

	Economic Development Role and Scope	Yes/No/Number	Comments
1.	Does your college's Mission Statement include its role and scope in local/regional economic development? (Yes or No)	Blinn Cisco No Coastal Bend College no Frank Phillips College (FPC) no Hill College (Hill) Howard yes Kilgore Navarro Panola Paris Yes South Plains Southwest Texas Jr. College Vernon Yes WTC	Implied in Objectives 2,3,6,7, and 8 of the College's Mission Statement Blinn The college should support partnerships with area businesses. It should train for new skills in existing industries and should assist in attracting new industries. It addresses workforce development, but does not directly address economic development. Yes Included in the Howard College Mission Statement is our responsibility to "promote and support economic development". Our college mission statement supports local/regional economic development and it is specifically outlined in the college's purpose statement. Indirectly and probably not adequately. In our mission statement, we describe our dedication to the further development of society. We are more specific in our vision statement when we state our commitment to our leadership in economical development and cultural enrichment in the region. Yes Yes No Yes
2a.	To what extent is your college fulfilling that role? (Answer in comments section.)	Blinn Howard Kilgore Cisco Coastal Bend College FPC Hill	Blinn College is very aggressive in responding to the educational needs in its service area totaling approximately 12,000 enrollments each year. HC is involved through representation on various government and local workforce/economic development boards. The president with approval from the Board of Trustees is responsible for tax abatement issues and the college's Workforce Development Department has primary responsibility for addressing economic development requests. All area economic development organizations have permanent representation on the KC Workforce Development Advisory Committee hat is chaired by an economic developer. Individuals work with the area Industrial Foundation to provide information about course/program completers and meet with potential industries in regard to moving to this area. Our college does most of the workforce training for our service area, has membership on boards in each counties with campuses plus one other county CDC board. We feel we are meeting most of the needs we are aware of. At this time we are aggressively seeking opportunities to provide additional training. Stimulates the local economy; leverages tax payer dollars; generates return on investment; increases individuals earning potential. Adequately, but not aggressively.

		<p>Navarro</p> <p>Panola</p> <p>Paris</p> <p>South Plains</p> <p>Southwest Texas Jr. College</p> <p>Vernon</p> <p>WTC</p>	<p>By taking an active interest and role in area workforce and economic development entities. By actively seeking grant funds to encourage a better skilled workforce for area businesses and employees.</p> <p>We do everything we can feasibly do to train the workforce, help bring new industry to the area and keep existing industry</p> <p>SPC is providing workforce education through college-credit technical education programs in allied health, business, creative arts, industrial technology and professional services; through non-credit continuing education and workforce training programs; through customized business and industry training; through adult literacy programs (limited); through arts and sciences academic transfer programs leading toward baccalaureate; through collaborative partnerships with other economic development entities and educational institutions; through community service programs.</p> <p>Southwest Texas Junior College (SWTJC) is proactive in all economic development roles. We are successful in providing certificate, Associate Degree, and transfer programs throughout our 11-county service area. Our continuing education division works to meet the needs of both the self-driven student who wishes to upgrade his/her skills and the employer who seeks further training for employees. In addition, this division partners with companies in order to access Skills Development Fund and other forms of TWC training funds. Basic literacy classes and, most recently, Equipped for the Future skills training programs within the Adult Education Division also fulfill the college's role.</p> <p>Vernon College is an active team member in the economic development of our service area.</p> <p>Our college is currently attempting to become more proactive in terms of economic development. In the past, our workforce division would be called into action after local entities had started the initial phase of a particular project. We would like to be more involved in helping determine what types of business and industry might best be served in our area. WTC</p>
3.	Is your college part of a regional economic development plan that has been developed by a leadership group in your service area? (Yes or No) (If yes, explain in comment section.)	<p>Blinn</p> <p>Howard</p> <p>Cisco yes</p> <p>Coastal Bend College yes</p> <p>FPC</p> <p>Hill Yes Kilgore</p> <p>Navarro</p> <p>Panola yes</p> <p>Paris No</p> <p>South Plains</p>	<p>Blinn College is a recognized educational leader and participates in regional planning functions</p> <p>HC was selected as one of the institutions targeted in the Rural Community College Initiative project funded by the Ford Foundation. Through this effort, several committees were formed including a committee on economic development.</p> <p>The college works with the Development Corporation of Abilene, the Chamber of Commerce; participated in a Wadley-Donovan Study which analyzed economic development potential for our service delivery area.</p> <p>Member of RCCI and each board is a member of Coastal Bend EDC or is served by it. The plan needs to be expanded and revised.</p> <p>We work with the Panhandle Regional Planning Commission (PRPC).</p> <p>We are part of Hill County Economic Development.</p> <p>The East Texas Economic Development District and the North East Texas Economic Development District both have regional economic development plans that include portions of the Kilgore College service area. The East Texas Economic Development District Comprehensive Economic Development Strategy specifically mentions Kilgore College</p> <p>Not sure.</p> <p>Dr. Powell worked with area leaders to ensure that the regional economic development plan includes our college and our role as a leader in economic development.</p> <p>SPC is partners in several regional economic development efforts that are spearheaded by the Lubbock Economic Development Alliance (LEDA). A cohesive regional economic development plan is in the initial stages of development. The college is also involved as a member of the South Plains Regional Economic Development Task Force (SPEDTF), a coalition of economic development officers from rural communities in our service area. This task force has developed a strategic plan for its collaborative efforts.</p> <p>SWTJC has representation on the Council of Governments Board that serves 9 of the 11 counties in our service area as well as membership and/or participation in several Chambers of Commerce and Economic Development organizations in our region. Most of these organizations have developed economic development plans for the areas they serve.</p>

		Southwest Texas Jr. College yes	The college teams with the Regional Workforce Board and Boards of Commerce and Industry. Vernon
		Vernon Yes	
		WTC no	
	<b>Economic Development Involvement</b>		
4.	Does your college have personnel responsible for workforce and/or economic development efforts? (Yes or No) If yes, list personnel by name, title, and contact information. Describe in what capacity they are involved. (Answer in comment section.)	Blinn  Cisco  Coastal Bend College  Howard College  Kilgore	Mr. Guadalupe Reyes, Dean of Technical and Workforce Education, (979)209-7202, greyes@blinn.edu; Mr. Vic Reid, Assistant Dean, (979)209-7202, vreid@blinn.edu; and Dr. Milton Radke, Director of Grants, (979)209-7379, mradke@blinn.edu; Identification of educational needs of business and industries in the College's service area.  Charlotte Nix Speegle Executive Director of Workforce Education and Development <a href="mailto:cspeegle@cisco.cc.tx.us">cspeegle@cisco.cc.tx.us</a> 325/794-4411 The Executive Director is responsible for developing, implementing, and managing training for workforce and/or economic development.  Ann Richmond, Director of Workforce Education 3800 Charco Road Beeville, Texas 78102 361-354-2509 <a href="mailto:richmond@coastalbend.edu">richmond@coastalbend.edu</a> Oversees all credit workforce development. Glynis Holm Strause, Coordinator Cont. Ed. 3800 Charco Road Beeville, Texas 78102 361-354-2419 <a href="mailto:ghstraus@coastalbend.edu">ghstraus@coastalbend.edu</a> Coordinates all non-college credit workforce classes and RCCI representative Duwayne Dumas, VP Instructional Services 3800 Charco Road Beeville, Texas 78102 361-354-2282 <a href="mailto:duwayne@coastalbend.edu">duwayne@coastalbend.edu</a> Eco. Dev. Boards and RCCI..  Skills Development Fund Grant Writer/Administrator Needs Analysis & Resulting Program Development Mike Yeater, Director of Workforce Development: 432-264-5171 Julie Alley, Director of Comm. Ed/Workforce Training: 432-264-5131 Jan Forsyth, Director of Institutional Advancement/RCCI Team Leader: 432-264-5051 Terry Hansen, Executive Vice-President: 432-264-5175 Todd Coppic, Director of Workforce Training, San Angelo campus: (325)481-8322  Martha Woodruff Director of Workforce Development 1100 Broadway Kilgore, TX 75662 Phone: (903) 983-8287 Fax: (903) 988-7506 <a href="mailto:mwoodruff@kilgore.edu">mwoodruff@kilgore.edu</a>

		<p>Workforce Development is a department of four individuals that partner with service area economic development organizations to support the following initiatives:</p> <ul style="list-style-type: none"> <li>• Business Retention and Expansion Projects</li> <li>• New Prospect Projects</li> <li>• Business &amp; Industry, Education, and Economic Development Educational Program Initiatives</li> <li>• Job Placement</li> </ul>
	FPC	<p><b>Brent Childers</b>, (806) 457-4200 x802 <a href="mailto:bchilders@fpc.cc.tx.us">bchilders@fpc.cc.tx.us</a>, Dean of Workforce Development, responsible for academic program and industrial training.  <b>Sheri Garcia</b>, (806) 457-4200 x801 <a href="mailto:sgarcia@fpc.cc.tx.us">sgarcia@fpc.cc.tx.us</a>, Coordinator of Workforce Training, responsible for continuing education courses directed at meeting the needs of area industries.  <b>Kim Ward</b>, (806) 457-4200 x777 <a href="mailto:ward@fpc.cc.tx.us">ward@fpc.cc.tx.us</a>, Coordinator of Extended Education, responsible for community development through ESL, GED, TCLOSE, and the National Safety Council.</p>
	Hill Yes	<p>Lizza Trenkle – Director of Continuing Education  Chris Grams – Director of Workforce Development  (817) 641-9887 ext 284 Office number for both  Pursue and implement courses for workforce and obtainment of North Central Texas Workforce grant.</p>
	Navarro	<p>Dr. Cubie Ward, Interim Dean of Career and Technology  Email: <a href="mailto:cubie.ward@navarrocollege.edu">cubie.ward@navarrocollege.edu</a>  Phone: 903-875-7575  Ms. Lisa Caton, Asst. Dean of Continuing Education  Email: <a href="mailto:lisa.caton@navarrocollege.edu">lisa.caton@navarrocollege.edu</a>  Phone: 903-875-7641</p>
	Panola	<p>Dr. Gregory Powell, President  903.693.2022 <a href="mailto:gpowell@panola.edu">gpowell@panola.edu</a>  Dr. Lillian Cook, Vice President  903.693.2028 <a href="mailto:cook@panola.edu">cook@panola.edu</a>  Dr. Joe Shannon, Associate Dean of Instruction  936.591.9075 <a href="mailto:jshannon@panola.edu">jshannon@panola.edu</a>  Dr. Barbara Buchanan, Associate Dean of Workforce &amp; Continuing Education  903.693.4650 <a href="mailto:bbuchanan@panola.edu">bbuchanan@panola.edu</a></p>
	Paris	<p>Jimmye Hancock, Dean, Instructional Support Service &amp; Continuing Education  <a href="mailto:jhancock@parisjc.edu">jhancock@parisjc.edu</a>  David McAnally, Dean of Applied Technologies  <a href="mailto:dmcanally@parisjc.edu">dmcanally@parisjc.edu</a>  Dean Hancock is, in part, responsible for “workforce training.” Her area secures grants such as “skills development” to provide local industry with necessary training. Through continuing education, they also provide customized training for area business &amp; industry.  Dean McAnally oversees the credit technical programs for the college. Area industry uses some of the technical programs for apprentice programs into their industry.  All programs prepare students for the workforce.</p>
	South Plains	<p>College Address:  South Plains College  1401 S. College Ave.  Levelland, TX 79336  (806) 894-9611</p> <p>Dr. Dick Walsh, Provost  <a href="mailto:dwalsh@southplainscollege.edu">dwalsh@southplainscollege.edu</a>  Ext. 4648</p>

		<p>Southwest Texas Jr. College</p> <p>Vernon</p>	<p>Rafael Aguilera, Associate Dean of Workforce Development  <a href="mailto:raguilera@southplainscollege.edu">raguilera@southplainscollege.edu</a>  Ext. 4909</p> <p>Gary Cloud, Director of Contract Training  <a href="mailto:gcloud@southplainscollege.edu">gcloud@southplainscollege.edu</a>  Ext. 4603</p> <p>Jim Walker, Dean of Continuing and Distance Education  <a href="mailto:jwalker@southplainscollege.edu">jwalker@southplainscollege.edu</a>  Ext. 2340</p> <p>Marla Cottenoir, Dean of Health Occupations  <a href="mailto:mcottenoir@southplainscollege.edu">mcottenoir@southplainscollege.edu</a>  Ext. 2332</p> <p>Rob Blair, Dean of Technical Education  <a href="mailto:rblair@southplainscollege.edu">rblair@southplainscollege.edu</a>  Ext. 2336</p> <p><i>Blaine Bennett, Dean  Institutional Advancement and Technology  2401 Garner Field Road  Uvalde, Texas 78801</i>  Board Member, Middle Rio Grande Development Council  Dean, Adult Basic Education Division  Dean, Workforce Training &amp; Development Division</p> <p><i>Romelia Aranda, Director  Workforce Training and Development  4003 Hwy 277 SE  Eagle Pass, Texas 78852</i>  <b>Administrator for Workforce, Continuing Education, and Contract Training Programs</b></p> <p><i>Josue Garza, Director  Adult Basic Education  2401 Garner Field Road  Uvalde, Texas 78801</i>  Administrator for Adult Literacy Programs</p> <p>Dr. Brenda S. Kays  Dean of Instructional Services  4105 Maplewood Avenue  Wichita Falls, TX 76308  (940) 696-8752 ext. 3268  <a href="mailto:bkays@vernoncollege.edu">bkays@vernoncollege.edu</a>  Board member Workforce Resource  Skills Development Fund Grant Writer/Administrator  Needs Analysis &amp; Resulting Program Development</p> <p>Shana D. Munson  Associate Dean of Workforce Education &amp; Training</p>
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5.	<p>Does your college have representation on local/regional economic development councils, workforce development boards, or other bodies responsible for economic development leadership? (Yes or No)  If yes, list all local economic development boards and councils with which your college does business. (Answer in comment section.)</p>	<p>Blinn Yes</p> <p>Cisco Yes</p> <p>Coastal Bend College Yes</p> <p>Howard College Yes</p> <p>Kilgore Yes</p> <p>FPC</p> <p>Hill</p> <p>Navarro</p> <p>Panola</p>	<p>Workforce Solutions Brazos Valley, Small Business Development Centers, Economic Development Councils and Chambers of Commerce.</p> <p>Abilene Industrial Foundation; Development Corporation of Abilene; Workforce Development Board; Cisco Development Corporation; Cisco Industrial Foundation</p> <p>Bee Development Authority, Beeville TX  Leadership Bee County  Leadership Live Oak County  Live Oak County Community Dev. Corp.  Kleberg County Literacy Board, Kingsville  Kingsville Chamber of Commerce  Jim Wells County Master Planners  Jim Wells County Leadership Board  Jim Wells County EDC  Atascosa County EDC</p> <p>Dr. Cheryl Sparks is an ex-officio Chamber of Commerce Board member and is currently serving as a member on the Permian Basin Workforce Development Board. Terry Hansen is currently serving as the President of the Big Spring Main Street, Inc. and has just completed a term on the Moore Development Board of Big Spring; both entities promote economic development.  Jan Forseyth is currently serving as the Team Leader for the Rural Community College Initiative.  LeAnn Byrd, Provost for SA campus, currently serves on the TWC Workforce Development Board and the San Angelo Chamber of Commerce Board of Development.  The Howard College campus in Lamesa is a gold member of the Lamesa Chamber of Commerce.</p> <p>Gladewater Economic Development Corporation  Henderson Economic Development Corporation  Kilgore Economic Development Corporation  Longview Economic Development Corporation  Upshur County Economic Development Board  White Oak Economic Development Corporation  East Texas Workforce Development Board Youth Education Committee  North East Texas Economic Developers Roundtable</p> <p>President Swender serves on the board for the PRPC. Brent Childers serves on the Labor Market Information Committee with the PRPC.</p> <p>Chamber of Commerce – Johnson County, Economic Development – Hill County, Workforce Board – Johnson County</p> <p>Local Chamber of Commerce</p> <p>Our President, Dr. Gregory Powell, serves as Chairman of the Panola County Economic Development Corporation.  Dr. Lillian Cook, Vice President, works as an active member of the Rural Community College Initiative.</p>

		<p>Paris</p> <p>South Plains</p> <p>Southwest Texas Jr. College yes</p> <p>Vernon</p> <p>WTC No</p>	<p>Dr. Joe Shannon, Associate Dean of Instruction, is an active member of the Economic Development Committee formed by the Shelby County Chamber of Commerce. Dr. Barbara Buchanan, Associate Dean of Workforce &amp; Continuing Education, serves on both the Deep East Texas and the East Texas Workforce Development Boards. She also has been named to the Marshall Economic Development Workforce Committee, the Northeast Texas Economic Development Council, and the Northeast Economic Development Roundtable.</p> <p>North East Texas Workforce Board North Central Texas Workforce Board</p> <p>We have membership of the following boards: WorkSource of the South Plains Community Workforce Partnership South Plains Economic Development Task Force</p> <p>We do business with the following: WorkSource of the South Plains Lubbock Economic Development Alliance South Plains Economic Development Task Force Denver City Economic Development Council Muleshoe Economic Development Council Plainview Economic Development Council South Plains Association of Governments</p> <p>Middle Rio Grande Workforce Board Middle Rio Grande Development Council Maverick County Development Corporation Uvalde Chamber of Commerce Del Rio Chamber of Commerce Eagle Pass Chamber of Commerce</p> <p>Dr. Kays is a member of the local workforce development board – <i>Workforce Resource</i> and serves on the Employee Service Committee of the Board</p>
6.	<p>What kind of training does your college provide for economic development in your college's service area? (Answer in comment section.)</p>	<p>Blinn</p> <p>Howard</p> <p>Cisco</p> <p>Coastal Bend College</p> <p>Kilgore</p> <p>FPC</p> <p>Hill</p>	<p>Implementation of basic and advanced technology, and vocational skills.</p> <p>Howard College is partnering with the Texas Agricultural Extension Service to fund a position to provide entrepreneurship and economic development assistance to communities within the college's thirteen county service area.</p> <p>Cisco Junior College offers training in areas including computer skills, welding, management, child care, real estate, agriculture, bioterrorism, and soft skills.</p> <p>We have done workshops on rural entrepreneurs and are considering a program or CE courses on the topic. Leadership Bee County</p> <p>Basic Measurement Tools Blueprint Reading Computer Training Machine Shop Manufacturing Processes Quality Control Shop Math Teamwork Technical Training Workplace ESL Workplace Spanish</p> <p>We have programs in the following areas: Agriculture, Accounting, Administrative Assistant, Air Conditioning and Heating, Business Management, Cosmetology, Electrical, Instrumentation, LVN, Machinist, Millwright, MIS, Safety, and Welding. We offer GED, ESL, Work Place Spanish, and various computer and software, classes. Allied Health offers classes for CNA, EMT and Paramedic certification.</p> <p>Soft-skill and industrial training</p> <p>Credit and continuing education programs and courses to help prepare workers.</p>

		<p>Navarro</p> <p>Panola</p> <p>Paris</p> <p>South Plains</p> <p>Southwest Texas Jr. College</p> <p>Vernon</p> <p>WTC</p>	<p>None at the present time for persons working in economic development. Perhaps there needs to be some clarification within the focus of this survey. This question in particular seems to be open to different interpretations. If it refers to efforts made to access training dollars to enhance local economic development for our local industries, then we have been heavily involved. If the question is asking whether we have actively planned training for persons who work in the economic development arena such as city managers, etc., then the answer if that we have not undertaken these efforts but we do recognize the benefit of having such trainings made available on our local level.</p> <p>Anything identified by industry</p> <p>Technical education and workforce development programs in allied health, nursing, professional development in insurance and real estate, law enforcement/criminal justice professional development, ESL, information technology, computer training, computer networking.</p> <p>Offer 19 individual training/education programs and options in the health occupations. Offer 64 individual training/education programs and options in technical education.</p> <p>Operate an ACT Center that provides access to online training in more than 4,000 topics</p> <p>Customized Training Banking Business Professional Development Child Development Computer Training EMT Fire Fighting Law Enforcement Academy Massage Therapy Nurse Aide Real Estate Truck Driving</p> <p>A wide variety of credit and non-credit workforce education and training courses. Vernon</p> <p>We offer various types of safety courses, with the majority being oil field related. We offer computer courses ranging from Introduction to computers to Microsoft Word, Excel, and Access. We have offered AutoCad in the past. WTC</p>								
		<b>Yes/No/ Number</b>	<b>Comments</b>								
7.	To how many rural communities in your service area (pop. <20,000) are you delivering workforce development/education programs or courses? (Number) List these communities and their populations. (Answer in comment section.)	<p>Blinn</p> <p>Cisco</p> <p>Coastal Bend College</p> <p>9 counties</p>	<p>Hearne, TX—Approximately 4,000 Caldwell, TX—Approximately 3,000 Brenham, TX—Approximately 6,000 Navasota, TX—Approximately 3,000 Madisonville, TX—Approximately 2,500 Jewett, TX—Approximately 2,000</p> <p>We are serving a large number of small towns, but the students drive to Abilene for the courses.</p> <table border="0"> <tr> <td>Atascosa</td> <td>41,867</td> <td>Charlotte</td> <td>1754</td> </tr> <tr> <td></td> <td></td> <td>Jourdanton</td> <td>4052</td> </tr> </table>	Atascosa	41,867	Charlotte	1754			Jourdanton	4052
Atascosa	41,867	Charlotte	1754								
		Jourdanton	4052								

		33 comm.		Leming	250
				Lytle	2576
				Pleasanton	8999
				Poteet	3528
		Bee	32,431	Beeville	13007
				Pawnee	249
				Pettus	400
				Skidmore	500
				Tynan	200
		Brooks	7,720	Encino	110
				Falfurrias	5100
				Rachel	36
		Duvall	12,616	Benavides	1603
				Freer	3129
				San Diego	4633
		Jim Wells	40,469	Alice	19310
				Ben Bolt	110
				Orange Grove	1356
				Premont	2825
		Karnes	15,276	Falls City	589
				Karnes City	3397
				Kenedy	3413
				Runge	1070
		Howard		Kleberg	31,308
				Kingsville	25270
				Rivera	50
		Live Oak	11,902	Dinero	35
				George West	2416
		Kilgore 16		Lagarto	1300
				Oakville	260
				Three Rivers	1782
		McMullen	868	Tilden	500
			194,457		113,809
		Howard College workforce ed programs are available to the many rural communities in our service area. Those communities which are within our thirteen county service area who have populations less than 20,000 are as follows: Coahoma (932); Forsan (226); Lamesa (9,952); Midway (288); Ackerly (245); Grandview (1,358); Stanton (2,556); Garden City (293);			

Sterling City (1,081); Robert Lee (1,171); Bronte (1,076); Miles (850); Paint Rock (320); Eden (2,561); Mertzon (839); Eldorado (1,951); Sonora (2,924); Menard (1,653); Junction (2,618). Please note that these community populations were obtained from the 2000 Census and do not reflect the numerous country dwellers who live in remote parts of these counties.

**Contract Training:**

Gladewater, Texas – population 6,078  
 Kilgore, Texas – population 11,301

**Job Enhancement/Professional Skills Tuition Courses:**

Big Sandy, Texas – population 1,288  
 Diana, Texas – population 4,047  
 Gilmer, Texas – population 1,963  
 Gladewater, Texas – population 6,078  
 Hallsville, Texas – population 2,772  
 Henderson, Texas – population 11,927  
 Kilgore, Texas – population 11,301  
 Laneville, Texas – population 1,171  
 Leverett’s Chapel – population 1,250  
 Liberty City, Texas – population 1,935  
 Mt. Enterprise – population 501  
 New London, Texas – population 987  
 Overton, Texas – population 2,350  
 Tatum, Texas – population 1,175  
 Union Grove, Texas – population 346  
 White Oak, Texas – population 5,624

FPC 18

Hill

Navarro

Panola

Paris

South Plains

Dalhart-7,237; Texline-511; Gruver-1,162; Spearman-3,021; Channing-356; Canadian-2,233; Borger-14,302; Darrouzett-303; Follett-412; Higgins-425; Sunray-1950; Perryton-7774; Miami-887; Stratford-1991; Texhoma-371

1	Cleburne, Texas
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We serve Navarro, Ellis, Freestone, Limestone, and Leon counties and the large and small communities in these counties.

We deliver training under our skills development, our self-sufficiency, and adult education grants to Center, Pop. 5,678, Carthage, Pop.6,664, Jefferson, Pop.2,024, Hallsville, Pop.2,772, Shelbyville Pop. 800

1 Sulphur Springs

Southwest Texas Jr. College 4

Delivering specific training programs to five rural communities: Denver City, Muleshoe, Tahoka, Floydada, Levelland (see populations below)

Delivering dual credit courses to 43 small community schools.

Anton, pop. 1200; Levelland, pop. 12,866; Smyer, pop. 480; Sundown, pop. 1505; Whiteface, pop. 465; Whitharral, pop. 175; Abernathy, pop. 2839; Brownfield, pop. 9488  
 Denver City, pop. 3985; Floydada, pop. 3676; Hale Center, pop. 2263; Lockney, pop. 2056; Morton, pop. 2249; Muleshoe, pop. 4530; New Deal, pop 708; Olton, pop. 2288;  
 Flomot, pop. 181; Seagraves, pop. 2443; Shallowater, pop. 2086; Slaton, pop. 6109; Sudan, pop. 1039; Plains, pop. 1450; Post, pop. 3708; Wilson, pop. 532; Cotton Center, pop. 205;  
 Spur, pop. 1088; Matador, pop. 740; Springlake, pop. 135; Earth, pop. 1109; Spade, pop. 100; Tahoka, pop. 2910; Jayton, pop. 460; Ralls, pop. 2252; Crosbyton, pop. 1874;  
 Amherst, pop. 791; Petersburg, pop. 1262; Idalou, pop. 2157; Ropesville, pop. 517; New Home, pop. 320; Meadow, pop. 658; Wellman, pop. 203; Lorenzo, pop. 1372; Wolfforth, pop. 2554

Vernon 12

Involved in a regional Tech Prep initiative with articulation agreements with 54 area high schools in 12 technical programs. Tech Prep also facilitates career and job training awareness among high school students and provides professional development for teachers.

Crystal City, population 7,190  
 Hondo, population 7,897

		WTC 12	<p>Pearsall, population 7,157 Uvalde, population 14,929</p> <p>Courses have been advertised in other rural communities but have not made. (Cotulla, population 3,614 and Leakey, population 387) Our goal is that course offerings serve the north, south, east, and west areas of our region</p> <p>Winters – 2,900 Archer County – pop. 8,854 Baylor County – pop. 4,093 Clay County – pop. 11,006 Cottle County – pop. 1,904 Foard County – pop. 1,622 Hardeman County – pop. 4,724 Haskell County – pop. 6,093 King County – pop. 356 Knox County – pop. 4,253 Throckmorton – pop. 1,850 Wichita County – pop. 131,664 Wilbarger County – pop. 14,676</p> <p>Snyder – 10,800 Anson – 2,500 Aspermont – 1,000 Ballinger – 4,200 Colorado City 4,200 Hamlin – 2,200 Jayton – 500 Roby – 600 Roscoe – 1300 Rotan – 1600 Sweetwater – 11,400 Stamford – 3,600</p>
	<b>Economic Development Issues and Barriers</b>		
8.	Do you have difficulty assessing and meeting labor market needs in your service area? (Answer in comment section.)	<p>Blinn yes</p> <p>Howard</p> <p>Cisco</p> <p>Coastal Bend College</p> <p>Kilgore</p> <p>FPC yes</p> <p>Hill</p> <p>Navarro</p>	<p>Technological advancements are occurring faster than the College's ability to respond to the need. The cost of training new workers and upgrading the skills of incumbent workers is almost prohibitive in view of limited financial and human resources.</p> <p>Difficulties arise addressing the various needs of the college's large, geographically expansive service area which covers roughly 13,000 square miles.</p> <p>We work with individuals at the Workforce Development Board concerning trends.</p> <p>We have many sources, but no consolidated source with interpretation.</p> <p>It is not difficult to assess labor market needs; however meeting some of the needs will be extremely difficult. For example, we have a great deal of industries utilizing precision machining in our service area and the college recently closed the academic manufacturing technology program. The Workforce Development Department still has to remain responsive and assist business and industry with finding a qualified workforce for the machining industry. Without a machine shop to utilize for training, this labor market need is extremely difficult to address. We are looking at business and industry partnerships as the key to scheduling machine training. In addition to machining, we currently have an area shortage of machine operators and industrial maintenance technicians.</p> <p>We have data available through the PRPC concerning types of jobs, number employed and education requirements, but it is hard find out specific needs within the different companies and communities simply because of time and distance. Our service area accounts for the top ten counties in the Texas Panhandle, and each employee has multiple responsibilities, which doesn't allow us the contact we really need.</p> <p>Yes, restricted on training that we can provide and not enough funding.</p>

		<p>Panola</p> <p>Paris</p> <p>South Plains</p> <p>Southwest Texas Jr. College</p> <p>Vernon</p> <p>WTC</p>	<p>Yes</p> <p>We use data from CCC Benefits and from the technical support staff of our two local workforce development boards.</p> <p>No</p> <p>Efforts have been made to assess labor market needs from a regional perspective. LEDA, within the past year, has compiled a comprehensive labor market survey of more than 3,500 regional employers. This survey data has been made available in a web format and provides a wide range of useful information for curriculum development purposes.</p> <p>Rely on advisory committees in our technical programs to provide additional labor market information and help define needed skill sets.</p> <p>WorkSource of the South Plains provides information on demand occupations and emerging occupations.</p> <p>We have difficulty in meeting labor market needs because of insufficient resources which will be further described in Question 10.</p> <p>The difficulty is not in assessing but in meeting labor market needs due to some of the diverse, industry-specific needs where instructors are not common to our area. In addition, once a need for training is identified, the costs for delivering must usually be borne by students and by external funding sources because our regional, rural employers are not accustomed to contributing in-kind resources towards workforce training.</p> <p>That does not give us much time to put together everything that goes into setting up a class.</p> <p>Yes. Most of the larger businesses in our area prefer to do their own training. When they do need a class it is usually something that they need ASAP.</p>
9.	What kind of training is needed in your college service area for economic development leadership, including board members, executive directors and assistants? (Answer in comment section.)	<p>Blinn</p> <p>Cisco</p> <p>Coastal Bend College</p> <p>Howard</p> <p>Kilgore</p> <p>FPC</p> <p>Hill</p> <p>Navarro</p> <p>Panola</p> <p>Paris</p>	<p>No additional training is needed. The problem is making the existing training programs affordable and scheduled at convenient times.</p> <p>Blank</p> <p>Leadership, 501 © 3 rules and application, board training, grant writing, sources of funding for EDC/CDC, ways to get new business and support existing businesses.</p> <p>Leadership training Economic Development Opportunities Funding Opportunities</p> <p>Until the representation on local economic development boards and agencies more closely mirror our changing demographics, cultural diversity training is highly needed. Other training which would prove beneficial would be that which educates leaders on what large corporate entities deem important when considering expansion or relocation.</p> <p>No data available.</p> <p>Economic developers in our service area have a good grasp of the need for providing primary jobs and supporting long-term revenue generating projects. It is the elected officials and community leadership that need to understand economic development and the positive impact that it brings to a rural community. For the most part, they are slow to embrace the concept. Creating retail jobs that typically generate low wages cannot be sustained over time without a broad base of primary jobs in a local economy. Economic Development 101 should be required training for all city, county, and community elected officials. Sustaining our communities is simply not enough. Communities must have jobs for its citizens. Community growth and development is critical.</p> <p>Individuals should attend state and national conferences in economic development in order to be aware of viable activities in other geographic areas.</p> <p>None is available at this time and our need would start with a basic course similar to the one offered through TEEK that provides an overview of economic development and the potential roles for each partner as they work together.</p> <p>Not aware of any</p>

		South Plains	Because we serve a large rural area where county populations are declining as a result of out-migration, one of the biggest training needs is in the realm of rural community leadership development. Other training areas include regional strategic planning, community strategic planning, collaboration and the value of partnerships, role and scope of rural community economic development , knowledge of available resources, empowering communities to transition their economies, researching global economies and their impact, business recruitment and retention in small communities, partnership building.
		Southwest Texas Jr. College	Training that will equip leadership to better direct economic development efforts. May include such areas as developing and marketing mutually beneficial incentive packages to attract business and industry, legal issues for non-profits, the benefits of partnerships with educational institutions, etc.
		Vernon	Unsure.
		WTC	Grant Writing, Communication Skills (ie. Soft Skills), WTC
10.	What problems do you encounter in facilitating training for economic development initiatives? (Answer in comment section.)	Blinn	None.
		Cisco	Area businesses are reluctant to pay for training. It is difficult to get people together at the same time and location. Small companies have unique needs and are unable to release employees for training. Lethargy about training
		Coastal Bend College	Sources for speakers and trainers.
		Kilgore	Because of their structure and governing bodies, institutions of higher education typically lack flexibility, which impedes response times to some training requests. State funding cuts and diminishing grant funds lessen the impact of workforce development training as an economic development tool.
		FPC	Generating interest with area businesses, lack of funds to start programs and pay instructors, finding trained instructors to teach classes.
		Hill	Funding!!!!!!
		Howard	
		Navarro	Funding
		Panola	The small size and diversity of area businesses are both problems encountered in facilitating training for economic development initiatives.
		Paris	Need a greater understanding of available training and certifications.
		South Plains	Funding  We have difficulty meeting new and emerging labor market needs because of the lack of start-up money. Locating people with the skills and expertise to teach a workforce development course is hampered by a limited pool of qualified people and competition with industry pay scales. Insufficient training facilities, limited employer training dollars, and employer ambivalence on identifying needed skill sets create problems.
		Southwest Texas Jr. College	Marketing workforce development programs to underserved and underrepresented populations is a challenge. Many workers in our region are in low-wage jobs and don't have the financial resources to improve skills. Additionally, employers don't have sufficient training dollars to invest in employee training.
		Vernon	Most of the problems derive from funding the training and attracting qualified instructors
		WTC	Lack of willingness to truly invest in workforce development initiatives.  Much the same as with our businesses, there is very little communication on the front end of projects. However, this situation seems to be improving.
11.	Who does research for data involving economic development in your	Blinn	Texas A&M University.

	college service area? (Answer in comment section.)	Cisco Coastal Bend College FPC Hill Kilgore Navarro Panola Paris South Plains Southwest Texas Jr. College Vernon WTC	Workforce Development Board; Development Corporation of Abilene Individuals, Institutional Research Office, Texas Workforce, and LMI. Census Bureau Dr. George McDuffee, Director of Institutional Research. Sherry Davis, Research Technician for Hill College East Texas Council of Governments Ark-Tex Council of Governments Dewayne Gragg, Dean of Enrollment Management and Institutional Studies No one person is named to this task. Our workforce department has collaborated with numerous business partners to determine training needs, plan training, access funds, and implement training programs to meet those needs. The workforce boards Several entities provide research data for regional economic development: LEDA, WorkSource of the South Plains, and South Plains Association of Governments. Local EDCs also generate local research data. Texas Association of Community Colleges Middle Rio Grande Development Council SWTJC Office of Institutional Research Board of Commerce and Industry and Workforce Resource Board. We have an economic development office in Snyder, as well as our regional Workforce Center in Abilene. We are beginning to work with both entities so that we can begin to gather our own research data.
11 a.	What kind of information are they able to provide? (Answer in comment section.)	Blinn Howard Kilgore Cisco Coastal Bend College FPC Hill Navarro Panola Paris South Plains Southwest Texas Jr. College	Any information relating to economic development is available, including occupational trends and worker availability information. Permian Basin Workforce Development Board, Concho Valley Workforce Development Board, The office of Institutional Research at Howard College, and Moore Development of Big Spring. Demand Occupation List Labor market statistics Grant information Information about prospective industries; availability of existing buildings or new construction; number of inquiries about relocation of industry to this area. Demographic, student completion and programmatic stats, labor market. Employment trends, wages earned and level of education needed. Can obtain information concerning economic development pertaining to Hill College and can find information about county economic development through the Economic Development Board. Population data and projections Basically, to identify training needs in various skill areas The service area occupational demand list Cost of living information, demographic information, labor market information, demand jobs/occupations, employee turnover rates, job skills sets, underemployment data. Demand occupations list, prevailing wage, correlation statistics, demographics, population trends, etc.

		Vernon	See: <a href="http://swtjc.cc.tx.us/ir/">swtjc.cc.tx.us/ir/</a>
		WTC	Salaries, complete information in Business & Industry's demographic information.
12	What resources on a statewide/national level are available to you to support economic development efforts and regional workforce development programs? (Answer in comment section.)	Blinn	Typically they provide data on job trends, hiring/lay-off increases or decreases, statewide statistics for occupations such as salary range, projected job openings, etc.
		Cisco	Financial assistance, information resources, data, are but a few resources that are readily available, for example from TWC and community college-related organizations.
		Coastal Bend College	Skills Development Grant funds; Perkins; Development Corporation of Abilene; Workforce Development Board mini-grants.
		FPC	ORCA, USDA, BDA, State funding increases
		Hill	TWC website, Labor Board website.
		Howard	North Central Texas Workforce; Heart of Texas Council of Government
		Kilgore	Texas Agricultural Extension Service, Rural Community College Initiative, Carl Perkins Grant, Moore Development of Big Spring, Big Spring Industrial Foundation, and Community Development Foundation.
		Navarro	Department of Labor Grant East Texas Workforce Development Board SAFE Grant EDA Grant Quality Child Care Project Grant Skills Development Fund Grant Self-Sufficiency Grant Texas Enterprise Fund Local economic development company incentive grants
		Panola	State grant programs; no national programs other than Carl Perkins
		Paris	Funds through TWC under the Skills Development Fund Grant and the Self-Sufficiency Grant have been awarded.
		South Plains	Skills Development Funds, WIA
		Southwest Texas Jr. College	Texas Workforce Commission provides skills development grants. Local WorkSource provides skills enhancement grants. USDA provides rural community development funds. We are aware of some resources that could be leveraged to address economic development and workforce training.
		Vernon	Department of Labor programs, Housing and Urban Development programs, Federal Financial Aid, TWC Skills Development Fund, and Regional Workforce Boards
		WTC	I'm not aware of these resources other than Texas Workforce Commission Skills Development Funds, Texas Workforce Commission website, Occupational Outlook Handbook websites & Department of Labor websites.
			Again, we rely heavily on our Workforce Center in Abilene.
12 a.	Have you ever made use of these resources? If so, how? If not, why not? (Answer in comments section.)	Blinn	In the preparation of proposals and responding to RFP's.
		Cisco yes	Cisco Junior College has utilized Skills Development Grant funds and Perkins funds.
		Coastal Bend College	Yes, attending conferences and calling professionals in department
		Kilgore	We have received and been named in the following training grants: East Texas Workforce Development Board SAFE Grant Skills Development Fund Grant Quality Child Care Project Grant and Local economic development company incentive grants We are currently looking at the others as possible sources of funding.
		FPC	Yes, we look at the information given through the websites.

		<p>Hill Yes/No</p> <p>Howard College</p> <p>Navarro Yes</p> <p>Panola Paris Yes</p> <p>South Plains Yes</p> <p>Southwest Texas Jr. College Yes</p> <p>Vernon Yes</p> <p>WTC Yes</p>	<p>North Central Texas Workforce (yes) – employee development grant award; Texas Workforce – Austin Grant. HOTCOG – unsuccessful in obtaining grants</p> <p>State Workforce Development Grant for Corsicana and Waxahachie industries.</p> <p>HC is currently benefiting from the RCCI project which has supported economic development training in our area. In addition, the Texas Agriculture Extension Service is funding a new position as noted in #6 above. Similarly, Perkins grant funds allow HC to enhance various Workforce Education programs each year through upgraded curriculum and instructional equipment.</p> <p>Yes, we have been awarded funds through both of these sources.</p> <p>Skills Development Funds have been used in numerous industries for training. WIA has identified and funded students as well as identified needed high-wage program areas</p> <p>Have used skills development grants to provide nurse training in rural communities, textile manufacturing, computer training, call center training. Have used skills enhancement grants for management and leadership development, allied health training. Have not pursued USDA rural development funds such as those through the Rural Utilities Services. Have researched the application process for these funds, but found the competitive grant process is cumbersome and we lack grant writing knowledge and expertise to write a competitive grant.</p> <p>Students access federal financial aid and other types of financial assistance for qualifying programs. Grants are available from some of these resources to allow opportunities for program development</p> <p>This information is utilized during grant writing.</p> <p>We use the Workforce Center quite often. We have utilized the Workforce Investment Fund to help facilitate training for several local businesses.</p>
13.	<p>What other concerns or barriers do you face at your college that inhibits your full participation in local/regional economic development efforts or restricts your ability to accomplish your mission? (Answer in comment section.)</p>	<p>Blinn</p> <p>Howard</p> <p>Kilgore</p> <p>Cisco</p> <p>Coastal Bend College</p> <p>FPC</p> <p>Hill</p>	<p>Concerns/Barriers: 1. Being able to provide service at the “speed of business.” 2. It is a challenge to find funding for new or upgraded programs and the associated technology, equipment and facilities necessary to provide training. This is most prevalent for supporting new start up business or industry that is high tech and high wage</p> <p>Other economic development barriers include our fluctuating population, changing demographics, distance, and the time and personnel required to fully meet the needs of our 13,000 square mile service area.</p> <p>Time, funding, and manpower seem to be our greatest challenges.</p> <p>Cisco Junior College is not always asked to help. The proper individuals are not aware of our abilities to do specific training. There are other institutions that provide training as well.</p> <p>Population reduction, energy and time to focus on ed. Collaboration with other entities is sometimes difficult.</p> <p>Facility space, funding, and qualified instructors in the area. The lack of adequate resources restricts buying needed equipment, or from bringing qualified people from outside the area. Instructors usually need a full time position, which is hard to justify because of the number of students that may or may not be interested in a program. Bringing outside training in is often cost prohibitive because of the number of students needing the training, or because companies are not willing to pay for training or release employees.</p> <p>On the other hand, a larger percentage of our problems stems not from the lack of qualified personnel in the area, but the removal of jobs. One problem I have is finding jobs for the people we have trained. With recent mergers many people have been moved to Houston and other areas. Many companies are outsourcing jobs. Companies are finding ways to do the same work they did years ago with the existing workforce they now have, and are simply not hiring. Education and training are not the final answer for the dwindling population and downsizing we are experiencing.</p> <p>We do not have a designated grant writer (this position is currently being reviewed for implementation).</p> <p>Navarro College does not have a professional grant writer on staff.</p>

	Navarro Panola Paris South Plains  Southwest Texas Jr. College  Vernon WTC	Blank  Financial resources are the primary concern we have as well as the size of our service area – 13,000 square miles. Developing the infrastructure for delivering instruction at a distance is a priority for our college. Other inhibiting factors are a rural population that has high concentrations of low-income residents as well as a high percentage of first-generation college students in our region. 68% of the businesses in our region employ only 1-4 employees, so we are servicing a large number of small business owners. It is increasingly difficult to meet all the individual needs of such a diverse clientele. Providing adequate professional development opportunities for workforce development staff and our partners is an increasing concert. Most professional development must occur outside our area and involves costly travel.  One of the strengths of our region has been a willingness to collaborate and partner to leverage available resources. But such activity is very time-consuming and leaves little time to initiate needed innovations. Successful management and nurturing of these partnerships will be a factor in their success.  When external funding sources are unavailable, students are sometimes unable to enroll in workforce programs due to the low economic levels in our south Texas area.  We probably need better communication between the college and the economic development corporations. We need to discover what each entity can do to work as a team to bring needed high-skill, high-wage jobs to the area Lack of personnel.  Our major barrier is getting all local/regional groups on the same page. We have taken a proactive approach and are attempting to bring all these parties together. So far these efforts seem to be working.
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