The Dallas/Fort Worth Regional Workforce Leadership Council (RWLC) is the driving force for a cooperative approach to promoting the region’s strongest industries. Following the industry cluster concept popularized by Michael Porter and the directives of Governor Rick Perry’s Industry Cluster Initiative, the RWLC has focused on supporting the region’s key clusters. The RWLC works to meet industries’ needs through the collaboration of the local workforce boards, chambers of commerce and business leaders. By addressing the employment, training and certification needs of the region’s industries, the RWLC aids in the further growth and success of the Dallas/Fort Worth economy. To date, the RWLC has received over $12 million in grants for training and educational initiatives that meet the needs of DFW regional employers.

National Recognition

In 2008, the RWLC received two prestigious awards commending it for its innovative work:
• The National Association of Workforce Boards’ (NAWB) Theodore E. Small Partnership Award Distinguished Honoree for innovative business-led community partnerships; and
• The U.S. Department of Labor Honorable Mention for Building a Regionally Focused Workforce Strategy, which recognizes talent development programs from around the nation that have achieved outstanding success.
Impact on Local Industry/Employers

To date, the RWLC has created clusters in the following areas: Aerospace, Healthcare, Infrastructure, Logistics (Advanced Manufacturing and Supply Chain) and Technology. This annual report outlines the impacts the RWLC has had in these industries over the past year, as well as plans for continuing the region’s success.

The achievements made throughout the past year reflect the dedicated work of the RWLC, but more importantly, they are a testament to the continuous support of the business community. The RWLC looks forward to continued collaboration with our major industry leaders in developing initiatives that increase the region’s global economic competitiveness.

THE FUTURE

Be Part of the Future

The future of the RWLC will be driven by the needs of the industries it serves. Additionally, the organization will continue to seek out opportunities to support the growing industries in the region. The active participation of business, education and community leaders will ensure the continued success of the RWLC and the region’s economy. Get involved now. Contact the appropriate Cluster Manager to see how you can get your organization involved in cluster activities.

BACKGROUND

The DFW Regional Workforce Leadership Council (RWLC) was formed in 2002 with a Memorandum of Understanding between the Dallas, North Central Texas and Tarrant Workforce Boards and the Arlington, Dallas and Fort Worth Chambers of Commerce that guided the work of developing industry clusters. Led by business, the RWLC has functioned as the convener and connector for the formation and ongoing development of the regional clusters. The membership also includes representatives from the targeted industries as well as important education partners.
VISION/MISSION STATEMENT

To be the regional center of excellence in meeting the education and workforce needs of the Aerospace Advanced Manufacturing and Aviation Industry.

THE KEY DRIVERS OF THE CLUSTER

- Industry led
- Shows value to industry
- Supports outreach to K-16 education and Career and Technical Education (CTE) programs

BACKGROUND

Since 2003, Bell Helicopter, Lockheed Martin and Triumph Aerostructures - Vought Aircraft Division have led the Aerospace Cluster. The companies have been instrumental in the creation of the “Gotta Jet?” career awareness program for students and their parents as well as the development of a common entry-level training program for future employees. With the support of the Arlington and Fort Worth Chambers, Workforce Solutions for Tarrant County, the Texas Manufacturing Assistance Center and Hillwood Properties, the Cluster continues to make important contributions to the North Texas region. As one of the key industries for the region, aerospace manufacturing employs workers in over 75 companies, and promotion and training programs developed by the Aerospace Cluster will ensure that there is a pipeline of future employees for years to come.

KEEPING TEXAS WORKING

Engineer Job Connect (EJC), Workforce Solutions for Tarrant County’s H-1B Technical Skills Training Grant from the Department of Labor provides reimbursement funds to companies who hire engineers. The funds help to offset the extraordinary cost of On-the-Job training for newly hired engineers. The objective is to place unemployed engineers in industries across the DFW area to reduce the need for imported foreign labor.

EJC Progress to-date: 180 EJC applicants have completed training while 87 applicants remain in training. The employment retention rate is 100%, while the completion rate is 94%. The average salary range is $65,353 per applicant.

Support for the pipeline is enhanced by the Career and Technical Education (CTE) Directors’ Advisory Committee facilitated by Workforce Solutions for Tarrant County. The CTE Committee is comprised of nineteen school districts throughout the region, and the Fort Worth Chamber, Region 11 Education Service Center, Tarrant County College, InterLink, Inc., the Tarrant and North Central Texas Workforce Boards.

The Committee supports education initiatives including a dual credit program and the State’s HB 5 legislation which creates new opportunities for CTE students. The CTE Committee is a venue for sharing pertinent information that can result in quality curricula that meet industry’s standards, while preparing the way for our future workforce.

CLOSING THE GAP

Training Opportunities offered through Tarrant County College (TCC) and the Community Learning Center (CLC):

- Aircraft Assembly Classes
- Aerospace Manufacturing Training Program (AMTP) Aviation Maintenance and Avionics Technology
- Computer Numerical Control and Conventional Machinist
- Composite Bonding
- Manufacturing Skills Standards Council national certification program
- Welding
Industry Supported Science, Technology, Engineering and Math (STEM) Programs and projects include:

- Project Lead the Way (PLTW): nationally recognized high school pre-engineering program with scholarship opportunities
- Industry Mentoring programs, Summer Intern programs for teachers, and Engineers in the Classroom
- The industry led “Gotta Jet?” and “Gotta Make It?” project, which developed informational DVD’s and brochures on aerospace careers for students, parents and teachers
- Local School Districts that support PLTW: Arlington, Birdville, Burleson, Carrollton, Crowley, Dallas, Fort Worth, Keller, Mansfield and Northwest.

ACTIVITIES

The Cluster’s Industry led committees are: Strategic Planning, Outreach/Marketing, Soft Skills and Touch Labor Skills.

Strategic Planning Committee proposed strategies to increase membership, provide value to industry and keep members engaged by:

- Developing quarterly focused meetings
- Encouraging industry to take a leadership role in the meetings
- Engaging the Supply Chain
- Engaging the Education community

Outreach/Marketing Committee defined industry requirements and skills needed and determined:

- Target Audiences are:
  - Adult community: Capture existing workforce (e.g., displaced workers, college and community college attendees/graduates, exiting military and veterans, etc.)
  - Education community: Meet with educators about courses that meet the needs of aerospace/advanced manufacturing/aviation industry partners and will invite other entities as needed
- Rebranding Needs:
  - Develop a brand identity, which connects with parents, students, teachers, counselors and other defined audiences.
- Plans to connect with STEM high schools:
  - House Bill 5, signed earlier in the year supports these efforts
  - Encourage students to consider course options
  - Involve CTE programs in Skills Inventory

Touch Labor Skills Working Committee is conducting touch labor/trade skills inventory

- Develop foundational skills list
- Re-connect with educators

Soft Skills Committee is still in the beginning stages.

2014 INDUSTRY MEMBERS

- Airbus Helicopter
- Bell Helicopter
- Elbit Systems of America
- GE Manufacturing Solutions
- Klein Tools
- Lockheed Martin Corporation
- Sikorsky
- Texas Aerospace Engine Service Limited (TAESL)
- Triumph Aerostructures – Vought Aircraft Division
- Turbomeca, USA

PARTNER MEMBERS

- Arlington and Fort Worth Chambers of Commerce
- Community Learning Center (CLC)
- CTE Directors’ Advisory Committee Representing 19 school districts
- Tarrant County College
- Texas Manufacturing Assistance Center
- University of Texas at Arlington
- Workforce Solutions for Tarrant County

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HEALTHCARE

VISION STATEMENT

The healthcare and life sciences community in the Dallas-Fort Worth (DFW) region generates the progressive, innovative, and cost-effective strategies for attracting, educating, and retaining the finest workforce in the United States.

STATEMENT OF NEED

The sustainability of regional economic strength in DFW is highly dependent on the availability of a qualified workforce to support key industry clusters. Amid stiff competition for talent and dramatic changes in the delivery of healthcare services, the Healthcare Cluster provides an opportunity to collaboratively address industry challenges and solve short- and long-term industry needs. The Cluster provides neutral ground for providers to accomplish what no single entity can accomplish alone. Cluster efforts focus on three key areas:

• Providing a venue that promotes collaborative innovation;
• Anticipating and assessing workforce trends and needs in the healthcare industry;
• Seeking out and implementing best practices, or designing new flexible systems to address identified needs.

BACKGROUND

According to a study prepared by the University of North Texas Center for Economic Research and Development on behalf of the Dallas Regional Chamber, the total value added by the healthcare industry in the Dallas-Fort Worth region amounts to $52 billion annually. This places the healthcare industry among the largest sectors in DFW, representing 15 percent of all regional economic activity.

The healthcare industry is expected to continue to grow as our population expands, and as baby boomers age. As a result, the overall economic impact of the DFW healthcare industry will likely continue to increase in the coming years. The healthcare cluster aims to address workforce gaps by increasing career opportunity awareness at all levels, offering professional development, and coordinating industry-specific training to meet the needs of the healthcare sector.

KEY ACCOMPLISHMENTS TO DATE

• Supported local efforts resulting in a $500,000 New Skills at Work award from JPMorgan Chase Foundation to the Dallas County Community College District (DCCCD) Foundation to increase the skills of current Certified Nurse Assistant (CNAs) and develop career pathways for participants.
• Supported El Centro (Bill J. Priest campus) and Richland Colleges for a $1.5 million Skills Development Fund grant application to the Texas Workforce Commission. The grant will provide customized training to assist the Hospital Corporation of America and Texas Health Resources in retaining their existing employees through skills upgrade, and in training new hires in practical application of their newly acquired skills.
• Published “The Health Care Impact,” an evaluation of the industry’s contribution to the Dallas-Fort Worth regional economy for 2014 (www.dallaschamber.org).
• Produced by D Magazine Partners, the Dallas Regional Chamber assisted in the launch of D Healthcare Daily, a news and information site that focuses exclusively on the business of healthcare in the North Texas region (found at http://healthcare.dmagazine.com/).
• Hosted the Health Systems CEO Council meeting quarterly and provided opportunities for health care leaders in the region to collaborate on key health care policy issues.
• Hosted Annual Health Care Conference focusing on healthcare policy.
• Supported partnerships between DCCCD and local hospitals Texas Health Resource (THR), Methodist and Hospital Corporation of America (HCA) to “grow your own” through offering certification and college classes on hospital campuses for employees.
• Advised the Texas Health Information Technology (HIT) Executive Committee of Texas State University in their work to craft a state-wide workforce needs assessment, an educational program inventory, and multi-media products in order to increase awareness among Texas educators and policy makers (see http://tinyurl.com/kjulauf8 for the report).
• Partnered and collaborated with the University of North Texas System on Professional Science Masters (PSM) degree.
FUTURE ACTIVITIES

• Work with the DCCCD Health Career Resource Center to assess participant eligibility for entering the New Skills at Work program to move current CNAs along a healthcare career path.

• Support the Texas Research Alliance (www.texasresearchalliance.org) to connect regional health care universities together to accomplish cutting edge research and private partnerships.

• Host a series of focus groups with healthcare industry leaders in human resources, talent acquisition, and workforce development to strategically align Cluster activities with employer needs.

• Establish a Healthcare Workforce Council for human resource professionals in the healthcare industry.

• Lobby during the 2015 Texas Legislative session for regional healthcare needs.

• Cultivate relationships with private healthcare funders to seek assistance in crafting proposals to implement innovative recruitment, training, and retention programs for high-demand healthcare occupations.

• Assist healthcare industry leadership in crafting a series of white papers addressing critical workforce issues in the healthcare industry to educate policy makers and potential funders.

• Formalize ongoing series of Veteran’s Education and Recruitment Fairs throughout the region.

• Work with healthcare employers and DCCCD to customize medical coder curriculum, and share final product with other community college districts in key markets across the country.

2014 INDUSTRY MEMBERS

Baylor Scott & White Health
Children’s Medical Center
North Texas Health Care System
DFW Hospital Council Foundation
Health Careers Resource Center
Medical City Hospital
Methodist Health System
Parkland Hospital
Tenet Healthcare Corporation
Texas Health Resources
Texas Scottish Rite Hospital for Children
University of Texas at Arlington
University of Texas at Dallas
University Medical Center, Inc.
UT Southwestern Medical Center

PARTNER MEMBERS

Dallas Regional Chamber
Dallas County Community College District
Workforce Solutions Greater Dallas

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ecaudill@dallaschamber.org
www.dallaschamber.org
**VISION STATEMENT**

The Dallas/Fort Worth (DFW) regional infrastructure community – from surface transportation and aviation to energy and communication networks – is a recognized center of excellence in generating progressive, innovative, and cost-effective strategies for attracting, educating, and retaining the finest workforce in the United States.

**STATEMENT OF NEED**

The sustainability of regional economic strength in DFW is highly dependent on the availability of a qualified workforce to support key industry clusters. As state and federal governments continue to promote infrastructure projects as a means to grow the economy, industries associated with infrastructure design, construction, and maintenance find themselves at the forefront of workforce development.

North Texas already benefits from spending and job growth related to improving the nation’s most critical infrastructure. For example, RWLC Infrastructure Cluster partners alone are implementing surface transportation projects totaling over $10.5 billion in the DFW region.

On the national front, projections show that employment in the Construction sector is expected to grow substantially through 2022. In fact, the Bureau of Labor Statistics (BLS) expects total occupations in the Highway, Bridge and Construction Industry to increase by 23.1%. With the sixth largest highway system in per capita lane miles, DFW will continue to be a growth area for employment as new roadways are authorized and existing roadways undergo capacity expansion. The BLS also projects robust growth in industries that construct communications, utility and other modes of transportation infrastructure.

**BACKGROUND**

DFW is a vibrant and growing region characterized by a number of large scale infrastructure projects. In recognition of the considerable economic impact from these projects, Workforce Solutions Greater Dallas (WFSDallas) established an Infrastructure Cluster to serve the workforce needs of participating industries.

The Infrastructure Cluster began in October 2010 when employers in the surface transportation industry approached WFSDallas seeking assistance in meeting contract goals for non-traditional employees. As the partnership took shape, WFSDallas expanded the scope of its workforce service offerings to address the shortage of skilled candidates and career pathway preparation for Infrastructure Cluster members. The Cluster’s efforts to address these workforce needs will serve to promote regional economic development from direct spending and improved regional mobility.

As the Infrastructure Cluster has evolved, WFSDallas has aligned the initiative with national efforts to create jobs. Roads and bridges are only part of the equation. Both Washington and the private sector continue to look for innovative ways to invest in modernizing roadways, railways, runways, and both energy and communication networks infrastructure.
In recognition of the positive economic impacts projected from infrastructure investment, the Build America Investment Initiative has launched. This government-wide effort seeks to increase infrastructure investment by engaging with state and local governments and private sector investors to encourage collaboration; expand the market for public-private partnerships (PPPs); and put federal credit programs to greater use. Investments targeted at upgrading the nation’s infrastructure will require a ready workforce. WFSDallas will recruit industry leaders to represent all facets of infrastructure development to ensure that the DFW workforce will rise to the challenge.

**KEY ACCOMPLISHMENTS TO DATE**

- Recruited new cluster members responsible for surface transportation construction, railway, and railway services infrastructure in 2014.
- Engaged Pegasus Link Constructors to identify high priority occupations for the Horseshoe Project in Downtown Dallas, and hosted monthly hiring events at workforce centers.
- Continued partnership with AT&T to identify high demand positions due to system expansion, turnover and workforce supply issues, and developed strategies to ensure the availability of qualified job candidates; established contacts in other workforce development board areas in Texas to address communications network workforce needs based on local market conditions.
- Partnered with K Strategies, an infrastructure public affairs firm, to represent workforce development at bidder’s conferences, project meetings and networking events.
- Continued partnership with the Associated General Contractors of Texas (Highway, Heavy, Utilities and Industrial Branch) to determine industry needs and to disseminate information to member contractors.
- Continued partnership with the Texas Department of Transportation (TxDOT) to coordinate logistics for bidder’s conferences and to provide local contractors with workforce information and services.
- Incorporated job training language in contract bid documents for reconstruction of the S.M. Wright Freeway Project, a partnership among TxDOT, North Central Texas Council of Governments, City of Dallas, Dallas County Community College District, and local contractors; submitted a Self-Sufficiency Fund grant application to the Texas Workforce Commission for year-one funding.
- Cluster member, NorthGate Constructors, received the Texas Workforce Commission’s 2011 Employer of the Year Award for their commitment to employing out-of-work Texans in the construction field.

**FUTURE ACTIVITIES**

- Host a series of focus groups with infrastructure industry leaders in human resources, talent acquisition, and workforce development to strategically align Cluster activities with employer needs.
- Continue outreach to small and medium-sized employers to offer training and recruitment services.
- Continue to expand employer participation from employers representing different facets of infrastructure development, including aviation and energy.
- Establish a web presence to provide industry cluster information and develop a market identity as part of the WFSDallas employer website renovation.
- Develop a strategic plan to ensure systemic expansion of the DFW infrastructure workforce pool.
- Continue to seek out grants and other resources to fund the initiative.
VISION STATEMENT

Engage industry members, regional school districts, community colleges and economic development agencies in the continued development of a sustainable and certified logistics workforce.

STRATEGIC PLAN

1. Promote Logistics, Supply Chain and Advanced Manufacturing capabilities of the North Texas region including the education and training of the workforce.
2. Expand our existing relationships between employers, academic and government partners for the identification of best practices, shared resources and training curriculum to enhance economic development in the region.
3. Our partnership with the Manufacturing Skill Standards Council (MSSC) and industry produced the Certified Logistics Technician (CLT) certification, an industry defined, nationally validated skill standard. Our plan seeks to preserve our connection with industry to ensure the scope of information contained within the CLT curricula is maintained and adequately relates to current workforce requirements.
4. Utilize panel discussions and regional meetings to educate employers about training resources in logistics, supply chain management and advanced manufacturing.
5. Work with our local Independent School Districts and Career and Technical Education (CTE) programs to introduce the MSSC certifications into their curricula.
6. Distribute the CLT Impact and Sustainability Report describing the long term impact of the CLT Certification on the logistics industry partners. To view this report visit https://www.dfwjobs.com/business/successstories.asp.

BACKGROUND

Because of its critical role as a state, national and global leader in Logistics operations, the North Texas region is a prime location for creation of a Logistics and Supply Chain Industry Cluster and training program. The North Texas region is located along two central corridors that support the regional network of inland ports in the DFW metro area and the Dallas/Fort Worth International Airport. It is a staging area for truck, rail and air cargo into the United States carrying goods from the Texas Gulf Coast, West Coast and Mexican deep-water ports through the DFW region and into upper Midwest, eastern United States and Canadian markets and is recognized as the leading intermodal distribution center in the Southwest as well as one of the top distribution centers in North America.

TIMELINE

<table>
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<tr>
<th>Date</th>
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<tbody>
<tr>
<td>March 2006</td>
<td>NTSCC established by WSNCT</td>
</tr>
<tr>
<td>Oct 2006</td>
<td>First Workforce Summit introduced CLT Certification</td>
</tr>
<tr>
<td>March 2009</td>
<td>CLT Certification presented at NASCO conference in Quebec City</td>
</tr>
<tr>
<td>May 2009</td>
<td>First CLT Class graduated and certified</td>
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<tr>
<td>June 2009</td>
<td>The Journey Starts Here webpage and video created</td>
</tr>
<tr>
<td>Oct 2009</td>
<td>CLT Certification presented at NASCO conference in Des Moines</td>
</tr>
<tr>
<td>June 2010</td>
<td>Second Workforce Summit highlighted employers</td>
</tr>
<tr>
<td>July 2010</td>
<td>Second DOL grant awarded to expand CLT training</td>
</tr>
<tr>
<td>Sept 2010</td>
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</table>
DFW has access to five major interstate highways, more than any other major metropolitan region in the United States. DFW is also home to the nation’s second largest railroad, two additional Class 1 freight line rail carriers, more than 600 motor carriers and over 100 freight forwarders. Due to the region’s central location in North America, a pro-business climate and availability of land, the region enjoys a significant cost advantage when compared to other major distribution hubs in the United States.

CLT Progress to date

<table>
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<tr>
<th>Assessments</th>
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<td>CLT 13,045</td>
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<td>60,527</td>
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<td>78%</td>
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2014 INDUSTRY MEMBERS

AllianceTexas – A Development of Hillwood
Ben E Keith
Genco
Special Products Manufacturing

PARTNER MEMBERS

Collin College
Community Learning Center, Inc.
Manufacturing Skill Standards Council
NASCO
Navarro College
North Central Texas College
Tarrant County College
Texas Manufacturing Assistance Center
Workforce Solutions for North Central Texas

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www.the-journey-starts-here.com

CLT Certification featured at the 18th Annual Logistics & Manufacturing Symposium in Laredo
CLT Progress to date

Assessments Increase* Credentials Increase* Passing Rate
CPT 65,155 10,416 51,382 8,010 79%
CLT 13,045 2,042 9,145 1,031 70%
Total 77,893 12,458 60,527 9,041 78%


CLT presented to Hidalgo Mexico Economic Development Agency

Logistics Academy created to support school systems
Presented CLT Certification at the 2011 Workforce Conference in Houston
Third Workforce Summit highlighted CLT progress
CLT presented to Mexico Economic Development Agency
Release of study
VISION STATEMENT
Enable the Dallas/Fort Worth region to become the premier ecosystem of innovation in Texas through effective educational partnerships.

MISSION STATEMENT
To significantly increase the science, technology, engineering and math workforce in North Texas via K-12 and postsecondary initiatives through enhanced school and business partnerships.

STRATEGIES
• Provide opportunities for industry to build and influence the future workforce.
• Offer relevant, inspiring, student-focused Science, Technology, Engineering and Math (STEM) experiences in the latest technology.
• Provide professional development opportunities for educators and industry representatives.
• Create awareness of local post-secondary educational resources.

CURRENT PROGRAMS

**Speakers’ Bureau**
The Speakers’ Bureau provides presentations from engineers to elementary, middle and high schools and local colleges and faculty. Engineers from member companies present to students and educators, the majority of whom have little prior understanding of STEM education and career fields. Educators interested in bringing a speaker into their classroom in person or via our internet platform, or inviting one to participate in an event can make a request through the Dallas Fort Worth Technology and Education Council (DFW TEC) website, www.dfwtec.org.

**STEM College & Career Expo**
The College & Career Expo will provide opportunities for businesses and higher education institutions to build and influence the future STEM workforce in North Texas. Both will have the opportunity to offer relevant, inspiring, student-focused STEM experiences in the latest technology and create awareness of local post-secondary education resources. The overall goal is to expose 3,500 North Texas high school juniors and seniors each year to college and career options available in our region in science, technology, engineering and mathematical fields.
Junior FIRST Lego League
For children ages 6-9, Junior FIRST® LEGO® League (Jr.FLL®) captures young children’s curiosity and directs it toward discovering the wonders of science and technology. This program features a real-world scientific concept to be explored through research, teamwork, construction, and imagination. Guided by adult Coaches, teams use LEGO® bricks to build a model that moves and develop a Show Me Poster to illustrate their journey. In 2014, DFW TEC joined with FIRST to become the North Texas Affiliate Partner for Junior FIRST® LEGO® League.

Children get to:
• Design and build a challenge-related model using LEGO® components
• Create a Show Me Poster and practice presentation skills
• Explore challenges facing today’s scientists
• Discover real-world math and science
• Begin developing teamwork skills
• Choose to participate in expos and showcases
• Engage in team activities guided by Jr.FLL Core Values

BACKGROUND
In 2011, the Technology Cluster, known as the Dallas Fort Worth Semiconductor and Technology Executive Council (DFW STEC) went through a strategic planning process with its board. What resulted was a mission change to focus on connecting K-12 and post-secondary science, technology, engineering and math (STEM) educational initiatives with the local high tech industry. This also precipitated a name change to the Dallas Fort Worth Technology and Education Council (DFW TEC) to better reflect its work with potential business stakeholders and the multitude of local STEM industries with which the organization partners. As an independent 501(c)3, DFW TEC has updated its logo, mission and vision to reflect the strong commitment the organization has to local STEM initiatives within area education systems.
For a list of NAICS codes used to gather this information, please contact the cluster manager.

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* For a list of NAICS codes used to gather this information, please contact the cluster manager.
RWLC Supports Our Returning Veterans and Their Families


Sponsored by the Texas Workforce Commission in cooperation with 28 Workforce Solutions partners, the Texas Veterans Commission and the Texas Medical Center, this statewide annual event connects Texas veterans and their spouses with Texas employers who value the experience, discipline and other exceptional qualities inherent with a military background.

Locally, over 1,500 veterans and other job seekers engaged with more than 225 Dallas-Fort Worth Metroplex employers and community organizations.