

# **SUTTON COUNTY**

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

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Texas Workforce Center of the Concho Valley  
Texas Workforce Center-Brady  
Tom Green County Community Action Council  
July 2002*

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## **Introduction**

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The community audit and service delivery plan for Sutton 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 Sutton County's workforce. Meetings with community partners and members were conducted to explain the Community Audit Demonstration Project Grant, the importance for community involvement, and to update the community on the status of the community audit activities. The Concho Valley Workforce Development Board collected and has interpreted the county's labor market information. The Consortium (Concho Valley Workforce Development Board, Texas Workforce Center of the Concho Valley, and Tom Green County Community Action Council-Child Care Services) and community have built consensus and partnerships to implement skills enhancement training services that are tailored to the unique needs of the employers in the business sector. Through mapping of assets, existing programs and providers who are presently serving clients were identified, which reduces duplication of services, along with identifying gaps in services.

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

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

The Concho Valley Workforce Development Board conducted a local labor market analysis specific to providing skills enhancement and training services in Sutton County from March 2002 to June 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 Tom Green County Community Action Council-Child Care Services staff conducted community meetings.

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

## **Geographic Scope**

Sutton County is located in the Concho Valley region. Sonora is the county seat and is home to the Texas A & M research substation and the Caverns of Sonora. The population of Sutton County decreased 1.4% from 4,135 persons in 1990 to 4,077 persons in 2000, according to Census 2000, U. S. Census Bureau (<http://www.census.gov>).

## **Income and Wages**

Sutton County's annual per capita income was \$17,676, which is \$9,158 lower than the annual per capita income of \$26,834 for the State of Texas in 1999. The average weekly wage, as reported by the Texas Workforce Commission in the 4th Quarter of 2001, was \$592, which is \$65 below the state average weekly wage of \$657. (Texas Workforce Commission, Labor Market Information, <http://www.twc.state.tx.us>)

## **Major Firms**

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

<b>Industry</b>	<b>1<sup>st</sup> Qtr.</b>	<b>2<sup>nd</sup> Qtr.</b>	<b>3<sup>rd</sup> Qtr.</b>	<b>4<sup>th</sup> Qtr.</b>
Information	9	10	9	8
Financial Activities	55	58	55	51
Construction	192	196	206	205
Manufacturing	6	5	5	7
Transportation	341	366	351	378
Professional/Business Services	23	16	17	20
Education/Health Services	36	41	40	36
Leisure/Hospitality	217	227	228	215
Other Services	52	60	56	57
Government	412	397	393	378

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

## **Analysis**

The number of employees from the 1<sup>st</sup> quarter to the 4<sup>th</sup> quarter of 2001 has increased in the Construction industry and Trade, Transportation & Utilities; remained fairly steady in Manufacturing, Information, Financial Activities, Professional/Business Services, Education/Health Services, Leisure/Hospitality, and Other Services. Federal and State government employment has remained steady but the area has seen a steady decline in local government employment (a 9% decrease). The largest employment base is found in the Trade, Transportation and Utilities industries, Local Government and the Leisure/Hospitality industries.

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

The county seat is the community of Sonora and the largest employers are: Sonora Independent School District, Sutton County, City of Sonora, Louis Dreyfus Natural Gas, Dowell Schlumberger, Halliburton Energy, Town & Country Food Stores, Creek Swabbing & Roustabout Service and Carl J. Cahill.

The civilian labor force has increased 3.3% from January 2002 to May 2002. The unemployment rate has decreased from 3.2% in January 2002 to 3.0% in May 2002. According to the Texas Workforce Commission, Labor Market Information, the civilian labor force rose from 2,081 in January 2002 to 2,150 in May 2002. Sutton County's unemployment rate in May 2002 was 3.0% 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 Sutton 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 Sonora City Hall, three new construction permits were issued from October 1, 2000 up to June 3, 2002. Sonora City Hall also reported nine expansion/remodeling projects for the same time period with thirty-three permits for building, electrical, plumbing,

mechanical, signage, and or curb cut. Outside of the city limits, three businesses expanded and one new business opened in an existing facility. Building permits are not required outside of the city limits. The Sonora Industrial Development Corporation advises that two new restaurants are scouting the area, anticipated to employ three to ten employees, and another business is expanding with the anticipation of employing an additional two to three employees.



## Demand Side of the Labor Market

The Concho Valley Workforce Development Board conducted employer surveys in Sutton County from March 2002 to June 2002 to gather primary information on the demand side of the labor market. The number of businesses identified to participate was 319. 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 319 businesses, 154 were found to be: out of business, a phone no longer in service, no corresponding business associated with the address, a satellite office, storage, or a duplicate entry/business (use of different taxpayer identification numbers). The following table outlines the results of the recent employer surveys:

Inability to participate (154)	43.3%
Employer surveys not returned (131)	64.9%
New Businesses Identified (37)	11.6%
Businesses Surveyed (202)	56.74%
Number Surveys Returned (71) from those employers that had the opportunity to participate (202)	35.15%

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>	314	25	96	13	108	25
<b>Projected</b>	27	7	44	5	13	16

### **Analysis**

Employer projected labor needs were based on turnover rates noted on the surveys. Employers indicated that turnover ranged anywhere from "no turnover" to "150%," with the majority noting a 10% turnover rate.

Job positions reported to experience the largest turnover were: classroom teacher, cashier, stocker, sacker, office manager, office clerk, construction, assistant manager, butcher/wrapper, produce/bakery manager, scan coordinator, clerk, teacher’s aide, septic technician, and operator.

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

<b>Survey</b>	<b># of Answers</b>	<b>% of Responses</b>
Responses	147	100%
Poor work history/references	35	23.81%
Lack of experience	24	16.33%
Lack of skills	24	16.33%
Lack of proper education/training	23	15.65%
Work ethic	17	11.56%
Other	11	7.48%
Not applicable	7	4.76%
Lack of preparation	6	4.08%

### **Analysis**

The survey results indicate that “poor work history/references,” “lack of experience,” “lack of skills,” and “lack of proper education/training” 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, organizational 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:

<b>Answers Given</b>	<b># of Responses</b>	<b>% of Responses</b>
Responses	131	100%
On-the-job	66	53.82%
Professional Organizations	23	17.56%
Educational/Training Institutions	20	15.27%
Video	19	14.50%
No one/Not applicable	2	1.53%
Texas Workforce Centers	1	0.76%

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>
Responses	1,112	100%
Communication skills	160	14.39%
Listening skills	156	14.03%
Problem solving skills	147	13.22%
Customer service skills	141	12.68%
Time management skills	138	12.41%
Interpersonal skills	124	11.15%
Technical skills	115	10.34%
Computer skills	102	9.17%
Other	28	2.52%

“Other” includes bilingual skills, plumbing skills, equipment operating skills, food preparation, on-the-job experience, clinical skills, sales experience, welding skills, banking skills, bookkeeping skills, driving skills, law enforcement skills, and business specific knowledge.

### **Analysis**

The number of responses (1,112) in relation to employer surveys returned (71) indicates that employers require more “soft” skills than “hard” or tactile

skills. Responses are also indicative of work ethic issues as noted under “indicators of labor market problems.”

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

<b>Answers Given</b>	<b># of Responses</b>	<b>% of Responses</b>
Responses	89	100%
Provide training	21	23.60%
Don't know	21	23.60%
Provide information	20	22.47%
Provide workers/skilled workers	16	17.98%
Can't help	10	11.24%
Other	1	1.12%

**Analysis:**

A correlation could be drawn between the labor market problems and the fact that few of the business respondents contact the Texas Workforce Centers to help with them with their workforce needs and 1.53% 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 (13.96%)
2. Communication Skills (13.74%)
3. Hard Worker (13.06%)

**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:

<b>Answers Given</b>	<b># of Answers</b>	<b>% of Responses</b>
Responses	71	100%
Don't know/NA	31	43.66%
\$100 or less	4	5.63%
\$500 or less	8	11.27%
\$1,000 or less	13	18.31%
\$5,000 or less	8	11.27%
\$10,000 or less	6	8.45%
\$50,000 or less	0	0%
Over \$50,000	1	1.41%

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

<b>Answers Given</b>	<b># of Answers</b>	<b>% of Responses</b>
Responses	74	100%
Not applicable	9	12.16%
One day or less	0	0%
One week or less	10	13.51%
One month or less	21	28.38%
One year or less	21	28.38%
Over one year	13	17.57%

### **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 \$500 or less to \$5,000 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:

<b>Answers Given</b>	<b># of Answers</b>	<b>% of Responses</b>
Total Responses	145	100%
Skills	26	17.93%
Training	24	16.55%
Work Ethic	22	15.17%
Salary	21	14.48%
Understaffed	16	11.03%
Turnover	12	8.28%
Benefits	10	6.90%
None/Not applicable	10	6.90%
Other	4	2.76%

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>
Responses	198	100%
Increase employee efficiency	50	25.25%
Increase production	36	18.18%
Add value to your product or service	34	17.17%
Make your company more competitive	25	12.63%
Help decrease training time	22	11.11%
Help to retain employees	19	9.60%
Not applicable	12	6.06%

Pay increases, in relation to skill development, would be supported by 61.97% 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 (36.96%), 10% or less (28.26%), and 25% or less (30.43%). Employee benefits are provided by

64.29% of the 70 respondents in comparison to 35.71% of respondents that don't provide any employee benefits.

The majority of the firms in Sutton 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>
Responses	270	100%
High School Diploma	119	44.07%
GED	52	19.26%
None	32	11.85%
Certificate or License	23	8.52%
Other	17	6.30%
Bachelor's Degree	16	5.93%
Associates Degree	11	4.07%

The majority of “none” responses were in relation to job positions of cafeteria worker, manager, assistant manager, meat market manager, butcher/wrapper, produce manager, bakery manager, lifeguards, assistant/receptionist, cooks, cashiers, service station attendants, operator, operations management, tour guide, clerks, welders/welders helper, construction and roustabout. 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 Nursing, Law Enforcement, Finance, Plumbers, Heavy Truck Driving, Appraisers, Pharmacy Tech, Teacher, Engineering, Tax Preparers, and occupations requiring specific technical skills. “Other” responses indicate industry specific skills, some college, hourly level of experience/education, and formal training.

### **Analysis**

A large number of employers (61.48%) require education levels at or above a high school diploma. Almost nine percent (9%) 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 Sutton County per survey respondents is listed below:

<b>Answers Given</b>	<b># of Answers</b>	<b>% of Responses</b>
Responses	170	100%
No Answer/Not applicable	5	2.94%
Don't Know	7	4.12%
Less than \$5.15 an hour	2	1.18%
\$5.15 an hour	12	7.06%
\$5.16 - \$5.75/hour	14	8.24%
\$5.76 - \$6.75/hour	27	15.88%
\$6.76 - \$7.75/hour	32	18.82%
\$7.76 - \$9.75/hour	29	17.06%
\$9.76 - \$12.75/hour	18	10.59%
\$12.76 - \$15.00/hour	11	6.47%
\$15.01/hour or more	10	5.88%
Varies according to experience	3	1.76%

### **Analysis**

The correlation of the level of education to the associated wage levels in Sutton County are predominantly in the range of \$5.76 an hour to \$12.75 an hour with a high school diploma or a general equivalency degree and/or certificate or license. The wage levels indicated from \$7.76 an hour to \$12.75 an hour were predominantly noted for those positions requiring a high school or general equivalency diploma, associates degree, certificate, license, technical skill or some level of experience.



## **Supply Side of the Labor Market**

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

Based on the Census 2000, Sutton County's 4,077 total population break down by age and sex, as it might relate to an available workforce, is depicted below:

<b>Percent of Total Population</b>					<b>Males per 100 Females</b>	
<b>18-24</b>	<b>25-44</b>	<b>45-64</b>	<b>65+</b>	<b>Median Age</b>	<b>All Ages</b>	<b>18 +</b>
6.7	27.7	24.4	12.5	36.5	99.5	96.0

U. S. Census Bureau, Census 2000 Summary File 1, Matrices PCT12 and P13

Persons under the age of 18 in Sutton County comprise 28.8% of the population in 2000. Persons of Hispanic or Latino origin comprise 51.7% of the population in 2000 as compared to 54.9% of the population in 1990, indicating a small decrease in the Hispanic or Latino population in Sutton County.

### **Analysis**

Sutton 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, Sutton County's median age of 36.5 is low and the number of persons under the age of 18 is fairly high. This indicates that Sutton 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:

<b>Category</b>	<b>Number</b>	<b>Percentage</b>
People of all ages in poverty	707	16.4%
People age 0-17 in poverty	305	23.3%
Related children age 5-17 in families in poverty	220	23.2%
Median Household Income	\$32,745	

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:

<b>Size of Family</b>	<b>Poverty Guideline-100%</b>	<b>150% of Poverty</b>	<b>200% of Poverty</b>
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 June 2002, Food Stamp recipients available for work were 19 Able Bodied Adults With Dependents (families) (Texas Workforce Commission, Performance Reporting, July 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 12 TANF recipients available for work in Sutton County as of June 2002.

## Worker Interviews

Out of the 71 businesses surveyed, 59 businesses participated in worker interviews (83.10%). The table below depicts the type of the participating workers' job positions:

<b>Position</b>	<b># of Positions</b>	<b>% of Positions</b>
Trade/Technical/Specialized Work	18	9.28%
Clerical Work	48	24.74%
Education/Library Work	2	1.03%
Sales Clerk, Cashier, Desk Clerk, Teller	24	12.37%
Personal Services	7	3.61%
Food Service Work	15	7.73%
Building Service/Domestic Work	12	6.19%
Management	11	5.67%
Tax Preparer, Bookkeeper, Finance	24	12.37%
Drilling/Mining (Oil & Gas)	13	6.70%
Health Occupations	7	3.61%
General Labor	2	1.03%
Marketing	2	1.03%
Sales	5	2.58%
Business/Personnel	2	1.03%
Social Services	2	1.03%
<b>TOTAL:</b>	<b>194</b>	<b>100%</b>

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

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

<b>Skills</b>	<b># of Responses</b>	<b>% of Responses</b>
People, Customer Service, Public Relations Skills	36	10.75%
Computer Skills	65	19.40%
General Office Skills	63	18.81%
Critical Thinking Skills	10	2.99%
Communication Skills	11	3.28%
Bookkeeping, Accounting, Financial	20	5.97%
Basic Skills	25	7.46%
Management Skills	12	3.58%
Maintenance/Mechanic	12	3.58%
Cash Register Skills	11	3.28%
Medical Skills	4	1.19%
Electronic/Electrical Skills	7	2.09%
Plumbing Skills	4	1.19%
Cooking & Food Preparation Skills	8	2.39%
Organizational Skills	7	2.09%
Bilingual Skills	6	1.79%
Driving Skills	7	2.09%
Law Enforcement Skills	5	1.49%
Marketing Skills	5	1.49%
Heavy Equipment Operation	7	2.09%
Other Trade/Technical/Specialized Skills	10	2.99%
<b>TOTAL:</b>	<b>355</b>	<b>100%</b>

Other Trade/Technical/Specialized skills encompass the following: wool and mohair grading skills, animal welfare skills, meter reading skills, mixing paint, ranching, speleology (study of caves), insurance, law, teaching, and safety. Basic skills include: reading, writing, math, measuring, cash handling, and spelling. Management skills include: inventory, time and training. General office skills include: phone etiquette, typing, adding machine/calculator, and filing.

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

<b>Skills</b>	<b># of Responses</b>	<b>% of Responses</b>
Computer	9	3.52%
Accounting, Bookkeeping, Financial	22	8.59%
Education	20	7.81%
General Office & Secretarial	40	15.63%
Customer Relations	23	8.98%
Heavy Equipment Operation	4	1.56%
Law Enforcement	5	1.95%
Maintenance/Mechanics Operation	7	2.73%
Food Service	15	5.86%
None	6	2.34%
Health Occupations Training	8	3.13%
Child & Elder Care	3	1.17%
Truck Driving	6	2.34%
Oil, Gas & Ranching	21	8.20%
Construction, Welding, Fabrication	3	1.17%
Cash Handling Experience	3	1.17%
Retail Sales, Cashier, Teller	29	11.33%
Military Experience	4	1.56%
Management Experience	11	4.30%
Teaching Experience	6	2.34%
Trade, Technical, Specialized Experience	11	4.30%

General Office & Secretarial Skills includes: property/vehicle registration, credit card machine operation, collecting premiums, tax collection, and purchasing. Health Occupations Training includes education and certification as: Registered Nurse, Licensed Vocational Nurse, Emergency Medical Technician, and Lab Technician. Trade, Technical, and Specialized experience includes: general drafting, wool and mohair grading, animal assistant, refueling of airplanes, freelance artist, tour guide, radio station programming, insurance, and desktop publishing.

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.”

<b>Benefit</b>	<b># of Responses</b>	<b>% of Responses</b>
Health/Medical/Dental/Vision Insurance	98	31.01%
Retirement Plan/Savings Plan	51	16.14%
Good Pay/Pay Increase	34	10.76%
Good Work Environment	25	7.91%
Other	20	6.33%
Paid Vacation/Vacation Time	18	5.70%
Flex Time/Comp Time	15	4.75%
Training/Education	14	4.43%
Job Security	13	4.11%
Work Experience	8	2.53%
Sick Leave	6	1.90%
Life Insurance	6	1.90%
Paid Housing & Utilities	4	1.27%
Safe Environment	4	1.27%
<b>Total:</b>	<b>316</b>	<b>100%</b>

“Other” includes: extra staff, time management, discount on business products and services, advanced technology, security alarm, overtime, updated equipment, workman’s compensation, employer paid Social Security, holidays, accessible facility, more office space for productivity, and the provision of transportation. Workers positively responded by 94.20% 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	48	24.00%
Keep or Offer Benefits, Incentives, Promotions	31	15.50%
Job Satisfaction	23	11.50%
Nothing	15	7.50%
Good Work Environment	15	7.50%
Appreciation, Respect, Recognition	15	7.50%
Education/Training Opportunities	10	5.00%
Advancement Opportunities	7	3.50%
Honesty, Trust, Fairness	7	3.50%
Job Security	7	3.50%
Open Communications	6	3.00%
Flex Time	4	2.00%
Employee Empowerment	3	1.50%
Updated equipment & supplies	3	1.50%
Cross-Training	2	1.00%
Full-Time Employment	2	1.00%
Safe Environment	2	1.00%

There are a high percentage of companies in Sutton County that provide training (94.03%) as compared to those that do not provide training (4.48%) and those responding “don’t know” (1.49%) if the company provides training. A large majority (88.15%) of current workers take advantage of this training benefit to advance their skills, whereas a small number (11.28%) 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 training and computer skills to advance in their careers:

<b>Answers</b>	<b># of Answers</b>	<b>% of Responses</b>
Training	72	45.28%
Computer Skills-/Software & Technology	24	15.09%
Nothing	20	12.58%
Advancement Opportunities	10	6.29%
Math, Accounting, Bookkeeping Skills	8	5.03%
Efficiency/Productivity	8	5.03%
Management Skills	6	3.77%
Work Experience	4	2.52%
Other	4	2.52%
Increased/Improved Equipment Technology	3	1.89%

Responses in regard to types of training workers feel they need to advance in their careers are: finance, animal welfare, college, cross-training, food service, business knowledge, general office, drilling training, heavy equipment operation, technical, continuing education in medical fields, inventory, language improvement, auditing, tax preparation, grant writing, engineering mathematics, continuing education for certification, nursing degree, high school diploma, business degree, general equivalency diploma (GED), law enforcement training, petroleum engineering, basic education classes, English classes, water and solid waste treatment, driving safety, marketing degree, tourism and/or wildlife management, environmental engineering, shorthand, nutrition, sign language, master plumber licensing, and master electrician licensing. “Other” responses include: communication skills and people skills.

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>Answer</b>	<b># of Answers</b>	<b>% of Responses</b>
Same position, same or different company	87	58.12%
Advanced position in same or different company	27	18.12%
Enrolled in Education/Training	11	7.38%
Don't know	25	17.24%
Receiving Benefits, Bonuses, Incentives and/or Awards	6	4.03%
More Efficient/Confident	6	4.03%
More Responsibilities/Duties	2	1.34%
Semi-retired or retired	2	1.34%
Licensed/Certified	2	1.34%

“Enrolled in Education/Training” includes: business, law school, criminology, welding associate, continuing education in insurance, advanced knowledge of auto parts business, skill development, and cooking.

**Five Year Career Goals**

<b>Answer</b>	<b># of Answers</b>	<b>% of Responses</b>
Same/advanced position in same/different company	80	55.17%
Enrolled in Education/Training	10	6.90%
Completed Education/Training	3	2.07%
Don't Know	25	17.24%
Retired or Semi-retired	12	8.28%
Self-Employed	9	6.21%
Receiving Benefits, Bonuses, Incentives and/or Awards	2	1.38%
More Responsibilities/Duties	2	1.38%
More Efficient/Confident	2	1.38%

## Analysis

Responses indicate that workers perceive a career ladder or pathway is available for advancement within their company or Sutton County.

Responses indicate that most workers are happy in their job, career, field or company and they perceive advancement opportunities are available to them.

Workers expectations of their employers are based on more 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.

<b>Expectations</b>	<b># of Responses</b>	<b>% of Responses</b>
Respect, Trust, Sincerity, Fairness	60	24.00%
Honesty, Patience, Understanding and Sensitivity	25	10.00%
Good Working Environment	23	9.20%
Appreciation, Encouragement, Recognition	21	8.40%
Increased Wages	21	8.40%
Good Communication	17	6.80%
Job Satisfaction	14	5.60%
Other	12	4.80%
Nothing	9	3.60%
Benefits, Bonuses, Incentives, Awards	9	3.60%
Pay Check	8	3.20%
Job Security	8	3.20%
Training	8	3.20%
Advancement Opportunities	5	2.00%
Updated Equipment Technology	4	1.60%
Employee Empowerment	3	1.20%
Rules & Regulations	3	1.20%

## **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 Sutton 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, technology is an occupation with the greatest skill shortages. Skills shortages can be the single greatest barrier to economic growth. The technology industry encompasses a large array of occupations (including Trade and Technical) ranging from high-skill to information technology. 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... The second issue is "training" and the third issue is work "ethic". Skilled workers who receive training 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 Sutton County, the Concho Valley Workforce Development Board's service delivery plan will focus on the following:

### **Basic Skills**

- Partner with the Sonora Independent School District, Education Service Center Region XV and Texas Cooperative Extension to promote 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 Sonora Independent School District, Sutton County Public Library, Education Service Center Region XV, Howard College and other local providers to develop and provide computer courses, such as: computer literacy, operating systems, Internet, web page, software training, and basic accounting software classes 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 Sonora Industrial Development Corporation, the City of Sonora, Sutton County, the Lower Colorado River Authority, and the 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 and organizations, churches and the Sonora Ministerial Alliance 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 Sonora Independent School District 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, the Small Business Development Center, the Lower Colorado River Authority and the Texas Leadership Institute, and the LCRA's Student Leadership Forums to offer courses, seminars and workshops to increase opportunities for entrepreneurship in the area.

## **Youth**

- Partner with Texas Cooperative Extension, Sonora Independent School District, Howard College, School-to-Careers, Tech Prep and the Lower Colorado River Authority to identify and increase opportunities for youth.

## **Services for the Disabled**

- Partner with agencies and organizations such as: Texas Rehabilitation Commission, Texas Commission for the Blind, and MHMR to increase services to employers that employ people with disabilities.
- 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 Sonora Industrial Development Corporation, Howard College, the City of Sonora, the Sonora Independent School District, and the Lower Colorado River Authority.

## **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.

## **Acknowledgments**

The Concho Valley Workforce Development Board, the Texas Workforce Centers of the Concho Valley, and the Tom Green County Community Action Council recognize the following community partners who contributed extensively to the community audit to develop the community strategic and service delivery plan for Sutton County:

B & C Department Store  
Busy Bee Day Care Center  
Busy Bee's Dept. Store  
Carl J. Cahill, Inc.  
Compressor Systems, Inc.  
Concho Valley Council of Governments  
Detail Graphix  
Devil's River News  
Dinney's Child Care  
Enedina's Hair Fashions  
First National Bank  
Flowers by Irene  
Friends of Historic Sonora, Inc.  
Johnson Law Office  
Landmark Apartments  
New Life Ministries  
Oilfield Answering Service  
Perez Grocery  
Pool Co.  
Sonora and Sutton Senior Center  
Sonora Chamber of Commerce  
Sonora City Hall  
Sonora Contractors Inc.  
Sonora Independent School District  
Sonora Industrial Development Corporation  
Sonora Mohair Co.  
Sutton County Attorney's Office  
Sutton County Judge's Office – Judge Carla Garner  
Sutton County Justice of the Peace Office  
Sutton County Library  
Sutton County Sheriff's Office



Texas Department of Health  
Texas Department of Human Services  
Texas Department of Public Safety  
Texas Department of Transportation  
Texas Parks and Wildlife Department  
Wallace Law Office  
Weaver Production Texting & Meter Service

## APPENDIX

The Texas Workforce Center of the Concho Valley has processed the following job orders/positions for Sutton County from June 2001 to July 2002:

Truck Driver	2 positions
Mechanic	2 positions
Child Care Worker	1 position
Tour Guides	11 positions
Construction Worker	1 position
Engineering Tech I	1 position
Engineering Specialist IV	1 position
Over the Road Truck Driver	1 position
Welder	1 position
Lease Operator	1 position
Area Service Representative	1 position