

# **CONCHO COUNTY**

## **Community Strategic and Service Delivery Plan**

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

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The community audit and service delivery plan for Concho County has been developed in coordination with local employers, economic development entities, civic leaders, business owners, the Eden Chamber of Commerce, churches, social services agencies and private citizens in an effort to better understand Concho 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 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, Workforce Solutions of the Concho Valley, and communities in Concho County 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 Concho County from August 2005 to October 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 and collected data on the number of building permits for new or expanded business facilities, obtained data from Economic Development, 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

Concho County is located in the Concho Valley region, and the county seat is Paint Rock. The population of Concho County increased 30.3% from 3,044 persons in 1990 to 3,966 persons in 2000, according to the U. S. Census Bureau Census 1990 and 2000. The projected 2006 population for Concho County is noted in the following:

Age Group	# of Persons	% of Projected 2006 Population
Age 0	29	0.70
Age 1-5	132	3.20
Age 6-18	425	10.33
Age 19-64	2879	69.95
Age 65+	651	15.82
<b>Total:</b>	<b>4,116</b>	<b>100</b>

(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 close to a 4% increase in total population compared to the total population of 2000.

## Income and Wages

Concho County's annual per capita income was \$16,529, which is \$12,545 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 \$453, which is \$294 below the state average weekly wage of \$747. (Bureau of Economic Analysis, BearFacts, <http://www.bea.doc.gov/ea/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 3 <sup>rd</sup> Quarter	2004 4 <sup>th</sup> Quarter	2005 1 <sup>st</sup> Quarter	2005 2 <sup>nd</sup> Quarter
Natural Resources and Mining	53	57	65	63
Construction	10	0	0	0
Manufacturing	0	0	0	0
Trade, Transportation, and Utilities	115	121	125	120
Information	0	0	0	0
Financial Activities	44	45	36	40
Professional Business Services	0	0	0	0
Education Health Services	94	97	90	89
Leisure Hospitality	49	39	35	44
Other Services	15	13	14	14

Unclassified	245	292	278	316
Federal Government	25	27	24	25
State Government	21	19	20	20
Local Government	197	213	213	238
Total	868	923	900	968

*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 3<sup>rd</sup> quarter of 2004 to the 2<sup>nd</sup> quarter of 2005 has decreased in Construction, Financial Activities, Leisure Hospitality, and Other Services. The number of employees increased in Trade, Transportation, and Utilities; Utilities; and Unclassified. Local, State, and Federal Government have remained fairly steady. The largest decline in employment for Concho County was in Construction with a 100% decrease. The largest employment base is found in Trade Transportation, and Utilities; Unclassified; and Local Government.

### **Labor Force, Employment, Unemployment**

The county seat is the community of Paint Rock and the largest employers are Concho County, Concho County Hospital, Correctional Management Services, City of Eden, Eden Consolidated Independent School District, Extendicare Health Facilities, Inc., J.H. Strain & Sons, Inc., Paint Rock Independent School District, Phil Tomlinson, and Sleepeasy, Inc.

The civilian labor force has decreased 1.3% from December 2004 to December 2005. The unemployment rate has slightly decreased from 6.1% in December 2004 to 6.0% in December 2005. According to the Texas Workforce Commission, Labor Market Information, the civilian labor force decreased from 1,345 in December 2004 to 1,328 in December 2005. Concho County's unemployment rate in January 2004 and February 2004 and 2005 were the highest at 7.0%. March and June of 2004 were second highest at 6.8%. These rates are high 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 Concho County employers (Concho Valley Workforce Development Board, Employer Services, Rapid Response Report) (Texas Workforce Commission, Labor Market Information, <http://www.twc.state.tx.us>)

## **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 Concho County. Thunderbird Transit operates from 6:30 a.m. to 7 p.m. transporting individuals from Eden to San Angelo every Tuesday and as needed.

The following table shows a breakdown of transportation related information:

<b>Means of Transportation</b>	<b>Number</b>	<b>Percent</b>
Car, truck, or van:	1,038	88.34
Drove alone	863	83.14
Carpooled:	175	16.86
2- person carpool	124	70.96
3- person carpool	33	18.86
4- person carpool	15	8.57
5- or 6-person carpool	3	1.71
7- or-,more-person carpool	0	0.00
Public Transportation	3	0.26
Motorcycle	0	0.00
Bicycle	0	0.00
Walked	40	3.40
Other Means	10	0.85
Worked at home	84	7.15
<b>TOTAL</b>	<b>1,175</b>	<b>100.00</b>

*U.S. Bureau of the Census, Census 2000, Table DP-3 & Table DP-4. Profile of Selected Economic Characteristics: 2000, Concho 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 20.8% below poverty level. Female householders', with no husband present and with related children under 18 years of age, were 25.8 % below poverty level. *U.S. Bureau of the Census, Census 2000, Concho County*

## Demand Side of the Labor Market

The Community Auditor conducted employer surveys in Concho County from August 2005 to October 2005 to gather primary information on the demand side of the labor market. The number of businesses identified to participate was 157. 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 157 businesses, 103 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 Concho 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:

<b>2005 Concho County Survey Results</b>	
Businesses Listed on InfoUSA, Inc. (144)	91.7 %
New Businesses or Unlisted Businesses Identified (13)	8.3 %
<b>Total = 157</b>	<b>100 %</b>
<b>Inability to participate (103)</b>	
Inability to participate (103)	65.6%
Ability to participate (54)	34.4%
<b>Total = 157</b>	<b>100 %</b>
<b>Businesses surveyed of businesses with ability to participate (48/54)</b>	
Businesses surveyed of businesses with ability to participate (48/54)	88.9%
Employer surveys not returned of businesses surveyed (2/48)	4.2%
Survey Rate - {Businesses surveyed/ Businesses having ability to participate (46/54)}	85.2%

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:

	<b>Service Sector</b>	<b>Service Sector</b>	<b>Goods Sector</b>	<b>Goods Sector</b>	<b>Goods &amp; Service</b>	<b>Goods &amp; Service</b>
	Full-time	Part-time	Full-time	Part-time	Full-time	Part-time
<b>Current</b>	274	55	58	19	15	11
<b>Projected</b>	37	8	8	2	2	1

### Analysis

Employer projected labor needs were based on 15% turnover rates noted on the surveys. Employers indicated that turnover ranged anywhere from “no turnover” to “100% or less,” with the majority noting “10% or less.”

Job positions reported to experience the largest turnover were: Pool Manager, Lifeguard, Sales Clerk, Loan Administrative Secretary, Bookkeeping/Proof, Teller, Deliveryman, Dispatcher/Secretary, Gin & Office Manager, Cotton Gin Hand, and Gin Hand #2.

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

Survey	# of Answers	% of Responses
Poor Work History/ References	22	26.51
Work Ethic	16	19.28
Lack of Experience	14	16.87
Lack of Skills	12	14.46
Not Applicable	7	8.43
Lack of Proper Education/Training	6	7.23
Lack of Preparation	3	3.61
Other	3	3.61
Total Responses	78	100.00

### Analysis

The survey results indicate that labor market problems are “Poor Work History/References”, “Work Ethic, and “Lack of Experience” and are the greatest issues related to workers not hired. Survey results indicate 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
On-the-Job Training	21	33.87
No One/Not Applicable	18	29.03
Training on Video	8	12.90

Other Professional Organizations	7	11.29
Educational/Training Institutions	6	9.68
Workforce Solutions	2	3.23
<b>Total Responses</b>	62	100

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

<b>Answers Given</b>	<b># of Responses</b>	<b>% of Responses</b>
Problem Solving Skills	129	14.64
Listening Skills	128	14.53
Time Management Skills	115	13.05
Communication Skills	111	12.60
Computer Skills	110	12.49
Interpersonal Skills	102	11.58
Technical Skills	86	9.76
Customer Service Skills	78	8.85
Other	22	2.50
<b>Total Responses</b>	881	100.00

### **Analysis**

The number of responses (881) in relation to employer surveys returned (46) indicates that employers require more “soft” skills than “hard” or tactile skills.

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

<b>Answers Given</b>	<b># of Responses</b>	<b>% of Responses</b>
Don't Know	18	33.33
Provide Skilled Workers	16	29.63
Provide Training	12	22.22
Provide Information	7	12.96
Can't Help	1	1.85
<b>Total Responses</b>	54	100.00

### **Analysis**

A correlation could be drawn between the labor market problems and the fact that only 3.23% of the business respondents contact Workforce Solutions to help with them with their workforce needs. Respondents, at 29.03%, 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 (18.42%)
2. Ability to learn (15.79%)
3. Ability to get along with others (15.26%)

### 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:

<b>Answers Given</b>	<b># of Answers</b>	<b>% of Responses</b>
Not Applicable	12	29.27
\$500 or less	9	21.95
\$5,000 or less	7	17.07
\$100 or less	6	14.63
\$1,000 or less	5	12.20
\$50,000 or less	2	4.88
<b>Total Responses</b>	<b>41</b>	<b>100.00</b>

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

<b>Answers Given</b>	<b># of Answers</b>	<b>% of Responses</b>
One week or less	14	32.56
One month or less	11	25.58
One year or less	7	16.28
Not Applicable	6	13.95
Over one year	5	11.63
<b>Total Responses</b>	<b>43</b>	<b>100.00</b>

### 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:

<b>Answers Given</b>	<b># of Answers</b>	<b>% of Responses</b>
Salary	16	16.49
Work Ethic	16	16.49
Turnover	15	15.46
Skills	14	14.43
Training	11	11.34
Benefits	10	10.31
None/Not Applicable	8	8.25
Under Staffed	5	5.15
Other	2	2.06
<b>Total Responses</b>	<b>97</b>	<b>100.00</b>

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

<b>Answers Given</b>	<b># of Answers</b>	<b>% of Responses</b>
Increase employee efficiency	22	21.57
Add value to your product or service	19	18.63
Increase production	16	15.69
Help decrease training time	15	14.71
Not Applicable	12	11.76
Help to retain employees	11	10.78
Make your company more competitive	7	6.86
<b>Total Responses</b>	<b>102</b>	<b>100.00</b>

Pay increases, in relation to skill development, would be supported by 54.55 % of the respondents compared to 27.27% of the remaining businesses responding “no” and 18.18% responding “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 (28.00%), 10% or less (48.00%), 25% or less (20.00%), and 50% or less (4.00%). Employee benefits are provided by 53.33% of the 45 respondents in comparison to 46.67 % of respondents that do not provide any employee benefits.

The majority of the firms in Concho 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:

<b>Answers Given</b>	<b># of Answers</b>	<b>% of Responses</b>
High School Diploma	76	35.19

None	45	20.83
GED	33	15.28
Specific License/Certificate	29	13.43
Other (Master's, T-cert.)	20	9.26
Bachelor's Degree	8	3.70
Associate's Degree	5	2.31
<b>Total Responses</b>	<b>216</b>	<b>100.00</b>

“Other” responses include TDH, Lifeguard Certificate, Accounting experience, 8 years experience, 1-5 years of experience, Continued Education Units, Master’s Degree, some mechanical knowledge, basic math, Class C water operator or distribution license, prior experience in lieu of degree, and chemical applicator’s license. 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 Appraiser, Assistant to General Manager, Bookkeeper, CEO & Chairman, Certified Nurses Aide, Chief Appraiser, Chief of Police, Clerical, Deliveryman, Deputy, Director, Equipment Mechanic II, Escrow Officer, Field Supervisor/Back Hoe/Water Operator, General Manager Operator I, Gin & Office Manager, Heavy Equipment Operator, Laboratory, Lieutenant, Lifeguard, Licensed Vocational Nurse, Maintenance Section Assistant II, Maintenance Support Tech IV, Maintenance Vehicle Make Ready, Mechanical & Body Technicians, Office Assistant, Office Mgr/Bookkeeper, Parts Assistant, President, Radiology, Receptionist/Billing Specialist, Reserve Police Officer, Sergeant 1 & 2, Shop Foreman, Spinning Yarn, Superintendent, Teacher, Teacher's Aide, Transportation Maintenance Tech IV, Transportation Maintenance Tech III, Transportation Maintenance Tech II, Truck Driver, and Welder..

### Analysis

A large number of employers (79.17%) require education levels at or above a high school diploma. Almost fourteen percent (14%) 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 Concho County per survey respondents is listed below:

Answers Given	# of Answers	% of Responses
\$6.76-\$7.75/hour	24	16.00
\$5.76-\$6.75/hour	19	12.67
\$9.76-\$12.75/hour	27	18.00

\$7.76-\$9.75/hour	26	17.33
\$15.01/hour or more	9	6.00
\$5.15/hour	12	8.00
\$12.76-\$15/hour	5	3.33
\$5.16-\$5.75/hour	16	10.67
Varies	4	2.67
Didn't want to answer/not applicable	8	5.33
<b>Total Responses</b>	<b>150</b>	<b>100.00</b>

### Analysis

The correlation of the level of education to the associated wage levels in Concho County are predominantly in the range of \$6.76 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. 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 Concho County from May 2005 to July 2005 to gather primary information on the supply side of the labor market.

Based on the 2000 U. S. Census, Concho County's 3,966 population break down by age, as it might relate to an available workforce, is depicted below:

Age	Number	Percent
15-19 yrs.	227	5.7
20-24 yrs.	331	8.3
25-34 yrs.	839	21.2
35-44 yrs.	676	17.0
45-54 yrs.	485	12.2
55-59 yrs.	201	5.1
60-64 yrs.	167	4.2
65-74 yrs.	254	6.4
<b>Median Age (years)</b>	<b>36.0</b>	N/A

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

Persons under the age of 18 in Concho County comprise 16.1% of the population in 2000. Persons of Hispanic or Latino origin comprised 41.3% of the population in 2000.

## Analysis

While the median age in years of the nation's population is projected to increase, Concho County's median age of 36.0 is slightly higher compared to the national average of 35.3. The number of persons under the age of 18 is 9.6% less than the national average of 25.7%. This indicates that Concho County has an aging population.

According to the U. S. Census 2003 Small Area Income & Poverty Estimates, the following chart shows the break down in numbers and percentage of population:

Category	Number	Percentage
People of all ages in poverty	445	18.6
Age 0-17 in poverty level	119	22.2
Age 5-17 in families in poverty	82	20.2
Median Household Income	\$28,054	---

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 2006 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, there were two recipients of food stamps available for work (Concho Valley Workforce Development Board Mandatory Work Registrants Report, November 2005). Workforce Solutions of the Concho Valley serves public assistance recipients and as of December 2005, there were no public assistance recipients available for work in Concho County.

### **Worker Interviews**

Out of the 48 businesses surveyed, 44 businesses participated in worker interviews (91.7%). The table below depicts the type of the participating workers' job positions:

<b>Position</b>	<b># of Positions</b>	<b>% of Total Positions</b>
Sales Clerk/Cashier/Desk Clerk/Teller	19	17.27
Trade/Technical/Specialized Work	17	15.45
Clerical	14	12.73
Food Service Work	13	11.82
Tax Preparer/Bookkeeper/Accounting	12	10.91
Management	6	5.45
Education-Non-Certified	6	5.45
Building Service/Domestic Work	5	4.55
Education-Certified	5	4.55
Health Occupations	5	4.55
Personnel Services	4	3.64
Plant/ Production Work	3	2.73
Library	1	0.91
Drilling/Mining(Oil & Gas)	0	0.00
Inspection Work	0	0.00
Case Manager	0	0.00
<b>Total Responses</b>	<b>110</b>	<b>100</b>

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:

<b>Skill</b>	<b># of Responses</b>	<b>% of Responses</b>
People Skills/Public Relations/Customer Relations	58	19.66
Communication Skills	50	16.95
Computer Skills	34	11.53
Other	25	8.47
General Office Skills	18	6.10
Organizational Skills	18	6.10
Accounting/Bookkeeping/Financial	14	4.75
Cash Register Skills	14	4.75
Basic Skills	13	4.41
Cooking/Food Prep Skills	12	4.07
Heavy Equipment Operation Skills	7	2.37
Management Skills	7	2.37
Maintenance/Mechanic Skills	6	2.03
Critical Thinking	6	2.03
Medical Skills	6	2.03
Welding/ Fitting Skills	4	1.36
Construction/Carpentry Skills	1	0.34
Electronic/Electrical Skills	1	0.34
Scientific Skills	1	0.34
<b>Total Responses</b>	<b>295</b>	<b>100</b>

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

<b>Experience</b>	<b># of Responses</b>	<b>% of Responses</b>
Customer Relations-people skills/public relations	34	26.77
Accounting/Bookkeeping/Financial	11	8.66
Food Service	11	8.66
Computer	10	7.87
Child/Elder Care	8	6.30
RN/LVN/CAN/ENT/ Lab	7	5.51
General Office/Sec.-phone/typing/calculating	6	4.72
Maintenance/Mechanics Operating	5	3.94
Construction/Welding/Fabrication	5	3.94
Other	5	3.94
Oil/Gas/Ranching	4	3.15
Heavy Equipment Operating	3	2.36
Housekeeping	3	2.36
Education	3	2.36
Law Enforcement	3	2.36

Banking	3	2.36
None	2	1.57
Truck Driving	2	1.57
Inventory/Shipping/Receiving	1	0.79
Electrical/Plumbing/Engineer/Plant Operations	1	0.79
<b>Total Responses</b>	<b>127</b>	<b>100</b>

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.”

<b>Benefit</b>	<b># of Responses</b>	<b>% of Responses</b>
Health/Med.Ins.(+ Dental & Vision)	57	39.86
Good pay/Pay Increase	21	14.69
Retirement Plan/Savings Plan	19	13.29
Flex Time/Flexible Schedule/Comp Time	13	9.09
Good Work Environment/Good Working Relationship	9	6.29
Sick Leave Benefits	5	3.50
Bonus/Promotion/Work Incentives	4	2.80
Vacation Time	3	2.10
Job Satisfaction	2	1.40
None	2	1.40
Summers Off	2	1.40
Accumulate Vacation	1	0.70
Don't Know	1	0.70
More hours or full-time work	1	0.70
Open Door Policy	1	0.70
Paid Holidays	1	0.70
Paid Time Off	1	0.70
Day Care	0	0.00
Job Security	0	0.00
Other	0	0.00
Tuition Assistance	0	0.00
<b>Total Responses</b>	<b>143</b>	<b>100</b>

Workers positively responded by 96.88% 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:

<b>Steps</b>	<b># of Responses</b>	<b>% of Responses</b>
Good Pay/Pay Increase	26	23.64
Nothing	22	20.00
Keep or Offer Benefits/Incentives/Promotions	16	14.55
Respect/Trust/Fairness/Honesty/Support	13	11.83
Good Working Environment/Relationship	12	10.91
Flex Time	5	4.55
Education/Training Opportunities	4	3.64
Job Security	3	2.73
Open Communications	3	2.73
Appreciation/Recognition	2	1.82
Better Mileage	1	0.91
Cross Training	1	0.91
Employee Empowerment	1	0.91
More Employees	1	0.91
<b>Total Responses</b>	<b>110</b>	<b>100</b>

There are a high percentage of companies in Concho County that provide training (65.06%) as compared to those that do not provide training (32.53%). A large majority (63.86%) of current workers take advantage of this training benefit to advance their skills, whereas 12.05 % 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 depicts that workers feel they need additional training and computer skills to advance in their careers:

<b>Response</b>	<b># of Responses</b>	<b>% of Responses</b>
Nothing	26	31.33
Training	26	13.33
Other	12	14.46
Advancement Opportunities	6	7.23
Computer Skills	3	3.61
Increased/Improved Technology	3	3.61
College Hours	2	2.41
Don't Know	2	2.41
Improved Communication	1	1.20
Knowledge	1	1.20
More Experience	1	1.20
Tuition Assistance	0	0.00
<b>Total Responses</b>	<b>83</b>	<b>100</b>

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**

<b>Response</b>	<b># of Responses</b>	<b>% of Responses</b>
Same position in same or different company	58	69.88
Advanced position in same or different company	8	9.64
Don't Know	6	7.23
Enrolled in Education/ Training	5	6.02
More efficient/ confident in position/ job/company	2	2.41
More responsibilities/duties	2	2.41
Other	1	1.20
Self- Employed	1	1.20
Working Full Time	0	0.00
Retired or Semi-Retired	0	0.00
<b>Total Responses</b>	<b>83</b>	<b>100</b>

**Five-Year Career Goals**

<b>Response</b>	<b># of Responses</b>	<b>% of Responses</b>
Receiving License/ Certification	3	33.33
Retired or Semi-Retired	2	22.22
Working Full- Time	1	11.11
More Responsibilities/ Duties	1	11.11
Other	1	11.11
More Employees to help out	1	11.11
Same position in same or different company	0	0.00
Don't Know	0	0.00
Advanced position in same or different company	0	0.00
Enrolled in Education/ Training	0	0.00
Self- Employed	0	0.00
Job Security/ Long- Term Employment	0	0.00
Completed Education/ Training	0	0.00
Receiving Benefits/Bonuses/Incentives/Awards	0	0.00
<b>Total Responses</b>	<b>9</b>	<b>100</b>

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 do not perceive a career ladder or pathway is available for advancement within their company or Concho County. Responses indicate that most workers are happy in their job or company. 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”:

<b>Expectations</b>	<b># of Responses</b>	<b>% of Responses</b>
Respect/Trust/Fairness/Honesty/Understanding	50	40.98
Good Working Environment/Relationship	20	16.39
Good Communication	15	12.30
Nothing	8	6.56
Increased Wages	8	6.56
Benefits/Incentives/Bonuses/Awards	5	4.10
Pay Check	4	3.28
Appreciation/ Recognition	3	2.46
Job Satisfaction	2	1.64
Don't Know	2	1.64
Job Security	1	0.82
Other	1	0.82
More Responsibilities/ Duties	1	0.82
Training	1	0.82
More Paid Holidays	1	0.82
<b>Total Responses</b>	<b>122</b>	<b>100</b>

Workers' expectations of their employers are intangible and intrinsic based on Respect/Trust/Fairness/Honesty/Understanding, Good Working Environment/Relationship, Good Communication, and 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 Concho 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 Concho County, the Concho Valley Workforce Development Board’s service delivery plan will focus on the following:

### **Basic Skills**

- Partner with the Eden and Paint Rock 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 Eden and Paint Rock Independent School Districts, Eden Public Library, Harry Bengé Crozier Memorial 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 Eden Economic Development Corporation 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 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, in conjunction Workforce Solutions, Texas Cooperative Extension and Christian Women's Job Corps 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 Eden and Paint Rock Independent School Districts, Eden Public Library, Harry Benge Crozier Memorial 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, Eden and Paint Rock 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, Eden and Paint Rock Independent School Districts, Eden Chamber of Commerce, and the Concho County Judge's Office through ongoing contact from Board Staff and Workforce Solutions-Employer Services.
- Increase technical assistance for economic development and business support through quarterly regional economic development and business support 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.

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