

CROCKETT COUNTY

Community Strategic and Service Delivery Plan

*Concho Valley Workforce Development Board
Texas Workforce Center of the Concho Valley
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Introduction

The community audit and service delivery plan for Crockett 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 Crockett 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 and the Texas Workforce Center of the Concho Valley) 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 Crockett County from September 2002 to November 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, and 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

Crockett County is located in the Concho Valley region. Ozona is the county seat and is home to the 82-acre park of the Old Fort Lancaster Frontier Garrison, which was donated to Crockett County in 1965 and was transferred to the Texas Parks and Wildlife Department in 1968. The population of Crockett County increased 0.5% from 4,078 persons in 1990 to 4,099 persons in 2000, according to Census 2000, U. S. Census Bureau (<http://www.census.gov>).

Income and Wages

Crockett County's annual per capita income was \$16,742, which is \$11,010 lower than the annual per capita income of \$27,752 for the State of Texas in 2000. The average weekly wage, as reported by the Texas Workforce Commission in the 4th Quarter of 2001, was \$417, which is \$293 below the state average weekly wage of \$710. (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.
Natural Resources/Mining	274	291	290	295
Information	10	10	10	10
Financial Activities	50	54	53	51
Construction	8	9	10	11
Trade, Transportation & Utilities	305	295	290	299
Professional/Business Services	22	23	31	26
Education/Health Services	34	35	34	34
Leisure/Hospitality	200	232	220	232
Other Services	62	60	58	60
Federal Government	8	7	7	7
State Government	47	48	50	52
Local Government	337	340	330	346

(Texas Workforce Commission, Labor Market Information, 2001, <http://www.twc.state.tx.us>)

Analysis

The number of employees from the 1st quarter to the 4th quarter of 2001 has increased in the Natural Resources and Mining industry, Construction industry, Leisure and Hospitality, State Government, Local Government and Professional/Business Services; remained fairly steady in Information, Financial Activities, Education/Health Services, and Other Services. Federal government, and Other Services employment have experienced a minimal decline. The largest decline in employment for the area was in the Trade, Transportation, and Utilities industry with a 9.8% decrease. The largest employment base is found in the Trade, Transportation, and Utilities; Local Government; Natural Resources and Mining; and, the Leisure/Hospitality industries.

Labor Force, Employment, Unemployment

The county seat is the community of Ozona and the largest employers are Anadarko Petroleum Corporation, Crockett County Consolidated School District, and Crockett County.

The civilian labor force has decreased 2.3% from September 2001 to October 2002. The unemployment rate has increased from 2.8% in September 2001 to 3.5% in October 2002. According to the Texas Workforce Commission, Labor Market Information, the civilian labor force declined from 1,806 in September 2001 to 1,764 in October 2002. Crockett County's unemployment rate in June and August 2002 was 4.2%, which was at its highest, compared to the state's unemployment rate of 5.8% (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 Crockett 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 the Crockett County Judge's Office, no building permits are required since Ozona is unincorporated. The

Ozona Chamber of Commerce advised that one (1) new business with one (1) employee has recently opened and one (1) other business with two (2) employees will open in January 2003. The Chamber office will be relocating into a visitor's center, which is anticipated to open by 2004 – no additional employees will be hired.

Transportation

According to the U.S. Bureau of the Census, Census 2000, workers commuting to work (age 16 and older) total 1,754 with a mean travel time to work in minutes as 18.4. There is not a public transportation system in Crockett County. Thunderbird Transit operates Monday through Friday from 8 a.m. to 5 p.m. and transports individuals to San Angelo on every 1st and 3rd Wednesday. The following table shows a breakdown of transportation related information:

	Number	Percent
Vehicles Available		
None	178	11.7%
1	468	30.7%
2	682	44.8%
3 or more	196	12.9%
Drove Alone	1,395	79.5%
Carpooled	199	11.3%
Walked	41	2.3%
Other means	35	2.0%
Worked at home	79	4.5%

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

Poverty

According to the U.S. Bureau of the Census, poverty status in 1999 for families with female householder with no husband present was at 41.1%. Those female householders' with related children under 18 years of age were 48.7% below poverty level and female householders' with related children less than 5 years of age were 78.6% below poverty level.

Demand Side of the Labor Market

The Concho Valley Workforce Development Board conducted employer surveys in Crockett County from September 2002 to November 2002 to gather primary information on the demand side of the labor market. The number of businesses identified to participate was 292. 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 292 businesses, 111 were found to be: out of business, bad address/phone number, unable to make contact, business with no employees, duplicate entry of business, and business refused to participate. The following table outlines the results of the recent employer surveys:

Inability to participate (111)	38.0%
Employer surveys not returned (107)	59.1%
New Businesses Identified (40)	15.9%
Businesses Surveyed (181)	61.99%
Number Surveys Returned (74) from those employers that had the opportunity to participate (181)	40.88%

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	387	67	35	9	59	18
Projected	65	11	18	5	11	4

Analysis

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

Job positions reported to experience the largest turnover were: cashier, retail sales, probation officer, physical and occupational therapist, administrative assistant, secretary, warehousing, manager, office manager, teller, cook or cook help, dishwasher, wait staff, LVN, certified nurse’s aide, housekeeping aide, clerical, maintenance, dietary, night porter, clerk/stocker, and store manager.

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

Survey	# of Answers	% of Responses
Responses	168	100%
Poor work history/references	42	25%
Lack of experience	29	17.26%
Lack of skills	29	17.26%
Work ethic	27	16.07%
Lack of proper education/training	21	12.50%
Other	7	4.17%
Not applicable	7	4.17%
Lack of preparation	6	3.57%

Analysis

The survey results indicate that “poor work history/references,” “lack of experience,” “lack of skills,” and “work ethic” are the greatest issue 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 the Texas Workforce Centers, and resources available to meet work 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, organization and time management skills.

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	125	100%
On-the-job	53	42.4%
Educational/Training Institutions	20	16%
Video	19	15.2%
No one/Not applicable	16	12.8%
Professional Organizations	15	12.0%
Texas Workforce Centers	2	1.6%

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

Answers Given	# of Responses	% of Responses
Responses	1,062	100%
Communication skills	157	14.78%
Listening skills	152	14.31%
Problem solving skills	134	12.62%
Customer service skills	134	12.62%
Time management skills	134	12.62%
Interpersonal skills	120	11.30%
Technical skills	103	9.70%
Computer skills	98	9.23%
Other	28	2.64%

“Other” includes housekeeping/cleaning, cash register skills, cash handling skills, budgeting, record keeping, use of forklift, use of paper shredder, wheelchair assistance, cooking, use of vacuum, safety skills, nursing, accounting, driving safely, livestock handling, livestock marketing, educational skills, financial, maintenance, medical, organization, water control troubleshooting, wildlife management, pasture management, and music.

Analysis

The number of responses (1,062) in relation to employer surveys returned (74) indicates that employers require more “soft” skills than “hard” or tactile skills.

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

Answers Given	# of Responses	% of Responses
Responses	89	100%
Provide training	26	24.30%
Provide information	26	24.30%
Don't know	20	18.69%
Provide workers/skilled workers	20	18.69%
Can't help	12	11.21%
Other	3	2.80%

“Other” includes finding desirable help and educating students in High School programs about jobs including importance of customer service/attitudes.

Analysis:

A correlation could be drawn between the labor market problems and the fact that only 1.60% of the business respondents contact the Texas Workforce Centers to help with them with their workforce needs and 12.8% 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 (22.10%)
2. Hard Worker (14.98%)
3. Communication Skills (14.23%)

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
Not Applicable	29	38.67%
\$100 or less	8	10.67%
\$500 or less	11	14.67%
\$1,000 or less	13	17.33%
\$5,000 or less	4	5.33%
\$10,000 or less	8	10.67%
\$50,000 or less	1	1.33%
Over \$50,000	1	1.33%

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

Answers Given	# of Answers	% of Responses
Not applicable	9	11.84%
One day or less	2	2.63%
One week or less	12	15.79%
One month or less	30	39.47%
One year or less	14	18.42%
Over one year	9	11.84%

Analysis

Due to the majority of responses as “Don’t Know or 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 \$10,000 or less. Based on the majority of responses, the average time it takes to train one employee is indicated from “one year or less” to “one month or less.”

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
Total Responses	153	100%
Skills	24	15.69%
Training	24	15.69%
Salary	23	15.03%
None/Not applicable	22	14.38%
Benefits	19	12.42%
Understaffed	16	11.03%
Work Ethic	15	9.80%
Turnover	14	9.15%
Other	4	2.61%

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

Answers Given	# of Answers	% of Responses
Responses	198	100%
Increase employee efficiency	48	24.24%
Add value to your product or service	37	18.69%
Increase production	30	15.15%
Help decrease training time	26	13.13%
Help to retain employees	24	12.12%
Make your company more competitive	20	10.10%
Not applicable	13	6.57%

Pay increases, in relation to skill development, would be supported by 55.41% of businesses responding. Of those responding “no,” it is noted that skill development could make the 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 (52.17%), 10% or less (23.91%), 25% or less (21.74%) and 100% or less (2.17%). Employee benefits are provided by 62.16% of the 74 respondents in comparison to 37.84% of respondents that don’t provide any employee benefits.

The majority of the firms in Crockett 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
Responses	281	100%
High School Diploma	104	37.01%
GED	60	21.35%
Certificate or License	38	13.52%
None	34	12.10%
Other	21	7.47%
Bachelor’s Degree	19	6.76%
Associates Degree	5	1.78%

“Other” responses include high school student, Masters degree or higher, basic computer class, continuing education in food service, continuing education in elderly activity, accounting knowledge, math, reading, writing, industry training, prefer some college, tax school, Bachelor of Science or higher, and seminary or industry specific skills, some college, hourly wage level dependent upon experience/education, and formal training. 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 Administrators, Mechanics, Classroom Teachers, Licensed Vocational Nursing, Certified Nursing Aides or Assistants, Registered Nurses, Truck and Bus Driving, Law Enforcement, Management, Pharmacy Tech, Attorneys, County Extension Agents, Certified Public Accountants,

Accountants, Probation Officers, Physical and Occupational Therapists, Warehouse, Escrow Agents, Game Wardens, Ministerial, Ranch Management, and occupations requiring specific technical skills.

Analysis

A large number of employers (80.42%) 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 Crockett County per survey respondents is listed below:

Answers Given	# of Answers	% of Responses
Responses	168	100%
Not applicable	6	3.57%
Less than \$5.15 an hour	1	.60%
\$5.15 an hour	24	14.29%
\$5.16 - \$5.75/hour	9	5.36%
\$5.76 - \$6.75/hour	22	13.10%
\$6.76 - \$7.75/hour	28	16.67%
\$7.76 - \$9.75/hour	29	17.26%
\$9.76 - \$12.75/hour	16	9.52%
\$12.76 - \$15.00/hour	9	5.36%
\$15.01/hour or more	15	8.93%
Varies according to experience	9	5.36%

Analysis

The correlation of the level of education to the associated wage levels in Crockett County are predominantly in the range of \$5.76 an hour to \$9.75 an hour with a high school diploma or a general equivalency degree. 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, technical skill or some level of experience. Wage levels above \$12.75 an hour typically require some professional development along with a Bachelors degree or Masters degree or industry specific training.

Supply Side of the Labor Market

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

Based on the Census 2000, Crockett County's 4,099 total population break down by age, as it might relate to an available workforce, is depicted below:

Age	Number	Percent
15-19 yrs.	350	8.5
20-24 yrs.	174	4.2
25-34 yrs.	441	10.8
35-44 yrs.	641	15.6
45-54 yrs.	581	14.2
55-59 yrs.	250	6.1
60-64 yrs.	181	4.4
65-74 yrs.	286	7.0
Median Age (years)	37.2	N/A

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

Persons under the age of 18 in Crockett County comprise 28.9% of the population in 2000. Persons of Hispanic or Latino origin comprise 54.7% of the population in 2000 as compared to 49.6% of the population in 1990, indicating an increase in the Hispanic or Latino population in Crockett County.

Analysis

Crockett 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, Crockett County's median age of 37.2 is low and the number of persons under the age of 18 is fairly high. This indicates that Crockett County may have the opportunity to an accessible and available workforce dependent upon worker shortages nationwide.

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	766	17.4%
People age 0-17 in poverty	324	23.9%
Related children age 5-17 in families in poverty	254	26.4%
Median Household Income	\$29,355	

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 September 2002, 16 Food Stamp recipients were available for work (Able Bodied Adults With Dependents-families) (Texas Workforce Commission, Performance Reporting, September 5, 2002).

The Texas Workforce Center of the Concho Valley and the Texas Workforce Center – Brady serve Temporary Assistance for Needy Families recipients. There are 10 TANF recipients available for work in Crockett County as of March 2002.

Worker Interviews

Out of the 74 businesses surveyed, 61 businesses participated in worker interviews (82.43%). The table below depicts the type of the participating workers' job positions:

Position	# of Positions	% of Positions
Trade/Technical/Specialized Work	8	4.32%
Clerical Work	40	21.62%
Education/Library Work	3	1.62%
Sales Clerk, Cashier, Desk Clerk, Teller	23	12.43%
Personal Services	5	2.70%
Food Service Work	23	12.43%
Building Service/Domestic Work	20	10.81%
Management	8	4.32%
Tax Preparer, Bookkeeper, Finance	19	10.27%
Drilling/Mining (Oil & Gas)	6	3.24%
Health Occupations	8	4.32%
General Labor	1	0.54%
Marketing	2	1.08%
Sales	8	4.32%
Transportation	3	1.62%
Professional Services	6	3.24%
Social Sciences	2	1.08%
TOTAL:	185	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: tractor operator, crew foreman, maintenance/mechanic work, plumbing, meter reader, appliance/field technician, paint and body apprentice, and heavy equipment operation. The Personal Services category includes: law enforcement work, alterations, jailer, and barber. The Building Service/Domestic work category includes: maintenance, custodial, housekeeping, and youth care. The Health Occupations category includes registered occupational therapist, physical therapy technician, alcohol and drug test technician, certified nurse's aides, licensed vocational nurse,

registered nurse, and certified medication aides. The General Labor category includes: feed loader.

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

Skills	# of Responses	% of Responses
TOTAL:	320	100%
Computer Skills	54	16.88%
General Office Skills	51	15.94%
People, Customer Service, Public Relations Skills	40	12.50%
Other Trade/Technical/Specialized Skills	26	8.12%
Basic Skills	21	6.56%
Bookkeeping, Accounting, Financial	16	5.00%
Cooking & Food Preparation Skills	12	3.75%
Cleaning Skills	12	3.75%
Management Skills	11	3.44%
Maintenance/Mechanic	11	3.44%
Cash Register Skills	9	2.81%
Communication Skills	8	2.50%
Drilling/Mining Skills	8	2.50%
Medical Skills	7	2.90%
Organizational Skills	7	2.09%
Driving Skills	7	2.19%
Critical Thinking Skills	5	1.56%
Plumbing Skills	5	1.56%
Bilingual Skills	5	1.56%
Electronic/Electrical Skills	4	1.25%
Heavy Equipment Operation	4	1.25%
Construction/Carpentry/Welding/Fitting	4	1.25%

Other Trade/Technical/Specialized skills encompass the following: meter reading, youth development, livestock production, range and wildlife management, natural resources, veterinarian, insurance, human resources, science, sample collection, data collection, legal, case management, teacher certification, barber, and child and parenting skills.

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

Skills	# of Responses	% of Responses
General Office & Secretarial	34	12.14%
Education	25	8.93%
Retail Sales, Cashier, Teller	22	7.86%
Food Service	21	7.50%
Customer Relations	20	7.14%
Accounting, Bookkeeping, Financial	19	6.79%
Oil, Gas & Ranching	18	6.43%
Health Occupations Training	16	5.71%
Trade, Technical, Specialized Experience	16	5.71%
Computer	13	4.64%
Management Experience	12	4.29%
Maintenance/Mechanics Operation	9	3.21%
Sales/Marketing Experience	8	2.86%
None	7	2.50%
Construction, Welding, Fabrication	7	2.50%
Child & Elder Care	6	2.14%
Housekeeping/Custodial	6	2.14%
Personal Services	6	2.14%
Banking	5	1.79%
Social Service Work	4	1.43%
Truck Driving	3	1.07%
Plumbing	3	1.07%

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 important to you as a valued employee.”

Benefit	# of Responses	% of Responses
Total:	316	100%
Health/Medical/Dental/Vision Insurance	86	30.28%
Retirement Plan/Savings Plan	46	16.20%
Good Work Environment	35	12.32%
Good Pay/Pay Increase	21	7.39%
Paid Vacation/Vacation Time	19	6.69%
Flex Time/Comp Time	18	6.34%
Other	12	4.23%
Job Security	8	2.82%
Life Insurance	7	2.46%
Training/Education	6	2.11%
Job Satisfaction	5	1.76%
Sick Leave	4	1.41%
Bonus, Promotion, Work Incentives	4	1.41%
Pay Check	4	1.41%
Work Experience	3	1.06%
More Hours or Full-time Work	3	1.06%
Workman’s Compensation	3	1.06%

“Other” includes: discounts on merchandise, easy job, area or location, work ethic, investments into company, profit sharing, employee empowerment, liability insurance, uniforms, and tuition assistance. Workers positively responded by 97.62% 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
Good Pay/Pay Increase	44	24.58%
Job Satisfaction	26	14.53%
Keep or Offer Benefits, Incentives, Promotions	22	12.29%
Nothing	18	10.06%
Good Work Environment	16	8.94%
Education/Training Opportunities	10	5.59%
Appreciation, Respect, Recognition	8	4.47%
Other	8	4.47%
Advancement Opportunities	7	3.50%
Honesty, Trust, Fairness	7	3.91%
Open Communications	5	2.79%
Job Security	4	2.23%
Patience/Understanding/Support	4	2.23%
Full-Time Employment	4	2.23%
Flex Time	3	1.68%

“Other” includes: work experience, good work ethics, smaller number of students in the classroom, employee empowerment, more responsibilities, and advancement opportunities.

There are a high percentage of companies in Crockett County that provide training (90.48%) as compared to those that do not provide training (7.94%). A large majority (77.78%) of current workers take advantage of this training benefit to advance their skills, whereas 22.22% 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:

Answers	# of Answers	% of Responses
Education/Training	60	40.00%
Computer Skills-/Software & Technology	39	26.00%
Nothing	18	12.00%
Work Experience	8	5.33%
Math, Accounting, Bookkeeping Skills	5	3.33%
Management Skills	5	3.33%
Other	5	3.33%
Advancement Opportunities	4	2.67%
Efficiency/Productivity	3	2.00%
Increased/Improved Equipment Technology	3	2.00%

Responses in regard to types of training workers feel they need to advance in their careers are: legislative updates, victim services, finish high school, college, more availability of higher education, dietary manager license, skill and job development, training in juvenile justice laws, communication skills, English as a Second Language, water/sewer licensing, Doctor of Veterinary medicine, library changes, GED, nursing, nutrition, electrical, pesticides, special education, customer service, Texas law, oil field products, automotive body work, Masters level education, continued education, medicine, mechanic, hospitality business seminars, safety, appliance repair, cross-training, child care business and child development, stress management, cooking, air conditioning, animal testing, paralegal, pharmacy tech, cosmetology, business courses, education courses for certification, and certified nursing aide training.

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

Answer	# of Answers	% of Responses
Same position, same or different company	92	64.34%
Advanced position in same or different company	17	11.89%
Enrolled in Education/Training	9	6.29%
More Efficient/Confident	6	4.20%
Licensed/Certified	5	3.50%
Self-Employed	4	2.80%
Don't know	3	2.10%
Receiving Benefits, Bonuses, Incentives and/or Awards	3	2.10%
More Responsibilities/Duties	2	1.40%
Not Working	2	1.40%

“Enrolled in Education/Training” includes: licensed vocational nursing, accounting, still in high school, computer skills/technology, special education, pharmacy tech, and Masters degree.

Five Year Career Goals

Answer	# of Answers	% of Responses
Same/advanced position in same/different company	76	55.88%
Don't Know	21	15.44%
Retired or Semi-retired	13	9.56%
Self-Employed	9	6.62%
Enrolled in Education/Training	6	4.41%
Other	4	2.94%
Receiving Benefits, Bonuses, Incentives and/or Awards	3	2.21%
Receive License/Certification	2	1.47%
More Efficient/Confident	2	1.47%

Analysis

Responses indicate that workers perceive a career ladder or pathway is available for advancement within their company or Crockett County. Responses indicate that most workers are happy in their job, career, field 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.

Workers expectations of their employers are based on more intangible or intrinsic qualities such as respect, trust, sincerity, fairness, honesty, patience, understanding, sensitivity rather than tangible outcomes such as a pay check, increased hours or duties, benefits, etc.

Expectations	# of Responses	% of Responses
Respect/Trust/Sincerity/Fairness	52	22.91%
Good Working Environment	30	13.22%
Honesty/Patience/Understanding and Sensitivity	26	11.45%
Increased Wages	19	8.37%
Appreciation/Encouragement/Recognition	18	7.93%
Job Satisfaction	15	6.61%
Good Communication	12	5.29%
Other	12	5.29%
Job Security	10	4.41%
Benefits/Bonuses/Incentives/Awards	8	3.52%
Pay Check	7	3.08%
Training	6	2.65%
Nothing	3	1.32%
Advancement Opportunities	3	1.32%
Increased Staff	3	1.32%
Employee Empowerment	3	1.32%

“Other” includes: flexible schedule, better equipment, resources to do job, full-time employment, and more responsibilities/duties.

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 Crockett County's business sector is comprised of a few medium-sized 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, health care, teaching, and technology are occupations with the greatest skill shortages. Skills shortages can be the single greatest barrier to economic growth. The health care industry not only includes nursing, but also allied health occupations. The education industry encompasses occupation shortages in child care, child development, primary education, secondary education and post-secondary education. The technology industry encompasses a large array of occupations (including Trade and Technical) ranging from high-skill to information technology. 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 those areas such as: Communications, Listening, Time Management, Dressing for Success, etc... Hard skills are the more tactile skills such as, technical skills, computer literacy, software applications, licensing and certification program 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. 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 Crockett County, the Concho Valley Workforce Development Board's service delivery plan will focus on the following:

Basic Skills

- Partner with the Crockett County Independent School District, Education Service Center Region XV, Co-op 42 Adult Basic Education and volunteer organizations to promote and provide 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 Crockett County Independent School District, Crockett County Public Library, Education Service Center Region XV, Howard College, the Small Business Development Center 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 utilizing existing computer resources and space to increase the productivity of area employers and the skill levels of area workers and jobseekers.

Economic Development

- Partner with the Ozona Chamber of Commerce to assist in attracting new industry and business to the area that will increase wages and job opportunities and explore opportunities that exist for business expansion and retention.

Career Opportunities

- Educating and promoting the use of Internet technology 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, local agencies organizations, and churches to provide job search seminars or clubs to increase job readiness.
- 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 area organizations, the Crockett County Independent School District, the Small Business Development Center and Howard College 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 parenting skills training and Child Care Licensing courses to new providers to increase the number of licensed providers that may provide extended child care service hours.

Entrepreneurship

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

Youth

- Partner with Texas Cooperative Extension, Crockett County Independent School District, Howard College, School-to-Work/Tech Prep and the Crockett County Civic and Youth Center 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 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 the Texas Workforce Center website under the Employer Services Division.

Employer Links and Services

- Develop and disseminate a quarterly newsletter to increase communication with area employers, the Chamber of Commerce, the Howard College, the Crockett County Independent School District, and the Crockett County Judge's Office.

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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