NoRTEC

Northern Rural Training and Employment Consortium (NoRTEC)

Plumas County Labor Market Profile and Industry/Sector Analysis

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Prepared for:

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Michael Cross, Executive Director

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Siskiyou Training and Employment Center

Del Norte Workforce Center

Alliance for Workforce Development

Smart Business Resource Center

Job Training Center

This report was compiled by:

THOMAS P. MILLER & ASSOCIATES
1630 N Meridian Street, Suite 430
Indianapolis, IN 46202
317.894.5508
www.tpma-inc.com

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Executive Summary

This report provides a detailed Demographic, Labor Market and Industry Sector Analysis for Plumas County, which is part of the Northern Rural Training and Employment Consortium (NoRTEC) Region within Northern California. The analysis includes age and race trends and projections; income and poverty analysis; human capital and labor force analysis; unemployment analysis; commuting patterns; employment by industry; employment by occupation; industry and occupation connections; and detailed industry sector analysis. In addition, a summary of the May 2016 input session has been included, as well as a summary of the employer survey results.

Key Findings

- The county's population declined at a rate of 12.8% over the past ten years. This is in stark contrast to the overall NoRTEC region, which saw growth of 1.3%, as well as the state, which experienced 9.3% growth. The population is projected to further decline by 6.2% through 2020.
- The median household income within the county is $48,032, which is above the average for the NoRTEC region ($43,977). However, it is lower than the state's average of $61,489. The poverty rate (14.0%) is lower than the NoRTEC average (18.6%), as well as the state's average (16.4%).
- Between 2005 and 2015, unemployment trends within the county largely mirrored those within the state. However, the overall unemployment rates for the county are significantly higher.
- The largest sector within the county is Government, which makes up over 33% of all employment. Other significant employment sectors include Health Care and Social Assistance; Retail Trade; Construction; Accommodation and Food Services; and Manufacturing. Over the past five years, Health Care and Social Assistance; Manufacturing; and Government added the most jobs.
- Office and Administrative Support Occupations is the largest occupation within the county, employing over 950 individuals.
- Over the next five years, the greatest job growth for the largest occupational categories will include: Construction Equipment Operators (11 jobs) and Registered Nurses (9 jobs).
- Based on feedback from the May 2016 input session, talent attraction was identified as a necessary strategy to attract season workers related to tourism. However, the lack of available housing is an issue.
- Identified entrepreneurship related to technology as an opportunity for residents within the county.
- Based on survey results, the most significant challenges for employers within the county include finding qualified candidates to hire and filling high-skill positions.
- For difficult to fill positions, most employers indicated that education was the most desired attribute amongst candidates.

Recommendations

The priority sectors for the NoRTEC region include: Health Care; Manufacturing; Agriculture; Tourism; and Information Technology (IT). These recommendations are based on an analysis of employment trends within each of the 11 counties, as well as the region as a whole. These industry sectors are economically vital to the region, have experienced employment growth, are projected to grow through 2020, and/or tend to be concentrated within the region. Another key consideration was an emphasis on industry sectors with occupations that have a variety of entry-level educational requirements, and pay a relatively higher wage compared to other sectors. All of these sectors are present to some degree within each of the 11 NoRTEC counties. However, some of the sectors are a better fit for individual counties than for others.

Within Plumas County, the sectors that match the priority sectors for the region include: Health Care; Manufacturing; and Tourism.

Health Care

- Health Care is the second largest employment sector within the county and added the greatest number of jobs since 2010. Job growth is projected to accelerate and continue through 2020. Of the top ten high demand occupations within the county, six are within the Health Care sector. These trends indicate that this should be a priority sector for the county.
- Key occupations within Health Care include: Personal Care Aides; Nursing, Psychiatric, and Home Health Aides; and Childcare Workers. Personal Care Aides and Nursing, etc. have experienced growth over the past five years and are projected to continue to grow through 2020. The highest paying occupations within the Health Care sector include: Therapists ($35.72/hr); Dental Hygienists ($35.70/hr); and Registered Nurses ($31.05/hr).

Manufacturing

- For the Manufacturing sector, the primary subsectors include Sawmills and Wood Preservation and Household, Institutional Furniture, and Kitchen Cabinet Manufacturing.
- Occupations with the greatest number of employees include: Woodworking Machine Setters, Operators, and Tenders and Laborers and Material Movers, Hand. These occupations are projected to decline in jobs through 2020. Median hourly earnings for the top manufacturing occupations range from $10.83/hr (Bakers) to $36.50/hr (General and Operations Managers).

Tourism

- The Tourism sector falls across several business categories including Hotels and Restaurants; Travel Agencies and Tour Operators; Arts, Entertainment and Recreation; and Sightseeing Transportation. Within the county, the largest subsectors include Restaurants and Other Eating Places; Other Amusement and Recreation Industries; and Traveler Accommodation. All are projected to remain flat or slightly decrease in the number of jobs through 2020.
- Key occupations for the Tourism sector include primarily fall within food service: Cooks; Waiters and Waitresses; and Fast Food and Counter Workers. Median hourly wages tend to be lower within this sector, with median hourly earnings around $12.00/hr.

Plumas County

Introduction

The following is a labor market and industry/sector profile for Plumas County, California. The quantitative data for the profile includes a geographic overview, demographic and labor force characteristics, industry analysis, occupation analysis, and labor force data. For the profile, the project team collected and analyzed data from Economic Modeling Specialists Int'l. (EMSI), U.S. Census Bureau, and the U.S. Bureau of Labor Statistics.

Demographic and Labor Force Characteristics

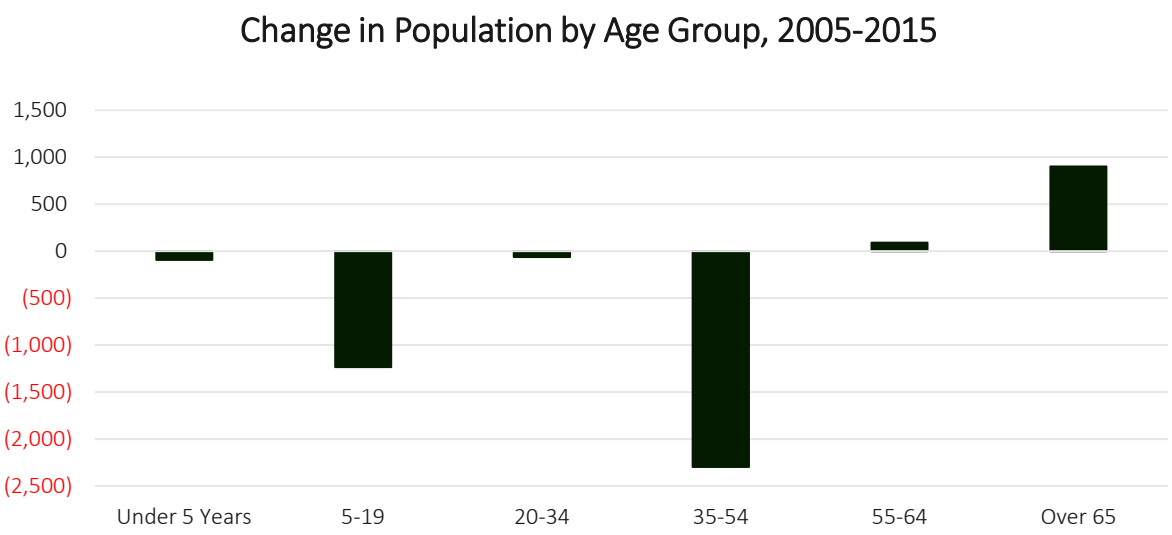
Total Population

Plumas County is located at the northeastern end of the NoRTEC region, along the eastern slope of the Sierra Nevada Mountains. The largest community is Quincy. The population of Plumas County has decreased from 21,011 to 18,318 over the past ten years.[1] The 12.8% decline moved considerably in the opposite direction from the state of California, which increased 9.3%. Furthermore, the county's population is projected to decrease by an additional 6.2% over the next five years.

The county has an aging population, highlighted by the 23.9% growth of the Over 65 cohort over the past five years. The aging population is a concern because it impacts the availability of labor over the next decade.

Age	2005 Population	2015 Population	Change (2005-2015)		Projected Change (2015-2020)	
Under 5	903	808	(95)	(10.5%)	(19)	(2.4%
5-19	3,936	2,701	(1,235)	(31.4%)	(122)	(4.5%)
20-34	2,628	2,565	(63)	(2.4%)	(287)	(11.2%)
35-54	6,248	3,952	(2,296)	(36.7%)	(489)	(12.4%)
55-64	3,529	3,620	91	2.6%	(614)	(16.9%)
Over 65	3,767	4,670	903	23.9%	397	8.5%
Total	21,011	18,316	(2,695)	(12.8%)	(1,134)	(6.2%)

[1] EMSI Analyst 2016



Race/Ethnicity

The population of the county is predominantly White (83% of the 2015 population) but also considerably Hispanic population (9%). The top three fastest growing race/ethnicity groups are Asian, Black, and Native Hawaiian or Pacific Islanders.[2]

Race/Ethnicity	2015 Population	Change, 2005-2015	
White	15,311	(2,977)	(16.3%)
Hispanic	1,570	104	7.1%
Asian	204	87	74.4%
Two or More Races	558	74	15.3%
American Indian or Alaskan Native	430	(33)	(7.1%)
Black	220	46	26.4%
Native Hawaiian or Pacific Islander	25	7	38.9%

[2] The Hispanic population includes Hispanics in White, Black, Two or More Races, Asian, American Indian or Alaskan Native, Native Hawaiian, or Pacific Islander.

Educational Attainment

Compared to the NoRTEC region, Plumas County has a higher percentage of those with just a High School Diploma, Some College, and an Associate's Degree. It is also a much higher percentage than the state average. However, the percentage of those with a Bachelor's Degree or higher is lower than the averages for the NoRTEC region, state, and US.

Education Level	2015 Population	2015 Percent	2015 Percent NoRTEC	2015 Percent California	2015 Percent US
Less Than 9th Grade	522	3.8%	5.1%	11.2%	6.6%
9th Grade to 12th Grade	1,321	9.5%	8.4%	8.2%	7.7%
High School Diploma	4,202	30.2%	24.9%	21.0%	28.1%
Some College	4,356	31.3%	30.5%	21.7%	21.0%
Associate's Degree	1,520	10.9%	9.7%	7.8%	7.8%
Bachelor's Degree	1,478	10.6%	14.2%	19.3%	18.0%
Graduate Degree and Higher	511	3.7%	7.2%	10.9%	10.7%

Income

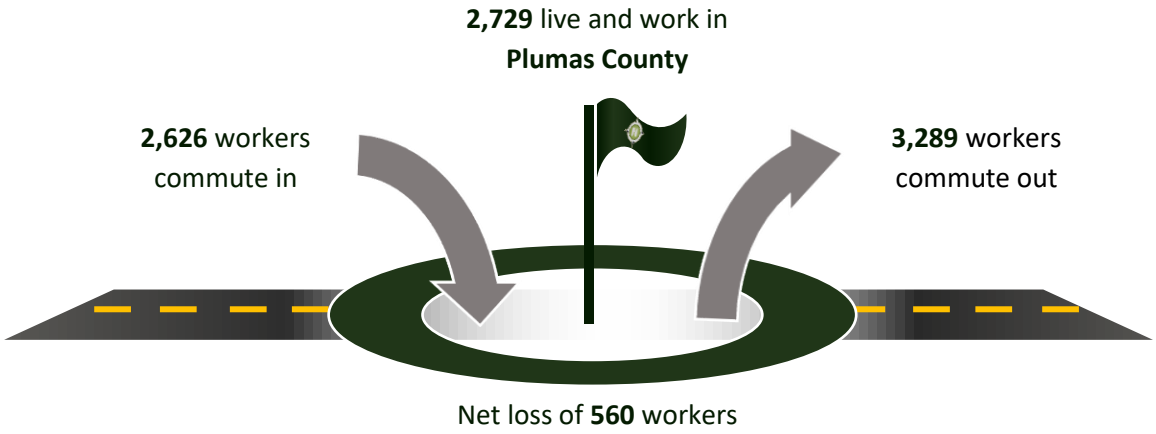
At 14.0%, Plumas County's poverty rate was just below the national rate (14.8%).[3] It is also the third lowest within the NoRTEC region. The Median Household Income for Plumas County ($48,032) is the third highest within the NoRTEC region. However, it considerably trails the California median of $61,489.

	Median Household Income ('10-'14)	Poverty Rate
Butte	$43,165	21.9%
Del Norte	$39,302	22.4%
Lassen	$53,351	19.4%
Modoc	$38,560	20.2%
Nevada	$56,949	11.4%
Plumas	**$48,032**	**14.0%**
Shasta	$44,556	14.7%
Sierra	$43,107	13.8%
Siskiyou	$37,495	21.1%
Tehama	$42,369	18.2%
Trinity	$36,862	19.9%
California	$61,489	16.4%
United States	$53,482	14.8%

[3] U.S. Census Bureau 2010-2014.

Commuting

In 2014, Plumas County had a little over 2,600 workers commuting into the county and over 3,280 commuting out. This means that Plumas County was a net exporter of workers.[4] A similar proportion of people both live and work within Plumas County. Sacramento County is the largest contributor of in-commuting workers (399, 6.6% of the county's workforce), seconded by Washoe County, Nevada (357, 5.9%). The top destination counties for Plumas County out-commuting workers are Lassen County (274, 5.1% of residents), and Butte County (257, 5.1%).



[4] U.S. Census Bureau, OnTheMap, 2014 (most recently available). http://onthemap.ces.census.gov/

Human Capital

Labor Force

Labor force statistics include both the employed and the unemployed, excluding only those who have stopped looking for work (discouraged workers) and those who are voluntarily not in the labor force. In 2016, a little over 7,600 workers participated in the Plumas County labor force, of these, 6,592 are employed. Over the last 20 years, employment in the county was at its highest in June 2002 and lowest in February 2013. As of January 2016, the unemployment rate for the county is 13.8%, significantly higher than the unemployment rate of California (5.8%) and the United States (4.9%).

EMPLOYMENT IN PLUMAS COUNTY 1996-2016 [5]		
Peak	June 2002 (10,403)	Jan 2016 (6,592 – 36.6% lower)
Trough	February 2013 (6,411)	Jan 2016 (6,592– 2.8% higher)
Jan 2016	Employment: 6,592 Labor Force: 7,646 Unemployment rate: 13.8%	

Labor Force Participation Rate

The labor force participation rate represents the proportion of the population that is working or pursuing work, as opposed to those voluntarily not working or not pursuing work. The labor force participation rate is affected by various factors, including availability of jobs, socioeconomic composition of the population, demographics, as well as structural changes in the economy.

Labor Force Participation Rate

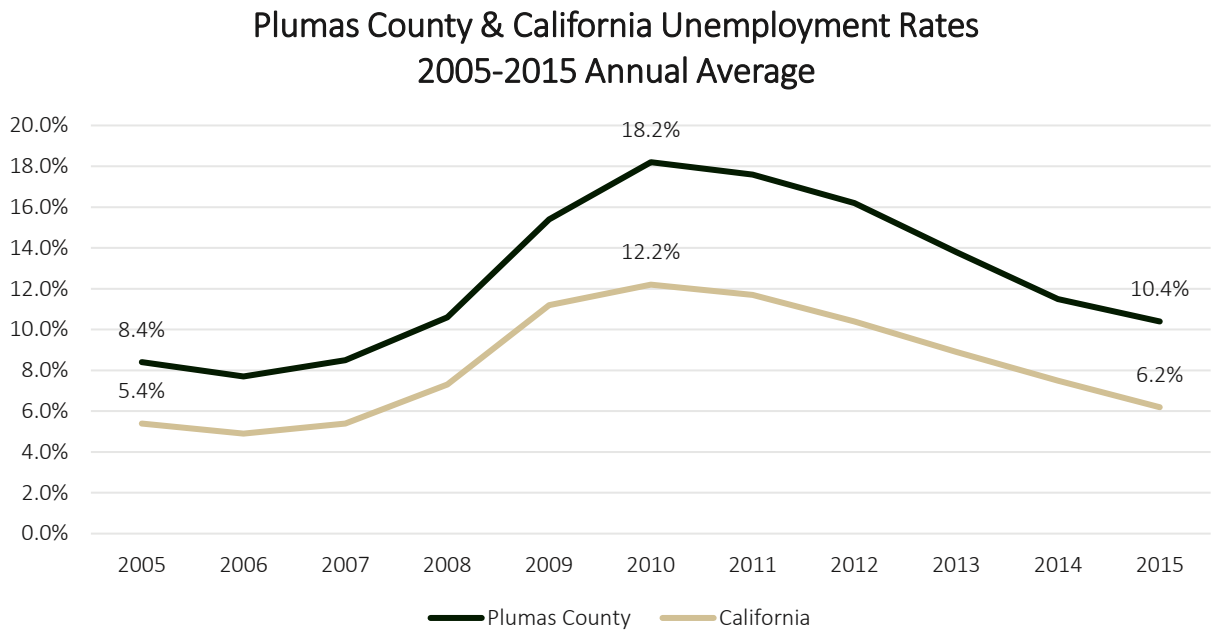
The labor force participation rate is sensitive to demographic changes because the participation rates vary across age, gender, income and race/ethnicity. For example, in 2015 the national labor force participation rate for those older than 54 was 39.9%, compared to 80.7% for those between the ages of 25 and 54.

The national labor force participation rate has decreased since 2000, a trend that is expected to continue in the next decade, in part due to the aging of the baby-boomer generation. In 2000, baby boomers were the heart of the workforce. However, as this large group of individuals moves closer to retirement, the overall workforce participation rate decreases. It is worth mentioning that the participation rate of older workers has been increasing in the past ten years, but it is still significantly lower than those of the young adult and middle-aged groups.

Workers in older age brackets and those who are retirement age compose a large proportion of Plumas County's population. The older worker population (55 to 64 years of age) was estimated to be 3,620 in 2015, which is equivalent to 20% of the county's population.[6] A large number of these older workers are expected to retire in the next ten years. Additionally, individuals ages 65 and older were estimated to total 4,670.

[5] U.S. Bureau of Labor Statistics, 1996.1-2016.1. http://www.bls.gov/data/

[6] The older worker population (55 years and older) in the county is estimated by multiplying the population of this age group by the corresponding labor force participation rate.



As noted previously, individuals can be members of the labor force even if they are not currently employed. Those who are not employed but who are actively looking for work are classified by the United States Department of Labor as unemployed. Like participation rates, what is considered a normal unemployment rate varies from region to region based on demographics of each population. Generally speaking, unemployment tends to spike during recessions and following major layoffs or relocations, eventually settling to a more normal and stable rate as individuals adjust to the new availability of employment opportunities. Prolonged periods of unusually high unemployment rates are typically a signal that the supply of workers is not in balance with demand for workers.

The Bureau of Labor Statistics of the U.S. Department of Labor reports a gradual decrease in unemployment in Plumas County since 2010. Over the period analyzed, the unemployment rate struck its peak in 2010 at 18.2%, and dipped to its lowest rate in 2006 at 7.7%. Over the period analyzed, the state's rate is typically considerably lower than the county's. For California, the unemployment rate hit its highest mark in 2010 at 12.2% and its lowest mark in 2006 at 4.9%.

Industry Sector Analysis

Industry data are classified according to the types of goods and services that are rendered by businesses. These data indicate past and projected growth trends by sector and reveal sectors in which Tehama County is well suited to be competitive.

A chart and several tables are displayed related to industry data. Each of the figures prove data that descend in order according to 2015 employment. Other data displayed include: employment growth over the past five years, forecasted growth over the next five years, growth due to competitive effect (CE), and location quotient (LQ).

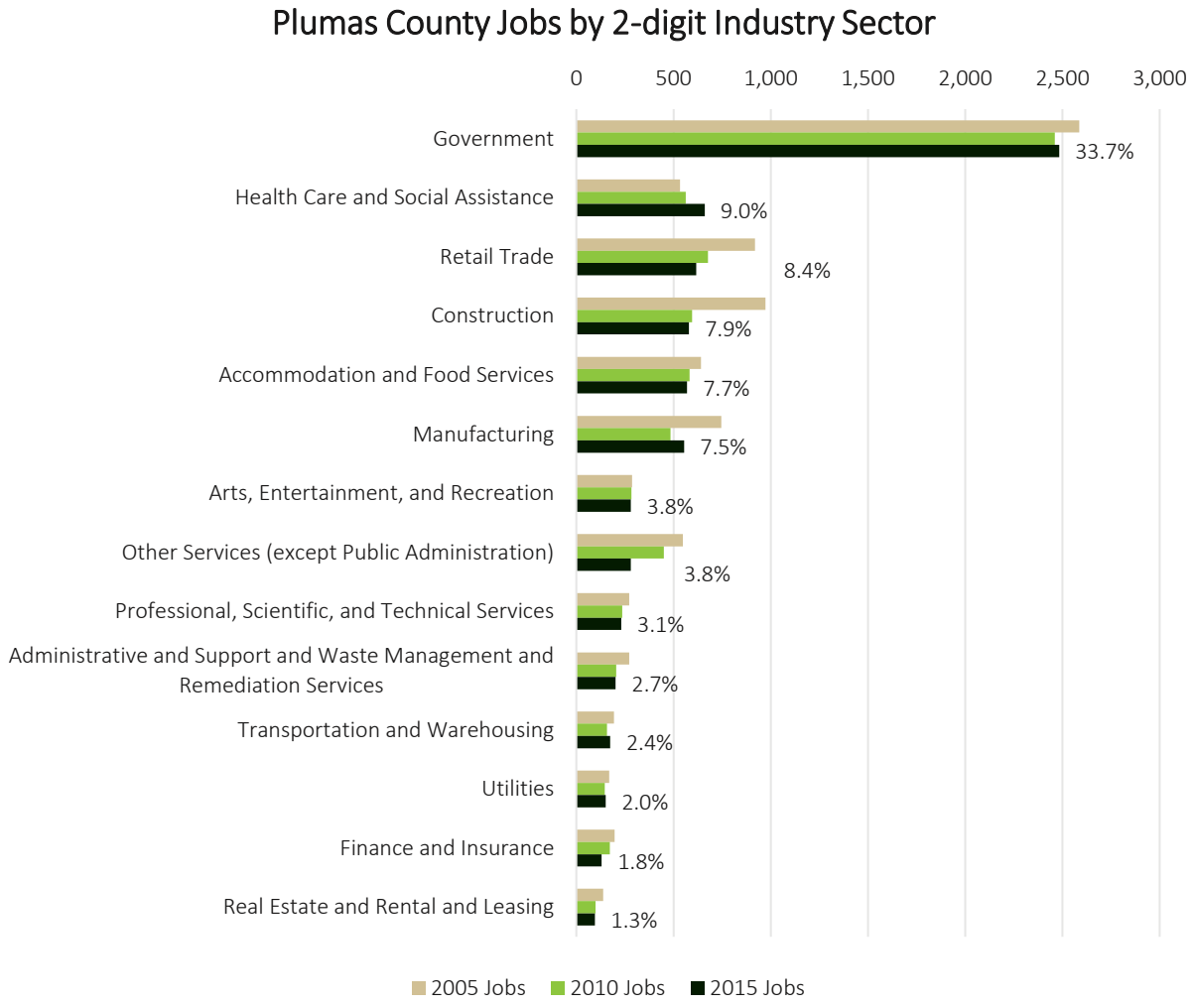
The competitive effect helps to determine the amount of job growth that occurred due to the county's competitive advantages as compared to the national growth in general and the national growth rate for each sector. In other words, a positive number indicates that the county experienced more growth than was expected.

Location Quotient (LQ) measures how concentrated or specialized an industry is in a particular county and helps to demonstrate what makes a particular county's economy unique. A number greater than 1.25 indicates that the particular sector is considerably more concentrated than the national average. It also typically indicates that local demand for the products and/or services produced by that industry have been met and the industry is likely exporting products and/or services outside of the county. In other words these may be industries that are bringing money into the county, rather that circulating money already present within the county.[7]

[7] Data from this section are from Economic Modeling Specialists International (EMSI), 2016.1 Class of Worker.

Industry Mix

The broad industry sectors in Plumas County employing the most workers are Government (2,483, 33.7% of all county employment), Health Care (660, 9.0%), Retail Trade (617, 8.4%), and Construction (580, 7.9%).[8] Government employment increased over the past five years, and is projected to continue increasing for the next five years. Health Care and Social Assistance also is projected to grow 22% between 2015 and 2020.



Within Plumas County, most industry sectors declined over the past five years. The most significant job losses were within Other Services (except Public Administration); Retail Trade, and Finance and Insurance. Sectors with significant concentrations of employment (based on location quotient scores) are Utilities; Arts, Entertainment, and Recreation; Government and Recreation. Of these industries, only Government added a significant number of new jobs in the past five years.

[8] These industries are by 2-digit NAICS code. EMSI Analyst 2016.

Industry	2010 Jobs	2015 Jobs	Change in Jobs 2010 - 2015		Change in Jobs 2015-2020		Location Quotient	Comp. Effect
Government	2,461	2,483	22	1%	(8)	(0%)	2.18	65
Health Care	563	660	97	17%	146	22%	0.72	23
Retail Trade	678	617	(61)	(9%)	(23)	(4%)	0.80	(110)
Construction	595	580	(15)	(3%)	(75)	(13%)	1.48	(75)
Accommodation and Food Services	582	569	(13)	(2%)	(38)	(7%)	0.92	(106)
Manufacturing	485	554	69	14%	(82)	(15%)	0.94	39
Arts, Entertainment, and Recreation	283	281	(2)	(1%)	6	2%	2.28	(38)
Other Services (except Public Administration)	450	280	(170)	(38%)	(6)	(2%)	0.79	(174)
Professional, Scientific, and Technical Services	235	232	(3)	(1%)	10	4%	0.49	(38)
Administrative and Support Services	205	202	(3)	(1%)	13	6%	0.44	(38)
Transportation and Warehousing	158	175	17	11%	28	16%	0.72	(4)
Utilities	146	150	4	3%	34	23%	5.64	0
Finance and Insurance	172	130	(42)	(24%)	(12)	(9%)	0.44	(49)
Real Estate and Rental and Leasing	99	95	(4)	(4%)	2	2%	0.78	(10)
Educational Services	57	93	36	63%	29	31%	0.50	30
Crop and Animal Production (Agriculture)	109	81	(28)	(26%)	(32)	(40%)	0.90	(32)
Wholesale Trade	59	69	10	17%	19	28%	0.24	6
Information	75	62	(13)	(17%)	1	2%	0.45	(15)
Management of Companies and Enterprises	16	26	10	63%	(4)	(15%)	0.25	7
Mining, Quarrying, and Oil and Gas Extraction	16	13	-3	-19%	6	46%	0.36	-5

Key Industries

Looking at data by 2-digit NAICS is a good way to understand high-level trends; however, 4-digit NAICS industry data provide information about the more specific drivers of growth. The tables below show the 20 largest industries by employment in Plumas County.[9] Of the 20 largest industries, most had positive growth between 2010 and 2015. The largest degree of new job growth was within Individual and Family Services; Local Government, Excluding Education and Hospitals; Gasoline Stations; and Animal Production and Aquaculture. Three of these four are projected to continue increasing over the next five years; however, Animal Production and Aquaculture is projected to decrease.

Industry	2015 Jobs	'10-'15 Change		Forecasted '15-'20 Change	
Local Government, Excluding Education and Hospitals	504	38	8%	27	5%
Education and Hospitals (Local Government)	368	(50)	(12%)	17	5%
Federal Government, Civilian	241	(49)	(17%)	(2)	(1%)
Crop Production	170	6	4%	7	4%
Restaurants and Other Eating Places	127	(2)	(2%)	14	11%
Support Activities for Crop Production	124	9	8%	9	7%
Animal Production and Aquaculture	112	32	40%	(19)	(17%)
Individual and Family Services	89	63	242%	38	43%
Grocery Stores	78	(4)	(5%)	(5)	(6%)
Gasoline Stations	62	33	114%	19	31%
Grocery and Related Product Merchant Wholesalers	41	1	3%	3	7%
Automotive Repair and Maintenance	40	6	18%	8	20%
Highway, Street, and Bridge Construction	38	(22)	(37%)	0	0%
State Government, Excluding Education and Hospitals	35	(21)	(38%)	1	3%
Petroleum and Petroleum Products Merchant Wholesalers	34	(8)	(19%)	Insf. Data	Insf. Data
Electric Power Generation, Transmission and Distribution	34	3	10%	1	3%
Other Specialty Trade Contractors	33	5	18%	(1)	(3%)
Social Advocacy Organizations	32	Insf. Data	Insf. Data	(19)	(59%)
Private Households	30	(193)	(87%)	(6)	(20%)
Educational Support Services	30	30	Insf. Data	22	73%

[9] These industries are by 4-digit NAICS code.

Occupation Analysis

An examination of occupational demand is separate and distinct from industry analysis because industries require a mix of occupations to function. For example, the Manufacturing sector employs occupations that might be traditionally defined as "manufacturing occupations" – called Production occupations at the broadest level of occupation classification. The Manufacturing sector, however, also employs managers, accountants, maintenance and repair personnel, administrative support staff, lawyers, and many other occupational categories necessary for the industry's survival. As a workforce development board, NoRTEC's mission is to serve individual job seekers and businesses more specifically than serving as catalysts for industry-specific development. As such, it's important to understand the specific occupational roles that are required to keep local businesses flourishing.

The occupational analysis that follows provides a view of the most critical occupations within the region from an overarching economic perspective and specifically related to some of the key industries that were highlighted previously.

Occupational Groups

Plumas County's top occupations include:

- Office and Administrative Support Occupations
- Construction and Extraction Occupations
- Sales and Related Occupations
- Food Preparation and Serving Related Occupations.[10]

The median hourly earnings for all occupations range from $10.40/hr for Food Preparation and Serving Related Occupations to $40.59/hr for Protective Service Occupations.

As noted in the industry analysis section, location quotient scores can indicate fields where the county has a strong competitive advantage over other regions in United States. Occupational groups where Plumas County has a strong concentration of workers (above an LQ of 1.25) include:

- Life, Physical, and Social Science Occupations (4.25)
- Protective Service Occupations (1.96)
- Construction and Extraction Occupations (1.66)
- Farming, Fishing, and Forestry Occupations (1.66)
- Building and Grounds Cleaning and Maintenance Occupations (1.32)
- Personal Care and Service Occupations (1.30)

These are the occupation groups for which the region is highly specialized. For example, jobs in Life, Physical, and Social Science Occupations make up 4.25x more of the employment base than they do nationally.

[10] These occupations are by 2 digit SOC code (Standard Occupation Classification System).

Broad Occupation Mix

Occupation	2015 Employment	% of Total Employment	Median Hourly Earnings	Location Quotient
Office and Administrative Support	965	13.1%	$16.97	0.86
Construction and Extraction	545	7.4%	$18.66	1.66
Sales and Related	520	7.1%	$13.24	0.69
Food Preparation and Serving Related	501	6.8%	$10.40	0.82
Education, Training, and Library	498	6.8%	$21.43	1.19
Healthcare Practitioners and Technical	494	6.7%	$33.85	1.24
Transportation and Material Moving	466	6.3%	$18.36	0.98
Management	426	5.8%	$31.18	1.07
Personal Care and Service	381	5.2%	$12.91	1.30
Building and Grounds Cleaning and Maintenance	370	5.0%	$12.28	1.32
Production	368	5.0%	$22.16	0.83
Protective Service	323	4.4%	$40.59	1.96
Installation, Maintenance, and Repair	322	4.4%	$23.74	1.15
Life, Physical, and Social Science	254	3.4%	$20.73	4.25
Business and Financial Operations	223	3.0%	$27.43	0.61
Healthcare Support	191	2.6%	$15.04	0.93
Community and Social Service	120	1.6%	$20.78	1.02
Arts, Design, Entertainment, Sports, and Media	113	1.5%	$18.63	0.87
Farming, Fishing, and Forestry	92	1.2%	$18.48	1.66
Architecture and Engineering	69	0.9%	$32.04	0.57
Computer and Mathematical	67	0.9%	$27.84	0.33
Legal	34	0.5%	$33.56	0.56
Military	30	0.4%	$16.20	0.31

Top Occupations – 4 Digit SOC Codes

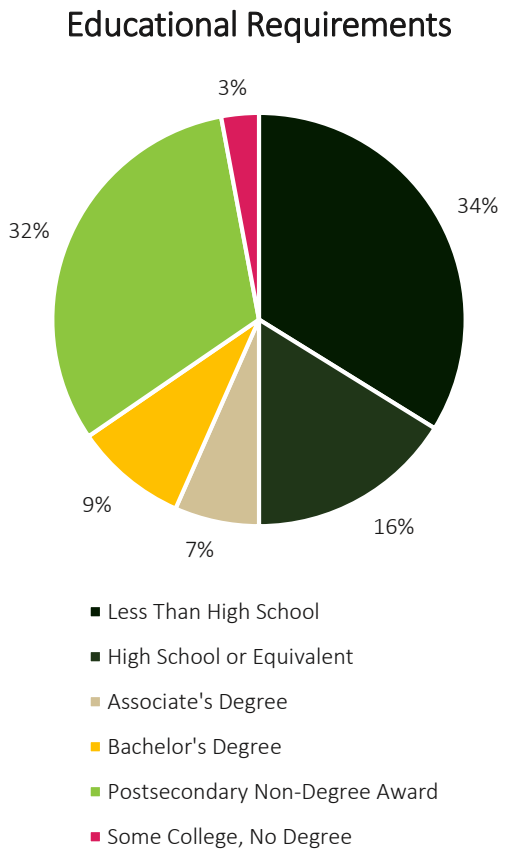
The following table displays the top 20 occupations by 4 Digit SOC codes represented within Plumas County.[11] Median hourly earnings for these occupations range from $9.90 at the low end for Waiters and Waitresses to $36.50 at the high end for General and Operations Managers. The greatest growth is within Woodworking Machine Setters, Operators, and Tenders, which experienced a 24% change from 2010-2015. Occupations that have experienced the most new job growth and are projected to continue growing between 2015 and 2020 include Construction Equipment Operators; Registered Nurses; Office Clerks, General; and General and Operations Managers.

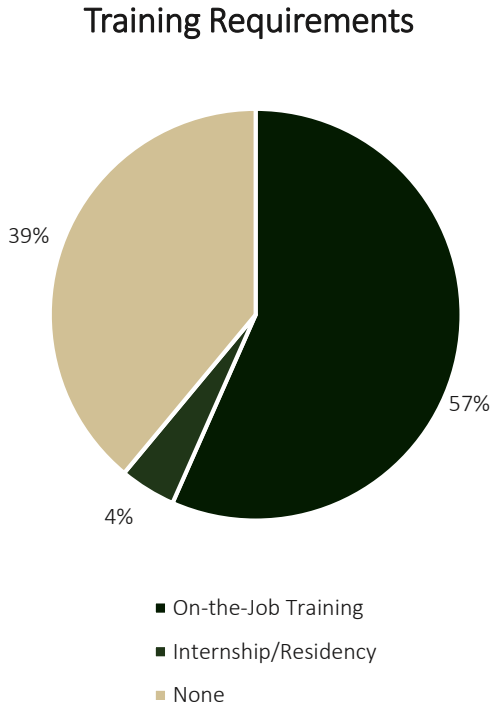
Occupation	2015 Employment	Change, 2010-2015		Projected Change, 2015-2020		Projected Annual Openings	Median Hourly Earnings
Building Cleaning Workers	212	-43	-17%	-7	-3%	7	$11.24
Registered Nurses	195	20	11%	9	5%	7	$31.05
Cashiers	188	-14	-7%	-5	-3%	10	$10.29
Laborers and Material Movers, Hand	181	14	8%	-15	-8%	8	$15.41
Secretaries and Administrative Assistants	167	10	6%	2	1%	4	$17.17
Miscellaneous Life, Physical, and Social Science Technicians	161	-12	-7%	2	1%	10	$15.90
Office Clerks, General	141	18	15%	0	0%	5	$14.78
Cooks	130	1	1%	1	1%	6	$11.28
Grounds Maintenance Workers	128	9	8%	3	2%	8	$12.49
Teacher Assistants	126	-6	-5%	4	3%	6	$12.82
Woodworking Machine Setters, Operators, and Tenders	125	24	24%	-21	-17%	5	$18.52
Elementary and Middle School Teachers	121	-26	-18%	7	6%	7	$27.03
Recreation and Fitness Workers	114	9	9%	-2	-2%	6	$16.60
Driver/Sales Workers and Truck Drivers	111	-2	-2%	8	7%	4	$17.46
General and Operations Managers	107	6	6%	2	2%	3	$36.50
Waiters and Waitresses	100	7	8%	1	1%	7	$9.90
Construction Laborers	98	1	1%	-7	-7%	7	$13.43
Carpenters	97	-17	-15%	-26	-27%	5	$17.51
Construction Equipment Operators	96	17	22%	11	11%	6	$23.75
Maintenance and Repair Workers, General	98	8	9%	3	3%	3	$17.80

[11] Occupations are by 4 digit SOC code.

High Demand Jobs – Education and Training

According to the U.S. Bureau of Labor Statistics analysis of minimum education and training requirements[12], 34) typically require less than a high school diploma.[13] Approximately 9% of these high demand jobs typically require at least a Bachelor's degree. In terms of training and experience requirements, around 57% require some type of training, which is typically on-the-job training.





[12] Individual employers may require more education than BLS analysis suggests is required. For example, some employers may require high school completion even for jobs that BLS suggests could be performed with less education.
[13] A total of 13 occupations with the highest projected job growth from 2015 to 2020 are included in this analysis. These occupations are with 5 digit SOC code. EMSI Analyst 2016.1.

Description	2020 Jobs	2015 - 2020 Change	Annual Openings	Avg. Hourly Earnings	Typical Entry Level Education	Typical On-The-Job Training
Personal Care Aides	114	37	8	$11.38	Less than high school	Short-term on-the-job training
Nursing Assistants	95	21	6	$16.49	Postsecondary non-degree award	None
Licensed Practical and Licensed Vocational Nurses	60	13	4	$26.14	Postsecondary non-degree award	None
Heavy and Tractor-Trailer Truck Drivers	90	9	3	$18.69	Postsecondary non-degree award	Short-term on-the-job training
Home Health Aides	26	9	2	$13.95	Less than high school	Short-term on-the-job training
Registered Nurses	204	9	6	$32.25	Associate's degree	None
Electrical Power-Line Installers and Repairers	39	8	3	$43.86	High school diploma or equivalent	Long-term on-the-job training
Recreation Workers	82	6	2	$16.76	Bachelor's degree	None
Operating Engineers and Other Construction Equipment Operators	53	6	3	$23.36	High school diploma or equivalent	Moderate-term on-the-job training
Elementary School Teachers, Except Special Education	118	6	4	$26.89	Bachelor's degree	Internship/residency
Teacher Assistants	130	4	4	$13.18	Some college, no degree	None
Paving, Surfacing, and Tamping Equipment Operators	53	4	Insf. Data	$24.75	High school diploma or equivalent	Moderate-term on-the-job training
Automotive Service Technicians and Mechanics	40	4	Insf. Data	$15.72	High school diploma or equivalent	Long-term on-the-job training

Industry and Occupation Connections

Industries drive economic growth, but the fuel that enables those industries to function are its workers, who are classified by occupational codes. Considering the importance of talent to supporting key regional industries, it is worth exploring the connections between significant industries and the occupations that are most critical to those industries.

The following table identifies the top ten high demand occupations and connected key industries.[14] Note that many of the top occupations are tied to the Health Care and Social Assistance and Government sectors.

Connection between Top Occupations and Key Industries

Top Occupations	Key Industries
Personal Care Aides	• Health Care
Nursing Assistants	• Health Care • Government
Licensed Practical and Licensed Vocational Nurses	• Health Care • Government
Heavy and Tractor-Trailer Truck Drivers	• Transportation and Warehousing • Manufacturing
Home Health Aides	• Health Care
Registered Nurses	• Government • Health Care
Electrical Power-Line Installers and Repairers	• Utilities
Recreation Workers	• Government • Health Care
Operating Engineers and Other Construction Equipment Operators	• Construction
Elementary School Teachers, Except Special Education	• Government

[14] Occupations are by 4-digit SOC code.

Detailed Industry Analysis

The following section provides an in-depth look at sectors that are important to the Plumas County economy. These industry sectors include: Health Care, Manufacturing, and Tourism. For each of these sectors the top employing sub-sectors are listed by 4-digit NAICS code, as well as the staffing patterns for each sector. Staffing patterns data show the top employing occupations at the 4-digit SOC level, along with past and projected growth, competitive effect, location quotient and average earnings.

Health Care by Employment – (Top 4-Digit NAICS)

The largest employing sectors in Plumas County include Local Government, Excluding Education and Hospitals (504 jobs); Education and Hospitals (Local Gov't) (368); Federal Government, Civilian (241); and State Government (Excluding Education and Hospitals) (35). The sectors with the largest LQ include Local Government, Excluding Education and Hospitals (4.76) and Federal Government, Civilian (4.49). The industry paying the highest average wages was Federal Government, Civilian ($59,935), while the sector with the lowest average wages was Federal Government, and Military ($23,081).

Industry	2015 Jobs	'10-'15 Change	CE '10-'15	'15-'20 Change	CE '15-'20	'15 LQ	Average Earnings
Individual and Family Services	275	148	69	73	12	2.59	$14,581
Child Day Care Services	112	4	5	-2	-7	1.90	$24,668
Nursing Care Facilities (Skilled Nursing Facilities)	98	-14	-14	66	58	1.24	$52,311
Offices of Dentists	51	-5	-10	-3	-8	1.12	$61,000
Offices of Other Health Practitioners	41	-9	-19	-5	-11	0.92	$32,765
Vocational Rehabilitation Services	32	-39	-38	12	11	1.93	$51,156
Home Health Care Services	18	Insf. Data	12	12	8	0.27	$30,952
Other Residential Care Facilities	11	-8	-8	Insf. Data	-6	1.40	$52,880
Continuing Care Retirement Communities and Assisted Living Facilities for the Elderly	<10	Insf. Data	6	Insf. Data	-2	0.16	Insf. Data
Community Food and Housing, and Emergency and Other Relief Services	<10	Insf. Data	2	Insf. Data	0	0.46	Insf. Data
Other Ambulatory Health Care Services	<10	Insf. Data	-1	Insf. Data	-2	0.19	Insf. Data
Outpatient Care Centers	<10	Insf. Data	0	Insf. Data	0	0.08	Insf. Data
Medical and Diagnostic Laboratories	<10	Insf. Data	1	Insf. Data	0	0.10	Insf. Data

Industry	2015 Jobs	'10-'15 Change	CE '10-'15	'15-'20 Change	CE '15-'20	'15 LQ	Average Earnings
Offices of Physicians	<10	Insf. Data	-3	Insf. Data	-4	0.05	Insf. Data
Psychiatric and Substance Abuse Hospitals	0	0	0	0	0	0.00	$0
General Medical and Surgical Hospitals	0	0	0	0	0	0.00	$0
Specialty (except Psychiatric and Substance Abuse) Hospitals	0	0	0	0	0	0.00	$0
Residential Intellectual and Developmental Disability, Mental Health, and Substance Abuse Facilities	0	0	0	0	0	0.00	$0

Staffing Patterns for Health Care (Top 4-digit SOC)

The top four occupations by employment for this industry sector include: Personal Care Aides (72); Nursing, Psychiatric, and Home Health Aides (57); Childcare Workers (53); and Preschool and Kindergarten Teachers (39). All four occupations grew in the recent past except for Childcare Workers. Over the next five years through 2020, Personal Care Aides is expected to add the highest number of jobs (37); unfortunately, this occupation pays one of the lowest median wages in this industry sector at $11.33/hr.

Occupation	2015 Employment	Change, 2010-2015		Projected Change, 2015-2020		Median Hourly Earnings
Personal Care Aides	72	59	10.9%	37	51%	$11.33
Nursing, Psychiatric, and Home Health Aides	57	14	8.6%	31	54%	$15.26
Childcare Workers	53	-6	8.0%	-5	-9%	$10.97
Preschool and Kindergarten Teachers	39	2	5.9%	1	3%	$18.03
Counselors	26	-6	3.9%	2	8%	$19.55
Licensed Practical and Licensed Vocational Nurses	23	6	3.5%	14	61%	$26.66
Recreation and Fitness Workers	23	7	3.4%	5	22%	$16.60
Teacher Assistants	22	5	3.3%	1	5%	$12.82
Registered Nurses	21	8	3.2%	10	48%	$31.05
Miscellaneous Healthcare Support Occupations	21	-1	3.1%	-2	-10%	$14.59
Miscellaneous Community and Social Service Specialists	20	4	3.1%	4	20%	$21.94
Dental Hygienists	19	-1	2.8%	-1	-5%	$35.70
Building Cleaning Workers	19	2	2.8%	7	37%	$11.24
Secretaries and Administrative Assistants	18	2	2.7%	2	11%	$17.17
Office Clerks, General	13	2	2.0%	2	15%	$14.78
Social and Community Service Managers	13	3	1.9%	2	15%	$28.62
Social Workers	13	-2	1.9%	1	8%	$23.28
Therapists	12	-1	1.9%	2	17%	$35.72
Opticians, Dispensing	<10	-2	0.9%	0	0%	$20.93
First-Line Supervisors of Personal Service Workers	<10	4	0.7%	1	20%	$20.30

Manufacturing Employment – (Top 4-Digit NAICS)

The largest manufacturing industry in Plumas County is Sawmills and Wood Preservation, with 473 jobs in 2015. This industry also grew the most between 2010 and 2015, with the addition of 93 jobs. However, it is projected that the industry will experience a loss of 86 jobs by 2020.

Industry	2015 Jobs	'10-'15 Change	CE '10-'15	'15-'20 Change	CE '15-'20	'15 LQ	Average Earnings
Sawmills and Wood Preservation	473	93	54	-86	-77	105.58	$52,836
Household and Institutional Furniture and Kitchen Cabinet Manufacturing	21	8	7	1	3	1.74	$25,295
Petroleum and Coal Products Manufacturing	<10	Insf. Data	2	Insf. Data	1	0.45	Insf. Data
Soap, Cleaning Compound, and Toilet Preparation Manufacturing	<10	Insf. Data	4	Insf. Data	-1	0.86	Insf. Data
Printing and Related Support Activities	<10	Insf. Data	0	Insf. Data	-1	0.16	Insf. Data
Other Wood Product Manufacturing	<10	Insf. Data	-7	Insf. Data	-1	0.24	Insf. Data
Clay Product and Refractory Manufacturing	<10	Insf. Data	1	Insf. Data	0	0.65	Insf. Data
Leather and Hide Tanning and Finishing	<10	Insf. Data	1	Insf. Data	0	3.31	Insf. Data
Architectural and Structural Metals Manufacturing	<10	Insf. Data	4	Insf. Data	6	0.55	Insf. Data
Aerospace Product and Parts Manufacturing	<10	Insf. Data	0	Insf. Data	0	0.06	Insf. Data
Other Miscellaneous Manufacturing	<10	Insf. Data	-18	Insf. Data	-1	0.44	Insf. Data
Semiconductor and Other Electronic Component Manufacturing	<10	Insf. Data	0	Insf. Data	0	0.05	Insf. Data
Industrial Machinery Manufacturing	<10	Insf. Data	1	Insf. Data	1	0.17	Insf. Data
Cut and Sew Apparel Manufacturing	<10	Insf. Data	-1	Insf. Data	1	0.39	Insf. Data
Machine Shops; Turned Product; and Screw, Nut, and Bolt Manufacturing	<10	Insf. Data	2	Insf. Data	0	0.20	Insf. Data
Cement and Concrete Product Manufacturing	<10	Insf. Data	-4	Insf. Data	-4	0.54	Insf. Data
Other Nonmetallic Mineral Product Manufacturing	<10	Insf. Data	-1	Insf. Data	1	0.82	Insf. Data
Animal Slaughtering and Processing	<10	Insf. Data	2	Insf. Data	5	0.28	Insf. Data
Bakeries and Tortilla Manufacturing	<10	Insf. Data	-8	Insf. Data	-1	0.39	Insf. Data
Other General Purpose Machinery Manufacturing	0	0	0	0	0	0.00	$0

Staffing Patterns for Manufacturing (Top 4-digit SOC)

The occupations that employ the most people in the manufacturing sector include Woodworking Machine Setters, Operators, and Tenders (124 jobs) and Laborers and Material Movers, Hand (107). Woodworking Machine Setters, Operators, and Tenders grew the most, adding 24 jobs between 2010 and 2015. However, the growth projections through 2020 within this sector are minimal, with Structural Metal Fabricators and Fitters adding one worker, and all other occupations losing between 1 and 21 workers. The occupation within this sector with the highest hourly earnings is General and Operations Managers ($36.50/hr), while the occupation paying the lowest is Miscellaneous Production Workers ($14.20/hr).

Occupation	2015 Employment	Change, 2010-2015		Projected Change, 2015-2020		Median Hourly Earnings
Woodworking Machine Setters, Operators, and Tenders	124	24	24%	(21)	(17%)	$18.52
Laborers and Material Movers, Hand	107	19	22%	(19)	(18%)	$15.41
Logging Workers	22	6	38%	(2)	(9%)	$18.59
Industrial Machinery Installation, Repair, and Maintenance Workers	22	5	29%	(3)	(14%)	$25.18
Industrial Truck and Tractor Operators	19	2	12%	(5)	(26%)	$17.22
Driver/Sales Workers and Truck Drivers	16	1	7%	(4)	(25%)	$17.46
First-Line Supervisors of Production and Operating Workers	15	1	7%	(2)	(13%)	$25.36
Conservation Scientists and Foresters	14	4	40%	(3)	(21%)	$32.71
Miscellaneous Production Workers	13	(1)	(7%)	(1)	(8%)	$14.20
Miscellaneous Woodworkers	12	0	0%	(2)	(17%)	$21.33
Shipping, Receiving, and Traffic Clerks	11	2	22%	(2)	(18%)	$19.78
General and Operations Managers	10	1	11%	(2)	(20%)	$36.50
Structural Metal Fabricators and Fitters	<10	0	0%	1	Insf. Data	$26.98
Miscellaneous Assemblers and Fabricators	<10	(2)	(33%)	0	0%	$17.39
Bakers	<10	(2)	(67%)	0	0%	$10.83
Miscellaneous Installation, Maintenance, and Repair Workers	<10	0	0%	0	0%	$17.22
First-Line Supervisors of Mechanics, Installers, and Repairers	<10	0	0%	(1)	(50%)	$36.42
Artists and Related Workers	<10	(1)	(50%)	0	0%	$17.42
Miscellaneous Electrical and Electronic Equipment Mechanics, Installers, and Repairers	<10	0	0%	0	0%	$32.49
Heavy Vehicle and Mobile Equipment Service Technicians and Mechanics	<10	0	0%	0	0%	$25.35

Tourism[15] by Employment – (4-Digit NAICS)

The vast majority of employment within this industry sector is found within three subsectors: Restaurants and Other Eating Places (347); Other Amusement and Recreation Industries (251); and Traveler Accommodation (128). Of these three, only Other Amusement and Recreation Industry has experienced growth. The sector with the highest average earnings is RV (Recreational Vehicle) Parks and Recreation Camps ($34,865), while the sector with the lowest is Drinking Places (Alcoholic Beverages) ($10,978).

Industry	2015 Jobs	'10-'15 Change	CE '10-'15	'15-'20 Change	CE '15-'20	'15 LQ	Average Earnings
Restaurants and Other Eating Places	347	(20)	(85)	(18)	(42)	0.73	$13,381
Other Amusement and Recreation Industries	251	5	(25)	7	(12)	4.07	$26,335
Traveler Accommodation	128	(8)	(19)	(19)	(25)	1.48	$16,059
RV (Recreational Vehicle) Parks and Recreational Camps	54	6	(0)	1	(2)	18.43	$34,865
Special Food Services	23	9	7	7	5	0.64	$11,794
Independent Artists, Writers, and Performers	21	(3)	(5)	(2)	(2)	1.48	$14,045
Drinking Places (Alcoholic Beverages)	16	(1)	(85)	Insf. Data	(9)	0.89	$10,978

[15] The Tourism industry crosses over several industries, including NAICS 48 (Transportation and Warehousing); 56 (Administrative and Support Services); 71 (Arts, Entertainment, and Recreation; and 72 (Accommodation and Food Services).

Staffing Patterns for Tourism (Top 4-digit SOC)

The majority of employment within this industry sector is found within two occupations that are part of the food service industry: Cooks (103) and Waiters and Waitresses (98). Overall, past and projected growth within this sector is flat.

Within this industry sector, General and Operations Managers is the occupation paying the highest median wage at $36.50/hr. The occupation with the lowest median earnings is Bartenders at $9.60/hr.

Occupation	2015 Employment	Change, 2010-2015		Projected Change, 2015-2020		Median Hourly Earnings
Cooks	103	1	1%	(2)	(2%)	$11.28
Waiters and Waitresses	98	7	8%	0	0%	$9.90
Fast Food and Counter Workers	57	(22)	(28%)	(9)	(16%)	$9.68
Building Cleaning Workers	53	(1)	(2%)	(6)	(11%)	$11.24
Recreation and Fitness Workers	49	3	7%	(8)	(16%)	$16.60
Grounds Maintenance Workers	45	3	7%	4	9%	$12.49
Supervisors of Food Preparation and Serving Workers	44	0	0%	(1)	(2%)	$11.63
Bartenders	30	1	3%	(3)	(10%)	$9.60
Dishwashers	27	2	8%	0	0%	$9.79
Miscellaneous Entertainment Attendants and Related Workers	27	0	0%	1	4%	$12.18
Food Service Managers	24	(1)	(4%)	0	0%	$12.18
Hotel, Motel, and Resort Desk Clerks	23	0	0%	(3)	(13%)	$10.93
Maintenance and Repair Workers, General	20	0	0%	0	0%	$17.80
Cashiers	20	(2)	(9%)	(1)	(5%)	$10.29
Food Preparation Workers	17	0	0%	(1)	(6%)	$9.86
Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	16	1	7%	0	0%	$10.34
General and Operations Managers	15	1	7%	0	0%	$36.50
Miscellaneous Protective Service Workers	12	0	0%	(1)	(8%)	$14.22
Athletes, Coaches, Umpires, and Related Workers	11	0	0%	1	9%	$17.98
Artists and Related Workers	10	1	11%	1	10%	$17.42

Appendix

Data Sources and Glossary of Key Terms

Data Sources

All data and analysis for this report are directly or indirectly derived from information provided by either the U.S. Bureau of the Census or U.S. Bureau of Labor Statistics:

- Economic Modeling Specialists International (EMSI), 2016.1 Class of Worker data (based on the U.S. Quarterly Census of Employment and Wages) and general demographic estimates
- U.S. Census American Community Survey 2010-2014 Estimates
- U.S. Census OnTheMap

Competitive Effect

Used in conjunction with "Shift-Share Analysis" techniques[16], *The Competitive Effect* metric seeks to isolate the influence of local dynamics from the influence of non-local factors on industries' employment growth or decline. A positive number indicates that the study area experienced more growth within a particular industry than would have been expected from non-local trends; the magnitude of *The Competitive Effect* indicates the strength of the purely local influence on the industry's employment change.

Location Quotient

Location Quotient (LQ) measures the relative importance of an industry's employment to a particular region, and uses the straightforward formula:

[% of total local employment/% of total national employment].

Location Quotients are one of the most common and important indicators of local economic characteristics; *LQ's* greater than 1.25 are typically considered to be the threshold for identifying an industry as especially relatively strong.

NAICS Codes (The North American Industry Classification System)

NAICS is the standard used by Federal statistical agencies in classifying business establishments for the purpose of collecting, analyzing, and publishing statistical data related to the U.S. business economy. The numbering structure is hierarchical in nature, meaning that fewer digits are broader in their meaning, while longer (up to six) digits provider greater specificity.

SOC Codes (Standard Occupational Classification)

The 2000 Standard Occupational Classification (SOC) System was developed in response to a growing need for a universal occupational classification system. Such a classification system allows government agencies and private industry to produce comparable data. Users of occupational data include government program managers, industrial and labor relations practitioners, students considering career training, job seekers, vocational training schools, and employers wishing to set salary scales or locate a new plant. It is used by federal agencies collecting occupational data, providing a standard means to compare such data across agencies. It is designed to cover all occupations in which work is performed for pay or profit, reflecting the current occupational structure in the United States.

[16] Shift share is a standard regional analysis method that attempts to determine how much of regional job growth can be attributed to national trends and how much is due to unique regional factors. Shift share helps answer why employment is growing or declining in a regional industry, cluster, or occupation.

As with NAICS, the SOC coding structure is hierarchical, with fewer digits provide broad data (occupational categories), while larger provide more specific data (specific professions).

Industry Sector Definitions

Health Care

NAICS	Description
6211	Office of Physicians
6212	Offices of Dentists
6213	Offices of Other Health Practitioners
6214	Outpatient Care Centers
6215	Medical and Diagnostic Laboratories
6216	Home Health Care Services
6219	Other Ambulatory Health Care Services
6221	General Medical and Surgical Hospitals
6222	Psychiatric and Substance Abuse Hospitals
6223	Specialty (except Psychiatric and Substance Abuse) Hospitals
6231	Nursing Care Facilities (Skilled Nursing Facilities)
6232	Residential Intellectual and Developmental Disability, Mental Health, and Substance Abuse Facilities
6233	Continuing Care Retirement Communities and Assisted Living Facilities for the Elderly
6239	Other Residential Care Facilities
6241	Individual and Family Services
6242	Community Food and Housing, and Emergency and Other Relief Services
6243	Vocational Rehabilitation Services
6244	Child Care Services

Manufacturing

NAICS	Description
3111	Animal Food Manufacturing
3112	Grain and Oilseed Milling
3114	Fruit and Vegetable Preserving and Specialty Food Manufacturing
3115	Dairy Product Manufacturing
3116	Animal Slaughtering and Processing
3118	Bakeries and Tortilla Manufacturing

NAICS	Description
3119	Other Food Manufacturing
3121	Beverage Manufacturing
3149	Other Textile Product Mills
3152	Cut and Sew Apparel Manufacturing
3169	Other Leather and Allied Product Manufacturing
3211	Sawmills and Wood Preservation
3212	Veneer, Plywood, and Engineered Wood Product Manufacturing
3219	Other Wood Product Manufacturing
3222	Converted Paper Product Manufacturing
3231	Printing and Related Support Activities
3254	Pharmaceutical and Medicine Manufacturing
3255	Paint, Coating, and Adhesive Manufacturing
3256	Soap, Cleaning Compound, and Toilet Preparation Manufacturing
3259	Other Chemical Product and Preparation Manufacturing
3261	Plastics Product Manufacturing
3271	Clay Product and Refractory Manufacturing
3272	Glass and Glass Product Manufacturing
3273	Cement and Concrete Product Manufacturing
3279	Other Nonmetallic Mineral Product Manufacturing
3313	Alumina and Aluminum Production and Processing
3321	Forging and Stamping
3322	Cutlery and Handtool Manufacturing
3323	Architectural and Structural Metals Manufacturing
3324	Boiler, Tank, and Shipping Container Manufacturing
3325	Hardware Manufacturing
3327	Machine Shops; Turned Product; and Screw, Nut, and Bolt Manufacturing
3328	Coating, Engraving, Heat Treating, and Allied Activities
3329	Other Fabricated Metal Product Manufacturing
3331	Agriculture, Construction, and Mining Machinery Manufacturing
3332	Industrial Machinery Manufacturing
3333	Commercial and Service Industry Machinery Manufacturing
3334	Ventilation, Heating, Air-Conditioning, and Commercial Refrigeration Equipment Manufacturing

NAICS	Description
3335	Metalworking Machinery Manufacturing
3339	Other General Purpose Machinery Manufacturing
3341	Computer and Peripheral Equipment Manufacturing
3342	Communications Equipment Manufacturing
3344	Semiconductor and Other Electronic Component Manufacturing
3345	Navigational, Measuring, Electromedical, and Control Instruments Manufacturing
3346	Manufacturing and Reproducing Magnetic and Optical Media
3351	Electric Lighting Equipment Manufacturing
3352	Household Appliance Manufacturing
3353	Electrical Equipment Manufacturing
3362	Motor Vehicle Body and Trailer Manufacturing
3363	Motor Vehicle Parts Manufacturing
3364	Aerospace Product and Parts Manufacturing
3366	Ship and Boat Building
3369	Other Transportation Equipment Manufacturing
3371	Household and Institutional Furniture and Kitchen Cabinet Manufacturing
3372	Office Furniture (including Fixtures) Manufacturing
3391	Medical Equipment and Supplies Manufacturing
3399	Other Miscellaneous Manufacturing

Tourism

NAICS	Description
4871	Scenic and Sightseeing Transportation, Land
4872	Scenic and Sightseeing Transportation, Water
4879	Scenic and Sightseeing Transportation, Other
5615	Travel Arrangement and Reservation Services
5619	Other Support Services
7111	Performing Arts Companies
7112	Spectator Sports
7113	Promoters of Performing Arts, Sports, and Similar Events
7114	Agents and Managers for Artists, Athletes, Entertainers, and Other Public Figures
7115	Independent Artists, Writers, and Performers

NAICS	Description
7121	Museums, Historical Sites, and Similar Institutions
7131	Amusement Parks and Arcades
7132	Gambling Industries
7139	Other Amusement and Recreation Industries
7211	Traveler Accommodation
7212	RV (Recreational Vehicle) Parks and Recreational Camps
7213	Rooming and Boarding Houses
7223	Special Food Services
7224	Drinking Places (Alcoholic Beverages)
7225	Restaurants and Other Eating Places

Plumas County Input Session Takeaways

- Because of the county's geography, communities on different sides of Plumas County are somewhat disconnected from each other. Participants expressed interest in seeing more county-wide collaborative strategies to move initiatives forward across the entire county to maximize reach and resources. This includes a county-wide tourism and marketing strategy to have a coordinated message for selling the county as a destination to move to or visit.

- Talent attraction is necessary for communities in Plumas County, especially for seasonal workers related to tourism. However, it can be difficult for workers coming from outside the region to find housing. Many available properties are utilizes as vacation rentals and are too expensive, especially for those earning seasonal or entry-level wages.

- Participants expressed interest in seeing more work-based learning opportunities for high school students, specifically pre-apprenticeship and mentoring programs. There are some initiatives in the community that are connecting high school students with community members for mentoring, and this network could be expanded to help provide youth with more opportunities to experience local jobs and businesses.

- Entrepreneurship was identified as a strong opportunity for residents of Plumas County, especially utilizing technology. There are web-based frameworks or platforms that could make it easier for individuals to start their own small businesses or bring needed services to the county. Education on these opportunities could help to promote entrepreneurship among residents.

- Participants identified the need for services to help employers think through different work models that may be appealing to the available workforce, particularly millennials. Not all businesses are able to be flexible with working conditions and schedules, but some could benefit from creative approaches to boost employee engagement and retention.

- Marijuana cultivation is already prevalent in Plumas County, and some participants identified this as a potential opportunity. Should marijuana become legal in California, the county would be a step ahead of others if it is able to be proactive and have the right ordinances and regulations in place to support the industry.

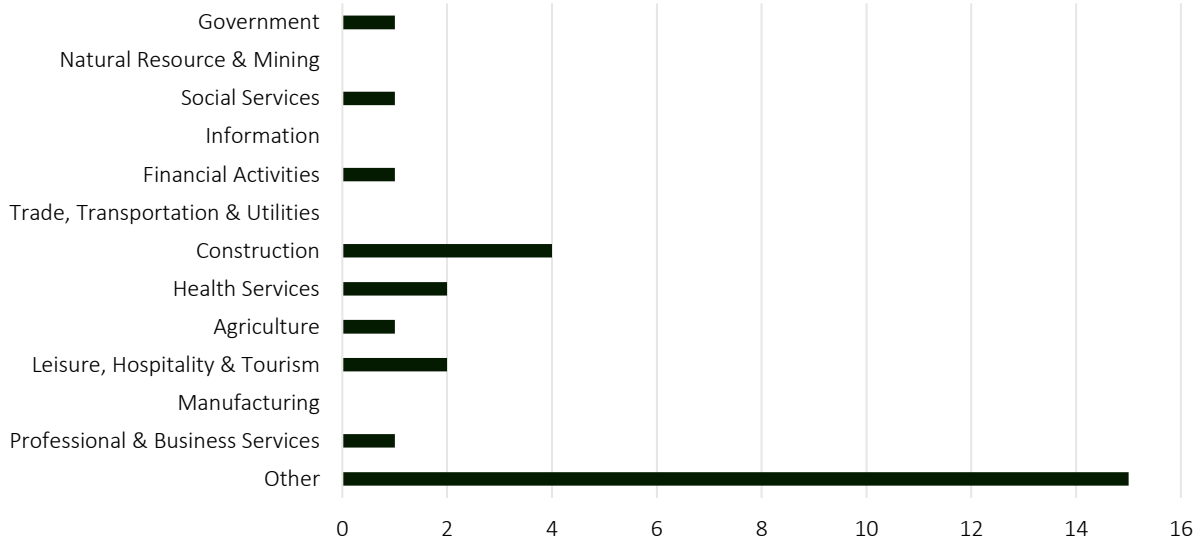
Plumas County Survey Summary

TPMA developed a survey designed to engage county employers and to better understand current workforce trends and needs in the Plumas County region. In doing so, our consulting team collaborated with NoRTEC and its service providers, which included a diverse group of workforce development, economic development, and other community organizations. Over a four-month period the survey was distributed via email and completed through face-to-face meetings with employers. Survey questions were focused on the following topics:

- Industry and business demographics;
- Employment numbers and projections;
- Labor market "churn";
- Skill needs and gaps;
- Education and training requirements;
- Desired industry recognized credentials; and
- Training challenges.

30 employers participated in the survey. The following includes a summary, analysis and key findings.

Which industry best describes your company?



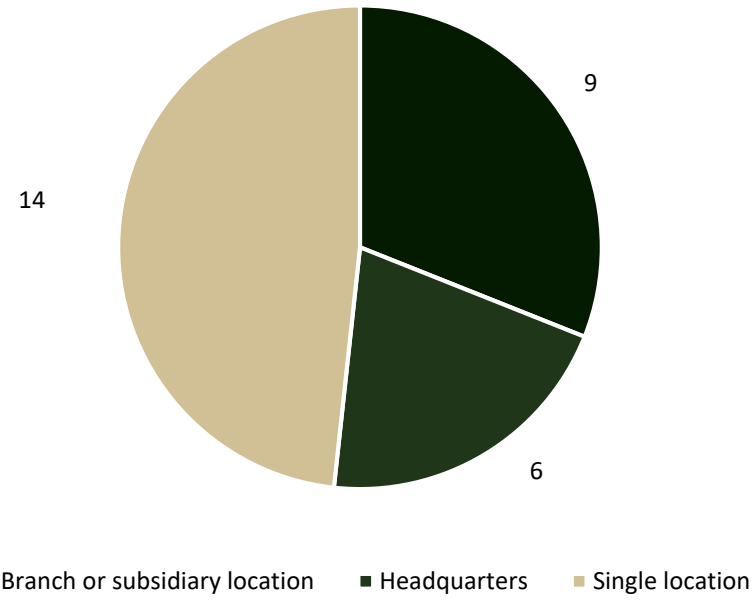
How many employees do you have?

Number of employees	Average
Total	32
Full-time	22
Part-time	14
Seasonal	16
Temp	24

How many total employees do you have by county?

County	Average
Butte	50
Del Norte	0
Lassen	23
Modoc	30
Nevada	13
Plumas	17
Shasta	5
Sierra	2
Siskiyou	0
Tehama	12
Trinity	0

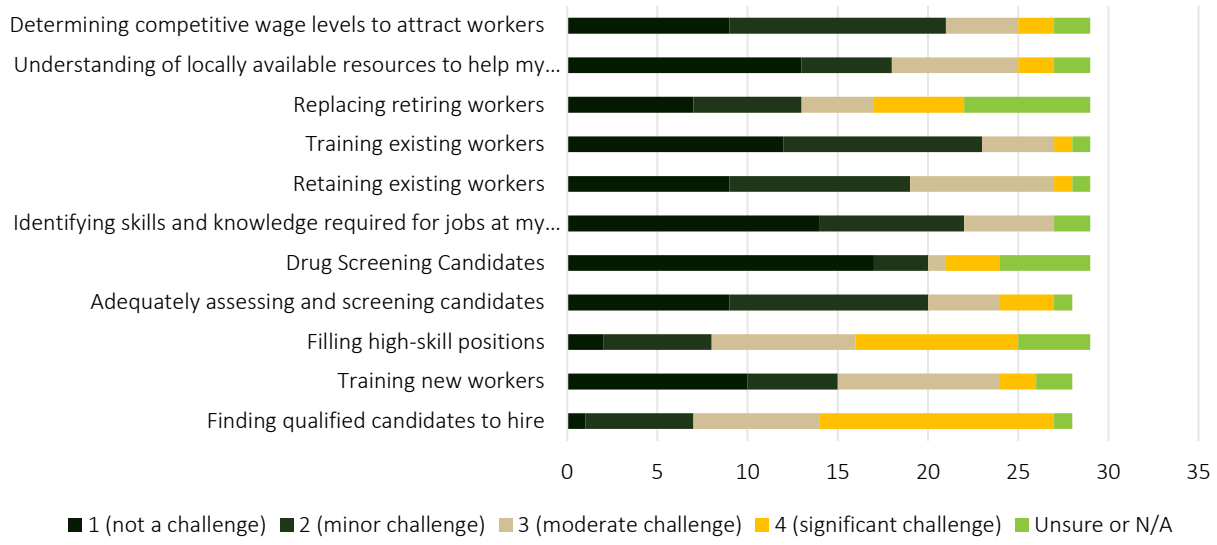
Which best describes this location?



On a scale of 1 {not a challenge} to 4 {significant challenge}, how challenging are the following workforce issues for your company?

Workforce Issues	1 (not a challenge)	2 (minor challenge)	3 (moderate challenge)	4 (significant challenge)	Unsure or N/A
Finding qualified candidates to hire	1	6	7	13	1
Training new workers	10	5	9	2	2
Filling high-skill positions	2	6	8	9	4
Adequately assessing and screening candidates	9	11	4	3	1
Drug Screening Candidates	17	3	1	3	5
Identifying skills and knowledge required for jobs at my company	14	8	5	0	2
Retaining existing workers	9	10	8	1	1
Training existing workers	12	11	4	1	1
Replacing retiring workers	7	6	4	5	7
Understanding of locally available resources to help my company	13	5	7	2	2
Determining competitive wage levels to attract workers	9	12	4	2	2

Frequency of Responses to Significant Workforce Challenges



Top Five Most Challenging Workforce Issues from Above

Top Five Challenges	Responded "Moderate Challenge" or higher
Finding qualified candidates to hire	20
Filling high-skill positions	17
Training new workers	11
Replacing retiring workers	9
Retaining existing workers	9

What is your most significant workforce-related challenge or your greatest workforce need?

Challenge	Top Responses
Finding qualified workers	12
Finding workers with soft skills (esp. work ethic)	7
Finding candidates to work PT or seasonal	3
Trying to pay a competitive wage	4
Trying to pay a competitive wage	4
Finding candidates to work PT or seasonal	3
Finding candidates who will relocate to rural areas	3
Filling high-skilled positions	2
Volume of onboarding paperwork	1
Finding workers who can pass drug screen	1
Filling many positions at once	1

What is the average vacancy length for open positions?

The average length based on all responses is 17.43 weeks.

How many full-time (35+ hours/week) new, replacement, and retiring workers do you expect within the next 0 to 12 months, 1 to 2 years, 3 to 4 years, and 5 to 7 years?

Number of new positions	Average	Range
0-12 months	0.8	0-1
1 - 2 years	1.7	1-2
3 - 4 years	1.2	1
5 - 7 years	1.2	1

Number of replacement positions	Average	Range
0-12 months	1.2	1
1 - 2 years	1.5	1-2
3 - 4 years	0.9	0-1
5 - 7 years	0.7	0-1

Number of retiring positions	Average	Range
0-12 months	0.3	0
1 - 2 years	0.8	0-1
3 - 4 years	0.6	0-1
5 - 7 years	0.4	0

Please provide information regarding your current wages for up to 3 of your top full-time occupations by number of employees.

Top Occupation #1

Title: Manager Positions

Job Description: Manages day-to-day operations; staff management; customer service.

Average number of jobs at location: 1.4

Desired/required certificates/credentials: Some college; at least two years' work experience; computer skills (word, excel); content/industry knowledge

Average entry level: $18.63/hr

Average mid-level: $22.82/hr

Average advanced-level: $24.18/hr

Top Occupation #2

Title: Entry Level Positions

Job Description: Primarily retail (floor clerk, cashiers); also a delivery driver

Average number of jobs at location: 3.83

Desired/required certificates/credentials: None or high school diploma

Average entry level: $10.71/hr

Average mid-level: $12.92/hr

Average advanced-level: $13.67/hr

Top Occupation #3

Title: Skilled Craftsmen (Mason, Millwright, Plumber, Framer/Carpenter, Electrician)

Job Description: Construction, specialized skill application

Average number of jobs at location: 7.25

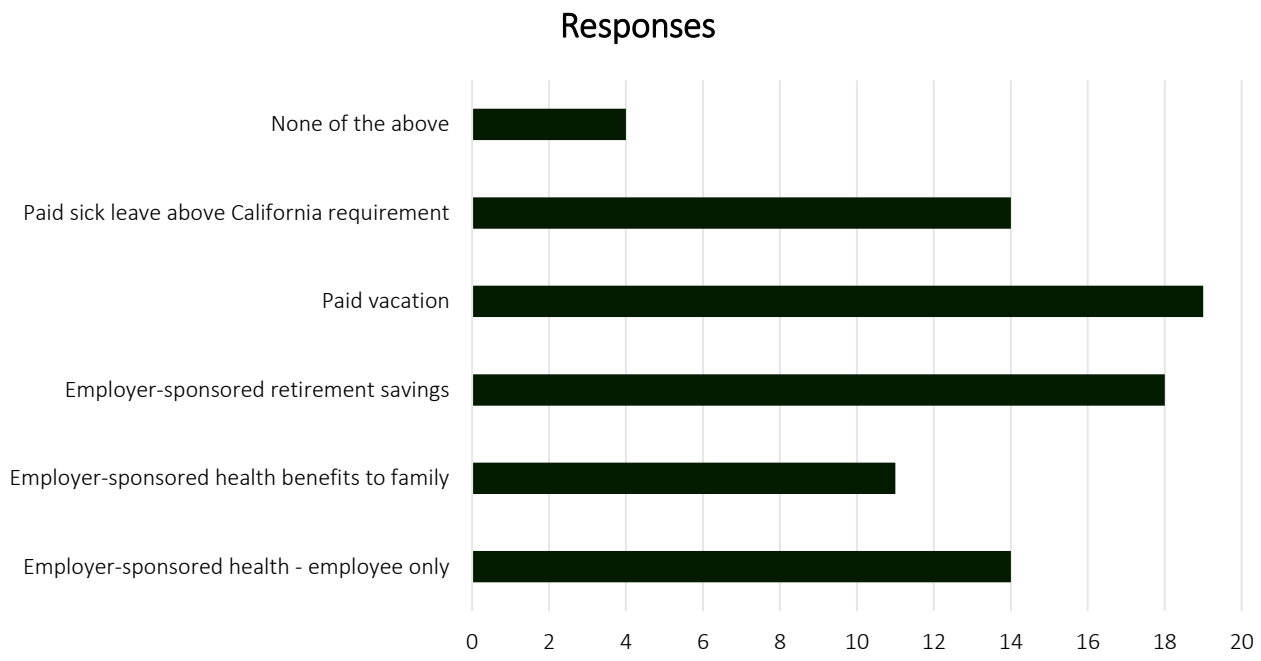
Desired/required certificates/credentials: Relevant credential (welding, crane, journeyman plumber, etc.); high school diploma

Average entry level: $19.80/hr

Average mid-level: $21.67/hr

Average advanced-level: $26.44/hr

Do you provide any of the following health benefits?



Most difficult to fill positions and why

Position	Responses	Reason
Clerk	4	Time commitment; fast paced/multitasking required; low wages.
Managers	3	Hard to find qualified candidates (necessary education and experiences); hard to find people who will relocate to rural area.
Food Service	2	Hard to find candidates to work in deli section, because they assume they need previous experience.
Technicians	2	Hard to find workers with proper certifications.
Barber	1	Finding licensed workers.
Construction	1	None given.
Dental Assistant	1	Hard to find qualified candidates; candidates don't want to relocate to rural area.
Family Educator	1	Position requires organization and self-direction.
Freight worker	1	Hard to find workers who will work through the night.

Please provide information for your most difficult to fill full-time occupations

Title: Deli Associate
Brief job description: Cooking, and preparing food, cleaning, and customer service
Number of current openings: 12-13
Desired or required certificates or credentials (if any): Serv Safe Certification preferred
Hourly/annual wage ($) N/A

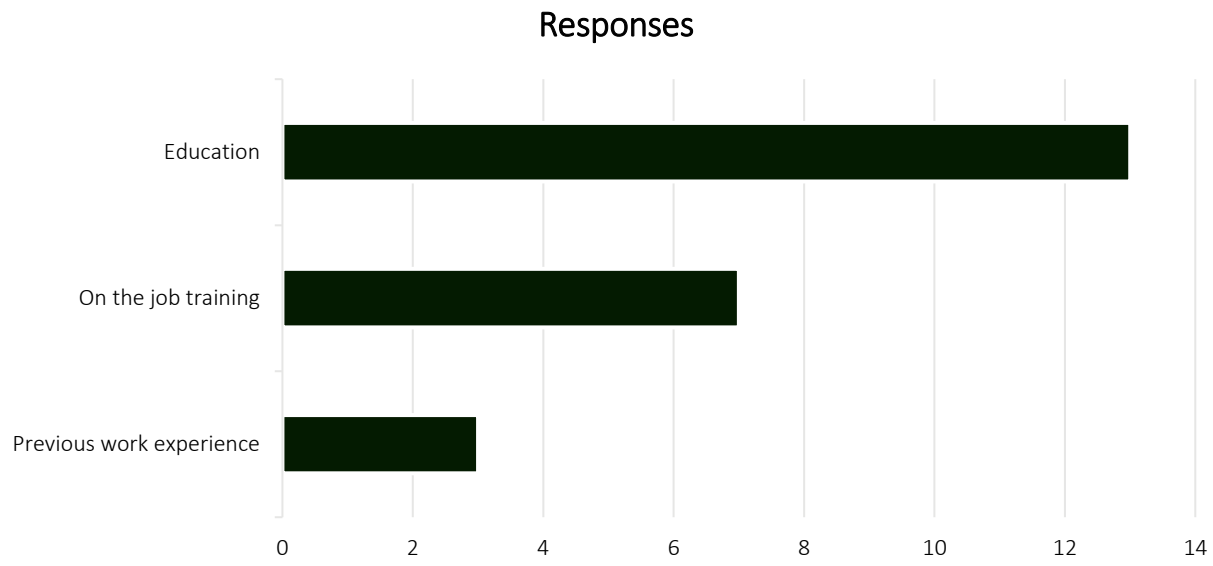
Title: Skilled craftsmen (Millwright, electrician, carpenter, saw filer)
Brief job description: none provided
Number of current openings: 5
Desired or required certificates or credentials (if any): Construction experience and high school diploma preferred
Hourly/annual wage ($) $20/hr

Title: General Laborer
Brief job description: Physically demanding tasks such as construction clean-up, freight un/loading, and groundskeeping
Number of current openings: 15
Desired or required certificates or credentials (if any): high school diploma preferred
Hourly/annual wage ($) $12.33

What are the factors that most impact difficult to fill positions?

Factors	Responses
Lack of qualified candidates, generally	8
Small candidate pool	3
Rural location	3
Candidates passing drug test	2
Undesirable work schedule	2
Lack of soft skills	2
Stressful position	1
Low wages	1

What do you look for most from candidates in difficult-to-fill positions?



What other {if any} skills and/or experience levels are currently in greatest demand?

Top Responses	Responses
Communication skills	4
Computer skills	3
Customer service skills	3
Soft skills	3
Cash handling experience	3
Industry certifications	2
Technical skills	2
Writing ability	2
Organization	1

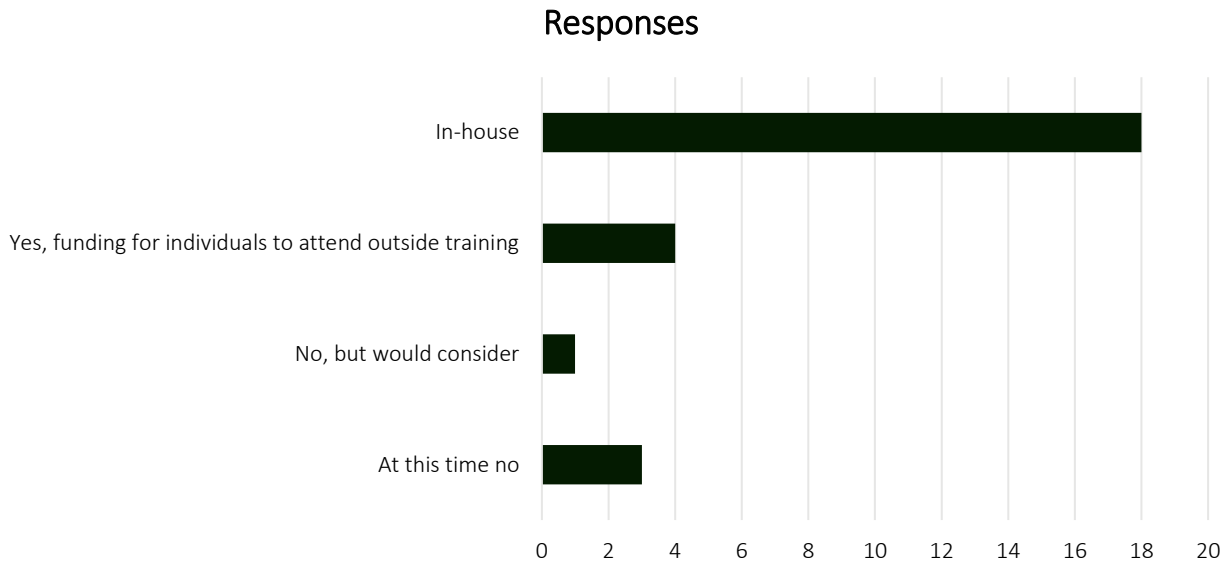
What other {if any} skills and/or experience levels are most difficult to find?

Top Responses	Responses
Previous work experience	4
Soft skills	3
High school degree	1
Management experience	1
Technical experience	1

What industry-recognized credentials, certifications and/or degrees do you value most? [two or more responses]

No responses.

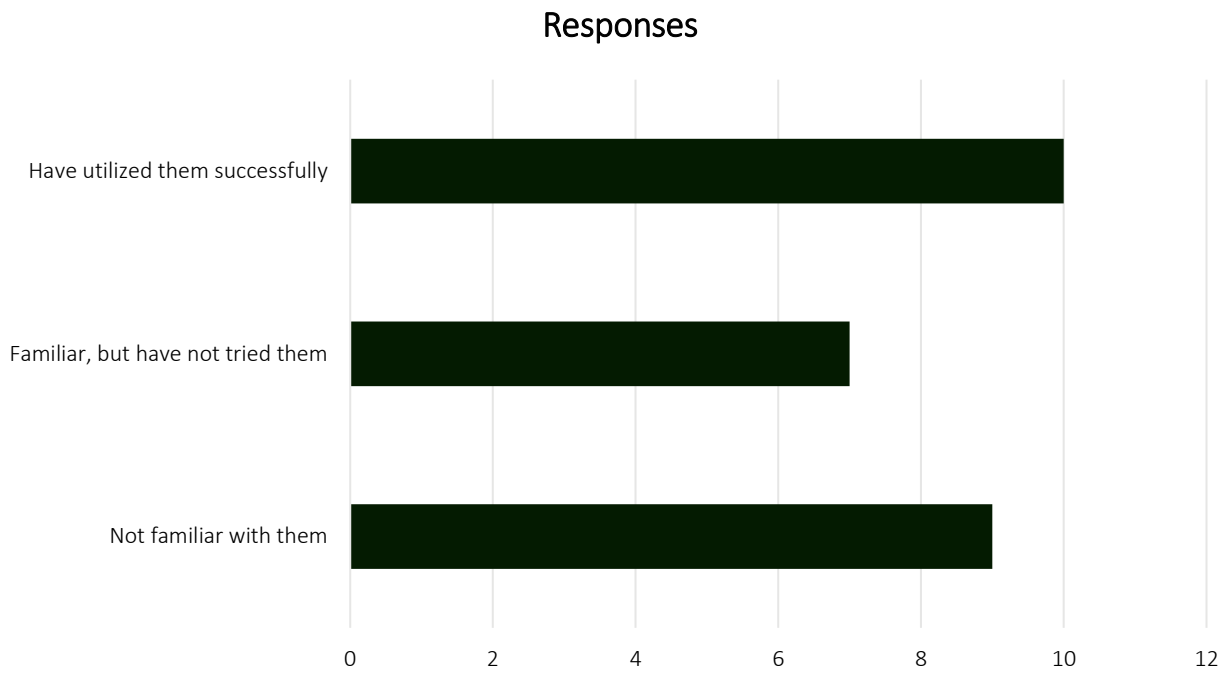
Do you offer training or other professional development, above and beyond initial on-the-job training?



How do you rate the following?

Top Responses	Excellent	Good	Poor	Fair	Unsure
Soft skills of workers	2	12	1	6	1
Hard/technical skills of workers	2	8	2	8	1
Overall quality of entry-level workers	1	4	0	14	2
Overall quality of high-skill workers	4	11	1	1	4
Quality of education and training programs	1	5	3	7	3
Knowledge of available services from America's Job Center of California (e.g. assistance with job ads)	1	5	3	5	7

Which of the following best describes your experience with your local America's Job Center of California office and/or business service center?



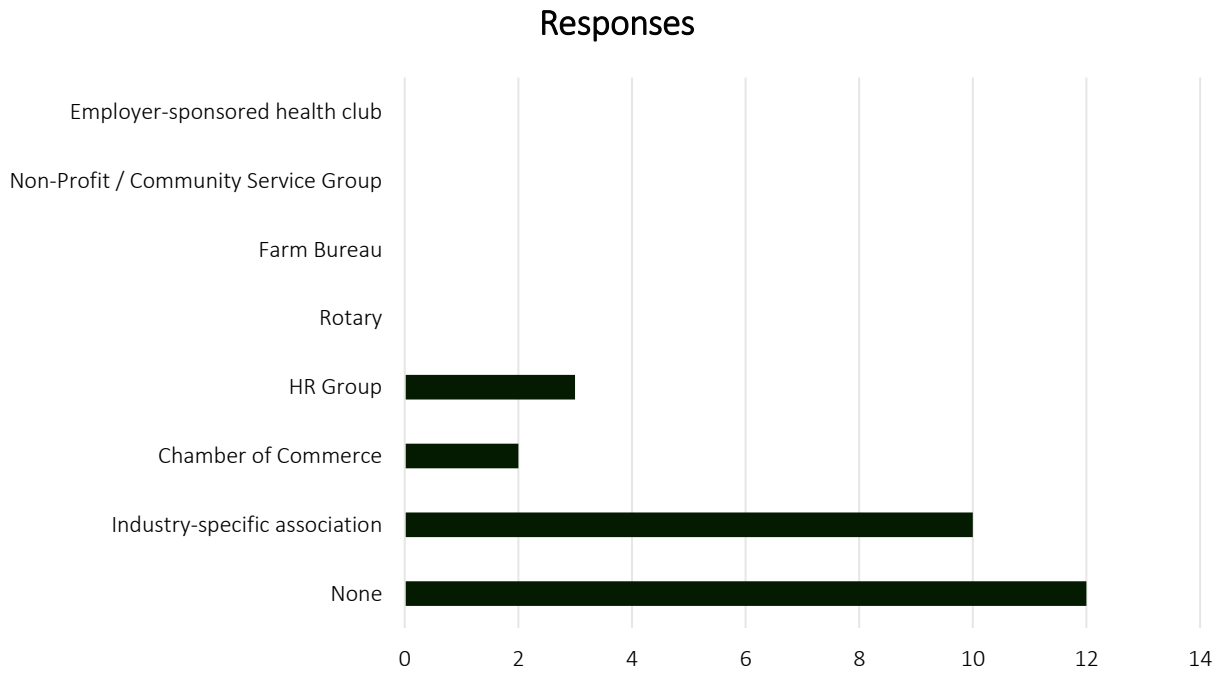
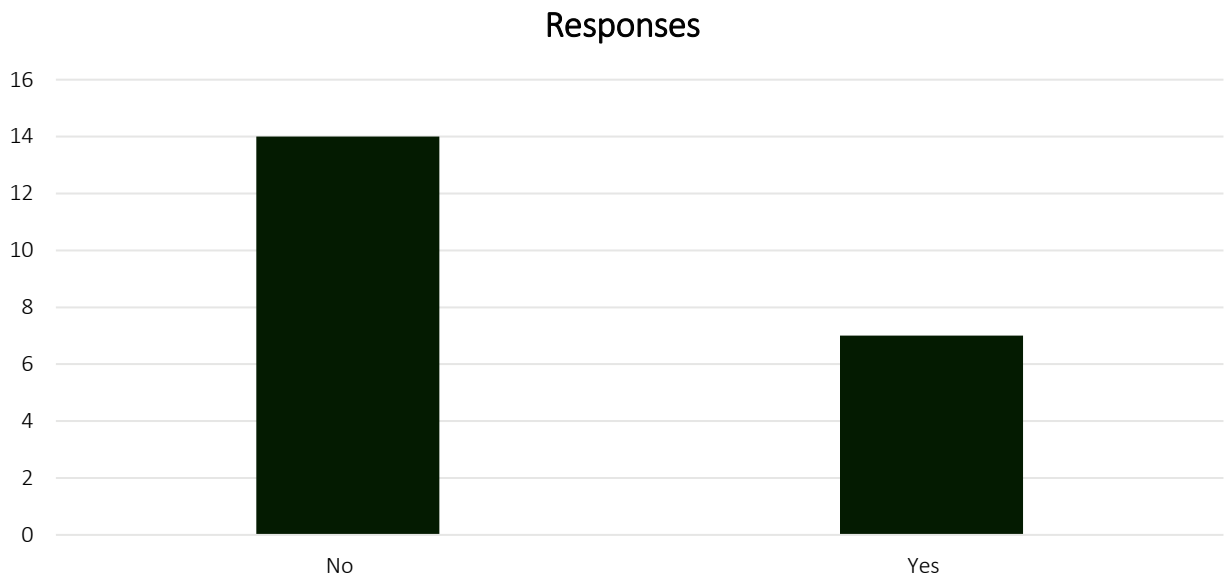
If utilized, if you could improve one thing about your local America's Job Center in California office and/or business service center, what would it be?

Top Responses	Responses
Closer location	2
Unsure	2
More advertising/awareness	1
More qualified / helpful staff	1
Nothing	1

Would you like to learn more about any of the following services to strengthen your business?

Services	Responses
Employee recruitment	7
Benefits of hiring a veteran	6
On-the-Job Training (OJT)	6
Labor market information, wage data	5
Pre-employment testing	5
Candidate screening/assessment	4
Other training resources	4
Employee education	3
Assistance with employee retention	2
Employer professional development seminars	2
Hiring ex-offenders (a second chance)	2
Tax credit information	2
On-site assistance for business downsizing	1
Job analysis and profiling information	0

What business or trade groups do you currently participate in?



If you do not participate, would you be open to a member of our staff contacting you to participate in a local business group that focuses on tackling the most pressing workforce and business growth issues?