

SCHLEICHER 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 Schleicher 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 Schleicher County's workforce. Meetings with community partners and members were conducted to explain the Community Audit 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 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 Schleicher County from June 2002 to September 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 and Texas Workforce Center of the Concho Valley 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

Schleicher County is geographically located in southwest Texas and includes the town of Eldorado. Major industries in the county are: Local Government; Non-Classifiable; Trade, Transportation and Utilities; Natural Resources and Mining; and Construction. The population of Schleicher County decreased 1.8% from 2,990 persons in 1990 to 2,935 persons in 2000, according to Census 2000, U. S. Census Bureau (<http://www.census.gov>). In the 2001 Total Population Estimates for Texas Counties, Schleicher County's population estimate for July 2001 is 2,966 and 2,984 for January 2002, which would be an increase over the 2000 Census count (The Texas State Data Center, Texas State Population Estimates and Projections Program, September 2002, http://www.txsd.c.tamu.edu/tpepp/2001_txpopest_county.php).

Income and Wages

Schleicher County's annual per capita income was \$16,040 in 2000, which was \$11,712 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 2000, was \$400, which is \$310 below the state average weekly wage of \$710. (Texas Workforce Commission, Labor Market Information, <http://www.twc.state.tx.us>)

Major Firms

The Texas Workforce Commission, Labor Market Information at <http://www.twc.state.tx.us> documents major industries with covered employment and wages in the county in 2001 are depicted on the following page:

NAICS Industry Group	1st Qtr.	2nd Qtr.	3rd Qtr.	4th Qtr.
Natural Resources & Mining	97	105	117	98
Construction	87	93	99	109
Manufacturing	---	---	---	---
Trade, Transportation & Utilities	136	137	141	134
Information	---	---	---	---
Financial Activities	29	28	29	28
Professional & Business Services	7	8	9	9
Education & Health Services	---	---	---	---
Leisure & Hospitality	20	20	28	33
Other Services	16	15	11	12
*Non-classifiable	240	234	233	203
Federal Government	13	13	14	13
State Government	7	7	7	8
Local Government	265	270	253	267
Total Employment	917	930	941	914
Total Wages	\$4,942,233	\$4,779,025	\$4,750,245	\$5,074,780
Average Quarterly Wages	\$5,389.57	\$5,138.74	\$5,048.08	\$5,552.28
Average Weekly Wages	\$414.58	\$395.29	\$388.31	\$427.10

*The Texas Workforce Commission, Labor Market Department clarifies Non-classifiable as “it is basically a classification which when somebody starts filing their tax reports has not been assigned an industry classification. Typically they are new to the system and eventually will be reclassified as more information is obtained about their business for identification in an industry. However, some businesses are not cooperative in the reclassification effort...However, if you will notice in Schleicher County there are a couple of industries that have dashes in them. That is because that information is considered confidential. 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...So you may look at the industries with dashes in them such as Information and Education and Health Services (private) which have had their employment numbers added into the Unclassified industry category.”

According to the Texas Workforce Commission, Labor Market Information Department, the number of agricultural workers *not* covered under Covered

Employment and Wages is debatable. If an agricultural employer files a quarterly unemployment report and is classified in the Agricultural Industry, then those workers would be reported in the quarterly reports. The Business/Civic Organization Coordinator attempted to survey a total of 258 agricultural employers throughout the county via mailed surveys with the following results:

Inability to Participate (51)	19.77%
Employer surveys not returned (195)	75.58%
Agricultural Employers surveyed (207)	80.23%
Number surveys returned (12) from those employers having the opportunity to participate (207)	5.80%

The majority of the 12 returned surveys (and through follow-up phone calls) noted agricultural workers were either contract labor, day workers, Mexican national day workers, or self-employed. According to the Texas Workforce Commission, Labor Market Information Department, if agricultural workers are “self-employed and are not employed by somebody turning in a quarterly unemployment insurance tax report, then they would not be counted” (under Covered Employment and Wages).

Analysis

Increases in employment from the 1st Quarter of 2001 to the 4th Quarter of 2001 are seen in the following industries: Natural Resources & Mining (+1); Construction (+22); Professional & Business Services (+2); Leisure & Hospitality (+13); and, Local Government (+2). Decreases in employment for the same quarters are seen in the following industries: Trade, Transportation & Utilities (-2); Financial Activities (-1); Other Services (-4); and, Non-classifiable (-37). Employment in the Federal Government sector remained stable. According to the U.S. Bureau of the Census, Census 2000, 348 or 27.2% of individuals were employed in the Agriculture, Forestry, Fishing and Hunting, and Mining industries. Oil and Gas Exploration is included within the Mining industry. Covered Employment and Wages for the Mining industry for the third quarter of 2000 shows employment at 117 and we have no method to identify which of the 348 employed, reported in the Census information, are classified (Agriculture, Forestry, Fishing and Hunting, and Mining).

Labor Force, Employment, Unemployment

The county seat is the community of Eldorado and the largest employers are: Schleicher County, B.J. Hughes Oil Well Service, Eldorado Independent School District, Schleicher County Medical Center, Crowder Services, Niblett's Oilfield Services, Meador Construction and Symbol Oilfield Service Co.

The local area has been experiencing minor fluctuating levels of civilian labor force numbers and an increasing unemployment rate from 2% in July 2001 compared to 3% in July 2002. According to the Texas Workforce Commission, Labor Market Information, the civilian labor force rose from 1536 in July 2001 to 1587 in July 2002 with an average civilian labor force or 1523 in 2001 and 1577 in the first 7 months of 2002. Schleicher County's unemployment rate in July 2002 was 3.0% compared to the state's unemployment rate of 6.5%. Schleicher County's unemployment rate has fallen from a high of 3.8% in June 2002, which is still below the state unemployment rate. During July 2002, 48 individuals were unemployed. (Texas Workforce Commission, Labor Market Information, <http://www.twc.state.tx.us>). The CVWDB and the Texas Workforce Commission have not received notification of any reported layoffs.

Building Permits

The Texas Workforce Commission's Labor Market Information did not have any listings for building permits for new or expanded business facilities. Eldorado City Hall has not issued building permits for new or expanded business facilities since January 2000. A local restaurant opened in May 2002 in a leased facility, which has been remodeled. A local property owner recently remodeled an existing grocery store into four office spaces. A local restaurant and a local grocery store have recently remodeled. There are existing vacant facilities available for new business location. The Schleicher County Chamber of Commerce reports three to four industrial businesses are scouting the area with the potential to employ 38-40 employees. Verizon is currently laying fiber optic lines and has been renting space since May of 2002.

Transportation Information

Both the Schleicher County Chamber of Commerce and a local Real Estate agency report the following highway exchange improvements affecting Eldorado: (1) Highway 277 will be expanded to a four-lane highway, (2) Ports to Plains interstate will encompass both the Eldorado and Sonora areas within the next 20 years, (3) Highway 190, a four-lane highway, will connect two Texas military forts, which will connect both the east and west military forts. According to the U.S. Bureau of the Census, Census 2000, workers commuting to work (age 16 and older) total 1,263 with a mean travel time to work in minutes as 21.6. There is not a public transportation system in Schleicher County. Thunderbird Transit operates Monday through Friday from 7 a.m. to 4 p.m. and transports individuals to San Angelo on the first Friday and third Wednesday of every month. The following table shows a breakdown of transportation related information:

	Number	Percent
Vehicles Available		
None	60	5.4%
1	424	38%
2	403	36.1%
3 or more	228	20.4%
Drove Alone	943	74.7%
Carpooled	213	16.9%
Walked	39	3.1%
Other means	13	1.0%
Worked at home	55	4.4%

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

Demand Side of the Labor Market

The Concho Valley Workforce Development Board conducted employer surveys in Schleicher County from June 2002 to September 2002 to gather primary information on the demand side of the labor market. The total number of businesses identified to participate was 198. This number was determined by utilizing the Texas Workforce Commission's *Tracer* database of local businesses, which is based upon taxpayer identification numbers. Of those 198 businesses, 89 were found to be: out of business, an address and/or phone no longer in service, unable to contact, businesses with no employees, business refused to participate, not a business or no longer a business in the county, business had more than one location, business bought out by another owner, business is a pick-up station only, business absorbed into an existing business by same owner, same employees in multiple businesses with same owner, business with volunteers or a duplicate entry/business (use of different taxpayer identification numbers). The following table outlines the results of the recent employer surveys:

Inability to participate (89)	44.94%
Employer surveys not returned (53)	48.62%
Businesses Surveyed (109)	55.05%
Number Surveys Returned (56) from those employers having the opportunity to participate (109)	51.38%

Based on employer responses, 52.73% of businesses are Services sector and 9.09% are in the Goods Producing sector. Businesses reporting both Goods Producing and Services are 40%. 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	Service	Goods	Goods	Both	Both
Time	Full	Part	Full	Part	Full	Part
Current	268	56	6	11	95	33
Projected	35	9	1	3	12	11

Analysis

Employer projected labor needs were based on turnover rates noted on the surveys. Turnover rates were reported anywhere from 10% to 200% with the majority in the 10% range. Job positions reported to experience turnover were: health occupations, law enforcement, secretarial, paralegal, data interpreter, electronics technician, game warden, clerical or administrative assistants, teller, branch manager, pusher, housekeeping, custodian/maintenance, clerks, food service, sales associates, mechanic, parts/counter person, laborer, and machine operator, seamstress, cook, wait staff, dishwasher, cashier, county agents.

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

Survey	# of Answers	% of Responses
Responses	121	100%
Poor work history/references	30	24.79%
Work Ethic	22	18.18%
Lack of skills/lack of preparation	19	15.70%
Lack of Experience	17	14.05%
Lack of proper education/training	13	10.74%
Not applicable	9	7.44%
Other	5	4.13%

Other includes lack of confidence and inability to find anyone to work even part-time.

Analysis

Survey results indicate “poor work history/references” is the greatest issue related to workers that are not hired. A correlation can be drawn that 45.94% of the business respondents “don’t know” how the Texas Workforce Center can help with them with their workforce needs or responded “can’t help”. Another 40.54% of business respondents answered “provide training/information” and 13.51% answered, “provide skilled workers.”

Responses indicate that Schleicher County does not utilize Texas Workforce Center services (located in San Angelo and Brady) nor via electronic means. Based on the survey and responses, the table below documents what type of service businesses use for workforce training:

Answers Given	# of Responses	% of Responses
On-the-job Training	46	48.94%
Professional Organizations	16	17.02%
Video	15	15.96%
Educational/Training Institutions	12	12.77%
No One/Not Applicable	5	5.32%
Texas Workforce Center	0	0%

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

Answers Given	# of Responses	% of Responses
Listening skills	96	13.89%
Communication skills	96	13.89%
Problem solving skills	87	12.59%
Time management skills	84	12.16%
Customer service skills	83	12.01%
Technical skills	79	11.43%
Interpersonal skills	71	10.27%
Computer skills	66	9.55%
Other	29	4.20%

Analysis:

A correlation could be drawn between the labor market problems and the and the inability to connect with organizations that can assist with their workforce needs and professional development. 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 employers who utilize on-the-job training.

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

1. Honesty (25.27%)

2. Ability to learn (17.58%)
3. Hard Worker (15.93%)

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	17	30.36%
\$100 or less	2	3.57%
\$500 or less	12	21.43%
\$1,000 or less	11	19.64%
\$5,000 or less	9	16.07%
10,000 or less	5	8.93%

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

Answers Given	# of Answers	% of Responses
One year or less	29	31.15%
One month or less	21	34.43%
One week or less	6	9.84%
One day or less	2	3.28%
Over one year	7	11.48%
Not applicable	6	9.84%

Analysis

Based on survey responses, the average time it requires to train one employee in their position ranges from one year or less. When asked if the company provides training for the specified job, 77.68% of respondents answered “yes” with 21.43% answering “no.”

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

Answers Given	# of Answers	% of Responses
Benefits	19	18.45%
Salary	18	17.48%
None/Not applicable	18	17.48%
Skills	11	10.68%
Training	10	9.71%
Work Ethic	8	7.77%
Understaffed	7	6.80%
Other	3	2.91%

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

Answers Given	# of Answers	% of Responses
Increase employee efficiency	37	25.52%
Help decrease training time	23	15.86%
Add value to your product or service	23	15.86%
Increase production	21	14.48%
Help retain employees	15	10.34%
Not Applicable	14	9.66%
Make your company more competitive	12	8.28%

Pay increases, in relation to skill development, would be supported by 51.79% of businesses responding with 48.22% indicating “not applicable” or “no”. Most businesses responded that the typical pay increase that could be expected could range from: 50% or less to 5% or less. The majority of the responses (41.94%) indicate 10% or less.

Pay increases would be supported by a majority of the business respondents, although employers noted that more skills training or increased skills ranked in the lower percentile to help retain employees. Employee benefits are provided by 55.36% of the respondents in comparison to 25% of respondents that don’t provide any employee benefits.

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

Answers Given	# of Answers	% of Responses
High School or GED	101	61.96%
Any, None or N/A	21	12.88%
Certificate or License	14	8.59%
Associates Degree	3	1.84%
Bachelors Degree	11	6.75%
Other	13	7.98%

The answers given may be duplicated in some categories because the specific requirement was high school or general equivalency diploma plus a certificate or license. “Other” includes responses indicating: 10th grade level, 18 years of age, does hire high school students, prefer some college, some mechanic training, math skills, read English, technical skills or technical school training.

The level of wages paid in Schleicher County per survey respondents are listed below:

Answers Given	# of Answers	% of Responses
Not Applicable	4	3.60%
Varies	2	1.80%
\$5.15 an hour	19	17.12%
\$5.16 - \$5.75/hour	9	8.11%
\$5.76 - \$6.75/hour	23	20.72%
\$6.76 - \$7.75/hour	12	10.81%
\$7.76 - \$9.75/hour	14	12.61%
\$9.76 - \$12.75/hour	14	12.61%
\$12.76 - \$15.00/hour	6	5.41%
\$15.01 hour or more	8	7.21%

Analysis

The correlation of the level of education to the associated wage levels in Schleicher County are predominantly in the range of \$5.76 an hour to \$6.75

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 plus some specific license/certificate, technical or trade skills. Wage levels in excess of \$15.00 an hour require advanced education at a minimum of the Associates level or specific license.

Supply Side of the Labor Market

The Concho Valley Workforce Development Board conducted worker interviews, with the approval of the employer, in Schleicher County from March 1, 2001 to December 21, 2001 to gather primary information on the supply side of the labor market.

Based on the Census 2000, Schleicher County's 2,935 total population break down by age and sex, as it might relate to an available workforce, is depicted below:

Gender and Age	Number	Percent
Male	1,459	49.7
Female	1,476	50.3
Under 5 years	181	6.2
5 to 9 years	192	6.5
10 to 14 years	271	9.2
15 to 19 years	271	9.2
20 to 24 years	118	4.0
25 to 34 years	280	9.5
35 to 44 years	423	14.4
45 to 54 years	430	14.7
55 to 59 years	143	4.9
60 to 64 years	144	4.9
65 to 74 years	239	8.1
75 to 84 years	164	5.6
85 years and over	79	2.7

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

Analysis

As with the nation as a whole, Schleicher County's population is aging and the median age in years of 38.8 is projected to increase as the population ages. Within 10 years time, approximately 18.4% (10 to 19 year olds) of the population will have entered or will be entering the workforce in comparison to 19.6% (45 to 59 year olds) that will have retired or will be retiring from the workforce. All things remaining relative, this is a net change of -1.2%. Although this is not a significant amount of change, it is a national trend and

is indicative of labor shortages, especially if requisite skills were not obtained and the workforce could not compete in a global economy.

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	562	19.0%
People age 0-17 in poverty	246	25.3%
Related children age 5-17 in families in poverty	192	27.0%
Median Household Income	\$29,746*	

*U.S. Census Bureau, Census 2000, Table DP-3. Profile of selected Economic Characteristics: 2000

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 HHS 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	23,800
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

Federal Register, Vol. 67, No. 31, February 14, 2002, pp. 6931-6933

Poverty guidelines are used to determine eligibility for Federal, State and local assistance programs such as, Food Stamps, Temporary Assistance for Needy Families, Child Care, rent and utility assistance, and others.

In December 2001, Food Stamp recipients available for work were: 0 Able Bodied Adults Without Dependents and 12 Non-Able Bodied Adults Without Dependents (families) for a total of 12 Food Stamp recipients (Texas Workforce Commission, Performance Reporting, January 3, 2002).

As of March 2002, the number of TANF recipients available for work was 15 (Texas Workforce Commission, ID/No: WD20-02, May 31, 2002).

Persons of Hispanic or Latino origin comprise 43.5% of the population in 2000 as compared to 35.5% of the population in 1990, indicating an 8% increase in the Hispanic or Latino population in Schleicher County.

Worker Interviews

Out of the 56 businesses surveyed, 50 businesses participated in worker interviews (89.2%). The table below depicts the type of the participating workers' job positions:

Position	# of Positions	% of Positions
Clerical Work	37	25.69%
Bookkeeping/Accounting/Finance	17	11.81%
Sales Clerk/Cashier/Teller	16	11.11%
Management	13	9.03%
Trade/Technical/Specialized Work	12	8.33%
Food Service Work	9	6.25%
Building Service/Domestic Work	7	4.86%
Drilling/Mining	7	4.86%
Personal Services	4	2.78%
Health Occupations	4	2.78%
Professional Services	4	2.78%
Education	3	2.08%
Business/Personnel	3	2.08%
Transportation	3	2.08%
Marketing Work	2	1.39%
Sales	2	1.39%
General Labor	1	.69%

Worker interviews were conducted on a personal, one-on-one basis. The Business/Civic Organization Coordinator asked each worker the exact same eleven questions and documented their responses. Worker interviews were typically 5-15 minutes in length.

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

Skills	# of Responses	% of Responses
Computer Skills	41	17.30%
General Office Skills (typing, phone)	38	16.03%
People Skills/Customer Relations	28	11.81%
Basic Skills	16	6.75%
Accounting/Bookkeeping/Financial	14	5.91%
Trade/Technical/Specialized Skills	13	5.49%
Management Skills	10	4.22%
Communication Skills	9	3.80%
Heavy Equipment Skills	9	3.80%
Driving Skills	8	3.38%
Critical Thinking	7	2.95%
Maintenance/Mechanic Skills	7	2.95%
Drilling/Mining	7	2.95%
Cash Register Skills	5	2.11%
Medical Skills	5	2.11%
Electronic/Electrical Skills	4	1.69%
Other	4	1.69%
Bilingual Skills	3	1.27%
Construction/Carpentry/Welding	3	1.27%

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

Skills	# of Responses	% of Responses
General Office/Secretarial	28	15.56%
Computer Skills	15	8.33%
Sales Clerk/Cashier/Teller	13	7.22%
Management	13	7.22%
Education	12	6.67%
Customer Relations	12	6.67%
Bookkeeping/Accounting/Finance	11	6.11%
None	10	5.56%
Oil/Gas/Ranching	10	5.56%
Trade/Technical/Specialized	10	5.56%
Food Service	7	3.89%
Sales/Insurance	6	3.3%
Medical Training	5	2.78%
Construction/Welding/Fabrication	5	2.78%
Heavy Equipment Operating	4	2.22%
Maintenance/Mechanics Operating	4	2.22%
Teaching/Library	4	2.22%
Money Handling	3	1.67%
Bilingual	3	1.67%
Transportation	3	1.67%
General Labor	2	1.11%

Analysis

When comparing the skills/experience workers brought to their jobs when they were hired as compared to skills related to their jobs, there indicates a lack of skills upon hire (ie: 17.30% have computer skills related to their job but 8.33% brought those skills to their job when they were hired).

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
Health/Medical Insurance	55	27.23%
Retirement Plan/Savings Plan	32	15.84%
Vacation/Holidays	23	11.39%
Flexible Schedule	17	8.42%
Other	16	7.92%
Good Pay/Pay Increase	11	5.45%
Job Security	10	4.95%
Sick Leave Benefits	9	4.46%
Training/Education	6	2.97%
Work Experience	5	2.48%
Job Satisfaction	5	2.48%
Life Insurance/Disability Benefits	3	1.49%

Other includes: the ability to bring child to work, computer and Internet accessibility, location, discounts, credits, uniforms, bonuses, promotion, work incentives, more hours or full-time work, safety/safety programs, and employee empowerment.

Workers positively responded by 97.65% 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	25	21.93%
Benefits/Incentives/Promotions	17	14.91%
Job Satisfaction	15	13.16%
Nothing/Not Applicable	14	12.2%
Job Security	9	7.89%
Good Work Environment	8	7.02%
Education/Training Opportunities	6	5.26%
Increased/Improved Technology	5	4.39%
Patience/Understanding/Support	4	3.51%
Advancement Opportunities	3	2.63%
Appreciation/Respect/Trust	3	2.63%
Open Communications	3	2.63%
Encouragement/Recognition	2	1.75%

There are a high percentage of companies in Schleicher County that provide training (92.94%) as compared to those that do not provide training (7.06%). A large majority (82.35%) of current workers take advantage of this training benefit to advance their skills, whereas 17.65% 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 feel they need additional education and training, computer and technology skills to advance in their careers or nothing.

Answers	# of Answers	% of Responses
Education/Training	31	31.00%
Computer Skills/Software/Technology	24	24.00%
Nothing	17	17.00%
Work Experience	7	7.00%
Other Skills	6	6.00%
Management Skills	5	5.00%
Math/Accounting/ Bookkeeping Skills	4	4.00%
Efficiency/Productivity	3	3.00%
Advancement Opportunities	2	2.00%
Job Security	1	1.00%

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

One Year Career Goals

Answer	# of Answers	% of Responses
Same position/same company	53	52.48%
Advanced position-same/different company	11	10.89%
Enrolled/Completed Education/Training	10	9.90%
Don't Know	10	9.90%
More Efficient/Confident	7	6.93%
Other	8	5.94%
Retired or Semi-retired	4	3.96%

Five Year Career Goals

Answer	# of Answers	% of Responses
Don't Know	20	21.05%
Same position/same company	19	20.00%
Retired or Semi-Retired	11	11.58%
Enrolled in Education/Training	10	10.53%
Completed Education/Training	10	10.53%
Other	9	9.4%
Advanced position/same company	8	8.42%
Same or Advanced position/different company	5	5.26%
Self-Employed	4	4.21%
More Responsibilities/Duties	3	3.16%
More Efficient/Confident	2	2.11%

“Other” includes: working full-time, receiving license/certification, still working, financially stable in career, and changing careers.

Analysis

Responses indicate that workers either don't set career goals or have the perception that job opportunities, career ladders or career pathways are not

available. Responses also indicate that 17% (nothing) of the workers are not making the connection between employment and learning/maintaining their skills through continued education. Responses clearly show education and training goals, 9.9% one-year goals and 10.53% five-year goals, are not considered as critical activities to attaining and maintaining employment.

Workers expectations of their employers were intangible or intrinsic qualities rather than the more tangible outcomes such as increased wages, benefits, incentives, bonuses, awards, etc...

Expectations	# of Responses	% of Responses
Respect/Trust/Sincerity/Fairness	36	21.43%
Good Working Environment/Relationship	18	10.71%
Increased Wages	12	7.14%
Honesty	9	5.36%
Benefits/Incentives/Bonuses/Awards	9	5.36%
Good Communication	9	5.36%
Job Security	9	5.36%
Training Opportunities	9	5.36%
Patience/Understanding/Sensitivity/Support	7	4.86%
Job Satisfaction	7	4.17%
Employee Empowerment	6	3.57%
Pay Check	5	2.98%
Encouragement/Recognition	4	2.38%
Increased/Improved Technology	4	2.38%
Nothing	3	1.79%
Advancement Opportunities	3	1.79%
Appreciation	2	1.19%
Safe Environment/Equipment	2	1.19%
Flexible Schedule	2	1.19%

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 Schleicher County's business sector is comprised of 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, skills upgrading and/or job retention. Skills shortages can be the single greatest barrier to economic growth. The technology industry encompasses a large array of occupations ranging from high-skill to information technology. The health care industry also encompasses a large array of occupations from Physicians to licensed nurses to x-ray technicians to certified nurses' aides. Indications from the Community Audit are that the majority of employers don't need a large number of new workers but the number of workers needed are limited by a lack of workforce preparedness and skills. Tomorrow's workers are essential to the survival of the business. On the economic development side, high-skilled workers are essential to attracting new industry, retaining and expanding business.

Service Delivery Plans

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

Basic Skills

- Partnering with the Schleicher County Independent School District in promoting basic skills attainment and General Equivalency Diploma courses to increase current workers and jobseekers skill levels and levels of education.

Computer Technology

- Identify local partners or other service delivery methods to develop and provide computer courses, such as: computer literacy, operating systems, Internet, web page, software training, and basic accounting software classes to increase the productivity of area employers and the skill levels of area workers and jobseekers.

Economic Development

- Partner with the Schleicher County Chamber of Commerce and Southwest Texas Tourism Partnership to assist in attracting new industry and business to the area that will increase wages and job opportunities.

Career Opportunities

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

- Develop technology initiatives to provide training opportunities via web based courses or distance learning in partnership with the Schleicher County Independent School District and Education Service Center Region XV.

Entrepreneurship

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

Youth

- Partner with Texas Cooperative Extension, Schleicher County Independent School District, Education Service Center Region XV, ICD Family Shelter and Baptist Child and Family Services (STAR Program) to identify and increase opportunities for both in-school and out-of-school youth while identifying and decreasing barriers to participation.

Services for the Disabled

- Partner with the Schleicher County Community Resource Center and the Social Security Administration to identify and increase services to employers that employ people with disabilities.

Employer Links and Services

- Develop and disseminate a quarterly newsletter to increase communication with area employers, the Chamber of Commerce and the Southwest Texas Tourism Partnership.

Churches and Faith-based Organizations

- Identify opportunities for partnership with the Ministerial Alliance of Eldorado, the First Baptist Church and St. Ann's Catholic Church to

increase services in areas such as: child care, transportation, volunteers, and community programs.

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The Concho Valley Workforce Development Board and the Texas Workforce Center of the Concho Valley recognize the following community partners who contributed extensively to the community audit to develop the community strategic and service delivery plan for Schleicher County:

Eldorado City Hall
Lynn Meador Real Estate
Schleicher County Chamber of Commerce
Schleicher County Community Resource Center
Schleicher County Extension Office
Schleicher County Game Warden
Schleicher County Judge's Office
Schleicher County Rural Trust
Schleicher County Treasurer's Office
Southwest Texas Electric Service
U. S. Consolidated Farm Service Agency

APPENDIX

The Texas Workforce Center of the Concho Valley has processed the following job orders/positions from Schleicher County from March 2001 to June 2002.

Cooks/Waitstaff	5 positions
Ranch Hands	6 positions
Diesel Mechanic	1 position
Drywall Worker	1 position
Truck Driver	1 position
Certified Nursing Assistant	5 positions
Housekeeper	2 positions
LVN/RN	4 positions