC such as Korn Ferry and Metrix learning. These on-line training portals provide the flexibility for our adults and DW to receive training during hours feasible for them as well as a paced to enhance comprehension of curriculum. Lastly, WFSCB has secured private funding allowing the braiding of funds. The PATHS grant, a Walmart foundation grant has provided training to 146 adults, earning 367 certifications from the National Retail Federation. Again, access to these types of on-line learning portals extend flexibility for adults learning to train at their discretion but still committed to completion of training.

WFSCB ensures customer service is measured, and input is received throughout the span of all services.

Customer service surveys are made available utilizing a digital link and completion of a JotForm. The board and contractor leadership are the recipients of these surveys yielding to immediate action to conduct follow-up with the customer and career center team members when surveys display an unfavorable experience. Equally important, career center team members are recognized for quality customer service. Quality and compliance are also cornerstones to service delivery, therefore scheduling on-going desk reviews and monitoring are essential activities for board team members and contractor management.

2023, WFSCB worked and supported contractor's organizational structure to include a Continuous Improvement Department working in coordination with board team members. WFSCB can gauge the over-all system-wide quality, continuous improvement and implementation of activities to evaluate and monitor the service provider's 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 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.

## **B. Service Priority**

**References: 20 CFR §679.560(b)(21)**

***Boards must include Board policy to ensure 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 skill deficient, as consistent with WIOA §134(c)(3)(E) and 20 CFR §680.600 along with veterans and foster youth, according to the priority order outlined in the WIOA Guidelines for Adults, Dislocated Workers, and Youth. Boards must also include a list of any Board-established priority groups, if any.***

Local Board Policy 4.0.117.03 - Priority of Service and Data Collection includes language that ensures priority for adult individualized career services and training services will be given to recipients of public assistance, other low- income individuals, and individuals who are basic skills deficient, consistent with WIOA §134(c)(3)(E) and §680.600 of the Final Regulations. Priority is given to recipients of public assistance and low-income individuals who are basic skills deficient. There are no local board designated priority groups.

## **Part 7: Fiscal Agent, Grants and Contracts**

### **A. Fiscal Agent**

**References: WIOA §108(b)(15); 20 CFR §679.560(b)(14)**

***Boards must identify 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).***

While WFSCB Career Center Operations and Direct Childcare Services are part of a 4-year procurement cycle, contracts for each of our contractors are written annually and managed continually for compliance and quality of services provided. We ensure 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 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 Coastal Bend has been designated as the fiscal agent and is responsible for disbursement of all grant funds.

### ***B. Subgrants and Contracts***

***References: WIOA §108(b)(16); 20 CFR §679.560(b)(15)***

***Boards must include a description of the competitive process that will be used to award the subgrants and contracts for WIOA Title I activities.***

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 is 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 team members. Most of the purchases are from 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 the above stated procurement actions are processed and reviewed annually and documented using a multi-tier workflow approval system. These procurement actions are generally done through a competitive quote process.

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

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), TMAS (Texas Multiple Award Schedule), and any other purchasing cooperative that follows state procurement guidelines. 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.

## Part 8. Performance

### A. Board Performance Targets

*References: WIOA §108(b)(17); 20 CFR §679.560(b)(16)*

*Boards must include a description of the local levels of performance that were negotiated with TWC and the CEOs, consistent with WIOA §116(c), that will be used to measure the performance of the workforce area and for measuring the performance of the local fiscal agent(where appropriate), eligible training providers under WIOA Title I Subtitle B. and the one-stop delivery system in the workforce area.*

WFSCB will ensure continuous improvement of eligible providers by having ongoing processes for constantly evaluating and improving performance. These efforts begin with clearly defining what each contractor must do; when it must do it; and "how" well it must do to receive the agreed upon contract funding and/or profit. These expectations are then articulated into goals and needs that must be met, as set forth in a contract statement of work (SOW). 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 to review all TWC contracted performance measures as well as any local identified measures. Local identified measures are used to elevate the services and quality of specific areas and WFSCB may exercise the option to pay profit for these measures.

WFSCB has contracted a total of 29 performance measures BCY 2025 as of October 31, 2024. Performance targets are attached to each one of these measures and negotiated every two years. Adjustments to the measures are made by TWC, boards can provide specific reasoning (economic condition, natural disaster, increase/decrease in certain job seeker population) to be considered in adjusting a measure. In addition, TWC may add or remove a specific measure. Monthly Performance Reports (MPRs) are published by TWC.

The following performance measures were set in accordance with WIOA §116(c):

#### **WIOA Measures**

**Adult:** (1) Employed Q2 Post Exit (2) Employed Q4 Post Exit (3) Median Earnings Q2 Post Exit (4) Credential Rate (5) Measurable Skills Gain.

**Dislocated:** (6) Employed Q2 Post Exit (7) Employed Q4 Post Exit (8) Median Earnings Q2 Post Exit (9) Credential Rate (10) Measurable Skills Gain.

**Youth:**(11) Employed/Enrolled Q2 Post Exit (12) Employed/Enrolled Q4 Post Exit (13) Credential Rate (14) Measurable Skill Gain (15) Median Earnings Q2 Post Exit.

**Career & Training:** (16) Active Job Seeker New Employment Connection Rate (17) Maintaining Employment Connection Rate (18) Credential Rate-C&T (19) NCP Entered Employment Rate (20) NCP Employment Retention.

**Reemployment Services and Eligibility Assessment (RESEA) Measures:** (21) RESEA Outreach and Scheduling Rate (22) RESEA Initial Appointment Rate (23) RESEA Failure to Report Rate

(24) Choices Full Engagement Rate

(25) Claimant Reemployment within 10 Weeks

(26) Number of Employers Receiving Texas Talent Assistance (TTA)

(27) Successful Texas Talent Assistance Rate (STTAR)

**Child Care:** (28) Average Children Per Day (29) Initial Job Search Success Rate

## **Part 9: Training Services.**

### **A. Individual Training Accounts**

**References:** WIOA §108(b)(19); 20 CFR §679.560(b)(18)

**Boards must include a description of how the training services outlined in WIOA §134 will be provided through the use of individual training accounts (ITAs), including if the Board will use contracts for training services, 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 being provided.**

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

WFSCB has adopted the term “scholarships” to appeal to a broader audience. Marketing material explaining the scholarships opportunities becomes an easier to read and understand publication. The scholarship flyer identifies WFSCB's Industry Clusters: Business, HealthCare, Professional Skills & Trade, and Public Service as well the Target Occupation List and pertinent Labor Market Information. Terminology such as “upskill” and “reskill” are used throughout to encourage and increase customer inquiries.

During the workforce services orientation or individual center visit request, customers will be introduced to the Eligible Training Provider List (ETPL) and be guided how to access the list at their own discretion and/or request assistance navigating the list. Career center team members will encourage and promote customer choice and remain unbiased. Customers are encouraged to visit the training institution(s) online and/or in person to gauge the atmosphere, review and discuss class catalogs, and be informed on admission protocols. Available to the public is the training provider's performance and may use this information as part of a holistic decision.

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

outline the cost of training and potential funding resources, such as financial aid, veteran's resources, and other training resources. Once there is an agreement to proceed with training, the career center team members develop a digital voucher to the training institution. Reconciliation of the on-going costs of ITA is an on-going activity conducted by the career center team members to ensure sufficient funds and time exist for completion of training.

Other training services available to job seekers include OJT. This training method provides on the job the learning of skills being taught by an employer, who is also responsible for validating the skill proficiency level achieved. While on-the-job training, the employer is able to request a wage reimbursement. This wage reimbursement is agreed upon before the OJT begins and it is then documented in an OJT Contract. Members of the Business Solutions Unit work to promote and recruit employers to provide a host training site for WIOA enrolled customers. The "match" of WIOA enrolled customer and the employer is a coordinated effort to achieve a successful OJT placement and completion. The employer adheres to the guidelines of the OJT Contract including providing employment to the WIOA customer. This service is allowed under the WIOA 0§134; WFSCB will continue to enhance the employer sites pool to expedite placement as soon as the candidate is identified.

### ***B. ITA Limitations***

***References: 20 CFR §663.420; WD Letter 14-19, Change 2.***

***Boards may impose limits on the duration and amount of ITAs, of which such limitations must be described in the Board Plan. If the state or Board choose to impose limitations, such limitations must not be implemented in a manner that undermines the WIOA requirement that training services are 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 lifetime limit of an ITA is \$7,000 per program participant. The use of ITA funds is limited to tuition expenses, fees, and such books and supplies as are required by the training provider for any student enrolled in course of study covered by the ITA. If the customer is in need of remediation or basic skills or prerequisite training for participation in the main course of study, up to two courses in any combination (other than two in the same subject) is allowable.

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

## **Part 10: Apprenticeship**

### ***A. Registered Apprenticeship Programs***

***Each Board must include a description of how the Board will encourage Registered Apprenticeship***



*programs within its workforce area to register with the Eligible Training Provider System to receive WIOA funding.*

WFSCB is committed to raising apprenticeship awareness and activities throughout the region by educating job seekers, employers, and training providers on the benefits of the “earn while you learn” and a talent and skill development model. The Board team is working to re-engage in Expansion Grants by making Apprenticeship part of the Business Solutions Toolkit and refreshing collateral material for an easy to read information. Our job seekers have access to active Registered Apprenticeships on our ETPL; these are also displayed during career center informational sessions and discussed further during one-on-one assessments and creation of individual employment plans. For job seekers, the participation in an apprenticeship provides a way to earn wages while learning skills and obtaining certifications from either an employer or a training provider. Employers and training providers are able to seek and leverage funding from TWC Expansion Grants as well as WIOA funding to create training models, pay for classroom related instruction, instructors, work related tools and wrap around services.

## **B. Apprenticeship Texas.**

*Each Board must include a description of the Board’s strategy and commitment to support Apprenticeship Texas efforts across the state, as applicable.*

WFSCB has been awarded two TWC Expansion Grant Apprenticeship Grants and successfully completed the deliverables (2018, 2021). Since 2017 we’ve engaged with International Brotherhood of Electrical Workers (IBEW), a registered apprenticeship on our Target Occupation List (TOL); our engagement includes workforce career center team members attending IBEW orientations and presenting on WIOA services. WFSCB has also supported the efforts of partners such as Del Mar College and Joint Apprenticeship Training Committee (JATC) and (IBEW) by providing letters of support for Chapter 133 funding. On these letters WFSCB commits to assist in identifying and referring potential candidates, extending WIOA enrollment funding opportunities, and if eligible providing support services for apprentices’ participation and successful completion. Examples of our current quest for developing new, non-traditional apprenticeships include Healthcare industry (HCA Corpus Christi Medical Center), childcare development (Camp Fire), advanced manufacturing/ direct carbon capture (Worley), and professional skills and trade (Kiewit).

Our commitment is evident as we work with TWC- Office of Apprenticeship by requesting technical assistance when working with partners to develop a model, seeking funding, and once funding is secured to ensure successful completion of services and/or grant.

## **Part 11: Public Comment**

*References: WIOA §108(d); 20 CFR 679.550(b) and §679. 560(b) and (e)*

*Boards must provide a description of the public comment process, including:*

*Making copies of the proposed local plan available to the public through electronic and other means, such as public hearings and local news media. An opportunity for comment by members of the public, including representatives of business, labor organization and*

*education; providing at least 15 days, but no more than a 30 day period for comment on the plan before its submission to TWC, beginning on the date that the proposed plan is made available, before its submission to TWC.*

A notice will be sent out via WFSCB Website and social media on Friday January 24, 2025, regarding the availability of the draft revised version 2025-2028 Local Workforce Development Board Plan. It will be available for review and public comment on the organization's website, [www.workforcesolutionscb.org](http://www.workforcesolutionscb.org) until 5 p.m. Saturday, February 8, 2025.

**Key Dates:**

- Friday January 24, 2025- Date of publication and first date of comment period.
- Saturday February 8, 2025- Final date of comment period. \*
- Friday, February 7, 2025- Public Meeting Session held at 12:00pm- Staples Career Center, 520 N. Staples St. Corpus Christi, Tx. 78401.
- Thursday, February 13, 2025- Agenda Item and presentation to Workforce Services Committee for review and recommendation for approval to Board of Directors.
- Wednesday, February 26, 2025- Agenda Item and present to Board of Directors for approval.
- March 25, 2025- Deadline to submit approved local board plan to TWC.

**\*Instructions for public comment:**

Written comments can be submitted electronically to [alba.silvas@workforcesolutionscb.org](mailto:alba.silvas@workforcesolutionscb.org) by Saturday, February 8, 2025, before 5pm.

No public comment received during the comment period and the Public Meeting Session.

## Appendix: Texas Workforce Investment Council Requirements

### Local Board Plan Requirements

#### for Alignment to the Texas Workforce System Strategic Plan Requirement

State law requires local workforce development boards (local board) to adopt a plan that “sets broad goals and objectives for all workforce development programs in the local area consistent with statewide goals, objectives, and performance standards,” as outlined in the workforce system strategic plan, [\*Accelerating Alignment: Texas Workforce System Strategic Plan for Fiscal Years 2024-2031\*](#).

The Texas Workforce Investment Council (Council) reviews each board plan to ensure that local goals and objectives are consistent with the workforce system strategic plan. Under state law and the Workforce Innovation and Opportunity Act, the Council is charged with recommending the local board plans to the Governor for consideration and approval.

#### Demonstrating Local Alignment with Texas’ Workforce System Strategic Plan

The local board planning process highlights the importance and interdependence of the constituents and partners of the Texas workforce system. Local boards oversee the delivery of workforce programs and services and are essential in both the development and implementation of system goals and objectives in the system strategic plan. The planning requirements help local boards inform the Council of innovative practices and articulate how local plans translate the workforce system strategic plan into local action that moves the system forward.

Local board responses apprise the Council—and, with the Council’s recommendation, the Governor—of system alignment, including program implementation, strategic initiatives, and innovative practices. All 28 boards will be represented in the briefing for the approval of the local plans and subsequent Council recommendation to the Governor for consideration for approval in the spring of 2025. Board responses may be included in the Council briefing materials verbatim.

Board response cover the three strategic opportunities and four system goals in Accelerating Alignment: Texas Workforce System Strategic Plan for Fiscal Years 2024-2031 that focus system partners on the Council’s mission to produce an agile and resilient workforce. Building on a foundation of continuous innovation and increased collaboration, the system plan calls for accelerated engagement around three strategic opportunities: engagement of employers, improving outcomes for Texans with barriers, and use of data to support investment decisions. Each of these envisions a desirable future state for Texas and lays out essential actions to be implemented that support system goals and stronger outcomes across the Texas workforce system.

The system goals drive accelerated action by system partners in service to Texas employers, learners, partners, and those with policy and planning responsibilities, as follows:

- **Employers System Goal:** Accelerate the delivery of relevant education and training programs to meet the demand of employers.

- Learners System Goal: Accelerate the expansion of and access to work-based skill and knowledge acquisition to respond to the needs of learners.
- Partners System Goal: Accelerate the development and use of models to support and build system partners' capacity, responsiveness, continuous improvement, and decision-making.
- Policy and Planning Goal: Accelerate the availability of relevant workforce, education, and other data sets and the use of applied analytics to evaluate program outcomes to respond to the needs of policy makers and planners.

### **Directions for Demonstrating Alignment with the Texas Workforce System Strategic Plan**

Local board plan responses must demonstrate alignment with the workforce system plan and, therefore, require both summary information and citations to the strategies and initiatives that advance progress towards the workforce system goals in [\*Accelerating Alignment: Texas Workforce System Strategic Plan for Fiscal Years 2024-2031\*](#). Please refer to the workforce system plan for definitions of specific terms.

1. Provide a summary describing how the processes, activities, or initiatives in the local board plan align with the specific system goal and objective and each strategic opportunity. Response guidelines are provided.
2. Accurately cite the referenced information in the local board plan by providing the corresponding page number(s) in the plan.

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## **System Goals and Objectives**

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### **1. Employers Goal – Delivery of Relevant Education and Training Programs**

Describe local board activities, initiatives, or processes that accelerate the delivery of relevant education and training programs to meet employers' needs, specifically by increasing:

- upskilling and reskilling programs that address employers' needs for middle skill workers,
- adult learners transitioning to employment through integrated education and training programs, and
- attainment of short-term credentials in programs aligned with high-demand occupations.

Response should address the following:

- the institution and/or expansion of upskilling and reskilling programs to meet employers' needs for middle-skill workers,
- the identification and delivery of programs, including with adult education and literacy providers, that support attainment of short-term credentials, industry-based certifications, and licenses,
- populations that require supportive services to improve program completion, certification or attainment of short-term credentials, and employment, and
- data used to track reskilling and upskilling program enrollments and outcomes, including program completions, attainment of short-term credentials and industry-based certifications or licenses, and employment directly related to the credential, license, or certification.

### Employers Goal- WFSCB Response:

Workforce Coastal Bend (WFSCB) is the lead in convening industry partners, school districts, and higher education institutions for on-going assessment of training needs, the development of training programs customized to meet the needs and demands of area employers. Actively participating as members of TEA Convener Grant, which identifies the skills required by employers well before graduation and also with UpSkill Coastal Bend Initiative we've poised ourselves to be in center of upskill, reskill, short term credential, and education activity. Being members of Regional, Local Economic Developments and business gatherings expose WFSCB to the insights of employer needs and therefore allowing us the opportunity to present on potential training and grant opportunities available via TWC. For the UpSkill Coastal Bend Initiative we are not just a partner providing potential funding sources, but we were also responsible for the creation of the UpSkill Coastal Bend website and continue to be responsible for updating the content as provided by the industry, higher education and community-based partners.

WFSCB is in development of the Business Services Tool Kit- and schedule for implementation by June 2025; this toolkit highlights the services provided to employers for training, labor expansion, skills development training, upskill and reskill, and resources for narrowing the middle skills gap. Our toolkit provides the outline for programs available to individuals via our workforce funding, services include, training, internships, work experience, and on-the-job training. Along with these, we extend a holistic approach by providing wraparound services for active participation and successful completion. Our collaboration with our area partners allows us the opportunity to make referrals and a warm hand-off of individuals for any service needs we may not have as an allowable service.

Our one-stop service provider has developed performance and reporting dashboards assisting us in tracking program participation, completion of training, and credential and/or degree completion. These dashboards provide performance forecasting and information for follow-up with training providers on deficiencies identified related to training. More so, the information received via our TWC Monthly MPR (performance reporting) is used to gauge the training completion rates, entered employment, retention of employment, wage and occupation progression. *(pages 5-6, 38-41, 56-57)*

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## **2. Learners Goal – Expansion of Work-Based Learning and Apprenticeship**

Describe local board activities, initiatives, or processes that are expanding work-based experiences, including apprenticeship, to accelerate skills and knowledge acquisition that improves system outcomes for learners.

Response should address the following:

- work-based learning opportunities with system stakeholders as a pre-employment strategy for youth and adults, including those requiring supportive services and resources,
- the expansion of the employer network participating in and sponsoring work-based learning opportunities, including registered and industry-recognized apprenticeship programs, and
- partnerships that address regular engagement with employers and system stakeholders, including collaboration with a Regional Convener for the Tri-Agency Texas Regional Pathways Network and input on the quality of existing apprenticeship programs and development of new programs.

### Learners Goal- WFSCB Response:

Workforce Solutions Coastal Bend (WFSCB) has been involved in direct work to create and sponsor work-based learning opportunities; some of those initiatives include YOU CHOOSE Career Expo, Educator Externship, Texas Internship Initiative, Summer Earn and Learn, and WIOA paid work experience. These initiatives provide a meaningful opportunity for the acceleration of knowledge on skills necessary for high demand and targeted occupations in the Coastal Bend. WFSCB aggressively seeks and competes for these grants, not necessarily available to all boards or provided via regular allocations; instead, these require the submittal of an application that includes innovative approaches to expanding access to work-based learnings and engagement of employers and employer networks. WFSCB has been named an intermediary entity and/or a strong partner for TEA's Regional Pathways Network since 2018; awarded a TEA Convener Grant and recently awarded an additional round of cohort funding for the implementation work that includes the building of regional partnerships. Our Goal is to continue to build on the strong foundation set, the proven work to extend work-based learning opportunities, and the successful partnerships with employers.

Since 2017, WFSCB continues to promote the benefit of apprenticeship programs and the message "learn while you earn". Registered Apprenticeships are promoted to our job seekers (youth and adult) as well as employers. Our goal is to continue the work to diversify and be experienced in apprenticeships models funded by WIOA, TWC Expansion Grants and Industry Specific Grants. To date WFSCB has successfully collaborated with IBEW/JATC, Adaptive Construction Solutions, and Kiewit for implementing various models of apprenticeship services. WFSCB promotes registration to TWC Eligible Training Provider (ETPS) to include Registered Apprenticeships. WFSCB's new goal is to create its first pre-apprenticeship model in the Coastal Bend in PYs 2025-2026-this model would provide services to high school students and a path to a full apprenticeship post-graduation. *(pages 43-48, 59-60)*

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### **3. Partners Goal – Alignment to Support Career Pathways**

Describe local board activities, initiatives, or processes to build the board's capacity, responsiveness, continuous improvement, and decision-making to:

- support the identification of credentials of value, and
- streamline and clarify existing career pathways and models to increase alignment between secondary and postsecondary technical programs.

Response should address the following:

- system stakeholders' input to assess the alignment and articulation of secondary and postsecondary technical programs supporting career pathways; and
- collaboration with secondary and postsecondary institutions to engage employers to identify credentials of value that respond to local labor market needs, including postsecondary technical sub-baccalaureate credit and non-credit credentials, industry-based certifications, apprenticeship certificates, and licenses; and
- processes to continuously improve career pathways.



#### **Partner Goal- WFSCB Response:**

Due to the framework and design of the TEA Regional Convener Grant, WFSCB has taken a deeper dive and identified key stakeholders and defined roles of each to support alignment and articulation of secondary and post-secondary institutions. Partners of the WFSCB TEA Regional Convener Grant include Universities, Colleges, ESC, and CBOs. These partners have provided their expertise on how to identify credentials of value that respond to the current labor market needs but most important to the future needs and emerging industries. A thorough strategic plan was developed by the WFSCB to identify key industries, occupations and developed pathways. The on-going work will include the implementation of added work-based learning opportunities in the Coastal Bend. The directive set out by TEA via the convener grant has made the collaboration between TEA, Texas Higher Coordinating Board and the Texas Workforce Commission a quest to align initiatives effectively to bring together education and employer needs.

The creation of the local Target Occupation List (TOL) involves input from training institutions, employer partners and career center team members. Validated with Labor Market Information, WFSCB determines the areas of study and occupations to be included on the TOL. (pages 5-6, 14,34-35,48-49,53)

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#### **4. Policy and Planning Goal – Relevant Data Sets**

Describe local board activities, initiatives, or processes that support the availability and coordination of relevant workforce, education, and employment data to evaluate program outcomes to respond to the needs of policy makers and planners to:

- expand high-quality childcare availability,
- identify and quantify quality outcomes, including industry-based certification data, and
- enhance wage records.

Response should address the following:

- engagement with childcare providers and employers to establish on-site or near-site, high quality childcare facilities and expand Texas Rising Star certifications,
- collaboration with employers to identify enhanced employment and earnings data to gain deeper insight into program outcomes, and
- how the board and its system partners identify, evaluate, and implement ways to streamline and improve timeliness and completeness of data matching and sharing, specifically with industry- based certification attainment, to evaluate program effectiveness and outcomes.

#### **Policy and Planning Goal- WFSCB Response:**

WFSCB will continue with the efforts put in place to promote and support the attainment of high-tier Texas Rising Star certification. WFSCB's monthly Workforce Insider Report promotes the recruitment of new child care providers- a QR code makes a direct connection to Child Care Services Department in order to provide accurate and prompt information on the benefits of becoming a "workforce" child care providers and more importantly the benefits of receiving Texas Rising Star (TRS) certification. Detailed information regarding benefits includes Professional Development for provider's staff, training and curriculum training, purchase of equipment to elevate the learning atmosphere, and of upmost value, the assignment of mentoring to elevate the overall service delivery. An array of activities to support Child Care Quality are scheduled throughout the year; strategically, all these initiatives will yield a win-win for the child care business, employers,

working/training parents and the quality of service being provided to the children. (pages49-52)

WFSCB was invited to be part of TWCs Insight Academy workgroup; the focus is placed on data analytics to gauge progress of services provided, education attainment, employment outcomes. Being in the center of data analytics discussion provides WFSCB an advantage and therefore prompts on-going review of data for impact, decision-making and sharing with community partners.

Utilization of reputable data analytics portals and tools: Lightcast; allows us to generate specific data including labor force trends and wage to identify gaps. Tools are also available to conduct skill assessment for job matching and increase entered employment opportunities.

All data reports alluding to performance, training, employment is provided to the public via quarterly committee meetings. Packets for meetings are posted in public forums for access and detailed information is noted in meeting minutes available to the public for review. WFSCB stands ready to utilize AI as prescribed by TWC; it is understood AI will be used responsibly in all areas of the workforce system. (6-7, 19, 28, 56-57)

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## Strategic Opportunities

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*Accelerating Alignment: Texas Workforce System Strategic Plan for Fiscal Years 2024-2031* envisions a collaborative workforce system capable of accelerating the delivery of workforce programs, services, and initiatives to meet the needs of a thriving economy. The strategic opportunities focus system partners on three critical success factors that will lead to broad achievement of the system plan goals and objectives. Review each strategic opportunity and provide the information requested.

### **Strategic Opportunity 1 – Employer Engagement**

Describe how the local board coordinates with its stakeholders to gain insight into the needs of employers and minimize “asks” that burden employers.

Response should address the following:

- coordination efforts that gain more insight from employers, including participation in the Tri- Agency Texas Regional Pathways Network, if applicable, and
- reducing the number of regional system partners individually making requests of employers.

### **WFSCB Response:**

The experience gained from being a partner for Rural Innovation School Zone, the intermediary for South Texas Career Connection; both projects part of the TEA Texas Regional Pathways Network; WFSCB was able to have upfront exposure to the expectations on alignment of workforce strategies with industry needs via work-based learning activities. This experience also provided narrative to apply and be awarded the TEA Regional Convener Grant, recently be in the preliminary negotiations for Convener designation, and be awarded a second round of TEA Funding for implementation of Convener activities. Our participation is extensive, and our goal will be the go-to for convening of collaborative partners. WFSCB boasts its ability to

provide prompt and accurate labor market information to make key decisions such as selection of industries and occupations for the convener focus areas.

WFSCB delegates the Business Solutions Unit (BSU) as the primary point of contact for employers in order to gain business insights, assess the needs, and create an action plan for delivery of services. Specifically, the BSU team are assigned employers based on industry and in some cases geographic area; this minimizes the burden of multiple requests, unnecessary outreach, and duplication of services. WFSCB actively participates in regularly scheduled meetings with stakeholders to coordinate and create action plans based on employer needs. The creation of the Business Solutions Tool Kit will elevate the method in how services are introduced to employers, avoid confusion and provide the necessary information. **(pages 47-49,53-55,38-39)**

### **Strategic Opportunity 2 – Improving Outcomes for Texans with Barriers to Employment**

Describe how the local board engages Texans with diverse needs — including those with disabilities, foster youth, sex-trafficking victims, incarcerated juveniles and adults, and opportunity youth — by designing programs that address their needs, maximize outcomes, and improve career opportunities.

Response should address the following:

- models, initiatives, programs, or processes that effectively engage these populations; and
- promising practices in supportive services models and outcomes that consistently demonstrate success.

#### **WFSCB Response:**

WIOA Services prescribes the delivery of services, including priority of services to serve populations with diverse needs. On-going coordination with the following partners assists us in meeting those requirements:

- Vocational Rehabilitation Services (VRS)- to provide paid work experience and career readiness to individuals with disabilities via Summer Earn and Learn (SEAL), Year-Round-Work Experience, and Student HireAbility Navigator. Furthermore, WFSCB ensures physical and digital access to career centers and programs, properly working adaptive/auxiliary equipment is available at all career centers.
- Baptist Child and Family Services (BCFS) and Department of Family and Protective Services (DFPS) and CASA- to provide career center services, training services and wraparound services to current and former foster youth. Yearly symposiums take place to promote transitional services.
- Elevate361- to provide WIOA services to underserved youth, some with at least one risk or barrier to entering an employment or education activity. These youth are opportunity youth and/or justice served individuals.

WFSCB also adheres to the Priority of Service in accordance with WIOA- Board Policy Outlines the protocol and populations: Veterans, eligible spouses of veterans, public assistance recipients, basic skills deficient, foster youth. WFSCB will review its current policy for consideration to adding other populations such as victims of human trafficking.

All participants are provided with a thorough assessment to identify barriers and provide specifics on the

entity responsible for providing support services. Support services available and allowable are outlined in the Board's Support Service Policy; the policy further addresses the need for community referrals for services.

Individualized case and career management provides the platform for career center team members to work alongside the individuals to meet the individual's needs and goals. *(pages 34, 36-37, 52-55)*

### **Strategic Opportunity 3 – Use of Data to Support Investment Decisions**

Describe how the local board uses data and evidence to identify and target strategic investments to improve system performance.

Response should address the following:

- evidence-based practices and data to strategically implement and fund initiatives; and
- programs that have successfully demonstrated previous program participant credential attainment and employment.

#### **Board Response:**

WFSCB utilizes various dashboards created by service providers; all the required performance measures are included as well as other indicators such as training completion, length of training, cost per. This data is used for planning purposes and work on deficiencies with our participant, employer, and training institutions. This data also assists when setting caps for training, work experience contracts, OJT and apprenticeships. WFSCB is also responsible for the expenditures and enrollments for each funding source, again, critical variables in the planning for service delivery implementation. At the board level and contractor level there are identified individuals charged with generating data and sharing reports which are reviewed at bi-weekly meetings. Customer service surveys are also used to capture the experience of the participant while attending training; favorable experiences lead to active participation and successful completion of training and credential attainment. Annually, WFSCB develops a Statement of Work (SOW) setting forth the priorities; the service provider in turn develops a Service Delivery Plan (SDP) stating how the priorities will be met. Demonstrative effectiveness is measured throughout the year from the ETPs and also TWCs Student Data Reporting. *(pages 13-15, 24-25, 35-36, 56-59)*