AGENDA ITEM NO. 4

CITY OF SAN ANTONIO
INTERDEPARTMENTAL MEMORANDUM
ECONOMIC DEVELOPMENT DEPARTMENT

TO: Mayor and City Council

FROM: Ramiro A. Cavazos, Director

SUBJECT: Ordinance Approving the Submission of the Annual Workforce Plan by the Alamo WorkSource Board

DATE: July 7, 2005

SUMMARY AND RECOMMENDATIONS

This ordinance approves the submission of the Local Workforce Development Board Integrated Plan Modifications (the Plan) to the State of Texas by the Alamo WorkSource Board (AWB). Included in the Plan are: an updated list of targeted industries and occupations, evaluation of existing workforce training and services in the local area and analysis of local labor market conditions. Presentation of the Plan will be made by board and staff members of Alamo WorkSource. The Plan must be approved by the City of San Antonio, Bexar County Commissioners Court and the Area Rural Judges then submitted to the Texas Workforce Commission by July 25, 2005.

Staff recommends approval of this ordinance.

BACKGROUND

The Alamo WorkSource Board (AWB) is required by the Texas Workforce Commission to review, modify and submit an updated Work Plan annually based upon their funding allocation. Submission of that plan must be approved by all of the Principals in the local workforce area. These consist of the City Council, Bexar County Commissioners Court, and the Area Rural Judges. The purpose of the Plan is to outline the local board's broad goals and objectives and to describe the functional operation of the delivery of workforce programs and services. Goals and objectives in the local Plan must be in alignment with the goals and objectives of the State Plan adopted by the Texas Workforce Commission.

Major highlights of the Plan include:

- Updated list of targeted industries and occupations
- Evaluation of existing workforce training and services in the local area
- Analysis of local labor market conditions
- A plan for provision of enhanced services to employers
- Strategies to meet the employment and training needs of ex-offenders and other special populations

AWB staff drafted the Plan modifications and held a series of public hearings in the workforce region. The Rural Area Judges were briefed at their monthly meeting on June

22, 2005 and are expected to formally approve the plan at their July 27, 2005 meeting. This plan is currently scheduled for approval by Bexar County Commissioners Court on July 12, 2005.

POLICY ANALYSIS

This ordinance is a continuation of current City policy under which the City Council reviews and approves funding plans and modifications for the AWB pursuant to the Interlocal Agreement between the Chief Elected Officials and Alamo Workforce Development Inc, as well as the Partnership Agreement between those entities.

The Plan is congruent with the City's *Strategic Plan for Economic Development*. The AWB Plan identifies areas for industry training that have been identified as targeted industries in the City's *Strategic Plan*. These industries include aerospace/aviation, manufacturing and information technology among others.

FISCAL IMPACT

There is no direct fiscal implication from the approval of this document.

COORDINATION

This item has been coordinated with AWB, Bexar County Commissioners Court, the Area Rural Judges, and the City Attorney's Office. The Committee of Six is scheduled to review this document on July 11, 2005. The Economic Development Department reviewed the proposed targeted industries and occupations listing.

Ramiro A. Cavazos
Director

Jelynne LeBlanc Burley
Assistant City Manager

J. Rolando Bono
City Manager

Regional Economic Climate

The last decade has been a dynamic period of change for the Alamo WorkSource area's economy. Regional economic development officials have been forced to become more agile and insightful as the city and surrounding communities continue to diversify and invest in private sector growth, a move away from the "Military Town" economy of past decades. Diversification is the new mantra of regional economic development as local stakeholders realize the benefits of promoting business growth in a variety of industries. From this new perspective emerges a more receptive business climate, with officials willing to work with new employment prospects in order to gain their residence in our local economy. Also, from this new perspective emanate new results.

Over the ten-year period spanning the first quarter of 1994 thru the first quarter of 2004, the Alamo WorkSource region's economy added 159,318 jobs, a 26.4% increase. Though this period is characterized by overall national economic expansion, the local job market inflated at a rate far greater than the 16.3% national growth rate. Regionally, this period is characterized by rapid growth in new, emerging industries as the area divests in Military and Federal Government as an employment base and invests in broad-based private industry. Aerospace/Aviation, Biotechnology, Telecommunications, Advanced/High-Tech Manufacturing, and Homeland Security employers are leading this charge, driving regional economic growth by expanding operations, developing local specialization, and creating regional economic competitive advantages.

Labor Market/Industry Growth

The Alamo WorkSource region's job market expanded 5.16% (37,564 jobs) during the five-year period spanning the first quarter of 1999 thru the first quarter of 2004. Regional growth more than doubled national growth rate of 2.37% for the same period. Spearheading the regions payroll growth, six industry-sub-sectors added more than 4,000 jobs with Educational Services leading the way adding 10,977, meeting the need of an expanding population. Food Services & Drinking Places likewise expanded, increasing payrolls by 8,754 as demand for services continues to increase from both the local demographic and as the result of the region's continuing shift toward a service economy. Credit Intermediation & Related Activities, Management of Companies & Enterprises, and Professional & Technical Services added 7,035, 4,815 and 4,625 jobs respectively as Financial, Management, and Professional sectors each increased their share of the local labor market. Ambulatory Health Care Services rounds out the group, growing payrolls by 6,689 for the period as Health Care services continued to establish itself as a cornerstone of the new Alamo WorkSource economy. Table 1 summarizes the ten industry sub-sectors that demonstrated the most absolute growth during the period beginning the first quarter of 1999 and ending the first quarter of 2004.

Table 1 **NAICS**	**Industry Title**	**% Change**	**Absolute Change**
611	Educational Services	15	10,977
722	Food Services & Drinking Places	16	8,754
522	Credit Intermediation & Related Activities	47	7,035
621	Ambulatory Health Care Services	19	6,689
551	Mgmt of Companies & Enter.	2150	4,815
541	Professional & Technical Svcs.	15	4,625
493	Warehousing & Storage	995	3,514
623	Nursing & Related Care Facilities	15	2,292
441	Motor Vehicle & Parts Dealers	12	1,430
624	Social Assistance	10	1,264

Examining growth for the five-year period on a percentage growth basis, Management of Companies & Enterprises clearly dominates with 2150% growth (4,815 jobs), followed by Warehousing & Storage at 995% (3,514 jobs) and Credit Intermediation & Related Activities at 47% (7,035). Several other sub-sectors demonstrated exceedingly high growth rates but only ISPs, Search Portals, & Data Processing (31%) and Heavy & Civil Engineering Construction (23%) demonstrated significant economic impact, each adding just over 1,000 jobs for the period. Table 2 summarizes the ten industry sub-sectors that demonstrated the greatest percentage growth during the period beginning the first quarter of 1999 and ending the first quarter of 2004.

Table 2 NAICS	Industry Title	% Change	Absolute Change
551	Management of Companies & Enter.	2150	4,815
493	Warehousing & Storage	995	3,514
522	Credit Intermediation & Related Activities	47	7,035
212	Mining (Except Oil & Gas)	31	401
518	ISPs, Search Portals, & Data Proc.	31	1,024
337	Furniture & Related Product Manuf.	30	853
523	Financial Investment & Related Act.	29	707
486	Pipeline Transportation	28	229
114	Fishing, Hunting, & Trapping	24	20
237	Heavy & Civil Engineering Const.	23	1,050

Despite the regional employment growth characteristic of the economy as a whole and a broad sample of industry sectors, not all industry sectors and sub-sectors benefited from the upward trend in job creation. As discussed previously, Federal Government dropped significantly as the result of BRAC Commission recommendations and subsequent actions. Air Transportation, another industry sub-sector that experienced severe losses dropping 2,178 jobs for the five-year period, suffered throughout the United States after the tragic events of September 11, 2001. Telecommunications and Food & Beverage Stores also trimmed payrolls at high rates during the five year period cutting 3,482 and 2,527 jobs respectively.

Table 3 NAICS	Industry Title	% Change	Absolute Change
919	Federal Government	-21	-6,758
517	Telecommunications	-31	-3,482
445	Food & Beverage Stores	-12	-2,527
481	Air Transportation	-61	-2,178
311	Food Manufacturing	-22	-1,600
333	Machinery Manufacturing	-37	-1,446
334	Computer & Electronic Product Manuf.	-45	-1,372
315	Apparel Manufacturing	-46	-1,042
339	Miscellaneous Manufacturing	-24	-1,017
332	Fabricated Metal Manufacturing	-17	-857

The most widespread job losses occurred amongst area manufacturers however. Manufacturing industries suffered a rash of job losses that spanned industry sub-sectors, attributable primarily to the outsourcing trend that has predominated business models over the last decade. Trade affected layoffs and closures accounted for the majority of losses experienced over the five-year period within the Food Manufacturing (-1,600), Machinery Manufacturing (-1,446), Computer & Electronic Product Manufacturing (-1,372), Apparel Manufacturing (-1,042), Miscellaneous Manufacturing (-1,017), and Fabricated Metal Manufacturing (-857). Job losses amongst these industry sub-sectors accounted for cuts ranging from 17% to 46% of total manufacturing sub-sector payrolls. Table 3 summarizes the ten industry sub-sectors that demonstrated the largest absolute reduction in payrolls during the period beginning the first quarter of 1999 and ending the first quarter of 2004.

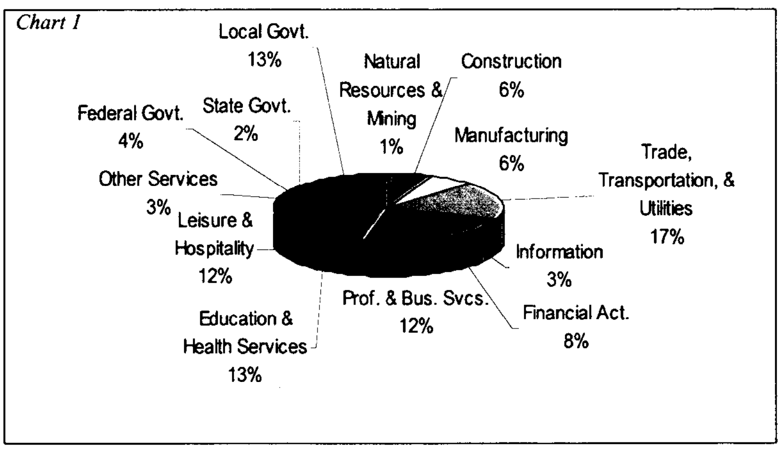
Equally important as analyzing industry growth trends, determining the region's overall industry composition plays a central role in making informed workforce/economic development decisions. According to third quarter 2004 Texas Quarterly Census of Employment and Wage Statistics, the region's current industry composition is diversified to the extent that no one industry sector represents more than 19% of the region's aggregate payrolls.

Table 4
Alamo WDA Covered Employment: 3rd Quarter 2004

Natural Resources & Mining	5,932
Construction	44,256
Manufacturing	47,813
Trade, Transportation, & Utilities	145,233
Information	22,332
Financial Activities	62,260
Professional & Business Services	91,189
Education & Health Services	99,992
Leisure & Hospitality	94,514
Other Services	24,395
Unclassified	893
Federal Government	29,670
State Government	17,610
Local Government	99,564
Total	**785,653**

Overall, Government held the greatest share with 19%, followed by Trade, Transportation & Utilities with 17%, and Education & Health Services, Professional & Business Services, and Leisure & Hospitality accounting for 13%, 12%, and 12% respectively. Together, these 5 industry sectors account for 73% of the regions overall employment and serve as the critical "foundation" for the local economy. Table 4 and chart 1 further detail the region's industry sector employment composition for the period.

Chart 1



Reconciling the region's overall industry composition with the rapidly growing industries identified via the 1st Quarter 1999 thru 1st Quarter 2004 Shift Share analysis reveals that 90% of the top 10 and 65% of the top 20 industries adding the most absolute jobs during this time period were from this "foundation" of industries. Analyzing emerging industry paints a different picture however. Among the industries with the greatest percentage of employment growth for the period, the "foundation" industries represented only 30% of the top 10 gainers and 55% of the top 20. Within this evoked set of emerging industries, Financial Activities, Information, and Construction industries each showed sharp positive movement. Overall, this mixture of growth bodes well for the Alamo WorkSource regional economy for as established industry sectors continue their steady growth; underrepresented industry sectors continue to increase their share of the diversifying region's labor market.

Establishments

The Texas Workforce Commission reports a total of 33,724 business-reporting units operating in Alamo WorkSource in the first quarter of 2004 with an average of 22.84 workers per unit.

Average firm is critical to workforce development, as larger firms tend to have better defined ports of entry and in-house training capabilities. Although definitions vary greatly, small business can be defined as less than 50 workers and medium sized is 250 or less. The Texas average is 22.66 workers per unit. Regions with higher than average number of workers per unit tend to be dominated economically by a few very large employers.

According to the American Labor Market Information System's (ALMIS) employer contact data from the fall 2004 INFOUSA, Inc. data, the Alamo WorkSource area had approximately 13,977 establishments that employed 10 or more employees. Of these employers, approximately 0.4 percent employed over 1000 employees. 0.5 percent employed between approximately 500 and 999 employees, 7.5 percent employed between approximately 100 and 499 employees, 12.1 percent employed between 50 and 99 employees, 30.7 percent employed between 20 and 49 employees, and 48.8 percent employed between approximately 10 and 19 employees.

<u>Occupational Profile</u>

Industry trends provide valuable information in deciphering which employers and industries provide the most fertile ground for harvesting job opportunities. Occupational statistics for a region's population, on the other hand, provide valuable insight into the hierarchical employment level and skill level of the area's employed labor force.

The best source of occupational information for the Alamo WorkSource region is the 2000 Census. The total number of persons 16 years of age or older that were employed in the region according to 2000 Census estimates was 773,915. The following table details 2000 Census estimates for the region by occupational categories in comparison to statewide percentages.

Census estimates indicate Management & Professional Occupations, Farming/Fishing/Forestry Occupations, and Production & Transportation Occupations each maintain a local labor force share slightly less than the state share. Of the three classifications, Farming/Fishing/Forestry Occupational information holds the least relevance, as the classification's labor force share is extremely small. Service Occupations, Sales & Office Occupations, and Construction & Extraction Occupations, in contrast, comprise a greater percentage of the region's workforce compared to statewide averages. Regional occupational statistics are consistent with and indicative of a service oriented (higher than average Service Occupations and Sales & Office Occupations) in a rapid growth phase (higher than average Construction & Extraction Occupations).

Table 5 **Occupational Categories**	**Count**	**Alamo Percent**	***Statewide Percent***
Mgmt., Professional Occupations	251,037	32.4	*33.3*
Service Occupations	123,152	15.9	*14.6*
Sales and Office Occupations	223,874	28.9	*27.2*
Farming/Fishing/Forestry Occupations	3,227	0.4	*0.7*
Construction., Extraction Occupations	85,862	11.1	*10.9*
Production, Transportation Occupations	86,763	11.2	*13.2*

Analysis of the blue-collar/white-collar composition of the employed labor force from 1990 to 2000 provides further insight into the region's shifting economy. According to 1990 Census estimates 59.37% of Alamo WorkSource region's employed labor force were working in white-collar occupations and 40.63% were employed in blue-collar occupations. Corresponding 2000

Census estimates, saw white-collar employment edge up to 61.33% of the population, and with blue-collar levels dipping to 38.67%. This slight shift toward white-collar employment is largely expected as labor composition continues its shift away from manufacturing employment and toward an increasingly service-oriented economy.

Migration

From 2000 to 2001, the Alamo WorkSource region reported 64[illegible],871 total tax returns with sufficient Out-Migration data. Of these returns approximately 7.2 percent showed a change in residences by moving out from their originating county in 2000 to another county in 2001. Of these who moved out of their original county, 58.9% moved to another region within Texas, 38.0% moved to a different state within the U.S. and approximately 3.1% moved to a foreign country. During the same period, there were approximately 649,714 total tax returns with sufficient In-Migration data. Of these returns approximately 7.6 percent showed a change in residences by moving in from their originating county in 2000 to the Alamo WorkSource region in 2001. Of these 59.7% moved from other counties in Texas, 37.0% moved from a county in a different state, and 3.4% moved from a foreign country. Overall, the Alamo WorkSource service area is characterized by net gains resulting from population migration.

Commuting Patterns

Transportation is not only critical for job search and post-employment job retention support, but is also, along with logistics enhancements as well as entrepreneurship training, an important component of fostering greater rural economic development in support of the major industries in the region. Table 5.1 details the regional labor force's "commutation to work" profile and illustrates that the region, collectively, does not vary significantly from state commutation patterns.

Table 5.1 ***Transportation Type***	**Alamo WorkSource**	**Texas**
Drive to Work Alone	76.1%	77.7%
Car Pool	15.0%	14.5%
Public Transportation	2.6%	1.9%
Walk	2.4%	1.9%
Other	1.3%	1.3%
Work At Home	2.7%	2.8%

County-to-County worker flow analysis (Census 2000) does however reveal several commutation patterns that pose unique challenges for local economic development officials. While Bexar County draws relatively little from the labor force of surrounding counties to meet employer demand, reverse commutation from Bexar to several rural surrounding counties is noteworthy. The ratio of the "county of employment's employed residents" to employed Bexar County residents is 7.0:1.0 for Atascosa County, 8.1:1.0 for Medina County, 7.3:1.0 for Wilson County, 3.8:1.0 for Guadalupe County, and only 2.9:1.0 for Kendall County. The ratio of employed Comal County residents to Bexar County residents working in Comal County is 4.4:1.0. For Comal County, however, this issue is compounded by an excessive influx of labor force from adjacent Guadalupe whose for which Comal County has an equivalent ratio of 3.7:1.0 (Comal County:Guadalupe County residents employed in Comal County).

High-Skill, High-Demand, and Emerging Industries

As means for better understanding the composition of the Alamo WDA economy, to include those "industries that are critical to sustain the economic base of the community and those that have the potential to promote economic growth," Alamo WorkSource in the process of conducting a comprehensive regional cluster analysis to compliment TWC's own cluster initiative.

Identifying the prevalence of high-skill, high-demand, and emerging industries is central to Alamo WorkSource's efforts to maximize return on investment of workforce development resources. Such industries are the current and future drivers of the regional economy and a source of potential economic competitive advantage for the Alamo area. The Alamo WorkSource regional cluster analysis found the following to be characteristic of the regional economy:

- High skill, high demand industries comprise a significant source of employment in the Alamo WorkSource region, comprising approximately 25% (149,000) of the regions total private sector industry employment.

- Overall the Alamo WorkSource region has a 10% higher concentration in high paying, rapidly growing industries than the U.S. as a whole.

- The high skill, high demand industries pay several thousand dollars a year more than the average job in the Alamo WorkSource region. High skill, high demand industry employment averaged $36,809 per year compared to a $31,027 regional mean for all private sector occupations.

- High-skill, high-growth industries are the fastest growing segment of the Alamo WorkSource regional economy. Over the 1993-2003 period, these industries grew at an average rate of 4.9% per year, compared to a regional private sector average of only 3.1% per year.

An overview of the different industry groups suggests broadly positive news for the Alamo WorkSource region. A significant share of the region's job base is in high skill, high demand industries. These industries pay above-average wages in the region, as well as nationally. The Alamo WorkSource region has a specialization in at least some of these industries, indicating a competitive advantage that should be developed. Additionally, these industries are growing faster than industry as a whole, indicating the region broadly provides the right kind of business climate. The cluster analysis reveals three industries - Professional & Technical Services, Ambulatory Health Care Services, and Specialty Trade Contracting – account for two-thirds of all the Alamo WorkSource region's employment in high skill, high demand industries.

Most of the counties in the Alamo WorkSource region have a higher-than-average concentration of high skill, high demand industry jobs. Bexar County maintains the highest concentration of these positions in the region, both currently and historically, but growth in several of the outlying counties is much more rapid. High skill, high-demand industries' growth rates have exceeded 10% in Guadalupe, Kendall, and Karnes counties from 1993-2003. Throughout the Alamo WorkSource region, only Medina and Bandera counties have a lower-than-average concentration of high-skill, high-demand jobs and do not appear to be reaping the benefits of economic decentralization.

Although the region has a higher-than-average concentration in high-skill, high-demand industries as an aggregate, strong specialization is only exhibited in Health Care Services, Internet Service Providers, and Construction. Although over the ten-year 1993-2003 period, most of the high-skill, high-demand industries grew more rapidly than business as a whole; these three industries were among the region's fastest growers. As such, these industries have the potential to stimulate secondary economic impacts if they can form strong export-oriented clusters.

Identification of Industry Clusters:
Industry clusters are led by the export industries that drive economies and shape environmental, social, and spatial outcomes. Focusing on competitiveness better prioritizes investment of workforce development resources for the purpose of regional workforce/economic development.

Clusters are critical to economic/workforce development strategy because improving their competitiveness generates multiplier effects and secondary job growth throughout the region. Successful economic and workforce development starts with identifying established and emerging strengths of the regional economy. Two approaches were utilized in identifying regional priority clusters:

- **Concentration approach:** identified groups of industries with higher than average employment concentrations in the region. The concentration approach (location quotient > 1.0 in export oriented industries) revealed the following eleven distinct clusters in the Alamo WorkSource region:

    1. Aerospace
    2. Business Services
    3. Construction
    4. Financial Services
    5. Food Processing
    6. Health Care
    7. Internet & Telecommunications
    8. Oil & Gas
    9. Textiles
    10. Tourism
    11. Transportation Services

- **Regional Export Approach**: identified leading export industries and their local supply chains using estimated regional input-output linkages in IMPLAN. The IMPLAN system estimates the input-output system of regional economies: what percentage of the industry's inputs is purchased from within the region and what percentage of the industry's outputs is exported outside the region. Industries that export a large value of output, or export a high percentage of their output, are potentially top tier industry clusters. In analyzing the Alamo WorkSource region, the following groups of industries exported over 30% of their output outside the region:

1. Finance, Insurance, & Real Estate
2. Information Technology/Telecom
3. Health Services
4. Energy
5. Food Processing
6. Professional Services
7. Government
8. Tourism
9. Transportation Equipment
10. Printing & Publishing
11. Raw Materials
12. Rental & Leasing Services
13. Apparel & Textiles
14. Other Industries

Through reconciling the outputs of the concentration and regional output methods, and infusing "local wisdom" via a collaborative effort between Alamo WorkSource and key regional stakeholders, the following list of key industry clusters was identified:

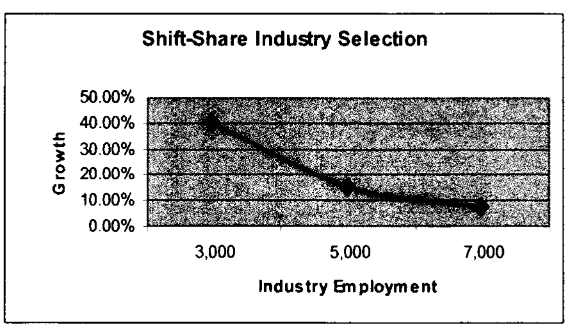
1. Health Care
2. Financial Services
3. Internet, IT, and Telecom
4. Automotive/Advanced Manufacturing*
5. Construction
6. Aerospace

**Though Automotive/Advanced Manufacturing was not identified as a regional "driving cluster" via either of the two output methods, inclusion as a source of potential competitive advantage was deemed warranted based on "local wisdom," i.e. the anticipated growth and specialization stemming from the arrival of Toyota and its associated supplier community.*

Regression of the cluster identification process to identify high-growth, high-demand "driver-industries" within each targeted cluster is the next step in targeting the investment of workforce development resources. Using SOCRATES system Shift-share and INDEVAL tools and "local wisdom" of regional labor market development, twenty-one high were determined to maintain a significant share of the associated cluster, to have demonstrated significant growth for the period, and to have demonstrated high demand characteristics.

INDEVAL analysis identifies "industry sectors that are significant to the local economy and thus might be candidates for the creation of employer-driven partnerships" by analyzing national, state and regional economic data to weight and interpret outputs. The industries identified by the INDEVAL model "are likely to have an increasing demand for workers, many of who are still in the education pipeline." INDEVAL weights were selected emphasizing industry growth, high skill/high wage industry characteristic, and regional specialization, thus supporting the methodology used to identify industry clusters of focus for workforce development resource investment.

Table 6 **Cluster**	**High-Growth, High Demand Industries (NAICS)**
Health Care / Biotechnology	Offices of Physicians (6211) Offices of Dentists (6212) Medical & Diagnostic Laboratories (6215) General Medical & Surgical Hospitals (6221) Health & Personal Care Stores (4461)** *Scientific Research & Development (5417)**** *Basic Chemical Manufacturing (3251)****
Financial Services	Depository Credit Intermediation (5221) Activities Related to Credit Intermediation (5223)
Internet, IT, & Telecom	Wireless Telecommunications Carriers (5172) Data Processing & Related Services (5182)
Automotive/Advanced Manufacturing*	Motor Vehicle Manufacturing (3361) Motor Vehicle Parts Manufacturing (3363) Auto Parts, Accessories, and Tire Stores (4413)**
Construction	Non Residential Building Construction (2362) Building Equipment Contractors (2382)
Aerospace	Aerospace Product & Parts Manufacturing (3364) Support Activities for Air Transportation (4881)** *Scientific Research & Development (5417)****
Support Clusters	Elementary & Secondary Schools (6111) Warehousing & Storage (4931)



Shift-share analysis is used to "decompose employment changes within an economy over a specific period of time into mutually exclusive factors. It paints a picture of how well the region's current industries are performing by systematically examining the national, local, and industrial components of employment change." Shift-share analysis provides "a dynamic account of total regional employment growth that is attributable to growth of the national economy, a mix of faster or slower than average growing industries, and the competitive nature of the local industries." Analysis outputs were plotted and evaluated on an "industry growth vs labor force share" sliding scale (the lower the labor force share the higher the required growth rate for inclusion as a targeted industry). The Shift Share Industry Selection graph illustrates the shift-share criteria for inclusion."

The 10 occupations comprising the greatest share of industry employment for each selected high-growth, high-demand "driver industry" were cross-referenced with the Texas Workforce Commission's published "Alamo Workforce Development Area: 2002 thru 2012 Occupational Employment Projections" to identify a list of high demand occupations. This derived list was further filtered to exclude any occupations with pay below the "San Antonio Living Wage" benchmark of $8.85 established by the City Council of San Antonio in July 1998. This figure has it's origins in a city ordinance passed on July 4th, 1998 establishing guidelines for city tax abatements requiring at least 70% of workers must be paid at least $8.85, a livable wage. The remainder was then analyzed using the variables of projected 2002 thru 2012 absolute growth, growth rate, aggregate annual openings, annual openings attributable to growth, annual openings attributable to replacements, relative skill level, and "local wisdom" of labor market development to derive a sub-set of high-growth-potential occupations, targets for workforce development investment. This evoked set of occupations spans the continuums of entry-level to experienced and low-skill to high-skill positions with emphasis on establishing a "pipeline" of workers that will effectively supply the regions employer community and meet the skills development needs of the area's labor force. Table 7 details the list of 40-targeted occupations in relation to their inclusion in regional targeted clusters.

Moving beyond traditional workforce development investment targeting, Alamo WorkSource will continue to place greater emphasis on skill acquisition as a compliment to conventional emphasis on degree and certificate attainment. Critical to this "new emphasis" in the targeting process, is the decomposition of the evoked set of targeted occupations into common skill-sets and a focus on the development of Career Ladders and Career Lattices that reside both within and between clusters.

Table 7

Cluster	Low Skill (Moderate-Term OJT)	Mid Skill (Mod.-Term OJT to Post-Secondary Voc.)	High Skill (Associates Degree or Higher)
Health Care / Biotechnology	Customer Service Representatives Executive Secretaries & Admin. Assistants Bookkeeping, Accounting, & Auditing Clerks Inspectors, Testers, Sorters, Samplers, & Weighers	Licensed Practical & Licensed Voc. Nurses *Dental Assistants* *Medical Assistants* *Pharmacy Technicians* Surgical Technologists* Medical Secretaries	Registered Nurse Medical & Clinical Laboratory Tech (Assoc) Medical & Clinical Lab Technologists (Bach) Medical Records & Health Information Technicians Radiological Technologists & Technicians Respiratory Therapists* Life, Physical, & Social Science Technicians*
Financial	Customer Service Representatives Executive Secretaries & Admin. Assistants	*Bookkeeping, Accounting, & Auditing Clerks*	Loan Officers
Internet, IT, & Telecom	Customer Service Representatives	*Computer Support Specialists*	Computer Information Systems Managers Computer Programmers Management Analysts Computer Software Engineers, App./System Computer Systems Analysts Network & Computer Systems Administrators
Automotive/Advanced Manufacturing	Team Assemblers Truck Drivers, Light or Delivery Svcs.*	Machinists Automotive Srvc. Technicians & Mechanics Welders, Cutters, Solderers, & Brazers	
Construction	Executive Secretaries & Admin. Assistants Operating Eng. & Other Construction Equip.	Cement Masons & Concrete Finishers Electricians Heating, Air Cond., and Refrig. Mechanics & Installers Plumbers, Pipefitters, & Steamfitters	
Aerospace	Executive Secretaries & Admin. Assistants Team Assemblers Inspectors, Testers, Sorters, Samplers, & Weighers	Aircraft Mechanics & Service Technicians* Machinists Maintenance & Repair Workers, General	
Support Clusters	Customer Service Representatives Industrial Truck & Tractor Operators*		Primary, Secondary, & Special Ed. Teachers

Alamo WorkSource is committed to maintaining the "public's trust" and continuing to be a "good steward" of public resources by insuring training investments focus on "convergent skill requirements within the high-growth, high-demand industries to better equip a greater number of workers with the skills that consistently will address employers' demands throughout the continuum, from entry-level to highly skilled occupations." To this end, Alamo WorkSource engages in continuous training-analysis as means for developing service strategies that maximize return on training analysis. Outcome service strategies to date include increased use of alternative-training/work-experience activities (i.e. Customized Training, On-the-Job Training, Work Experience, and Subsidized Employment) to meet training demands historically addressed with traditional Classroom Training and adherence to the derived set of targeted occupations for all training/work-experience activities.

Current & Changing Demographics of the Alamo WorkSource Region

Population: According to the 2000 Census, Texas grew from 16,986,510 in 1990 to 20,851,820 in 2000 reflecting an increase of 22.8 percent growth. During this same time period, the Alamo WorkSource region showed a comparable increase from 1,487,180 persons to 1,807,868 persons, a 21.6 percent change. 2000 Census estimates show the number of individuals in the Labor Force was 847,950.

The 2004 estimated population for the Alamo WorkSource region is 1,954,546 an 8.1% increase over 2000 census estimates. Likewise, it is estimated approximately 924,064 individuals will be in the labor force in 2004, outpacing overall population growth at 8.9%. Peering into the future, the population of the Alamo WorkSource region is projected to swell to 2,127,753 in 2009, an 8.86% change over 2004 estimates.

Age: The age distribution also provides valuable insight into the region's economic composition and income potential. By national standards, the Alamo WorkSource region parallels Texas, each characterized by a relatively young population. In 2004, the median age of the population in the Alamo region was 34.0, compared to the US median age of 36.2. The table to the right details the 2000 Census population age estimates for Texas and the region.

Youth and Older Workers: According to Census 2000 estimates, The Alamo WorkSource region had 246,269 persons **age 14-21** representing 13.3% of the population, equivalent to the statewide average of 13.3%. For the potential older age cohort, 196,015 persons or 10.6% were **55 or over** in the region based on the 2000 Census, significantly higher than the 9.9% statewide average.

Table 8 Age	Population	Alamo	Statewide
Under 5	137,486	7.6	7.8
5-14	285,153	15.8	15.8
15-19	141,419	7.8	7.8
20-44	665,067	36.8	38.5
45-64	373,697	20.7	20.2
65+	205,046	11.3	9.9

Ages 18 and Older: For the population generally considered in the ages to participate in the labor market, the total population who were 18 years and over totaled 14,965,061 in Texas which represented 71.8 percent of the total population. In this study area, the total persons in this age group were 1,299,841 or 71.9 percent of the total population. Within this age group in Texas the number of males in 2000 who were 18 years and over represented 7,338,177 persons or 35.2 percent of the total population while females age 18 years and over represented 7,626,884 or 36.6 percent. In the Alamo WorkSource area, males 18 and over represented 624,832 or 34.6 percent in comparison and females totaled to 675,009 or 37.3 percent.

Ages 25-44: A population cohort 45 and over higher than the state average suggests a stable, mature population comprised of mainly "empty-nesters," retirees and the aged. A 25-44-age cohort that is higher than the state average is a healthy economic situation since this group contains the greatest share of the labor force. Decreases in this group, especially when similar changes are not occurring statewide, can be an indication that people are moving out of an area they consider to be a poor labor market. In Alamo WorkSource the total number in the age groups of 25 to 44, was 584,409 or 31.6 percent, compared to a statewide percentage of 31.9.

Baby Boomers Approaching Retirement: The number of residents in the 45-64 (baby boomer) age bracket according to 2000 census estimates was 373,697 or 20.7% of the region's population, compared to 20.2% statewide. This population segment will begin to retire in significant numbers beginning approximately 2011.

Ages 65 and Older: For the population who are considered to be at the age of retirement or older - 65 years and older, the Alamo WorkSource region had a total of 205,046 or 11.3% in this older age group compared to 9.9% for the state. In the same age group, males in Texas represented 4.1% of the total population and females totaled 5.8%, while in this region, males totaled to 85,749 or 4.7% of all persons in this area and females represented 119,297 or 6.6.

Gender: According to 2000 census estimates, of the area's population, 884,138 were male which represents 48.9% and 923,730 were female which represents 51.1%. The region maintains a slightly more female population relative to the statewide percentage of 49.6% for male and

50.4% for female. Gender composition for the year 2004 was estimated to be 49.0% male and 51.0% female.

Educational Attainment: The total number of persons 25 years of age or older that responded to the level of educational attainment during the 2000 Census was 1,119,736. Of those persons, the following presents a table on various levels of educational attainment for this region compared to statewide percentages.

Table 9 Educational Attainment	Count	Alamo Percent	Statewide Percent
Less than 9th Grade	125,872	11.2	11.5
9th to 12th grade, no diploma	132,271	11.8	12.9
H.S. graduate (inc. equiv.)	287,812	25.7	24.8
Some college, no degree	264,069	23.6	22.4
Associate Degree	64,685	5.8	5.2
Bachelor's Degree	157,196	14.0	15.6
Graduate or Prof. Degree	87,831	7.8	7.6

The percent of high school graduates or higher was 76.9% for the Alamo WorkSource region compared to 75.7% for Texas. Also, the percent with bachelor's degree or higher was 21.9% as compared to 23.2% for Texas.

HS Dropouts in the Labor Force: Census 2000 estimates indicate 12.1% of the region's labor force, Age 25+, maintained an educational attainment level below that of a HS Diploma/GED. Despite this number representing a 5.1% drop from 1990 census reports of 28.2%, 2004 estimates (23.2%) and subsequent 2009 projections (23.4%) for the region indicate nominal increases over the 2000 Census level. The number of the region's residents with an educational attainment below that of a HS Diploma/GED is expected to grow approximately 11.5% between 2004 and 2009, reaching a total of more than 300,000 individuals.

Veteran Status: According to the U.S. Bureau of Census, in 2000 the region had 1,274,046 persons in the population age 18 years and older. Of that, 203,430 or 16.0% responded as being a civilian veteran, compared to 11.8% statewide. A "civilian veteran" is a person 18 years old or over who has served (even for a short time), but is not now serving, on active duty in the U.S. Army, Navy, Air Force, Marine Corps, or the Coast Guard, or who served in the U.S. Merchant Marine during World War II. People who served in the National Guard or military Reserves are classified as veterans only if they were ever called or ordered to active duty, not counting the 4-6 months for initial training or yearly summer camps.

Disability Status: It was reported in the 2000 Census that the area had an estimated 445,837 persons residing there between the ages of 5 to 20 years of age with approximately 38,186 or 8.6% with a **disability**. In Texas, the percent with disabilities in this same age bracket was 7.9%. In the working age population group - ages 21 to 64 years, the area had approximately 977,119 persons, of which 212,331 were categorized to be in a disability status. This represented 21.7% compared to 19.9% in the state overall. For those persons in this age group that had a disability, approximately 124,202 or 58.5% were employed. For those who had no disability, an estimated 567,728 or 74.2% were employed. For the retirement age group of 65 years of age and older, 194,998 persons resided of which 87,024 were disabled. The percent of this age group with a disabled status was 44.6% and this compared to 44.8% in Texas overall.

Poverty Population: The U.S. Department of Census estimated a 2002 poverty population for the Alamo WorkSource region for people of all ages at 295,814 persons. That figure represents

15.7% of the non-institutional population compared to a Texas percentage of 15.4% for people of all ages. The estimated number of people under the age of 18 in the study area in poverty was 107,760 in 1999. This figure was 6.2% of all people under 18 in the region compared to Texas statewide, which was 6.0 percent of all people under 18 was estimated in 1999. According to the 2000 Census, the number of families living below poverty status in 1999 was 55,007, which was 11.9% of all families in the region (compared to 12.0% statewide). The total number of individuals living below poverty status was 267,[illegible]18 in 1999, 14.8% of all in the region, compared to 15.0% below poverty status statewide.

Trade Affected Workers: The San Antonio and New Braunfels communities have been the hardest hit by Trade Affected Closures and reductions throughout the region. Within these two communities 82 Trade Adjustment Assistance company petitions have been certified by the Department of Labor during the last ten years.

Offenders under Direct Supervision: As with general population, the majority of the region's offender population resides in Bexar County. According to TDCJ estimates 23,590 total offenders, 12,500 of which are classified felons, make their home in Bexar county of which approximately 46% have an educational attainment level below that of a HS Diploma/GED, 53% are classified as "Medium to High" risk, and 24 % are categorically unemployed

Youth Aging Out of Foster Care: Statewide data published by the Texas Department of Family and Protective Services (TDFPS) indicates the number of youth in the Foster Care system has increased 24.6% from 2001 to 2004. During this time period the number of youth ages 14-17 in the foster care system (the age group preparing to age out) increased 980 or 26.7%, the most of any age bracket. Although limited information is available for the region, TDFPS's 2004 annual report identifies the Alamo WorkSource region as accounting for 10.9% of the state's Foster Homes, 6.4% of the state's Foster/Adoptive homes, and 9.1% of the state's Adoptive Homes, suggesting a high concentration of foster children, and subsequent "aging out" population.

Insuring Quality Workforce Investment

To insure workforce investments continue to meet the needs of a dynamic and expanding employer community, Alamo WorkSource is committed to (1) the process of continuous environmental scanning and gap analysis and (2) actively engaging employers, employer-led organizations, and associations of employers in board activities and services.

Environmental Scanning and Gap Analysis

Effective gap analysis must be a continuous process and occur at both a macro (regional) and micro (Alamo WorkSource customer) level in order to garner quality results that will insure maximum return on workforce resource investment. To that end, Alamo WorkSource actively engages in ongoing environmental scanning and analysis of the gap in skills required by the employment community versus the skills available in the regional workforce.

Macro Skills Gap Analysis

Process: The macro analysis stage contrasts current/emerging skill-level needs of current/future regional employers with the current and projected skill levels of the aggregate labor force. Macro gap analysis is a continuous process consisting of two distinct phases: Internal Analysis and External Engagement.

During the Internal Analysis phase, continuous labor market analysis establishes a foundation for regional workforce investment planning and serves as the basis for ongoing current and emerging skill level needs gap analysis. Properly understanding the skills of the current and emerging labor force as well as the current and future needs of employers is fundamental to maximizing return on workforce development resource investment.

During the External Engagement phase, internal analysis outputs enable Alamo WorkSource to engage appropriate parties in the ongoing gap analysis process. To address the need of employers to help ensure adequate skill levels in both their workforce and the region's workforce as a whole, Alamo WorkSource is committed to engaging employers, employer-led organizations, and associations of employers in the process of workforce investment planning, inclusive of skills gap analysis.

Analysis: The Alamo WorkSource region is facing a potential "critical skill shortage" in the coming years. The area's aging (skilled) population is compounding the current insufficient literacy and educational attainment levels. The Alamo WorkSource region, already home to a disproportionately high 65+-age population as compared to state averages, is faced with the looming crisis of a retiring baby boomer community. The number of residents in the 45-64 (baby boomer) age bracket according to 2000 census estimates was 373,697 or 20.7% of the region's population, compared to 20.2% statewide. This population segment will begin to retire in significant numbers beginning approximately 2011. This subtraction from the workforce represents a significant loss in high-skill, experienced labor force.

Simultaneously the business community's demand for high skill labor is projected to rise steadily through 2012 and beyond due to increasingly complex production and service delivery models. The Bureau of Labor Statistics (BLS) projects that the majority of new jobs added nationally from 2002 to 2012 will be of the high skill variety and require higher education levels. The following table draws comparisons between BLS projected educational requirements for created employment and 2004 estimated education level among area residents, age 25 and older.

Table 10 **Education Level**	**BLS Proj. Req.**	**Alamo: 2004 Est.**
HS Graduation, GED, or less	39%	49%
Some College or Post-Secondary	61%	51%

Despite growth in the percent of residents with some College or Post-Secondary Education within the region (1990 Census estimated 46% of the area population met these criteria) estimated Alamo area education levels still fall dramatically short of meeting projected demand.

Micro Skills Gap Analysis

Process: Micro level gap analysis, the second stage, focuses on assessing regional workforce investment program activities' ability to meet the current and projected needs of the employer community. Analysis of the gap between unmet and met employer needs through existing workforce development programs must be a continuous effort because employer, industry, and overarching economic needs are fluid and diverse.

To maximize the effectiveness of this process, gap analysis consists of two distinct phases: Internal (current workforce program structure) analysis and External (engaged employer) analysis. The internal phase consists of a SWOT analysis of current workforce program structure/capacity. The external phase involves engaging community stakeholders to include employers, employer-led organizations, and associations of employers as means for garnering feedback on the internal assessment process and bringing to light any additional addressable gaps.

Analysis: Internal analysis identifies the most significant gaps between met and unmet employer needs as being derived from programmatic weaknesses, primarily arising from restrictions concerning expenditure of programmatic funds.

Workforce Program Strengths: • Labor Exchange • Career Counseling • Entry Level Employment Training • Retention Services	*Workforce Program Weaknesses:* • Limited Community Impact • Incumbent Worker training • Literacy • Workplace Literacy
Workforce Program Opportunities: • Partnerships/Leveraged Resources	*Workforce Program Threats:* • Funding Availability • Competitive Services

Limited Community Impact: The inability for sweeping impact throughout the regional employer community is a fundamental weakness that permeates the remaining three deficiencies. Workforce program funds are restrictive in terms of broad based activities in that the bulk of workforce development expenditures must relate to eligible specialized services customers. This limitation often prevents expenditures from being driven by employer needs.

Incumbent Worker Training: A commonly cited employer "needs gap" resides in workforce programs' ability to upgrade the skills of current employees. Currently employed individuals typically do not meet the income, employment status, or benefit status requirements to qualify for workforce programs. Requirements to spend programmatic funds on "eligible" customers limit the resources that may be dedicated to meet the needs of employers for incumbent worker training.

Literacy: The aggregate literacy level of the workforce is perhaps the most pressing workforce system issue to date. Currently, adult education and family literacy programs operate free of charge throughout the Alamo WorkSource service region. The capacity of the academic remediation services, however, is far exceeded by regional demand. Again, restrictions placed on workforce development funds preclude supplementing literacy efforts sufficiently to affect dramatic change in the aggregate labor force literacy rate. Likewise, the extent to which the provision of support services to adults enrolled in literacy programs can facilitate successful completion of literacy programs is severely limited by programmatic funding restrictions and the predominance of low regional literacy levels.

Workplace Literacy: Though related to each of the aforementioned programmatic weaknesses, the ability of workforce programs to address low workplace literacy levels is a distinct issue. The Department of Labor, in the Workforce Investment Act of 1998, defines workplace literacy services as "services that are offered for the purpose of improving the productivity of workers through the implementation of literacy skills" relevant to an employee's workplace. The need for the development of customized curriculum to provide services that address this deficiency and the related expense, severely limits the ability of workforce programmatic funds to significantly impact regional workplace literacy levels.

Status: To address literacy level concerns and overcome programmatic inefficiencies in affecting change in both the specialized program clients and the universal service population, Alamo WorkSource has partnered with regional Literacy Partners to increase the availability of literacy (GED, ESL, Remediation, etc.) available to the local community. On September 12, 2004 Alamo WorkSource initiated a regional literacy consortium that includes Region 20-Education Service Center, the San Antonio Independent School District, the Northside Independent School District, and the North-East Independent School District to insure availability of literacy services to each quadrant of the City of San Antonio and several surrounding counties. Under the 2004 agreement, Alamo WorkSource makes available space at area Career Centers and the Literacy Partners are responsible for providing a mix of services appropriate for the community.

Engaging Employers, Employer-led Organizations, and Associations of Employers in Board Activities and Services

Alamo WorkSource is committed to engaging regional strategic partners not only in ongoing gap analysis, but also in all continuous planning efforts and in all other Board activities and services. Critical strategic partners include employer-led organizations, associations of employers, industry sectors, economic development organizations, educational institutions, labor organizations, and faith-based and community-based organizations. Regional workforce/economic development planning and execution must be a collective effort in order for the region to maximize return on investments made in the interest of growing a robust and vibrant local economy.

Alamo WorkSource is actively positioning itself to serve as a "hub," bringing together all partners bound by this goal of positive economic growth. Such positioning facilitates the agency's ability to actively engage industry leaders, build strategic partnerships between industry and educational institutions, and ensure that these partnerships create and implement solutions to current and future workforce challenges thus increasing return on community investments. To establish and maintain this "hub" position in the local workforce/economic development community, Alamo WorkSource has a adopted a three faceted approach of external involvement, internal engagement, and active marketing management.

External Involvement: A key objective of Alamo WorkSource is to establish a community presence via involvement with relevant organizations, committees, panels, etc. with a "community service" oriented mission or vision. Priority is given to those organizations with an economic/employment focus. Alamo WorkSource is currently engaged in a board/committee/panel/consultative role within the following organizations:

- Alamo Community College District
- UTSA Small Business Development Center
- UTSA Institute for Economic Development
- San Antonio Manufacturers Association
- Alamo Area Academies, Inc.
- SA Economic Development Foundation
- Kerr Economic Development Foundation
- City of San Antonio Department of Community Initiatives
- City of San Antonio Department of Economic Development
- Region 20 Education Service Center
- Greater San Antonio Chamber of Commerce
- North Chamber of Commerce
- Hispanic Chamber of Commerce
- South Chamber of Commerce
- Alamo Chamber of Commerce
- Greater New Braunfels Chamber of Commerce
- Central Texas Technology Center
- San Antonio Technology Accelerator Initiative
- Alamo Area Council of Governments
- San Antonio, Inc.

- San Antonio Human Resource Management Association
- Kerrville Chamber of Commerce
- Bexar County SMWBE
- City Public Service
- San Antonio Water System
- Brooks City Base
- Greater Kelly Development Authority
- Free Trade Alliance
- Governor's Regional Economic Development Office

Internal Engagement: The most fundamental means of internal engagement lies in the composition of the Board of Directors. As the governing body for Alamo WorkSource, employer interests are represented via the inclusion of members from the following business appointments:

- SBC Communications, Inc.
- PersoNet
- HOLT CAT
- KGME, Inc.
- Medina Community Hospital
- Law Office of Herman Segovia
- Meeting Professionals of San Antonio
- Community Crime Prevention Network, Inc.
- Kirksey Fitness Center, LLC.
- Southwest General Hospital
- Chase Bankcard Services
- Absolutely Everything Catering Services
- Campos Family Practice

At a staff level (Board & Contractor) in order to continue shifting toward an "employer-driven system," information is disseminated and on-going training is provided to promote a clearer understanding of economic and labor market information. Understanding the language and priorities of the "world of business" is critical in bridging the gap of unmet employer needs.

Beyond Board and Staff engagement, Alamo WorkSource has adopted a proactive approach toward engaging regional stakeholders in the organization's internal activities that address regional workforce/economic development needs. Engagement opportunities focus primarily on the identification of organizational strengths (i.e. workforce development funds, organizational knowledge, etc) and external opportunities toward which organizational strengths may be applied. Internal engagement opportunities include:

- **Annual employer summit:** brings together leaders from business and industry, education, government, and community to discuss the current state of our workforce and the major issues/needs facing our region for the future.
- **Industry steering groups:** groups bring together business and industry and education (k-12, community college, universities, technical schools, etc.) to continue to identify workforce issues/needs by industry group/cluster, provide advise on programs and curriculum, promote the industry, develop teacher internships, etc.
- **Board ad-hoc subcommittee:** subcommittees are regularly formed allowing the Board to examine identified workforce issues in greater detail. Business and industry and education partners are brought in to provide information and perspective.
- **Industry cluster analysis:** Alamo WorkSource has contracted with ICF Consulting to conduct a comprehensive regional cluster analysis. Project activities focus on analysis of historical LMI data and examining strategies for promoting cluster driven industry growth. Regional stakeholder engagement is central to project processes.

Active Marketing Management: Branding and marketing of the organization as a provider of local workforce expertise has a significant effect on the ability of the organization to engage critical partners. To this end, Alamo WorkSource has moved to reposition itself in the community, build brand/name recognition and brand/organizational equity by marketing company strengths and services.

A top priority of Alamo WorkSource is to market and promote the use of TWC sponsored tools and products. Internally, products are marketed to both Board and Contractor staff to promote the effective use of all available resources in meeting customer needs. All internal marketing efforts are supported by Board policy and procedure issuances. Externally, tools are marketed to all Board partners and customers promoting the use of TWC tools as workforce and economic development tools that support workforce solutions. Special emphasis is given to regional economic development organizations and employer customers with regards to external marketing.

Marketed tools include SitesOnTexas and Texas Industry Profiles targeting economic development organizations and employer customers; Pathways to Personal Independence and the Job Hunter's Guide targeting Career Center staff and the job seeker customer; and Reality Check targeting In-School and Out-of-School youth serving agencies and In-School and Out-of-School youth customers. Additionally, Alamo WorkSource actively promotes all other tools available via TWC and engages in continuous scanning for additional TWC or third-party workforce/economic development tools that would prove useful for target market customers.

Creating & Maintaining a Pipeline

Continuous labor market analysis, environmental scanning and gap analysis, and engagement of regional stakeholders in Board activities and services serve as the foundation for the creation and maintenance of a "pipeline" of workers that will continue to meet the labor demands of the region's employer community. Labor Market Analysis provides valuable insight in the growth patterns and emerging needs of the local economy. Environmental scanning and gap analysis allows for the internal determination of unmet needs of the employer and job seeker customer communities. Finally, regional stakeholder engagement facilitates the inclusion of "local wisdom" from a variety of different interest groups into the Board planning process and validates the Board's own internal analysis. The resulting outcomes of this continuous board planning process are infused in all Board operations, to insure continuity of services designed to meet the needs of the employer community by providing a supply of quality, prepared workforce. It is from this Board planning process that a functional pipeline emerges that addresses the needs of employers and job seekers/employees throughout the "employment process" to include obtaining, retaining, and advancing employment.

The services available to employer and job seeker customers via the Alamo WorkSource Career Centers' are Alamo WorkSource's primary tool for impacting the "employment process." Table 11 identifies internal tools available throughout the "employment process."

Table 11 **Service**	**Obtaining**	**Retaining**	**Advancing**
WorkInTexas Labor Exchange	X		
Universal Services	X	X	X
Career Counseling	X	X	X
Support Services	X	X	X
Incumbent Worker Training			X
Literacy Services	X	X	X
Classroom Training	X		X
On The Job Training	X		
Subsidized Employment	X		

Leveraging resources via partnerships with other regional service providers, whether serving the business or job seeker/employee community, is the next critical step in insuring a functional and effective "pipeline." Consortiums such as that formed by the "2004 Literacy MOA" are necessary to overlay Board operations and fill gaps that exist between the needs of the service community and the capabilities of Board operations.

Additionally, continued commitment to developing process efficiencies in operations, at the Board and Contractor levels, will lead to streamlined business practices creating a more skilled and educated workforce. In support of this outcome, Alamo WorkSource committed to:

- *Integrating services to customers,*
- *Increasing responsiveness to customers,*
- *Functionally integrating Board policies,*
- *Assessing achievements and redirecting resources for continued system success, and*
- *Continuous evaluation of process redesigns opportunities.*

Ensuring Availability of Education & Training Opportunities

A fundamental component of the aforementioned "pipeline" lies in the Board's ability to ensure the availability of education opportunities. Alamo WorkSource has a shared responsibility with regional educational institutions (primary, secondary, and post-secondary) to ensure a strong pipeline of qualified labor is supplied to area employers.

Board effectiveness in ensuring education and training opportunities are available to support the continuum of workers is rooted in the Board of Directors structure. The Alamo WorkSource governing body is composed of representatives of the community-based, labor, employment, business, and education communities. Each of these communities maintains a vested interest in developing more effective and efficient regional education processes that will facilitate a more prepared and educated labor force. Investment priorities are set at this level to which Board staff responds.

Beyond board composition, Alamo WorkSource works hand-in-hand with area education and training institutions to ensure availability of educational opportunities to area residents and to promote the development of educational programs that meet the needs of area employers. This coordination occurs at both the secondary and post-secondary level.

Primary/Secondary:

- Youth services contractors operate in partnership with regional primary/secondary schools and ISDs to ensure educational opportunities are available to economically disadvantaged youth and youth with barriers to employment and educational progress.
- Alamo WorkSource currently operates under MOA with Region 20 and 3 area ISDs to provide Adult/Family Literacy services to Universal and Specialized Services populations
- Alamo WorkSource maintains an advisory Youth Council for the purpose of evaluating regional "youth issues," to include education, and providing guidance to the Board and regional partners concerning findings.
- Alamo WorkSource is working with the educational community to incorporate SCANS skills into curriculum at all levels.

- Additionally, Alamo WorkSource currently works with the following organizations outside of the aforementioned framework to address youth education and development needs and promote related opportunities:

  - Region 20 Education Service Center
  - Northside ISD
  - San Antonio ISD
  - Edgewood ISD
  - East Central ISD
  - City of San Antonio Department of Community Initiatives
  - Communities In School
  - Judson ISD
  - UTSA
  - Alamo Community College District
  - Charlotte ISD
  - Natalia ISD
  - Lytle ISD
  - Center Point ISD
  - Job Corp
  - George Gervin Youth Center
  - Good Samaritan Center
  - Junior Achievement
  - San Antonio Education Partnership
  - Employer Education Council
  - Texas Youth Commission
  - City Year (City of San Antonio)

Post-Secondary:

- Alamo WorkSource works with regional post-secondary educational institutions and employers to facilitate the development of education/training curricula and programs that will meet the needs of the local employer community.
- Alamo WorkSource currently works with the following organizations outside of the aforementioned framework to address post-secondary educational needs and promote related opportunities:

  - Alamo Community College District
  - St. Phillip's College (ACCD)
  - San Antonio College (ACCD)
  - Northwest Vista College (ACCD)
  - Palo Alto College (ACCD)
  - UTSA
  - UT Health Science Center
  - Wayland Baptist University
  - Proprietary Schools including, but not limited to: Career Point Institute, Hallmark Institute of Technology, Southern Careers, & Texas Careers
  - Schreiner College
  - Texas Lutheran University
  - Southwest Texas Junior College
  - TEEX
  - Texas A&M Corpus Christi
  - Texas A&M Kingsville
  - Coastal Bend College (Pleasanton)