TEXAS
The University of Texas at Austin

Cultivating Homegrown Nuclear Talent in Texas

Workforce Development Recommendations for Advanced Nuclear Deployment

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Executive Summary

Texas has a 3–5 year window to staff more than 10,000 advanced nuclear jobs tied to announced power projects in the state. **This demand for talent**—concentrated in construction trades, nuclear technicians, operational staff, and four-year technical graduates—**far exceeds the capacity of current in-state education and training pipelines and requires years to develop. Without targeted interventions, workforce constraints will become a bottleneck for deployment timelines and economic opportunity.**

This white paper translates outputs from the September 2025 Texas Nuclear Workforce Development Workshop—convened by UT Austin and supported by state agencies, industry leaders, labor, and educational institutions—into actionable recommendations. These are designed to complement the legislative mandates of SB 1535 and HB 14, protect project schedules and cultivate homegrown nuclear talent.

There are no shortcuts to building a safety-oriented, skilled nuclear workforce. Closing the workforce gap will require coordinated action across industry, government, and education.

- **Employers will have to move beyond advisory roles and directly invest in nuclear talent development**
- **State agencies will need to send clear policy signals regarding nuclear workforce priorities**
- **Labor and education will need to expand their pipelines, capacity, and programs.**

TO MEET THE SCALE AND SPEED OF NEAR-TERM WORKFORCE DEMAND, THE TEXAS NUCLEAR TALENT ECOSYSTEM SHOULD:

Rapidly align and expand training pipelines with advanced reactor project needs, focusing on nuclear-certified craft trades, technical roles, and four-year graduates. Embed nuclear-specific modules into existing curricula to rapidly grow qualified workers.

Establish a cross-sector Nuclear Workforce Consortium with state agencies, industry, labor, and education to coordinate statewide workforce planning, curriculum development, and rapidly scale training in high-demand regions.

Launch a rapid instructor-hiring initiative across educational institutions, enlisting industry experts and recent retirees as faculty/ instructors and using incentives to fill critical teaching positions quickly.

Expand nuclear education and training access in regions with low market penetration by scaling existing workforce programs, building regional partnerships, and developing bilingual programs to tap new local talent pools.

Leverage state leadership and funding to anchor workforce development: designate advanced reactor demonstration projects as workforce training hubs, align Tri-Agency resources behind nuclear workforce initiatives, and embed workforce requirements into state programs and incentives.

IMMEDIATE NEXT STEPS RECOMMENDED INCLUDE:

Build Tri-Agency alignment

Form a Nuclear Workforce Consortium

Secure stakeholder commitments to specific recommendations

Deploy statewide pilots and forecasting programs

Map out strategic funding pathways

A Misaligned Pipeline for a Time-Sensitive Build Window

Texas is well-positioned to lead the next era of advanced nuclear deployment. However, its current workforce systems are misaligned with the scale, skills, and speed required.

Announced nuclear projects alone will require over 10,000 skilled workers* by the early 2030s, as outlined later in this paper. These positions are primarily in construction trades, nuclear-qualified technicians, and operations staff that require years of training. This does not include demand from supply chain manufacturing or additional, unannounced projects still in planning.

Today, Texas can build on foundational infrastructure to enhance a:

- A coordinated statewide strategy for nuclear workforce development
- Scalable, nuclear-specific programs for technician and craft roles
- Geographic alignment between where training occurs and where reactors will be built
- Reliable demand modeling tools to support timely program expansion and funding

Texas has significant assets: leading engineering programs, a deep industrial labor base, and state-level interest in the advancement of nuclear power (exhibited by the recent passage of HB 14 and SB 1535). However, these strengths are localized and fragmented and will remain so without a coordinated workforce ecosystem. The window to act is narrow: if Texas does not develop an actionable, tri-agency-aligned strategy by early 2026, Texas will have to seek workers from other states, ceding critical leadership and economic development advantages, and will jeopardize critical energy projects in the process.

Program Objectives and Methodology

This white paper distills recommendations from the 2025 Texas Nuclear Workforce Development Workshop; a multi-sector initiative convened at The University of Texas at Austin to define practical strategies for meeting the state's advanced nuclear workforce needs through 2035. Participation spanned the full ecosystem— nuclear developers, utilities, workforce boards, state agency representatives, educational programs—ensuring recommendations reflected diverse expertise and practical constraints.

Full program methodology can be found here.

While not exhaustive, the resulting framework highlights actionable, near-term goals Texas can pursue immediately to build a deployment-ready nuclear workforce at the speed and scale required by the build window.

**This conservative estimate was built during the workshop based on high-level assessments. Future studies should be performed to capture the full extent of the coming quantitative demand.*

TX Project-Level Demand Assumptions and Timeline

A shared, project-based understanding of future workforce demand was foundational to the formation of the Workshop's recommendations. Rather than speculate on every possible future project, the analysis focused on announced or highly anticipated power projects and existing nuclear facilities along with a working estimate of their construction timelines to create a practical planning baseline. These include a mix of research, commercial, industrial advanced, and operating large light water reactors.

Time Anchoring the Demand: Based on the power project demand drivers listed in Appendix A, the aggregated timeline of workforce demand was estimated as follows:

- **2025–2026:** Natura's molten salt reactor construction at Abilene Christian University ramps up, requiring a few hundred workers. Preparations for Dow's SMR build begin (early workforce mobilization). **Peak demand will be around 500 workers.**

- **2026–2028:** Dow/ X-Energy's Long Mott reactor reaches peak construction, overlapping with the tail end of ACU's project, and potential Texas A&M RELLIS Campus builds. **Estimated peak demand for the Long Mott reactor is around 1,500 workers.**

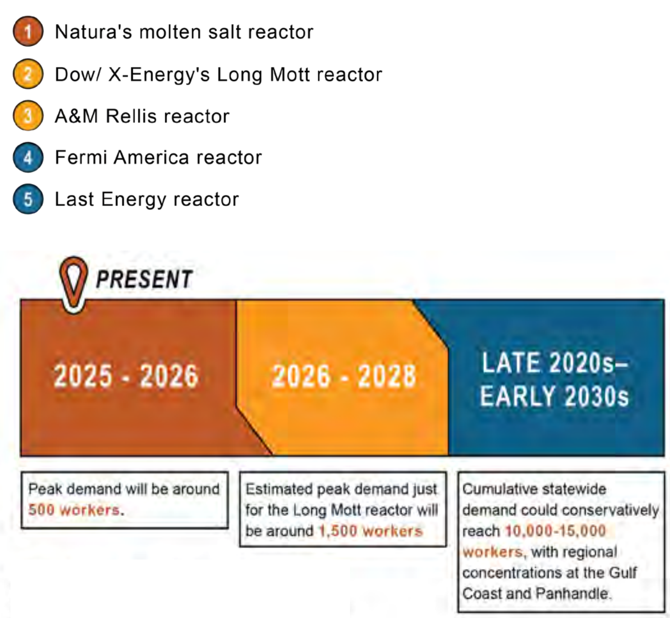
- **LATE 2020s–EARLY 2030s:** Fermi America deployment drives the largest workforce spike, exceeding 10,000 workers at peak. Even after construction, a substantial workforce for commissioning and operations is needed. Assuming additional advanced reactor projects are initiated in this time, their demand would overlap with this project. **Cumulative statewide demand could conservatively reach 10,000-15,000 workers, with regional concentrations at the Gulf Coast and Panhandle.**

Geographic Challenges: Labor demand across Texas is not evenly distributed. Gulf Coast projects can tap into a large existing pool of industrial labor in the region but will compete with oil & gas and petrochemical projects for those workers.

In contrast, the Panhandle project is remote – attracting thousands of workers there may require not only training locals but also providing incentives for workers to relocate or be mobile. These regional disparities underscore the need for localized partnerships, mobile training models, and integrated forecasting tools that align education pipelines with site-specific deployment timelines.

ANNOUNCED NUCLEAR POWER PROJECTS IN TEXAS

A timeline and map of workforce demand



Workforce Gaps: Misalignment Across Tiers and Regions

Texas has critical assets for nuclear workforce development, including a large industrial labor base, tier-one research universities, and strong legislative support. Yet these strengths are fragmented, leaving no coordinated system capable of meeting the scale, specialization, and regional distribution required for upcoming deployments- and the large industrial base creates considerable competitive demand for many of the same skilled workers required to power the advanced nuclear industry.

The Workshop identified four structural gaps we must address to fully deploy a Texas Nuclear Workforce:

TIERED WORKFORCE MISMATCH

- **Skilled Trades:** Craft labor programs (e.g., pipefitters, electricians, etc.) exist statewide but are not coordinated and aligned with nuclear project demand timelines.
- **Technicians and Operators:** Community colleges lack standardized pathways for nuclear-qualified instrumentation, electrical, and mechanical technicians, and there is insufficient supply of instructors to meet training needs. Entry-level nuclear operations programs are siloed or nascent.
- **Engineers and Scientists:** While UT Austin, Texas A&M, ACU, and other institutions graduate qualified engineers, these programs are undersized by a factor of 3-10 for future demand and a lack of unified curriculum, limiting deployment readiness.

REGIONAL DISCONNECT

- **Training Hubs vs. Deployment Sites:** Most educational programs are concentrated in urban areas (Houston, Austin, College Station), while new large-scale deployments are planned for rural or semi-rural areas with limited local labor pools.
- **Limited Mobility Solutions:** While models exist to support relocation or regional deployment for trade and crafts, they will compete with demand from construction projects nationwide. They do not exist for technical graduates.

MISALIGNED TALENT DEVELOPMENT TIMELINE

- **Training Timelines Out of Sync with Project Deadlines:** Developing nuclear-qualified talent often takes longer than the project's lead times. Core roles like engineers and reactor operators require 4+ years of education and licensing; skilled trades such as welders, pipefitters, and electricians require 3–5 years of apprenticeship and certification. Yet project approvals and funding often trigger workforce planning after construction timelines are already set. This creates a built-in deficit because by the time demand peaks, the pipeline is still in training.
- **No "On-Demand" Workforce:** Texas cannot instantly produce experienced nuclear personnel to meet sudden demand surges. The result is greater reliance on out-of-state workers (at higher cost) or stalled projects waiting for local workers to finish training that will lead to cost overruns.

COORDINATION AND FORECASTING DEFICIT

- **No Shared Forecast:** Texas lacks a state-endorsed nuclear demand forecast across agencies, institutions, and employers.
- **Limited Tri-Agency Focus:** Current planning bodies have no dedicated nuclear workforce implementation track from labor or educational programs to approve.
- **Fragmented Funding:** Workforce program funding is dispersed across agencies and industry partners, making it difficult to align investments with specific reactor deployment timelines.

This misalignment means that even well-intentioned programs risk underperformance if not targeted and timed to specific project needs.* Bridging these gaps will require sustained industry, education, and government collaboration and a shift from opportunistic efforts to a deliberate, statewide workforce strategy.

**The Nuclear Energy Institute in coordination with the Department of Labor is currently building a nationwide quantitative gap projection by role which Texas should lean on to justify state level recommendations.*

Transformative Investments

There are no shortcuts to building a safety-oriented, skilled nuclear workforce. Closing the workforce gap will require coordinated action across industry, government, and education. The Workshop identified a robust set of recommendations—many feasible under existing mandates or funding streams. What is missing is alignment, sequencing, and rapid implementation amongst the key stakeholders. **Employers must move beyond advisory roles and directly invest in building talent pipelines; state agencies should set clear policy signals by embedding nuclear workforce priorities into grant and funding structures and approving curriculum implementation tracks; labor groups must tap into underserved populations and expand their pipelines; and colleges and universities must expand capacity across technical, undergraduate, and graduate programs.** Each of these actions address distinct needs throughout various project deployment phases and are key to the development of a homegrown nuclear workforce.

The following priorities represent the highest-impact actions Texas can take now to eliminate critical workforce bottlenecks and accelerate training pipelines for its emerging nuclear industry to close the gap between education supply and industry demand. Each measure converts fragmented activity into an integrated statewide system—coordinated funding and data, standardized curricula, scaled experiential training assets, and expanded instructor capacity—while stakeholder-specific actions continue in parallel. **See Appendix 2 for a complete set of recommendations by stakeholder, impact, and feasibility developed by workshop participants.**

Establish a centralized hub of nuclear workforce excellence responsible for statewide curriculum coordination, dissemination of best practices, and continuous alignment with industry needs. This hub serves as Texas's nerve center for nuclear education, linking industry and academia to standardize curriculum and share lessons learned. By coordinating programs statewide, the center ensures training keeps pace with market needs and reduces duplication of effort across regions.

Fund and centralize workforce program dollars through a dedicated portal that aligns grantmaking, credential tracking, and training resources across the Tri-Agency. This single portal will streamline how Texas allocates education and training funding, improving data sharing and coordination among the Tri-Agency. Building a centralized location to pull Calls for Proposals will also encourage creative, market-driven programs coordinated with industry needs and run by the most impactful players.

Build and deploy innovative simulators, VR/AR labs, and digital twins through public–private partnerships to accelerate hands-on nuclear training. These immersive platforms provide realistic, risk-free environments where trainees can practice operations, maintenance, and emergency procedures. Partnering with industry leaders accelerates deployment of these tools, enabling a more rapid scale-up of qualified operators and technicians.

Solve the instructor bottleneck by funding new teaching positions at all levels, including at least 20 new nuclear engineering faculty statewide. Texas should invest in expanding faculty and instructor roles—from community colleges to universities—to grow class sizes and launch new programs. With a larger teaching corps (including industry experts and recent retirees), Texas can immediately increase training capacity and avoid delays in certifying new workers.

Apply "nuclear wrappers" to align programs at community colleges, trade schools, and industrial training centers to expand reach without duplicating infrastructure. This means embedding nuclear-specific modules (e.g., radiation safety or reactor operations) into existing vocational, electrical, and mechanical programs. Leveraging current facilities and instructors in this way quickly adds nuclear skills into the workforce pipeline without building separate courses from scratch.

Expand pre-apprenticeship programs, such as MC-3, in underserved regions to diversify the pipeline into nuclear construction trades and grow the long-term workforce base. By starting training and outreach early in these communities, Texas taps new talent from rural and disadvantaged areas. These programs build local interest and skills, strengthening regional labor pools.

Consequences of Inaction

Texas's intent to lead the nation in advanced nuclear deployment is clear; however, no state can lead the manufacturing, construction, and operation of advanced reactors without a strong workforce strategy to match the speed and scale of the coming build window.

Every month lost to coordination delays or underfunded training programs narrows the build window and increases the likelihood that Texas will be forced to import talent, delay projects, or cede its competitive edge.

Without a statewide strategy to align training timelines with reactor construction schedules, the consequences will be immediate and compounding.

» **TEXAS RISKS LOSING ITS FIRST-MOVER ADVANTAGE:**

The state's early nuclear policy actions will mean little if it cannot staff its projects. Without a ready, qualified workforce, Texas will be forced to rely on out-of-state labor, driving up costs and eroding the homegrown nuclear workforce narrative that underpins its advanced nuclear leadership strategy
.

» **TENS OF THOUSANDS OF JOBS AT STAKE:**

Announced projects alone will create over 10,000 high-skilled jobs by 2030, with long-term potential exceeding that number if more projects are announced or Texas captures manufacturing and supply chain opportunities. If the state fails to prepare now, those positions will go to workers and firms in other regions, exporting both wages and expertise.

» **SCHEDULE DELAYS AND COST OVERRUNS BECOME INEVITABLE:**

The recently completed new-nuclear projects in Georgia, Vogtle 3 & 4, demonstrated how labor shortages directly translate into years of schedule slippage and billions of dollars in added costs. Without proactive investment in workforce development, Texas's reactor projects risk similar outcomes.

» **ENERGY SECURITY AND ECONOMIC GROWTH JEOPARDIZED:**

Workforce shortfalls would constrain Texas's ability to deliver the baseload capacity needed to power homes, industrial expansion, data centers, and manufacturing growth.

» **LOST MOMENTUM FOR U.S. NUCLEAR LEADERSHIP:**

Texas is uniquely positioned to anchor America's advanced nuclear resurgence due to its energy supremacy and mature industrial base. But inaction now will squander that opportunity, leaving the state to play catch-up as other regions—those already investing in nuclear training and manufacturing—take the lead.

Next Steps

Texas now faces a narrow window to turn plans into action. To ensure workforce readiness aligns with advanced nuclear deployment timelines, Texas should focus on a clear sequence of steps that build momentum and complement the SB1535's Tri-Agency framework.

TRI-AGENCY BRIEFING AND ALIGNMENT (EARLY 2026)

» Deliver a formal briefing to TWC, THECB, and TEA leadership, linking this paper's recommendations to Texas's nuclear strategy.

FORM A NUCLEAR WORKFORCE CONSORTIUM AND SECURE STAKEHOLDER COMMITMENTS (Q1 2026)

» Formalize a cross-sector Texas Nuclear Workforce Consortium to monitor implementation progress, report on key metrics, and support resource alignment.

» Convene key industry, academic, and workforce partners to confirm lead roles and implementation timelines for each recommendation.

» Begin launching flagship projects and pilots in coordination with relevant stakeholders.

STATEWIDE WORKFORCE FORECASTING PILOT (Q1 2026)

» Identify quantitative workforce demand planning data resolution required for action and across identified market segments, leveraging Nuclear Energy Institute's existing efforts to build national industry workforce projections and staffing plans.

» Develop and beta-test the forecasting tool in partnership with TWC and major developers

» Use results to inform FY2027 workforce and education budget proposals

FUNDING PATHWAY IDENTIFICATION (Q2 2026)

» Map potential funding sources across federal, state, and philanthropic programs to support transformative investments

» Align proposals with key demonstration projects and economic development incentives, plan to institutionalize funding

Additional References

The following references are useful to audiences new to the Texas nuclear workforce development conversation:

- Existing Nuclear Workforce Development Assets in Texas - Texas Nuclear Workforce Development Workshop read-ahead
- ORAU's September 2025 Nuclear Energy Academic Roadmap – Guiding your Nuclear Educational Journal
- NEI's October 2023 Nuclear Energy Industry Workforce Strategic Plan
- DOE September 2024 Pathways to Commercial Liftoff: Advanced Nuclear
- Texas Advanced Nuclear Working Group Report
- Economic Impacts of Texas Small Modular Reactor Industry Development, 2024-2055: Final Analysis Report

Acknowledgements

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UNIVERSITIES, COMMUNITY COLLEGES, AND TECHNICAL SCHOOLS

The University of Texas at Austin

Abilene Christian University

Texas A&M

Texas Tech University

University of Texas San Antonio

Austin Community College

Texas State Technical College

Victoria College

Wharton County Junior College

Texas Institute for Electronics

ReCENT

INDUSTRY PARTNERS AND THINK TANKS

Accenture

Advocates for Responsible Disposal in Texas

ANS

ClearPath

CPS Energy

Curtiss-Wright

Day & Zimmerman

HealthPhysics.com

IBEW

Nuclear Energy Institute

ORAU

South Texas Project Nuclear Operating Company

Texas Building and Trades Council

Vistra Corp

X-Energy

Zachry Group

STATE AGENCIES

Texas Workforce Commission

Texas Higher Education Coordinating Board

Texas Education Agency

Texas Commission on Environmental Quality

Joint Base San Antonio

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Texas Nuclear Project Demand Assumptions

PROJECT	REACTOR TYPE	STATE OF REGULATORY ENGAGEMENT WITH NRC	WORKFORCE DEMAND TIMELINE
EXISTING FACILITIES			
South Texas Project	Utility, PWR – 2 units (space on-site for 2 additional units)	Licensed, Operating	Primarily retirement and attrition driven unless new construction is pursued at open sites
Comanche Peak	Utility, PWR – 2 units (space on-site for 2 additional units)	Licensed, Operating	Primarily retirement and attrition driven unless new construction is pursued at open sites
University of Texas at Austin NETL	Research Reactor – 1.1 MW TRIGA	Licensed, Operating	Steady state
Texas A&M Nuclear Engineering & Science Center	Research Reactor – 1 MW TRIGA	Licensed, Operating	Steady state
PROPOSED FACILITIES			
Natura Resources at ACU	MSR-1 Research Reactor – Molten Salt	Approved Construction Permit	Peak workforce demand ~600 in 2025-2026
Long Mott Energy-Dow/ X-Energy Seadrift	XE-100 Industrial SMR, HTGR	Construction Permit Accepted	Peak workforce demand ~800 in late 2020's
A&M Rellis Campus	Commercial Power – SMR campus (reactors TBD)	Pre-application, anticipated ESP Q4 2025	Peak workforce demand small and staggered in late 2020's
Fermi/ Texas Tech	AP1000 - Commercial Power – Large LWR	Pre-application	Peak workforce demand ~10,000 in late 2020's- early 2030's
Last Energy Haskell County	20 MWe-Commercial power – Microreactor PWR with 30 units	Pre-application	Peak workforce demand in late 2020's
Joint Base San Antonio	Military application nominated as a pilot location through POTUS EO 14299	Exploratory Phase	

Appendix 2: Complete List of Recommendations for a Nuclear-Ready Workforce

Recommendations are organized by suggested primary stakeholder, recognizing that collaboration across stakeholders is often needed for success, and further categorizes them based on their impact and feasibility using three tiers:

Star	**Transformative Investments (3–8 years):** Large-scale investments that secure Texas's long-term nuclear leadership. These are the bold actions that would dramatically enhance Texas's nuclear workforce prospects.
Dart	**Near-Term Priorities (12–24 months):** High-impact, immediately feasible programs that expand capacity where Texas is most exposed. These programs would build on existing foundations in Texas and deliver measurable results ahead of peak workforce demand.
Hourglass	**Fast Track Actions (3-12 months):** Low cost, high feasibility actions that can be implemented now. These should be pursued in parallel with the wider recommendations.

A focus on Fast Track and Near-Term actions over the next 3-12 months will position Texas to scale its investments wisely and avoid deployment delays tied to workforce shortfalls.

COMPREHENSIVE STAKEHOLDER RECOMMENDATIONS

LEAD STAKEHOLDER	RECOMMENDATION	SUPPORTING PARTNERS
Industry & Employers	(Dart) Develop professional education programs focused on nuclear quality assurance to convert existing facilities and identify new market opportunities.	Universities; Professional training orgs
	(Dart) Adapt existing power generation training programs to be nuclear-focused.	Technical colleges; Trade schools
	(Dart) Provide scholarships and stipends for nuclear-facing courses.	Educational institutions
	(Dart) Develop continuing legal education programs for regulatory compliance.	Law associations; Universities
	(Dart) Scale outreach to middle/high school students and parents about nuclear careers.	School districts; STEM orgs
	(Star) Develop short-format micro-training courses and reskilling bootcamps (6–12 weeks) for crossover to nuclear fields.	Community colleges; Workforce training providers
	(Star) Create a pipeline for end-of-career professionals to become instructors.	Universities; Community colleges; Trade schools
	(Star) Form a consortium of EPC firms, utilities, and labor unions to co-develop training aligned with nuclear quality standards.	EPC firms; Utilities; Labor unions
	(Hourglass) Expand support for engineers pursuing Nuclear Professional Engineering Licenses	
	(Hourglass) Create bilingual (English–Spanish) training modules for nuclear construction to broaden participation and improve on-site safety.	Educational institutions

LEAD STAKEHOLDER	RECOMMENDATION	SUPPORTING PARTNERS
State Government & Agencies	Integrate nuclear workforce partnerships into HB14 scoring criteria.	Colleges; Universities; Trade groups
	Leverage THECB data to track and publish in-state nuclear credential awards.	Colleges; Universities
	Evaluate Texas Radiation Advisory Board role for advanced nuclear workforce.	TCEQ; Industry; Academia
	Leverage fellowship programs (e.g. ClearPath Fellows) to place early-career nuclear professionals in legislative offices.	Fellowship sponsors; Legislators
	Create a postsecondary Radiation Technician certificate program.	THECB; Community colleges
	Develop a high school nuclear program of study (Energy Career Cluster), broadly refine K-12 program to include nuclear.	Schools; SBOE
	Appropriate funding and create a centralized portal for nuclear workforce programs.	Industry; Training providers
	Incentivize industry to supply professors of practice to universities/colleges.	Industry; Universities; Colleges
	Cost-share hiring 20 nuclear engineering faculty by 2026.	Universities
	Establish a pipeline for nuclear trades instructors via Tri-Agency.	Trade schools; Agencies
	Review barriers slowing curriculum/credential updates.	Education boards; Schools
	Expand summer externships for teachers at all education levels.	Industry hosts; School districts
	Open source ANS “Nuclear 101” course for Texans.	ANS; Universities
	Coordinate nuclear K–12 outreach via TEA networks.	TEA; Schools
Education & Training Providers	Restart RadTech programs at TSTC and WCJC; create new RCT certificates.	TSTC; WCJC; State workforce board
	Apply nuclear wrappers to aligned community college/ trade school programs (welding, safety, pipefitting).	Community colleges; Universities
	Expand physical space for Joint Training Alliance Training Centers to be able to accommodate more talent into apprenticeship pipeline programs	Labor and Unions
	Scale reactor operator pipelines at universities with research reactors.	Universities; NRC; Industry
	Build more university research reactors and digital twins.	State; Universities; Industry
	Share nuclear engineering/radiochemistry courses across universities.	University consortium
	Reassemble TAMU’s AGN-201M reactor for training.	TAMU; NRC; State

LEAD STAKEHOLDER	RECOMMENDATION	SUPPORTING PARTNERS
Joint Actions (Multi-Stakeholder)	Expand pre-apprenticeship programs, such as MC-3, to underserved regions to enhance the talent pipeline into DOL Registered Apprenticeship Program	Texas Building and Trades, State, Industry
	Partner with Harper Academy to scale nuclear engineering pipeline.	Harper Academy; Universities; Community College'
	Establish a centralized hub of nuclear workforce excellence.	Industry; State; Labor; Education
	Deploy public surveys/analytics on community support for reactors.	State; Universities; Industry
	Build shared university–industry advanced nuclear simulators and frontier tech workforce multipliers for nuclear training and upskilling.	Universities; Industry; State
	Expand apprenticeship programs with labor unions.	DOL Registered Apprenticeship Programs; Industry
	Revive high school vocational technology programs (construction/electrical).	School districts; State; Industry
	Use Austin's Infrastructure Academy as a model for other deployment regions	Texas Workforce Solutions, Labor Groups