

## **Instructions for the Targeted Industries and Occupations Template**

### **Overview**

This attachment provides instructions and suggestions for analyzing and documenting Local Workforce Development Boards' (Boards) target industries, industry sectors, governor's industry clusters, and targeted occupations for the Board Plans.

Plan development requires that Boards show how their industry and occupational target lists were compiled, with information that supports the inclusion of the targeted industries and occupations.

Several Labor Market and Career Information (LMCI) tools are available to help with the required analysis and documentation. These tools include, but are not limited to, the following:

- Standardized Occupational Components for Research and Analysis of Trends in Employment System (SOCRATES)
- Texas Industry Profiles
- TRACER

Wanted Analytics is another labor market tool that Boards can use to analyze real-time business information and employment trends to create reports specific to their local workforce development area (workforce area) economies.

Use of these tools will:

- ensure a minimum amount of valid, comparable information on target industries and targeted occupations;
- help more accurately describe workforce needs and activities statewide;
- identify clear links to the governor's industry clusters; and
- promote knowledge exchange across the workforce system.

### **General Guidelines**

Reports can be saved during analysis to review the Board's target list choices before adjusting or finalizing them. Several reports can be produced while using any one tool, however only one final report from each tool is required to support the Board's final analysis. Boards can use additional labor market tools, studies, and resources to assist with analysis. Any tools that influence the Board's selection of high-growth, high-demand industries or occupations can be included in the documentation submitted with the Board Plan and referenced in the short summary of completed analyses.

Industries can be identified by a North American Industry Classification System (NAICS) code, and occupations can be identified by a Standard Occupational Classification (SOC) code, to ensure they have universal meaning to all Texas workforce system stakeholders. Local planning efforts can identify industries and occupations using lay concepts and labels, and both can be included in Board Plans and tied to the best-fit

(most appropriate and specific) NAICS or SOC code available. Search tools to assist in locating best-fit categories are:

- Industries <http://www.texasindustryprofiles.com/apps/lae/indsearch.asp>;
- Occupations [http://socrates.cdr.state.tx.us/iSocrates/occprofiles/profile\\_select.asp](http://socrates.cdr.state.tx.us/iSocrates/occprofiles/profile_select.asp);  
and
- <http://autocoder.lmci.state.tx.us:8080/jc/onetmatch>.

Some of the tools allow the user to choose a period of time on which to base analyses and projections. A three-year period ending with the most recent period available is useful for the process. Always use the same quarter for the beginning and ending periods.

*Step 1: Identify the Board's high-growth, high-demand industries, by NAICS code, using analysis of industry sectors, clusters, and industries.*

To satisfy documentation requirements, submit:

- all reports showing analysis of key indicators;
- when feasible, additional analyses or reports developed and viewed as influential in the evaluation and prioritization of industries;
- a short summary describing which specific analyses were completed and viewed as influential in evaluation of target industries; and
- copies of all referenced sources as attachments or Internet links.

Tools in SOCRATES (<http://socrates.cdr.state.tx.us/>)

Although only Shift-Share Analysis is required, if Industry Evaluation is also used, users can complete Steps 1.a through 1.c for each of the two analyses, then complete a compiled report for Step 1.d. The SOCRATES session can be saved and returned to, or reset and started over.

## 1. Shift-Share Analysis

This tool ranks industry groups (three-digit NAICS code) that have strong employment growth and comparative advantage, based on local versus national shares of employment in the recent past. It allows the user to choose the period on which the analysis is based and provides useful interpretive reports using the Board's own data and specific analyses conducted.

- a. Examine the industry groups shown in the top two categories, *Greatest Likelihood for Potential Job Opportunities* and *Potential Comparative Advantage*. These industry groups, and the LMCI industry sectors of which they are a part, are possible candidates for the Board's target industries.
- b. View and save the report(s) and analysis narrative(s) for the Shift-Share Analysis *Greatest Likelihood for Potential Job Opportunities* and *Potential Comparative Advantage*, and include as an attachment to the Board Plan. These reports are required as documentation for the Target Industries List. The list can be ranked

using any of the available indicators of employment demand (current or future employment, growth, growth rate, job openings, etc.). If the Board believes there are other useful rankings, they can be included in the Board Plan submission.

- c. Drill down into any three-digit industry grouping to view the relative size and growth of the component four-digit industries within. Examine the recent and projected employment numbers and growth percentages. Some industries are of lesser size or growth percentage than others in the group. Click on industries that fit parameters you think are important (using, for example, a minimum employment number or growth percentage) to add these industries to the NAICS list.
- d. Click on *What's on my NAICS list* at any time to view a preliminary report showing the LMCI industry sectors and governor's industry clusters associated with the industries on the list. Include the preliminary report in any final analysis to be kept as documentation. The preliminary report can be submitted with the Board Plan as documentation for the Target Industries List.

## 2. Industry Evaluation (IndEval)

This tool provides an alternate way of examining ranked three-digit NAICS industry groups based on preselected periods of recent and projected short-term and long-term employment growth. It also provides ranking options for a location quotient and average weekly wage, with a user option to weight any of the factors for greater or lesser consideration in the ranking.

- a. Choose the default weights or adjust the weighting. The default weights are the result of an LMCI historical data study on factors influencing future employment. The default weights tend to emphasize relative employment numbers and growth, and de-emphasize wages with other factors considered equally. A simple analysis based on current and future employment can be followed by adjusting the weighting to add wages and/or a location quotient. Industry group ranking is likely to be somewhat different than that obtained in the Shift-Share Analysis. The LMCI industry sectors of which the top-ranked industry groups in the analysis are a part are possible candidates for the Board's target LMCI industry sectors.
- b. View and save the printable IndEval Report(s) for any analysis to be kept as a final documentation (only one report is required). Include the report in the Board Plan submission.
- c. Drill down into any three-digit industry grouping to view the relative size and growth of the component four-digit industries within. Examine the recent and projected employment numbers and growth percentages. Some industries are of lesser size or growth percentage than others in the group. Click on industries that

fit parameters deemed important (using, for example, a minimum employment number or growth percentage) to add these industries to the NAICS list.

- d. Click on *What's on my NAICS list* at any time and view a preliminary report showing the LMCI industry sectors and governor's industry clusters associated with the industries on the list. Include the preliminary report in any final analysis to be kept as documentation and submitted with the Board Plan.

Tools at Texas Industry Profiles (<http://www.texasindustryprofiles.com/>)

Only tools that are required or recommended for Step 1 industry analysis are listed here. For other useful resources and links, see Texas Industry Profiles.

1. *Economic Base Analysis* Tab → Regional Location Quotients

- a. This module is a useful tool for viewing important employment indicators for the governor's industry clusters, LMCI industry sectors, and four-digit NAICS industries in total or within industry sectors or clusters. The user defines the periods for analysis, with employment numbers, employment change, location quotient, average earnings, and export jobs available as indicators. Click on header indicators to re-rank the list based on different indicators.
- b. Obtain and explore the data within the Full Cluster Report and the Full Sector Report. Both reports can be included in the Board Plan submission, as documentation for the Target Industries List.
- c. Drill down from the industry sector or cluster level to view data for the four-digit NAICS industry level. Click on header indicators to re-rank the list based on different indicators.
- d. Include any reports for leading industry sectors and clusters of interest in the Board Plan submission.

2. *Local Employment Dynamics* Tab → Local Employment Dynamics Industry Focus

Understanding the dynamics of change in a labor market is as important as noting changes from one time period to another. Local Employment Dynamics (LED), a joint data venture between the Texas Workforce Commission (TWC) and the U.S. Census Bureau, provides rich data on employment, new hires, turnover, and other local dynamics. LED Industry Focus provides detailed information on employment change, new hires, growth in hiring, and monthly earnings of new hires for any three-digit NAICS industry in a workforce area. It also provides tables and graphs for the age and gender distribution of employment in each industry.

3. *Local Employment Dynamics* Tab → Local Employment Dynamics Quality Workforce Indicators

Quality Workforce Indicators (QWI) is a related LED Web utility. LED QWI offers similar information (plus job creation, separations, and turnover information) for the entire workforce area or by industry down to the four-digit NAICS industry level. The LED data in the LED Industry Focus and LED QWI tools is based on unemployment insurance wage record data, similar to the Quarterly Census of Employment and Wages data used in many LMCI labor market analysis tools. However, the data definitions for the employment variables in these tools are slightly different, and the time periods for which data is available are a little older. These resources are especially useful during the validation phase of target industries analysis. Reading the descriptions of each variable carefully ensures a better understanding of the accompanying data.

4. *Economic Base Analysis* Tab → SWAP

This module provides a way to view employment growth projections for four-digit NAICS industries within individual categories of the governor's industry clusters or the 18 LMCI industry sectors in a workforce area. The advantage of this tool is that the user can drill down into occupational employment data with a range of filtering indicators for use in analyzing and targeting occupations.

5. *Economic Base Analysis* Tab → Interactive Shift-Share Analysis

This is the same Shift-Share Analysis tool that is available in SOCRATES (either can be used for Step 1).

Tools at Wanted Analytics (<http://www.wantedanalytics.com>)

All Boards have a Wanted Analytics license holder who can run an industry sector report to further support and develop the Board's Target Industry List.

Industry Report generated from [www.wantedanalytics.com](http://www.wantedanalytics.com):

1. The license holder logs on to [www.wantedanalytics.com](http://www.wantedanalytics.com), signs into the account, and accesses the *Hiring Demand Dashboard*.
2. Edit *Applied Filters* for Board. On the left side of the web page, the user will edit the applied filters by removing and adding the appropriate filters for the Board:
  - *Employer Type*
    - On current tab on left side of web page, under the *Add a Filter* dropdown list, select *<employer type>*.
    - On the second dropdown list, select *<Bulk Employers>*.
    - Check *<combine employer types>* checkbox, and click *Add*.
    - When *<Bulk Employers>* appears in the *Applied Filters* list, it must be "minused" to remove the bulk employers.

- Using the same process, add <Anonymous Employers> to the *Applied Filters* list, making sure the *Combine Employer Types* checkbox stays checked.
- *Source Type*
  - Change <Employer Type> to <Source Type> under the *Add a Filter* dropdown list, then use the same process as above to add <Third Party Postings> and <Aggregator Sources> as minused items.
- *Location*
  - Switch to *Location* on the dropdown list and add the Board's counties one by one, making sure to check the *Combine Counties* checkbox.

### 3. Apply Filters and review Industry Sector Report

- After clicking to <apply filters>, access the <Industries> Report.
- Either run that report or add it next to the *Detail for Selected Time-Frame – Updated Daily* by clicking on <add table or chart> (the *Industry Report* is the last one listed).
- Review this report to compare and contrast the Target Industry List compiled from the other sources for consistency and accuracy. The lists should mirror one another.

*Step 2: Identify the Board's target industries and related LMCI industry sectors and governor's industry clusters. The Board's target industries can include, but are not limited to, industries related to the governor's industry clusters.*

Step 2 presumes that the recommended analyses in Step 1 have been completed and there is a solid understanding of the relative importance of key industries, LMCI industry sectors, and governor's industry clusters in the workforce area, based on important labor market indicators. Having explored the impact of using different indicators to describe and rank industries, the Board will have a good idea of its preferred ranking or cutoff criteria for purposes of selecting target industries.

To satisfy documentation requirements:

- submit the completed Target Industries and Occupations Template, identifying:
  - the Board's top industries by NAICS code (10 to 15 industries recommended, no more than 20 accepted) and the associated LMCI industry sectors and governor's industry clusters; and
  - criteria used in making industry targeting choices, including standardized labor market indicators and local wisdom; and
- describe how local industry, economic development, or other partners were involved in the prioritization or targeting of industries.

### Guidelines for Completing the Target Industries List

- Use the Target Industries and Occupations Template, which allows TWC to ensure that common target industry information is collected from all Boards.

- The target industries can be identified by a four-digit NAICS code. The associated LMCI industry sectors (three to six sectors are recommended) can be indicated for each industry.
- If lay industries are used, best-fit them to a four-digit NAICS code; space is provided for explanation of the corresponding lay industry.
- Target industries can include, but are not limited to, industries related to the governor’s industry clusters. These corresponding clusters can be indicated where relevant.
- As set forth in Attachment 3 to WD Letter 25-12, issued September 7, 2012, and entitled “Local Workforce Development Board Planning Guidelines for Fiscal Years 2013–2018,” the Board must provide the labor market criteria used in making industry target choices, to show why a target industry is on the list, including the following:
  - Current positions and openings
  - Projected positions and openings in 10 years
  - Local industry competitiveness (Location Quotient, Export Jobs, or Greatest Likelihood for Potential Job Opportunities in Shift-Share Analysis)
- If available, include additional rationale, local wisdom, or other explanation for targeting an industry on the list. This can include, but is not limited to, additional local knowledge available about the importance of a target industry in the workforce area and information gained from local or regional labor market or industry studies, industry or economic development partners, or employer surveys.

*Note:* As leading industries, occupations, and employer training needs change, the Target Industries and Occupations Template can be updated, as applicable. E-mail updated lists to [Board.Plans@twc.state.tx.us](mailto:Board.Plans@twc.state.tx.us); a plan modification or amendment is not required.

*Step 3: Identify the Board’s high-demand occupations by SOC code, using analysis of occupational employment indicators.*

To satisfy documentation requirements, submit:

- reports showing analysis of key indicators for occupations, using at least one of the required tools;
- when feasible, any additional analyses or reports developed and viewed as influential in evaluation of current and future projected demand in targeted occupations;
- a short summary describing which specific analyses were completed and viewed as influential in evaluation of target occupations;
- copies of all referenced sources as attachments or Internet links; and

- the list of high-demand occupations (separate from the Target Industries and Occupations Template). The high-demand occupations list, in a format of the Board's choice, identifies all occupations by a valid SOC code.

### Tools in SOCRATES (<http://socrates.cdr.state.tx.us/>)

#### 1. Occupational Evaluation

- a. This module provides a means of reviewing occupations, ranking occupations with individual indicators or multiple indicators using weights, and filtering occupations in a workforce area. Indicators that can be viewed and weighted to make a composite ranking include recent and projected employment levels; projected employment growth and growth rate; projected annual average job openings overall due to growth and due to replacement; average wages; and location quotient.
- b. Choose no weights or the default weights or adjust the weighting for purposes of creating an index ranking indicator that gives relatively more or less importance to different labor market indicators used. The default weights are the result of an LMCI historical data study on factors influencing future employment. A simple analysis based on current and future employment can be followed by adjusting the weighting to add in other factors.
- c. The list can be filtered using minimum or maximum average hourly wage and education level preferences.
- d. The Rank Orders report displays useful occupational data and occupations in selected rank order and can be saved in print format and submitted as documentation of the Board's occupational high-demand analysis. Other reports/lists of occupations also can be provided.
- e. For each occupation, a list of the types of training programs that can lead to the occupation is available, which is useful in researching available training providers and programs.
- f. Boards can use the Rank Orders report to submit high-demand occupations lists, or choose another format for their official high-demand occupations lists, as long as the list identifies all occupations by a valid SOC code.

#### 2. Occupational Profiles

- a. This module provides a means of reviewing, ranking, and filtering occupations in a workforce area based on recent and projected employment levels; projected employment growth and growth rate; projected annual average job openings due to growth and due to replacement; average wage; gender distribution; and typical educational requirements (short, medium, or long-term on-the-job training).

- b. Print preferred data listings from the website or save as a static web page file. (*Note: functionality will be lost and tables may not display correctly.*)
  - c. The module also contains a library of occupational profiles summarizing qualifications, working conditions, employment outlook, and training for each occupation. Users also can search for occupations by SOC title or keyword to access these occupational profiles.
3. Occupational Wages and Projections
- a. This tool provides a flexible way to view and rank occupations in a workforce area based on different individual indicators, with quick-reference comparison data for other workforce areas and the state as a whole, based on recent and projected employment levels; projected employment growth and growth rate; projected annual average job openings; and multiple levels of wage data—entry level and experienced, mean and median, and hourly and annual.
  - b. Data can be saved for printing or data manipulation.

Tools at Texas Industry Profiles (<http://www.texasindustryprofiles.com/>)

The following list includes only tools used for occupational analysis in Step 3. For other useful resources and links, see Texas Industry Profiles.

1. *Occupational Clusters* Tab → Occupational Profiles

This is the same Occupational Profiles module that is available in SOCRATES.

2. *Economic Base Analysis* Tab → SWAP

- a. This module provides a way to view employment growth projections for four-digit NAICS industries within individual categories of the governor's industry clusters or the 18 LMCI industry sectors in a workforce area. The advantage of this tool is that the user can drill down into occupational employment data with a large range of indicators that can be filtered to use in analyzing and targeting occupations. Links to some training and work activities for a given occupation are available.
- b. Any preferred data listing can be printed from the website or saved as a spreadsheet for printing or further analysis.
- c. Training programs and work activities for a given occupation can be viewed.

3. *Workforce Supply* Tab → Labor Availability Estimator

- a. This module provides a way to look up occupations within four-digit NAICS industries, along with recent employment data and labor availability estimates for a workforce area.
- b. This is a useful resource for examining occupations within a specific target industry.
- c. Any preferred data listing can be printed from the website or saved as a spreadsheet for printing or further analysis.

4. *Economic Base Analysis* Tab → Wage Information Network

With data similar to that available in SOCRATES' Occupational Wages and Projections, this tool provides a way to look up, browse, and drill down to industries and occupations in a workforce area to view detailed, recent wage data along with basic recent employment estimates.

Tools in TRACER (<http://www.tracer2.com/>)

Only tools that are recommended for occupational analysis in Step 3 are listed here. Many other useful resources and links are available at TRACER.

1. *The Future* Tab → Occupational Profiles

This module provides similar data as the Occupational Evaluation module in SOCRATES.

*Step 4: Identify the target occupations critical to the Board's target industries, for which the Board can dedicate Workforce Investment Act (WIA) training resources.*

WIA training funds provided to customers through Individual Training Accounts (ITAs) will be limited to programs or training services linked directly to employment opportunities in occupations from the Board's Target Occupations List or the Statewide Target Occupations List.<sup>1</sup>

Other training funds (e.g., Trade Adjustment Assistance, WIA customized training) are not limited to target occupations, but can be provided to any high-demand occupation in the workforce area. However, WIA training funded through mechanisms other than ITAs can, to the extent applicable and where appropriate, reflect occupations on the Board's Target Occupations List or the Statewide Target Occupations List.

Training for a target or demand occupation can be linked directly to the occupation. The training program can be:

---

<sup>1</sup> The Statewide Target Occupations List highlights the critical occupations that support growth within the governor's industry clusters. These occupations are likely to be in demand or in a sector with high potential for sustained demand or growth in many workforce areas of the state.

- occupationally specific, i.e., include all the skills, courses, and preparation required for a specific occupation; or
- a package of skills training or certification that is not necessarily exclusive to one occupation, but is preferred or required.

Step 4 presumes that the recommended analyses in Step 3 have been completed and that there is a solid understanding of the relative importance of key occupations within the target industries in the workforce area, based on important labor market indicators. Having explored the impact of using different indicators to describe and rank industries and occupations, the Board has a good idea of its preferred ranking or cutoff criteria for purposes of selecting target occupations.

To satisfy documentation requirements:

- submit the completed Target Occupations Lists, identifying:
  - the top occupations by six-digit SOC code (20 to 30 target occupations recommended, no more than 40 allowed<sup>2</sup>) and the associated target industries;
  - criteria used in making occupation targeting choices, including standardized labor market indicators and local wisdom;
  - Eligible Training Provider (ETP) availability<sup>3</sup>; and
  - target occupational levels;
- describe how local employers, including small employers (defined as less than 100 employees), were involved in validating projected demand for target occupations. For specific target occupations, identify local wisdom or validation information in the requested column of the Target Industries and Occupations Template (see sample language below);
- discuss how the Board assesses target occupations' entry-level job skills and career ladders for which training may be provided and supported by WIA funds; and
- discuss how the Board assessed target occupations against available training programs offered by ETPs, and where there are gaps, and how the Board will identify and pursue potential providers to participate as ETPs.

#### Guidelines for Completing the Target Occupations List

- Use the Target Industries and Occupations Template, which allows TWC to ensure that common target occupation information is collected from all Boards.
- The Board's target occupations can include occupations related to the Board's target industries, including industries related to the governor's industry clusters. If an

---

<sup>2</sup> In the event that a Board believes it needs to target more than 40 occupations, the Board can provide appropriate justification for an expanded list.

<sup>3</sup> Boards can review ETP availability for target occupations; if there is no ETP available for an occupation, this does not prevent it from being on a Board's Target Occupations List, but it is an indication that the Board needs to develop ETP availability for that occupation in its workforce area.

occupation is relevant to more than one of the Board's target industries, NAICS codes for each of those target industries can be noted for the occupation.

- If the Board includes on its Target Occupations List an occupation that is not associated with one of the Board's target industries:
  - an explanation is provided in the *Additional Rationale, Local Wisdom, Comments* section of the Target Industries and Occupations Template; and
  - the Board can determine whether the inclusion is a reflection of industry dynamics that warrants a change to the Target Industries List or the Target Occupations List. Boards can periodically review and update both lists in response to trends in the workforce area.
- If lay occupations are used, they can be best-fitted to a six-digit SOC code; space is provided for explanation of the corresponding lay occupations.

Tools at Wanted Analytics (<http://www.wantedanalytics.com>)

- Boards also can use the [www.wantedanalytics.com](http://www.wantedanalytics.com) tool for Target Occupations Lists.
- The Occupation Report automatically generates in the same way as the Industry Report. The user just has to ensure that the *Occupation Chart* is selected.
  1. The Board's license holder logs on to [www.wantedanalytics.com](http://www.wantedanalytics.com), signs into the account, and accesses the *Hiring Demand Dashboard*.
  2. Edit *Applied Filters* for Board. On the left side of the web page the user can edit the applied filters by removing and adding the appropriate filters for the Board:
    - *Employer Type*
      - On the current tab on the left side of the webpage, under the *Add a Filter* dropdown list, select *<employer type>*.
      - On the second dropdown list, select *<Bulk Employers>*.
      - Check the *<combine employer types>* checkbox and click *Add*.
      - When *<Bulk Employers>* appears in the *Applied Filters* list, it must be minused to remove the bulk employers.
      - Using the same process, add *<Anonymous Employers>* to the *Applied Filters* list, making sure the *Combine Employer Types* checkbox stays checked.
    - *Source Type*
      - Change *<Employer Type>* to *<Source Type>* under the *Add a Filter* dropdown list, then use the same process as above to add *<Third Party Postings>* and *<Aggregator Sources>* as minused items.
    - *Location*
      - Switch to *Location* on the dropdown list and add the Board's counties one by one, making sure to check the *Combine Counties* checkbox.

### 3. Apply Filters and review Occupations Report

- Click *<apply filters>* to access the *<Occupations>* Report.
  - Either run that report or add it next to the *Detail for Selected Time-Frame – Updated Daily* by clicking on *<add table or chart>*.
  - Review this report to compare and contrast the Target Occupations List compiled from the other sources for consistency and accuracy. The lists should mirror one another.
- As set forth in WD Letter 25-12, the Board is now required provide the labor market criteria used in making occupational targeting choices to determine why a target occupation is on the list, including the following:
    - Current Positions
    - Projected positions in 10 years
    - ETPs in workforce area
    - Number of individuals ETPs can train
    - Salary Range
    - Required educational levels
    - Work experience requirements
  - Additional rationale, local wisdom, or other explanation for targeting an occupation—including any additional local knowledge about the importance of target occupations in the workforce area—can be included on the list. This can include, but need not be limited to, information gained from:
    - surveys of employers;
    - local or regional labor market or occupational studies; and
    - industry, economic development, or professional/occupational organization partners.

*Note:* As leading industries, occupations, and employer training needs change, Boards can update the Target Industries and Occupations Template, as applicable, and e-mail the updated lists to [Board.Plans@twc.state.tx.us](mailto:Board.Plans@twc.state.tx.us). This does not require a plan modification or amendment.

#### Sample Language for Local Wisdom or Employer Validation

Local wisdom is an important source of information on target industries and occupations. Language describing these local contributions does not have to be lengthy to explain why the occupation or industry is being targeted. The following is sample language for explaining local wisdom or employer validation. These are only examples; Boards can provide more detailed responses.

1. Scott & White Hospital has committed to hiring 20 critical care nurses. We have selected *registered nurse* as a generic title for our Target Occupations List, with the

expectation of providing critical care nurse training through Austin Community College.

2. Last year, we placed 90 percent of *LVN/LPN* graduates within 90 days of program completion. We expect continued demand from regional hospitals for *LVNs* and similar placement success.
3. WorkInTexas.com shows 10 job openings for every job applicant specializing as a *physical therapy assistant*. This is consistent with the above-average long-term projections for physical therapy assistants in our region.
4. The Lubbock Chamber of Commerce (Chamber) has commitments for three new data centers within the next two years. The Chamber expects these centers to need 75 *customer service representatives* at prevailing wages of greater than \$15 per hour. Half of the new positions will require Spanish language skills.
5. The Exxon/Mobil Baytown refinery will double its capacity over the next five years. It is badly in need of American Welding Society–certified *welders* and *braziers*. Additional training slots are being added at San Jacinto Community College, and the mayor’s office is starting a high school recruiting program.
6. Our region has very high employment concentrations in the advanced manufacturing cluster, and both long-term projections and three area firms have confirmed the need for robotics technicians, which fall under the SOC occupation *electro-mechanical technicians*.
7. A survey conducted by the university’s business research department indicated extensive demand for *medical secretaries*. Vocational training will emphasize computer skills, transcription skills, and medical vocabulary, all of which were reported in the survey as critical skills.
8. The LMCI 2016 projections show a large number of projected job openings for *private security guards*. Training will include transferable skills that would allow trainees to also work as *corrections officers* if the state expands the local prison, as expected, within the next two years.
9. This occupation is one of the 20 high-growth, high-demand occupations identified in our Board’s joint labor market study with neighboring Boards. The methodology and data in the report meet the Target Occupations List criteria, addressing wages, current and projected demand, and regional location quotient, along with other factors. We are collaborating with our neighboring Boards on services’ coordination and joint initiatives that address these target occupations, as well as target occupations specific to our Board that are not included in the regional list. The regional study report is attached to our submission.

10. Our Board conducted labor market analyses and targeting using the criteria checked at left for the central, heavily urbanized parts and rural parts of our workforce area. This is a target occupation for the rural parts of the workforce area, associated with the rural target industry of \_\_\_\_\_. The occupation is the third most frequent type of occupational job listing posted through the Board's rural Workforce Solutions Offices. Our rural development authority recently designated it an area of focus for employment growth and rural development.