

COKE COUNTY

Community Strategic and Service Delivery Plan

*Concho Valley Workforce Development Board
Workforce Solutions of the Concho Valley
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Introduction

The community audit and service delivery plan for Coke County has been developed in coordination with local employers, economic development entities, civic leaders, business owners, Bronte Chamber of Commerce, churches, social services agencies and private citizens in an effort to better understand Coke County's workforce. Meetings with community partners and members were conducted to explain the project, 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 Concho Valley Workforce Development Board and the Workforce Solutions of the Concho Valley, along with the communities 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 future needs. Employer input allows the Concho Valley Workforce Development Board 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 Coke County from May 2005 to July 2005.

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; and,

- 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 Concho Valley Workforce Development Board, Workforce Solutions of the Concho Valley, 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 Concho Valley Workforce Development Board 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 Community Auditor conducted the surveys and interviews, collected data on the number of building permits for new or expanded business facilities, and obtained data from Economic Development entities, and the Chamber of Commerce on what kinds of businesses are scouting the area for commercial space by industry sector and size. In addition, the Community Auditor collected data and compiled survey, interview, and resource results. Concho Valley Workforce Development Board staff, Workforce Solutions staff, and Child Care Services staff conducted community meetings.

The Concho Valley Workforce Development Board, Workforce Solutions of the Concho Valley, 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

Coke County is located in the Concho Valley region, and the county seat is Robert Lee. The population of Coke County increased 12.9% from 3,424 persons in 1990 to 3,864 persons in 2000, according to the U. S. Census Bureau Census 1990 and 2000. The projected 2006 population for Coke County is noted in the following:

Age Group	# of Persons	% of Projected 2002 Population
Age 0	48	1.47%
Age 1-5	188	7.76%
Age 6-18	562	21.88%
Age 19-64	2144	57.56%
Age 65+	995	11.32%
Total:	3,934	100%

(Health and Human Services Commission, Projected 2006 Texas Population by County & Age Groups, November 28, 2005, <http://www.dshs.state.tx.us>.)

This 2006 projection indicates a slight increase in total population (1.8%) compared to the total population of 2000.

Income and Wages

Coke County's annual per capita income was \$19,023, which is \$10,051 lower than the annual per capita income of \$29,074 for the State of Texas in 2003. The average weekly wage, as reported by the Texas Workforce Commission in the 2nd Quarter of 2005, was \$415, which is \$332 below the state average weekly wage of \$747. (Bureau of Economic Analysis, BearFacts, <http://www.bea.doc.gov/bean/regional/bearfacts/>) (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	2004 3rd Quarter	2004 4th Quarter	2005 1st Quarter	2005 2nd Quarter
Natural Resources and Mining	56	51	30	38
Construction	22	17	15	12
Manufacturing	-	-	-	-
Trade, Transportation, and Utilities	91	87	88	89
Information	4	4	4	4
Financial Activities	38	36	33	35
Professional Business Services	-	-	-	-
Education Health Services	38	36	34	32

Leisure Hospitality	26	23	29	31
Other Services	14	14	12	12
Unclassified	186	191	173	166
Federal Government	20	19	18	20
State Government	22	30	32	31
Local Government	362	338	348	353
Total	878	846	816	823

Texas Workforce Commission, Labor Market Information, 2004 & 2005, <<http://www.twc.state.tx.us>>.

*The Texas Workforce Commission, Labor Market Department clarifies unclassified as a classification when somebody starts filing their tax reports has not been assigned an industry classification. They are new to the system and eventually will be reclassified as more information is obtained about their business for identification in an industry. If an industry in a geographical area has less than three employers or one employer has 80% or more of the employees, the information is considered confidential. This confidential information is then combined and put into the unclassified industry category.

Analysis

The number of employees from the 3rd quarter of 2004 to the 2nd quarter of 2005 has decreased in Natural Resources/Mining, Construction, Education/Health Services, Unclassified, and Local Government. Trade, Transportation, and Utilities; Information; Federal Government; and Other Services have remained fairly steady. The largest decline in employment for Coke County was in Construction with a 45.45% decrease. The largest employment base is found in the Local Government; Unclassified; and Trade, Transportation, and Utilities.

Labor Force, Employment, Unemployment

The county seat is the community of Robert Lee and the largest employers are Advantx Home Care Inc, Bronte Independent School District, Coke County, East Coke County Hospital Dist, Mitchell Gas Services, Robert Lee Independent School District, Robert Lee State Bank, Wackenhut Corrections Corporation, West Coke County Hospital, and West Texas Utilities.

The civilian labor force has decreased 3.02% from December 2004 to December 2005. The unemployment rate has increased from 4.9% in December 2004 to 4.1% in December 2005. According to the Texas Workforce Commission, Labor Market Information, the civilian labor force decreased from 1,469 in December 2004 to 1,426 in December 2005. Coke County's unemployment rate in January and February 2005 were respectively 5.5% and 5.4%, which were at the highest, compared to the state's average unemployment rate of 5.4% for 2005. The Concho Valley Workforce Development Board did not receive any reported layoffs in 2004 or 2005 from Coke County employers. (Texas Workforce Commission, Labor Market Information, <http://www.twc.state.tx.us>) (Concho Valley Workforce Development Board, Employer Services, Rapid Response Report)

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>).

Transportation

According to the U.S. Bureau of the Census, Census 2000, workers commuting to work (age 16 and older) total 1,175 with a mean travel time to work in minutes as 20.6. There is not a public transportation system in Coke County. Thunderbird Transit operates from 6:30 a.m. to 7 p.m. transporting individuals to San Angelo every Tuesday and as needed.

The following table shows a breakdown of transportation related information:

Means of Transportation	Number	Percent
Car, truck, or van:	1,331	93.67
Drove alone	1,171	82.41
Carpooled:	160	11.26
2- person carpool	103	64.38
3- person carpool	32	20.00
4- person carpool	21	13.13
5- or 6-person carpool	4	2.50
7- or-,more-person carpool	0	0.00
Public Transportation	3	0.21
Motorcycle	6	0.42
Bicycle	0	0.00
Walked	31	2.18
Worked at home	49	3.45
TOTAL	1,421	100.00

U.S. Bureau of the Census, Census 2000, Table DP-3 & Table DP-4. Profile of Selected Economic Characteristics: 2000, Coke County.

Poverty

According to the U.S. Bureau of the Census, poverty status in 2000 for families with female householder, with no husband present, was at 36.5 % below poverty level. Female householders', with no husband present and with related children under 18 years of age, were 50.0 % below poverty level. *U.S. Bureau of the Census, Census 2000, Coke County*

Demand Side of the Labor Market

The Concho Valley Workforce Development Board conducted employer surveys in Coke County from May 2005 to July 2005 to gather primary information on the demand side of the labor market. The number of businesses identified to participate was 200. This number was determined by utilizing InfoUSA's database of local businesses, which is based upon taxpayer identification numbers, and the identification of new businesses or businesses not listed in the database. Of those 200 businesses, 126 were unable to participate for the following reasons: out of business/going out of business in this county, bad address/phone number, unable to make contact, business with no employees, business/club no longer in county, duplicate entry of business, federal office, seasonal business, private civic club, business refused to participate, employer is retiring, not a Coke County business, employer is ill, and employer thought the survey did not pertain to his business.

The following table outlines the results of the recent employer surveys:

2005 Coke County Survey Results	
Businesses Listed on InfoUSA, Inc. (184)	92.0 %
New Businesses or Unlisted Businesses Identified (16)	8.0 %
Total = 200	100 %
Inability to participate (126)	
Inability to participate (126)	63.00%
Ability to participate (74)	37.0%
Total = 200	100 %
Businesses surveyed of businesses with ability to participate (52/74)	
Businesses surveyed of businesses with ability to participate (52/74)	70.27%
Employer surveys not returned of businesses surveyed (4/52)	7.69%
Survey Rate - {Businesses surveyed/ Businesses having ability to participate (48/74)}	64.86%

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	498	67	4	7	1	3
Projected	50	7	1	1	1	1

Analysis

Employer projected labor needs were based on turnover rates noted on the surveys. Employers indicated that turnover ranged anywhere from “no turnover” to “50%”, with the majority noting “10% or less.”

Job positions reported by employers experiencing the largest turnover were: Loader Operator, Dozer Operator, Mechanic, Truck Driver (on and off road), Bookkeeper, Plant Foreman, Plant Operator, Office, Checker, Sacker/Stocker, Senior Assistant Manager, Assistant Manager, Team Members, Shift Leader, LVN Charge Nurse, RN/Weekend/PRN, Certified Nurse's Aide, Administrator, Laundry Worker, Housekeeper, Janitor, Dietary-Cook, Dietary-Helper, and Accounting.

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

Survey	# of Answers	% of Responses
Not Applicable	21	27.27
Lack of Skills	15	19.48
Poor Work History/References	14	18.18
Lack of Experience	13	16.88
Work Ethic	5	6.49
Lack of Proper Education/Training	4	5.19
Other	4	5.19
Lack of Preparation	1	1.30
Total Responses	77	100.00

Analysis

The survey results indicate that labor market problems are “Lack of Skills, “Poor Work History/References”, and “Lack of Experience” and are the greatest issues related to workers that are not hired, which indicates the need to inform and educate job seekers on: how to complete applications and resumes, how to utilize references, how to utilize labor market information, services available through Workforce Solutions of the Concho Valley, and resources available to meet employment and educational needs. “Work ethic” issues may best be addressed through employer job descriptions and written policies and/or through job search training that addresses issues such as: attendance, attitude, integrity, effort, productivity, communication, customer service, team work, problem-solving, and organization and time management skills.

Based on the survey and responses, the table below documents what entities are contacted for workforce training:

Answers Given	# of Responses	% of Responses
No One/Not Applicable	20	36.36

On-the-Job Training	11	20
Educational/Training Institutions	9	16.36
Other Professional Organizations	9	16.36
Training on Video	5	9.09
Workforce Solutions	1	1.82
Total Responses	55	100

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

Answers Given	# of Responses	% of Responses
Listening Skills	142	14.98
Problem Solving Skills	136	14.35
Communication Skills	127	13.40
Time Management Skills	124	13.08
Computer Skills	108	11.39
Technical Skills	106	11.18
Customer Service Skills	91	9.60
Interpersonal Skills	88	9.28
Other	26	2.74
Total Responses	948	100

“Other” includes the ability to read, write, and assist tray line; cable of documenting in medicine chart; be willing to attend classes; comprehend health standards for laundry; accounting and financial statements; and math comprehension.

Analysis

The number of responses (948) in relation to employer surveys returned (48) indicates that employers require more “soft” than “hard” skills or tactile skills.

When asked how the Workforce Solutions of the Concho Valley can help with workforce needs, survey respondents noted:

Answers Given	# of Responses	% of Responses
Don't Know	18	34.62
Provide Information	12	23.08
Can't Help	10	19.23
Provide Skilled Workers	6	11.54
Provide Training	5	9.62
Other	1	1.92
Total Responses	52	100.00

Analysis

A correlation could be drawn between the labor market problems and the fact that only 1.82% of the business respondents contact the Workforce Solutions of the

Concho Valley to help with them with their workforce needs. Responses of 36.36% feel it is not applicable to contact anyone for workforce training. Survey responses indicate the need to promote the Workforce Solutions of the Concho Valley 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 professional organizations, educational and training institutions, and employers who utilize on-the-job training.

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

1. Honesty (18.38%)
2. Ability to get along with others (13.68%)
3. Hard Worker (13.25%)

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 his/her position in relation to dollars were ranked as follows:

Answers Given	# of Answers	% of Responses
Not Applicable	16	37.21
\$1,000 or less	9	20.93
\$5,000 or less	7	16.28
\$500 or less	5	11.63
\$100 or less	3	6.98
\$50,000 or less	2	4.65
\$10,000 or less	1	2.33
Over \$50,000 or more	0	0.00
Total Responses	43	100

The average time to train one employee in his/her position is ranked as follows:

Answers Given	# of Answers	% of Responses
One month or less	12	25.00
Over one year	12	25.00
One year or less	9	18.75
Not Applicable	8	16.67
One week or less	7	14.58
Total Responses	48	100

Analysis

Due to the high response of “Not Applicable,” it is difficult to project a typical cost. Based on the remaining responses, the majority of responses indicate the cost to train an employee typically falls between \$100 to \$50,000 or less. Based on the majority of responses, the average time it takes to train one employee is indicated from “One week or less” to “One year or less” or “Not Applicable.”

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

Answers Given	# of Answers	% of Responses
None/Not Applicable	17	21.79
Salary	13	16.67
Turnover	10	12.82
Work Ethic	10	12.82
Under Staffed	8	10.26
Skills	7	8.97
Benefits	6	7.69
Training	4	5.13
Other	3	3.85
Total Responses	78	100

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

Answers Given	# of Answers	% of Responses
Increase employee efficiency	31	27.19
Add value to your product or service	21	18.42
Increase production	15	13.16
Help decrease training time	14	12.28
Help to retain employees	14	12.28
Not Applicable	12	10.53
Make your company more competitive	7	6.14
Total Responses	114	100

Pay increases, in relation to skill development, would be supported by 43.75 % of the respondents compared to 56.25% of the remaining businesses responding “no” or “not applicable”. Noted from those responding “yes,” skill development could make an employee more competitive in a bid for promotion. Most businesses responded that the typical pay increase that could be expected would range from: 5% or less (20.83%), 10% or less (16.67%), and 25% or less (6.25%). Employee benefits are provided by 43.75% of the 48 respondents in comparison to 56.25 % of respondents that do not provide any employee benefits.

The majority of the firms in Coke 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 below:

Answers Given	# of Answers	% of Responses
High School Diploma	77	30.56
GED	75	29.76
None	37	14.68
Specific License/Certificate	23	9.13
Other (Master's, T-close cert.)	23	9.13
Bachelor's Degree	15	5.95
Associate's Degree	2	0.79
Total Responses	252	100

“Other” responses include 3-5 yrs clerical experience, Commercial Drivers License, Certified Nurse's Aide, capable of reading and writing, computer skills, construction or related experience, Food Service Safety Certification, Licensed Nursing Facility Administrator, Life Guard Certification, Masters Degree, mechanical experience, Teaching Certificate, typing skills, and understand health standards. The answers given may be duplicated in some categories because the specific requirement was a high school or general equivalency diploma or degree plus a certificate or license. The majority of Associate’s degree, Bachelor’s degree, and certificate or license responses related to job positions of Accounting, Activity Coordinator, Administrator, Appraiser, Bus Drivers, Business Manager, Certified Nurse's Aide, Compliance Auditor, Constable, Counselor, Dietary Supervisor, Director of Nurses, Escrow Officer, Executive Director, Executive Vice President, Lending/Loan Officer, Licensed Vocational Nurse, Charge Nurse, Mechanic, Medication Aide, Pastor, Pool Manager, President/CEO, Principals, Quality Assurance, Specialist, Registered Nurse, Secretary, Senior Vice-President, Teacher, Teacher's Aide, Treatment Case Manager, Truck Driver, and Water Superintendent.

Analysis

A large number of employers (85.32%) require education levels at or above a high school diploma. Almost ten percent (10%) of the employers surveyed require licensing or certification, which indicates some trade and/or technical skills training may benefit the area. A majority of positions require not only a high school diploma or general equivalency diploma but also require a specific license or certification. This indicates that workers not only need a high school education, but some post-secondary education that results in trade and/or technical skills with licensure or certification.

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

Answers Given	# of Answers	% of Responses
\$7.76-\$9.75/hour	35	23.18
\$6.76-\$7.75/hour	27	17.88
\$5.76-\$6.75/hour	22	14.57
\$9.76-\$12.75/hour	20	13.25
\$12.76-\$15/hour	12	7.95
\$15.01/hour or more	10	6.62
Didn't want to answer/not applicable	10	6.62
\$5.15/hour	6	3.97
\$5.16-\$5.75/hour	6	3.97
Varies	3	1.99
Total Responses	151	100

Analysis

The correlation of the level of education to the associated wage levels in Coke County are predominantly in the range of \$5.76 an hour to \$12.75 an hour with basic reading and writing skills, high school or general equivalency diploma, specific license/certificate or associate's degree. The wage levels indicated from \$7.76 an hour to \$12.75 an hour were predominantly noted for those positions requiring basic reading, writing and math skills, high school or general equivalency diploma, specific license/certificate, some college, associate's degree, bachelor's degree, industry specific knowledge or technical training/schooling. Wage levels above \$12.75 an hour typically require a high school education plus a specific license/certificate, associate's degree, bachelor's degree, master's degree and/or specific technical training.

Supply Side of the Labor Market

The Community Auditor conducted worker interviews, with the approval of the employer, in Coke County from August 2005 to October 2005 to gather primary information on the supply side of the labor market.

Based on the 2000 U. S. Census, Coke County's 3,864 total population break down by age, as it might relate to an available workforce, is depicted below:

Age	Number	Percent
15-19 yrs.	451	11.7
20-24 yrs.	125	3.2
25-34 yrs.	309	8.0
35-44 yrs.	483	12.5

45-54 yrs.	452	11.7
55-59 yrs.	216	5.6
60-64 yrs.	243	6.3
65-74 yrs.	512	13.3
Median Age (years)	43.3	N/A

U.S. Census Bureau, Table DP-1. Profile of General Demographic Characteristics: 2000

Persons under the age of 18 in Coke County comprise 24.4% of the population in 2000. Persons of Hispanic or Latino origin consist of 653 (16.9%) of the population in 2000.

Analysis

Coke County's available workforce is atypical to the nation as a whole. While the median age in years of the nation's population is projected to increase, Coke County's median age of 43.3 is relatively high compared to the national average of 35.3. The number of persons under the age of 18 is 1.3% less than the national average. This indicates that Coke County has an aging population.

According to the *U. S. Census 2000 Small Area Income & 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 below poverty level	465	13.0
People age 0-17 below poverty level	126	15.2
Related children age 5-17 in families below poverty	84	12.5
Median Household Income	\$29,085	---

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 2001 is listed below:

Percentage Below Poverty	Age 0 through 6	Under Age 18	All Ages
Below 100% of Poverty	22.87%	21.10%	14.88%
Below 150% of Poverty	37.75%	34.64%	26.12%
Below 200% of Poverty	50.11%	46.35%	36.36%

Texas Historical Poverty Statistics For Selected Age Group 2001. Texas Health and Human Services Commission., <<http://www.hhsc.state.tx.us/research/dssi/PS/TXHISTPOV.html>>.

The 2005 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	\$9,800	\$14,700	19,600
2	13,200	19,800	26,400
3	16,600	24,900	33,200
4	20,000	30,000	40,000
5	23,400	35,100	46,800
6	26,800	40,200	53,600
7	30,200	45,300	60,400
8	33,600	50,400	67,200

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 November 2005, two recipients receiving food stamps were available for work (Concho Valley Workforce Development Board Mandatory Work Registrants Report, November 2005). Workforce Solutions of the Concho Valley serves public assistance recipients. There were two TANF recipients available for work in Coke County as of December 2005.

Worker Interviews

Out of the 52 businesses surveyed, 33 businesses participated in worker interviews (63.46 %). The table below depicts the type of the participating workers' job positions:

Position	# of Positions	% of Total Positions
Tax Preparer/Bookkeeper/Accounting	14	22.22
Clerical	12	19.05
Building Service/Domestic Work	6	9.52
Drilling/Mining(Oil & Gas)	6	9.52
Sales Clerk/Cashier/Desk Clerk/Teller	5	7.94
Education-Certified	4	6.35
Food Service Work	3	4.76
Health Occupations	3	4.76
Trade/Technical/Specialized Work	3	4.76
Management	2	3.17
Personnel Services	2	3.17
Case Manager	1	1.59

Education-Non-Certified	1	1.59
Library	1	1.59
Total Responses	63	100

Worker interviews were conducted on a personal, one-on-one basis. The Community Auditor asked each worker the exact same twelve questions and documented their responses. Worker interviews were approximately 10 minutes in length.

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

Skill	# of Responses	% of Responses
People Skills/Public Relations/Customer Relations	39	11.24
General Office Skills	36	10.37
Communication Skills	35	10.09
Accounting/Bookkeeping/Financial	27	7.78
Computer Skills	27	7.78
Organizational Skills	27	7.78
Management Skills	22	6.34
Work Ethic	22	6.34
Critical Thinking	20	5.76
Maintenance/Mechanic Skills	14	4.03
Basic Skills	13	3.75
Cash Register Skills	13	3.75
Heavy Equipment Operation Skills	9	2.59
Electronic/Electrical Skills	8	2.31
Construction/Carpentry Skills	6	1.73
Cooking/Food Prep Skills	6	1.73
Medical Skills	6	1.73
Other	6	1.73
Plumbing Skills	5	1.44
Welding/ Fitting Skills	5	1.44
Scientific Skills	1	0.29
Total Responses	347	100

The experience that workers brought to their jobs when they were hired are:

Experience	# of Responses	% of Responses
Customer Relations-people skills/public relations	30	12.30
General Office/Sec.-phone/typing/calculating	28	11.48
Computer	26	10.66
Accounting/Bookkeeping/Financial	22	9.02
Work Ethic	19	7.79

General Labor	13	5.33
Housekeeping	13	5.33
Construction/Welding/Fabrication	12	4.92
Child/Elder Care	10	4.10
Education	10	4.10
Maintenance/Mechanics Operating	8	3.28
Banking	7	2.87
Electrical/Plumbing/Engineer/Plant Operations	7	2.87
Food Service	7	2.87
Oil/Gas/Ranching	7	2.87
Heavy Equipment Operating	5	2.05
Inventory/Shipping/Receiving	5	2.05
RN/LVN/CAN/ENT/ Lab	5	2.05
Truck Driving	3	1.23
Insurance	2	0.82
Law Enforcement	2	0.82
Other	2	0.82
None	1	0.41
Total Responses	244	100

During the worker interviews, the Community Auditor 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 important to you as a valued employee.”

Benefit	# of Responses	% of Responses
Job Satisfaction	49	18.15
Good pay/Pay Increase	44	16.30
Health/Med.Ins.(+ Dental & Vision)	41	15.19
Bonus/Promotion/Work Incentives	38	14.07
Job Security	25	9.26
Sick Leave Benefits	25	9.26
Flex Time/Flexible Schedule/Comp Time	17	6.30
Tuition Assistance	16	5.93
Open Door Policy	6	2.22
Retirement Plan/Savings Plan	5	1.85
Working environment/+Working relationship	3	1.11
Day Care	1	0.37
Total Responses	270	100

Workers positively responded by 98.33% 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
Flex Time	46	17.23
Full-Time Employment	45	16.85
Respect/ Trust/ Fairness/ Honesty/ Support	37	13.86
Good Pay/ Pay Increase	35	13.11
Good Environment/ Relationship	26	9.74
Employee Empowerment	19	7.12
Advancement Opportunities	16	5.99
Appreciation/ Recognition/Job Security	13	4.87
Benefits/Incentives/Promotion	13	4.87
Nothing	11	4.12
Cross Training	2	0.75
Open Communications	2	0.75
Education/Training Opportunities	1	0.37
Tuition Assistance	1	0.37
Total Responses	267	100

There are a high percentage of companies in Coke County that provide training (87.30%) as compared to those that do not provide training (12.70%). A large majority (85.0 %) of current workers take advantage of this training benefit to advance their skills, whereas 15.0 % of current workers do not avail themselves of this training benefit.

Although training is provided as a benefit and workers take advantage of the training benefit, the following table clearly shows that workers overwhelmingly feel they need additional education, training and computer skills to advance in their careers:

Response	# of Responses	% of Responses
Computer Skills	24	19.67
Management Skills	18	14.75
Advancement Opportunities	15	12.30
Training	15	12.30
Increased/ Improved Technology	13	10.66
Nothing	13	10.66
Tuition Assistance	9	7.38
Math/Accounting/Bookkeeping Skills	8	6.56
Other	7	5.74

Total Responses	122	100
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The following tables are in relation to where workers see themselves, in regard to their careers, in one year and in five years.

One-Year Career Goals

Response	# of Responses	% of Responses
Same position in same or different company	28	23.93
More efficient/ confident in position/ job/company	20	17.09
Working Full Time	20	17.09
More responsibilities/duties	19	16.24
Advanced position in same or different company	12	10.26
Enrolled in Education/ Training	8	6.84
Don't Know	7	5.98
Retired or Semi-Retired	2	1.71
Self- Employed	1	0.85
Total Responses	117	100

Five-Year Career Goals

Response	# of Responses	% of Responses
Job Security/ Long- Term Employment	22	17.46
More Responsibilities/ Duties	16	12.70
Advanced position in same or different company	14	11.11
Don't Know	13	10.32
Receiving Benefits/Bonuses/Incentives/Awards	12	9.52
Same position in same or different company	11	8.73
Working Full- Time	11	8.73
Enrolled in Education/ Training	8	6.35
Retired or Semi-Retired	7	5.56
Completed Education/ Training	6	4.76
Self- Employed	4	3.17
Other	1	0.79
Receiving License/ Certification	1	0.79
Total Responses	126	100

Under one-year and five-year career goals, “Enrolled in Education/Training” includes licensed vocational nursing, registered nursing, food service supervisor licensing, accounting, and/or clerical.

Analysis

Responses indicate that workers perceive a career ladder or pathway is available for advancement within their company or Coke County. Responses indicate that most workers are happy in their job or company, and they perceive advancement opportunities are available to them. It is interesting to note that while workers indicated the need for additional education, training and computer skills, workers do not predominantly address these needs in their one- and five-year goals.

The table below shows the responses to the question “What do you expect from your employer”:

Expectations	# of Responses	% of Responses
Good Communication	38	14.13
Good Working Environment/Relationship	35	13.01
Appreciation/ Recognition	34	12.64
Benefits/Incentives/Bonuses/Awards	34	12.64
Increased Wages	32	11.90
Respect/Trust/Fairness/Honesty/Understanding	20	7.43
Advancement Opportunities	18	6.69
Job Security	15	5.58
Job Satisfaction	13	4.83
Pay Check	11	4.09
Employee Empowerment	8	2.97
Nothing	4	1.49
Training	3	1.12
Motivation	2	0.74
Other	2	0.74
Increased Hours	0	0.00
Total Responses	269	100

Workers’ expectations of their employers are intangible and intrinsic based on Good Communication, Good Working Environment/Relationship, Appreciation/ Recognition, Benefits/Incentives/Bonuses/Awards, Increased Wages, etc.

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 Coke County’s business sector is comprised of a few medium-sized businesses 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. Skills shortages can be the single greatest barrier to economic growth. The number one issue from the community audit is that employers need an existing workforce that has both “soft” skills and “hard” skills. Soft skills are the fundamental skills such as, communication, listening, time management, problem solving, etc. Hard skills are the more tactile skills such as, technical skills, computer skills, mechanical skills, medical field skills, etc. Skilled workers who receive training, or are involved in life-long learning, to keep abreast of changes in their field are essential to the survival of a business. High-skilled workers are essential to attract new industries and retain and expand businesses for economic development.

Service Delivery Plans

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

Basic Skills

- Partner with the Robert Lee and Bronte Independent School Districts, Education Service Center Region XV, and Howard College–San Angelo, to promote and provide basic skills improvement, General Equivalency Diploma and English as a Second Language courses to increase current workers’ and job seekers’ skill levels and levels of education.

Computer Technology

- Partner with the Robert Lee and Bronte Independent School Districts, Coke County Public Library, Education Service Center Region XV, ASU♦Small Business Development Center, Howard College-San Angelo, and other area agencies such as, Christian Women’s Job Corps and Texas Cooperative Extension, to develop and provide computer courses, such as: computer literacy, operating systems, Internet, web page, and software training utilizing existing computer resources and space to increase the

productivity of area employers and the skill levels of area workers and job seekers.

Economic Development

- Partner with the Robert Lee and Bronte Economic Development Corporations and Bronte Chamber of Commerce to assist in attracting new industries and businesses to the area that will increase wages and job opportunities and explore opportunities that exist for business expansion and retention.

Career Opportunities

- Educate and promote the use of Internet technology through Workforce Solutions of the Concho Valley to increase utilization of programs and resources such as: Socrates, Work in 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 Texas Cooperative Extension, Christian Women's Job Corps, and Bronte Chamber of Commerce to provide and promote job search seminars or clubs to increase job readiness.
- Promote job opportunities in partnership with local employers through job fairs.
- Educate and promote the use of Work in Texas and America's Workforce Network to area employers to increase available pools of applicants.

Training Providers

- Partner with the Robert Lee and Bronte Independent School District, Coke County Public Library, ASU♦Small Business Development Center, Howard College-San Angelo, and area organizations such as, Christian Women's Job Corps, to increase access to short-term training opportunities.

Transportation

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

Entrepreneurship

- Partner with Texas Cooperative Extension, ASU♦Small Business Development Center, Concho Valley Center for Entrepreneurial Development, and Howard College-San Angelo to offer courses, seminars and workshops to increase opportunities for entrepreneurship in the area.

Youth

- Partner with Texas Cooperative Extension, the Robert Lee and Bronte Independent School Districts, Howard College-San Angelo, Education Service Center Region XV, and Tech Prep to identify and increase opportunities for youth.

Services for the Disabled

- Partner with agencies and organizations such as: Department of Assistive and Rehabilitative Services, Alcohol & Drug Abuse Council, West Texas Rehabilitation Center, and MHMR of the Concho Valley to increase services to employers that employ people with disabilities.
- Promote peer-to-peer network and resources for employers accessible through Workforce Solutions of the Concho Valley website under the Employer Services Division.

Employer Links and Services

- Increase communication with area employers, the Robert Lee and Bronte Economic Development Corporations, the Bronte Chamber of Commerce, the Robert Lee and Bronte Independent School Districts, and the Coke County Judge's Office through ongoing contact from Board staff and Workforce Solutions-Employer Services staff.
- Increase technical assistance for economic development and business support through quarterly regional economic development and business supported luncheons.

Churches and Faith-Based Organizations

- Identify opportunities for partnership with local churches, and other faith-based organizations to increase services in areas such as: child care, transportation, volunteers, and community programs.

Acknowledgments

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Key Feed Store
Robert Lee State Bank
Windmill
Coke County Commissioner's Office
Robert Lee Constable's Office
Justices of the Peace
County Clerk's Office
Glenn-Bivins Insurance
Coke County Abstract Office
Super H
First National Bank of Bronte
Robert Lee Care Center
County Tax Assessor's Office
Coke County Sheriff's Department
Hall's Super Save
Gideon Sheet Metal
Mayor, City of Bronte
Bronte ISD
Robert Lee ISD
Treasurer's Office
County Attorney's Office
Ivey Motor Company
Mayor, City of Robert Lee
Shaffer's Funeral Home
Bronte Nursing Home
Coke County Auditor's Office
Bronte Constable's Office