

KIMBLE COUNTY

Community Strategic and Service Delivery Plan

*Concho Valley Workforce Development Board
Texas Workforce Center of the Concho Valley
Texas Workforce Center-Brady
Tom Green County Community Action Council
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Introduction

The community audit and service delivery plan for Kimble County has been developed in coordination with local employers, economic development entities, civic leaders, business owners, the Chamber of Commerce, churches, social services agencies and private citizens in an effort to better understand Kimble county's workforce. Meetings with community partners and members were conducted to explain the Community Audit Demonstration Project Grant, the importance for community involvement, and to update the community on the status of the community audit activities. The Concho Valley Workforce Development Board collected and has interpreted the county's labor market information. The Consortium (Concho Valley Workforce Development Board, Texas Workforce Center of the Concho Valley, Texas Workforce Center-Brady, and Tom Green County Community Action Council-Child Care Services) and community have built consensus and partnerships to implement skills enhancement training services that are tailored to the unique needs of the employers in the business sector. Through mapping of assets, existing programs and providers who are presently serving clients were identified, which reduces duplication of services, along with identifying gaps in services.

This document presents both short and long-term goals and objectives, local demographics, the scope of existing training/support programs and linkages with the business community, faith based organizations, services providers and educational institutions.

The Concho Valley Workforce Development Board utilizes labor market information to plan services for the present and for future needs. Employer input allows the CVWDB to effectively plan services, designate funds, and formalize policies and procedures in advance of needs. Employer input allows the Board to effectively maximize the shortage of education and training dollars, develop strategies to implement short-term industry specific training, and provide for current worker training that meets both the needs of the employer and the worker. Along with self-assessment tools, the Board and the business community can rapidly move to identify current skilled workers and potential employees with the aptitude to succeed and tailor training for career advancement.

The Concho Valley Workforce Development Board conducted a local labor market analysis specific to providing skills enhancement and training services in Kimble County from November 2001 to February 2002.

The goals of the local labor market analysis were to:

- Gather primary information on economic and labor market trends
- Address critical information gaps in the regional economy
- Develop informed strategies to respond to employer and worker needs
- Establish linkages between employers and educational institutions to ensure responsiveness to labor market needs

The purpose of conducting the local labor market analysis was to obtain current information that accurately identifies skill shortages, which allows the Consortium and community partners/members to respond to technological change and a tight labor market. The community audit and service delivery plan will assist the community and individuals with up-to-date information on good job and career opportunities, provide employers with assistance in finding employees with the right sets of skills, assist service and training providers with information to design appropriate workforce development interventions, obtain timely information on the supply and demand sides of the labor market, and identify business trends that allow us to respond to employers needs prior to any adverse actions. In a geographically isolated rural area, it is critical for the CVWDB and workforce system partners to include quantitative analysis of both the demand and supply side of the labor market, along with identifying funding sources and providers for labor exchange, training, and support services.

Primary sector/cluster analysis was conducted through surveys and interviews to identify industries and business clusters that are critical to maintain in the local economy. Survey and interview instruments were tailored specifically to employers and workers. The Business/Civic Organization Coordinator, in conjunction with the Consortium, conducted the surveys and interviews. The Business/Civic Organization Coordinator conducted worker interviews; collected data on the number of building permits for new or expanded business facilities; obtained data from realtors and bank officials on what kinds of businesses are scouting the area for

commercial space or making applications for business loans by industry sector and size; and Chamber and Economic Development prospects by industry sector and size. The Business/Civic Organization Coordinator collected data and compiled survey, interview, and resource results. CVWDB staff, Texas Workforce Center of the Concho Valley staff, Texas Workforce Center-Brady, and Tom Green County Community Action Council-Child Care Services staff conducted community meetings.

The Consortium and community partners conducted local labor market analysis to provide insight into broad occupational trends that can be related to skill trends by gathering primary information on the demand and supply sides of the labor market and the employment and training resource base. The basic profile of the geographic area was created with quantitative data utilizing the following sources: U.S. Census Bureau; Bureau of Labor Statistics; and Texas Workforce Commission-Labor Market Information. The quantitative data, along with the primary research, will ensure timely responses to the rapidly changing economy and build upon the employment and training resource base.

Geographic Scope

Kimble County is located in the hill country of South-Central Texas and is traversed by the South Llano River. Junction is the county seat and other towns include: London, Segovia, Roosevelt and Telegraph. The county is host to the Texas Tech University Center and the South Llano River State Park and Wildlife Management Area. The population of Kimble County increased 8.4% from 4,122 persons in 1990 to 4,468 persons in 2000, according to Census 2000, U. S. Census Bureau (<http://www.census.gov>).

Income and Wages

Kimble County's annual per capita income was \$17,618, which is \$9,216 lower than the annual per capita income of \$26,834 for the State of Texas in 1999. The average weekly wage, as reported by the Texas Workforce Commission in the 3rd Quarter of 2000, was \$357, which is \$300 below the state average weekly wage of \$657. (Texas Workforce Commission, Labor Market Information, <http://www.twc.state.tx.us>)

Major Firms

Major industries in the county are listed below with the related number of employees under covered employment:

Industry	1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.
Agriculture	32	32	30	32
Mining	0	0	0	0
Construction	120	109	107	107
Manufacturing	275	303	307	304
Transportation	38	41	31	29
Wholesale Trade	60	63	65	56
Retail Trade	414	429	406	415
Fire	43	46	46	46
Services	219	241	235	218
Government	335	341	337	370

(Texas Workforce Commission, Labor Market Information, <http://www.twc.state.tx.us>)

Analysis

The number of employees from the 1st quarter to the 4th quarter of 2000 has remained fairly steady in the Agriculture industry; declined in the Construction, Transportation, Wholesale Trade, and Services industries; and, increased in Manufacturing, Retail Trade, Fire, and Government industries.

Labor Force, Employment, Unemployment

The county seat is the community of Junction and the largest employers are: Junction Independent School District, Kimble County, Kimble County Hospital, AERTCorp., the Paks Corp., Cedar Fiber Co., Chem-Pac Inc., Metco Supply, Marc-Key Co., Texas Department of Transportation and Adventures Corp.

The civilian labor force numbers has increased 10% from January 2001 to January 2002. The unemployment rate has steadily decreased from 2.1% in January 2001 to 1.6% in January 2002. According to the Texas Workforce Commission, Labor Market Information, the civilian labor force rose from 2,339 in January 2001 to 2,381 in January 2002. Kimble County's unemployment rate in June 2001 was 1.9% compared to the state's unemployment rate of 5.4% (Texas Workforce Commission, Labor Market Information, <http://www.twc.state.tx.us>). The CVWDB did not receive any reported layoffs in 2000 or 2001 from Kimble County employers (Concho Valley Workforce Development Board, Employer Services, Rapid Response Coordinator).

Building Permits

The Texas Workforce Commission's Labor Market Information did not have any listings for building permits for new or expanded business facilities (<http://www.twc.state.tx.us>). According to Junction City Hall, three building permits were issued for fiscal year 2000 for: storage units; a modular building; and, a taskforce building. One building permit has been issued for a credit union branch office. A truck stop, including a gift shop and restaurant, plans to open a new business in the Fall of 2002. A residential multiple-housing unit project is in the development stage.

Demand Side of the Labor Market

The Concho Valley Workforce Development Board conducted employer surveys in Kimble County from November 2001 to February 2002 to gather primary information on the demand side of the labor market. The number of businesses identified to participate was 337. This number was determined by utilizing the Texas Workforce Commission's database of local businesses, which is based upon taxpayer identification numbers, and identification of new businesses. Of those 337 businesses, 133 were found to be: out of business, a phone no longer in service, no corresponding business associated with the address, a satellite office, storage, or a duplicate entry/business (use of different taxpayer identification numbers). The following table outlines the results of the recent employer surveys:

Inability to participate (133)	39.47%
Employer surveys not returned (113)	33.53%
Businesses Surveyed (204)	60.53%
Number Surveys Returned (91) from those employers that had the opportunity to participate (204)	44.61%

Based on survey results, the Concho Valley Workforce Development Board tabulated the numbers of current full-time and part-time employees and projected full-time and part-time employees as outlined in the table below:

	Service Sector	Service Sector	Goods Sector	Goods Sector	Goods & Service	Goods & Service
	Full-time	Part-time	Full-time	Part-time	Full-time	Part-time
Current	379	69	164	19	116	60
Projected	95	18	95	4	17	24

Analysis

Employer projected labor needs were based on turnover rates noted on the surveys. Employers indicated that turnover ranged anywhere from "no turnover" to "200%," with the majority falling in the 10% to 25% turnover range.

Job positions reported to experience the largest turnover were: secretarial, wait staff, clerical or office personnel, housekeeping, clerks, food service, sales associates, cashiers, general labor, counter help, dishwashers, cooks, welders/cutters/fitters, plumber’s helpers, journeyman plumbers, stockers, assistant managers, laundry, maintenance, certified nurse’s aides, dietary aides, managers, assistant managers, mechanics, line foremen, linemen, pressure digger operators, fabricators, accountants, engineering-assistants and technicians, draftsmen, fire fighting personnel, and truck drivers.

Indicators of labor market problems evidenced from the employer surveys are listed below:

Survey	# of Answers	% of Responses
Responses	119	100%
Lack of proper education/training	13	10.92%
Lack of experience	13	10.92%
Lack of skills	20	16.81%
Poor work history/references	34	28.57%
Lack of preparation	2	1.68%
Work ethic	21	17.65%
Other	5	4.20%
Not applicable	11	9.24%

Analysis

The survey results indicate that “poor work history/references,” “work ethic,” “lack of skills,” “lack of proper education/training,” and “lack of experience” are the greatest issue related to workers that are not hired, which indicates the need to inform and educate job seekers on: how to utilize labor market information, services available through the Texas Workforce Centers, and resources available to meet work and educational needs.

Based on the survey and responses, the table below documents the remaining responses of what type of service is used for workforce training:

Answers Given	# of Responses	% of Responses
Responses	130	100%
On-the-job	73	56.15%
Educational/Training Institutions	20	15.38%
Video	14	10.77%
Professional Organizations	12	9.23%
No one/Not applicable	11	8.46%
Texas Workforce Centers	0	0%

Skills required by survey respondents in relation to job positions were noted as:

Answers Given	# of Responses	% of Responses
Responses	1,284	100%
Listening skills	179	13.94%
Communication skills	179	13.94%
Customer service skills	170	13.24%
Problem solving skills	169	13.16%
Time management skills	152	11.84%
Interpersonal skills	132	10.28%
Technical skills	132	10.28%
Computer skills	112	8.72%
Hard skills	14	1.09%
Trade skills	14	1.09%
Soft skills	9	.70%
Building service/Domestic	7	.55%
Other	6	.47%
Math skills	4	.31%
Bookkeeping/Accounting skills	2	.16%
General office skills	1	.08%
Willing to work	1	.08%
Specialized training	1	.08%

When asked how the Texas Workforce Centers can help with workforce needs, survey respondents noted:

Answers Given	# of Responses	% of Responses
Responses	103	100%
Provide training	28	27.18%
Don't know	27	26.21%
Provide skilled workers	20	19.42%
Can't help	14	13.59%
Provide information	13	12.62%
Other	1	.97%

Analysis:

A correlation could be drawn between the labor market problems and the fact that none of the business respondents contact the Texas Workforce Centers to help with them with their workforce needs and 8.46% feel it is not applicable to contact anyone for workforce training. Survey responses indicate the need to promote the Texas Workforce Centers and the services available to meet business and employer needs in obtaining and training employees with the required skill sets. Survey responses indicate opportunities to partner and share resources with educational and training institutions, professional organizations, and employers who utilize on-the-job training.

The 3 most important attributes that an employer looks for in employees are:

1. Honesty (16.42%)
2. Ability to get along with others (13.50%)
Hard Worker (13.50%)
3. Communication Skills (11.50%)

Analysis

These are qualities or characteristics that are not easily discernible during a job interview and would require in-depth assessment to identify potential employees capable of these attributes. These qualities or characteristics are

more discernible with current employees who have been on the job and have exhibited these attributes.

The responses to the average cost to train one employee in their position in relation to dollars were ranked as follows:

Answers Given	# of Answers	% of Responses
Responses	88	100%
\$100 or less	12	13.64%
\$500 or less	21	23.86%
\$1,000 or less	12	13.64%
\$5,000 or less	7	7.95%
\$10,000 or less	3	3.41%
\$50,000 or less	2	2.27%
Don't know	1	1.14%

The average cost to train one employee in their position in relation to time is ranked as follows:

Answers Given	# of Answers	% of Responses
Responses	31	59.62%
Not applicable	12	13.64%
One day or less	3	3.41%
One week or less	23	26.14%
One month or less	17	19.32%
One year or less	18	20.45%
Over one year	13	14.77%
Three to six months	1	1.14%
Eight weeks	1	1.14%

Analysis

Based on survey responses, the cost to train an employee typically falls between \$100 to \$1,000 and the majority of the time it requires to train one employee in their position is one year or less.

The following is a listing, ranked in order, of issues related to present workers as identified by employer responses:

Answers Given	# of Answers	% of Responses
Total Responses	111	100%
Salary	19	17.12%
None/Not applicable	19	17.12%
Work Ethic	18	16.22%
Skills	12	10.81%
Understaffed	12	10.81%
Turnover	10	9.01%
Training	9	8.11%
Benefits	9	8.11%
Other	3	2.70%

When asked how more skills training and increased skills affect their business, the responses were:

Answers Given	# of Answers	% of Responses
Responses	211	100%
Increase employee efficiency	53	25.12%
Increase production	38	18.01%
Add value to your product or service	33	15.64%
Help decrease training time	24	11.37%
Not applicable	23	10.90%
Help to retain employees	21	9.95%
Make your company more competitive	19	9.0%

Pay increases, in relation to skill development, would be supported by 50% of businesses responding. Most businesses responded that the typical pay increase that could be expected would range from: 5% or less (40.38%), 10% or less (36.54%), 25% or less (17.31%), and 50% or less (3.85%). Employee benefits are provided by 41.86% of the 86 respondents in comparison to 58.14% of respondents that don't provide any employee benefits.

The majority of the firms in Kimble County require some specific credential or level of education, which employers may use as a screening protocol. Survey respondents listed credentials or levels of education that would be required as depicted in the table on the following page:

Answers Given	# of Answers	% of Responses
High School Diploma	113	38.97%
None	62	21.38%
GED	53	18.28%
Certificate or License	37	12.76%
Bachelor's Degree	13	4.48%
Other	9	3.10%
Associates Degree	3	1.03%

The majority of “none” responses were in relation to job positions of wait staff, cooks, dishwashers, cashiers, housekeeping/custodial, laundry, maintenance, clerks, welders/fitters, and general laborer. The answers given may be duplicated in some categories because the specific requirement was a diploma and/or degree or a diploma or degree plus a certificate or license. The majority of Associates degree, Bachelors degree, and certificate or license responses related to job positions of Engineering, Superintendents, Librarians, Tax Preparers, and occupations requiring specific technical skills.

Analysis

A large number of employers (57.24%) require education levels at or above a high school diploma. Almost thirteen percent (13%) of the employers surveyed require licensing or certification, which indicates trade and/or technical skills training would benefit the area.

The typical beginning salary paid in Kimble County per survey respondents is listed below:

Answers Given	# of Answers	% of Responses
Responses	223	100%
No Answer/Not applicable	4	1.79%
Volunteer	2	.90%
Less than \$5.15 an hour	15	6.73%
\$5.15 an hour	15	6.73%
\$5.16 - \$5.75/hour	23	10.31%
\$5.76 - \$6.75/hour	50	22.42%
\$6.76 - \$7.75/hour	29	13.00%
\$7.76 - \$9.75/hour	42	18.83%
\$9.76 - \$12.75/hour	26	11.66%
\$12.76 - \$15.00/hour	4	1.79%
\$15.01/hour or more	12	5.38%
Commission Basis	1	.45%

Analysis

The correlation of the level of education to the associated wage levels in Kimble County are predominantly in the range of \$5.16 an hour to \$12.75 an hour with a high school diploma or a general equivalency degree and/or certificate or license. The wage levels indicated from \$7.76 an hour to \$12.75 an hour were predominantly noted for those positions requiring a high school or general equivalency diploma, associates degree, certificate, license, or technical skill.

Supply Side of the Labor Market

The Concho Valley Workforce Development Board conducted worker interviews, with the approval of the employer, in Kimble County from November 2001 to February 2002 to gather primary information on the supply side of the labor market.

Based on the Census 2000, Kimble County's 4,468 total population break down by age and sex, as it might relate to an available workforce, is depicted below:

Percent of Total Population					Males per 100 Females	
18-24	25-44	45-64	65+	Median Age	All Ages	18 +
6.0	22.6	26.9	20.9	43.1	92.7	90.5

Census 2000, U. S. Census Bureau

Persons under the age of 18 in Kimble County comprise 23.6% of the population in 2000. Persons of Hispanic or Latino origin comprise 20.7% of the population in 2000 as compared to 18.7% of the population in 1990, indicating a small increase in the Hispanic or Latino population in Kimble County.

Analysis

As with the nation as a whole, Kimble County's population is aging and the median age in years is projected to increase as the population ages.

According to the U. S. Census 1998 Poverty Estimates (model-based estimate), the following chart shows the break down in numbers and percentage of population:

Category	Number	Percentage
People of all ages in poverty	821	19.5%
People age 0-17 in poverty	308	28.3%
Related children age 5-17 in families in poverty	234	29.2%
Median Household Income	\$24,225	

Poverty is a condition under which individuals, or entire families, do not have sufficient economic resources, or money income, to pay for their basic needs of food, shelter, utilities, health care, transportation, and clothing.

According to the Health and Human Services Commission, the percent of people below poverty in the State of Texas in 1997 is listed below:

Ages 0 – 6

Below 100% of Poverty	24.7%
Below 150% of Poverty	42.39%
Below 200% of Poverty	52.59%

Ages 0 – 17

Below 100% of Poverty	23.59%
Below 150% of Poverty	39.35%
Below 200% of Poverty	50.54%

All Ages

Below 100% of Poverty	16.75%
Below 150% of Poverty	29.47%
Below 200% of Poverty	39.59%

The 2002 Poverty Guidelines, along with Percent of Poverty, are outlined in the following chart:

Size of Family	Poverty Guideline-100%	150% of Poverty	200% of Poverty
1	\$ 8,860	\$13,290	\$17,720
2	11,940	17,910	23,880
3	15,020	22,530	30,040
4	18,100	27,150	36,200
5	21,180	31,770	42,360
6	24,260	36,390	48,520
7	27,340	41,010	54,680
8	30,420	45,630	60,840

Poverty guidelines are used by a number of government assistance programs for administrative purposes, such as determining eligibility for Food Stamps, Temporary Assistance for Needy Families, Child Care, rent and utility assistance, and others. Some programs use the guidelines as only one of several criteria for eligibility.

In December 2001, Food Stamp recipients available for work were: 1 Able Bodied Adult Without Dependents and 27 Non-Able Bodied Adults Without Dependents (families) for a total of 28 Food Stamp recipients (Texas Workforce Commission, Performance Reporting, January 3, 2002).

The Texas Workforce Center of the Concho Valley serves Temporary Assistance for Needy Families recipients and the Texas Workforce Center – Brady began serving Temporary Assistance for Needy Families (TANF) recipients in July 2001. There are 25 TANF recipients available for work in Kimble County as of March 19, 2002.

Worker Interviews

Out of the 91 businesses surveyed, 78 businesses participated in worker interviews (85.71%). The table below depicts the type of the participating workers' job positions:

Position	# of Positions	% of Positions
Trade/Technical/Specialized Work	35	15.09%
Clerical Work	40	17.24%
Education/Library Work	7	3.02%
Sales Clerk, Cashier, Desk Clerk, Teller	38	16.38%
Personal Services	4	1.72%
Food Service Work	35	15.09%
Building Service/Domestic Work	15	6.47%
Management	22	9.48%
Tax Preparer, Bookkeeper	5	2.16%
Rehabilitation Specialist, Case Manager	3	1.29%
Health Work	4	1.72%
Hard Labor	18	7.76%
Inspecting Work	4	1.72%
Art Production Work	2	.86%
TOTAL:	232	100%

Worker interviews were conducted on a personal, one-on-one basis. The Business/Civic Organization Coordinator asked each worker the exact same twelve questions and documented their responses. Worker interviews were approximately 10 minutes in length. The Trade/Technical/Specialized Work category includes: plumbers, electricians, welders, air conditioning installers, carpenters, mechanics, linemen, draftsmen, pest control technicians, water plant treatment operators, and truck drivers. The Personal Services category includes: law enforcement work, animal control work and laundry work. The Building Service/Domestic work category includes: maintenance, custodial, housekeeping, and child care. The Health Work category includes certified nurses aides and dietary aides. The Hard Labor category includes: stocker, landfill operator, parking lot attendant, rancher, feed loader, and plant worker.

Workers' skills related to their job are outlined in the table below:

Skills	# of Responses	% of Responses
No skills	7	1.43%
People, Customer Service, Interpersonal, Social skills or Public Relations	69	14.05%
Computer skills	60	12.22%
Trade/Technical/Specialized Skills	28	5.70%
Knowledge/Experience in Field/Company	45	9.16%
Mentally/Physically Fit	5	1.02%
Bookkeeping/Accounting skills	24	4.89%
Basic skills	13	2.65%
Management skills	12	2.44%
Basic/Advanced Math skills	37	7.54%
Hard skills	16	3.26%
Soft skills	72	14.66%
Equipment/Machine Operation	16	3.26%
TOTAL:	491	100%

Three responses (8.96%) were not related to skills but were actually required education levels and were not included in the table above as they were not applicable to the question. Trade/Technical/Specialized skills encompass the following areas: truck driving, mechanical, Auto Service Excellence (ASE) certification, welding, heavy equipment operation, carpentry, electronics, horseshoeing, plumbing, fitting, basic board and computer drafting, mechanic, electrical and pest control. Basic skills include: reading, writing, and spelling. Management skills include: leadership, inventory, money, time and risk. Basic/Advanced math skills include money handling, measurements and calculations. Hard skills include: cooking, driving, language, sewing and parenting. Soft skills include: common sense, good memory, organization, and good communication. General office skills include: phone etiquette, typing, adding machine/calculator, and filing.

Skills that workers brought to their job when they were hired are:

Skills	# of Responses	% of Responses
Customer Service, People, Interpersonal, Social skills or Public Relations	49	8.61%
Computer skills	33	5.80%
Basic/Advanced math skills	24	4.22%
Bookkeeping, Accounting, Auditing skills	23	4.04%
Hard skills	16	2.81%
Soft skills	47	8.26%
Trade/Technical/Specialized skills	52	9.14%
General Office skills	59	10.37%
Management skills	21	3.69%
Business equipment/machine operations	8	1.41%

Three responses (5.27%) were required education levels and were not included with the table above as they were not applicable to the question. Basic skills such as reading skills and legible writing received less than 1% response.

One hundred sixty-eight responses (29.52%) were related to previous experience as outlined below:

Experience	# of Responses	% of Responses
None	35	14%
Electrical/Plumbing/Engineer/Plant Operations/Mechanical/Truck Driving	26	10.4%
Restaurant Staff	25	10%
Data Entry, Loans, Clerical, Bookkeeping, Inventory, Office Administration	23	9.2%
Retail Sales/Customer Service/Cashiering	21	8.4%
Housekeeping/Cooking	19	7.6%
Management/Leadership Skills	18	7.2%
Long-term employee in position	14	5.6%
Child/Elder Care	9	3.6%
Oil/Gas/Ranching	9	3.6%
Health Occupations	8	3.2%
Teaching/Library	8	3.2%
Construction/Welding/Fabrication/Maintenance	8	3.2%
General Labor	8	3.2%
Social Services	7	2.8%
Heavy equipment operation	6	2.4%
Law Enforcement	6	2.4%

During the worker interviews, the Business/Civic Organization Coordinator did not ask whether the worker received or did not receive any job related benefits. The following are responses to the statement “Tell me, in order of importance, what benefits would be/are important to you as a valued employee.”

Benefit	# of Responses	% of Responses
Paid vacation, more vacation time, summer break, paid holidays, more paid time off	130	23.63%
Health/Medical Insurance	117	21.27%
Retirement/Savings Plan	64	11.64%
Sick Leave	46	8.36%
Flex time/flexible schedule/comp time	40	7.27%
Good work relationship; work, relaxed or team environment; location	32	5.82%
Good pay/pay increase	32	5.82%
More hours or full-time work	15	2.73%
Workman’s Compensation	11	2.00%
Accessible, good boss	9	1.64%
Bonus, promotions, work incentives	9	1.64%
Job satisfaction/Freedom to do job	7	1.27%

Responses of less than one percent (1%) included: dental insurance; life insurance; job security; tuition assistance; all benefits; variety, challenging work, self-employment opportunities; food discounts, free meals; use of equipment after hours; paid overtime; updates on computers/equipment; monthly staff training; day care; company reputation; and company vehicle. Some workers note that these benefits are important to them, but these categories did not garner enough responses to be noted as important to *most* workers. Workers positively responded by 96.18% that they felt they were an important part of the company.

Workers noted what steps companies could take to keep a worker as a valued employee:

Steps	# of Responses	% of Responses
More money, good pay, meeting payroll	57	26.76%
Nothing else/different	56	26.29%
Keep/offer benefits, incentives, promotions	31	14.55%
Good work relationship & environment	10	4.69%
Appreciation & Respect	8	3.76%
More & constant hours, full-time work	8	3.76%
Patience, understanding, sensitive, supportive	7	3.29%
Education/Training/ Keep employees licensed	7	3.29%
Honesty, Trust, Fairness	4	1.88%
Flexible scheduling	3	1.41%
Opportunities for employees to contribute	3	1.41%
Improve equipment	3	1.41%

Additional responses of less than one percent (1%) were: additional staff; constructive criticism; open lines of communication; keep business going; empowerment; keep location; expand company; cross-training; and organization efficiency.

There are a high percentage of companies in Kimble County that provide training (89.74%) as compared to those that do not provide training (9.62%) and those responding “not applicable” (0.64%). A large majority (88.46%) of current workers take advantage of this training benefit to advance their skills, whereas a small number (1.28%) of current workers do not avail themselves of this training benefit or do not believe it is applicable to them (10.26%).

Although training is provided as a benefit and workers take advantage of the training benefit, the following table clearly shows that workers feel they need additional advancement opportunities within Kimble County; more training, education, testing; nothing else; and knowledge in and of their field to advance in their careers:

Answers	# of Answers	% of Responses
Advancement opportunities	83	30.40%
Training, education, testing	71	26.01%
Nothing else	34	12.45%
Knowledge in and of field	29	10.62%
Satisfied, doesn't want advancement	25	9.16%
More hands-on experience	9	3.30%
Soft skills	7	2.56%
Change fields	3	1.10%
Increased/Improved technology	3	1.10%

Other responses of less than one percent (1%) were: time; additional help; youth; job security; and quality recruitment.

The following table is in relation to where workers see themselves, in regard to their careers, in one year and in five years.

One Year Career Goals

Answer	# of Answers	% of Responses
Same position, same company	98	43.36%
Not with same company	25	11.06%
Furthering education	16	7.08%
Same company with advancement	10	4.42%
In a different field	8	3.54%
More knowledgeable in field/company	7	3.10%
Don't know	6	2.65%
Making more money	6	2.65%
Same company	5	2.21%
In same field	5	2.21%
Learning something new	5	2.21%
More efficient in job	4	1.77%
Having benefits	4	1.77%
Advanced position	4	1.77%
Semi-retired or retired	4	1.77%
Licensed/Certified	3	1.33%
Helping employer on business side	3	1.33%

Additional responses of less than one percent (1%) include: working full-time; running own business; more duties; more confident in position; advancement within company; stable crew; still employed with company at a different location; dependent upon compensation; and stronger relationship with co-workers and boss.

Five Year Career Goals

Answer	# of Answers	% of Responses
Same company-same position	39	18.48%
Don't know-undecided	26	12.32%
Semi-retired or retired	20	9.48%
Not with same company	18	8.53%
Continuing training/education	16	7.58%
Same company with advancement	11	5.21%
In a different field	11	5.21%
Running own company	10	4.74%
Making more money	7	3.32%
Still working	7	3.32%
In same field	7	3.32%
In advanced position	6	2.84%
Increased/Having benefits	5	2.37%
More knowledgeable in field/company	4	1.90%
Still with same company	4	1.90%
Licensed/Certified	3	1.42%

Five-year goals with a less than one percent (1%) response were: advancement within company; more efficient; learning something new; more responsibilities; full-time work; owning a bigger business; college completion; long-term employment; dependent upon own business; more confidence in unpredictable events; and, again, a stronger relationship with co-workers and boss.

Analysis

Responses indicate that workers perceive that a career ladder/pathway or advancement is not available within their company or Kimble County based on the highest responses indicating workers believe they will still be with the same company in the same position. "Not with same company" and "undecided" may also be indicative of the perception of little to no advancement opportunities. Based on mid to lower responses, indications are that some workers are happy in their job, career, field or company and they perceive advancement opportunities are available to them.

Workers expectations of their employers are based on more tangible outcomes such as money, increased hours or duties, benefits, etc..., rather than the intangible or intrinsic qualities such as patience, understanding, sensitivity and support.

Expectations	# of Responses	% of Responses
Nothing else	67	29.52%
Money, good pay, pay for worth	28	12.33%
Benefits, incentives, promotions	24	10.57%
Appreciation and Respect	21	9.25%
Honesty, Sincerity, Trust, Loyalty, Fairness	17	7.49%
Good work relationship/environment	14	6.17%
Patience, Understanding, Sensitivity, Support	8	3.52%
Assistance	7	3.08%
Payroll/Paycheck	6	2.64%
Open door policy/communication	5	2.20%
Keep business going, keep things working, keep abreast of business situations	4	1.76%
Listen, think & deal with employee needs and issues	4	1.76%
Autonomy/Freedom	3	1.32%
Constructive criticism	3	1.32%
To provide training	3	1.32%

Responses of less than one percent (1%) were: courteous, politeness; more responsibilities; more opportunities to advance; employer expectations/motivation; job satisfaction; job security; more room in shop; more hours; and consideration of student needs.

Analysis

Almost thirty percent (30%) of workers do not expect anything else of their employers. Approximately twenty-three percent (23%) expect good pay and benefits. Based on worker responses to several interview questions, good pay and benefits, incentives and promotions are the predominant concern.

Service Delivery Strategies

Initial workforce strategies were determined based on critical skill shortages identified through primary sector/cluster analysis surveys with employers, workers interviews, and community member groups. These strategies focus on:

- Employer-focused training to improve the productivity and employability of the business/industry's workforce;
- "High Road" to ensure limited funds target industries, firms, and occupations that provide the most benefit in increased wages, job opportunity, skill upgrading, and job retention;

Through the employer survey and worker interview instruments, there is an indication of the need for skilled entry-level workers and skill upgrading for current workers. Since Kimble County's business sector is comprised of a few large industries and a large number of small businesses, the Concho Valley Workforce Development Board will target limited funds to occupations that provide the most benefit in increased wages, job opportunity, skill upgrading and/or job retention. As with the nation, technology is an occupation with the greatest skill shortages. Skills shortages can be the single greatest barrier to economic growth. The technology industry encompasses a large array of occupations (including Trade and Technical) ranging from high-skill to information technology. Indications from the Community Audit are that the majority of employers don't need a large number of new workers but that, the number of workers in demand, are limited and those workers are essential to the survival of the business. On the economic development side, high-skilled workers are essential to attracting new industry, retaining and expanding business.

Service Delivery Plans

To respond to employer and worker needs in Kimble County, the Concho Valley Workforce Development Board's service delivery plan will focus on the following:

Basic Skills

- Partner with Co-op 42 Adult Basic Education to offer basic skills improvement, General Equivalency Diploma and English as a Second Language courses to increase current workers and jobseekers skill levels and levels of education.

Computer Technology

- Partner with the Texas Tech University-Junction Campus, Howard College and other local providers to develop and provide computer courses, such as: computer literacy, operating systems, Internet, web page, software training, and basic accounting software classes to increase the productivity of area employers and the skill levels of area workers and jobseekers.

Economic Development

- Partner with the Economic Development Corporation, Pedernales Electric Coop, the City of Junction, the Junction Independent School District and the Chamber of Commerce to assist in attracting new industry and business to the area that will increase wages and job opportunities.

Career Opportunities

- Educating and promoting the use of Internet technology to increase utilization of programs and resources such as: Socrates, HIRE Texas, Oscar, the Education Training Provider List and other on-line assessment and resource tools to both employers and job seekers.

Job Search

- Partner with local organizations, such as the Junction Housing Authority, to provide job search seminars or clubs to increase job readiness.
- Educate and promote the use of HIRE Texas and America's Workforce Network to area employers to increase available pools of applicants.

Training Providers

- Partner with area organizations and educational institutions to increase the number of training providers offering short-term training opportunities.

Transportation

- Partner with the City, the County and the Concho Valley Council of Governments to identify transportation options to increase availability to jobs and job opportunities.

Child Care

- Partner with Texas Cooperative Extension to provide Child Care Licensing courses to increase the limited number of licensed providers that may provide extended child care service hours.
- Offer parenting skills training in conjunction with the Junction Housing Authority.

Entrepreneurship

- Partner with Texas Cooperative Extension and the Small Business Development Center to offer courses to increase opportunities for entrepreneurship in the area.

Youth

- Partner with Texas Cooperative Extension, Junction Independent School District, Texas Tech University-Junction Campus, School-to-Careers, Tech Prep, and Howard College to identify and increase opportunities for youth.

Services for the Disabled

- Partner with agencies and organizations such as: Texas Rehabilitation Commission, Texas Commission for the Blind, and MHMR to increase services to employers that employ people with disabilities.

Employer Links and Services

- Develop and disseminate a quarterly newsletter to increase communication with area employers, the Chamber of Commerce, the Economic Development Corporation, Texas Tech University-Junction Campus, Howard College, the City of Junction, the Junction Independent School District, and Pedernales Electric Coop.

Churches and Faith-based Organizations

- Identify opportunities for partnership within the communities to increase services in areas such as: child care, transportation, volunteers, and community programs.

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Country Charm Too
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Hill Country MHMR
Junction City Hall
Junction Eagle
Junction Economic Development Corporation
Junction Head Start Center
Junction National Bank
Kerr County Federal Credit Union
Kimble County Judge Delbert Roberts
Kimble County Treasurer
KMBL AM Radio Station
Legends Inn
London Short Stop
Pedernales Electric Cooperative, Inc.
South Llano River Printing Company
Sutton Specialty Electric Co., Inc.
Texas Cooperative Extension
Texas Hills Insurance Agency
Texas Rehabilitation Commission
Texas Tech University-Junction Campus
The Housing Authority – City of Junction

APPENDIX

The Texas Workforce Center of the Concho Valley has processed the following job orders/positions for Kimble County in 2001:

Electrician	1 position
Transportation Maintenance	1 position
Assistant Plant Manager	1 position
Account Executive	1 position
Part-time Sales Associate	1 position
Cook	1 position
Housekeeper	1 position