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Texas Workforce Organizations Landscape Analysis

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Introduction & Methods

In the last decade, Texas has grown rapidly, experiencing the largest numerical growth of population in the United States between 2010 and 2020.¹ As a result, Texas is facing significant demographic and economic change. Demographically, the state is becoming more diverse, with 95 percent of the growth in the last decade attributed to people of color.² The state is expected to continue this trend. For example, in 2050, the projected state population of young workers and postsecondary students aged 18 to 24 will be 47 percent Hispanic, 24 percent White, and 13 percent African American³.

RESKILLING
IS A STRATEGY USED BY
ORGANIZATIONS TO
PROVIDE EMPLOYEES
WITH NEW SKILLS
TO EQUIP THEM FOR
WORKING IN A
DIFFERENT ROLE IN
THE ORGANIZATION.

UPSKILLING
FOCUSES ON LEARNING
NEW SKILLS TO MAKE
AN INDIVIDUAL MORE
EFFECTIVE IN THEIR
ORGANIZATION.

**BOTH RESKILLING
AND UPSKILLING
ARE IMPORTANT
COMPONENTS TO
BUILDING A SUCCESSFUL
WORKFORCE SYSTEM
IN TEXAS.**

Texas currently has one of the highest rates of high school graduation in the nation (90 percent). Additionally, the high school graduation rates among Hispanic and African American young people in Texas exceeded those in other populous peer states. Graduation rates for the entire population are less optimistic, as 15 percent of adults had not finished high school, one of the highest rates nationwide. While 7 percent of White Texans over 25 did not finish high school, 37 percent of Hispanic Texans did not. Patterns of postsecondary educational attainment are also shifting in the state, as the percentage of high school graduates that immediately enrolled in college declined in the past decade from 53 percent in 2010 to 45 percent in 2020. This pattern is starker among Black, Hispanic, and low-income Texans. Overall, the percentage of the population aged 25 and older that have earned a bachelor's degree or higher (32 percent) lags behind the national average (35 percent) and other populous peer states. This illustrates that there are opportunities for improving educational attainment among young people, people of color, and those without a high school education.

As the state grows, and the economy becomes more diverse, a variety of skills are needed to keep pace with labor market demands. The state also faces a significant skills gap, enduring significant labor shortages in rapidly expanding industries such as healthcare, IT and software, advanced manufacturing, and key trades. These kinds of jobs often require middle skills, which necessitate training somewhere between a high school diploma and a four-year college degree. In fact, according to the National Skills Coalition⁴, 54% of jobs in Texas require middle skills, but only 45% have access to the skills training and education required.

The need for new skills will only continue to grow; the McKinsey Global Institute⁵ predicts that by 2030, nearly one-third of the United States workforce will need to learn new skills or switch occupations. As a result, organizations have turned to reskilling and upskilling to attract and improve retention of employees in response to these broader changes. Reskilling is a strategy used by organizations to provide employees with new skills to equip them for working in a different role in the organization.⁶ Upskilling focuses on learning new skills to make an individual more effective in their organization. Both reskilling and upskilling are important components to building a successful workforce system in Texas.

Overall, these patterns suggest that the workforce system in Texas must quickly adjust to the changing context to build a more responsive system to maintain economic growth and create opportunities for all Texans. Reaching students that have fallen out the education and skills pipeline may be an integral strategy to achieve this goal. For example, according to the Texas Higher Education Coordinating Board, more than 48,000 students drop out of college each year having completed 75 percent of the college credit needed for a degree. Many of these students are very near completing a degree that could lead to meaningful employment.

¹ 2022_03_07_CommissiononCommunityCollegeFinanceWorkingGroup.pdf (texas.gov)

² 2022_03_07_CommissiononCommunityCollegeFinanceWorkingGroup.pdf (texas.gov)

³ (https://demographics.texas.gov/Data/TPEPP/Projections/)

⁴ TX-Skills-Mismatch-Fact-Sheet-2020.pdf (nationalskillscoalition.org)

⁵ https://www.mckinsey.com/~/media/mckinsey/industries/public%20and%20social%20sector/our%20insights/what%20the%20future%20of%20work%20will%20mean%20for%20jobs%20skills%20and%20wages/mgi-jobs-lost-jobs-gained-report-december-6-2017.pdf

⁶ http://www.sastraeducation.com/how-organizations-shouldview-reskilling-and-upskilling-the-workforce-.html

Additionally, Texas has a long history of strong in-migration that has fueled its rapid economic growth. However, as a report by Boston Consulting Group argues, if Texas wants a homegrown workforce, rather than relying on in-migration to sustain the state’s economic growth, this will require more Texans to earn postsecondary credentials, and focus on upskilling and reskilling the current workforce.⁷

This report focuses on a sample of organizations active in the workforce space in Texas. The goal is to outline the various populations, issues, and organization roles at play in the state and its major regions. The following section outlines the scope of the project and the methods and data used to conduct the analysis.

Methods and Data

The sample of organizations included in this report are intended to provide a general overview of the types of organizations and projects engaged in workforce development in the state of Texas. Data for this sample were gathered in January and February 2022. Organizations were identified by previous knowledge of active organizations and through snowball sampling via websites and internet search. To conduct internet searches for organizations, the Texas Workforce Solutions Board service areas were used as starting point parameter to identify organizations. Search terms such as “workforce development,” and “workforce pipeline” followed by the Workforce Solutions service areas acted as the basic identifiers of organizations. In total, 192 organizations were sampled for this report. The organizations included in this report are not an exhaustive account of all the organizations involved in workforce development in the state. Rather, this sample is intended to provide a broad overview of the areas of focus in the workforce system in Texas as a whole.

To gain an understanding of the trends in the workforce system in Texas, multiple data points were collected for each sampled organization. Data were collected through the publicly available websites of the organizations included in the sample. Data points include building a general description from information available on websites, a link to the organization website, the geographical location of its headquarters, and the organizational sector.⁸ Additionally, organizations were identified by the geographical locations they served, broken down into counties and identified via information provided on organization websites. These counties are aggregated into seven major Texas regions⁹ that share significant economic, demographic, and historical ties. Similarly, these regions generally reflect aggregations of geographically connected Workforce Development Boards, with some variation. These regions act as the geographical reference point that define the regional analysis conducted below.

To identify the range of activities workforce organizations are engaged in, data were collected on three areas of analytical interest: the populations served, the issues addressed, and the role of the organization in the field.

THIS REPORT FOCUSES ON A SAMPLE OF ORGANIZATIONS ACTIVE IN THE WORKFORCE SPACE IN TEXAS. THE GOAL IS TO OUTLINE THE VARIOUS POPULATIONS, ISSUES, AND ORGANIZATION ROLES AT PLAY IN THE STATE AND ITS MAJOR REGIONS.

⁷ Report (nationbuilder.com)

⁸ 501(c)3 nonprofit charitable organizations, 501(c)3 nonprofit business associations, private sector business, state/federal/local government

⁹ Regions are taken from the State of Student Aid in Texas and includes East Texas, Gulf Coast, Central Texas, Metroplex, Panhandle, West Texas, and Rio Grande

Populations Served

The populations served were identified by the stated groups of interest for the organization. These populations were identified by reviewing the publicly available websites of every organization to find the range of populations targeted by each. Typically, organizations have more than one population of interest based on their stated activities. For example, an organization may be interested in improving workforce outcomes for youth under 25, but also provide training services for educators and engage in advising local government. In this scenario, this organization would be coded as serving youth under 25, educators, and local government. Organizations without any specifically identified populations of interest are coded as “general population.” See Appendix A for a complete accounting of the populations served.

Issues Addressed

The issues addressed by organizations are often multiple and intersecting. Organization websites were analyzed to identify the major issues they cited as their areas of focus. Organization descriptions, “about us,” pages, and program/services pages were the most common sources of information for this category. Several key issue areas emerged including individual-level issues such as credential attainment, skills training, soft skills development, and job placement. Additionally, many organizations focus on addressing society-level issues including reducing socioeconomic and racial disparities or improving workforce data and knowledge. These issues are often intersecting as well. For example, an organization may be interested in improving credential attainment, with a specific focus on improving postsecondary degree attainment in communities of color. See Appendix A for a full list of issue areas.

Organizational Role

Organization role focuses on the activities that the organization engages in to address the issues of interest for the populations they seek to serve. For example, organizations may work as intermediaries between other organizations (such as between business and local government), provide grants/funding to other organizations or individuals, or engage in research/evaluation of the workforce system. Some organizations more actively focus on individuals as a support service provider giving direct assistance to individuals to improve education and employment prospects, or act as a direct education or skills development organization. Other organizations act as influencers seeking to shape policy, provide research and evaluation or engage in consulting. Overall, this category captures the role that the organizations play in trying to achieve their goals for their populations of interest. See Appendix A for complete accounting of organization roles.

The following section outlines the overall landscape of workforce organizations included in this sample and outlines the top populations served, issues, and organization roles. In the next sections, the organizations are broken down by the geographical areas they serve including statewide organizations and those that serve the seven regions of the state. Each section includes an introduction to the general state of the workforce in the region based on data from the Texas Labor Analysis tool developed by the Texas Workforce Commission. All state and regional workforce data referenced in the report were collected in July 2022, the most recent data available at the time of writing. Each section also includes an outline of the top populations served, issues addressed, and organization roles in each region. Full tables for these points of analysis are available in Appendix B.

Overall Organizations Landscape in Texas

Introduction

Texas is highly diverse with one of the largest economies in the United States. The state is defined by a varied set of economic activities including agriculture, petroleum and natural gas, banking, manufacturing, technology development, and numerous other industries. The total labor force of Texas is 14.6 million, the second largest in the United States behind California. The percentage of the population with a bachelor's degree or higher is 32 percent, slightly behind the national average of 35 percent. Average weekly wages are \$1369, with great variation across regions of the state as those with larger metropolitan areas have higher wages. Unemployment in the state (4.3 percent) is slightly above the national average (3.5 percent).

Technology-based occupations are some of the most in-demand in the state. For example, there are over 33,000 more software developer jobs than there are qualified workers in Texas. Similarly, web developers, operations research analysts, information security analysts, and other computer occupations are all in high demand. Various kinds of engineers are also in short supply in the state.

Educators are in need in Texas as well, especially middle school teachers and other postsecondary teachers. Additionally, registered nurses are in high demand in Texas, which is nearly uniform across all regions in the state.



LABOR FORCE CHARACTERISTICS OF TEXAS	
Total Civilian Labor Force	14,601,731
Unemployment Rate	4.3 percent
Poverty Rate	13.6 percent
Average Weekly Wage	\$1,369
BA Degree+	32 percent

TEXAS HIGH DEMAND OCCUPATIONS	
Occupation	Current Gap
Software Developers	33,245
Registered Nurses	33,454
Computer Occupations, All Other	24,574
Web Developers	5,019
Middle School Teachers, Except Special and Career/Technical Education	4,025
Operations Research Analysts	2,796
Information Security Analysts	4,763
Merchandise Displayers and Window Trimmers	3,592
Postsecondary Teachers, All Other	1,858
Engineers, All Other	4,207

OVERALL TOP POPULATIONS SERVED BY ORGANIZATIONS

Educators	109
Industry	88
Youth under 25	75
Local Government	61
State Government	59
Non-profit Organizations	58
Low-income Populations	56
Federal Government	43
Low-skill Workers	42
Unemployed/ Underemployed Individuals	41

Overall Top Populations Served by Organizations

The overall landscape of workforce organizations in Texas is complex, with each organization having a unique organizational role and emphasizing various populations and issues. For example, most organizations serve specific populations or entities as a strategy to address important aspects of the workforce pipeline. In this sample of organizations, educators are the most common population served. This makes intuitive sense as educators are at the forefront of training citizens for the workforce through the K16 system. One of the most active organizations of this kind are the Education Service Centers (ESCs), with 20 local centers located throughout the state. Beyond the ESCs, numerous organizations are engaged in reshaping the postsecondary education space to provide better opportunities for credential attainment and skills development for individuals.

Industry is also a common population of interest for workforce organizations. Many of the organizations involved in this sector are 501(c)6 business associations, and other non-profit organizations that seek to foster better connections between workers, industry, and educators to promote economic development.

Populations of focus based on certain demographic characteristics are common as well. For example, youth populations under 25 years are an important group in the workforce development space. Programs that target high school and college students are common, especially for underrepresented populations. Many organizations are also focused on low-income populations, low-skill workers, and unemployed/underemployed individuals, with a focus on expanding opportunities for these groups.

Some workforce organizations focus on working with and influencing local, state and federal government. These organizations typically engage in advocacy on behalf of various workforce interest groups, such as educators and industry. Additionally, non-profit organizations are another important group in the workforce space.

Overall Top Issues Addressed by Organizations

The workforce organizations in Texas address a wide range of issues associated with workforce development. Unsurprisingly, the top issues addressed are related to skills training, credential attainment and improving educational quality/outcomes. Organizations involved in skills training often focus on the needs of specific industries to build a stronger pipeline for in-demand occupations. One example of this is the Skillpoint Alliance, which provides direct training opportunities in connection with local employers for vulnerable populations in Central Texas. They focus on in-demand careers and offer select short term training in HVAC and manufacturing and offer pre-apprenticeship training in electrical and plumbing. Some organizations focus on developing soft skills as well. Most of these organizations focus on unemployed/underemployed individuals and work with them to develop necessary mathematical and logical reasoning, social skills, other soft skills necessary in the contemporary workplace.

Other organizations are more focused on supporting individuals through traditional educational pathways to earn credentials. Scholarshot is a support service provider and mentor that works directly with students to guide them through the higher education system to improve higher education completion rates. Similarly, many organizations focus on improving the educational system to better meet the needs of and improve outcomes of students. Similarly, many organizations work with individuals to place them in employment, often as part of a larger program related to skills training and educational attainment.

Beyond the narrower goals of skills training, educational attainment, and job placement, some organizations focus on changing broader societal structures to reshape the workforce space. For organizations focused on economic development, they view an expanding economy as the best way to improve quality of life by building economic opportunity for individuals. Other organizations focus on targeting racial and socioeconomic disparities in the workforce area, with an emphasis on addressing the needs of excluded populations. Overall, these kinds of organizations are focused more on broad societal change to address improving opportunities for work.

OVERALL TOP ISSUES ADDRESSED BY ORGANIZATIONS	
Skills Training	111
Credential Attainment	92
Improve Educational Quality/Outcomes	74
Economic Development	64
Job Placement	61
Soft Skills Training	43
Improve Workforce Research/ Data Knowledge	34
Racial & Socioeconomic Disparities	29

OVERALL TOP ORGANIZATION ROLES

Intermediary/Collective Impact	98
Grants/Funding	70
Support Service Provider	70
Consulting	67
Government Agency/Program	64

Overall Top Organization Roles

Organizations across the state provide different kinds of services and opportunities to affect changes in the workforce system. The most common type in this sample are intermediary/collective impact organizations. These organizations focus on building connections and fostering collaboration between the private, government, nonprofit and educational sectors. Typically, these organizations work as a third party that coordinates workforce projects, advocates for partners, and engages in strategic planning. Upskill Houston works in this space. The focus of Upskill Houston is on fostering connections between local businesses to build a workforce strategy to meet employment needs across sectors. They engage with over 200 stakeholders from the private sector, higher education, K12 districts, nonprofit organizations, and public agencies to increase the completion of industry-relevant credentials that take under four years to complete.

Another major organizational type are those that offer grants and funding for workforce related projects or grants/scholarships directly to individuals for skills training or credential attainment. Large funding organizations such as the Dallas Foundation and the Moody Foundation are excellent examples of this kind of organization. Similarly, support service providers are engaged in providing necessary supports to organizations and individuals to assist them in their educational and reskilling/upskilling journey. For example, the Family Pathways 2-Gen Coalition helps students who are enrolled full-time earn up to \$6,000 per year, and have access to child-care scholarships, emergency cash assistance, a peer community, advising, tutoring, and other wrap-around services. Mentorship organizations offer long-term support to assist individuals with their education, skills development, and job placement, and often have smaller, narrower cohorts they support continuously.

Groups that offer consulting are also common within the workforce organization landscape. It is especially common among organizations working to foster economic development and to improve educational quality/outcomes. Government agencies/programs such as the Texas Workforce Commission operate several programs that provide skills training, grants, and other supports to people seeking to improve their skills and employment opportunities.

National & Statewide Organizations

National/Statewide Organization Types

In the sample of organizations covered in this report, slightly under half (91) serve, or have the potential to serve, all regions of the state. These organizations are based in Texas and focus on the state as a whole or are national-level organizations with a significant presence in the state. These organizations often have broader areas of focus, such as improving communities or attracting economic development, for which workforce development is an important component. These projects tend to be larger in scale and emphasize national or state-level workforce development strategies.

Of the state-wide organizations engaged in workforce development activities, most are 501(c)(3) charitable nonprofits (50). These organizations tend to be relatively large, with significant funding and organizational capabilities. For example, Communities Foundation of Texas manages hundreds of millions of dollars that are funneled into community-based projects, non-profit organizations, and distributed through grants. Similarly, the Moody Foundation funds numerous projects and provides grants to students to attend college in Texas. More broadly, organizations such as Jobs for the Future, Lumina Foundation and The Bill and Melinda Gates Foundation provide resources to workforce projects in Texas and across the country. Other non-profit organizations are involved in the direct education of communities. PelotonU and Strada seek to reimagine the structure of education, with an emphasis on skills development and training instead of focusing on traditional educational pathways.

State and federal agencies/programs take an active role in workforce development in Texas. For example, the Texas Workforce Commission (TWC) manages the broad-ranging Employment Services program that provides comprehensive job services to individuals and businesses. Some of these programs focus on special populations. TWC operates programs such as Vocational Rehabilitation and Independent Living Services, and The Texas Education Agency runs the TxCAN program, all focused on disabled populations. These organizations often cooperate to achieve better results. TWC works with the Texas Education Agency (TEA) and the Texas Higher Education Coordinating Board on the Texas (THECB) Regional Pathways Program to foster connections between education providers and industry. Some programs offer direct aid to individuals for retraining such as through the Texas Industry Partnership or the Texas Reskilling Support Fund. Many of the state programs manage funds provided by the federal government including Workforce Investment and Opportunity Act (WIOA), Coronavirus Aid, Relief and

NATIONAL/STATE ORGANIZATION TYPES

Nonprofit Charitable Organization	50
Private Business	17
State Government	15
Nonprofit Business Associations	6
Federal Government	3

Economics Security (CARES), Trade Adjustment Assistance (TAA), Temporary Assistance for Needy Families (TANF), and the Supplement Nutrition Assistance Program (SNAP).

Private sector businesses also play an active role in the workforce space in Texas. These kinds of organizations are typically engaged in building a skills training infrastructure outside of traditional educational pathways. Additionally, some of these organizations are engaged in philanthropic efforts to fund nonprofit organizations working on workforce development or providing grants for research and evaluation projects. Additionally, some of these private sector organizations develop workforce training aimed at preparing workers for entry-level positions at their company or working with current employees to reskill and/or upskill. For example, Guild Education works with businesses to retrain employer-sponsored employees through various short-term educational programs. Similarly, Google partners with Coursera with their IT Support Professional Certification Program. With this program, participants pay a small fee to enroll in a Coursera Google IT program. Once complete, participants will be qualified for entry-level IT roles at Google and may qualify for Google-sponsored scholarships.

501(c)(6) Nonprofit business associations make up a smaller proportion of the workforce development landscape statewide. These nonprofit organizations are a set of business leagues, chambers of commerce, real estate boards, and boards of trade that generally focus on fostering economic development. Prominent examples of these kinds of organizations include the Texas Business Association and the Texas Business Leadership Council. The focus of these groups is to promote economic development and advocate for the interests of business and their labor needs.

NATIONAL/STATE TOP POPULATIONS SERVED	
Educators	41
Industry	36
Non-profit Organizations	26
General Population	23
Low-income Populations	21

NATIONAL/STATE TOP ISSUES ADDRESSED	
Skills Training	56
Credential Attainment	42
Improve Educational Quality/Outcomes	41

NATIONAL/STATE TOP ORGANIZATION ROLES	
Intermediary/Collective Impact	33
Policy/Think Tank	30
Grants/Funding	29

National/Statewide Organizations Populations Served

Organizations operating on the national/state level work to serve a wide variety of populations. The top population of interest is educators followed by industry. Organizations focused on improving the education system to reflect the skills necessary for employers are common at this level of analysis. Non-profit organizations with various workforce programs are also common. Compared to the regionally focused organizations, many of those operating at the national/state scale focus more on the general population, with an emphasis of building larger scale solutions to improve the broader workforce systems nationally and in Texas, rather than addressing the needs of a specific population.

The intertwined issues of skills training, credential attainment, and improving educational quality/outcomes are the most prevalent at the national/state level. Similar to most regional structures, intermediaries help define the workforce space at this scale. At the same time, policy/think tank organizations and grants/funders are more common at the national/state scale than regionally. Many of the large policy and funding organizations are represented at this level (e.g. Texas Association of Business, Lumina Foundation, etc.).

Many of the organizations in this section are focused on broad, state-wide action to improve the workforce system in Texas. However, Texas is a highly diverse state, and each region of the state faces different issues and requires unique solutions. The following sections focus on the landscape of regional workforce development in the seven regions that make up the state.¹⁰

¹⁰ Panhandle, Metroplex, East Texas, Gulf Coast, Rio Grande, Central, West Texas



Region 1: Central Texas



Region 1: Central Texas

LABOR FORCE CHARACTERISTICS OF CENTRAL TEXAS

Total Civilian Labor Force	3,255,492
Unemployment Rate	3.6 percent
Poverty Rate	13 percent
Average Weekly Wage	\$1,284
BA Degree+	34 percent

CENTRAL TEXAS HIGH DEMAND OCCUPATIONS

Occupation	Current Gap
Registered Nurses	4,459
Software Developers	2,518
Middle School Teachers, Except Special and Career/Technical Education	745
Licensed Practical and Licensed Vocational Nurses	371
Merchandise Displayers and Window Trimmers	370
Postsecondary Teachers, All Other	357
Operations Research Analysts	303
Speech-Language Pathologists	287
Physical Therapists	218
Engineers, All Other	214

Introduction

The Central Texas region includes the metropolitan areas of Austin, San Antonio and Waco as well as the surrounding rural areas of the Hill Country. Central Texas has the third largest regional labor force in the state at 3.3 million. It also has the second highest rate of the population aged 25 and older with a bachelor's degree or higher (34 percent), but still near the state average of 32 percent. Educational attainment in this region is highest in the Austin metropolitan area, including Travis, Williamson, and Hays counties. For example, in Travis County, 53% of the population has a bachelor's degree or higher. A significant portion of the Central Texas economy is based on research and technology, education, government, and military. Major employers in the region include Dell Technologies, Ascension Seton, Allergan, USAA, and H-E-B.

Compared to other regions in the state, Central Texas has the second lowest poverty rate (13 percent), slightly below the statewide average of 13.6 percent. Unemployment rates in Central Texas are the lowest in the state at 3.6 percent and below the 4.3 percent state average. Average weekly wages are \$1284, the third highest in the state behind the Gulf Coast and Metroplex regions that house the Houston and Dallas-Fort Worth metropolitan areas. Overall, the Central Texas region maintains higher levels of employment and education in conjunction with lower levels of poverty and weekly wages near the state average.

Labor Force Characteristics

While the Central Texas region has an overall healthy labor market, there are some employment gaps that exist. Occupations within the health, technology, and education sectors exhibit the highest need for workers. For example, there are 4,459 more jobs for registered nurses than there are job seekers. Licensed practical and vocational nurses, speech language pathologists, and physical therapists all have more opportunities than available workers.

High need also exists for software developers in the region with 2,518 more opportunities available than job seekers. Educators including middle school teachers and other postsecondary teachers are in demand. Most of the high demand occupations in Central Texas require some form of postsecondary education ranging from associates degrees to professional degrees.

Landscape of Workforce Organizations in Central Texas

The Central Texas region is served by seven Workforce Solutions Boards¹¹ and six Education Service Centers.¹² Most of the organizations active in Central Texas are 501(c)(3) nonprofit charitable organizations, including the Workforce Solutions Boards and Education Service Center (ESC) Offices.

The most common population served by organizations in Central Texas is youth under 25. An exemplary organization of this kind is the San Antonio Education Partnership. The Partnership focuses on assisting high school students with acceptance to, and support through, their college education. They offer direct mentorship and advising for students prior to and during their higher education journey and provide scholarships to attend San Antonio area colleges (\$600-\$1500). Overall, the program acts as a source of advice and support for students that may not be able to access these resources elsewhere.

Much like at the overall state level, the top issues addressed in Central Texas are skills training and credential attainment, followed by economic development. Similarly, the organizational roles follow a similar pattern to the state overall.

CENTRAL TEXAS ORGANIZATION TYPES

Nonprofit Charitable Organizations	25
Nonprofit Business Associations	3
Local Government Programs	1

CENTRAL TEXAS TOP POPULATIONS SERVED

Youth under 25	19
Educators	16
Industry	13
Local Government	10
Low-income Populations	10
Low-skill Workers	10

CENTRAL TEXAS TOP ISSUES ADDRESSED

Skills Training	16
Credential Attainment	13
Economic Development	12

CENTRAL TEXAS TOP ORGANIZATION ROLES

Support Service Provider	18
Intermediary/Collective Impact	17
Consulting	16

¹¹ Alamo, Brazos Valley, Capital Area, Central Texas, Heart of Texas, Rural Capital Area, South Plains

¹² Austin, Huntsville, San Angelo, San Antonio, Victoria, Waco



Organization Spotlight: Greater Austin STEM Ecosystem

Science and technology-based occupations are in high demand in Central Texas, especially in the Austin metropolitan area. Youth workforce development is a major focus for numerous Central Texas organizations, which necessitates some level of organization across the entire field. For example, The Greater Austin STEM Ecosystem seeks to build a network of academic, business and community partners to improve STEM learning and opportunities for PK-16 learners. The organization seeks to expand opportunities for formal and informal learning in STEM fields to help prepare young learners for employment in these high demand industries.

To accomplish this, the organization produces quarterly networking forums and corporate convenings that bring together the wide array of stakeholders engaged in STEM education, outreach and workforce development. Hundreds of organizations from the education, private, government and nonprofit sectors engage in these convenings to help inform programming for the organization.

Programs are led by smaller collectives of Ecosystem stakeholders that work together to build strategy and programming for specific areas of interest. Some Action Teams include Advancing Girls & Women in STEM, Increasing Blacks & Hispanics in STEM and STEM in Out of School Time. Action Teams participate in the networking forums, conduct community events and implement initiatives to strategize and expand STEM opportunities for these targeted populations.



Region 2: East Texas



Region 2: East Texas

LABOR FORCE CHARACTERISTICS OF EAST TEXAS

Total Civilian Labor Force	671,346
Unemployment Rate	4.7 percent
Poverty Rate	16 percent
Average Weekly Wage	\$925
BA Degree+	19 percent

EAST TEXAS HIGH DEMAND OCCUPATIONS

Occupation	Current Gap
Registered Nurses	1,247
Software Developers	475
Electrical Engineers	213
Civil Engineers	206
Engineers, All Other	207
Physicians, All Other	148
Middle School Teachers, Except Special and Career/Technical Education	172
Merchandise Displayers and Window Trimmers	205
Chemical Engineers	122
Physical Therapists	124

Introduction

East Texas is at the eastern fringe of the state, bordering Oklahoma, Arkansas, and Louisiana. Energy production is a key component of the workforce in this region. Historically, these jobs provided higher than average wages with fewer educational requirements. At the same time, East Texas is becoming more economically diverse with growing healthcare and service industries. East Texas is largely rural and is anchored by the small metropolitan areas of Tyler, Longview and Nacogdoches.

Overall, the East Texas labor force is the second smallest in the state, with 671,346 people. Unemployment in East Texas is 4.7 percent, slightly above the state average of 4.3 percent. Average weekly wages in the region are \$925, the second lowest average behind Rio Grande, and below the state average of \$1369. The poverty rate in East Texas is 16 percent, above the statewide average of 13.6 percent. Nineteen percent of individuals 25 years and older hold a bachelor’s degree or higher, below the statewide average of 32 percent.

Labor Force Characteristics

Much like other regions in Texas, demand for health and technology occupations is high in East Texas. Registered nurses are the occupation with the largest employment gap, with 1,247 more jobs available than qualified workers. East Texas is also in need of other healthcare workers including physicians and physical therapists.

Like other parts of the state, software developers are needed in East Texas. Engineers, including electrical engineers, civil engineers, chemical engineers, and others are also in need of qualified workers in East Texas. Much of this demand may be connected to the energy industry that is prevalent in the region.

Landscape of Workforce Organizations in Central Texas

The East Texas region is served by three Workforce Solutions Boards¹³ and five Education Service Centers.¹⁴ Most of the organizations active in East Texas are 501(c)(3) nonprofit charitable organizations including the Workforce Solutions Boards and Education Service Center Offices.

The most common population of interest in East Texas is educators. Related to the emphasis on educators is the high prevalence of organizations focused on youth under 25. Part of this emphasis is related to the prevalence of Education Service Centers in the area, which focus on improving the outcomes of K12 students by providing training and resources for educators and support services and programming for parents and their children. ESCs are independent organizations that work closely with local school districts and the Texas Education Agency (TEA). The Region 6 ESC in Huntsville served as the fiscal agent for the Grow Your Own Grant Program which facilitates entry of qualified and diverse candidates into teaching roles funded by the TEA. The program offers two pathways to earn experience and credentials to qualify individuals for teaching roles. The first pathway focuses on incentivizing high school students to pursue teaching careers by offering mentorship and dual credit opportunities in high school. The second pathway encourages education paraprofessionals, instructional aids, and long-term substitutes to transition into certified, full-time roles at local schools.

Improving education, encouraging credential attainment and new skills development are key focus areas of the workforce organizations in East Texas. Due to the prevalence of ESCs and Workforce Solutions Boards in the region, most of the organizations in the region act as service providers and engage in consulting. Additionally, most of these organizations receive support from state and local government and serve as vectors of state-sponsored programming.

EAST TEXAS ORGANIZATION TYPES

Nonprofit Charitable Organizations	9
Nonprofit Business Associations	1
Local Government Programs	1

EAST TEXAS TOP POPULATIONS SERVED

Educators	11
Youth under 25	9
Local Government	5
Industry	5
State Government	4

EAST TEXAS TOP ISSUES ADDRESSED

Improve Educational Quality	7
Credential Attainment	4
Skills Training	4
Economic Development	4

EAST TEXAS TOP ORGANIZATION ROLES

Support Service Provider	9
Consulting	8
Government Agency/Program	8

¹³ Deep East Texas, East Texas, Northeast Texas

¹⁴ Beaumont, Huntsville, Kilgore, Mount Pleasant, Richardson



Organization Spotlight: Deep East Texas College and Career Alliance

The Deep East Texas College and Career Alliance (DETCCA) is comprised of a set of public schools districts and area institutions of higher education in Deep East Texas that work to increase college and career educational opportunities for area high school students through Stephen F. Austin State University. Through DETCCA partnerships, over 7,000 area high school students have had the opportunity to earn college credits and stackable certifications including technical education and general education credits. The program provides students with the opportunity to graduate with up to 60 hours towards an associate's degree, institutional award, or level I certificate to prepare them to be admitted to a bachelor's degree program or find meaningful employment upon graduation.



Region 3:
Gulf Coast



Region 3: Gulf Coast

LABOR FORCE CHARACTERISTICS OF THE GULF COAST

Total Civilian Labor Force	4,105,373
Unemployment Rate	4.9 percent
Poverty Rate	13 percent
Average Weekly Wage	\$1491
BA Degree+	31 percent

GULF COAST HIGH DEMAND OCCUPATIONS

Occupation	Current Gap
Registered Nurses	4,629
Software Developers	3,350
Middle School Teachers, Except Special and Career/Technical Education	871
Operations Research Analysts	456
Postsecondary Teachers, All Other	391
Speech-Language Pathologists	342
Web Developers	326
Medical Scientists, Except Epidemiologists	276
Special Education Teachers, All Other	267
Physical Therapists	230

Introduction

The Gulf Coast region encompasses most of the communities along the Gulf of Mexico in Texas. A significant portion of the Gulf Coast economy is centered on energy production, transportation, research and technology, and manufacturing. The region is home to the state's second largest metropolitan area, Houston, the fifth largest metropolitan area in the United States. The region also includes coastal cities such as Port Arthur and Corpus Christi. Major employers in the region include H-E-B, CITGO, Valero, Houston Methodist, and United Airlines.

The Gulf Coast is home to the second largest labor force in the state behind the Metroplex at 4.1 million. The unemployment rate is 4.9 percent, slightly above the state average of 4.3 percent. The poverty rate of 13 percent in the region is near the state average of 13.6 percent. Average weekly wages are above the state average (\$1369) at \$1491 and are the highest of all regions in the state. Thirty-one percent of individuals aged 25 year and older hold a bachelor's degree, slightly below the statewide average of 32 percent. The high average wages are related to the impact of the energy industry in the region as well as the diverse economy based in the Houston metropolitan region.

Labor Force Characteristics

Demand for health and technology occupations is high in the Gulf Coast. Registered nurses are the occupation with the largest employment gap, with 4.629 more jobs available than qualified workers. The Gulf Coast is also in need of other healthcare workers including speech-language pathologists, physical therapists, and medical scientists.

Technology-based occupations such as software developers, web developers, and operations research analysts all have more openings than qualified workers in the Gulf Coast. Additionally, educators including middle school teachers and other postsecondary teachers are in need in the region. Most of the occupations with the highest gap in the region require some form of postsecondary education.

Landscape of Workforce Organizations in Central Texas

The Gulf Coast region is served by seven Education Service Centers¹⁵ and four Workforce Solutions Boards¹⁶. Nonprofit organizations, such as the ESCs and the Workforce Solutions Boards, are the most common type of organizations active in the Gulf Coast. Other active nonprofits include the United Way Thrive Program of Greater Houston, Easterseals Workforce Development Services, and the Craft Training Center of Coast Bend. Many of these organizations fund training opportunities for individuals or provide support services for individuals to earn credentials and skills.

Nonprofit business associations also operate in the Gulf Coast region. For example, the Corpus Christi Regional Economic Development Corporation (CCEDC) works to retain and expand business activity in the Corpus Christi area. The CCEDC works with local educational institutions, including the Craft Training Center and Del Mar College, to expand opportunities in key area industries including steel production, shale oil/natural gas/pipeline industry, and the aerospace industry. Additionally, the CCEDC works with the local government to bring business to the area through consulting, marketing, and strategizing with business. These kinds of partnerships are reflected in the top populations served in the region, with an emphasis on building opportunities for growth in the region. Additionally, there is a focus on providing more opportunities for young people in the workforce pipeline.

The organizations in the Gulf Coast Region address numerous issues in the workforce field including skills training, credential attainment, economic development, and improving educational quality/outcomes. These issues intersect in many ways in the region. Many of the efforts active in the Gulf Coast region focus on reskilling and upskilling workers that may have been displaced by regional economic changes or the impact of Covid-19.

The top organization role in the Gulf Coast is support service provider. Many of these organizations offer direct support to individuals seeking credentials and reskilling opportunities. Consulting, especially in terms of economic development and education, is another important aspect of the organizations active in the Gulf Coast. Similarly, many of these organizations are connected to, or work with, local and state government agencies and programs. Intermediary/collective impact organizations play an important role in the Gulf Coast Region.

¹⁵ Corpus Christi, Houston, Victoria, Austin, Beaumont, Huntsville, Edinburg

¹⁶ Alamo, Coastal Bend, Gulf Coast, Golden Crescent

GULF COAST ORGANIZATION TYPES

Nonprofit Charitable Organizations	18
Nonprofit Business Associations	4
Local Government Programs	2
Private Employer	1

GULF COAST TOP POPULATIONS SERVED

Educators	18
Youth under 25	15
Local Government	10
Industry	9
State Government	8

GULF COAST TOP ISSUES ADDRESSED

Skills Training	13
Credential Attainment	10
Skills Training	9
Economic Development	9

GULF COAST TOP ORGANIZATION ROLES

Support Service Provider	15
Consulting	13
Government Agency/Program	13
Intermediary/Collective Impact	13

These organizations act as bridges between the various stakeholders active in workforce development. Education to Employment Partners (E2E), based in Corpus Christi, serves as a central network of workforce-based initiatives in the Coast Bend. E2E leads the Mayor of Corpus Christi's Education/Workforce Committee, presents research and proposals to local and state policy leaders, and applies for workforce grants on behalf of the region and participating institutions.



Organization Spotlight: HCA Houston Healthcare

HCA Houston Healthcare developed an internal workforce development program to address the shortage of key healthcare workers in the region. In 2019, HCA partnered with the University of Houston College of Medicine to develop a new residency program with the goal of bringing in nearly 400 new resident positions to Texas by 2025. Additionally, HCA Houston developed the HCA Healthcare Center for Clinical Advancement in Pearland, which provides ongoing clinical education for nearly 7,000 nurses. The facility is fitted with high-fidelity hospital simulation labs, classrooms, and debriefing rooms. The goal of this program is to produce training efficiencies and standardize training across the health system's 13 area hospitals and other healthcare facilities.



Region 4: Metroplex



Region 4: Metroplex

LABOR FORCE CHARACTERISTICS OF THE METROPLEX

Total Civilian Labor Force	4,429,403
Unemployment Rate	3.8 percent
Poverty Rate	15 percent
Average Weekly Wage	\$1417
BA Degree+	35 percent

METROPLEX HIGH DEMAND OCCUPATIONS

Occupation	Current Gap
Software Developers	13,297
Registered Nurses	9,645
Computer Occupations, All Other	5,528
Web Developers	1,839
Engineers, All Other	1,220
Information Security Analysts	1,217
Maintenance and Repair Workers, General	1,191
Database Administrators	1,086
Licensed Practical and Licensed Vocational Nurses	813
Computer Systems Analysts	763

Introduction

The Metroplex region sits at the north-central edge of Texas, situated in the plains and bordering Oklahoma. The Metroplex region is home to the Dallas-Fort Worth metropolitan area, the largest urban cluster in the state. The Dallas-Fort Worth region is home to a complex and diverse economy, with top industries comprised of technology, business and financial services, trade, and transportation. Key employers in the region include American Airlines; Baylor, Scott and White; Lockheed Martin Aeronautics; Bank of America; and Texas Instruments.

The Metroplex claims the largest labor force in the state. The unemployment rate is 3.8 percent, below the state average of 4.3 percent. The poverty rate of 15 percent in the region is above the state average of 13.6 percent. Average weekly wages are above the state average (\$1369) at \$1417, the second highest in the state behind the Gulf Coast. Thirty-five percent of individuals aged 25 year and older hold a bachelor's degree, above the statewide average of 32 percent and the highest in the state.

Labor Force Characteristics

Technology-based occupations are in high demand in the Metroplex region. For example, there are 13,297 more software developer jobs than there are qualified workers in the region. Similarly, web developers, engineers, information security analysts, database administrators, and computer systems analysts, and other computer occupations are all in the top in-demand occupations in the region. This reflects the dominance of the technology and business services industries in the region. Like other parts of the state, healthcare occupations are also in demand including registered nurses and licensed practical and licensed vocational nurses. Additionally, the region is experiencing a shortage of general maintenance and repair workers.

Landscape of Workforce Organizations in the Metroplex

The Metroplex region is served by three Education Service Centers¹⁷ and four Workforce Solutions Boards.¹⁸ Nonprofit organizations, such as the ESCs and the Workforce Solutions Boards, are the most common type of organizations active in the Metroplex. Other active nonprofits include the Foundation Communities, Dallas Foundation, Easterseals Workforce Development Services and ScholarShot.

The most common populations served by the organizations in the Metroplex are youth under 25 and educators, illustrating the emphasis on positively impacting youth education and training. A prime example of the kind of organization working on these issues is the Tarrant To and Through Partnership (T3) which fosters partnerships and collaborations between school districts, college, universities, employers, and other organizations in an effort to inform students and their families about educational pathways. Interested students take the T3 Pledge, which enrolls them in the program where they have access to support and mentorship starting in high school and throughout their college or university experience. T3 scholars that attend a partnership college or university also receive scholarship access, college and career coaching, college transfer support, networking events and leadership development opportunities.

Workforce organizations in the Metroplex are focused on credential attainment, skills training and economic development. Intermediary/collective impact organizations are the most common organizational form in the Metroplex. For example, organizations such as the Commit Partnership and the DFW Workforce Collaborative work to foster connections between various sectors and stakeholders. Grants and funding organizations also play a significant role in the region. The Dallas Foundation is one of the region’s largest philanthropic organizations, having served as the steward of more than \$900 million in grants since 2000. As a result, the Dallas Foundation has served as the incubator for some of the region’s most impactful community development initiatives and organizations.

METROPLEX ORGANIZATION TYPES

Nonprofit Charitable Organizations	15
Nonprofit Business Associations	4
Private Employer	1

METROPLEX TOP POPULATIONS SERVED

Youth under 25	11
Educators	10
Local Government	8
Industry	8
State Government	8

METROPLEX TOP ISSUES ADDRESSED

Credential Attainment	10
Skills Training	8
Economic Development	8

METROPLEX TOP ORGANIZATION ROLES

Intermediary/Collective Impact	13
Grants/Funding	9
Support Service Provider	9
Consulting	9

¹⁷ Fort Worth, Richardson, Waco

¹⁸ Greater Dallas, North Central Texas, Tarrant County, Texomat



Organization Spotlight: Commit Partnership

Started in 2012, the Commit Partnership programs work to improve and equalize access to rigorous and inclusive learning, experiences, and opportunities to give students the tools they need to develop the skills to achieve living wage employment. Focus areas of the Commit Partnership including enrolling more children in affordable pre-k programs, supporting students to improve reading scores, guiding students to college and career pathways, and eventually supporting students through earning a postsecondary credential. The organization's efforts are centered on their True North Goal which seeks to ensure that by 2040 at least half of all people in their service area, regardless of race, aged 25-34 will have the opportunity to earn a living wage.



Region 5: Panhandle



Region 5: Panhandle

LABOR FORCE CHARACTERISTICS OF THE PANHANDLE

Total Civilian Labor Force	666,480
Unemployment Rate	3.7 percent
Poverty Rate	15 percent
Average Weekly Wage	\$953
BA Degree+	35 percent

PANHANDLE HIGH DEMAND OCCUPATIONS

Occupation	Current Gap
Registered Nurses	1,802
Software Developers	629
Middle School Teachers, Except Special and Career/Technical Education	285
Medical and Health Services Managers	427
Merchandise Displayers and Window Trimmers	305
Postsecondary Teachers, All Other	129
Coaches and Scouts	168
Education Administrators, Kindergarten through Secondary	140
Physical Therapists	813
Speech-Language Pathologists	763

Introduction

The Panhandle encompasses the northwestern edge of the state, bordering Oklahoma and New Mexico. The Panhandle is largely rural anchored by the Amarillo, Lubbock and Abilene Metropolitan areas. Key industries of the region include agriculture, aviation, petroleum and renewable energy, and manufacturing. Like other regions in Texas, the economy is diversifying with expanding opportunities in healthcare, education, and consumer services. The Panhandle is home to numerous institutions of higher education including West Texas A&M, Texas Tech University, and Amarillo College. Key employers in the region include Tyson Foods, B&W Pantex, Bell Helicopter, Baptist St. Anthony's Health Care Systems, and Xcel Energy.

The Panhandle is home to the smallest labor force in the state at 666,480. The unemployment rate is 3.7 percent, below the state average of 4.3 percent. The poverty rate of 15 percent in the region is above the state average of 13.6 percent. Average weekly wages are below average at \$953 compared the state average (\$1369). Twenty-three percent of individuals aged 25 year and older hold a bachelor's degree, below the statewide average of 32 percent.

Labor Force Characteristics

The Panhandle exhibits high need for workers in the healthcare field. Occupations such as registered nurses, medical and health services manager, physical therapists and speech-language pathologists all have more job openings than qualified workers. Like other regions of Texas, software developers and merchandise displayers/window trimmers are in need in the region.

The education field is also experiencing significant shortages in the Panhandle. The region exhibits need for middle school teachers, other postsecondary teachers, coaches and scouts, and K12 education administrators.

Landscape of Workforce Organizations in the Panhandle

The Panhandle region is served by five Education Service Centers¹⁹ and three Workforce Solutions Boards²⁰. Nonprofit organizations, such as the ESCs and the Workforce Solutions Boards, are the most common type of organizations active in the Panhandle. Education and skills development nonprofit organizations such as the Amarillo College Adams Earn & Learn program are also active in the region. Organizations like these reflect the emphasis on educators and youth as populations of interest in the region.

Nonprofit business associations including the Amarillo Economic Development Corporation, the Lubbock Chamber of Commerce and the Abilene Industrial Foundation are actively engaged in shaping the workforce development structure in the region. Many of the organizations in the region are engaged in consulting, either within the education field or private sector development. For example, local government entities including the Panhandle Regional Planning Commission and the Sweetwater Enterprise for Economic Development work to bring growth and industry to the region through consultation, site visits, and encouraging local action on incentivizing development.

Private employers, including RAM, Inc and BSA Health Systems have developed internal workforce training programs to meet their employment needs. This focus on skills training and economic development are reflected in the top issues addressed by organizations in the region.

PANHANDLE ORGANIZATION TYPES

Nonprofit Charitable Organizations	10
Nonprofit Business Associations	3
Private Employer	2
Local Government	2

PANHANDLE TOP POPULATIONS SERVED

Educators	12
Youth under 25	8
Industry	9

PANHANDLE TOP ISSUES ADDRESSED

Skills Training	11
Economic Development	8
Job Placement	6
Credential Attainment	6
Improve Educational Quality/Outcomes	6

PANHANDLE TOP ORGANIZATION ROLES

Consulting	11
Intermediary/Collective Impact	11
Support Service Provider	9

¹⁹ Abilene, Amarillo, Lubbock, San Angelo

²⁰ North Texas, Panhandle, West Central Texas



Organization Spotlight: Abilene Industrial Foundation

The Abilene Industrial Foundation seeks to encourage economic development in the region by fostering workforce development, promoting entrepreneurship, developing downtown, and attracting and supporting businesses. Additionally, the Abilene Industrial Foundation has a dedicated staff that consults directly with employers to facilitate introductions to key people/agencies in the region, build connections and referrals to local resource providers, assist employers with job postings and recruitment, provide market analytics, identify development sites, and encourage connections and partnerships with local institutions of higher education. Overall, the Abilene Industrial Foundation serves as the central point of contact for any business seeking to grow in the region.



Region 6:
Rio Grande



Region 6: Rio Grande

LABOR FORCE CHARACTERISTICS OF RIO GRANDE

Total Civilian Labor Force	773,640
Unemployment Rate	7.2 percent
Poverty Rate	26 percent
Average Weekly Wage	\$757
BA Degree+	18 percent

RIO GRANDE HIGH DEMAND OCCUPATIONS

Occupation	Current Gap
Registered Nurses	869
Postsecondary Teachers, All Other	96
Medical and Health Services Managers	73
Operations Research Analysts	51
Speech-Language Pathologists	47
Physicians, All Other	35
Pharmacists	32
Special Education Teachers, All Other	27
General Internal Medicine Physicians	26
Magnetic Resonance Imaging Technologists	20

Introduction

The Rio Grande region of Texas stretches along the Mexico border. The region is anchored by the Brownsville, McAllen and Laredo metropolitan areas in the center and southern portions, and Del Rio in the northern portion. The area has historically strong ties to Mexico and most of the population is Latinx. The population of the Rio Grande region is rapidly expanding and is younger than the state average. Major industries in the region include transportation and trade, food services, manufacturing, military, and healthcare services. Significant employers in the region include H-E-B, Doctors Hospital at Renaissance, United State Air Force, Frito Lay, and Mission Paving.

The Rio Grande Region has a total labor force of 733,640, the fourth largest in the state. The unemployment rate is 7.2 percent, significantly larger than the state average of 4.3 percent and the highest in the state. Similarly, the poverty rate of 26 percent in the region is far above the state average of 13.6 percent and the highest in the state. Average weekly wages are the lowest in the state at \$757 and far below the state average (\$1369). Eighteen percent of individuals aged 25 year and older hold a bachelor's degree, below the statewide average of 32 percent.

Labor Force Characteristics

The Rio Grande region exhibits high need for workers in the healthcare field. Occupations such as registered nurses, medical and health services managers, physicians, pharmacists, internal medicine physicians, magnetic resonance imaging technologists, physical therapists and speech-language pathologists all have more job openings than qualified workers. Educators are also in demand in the Rio Grande region including special education and other postsecondary teachers.

Landscape of Workforce Organizations in Rio Grande

The Rio Grande region is served by three Education Service Centers²¹ and three Workforce Solutions Boards²². Compared to other areas of Texas, there are fewer organizations working on workforce development issues. Nonprofit organizations, such as the ESCs and the Workforce Solutions Boards, are the most common type of organizations active in Rio Grande. These groups often work in conjunction with other area employers and nonprofits to improve the workforce system in the area. For example, the Workforce Solutions Board office in Edinburg works with individuals that are employed as migrant seasonal farmworkers. The Workforce board partners with Motivation, Education and Training to help migrant workers access housing, food, childcare, and education.

Youth under 25 and educators are the most common populations of interest in the region, largely due to the high prevalence of education service centers and the relatively young population composition. Disabled populations are also a more common focus, especially through Workforce Solutions offices

Similarly, job placement and skills training are common issues addressed by the organizations in this region. Higher levels of unemployment and lower levels of educational attainment in the region necessitate the focus on moving individuals into work and reskilling/upskilling them for employment.

Support service providers play an important role in the region. The higher-than-average poverty in the region highlights the need for these kinds of programs to assist individuals in their occupational development. Additionally, consulting and organizations implementing government programs are active in the region. Overall, there is a focus on growing the economy in the region to improve economic diversity and provide employment opportunities.

RIO GRANDE ORGANIZATION TYPES

Nonprofit Charitable Organizations	7
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RIO GRANDE TOP POPULATIONS SERVED

Youth under 25	6
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Educators	6
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Disabled Populations	4
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RIO GRANDE TOP ISSUES ADDRESSED

Job Placement	4
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Skills Training	4
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RIO GRANDE TOP ORGANIZATION ROLES

Support Service Provider	7
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Consulting	6
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Government Agency/Program	6
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²¹ San Antonio, San Angelo, Edinburg

²² Lower Rio Grande Valley, Middle Rio Grande, South Texas



Organization Spotlight: Easterseals Workforce Development Services Rio Grande Valley

The Easterseals Workforce Development Services program focuses on assisting individuals with disabilities to find and keep employment through services including career exploration, job search assistance, job placement and coaching. Easterseals works with disabled individuals to explore viable career options in their community and assists them with gaining the required skills to be competitive in the field. The organization additionally assists these individuals with job placement through vocational counseling, job seeking skills, adaptive needs assessment and working directly with clients through case management. Easterseals also provides ongoing coaching to program participants support during the initial training stage and beyond if any concerns arise.



Region 7:
West Texas



Region 7: West Texas

LABOR FORCE CHARACTERISTICS OF WEST TEXAS

Total Civilian Labor Force	696,990
Unemployment Rate	4.5 percent
Poverty Rate	16 percent
Average Weekly Wage	\$1,089
BA Degree+	23 percent

WEST TEXAS HIGH DEMAND OCCUPATIONS

Occupation	Current Gap
Registered Nurses	1,568
Middle School Teachers, Except Special and Career/Technical Education	156
Software Developers	205
Physicians, All Other	89
Postsecondary Teachers, All Other	71
Merchandise Displayers and Window Trimmers	195
Speech-Language Pathologists	66
Dentists, General	56
Cardiovascular Technologists and Technicians	60
Dietitians and Nutritionists	70

Introduction

West Texas is bordered by Mexico to the south, separated by the Rio Grande, and the state of New Mexico to the north. Most of West Texas is sparsely populated and is home to mountainous regions including Big Bend National Park. The largest population center is El Paso, which forms the Paso Del Norte region, the shared metropolitan area with Juarez, Mexico. The Permian Basin sub-region is a major center for energy production in the state. Significant industries in the region include business and financial services, food services, manufacturing, military, logistics and transportation, and energy production. Major employers in include Halliburton Energy Services, Chevron, ADP, Charles Schwab, and Cargill.

The West Texas Region has a total labor force of 696,990, similar to other less populous regions in the state. The unemployment rate is 4.5 percent, slightly larger than the state average of 4.3 percent. The poverty rate of 16 percent in the region is above the state average of 13.6 percent. Average weekly wages are \$1,089 below the state average (\$1369). Twenty-five percent of individuals aged 25 years and older hold a bachelor's degree, below the statewide average of 32 percent.

Labor Force Characteristics

West Texas exhibits high need for workers in the healthcare field. Occupations such as registered nurses, physicians, speech-language pathologists, dentists, cardiovascular technologists and technicians, and dietitians and nutritionists all have more job openings than qualified workers. Educators are also in demand in the West Texas region including middle school teachers and other postsecondary teachers. Like other regions of the state, software developers are in need in West Texas.

Landscape of Workforce Organizations in West Texas

The West Texas region is served by four Education Service Centers²³ and three Workforce Solutions Boards²⁴. Compared to other areas of Texas, there are fewer organizations working on workforce development issues. Nonprofit organizations, such as the ESCs and the Workforce Solutions Boards, are the most common type of organizations active in West Texas. Educators and youth are the most common populations served by the organizations active in West Texas. Many of these are engaged in building a better and more equitable education system, especially for youth. One such organization is the Education Partnership of the Permian Basin. They focus on improving family literacy, kindergarten readiness, early reading skills, high school retention, and increase post-secondary education attainment. These kinds of issues are reflected in the top issues addressed in the region.

WEST TEXAS ORGANIZATION TYPES

Nonprofit Charitable Organizations	9
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WEST TEXAS TOP POPULATIONS SERVED

Educators	9
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Youth under 25	8
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Disabled Populations	5
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WEST TEXAS TOP ISSUES ADDRESSED

Credential Attainment	5
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Improve Educational Quality/Outcomes	4
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Job Placement	4
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WEST TEXAS TOP ORGANIZATION ROLES

Support Service Provider	8
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Government Agency/Program	7
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Consulting	7
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²³ El Paso, San Angelo, Midland, Lubbock

²⁴ Borderplex, Concho Valley, Permian Basin



Organization Spotlight: Project ARRIBA

The goal of Project ARRIBA is to improve the lives of at-risk populations by providing mentorship, wrap-around services, and job placement assistance. Project ARRIBA works to achieve its goals by working in partnership with local employers, community-based organizations and educational providers in the El Paso area. They describe themselves as a “true labor market intermediary that connects individuals wanting a higher education, training providers and local employers needing a skilled workforce.” Project ARRIBA works directly with students to provide support and services to increase their chances of gaining the necessary skills they need to attain living wage employment. Participants in the program take an average of 2.5 years to complete their training and find employment.

Appendix A: Organization Taxonomy and Data Definitions

Populations Addressed

- **Unemployed/underemployed individuals**
Individuals that are currently unemployed or can only find part-time work
- **Youth (<25)**
Individuals under the age of 25
- **Seniors**
Individuals 65 years of age or older
- **Women**
Individuals that identify as female
- **First-generation college students**
Students that are the first in their family to attend college
- **Low-income populations**
Populations that are not currently earning a living wage
- **Communities of color**
Communities that identify as a race other than Non-Hispanic White
- **Victims of abuse**
Individuals that have faced various forms of physical or mental abuse
- **Veterans**
Former members of the United States military
- **Rural populations**
Populations that live in counties that are primarily rural with no major metropolitan areas
- **Low-skill workers**
Individuals that lack skills to gain employment that leads to a living wage
- **Non-traditional students**
National Center for Education Statistics defined these students as having one or more of these characteristics: delayed enrollment into postsecondary education, part-time students, full-time workers, financially independent for financial aid purposes, has dependents other than spouse, single parent, does not have a high school diploma
- **Industry**
Private sector employers
- **Local government**
Municipal governments below the state level
- **State government**
State of Texas government
- **Federal government**
United States Government
- **Educators**
Refers to those engaged in direct education of individuals (K12 and postsecondary teachers, college faculty), and educational institution administrators (principals, college administrators)
- **Families w/children**
Individuals with as least one child under the age of 18
- **Nonprofit organizations**
501(c)3 nonprofit charitable organizations or 501(c) nonprofit business associations
- **General population**
General workforce eligible population
- **Disabled populations**
Populations with a physical or mental impairment that substantially limits one or more major life activity
- **Formerly incarcerated individuals**
Individuals that have been incarcerated and are now released
- **Homeless individuals**
An individual without permanent housing

Issues Addressed

- **Skills training**
Focuses on improving employable skillsets among individuals including reskilling and upskilling
- **Soft skills development**
Focuses on improving interpersonal skills, communication skills, time management, empathy, emotional intelligence, problem-solving, and other skills beyond job-specific skills
- **Credential attainment**
Seeks to increase the number of individuals attaining high school and post-secondary credentials
- **Job placement**
Works with individuals to secure employment
- **Racial & socioeconomic disparities**
Seeks to reduce racial and socioeconomic disparities in educational, employment, and wealth attainment
- **Improve educational quality/outcomes**
Seeks to reshape the K12 and postsecondary educational systems to improve workforce outcomes and skills attainment
- **Improve workforce research/data knowledge**
Seeks to broaden understanding and knowledge of the workforce system to help improve its outcomes and efficiency
- **Economic development**
Seeks to foster economic development to provide additional opportunities for employment

Organizational Roles

- **Intermediary/collective impact (e.g. between government, educational institutions, workforce agencies, employers, individuals)**
Organizations that serve as a network between other organizations and entities engaged in workforce development. These organizations often utilize a collective impact framework in which community members, organizations, and institutions work together to solve problems
- **Mentorship (life skills, social capital)**
Organizations that provide direct guidance to individuals to develop general life skills that improve employability and build networks for individuals seeking employment
- **Educator/skills developer**
Organizations that provide direct education to individuals through K12, postsecondary or other non-traditional skills development entities
- **Support service provider**
Organizations that provide direct support to individuals to assist them in earning credentials or building skills to improve employability. Support service providers assist individuals with access to basic needs (housing, food), educational resources, and employers
- **Grants/Funding**
Provide direct funding to organizations with workforce development programming or individuals seeking skills training/education opportunities
- **Direct Employer**
Employers that have internal workforce development programs
- **Policy/think tank**
Organizations that engage in advocacy for workforce development policy
- **Research/evaluation**
Organizations that produce workforce related research and evaluation services
- **Consulting**
Organizations that engage in direct consulting with other organizations related to workforce issues
- **Government agency/program**
Federal, state or local government agencies and programs engaged in workforce development

Appendix B:

Total Organization Tabulations

T1: Overall Organization Types

501(c)(3)	125
501(c)(6)	21
Private business	22
State government	17
Local government	4
Federal government	2
Voluntary association	1

T2: Overall Populations Served

Educators	109
Industry	88
Youth under 25	75
Local government	61
State government	59
Non-profit organizations	58
Low-income populations	56
Federal government	43
Low-skill workers	42
Unemployed/ underemployed individuals	41
Families w/children	37
Veterans	36
Disabled populations	34
General population	33
Communities of color	15
Non-traditional students	10
Veterans	10
First-generation college students	5
Formerly incarcerated individuals	5
Rural populations	4
Victims of abuse	3
Homeless individuals	2
Seniors	2
Women	2

T3: Overall Issues Addressed

Skills training	111
Credential attainment	92
Improve educational quality/outcomes	74
Economic development	64
Job placement	61
Soft skills training	43
Improve workforce research/data knowledge	34
Racial & socioeconomic disparities	29

T4: Total Organization Roles

Intermediary/collective impact	98
Grants/funding	70
Support service provider	70
Consulting	67
Government agency/program	64
Research/evaluation	54
Policy/think tank	41
Educator/skills developer	37
Mentorship	18
Direct employer	11
Governing board	1

T5: Statewide Organization Types

501(c)(3)	50
Private business	17
State program	15
501(c)(6)	6
Federal government	3

T6: Statewide Populations Served

Educators	41
Industry	36
Non-profit organizations	26
General population	23
Low-income populations	21
State government	20
Local government	14
Youth <25	13
Communities of color	12
Unemployed/ underemployed individuals	12
Federal government	11
Non-traditional students	10
Low-skill workers	7
Disabled populations	6
Formerly incarcerated	5
Families w/children	4
Veterans	4
Rural populations	3
Women	2
First-generation college students	3
Victims of abuse	1
Seniors	1
Homeless individuals	1

T7: Statewide Issues Addressed

Skills training	56
Credential attainment	42
Improve educational quality/outcomes	41
Job placement	24
Improve workforce research/data knowledge	23
Racial & socioeconomic disparities	20
Economic development	18
Soft skills training	11

T8: Statewide Organization Roles

Intermediary/collective impact	33
Policy/think tank	30
Grants/funding	29
Educator/skills developer	26
Research/evaluation	25
Government agency/program	16
Support service provider	13
Consulting	10
Direct employer	8
Mentorship	7

T9: Central Texas Organization Type

501(c)(3)	25
501(c)(6)	3
Local Government	1
Private business	0
Federal government	0

T10: Central Texas Populations Served

Youth under 25	19
Educators	16
Industry	13
Local government	10
Low-income populations	10
Low-skill workers	10
State government	9
Veterans	9
Families w/children	9
Disabled populations	8
Federal government	8
Non-profit organizations	7
Unemployed/ underemployed individuals	7
General population	2
Victims of abuse	2
Seniors	1
Communities of color	0
Non-traditional students	0
Formerly incarcerated	0
Rural populations	0
Women	0
First-generation college students	0
Homeless individuals	0

T11: Central Texas Issues Addressed

Skills training	16
Credential attainment	13
Economic development	12
Job placement	11
Improve educational quality/outcomes	10
Soft skills training	9
Improve workforce research/ data knowledge	3
Racial & socioeconomic disparities	1
Mentorship	0

T12: Central Texas Organization Roles

Support service provider	18
Intermediary/collective impact	17
Consulting	16
Government agency/program	13
Grants/funding	10
Research/evaluation	8
Mentorship	4
Educator/skills developer	4
Policy/think tank	2

T13: East Texas Organization Type

501(c)(3)	9
501(c)(6)	1
Local government	1

T14: East Texas Populations Served

Educators	11
Youth <25	9
Local government	5
Industry	5
State Government	4
Unemployed/underemployed	3
Veterans	3
Low-income populations	3
Low-skill workers	3
Non-profit organizations	3
Families w/children	3
Federal government	3
Disabled populations	3
General population	2
Communities of color	0
Non-traditional students	0
Formerly incarcerated	0
Rural populations	0
Women	0
First-generation college students	0
Victims of abuse	0
Seniors	0
Homeless individuals	0

T15: East Texas Issues Addressed

Improve educational quality/outcomes	7
Credential attainment	4
Economic development	4
Skills training	4
Job placement	3
Soft skills training	3
Improve workforce research/data knowledge	0
Racial & socioeconomic disparities	0

T16: East Texas Organization Roles

Support service provider	9
Consulting	8
Government agency/program	8
Intermediary/collective impact	5
Research evaluation	5
Mentorship	2
Grants/funding	3
Educator/skills developer	1
Policy/think tank	1
Direct employer	0

T17: Gulf Coast Organization Type

501(c)(3)	18
501(c)(6)	4
Local government	2
Private employer	1
Federal government	0

T18: Gulf Coast Populations Served

Educators	18
Youth <25	15
Local government	10
Industry	9
State Government	8
Low-skill workers	7
Non-profit organizations	6
Low-income populations	6
Families w/children	6
Federal government	6
Disabled populations	6
Unemployed/underemployed	5
Veterans	5
General population	1
Rural Populations	1
Communities of color	0
Non-traditional students	0
Formerly incarcerated	0
Women	0
First-generation college students	0
Victims of abuse	0
Seniors	0
Homeless individuals	0

T19: Gulf Coast Issues Addressed

Skills training	13
Credential attainment	10
Economic development	9
Improve educational quality/outcomes	9
Job placement	8
Soft skills training	5
Improve workforce research/ data knowledge	3
Racial & socioeconomic disparities	1

T20: Gulf Coast Organization Roles

Support service provider	15
Consulting	13
Government agency/program	13
Intermediary/collective impact	13
Research evaluation	10
Grants/funding	8
Mentorship	4
Educator/skills developer	4
Policy/think tank	2
Direct employer	1

T21: Metroplex Organization Type

501(c)(3)	15
501(c)(6)	4
Private employer	1
Local government	0
Federal government	0

T22: Metroplex Populations Served

Youth <25	11
Educators	10
Local government	8
Industry	8
State Government	8
Low-income populations	6
Federal government	6
Veterans	6
Families w/children	5
Low-skill workers	5
Non-profit organizations	5
Disabled populations	5
Unemployed/underemployed	4
General population	2
Communities of color	1
Homeless Individuals	1
Seniors	1
Rural Populations	0
Non-traditional students	0
Formerly incarcerated	0
Women	0
Victims of abuse	0
First-generation college students	0

T23: Metroplex Issues Addressed

Credential attainment	10
Skills training	8
Economic development	8
Improve educational quality/outcomes	6
Racial & socioeconomic disparities	6
Job placement	5
Soft skills training	5
Improve workforce research/data knowledge	4

T24: Metroplex Organization Roles

Intermediary/collective impact	13
Support service provider	9
Consulting	9
Grants/funding	9
Government agency/program	7
Research evaluation	5
Mentorship	4
Policy/think tank	4
Educator/skills developer	0
Direct employer	0

T25: Panhandle Organization Type

501(c)(3)	10
501(c)(6)	3
Private employer	2
Local government	2
Voluntary association	1
Federal government	0

T26: Panhandle Populations Served

Educators	12
Youth <25	8
Industry	9
Local government	7
State government	4
Low-skill workers	4
Non-profit organizations	4
Low-income populations	3
Federal government	3
Veterans	3
Families w/children	3
Disabled populations	3
Unemployed/underemployed	3
General population	3
Communities of color	0
Homeless Individuals	0
Seniors	0
Rural Populations	0
Non-traditional students	0
Formerly incarcerated	0
Women	0
Victims of abuse	0
First-generation college students	0

T27: Panhandle Issues Addressed

Skills training	11
Economic development	7
Job placement	6
Credential attainment	6
Improve educational quality/outcomes	6
Soft skills training	4
Improve workforce research/ data knowledge	1
Racial & socioeconomic disparities	0

T28: Panhandle Organization Roles

Consulting	11
Intermediary/collective impact	11
Support service provider	9
Government agency/program	8
Research evaluation	7
Grants/funding	5
Educator/skills developer	4
Policy/think tank	2
Direct employer	2
Mentorship	1

T29: Rio Grande Organization Type

501(c)(3)	7
501(c)(6)	0
Private employer	0
Local government	0
Federal government	0

T30: Rio Grande Populations Served

Youth under 25	6
Educators	6
Disabled populations	4
Families w/children	3
Federal government	3
Industry	3
Local government	3
Low-income populations	3
Low-skill workers	3
Non-profit organizations	3
State government	3
Unemployed/ underemployed individuals	3
Veterans	3
General population	0
Communities of color	0
Homeless Individuals	0
Seniors	0
Rural Populations	0
Non-traditional students	0
Formerly incarcerated	0
Women	0
Victims of abuse	0
First-generation college students	0

T31: Rio Grande Issues Addressed

Job placement	4
Skills training	4
Soft skills training	3
Credential attainment	3
Economic development	3
Improve educational quality/outcomes	3
Improve workforce research/ data knowledge	0
Racial & socioeconomic disparities	0

T32: Rio Grande Organization Roles

Support service provider	7
Consulting	6
Government agency/program	6
Intermediary/collective impact	4
Grants/funding	3
Research/evaluation	3
Mentorship	1
Educator/skills developer	0
Policy/think tank	0
Direct employer	0

T33: West Texas Organization Type

501(c)(3)	9
501(c)(6)	0
Private employer	0
Local government	0
Federal government	0

T34: West Texas Populations Served

Educators	9
Youth <25	8
Industry	5
Local government	4
Non-profit organizations	4
Low-income populations	4
Veterans	4
Families w/children	4
Unemployed/underemployed	4
Federal government	3
Disabled populations	3
State Government	3
Low-skill workers	3
Communities of color	1
First-generation college students	1
General population	0
Homeless Individuals	0
Seniors	0
Rural Populations	0
Non-traditional students	0
Formerly incarcerated	0
Women	0
Victims of abuse	0

T35: West Texas Issues Addressed

Credential attainment	5
Improve educational quality/outcomes	5
Job placement	4
Skills training	4
Economic development	3
Soft skills training	3
Improve workforce research/ data knowledge	0
Racial & socioeconomic disparities	0

T36: West Texas Organization Roles

Support service provider	8
Government agency/program	7
Consulting	7
Intermediary/collective impact	5
Research/evaluation	4
Grants/funding	3
Mentorship	1
Educator/skills developer	0
Policy/think tank	0
Direct employer	0



About Trellis Company

Trellis Company (www.trelliscompany.org) is a nonprofit 501(c)(3) corporation with the dual mission of helping student borrowers successfully repay their education loans and promoting access and success in higher education. For nearly 40 years, Trellis Company has provided individualized services to student loan borrowers and support to institutions and communities.

Today we have expanded our services beyond higher education to include working with employers and community organizations who are focused on aligning the dreams, goals, and skills needs of employees and employers. Connecting these resources and learning pathways together with our expertise in improving student outcomes helps us all to create better and more predictable futures for those we serve.