NoRTEC

Northern Rural Training and Employment Consortium (NoRTEC)

Del Norte County Labor Market Profile and Industry/Sector Analysis

November 2016

Prepared for:

NoRTEC Workforce Development Board

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Acknowledgements

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Executive Summary

This report provides a detailed Demographic, Labor Market and Industry/Sector Analysis for Del Norte County, which is part of the Northern Rural Training and Employment Consortium (NoRTEC) Region within Northern California.

The report includes both quantitative and qualitative data regarding past, current and projected economic trends within the county. Data examined include age and race trends and projections; income and poverty; human capital and labor force; unemployment; commuting patterns; employment by industry; employment by occupation; industry and occupation connections; and industry sectors. Data were gathered from a variety of public and proprietary data sources and a survey of regional employers. An input session was held within the county in May 2016 to validate and supplement the quantitative data. Participants included key stakeholders, service providers, and employers.

Based on an analysis of the quantitative and qualitative analysis, the following section outlines the key findings, including strengths and challenges within the county, as well as recommended industry sectors to emphasize for purposes of workforce planning and resource allocation.

Key Findings

- The county's population declined by 4% between 2005 and 2015. This is in contrast to the NoRTEC region, which saw marginal growth of 1.3% over the same time period, as well as the state, which grew by 9.3% over the same time period.
- The median household income within the county ($39,302) is below the NoRTEC ($43,977) and California ($61,489) averages. The poverty rate for the county (22.4%) is also higher than the NoRTEC (18.6%) and California (16.4%) rates.
- Over the past ten years, unemployment trends have been similar to the state. However, the county rate has consistently been higher over the past five years.
- The largest sectors within the county include: Government; Health Care and Social Assistance; Retail Trade; Accommodation and Food Services; and Crop and Animal Production.
- Historically, the Government sector has employed the most workers. However, the Health Care and Social Assistance sector has demonstrated significant growth.
- Top occupations within the county tend to be within Office and Administrative Support; Sales; and Food Preparation and Serving Related Occupations.
- High demand occupations include: Personal Care Aides; Registered Nurses; Retail Salespersons; and Home Health Aides. While wages for many of these occupations tend to be low, the average hourly wage for Registered Nurses is $29.60/hr., and through 2020, it is projected that there will be 9 annual openings.
- According to feedback from the May 2016 input session, it was recognized that the county's isolation makes workforce training difficult. Participants recognized that there is a need to pursue more creative modes of training.

- Participants within the input session identified entrepreneurship and small business develop as big opportunities for the county. However, creative entrepreneurship is needed that considers more than just the manufacturing and service-related sectors.
- Based on survey results, the most significant challenges for employers in the county include finding qualified candidates to hire, filling high-skill positions, and finding workers with soft skills (attendance, work ethic, people skills).
- The majority of employers surveyed look for previous work experience for difficult to fill positions.

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 Del Norte County, the sectors that match the priority sectors for the region include: Health Care, Agriculture, and Tourism.

Health Care

- The second largest sector by employment within Del Norte County is Health Care and Social Assistance. It currently makes up over 16% of total employment within the county. The sector added over 150 new jobs over the past five years, and it is projected to add over 160 new jobs through 2020. Due to these trends, it is recommended that this sector be a priority for the county.
- Key occupations within the Health Care and Social Assistance sector include: Registered Nurses; Personal Care Aides; Nursing, Psychiatric, and Home Health Aides; and Miscellaneous Healthcare Support Occupations. All have experienced growth over the past five years and are projected to growth through 2020. Registered Nurses, which makes up the largest portion of employment also has one of the highest wages at $28.92 (4-digit SOC).

Agriculture

- The Agriculture sector added nearly 20 jobs since 2010. Through 2020, it is expected to decline by nearly 40 jobs. However, it is still a major employer within the county.
- Key occupations within the Agriculture sector include: Miscellaneous Agricultural Workers; Fishers and Related Fishing Workers; and Farmers, Ranchers, and Other Agricultural Managers. Of these three occupations, Fishers and Related Fishing Workers added the most jobs since 2010 and is projected to add another 12 jobs through 2020. It also pays a relatively high wage at $20.02/hr.

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 and Traveler Accommodation. Traveler Accommodation has experienced employment growth since 2010, but is projected to remain flat through 2020.
- Key occupations for the Tourism sector primarily fall within food services: Fast Food and Counter Workers; Cooks; and Waiters and Waitresses. All pay a median wage between $9.80 and $11.01/hr.

Del Norte County

Introduction

The following is a labor market and industry/sector profile for Del Norte 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

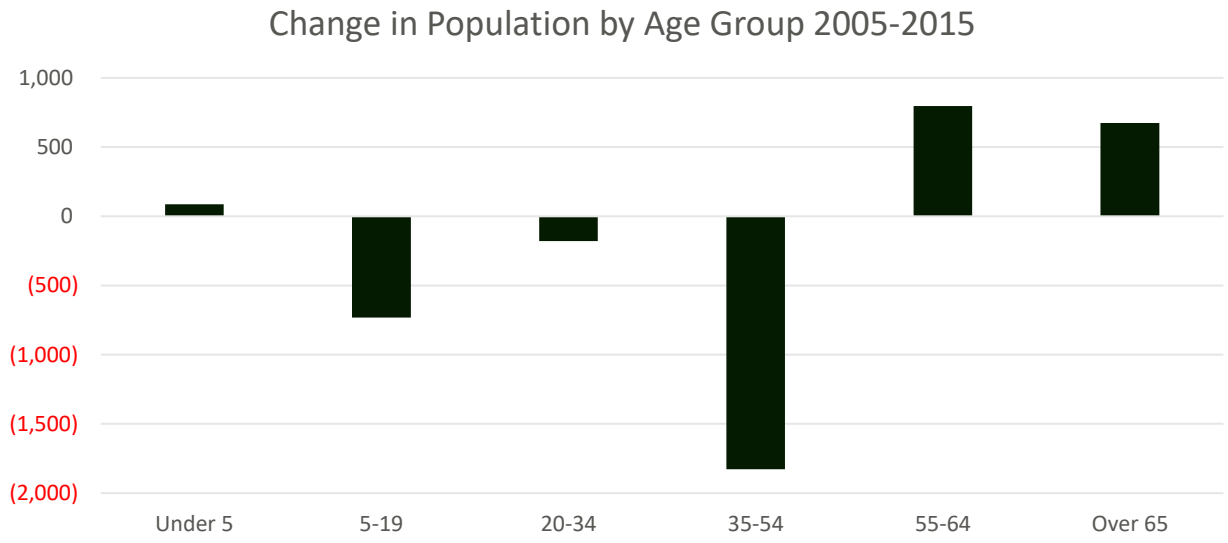
The population of Del Norte County decreased from 28,281 to 27,103 between 2005 and 2015.[1] This represents a 4% decrease, running counter to both the state of California and the United States which saw population increases of 9% over the same period of time. Over the next five years Del Norte County is projected to continue losing population at a rate of 4%. All age categories are projected to have similar declining trends, with the two exceptions for those older than 65 and those younger than 5.

Generally speaking, the county has an aging population. Over the past ten years, the population of people 55 years and older increased significantly, while the population of people ages 5 to 19 and 35 to 54 declined. The large aging population is a concern because it will impact the availability of labor in the county over the next decade.

Age Distribution

Age	2005 Population	2015 Population	Change (2005-2015)		Projected Change (2015-2020)	
Under 5	1,486	1,573	87	6%	34	2%
5-19	5,501	4,769	(732)	(13%)	(151)	(3%)
20-34	5,694	5,514	(180)	(3%)	(523)	(9%)
35-54	8,819	6,992	(1,827)	(21%)	(623)	(9%)
55-64	3,124	3,920	796	25%	(190)	(5%)
Over 65	3,661	4,336	675	18%	461	11%
Total	28,281	27,103	(1,178)	(4%)	(991)	(4%)

[1] EMSI Analyst data 2016.1



Race/Ethnicity

The population of the county is predominately White (over 65%), followed by Hispanic, Asian and Two or More Races. The three fastest growing race/ethnicity groups according to percentage change between 2005 and 2015 are Native Hawaiian or Pacific Islander, Asian, and Two or More Races.[2]

Race/Ethnicity	2015 Population	------Change, 2005-2015------	
White	16,997	(2,164)	(11%)
Hispanic	5,265	738	14%
Asian	1,905	192	25%
Two or More Races	1,048	188	22%
American Indian or Alaskan Native	961	84	5%
Black	887	(234)	(21%)
Native Hawaiian or Pacific Islander	40	18	82%

[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, Del Norte County has a slightly lower percentage of those with at least some college. However, this percentage is much higher than the state and US averages.

Education Level	2015 Population	2015 Percent	2015 Percent NoRTEC	2015 Percent California	2015 Percent US
Less Than 9th Grade	1,574	8.2%	5.1%	11.2%	6.6%
9th Grade to 12th Grade	2,469	12.9%	8.4%	8.2%	7.7%
High School Diploma	5,370	28.0%	24.9%	21.0%	28.1%
Some College	5,242	27.4%	30.5%	21.7%	21.0%
Associate's Degree	1,681	8.8%	9.7%	7.8%	7.8%
Bachelor's Degree	1,796	9.4%	14.2%	19.3%	18.0%
Graduate Degree and Higher	1,030	5.4%	5.1%	11.2%	6.6%

Income

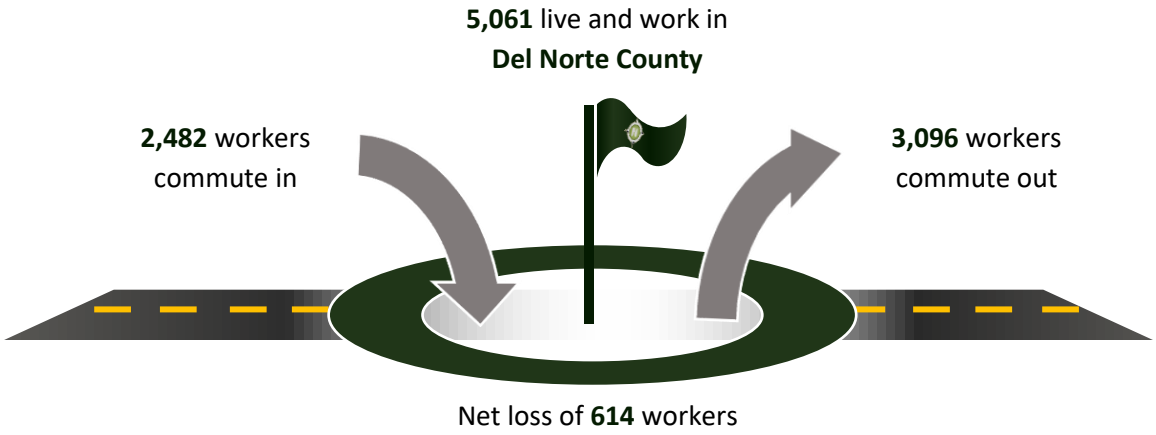
Among counties in the NoRTEC Region, Del Norte County has the highest poverty rate at 22.4%, which is also considerably higher than the national poverty rate of 14.8%.[3] The Median Household Income for Del Norte County ($39,302) is the fourth lowest within the 11 county region.

County	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, Del Norte County had over 2,000 workers commuting into the county for work and over 3,000 commuting out. This means that the county is a slight net exporter of commuters.[4] However, larger in number than both of those categories were individuals who both live and work in Del Norte County (5,061 workers). The two counties that received the largest number of workers from Del Norte County were Humboldt County (628, or 8.3% of Del Norte County's workforce) and Curry County (577, 7.6% of the county's workforce). The top destination counties for Del Norte County out-commuting workers were Humboldt County (744, 9.1% of the workforce) and Curry County (280, 3.4% of the workforce).



[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 January 2016, approximately 10,000 workers participated in the Del Norte County labor force, of these, 9,024 were employed. Over the last 20 years, employment in the county was at its highest in September 2006 and lowest in February 1999. As of January 2016, the unemployment rate was 8.7%, higher than the unemployment rate of California (5.8%) and the United States (4.9%).

EMPLOYMENT IN DEL NORTE COUNTY 1996-2016 [5]		
Peak	September 2006 (10,452)	January 2016 (9,024 – 14% lower)
Trough	February 1999 (8,645)	January 2016 (9,024 – 4% higher)
Jan 2016	Employment: 9,024 Labor Force: 9,888 Unemployment rate: 8.7%	

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

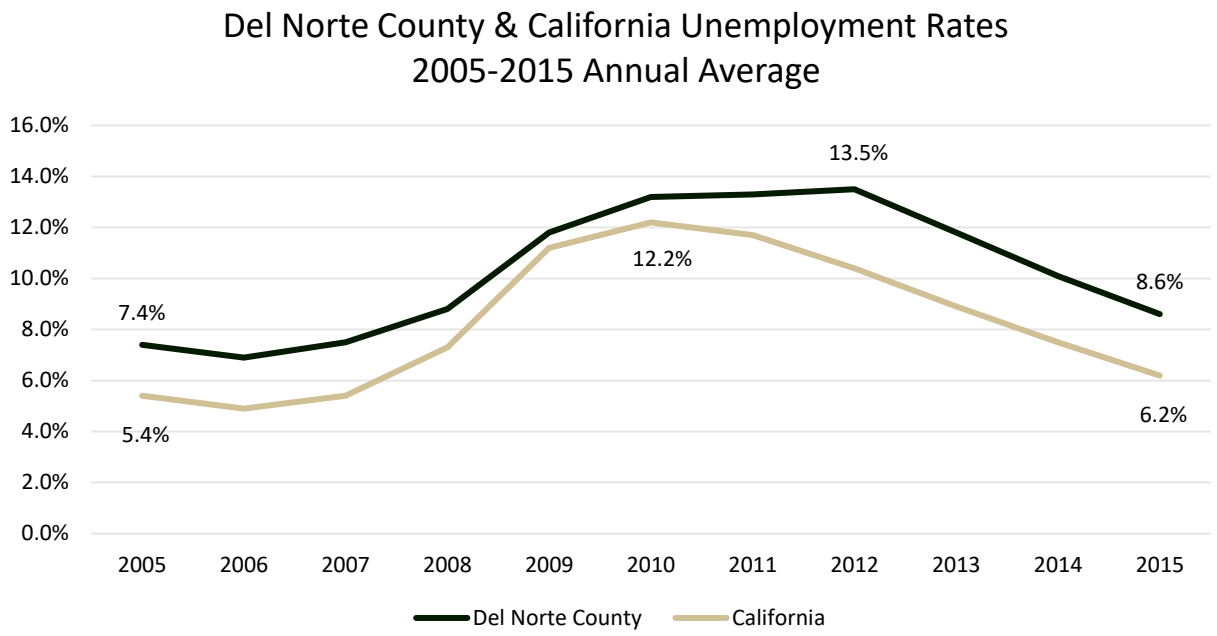
The labor force participation rate is sensitive to demographic changes because the participation rates vary across age, gender, income and race/ethnicity. For example, in 2015 the national labor force participation rate for those older than 54 was 39.9%, compared to 80.7% for those between the ages of 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 considerable proportion of Del Norte County's population. The older worker population (55 to 64 years of age) was estimated to be 3,920 in 2015, which is equivalent to 14% of the county's population.[6] A large number of these older workers are expected to retire in the next ten years. Even more notably, those who are 65 years and older were estimated to total 4,336, equivalent to 16% of the county's population.

[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 reports a steady decrease in unemployment in Del Norte County between 2012 and 2015. At its peak, the unemployment rate struck 13.5% in 2012 and dipped to its lowest point in 2006 at 6.9%. 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

To this point, the analysis of Del Norte County has focused on the socioeconomic characteristics of the region's population. Socioeconomic data are useful in understanding the economy, but to truly comprehend economic dynamics we must also analyze industry data. 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 Del Norte 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).

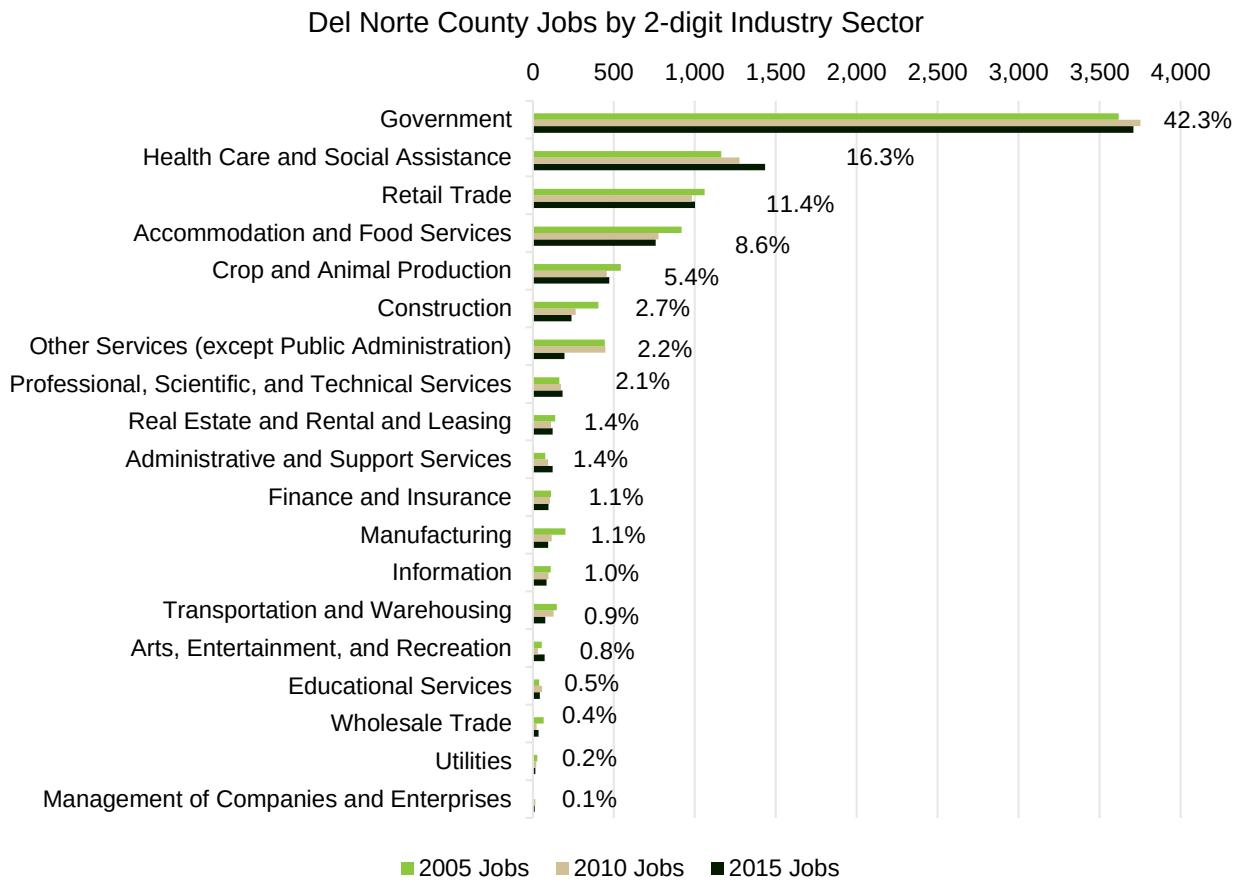
The competitive effect helps to determine the amount of job growth that occurred due to the county's competitive advantages as compared to the national growth in general and the national growth rate for each sector. In other words a positive number indicates that the county experienced more growth than 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 Del Norte County employing the most workers are Government (3,709, 42.3% of all county employment), Health Care (1,435, 16.3%), Retail Trade (1,002, 11.4%), and Accommodation and Food Services (759, 8.6%). Of these four industries, Health Care is the only industry that has experienced growth in the past five years.



Within Del Norte County, many sectors declined in employment over the past five years. Industries that endured the greatest job losses include Other Services (except Public Administration), with a net loss of 252 jobs, and Transportation and Warehousing (-52). A bright spot for the Del Norte County economy has been Health Care and Social Assistance. Over the past five years it has increased by 159 jobs and posts a location quotient of 2.73. Other sectors with relatively high location quotients include Crop and Animal Production (Agriculture), Government, Retail Trade, and Accommodation and Food Services. To take analysis of job change a bit deeper, competitive effect reveals how many jobs were created or retained due uniquely to characteristics of Del Norte County. Industries with a strong competitive effect include Arts, Entertainment, and Recreation and Government.

Industry	2010 Jobs	2015 Jobs	Change in Jobs 2010 - 2015		Change in Jobs 2015-2020		Location Quotient	Comp. Effect
Government	3,751	3,709	(42)	(1%)	99	3%	2.73	24
Health Care	1,276	1,435	159	12%	165	11%	1.31	(8)
Retail Trade	983	1,002	19	2%	55	5%	1.10	(53)
Accommodation and Food Services	777	759	(18)	(2%)	(23)	(3%)	1.03	(142)
Crop and Animal Production (Agriculture)	455	473	18	4%	(38)	(8%)	4.39	(1)
Construction	265	239	(26)	(10%)	(1)	(0%)	0.51	(52)
Other Services (except Public Administration)	448	196	(252)	(56%)	14	7%	0.47	(256)
Professional, Scientific, and Technical Services	174	183	9	5%	20	11%	0.33	(16)
Real Estate and Rental and Leasing	112	123	11	10%	11	9%	0.85	4
Administrative and Support Services	94	122	28	30%	28	23%	0.22	11
Finance and Insurance	106	97	(9)	(8%)	14	14%	0.28	(13)
Manufacturing	116	95	(21)	(18%)	(13)	(14%)	0.14	(29)
Information	96	84	(12)	(13%)	5	6%	0.51	(15)
Transportation and Warehousing	128	76	(52)	(41%)	16	21%	0.26	(68)
Arts, Entertainment, and Recreation	31	72	41	132%	28	39%	0.49	37
Educational Services	57	43	(14)	(25%)	13	30%	0.19	(20)
Wholesale Trade	24	34	10	42%	11	32%	0.10	9
Utilities	21	15	(6)	(29%)	4	27%	0.47	(7)
Management of Companies and Enterprises	15	12	(3)	(20%)	1	8%	0.10	(5)
Unclassified Industry	12	<10	Insf. Data	Insf. Data	Insf. Data	Insf. Data	0.57	(12)
Mining, Quarrying, and Oil and Gas Extraction	<10	0	Insf. Data	Insf. Data	0	0%	0.00	(6)

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 Del Norte County.[8] Of these 20 largest industries, 45% experienced a decline from 2010-2015 and 55% experienced growth. Of those industries that experienced growth, two showed a more than 500% increase, Individual and Family Services and Other General Merchandise Stores. As we project out five years, we see very similar trends. The industries expected to add the greatest number of jobs are Individual and Family Services (158) and General Medical and Surgical Hospitals (94).

Industry	2015 Jobs	'10-'15 Change		'15-'20 Change	
State Government, Excluding Education and Hospitals	1,523	(114)	(7%)	49	3%
Local Government, Excluding Education and Hospitals	1,254	87	7%	37	3%
Education and Hospitals (Local Government)	734	22	3%	16	2%
Restaurants and Other Eating Places	530	(14)	(3%)	(17)	(3%)
General Medical and Surgical Hospitals	434	59	16%	94	22%
Individual and Family Services	389	349	873%	158	41%
Traveler Accommodation	204	15	8%	3	1%
Other General Merchandise Stores	195	167	596%	85	44%
Crop Production	164	5	3%	(51)	(31%)
Fishing	161	32	25%	15	9%
Federal Government, Civilian	148	(33)	(18%)	(2)	(1%)
Building Material and Supplies Dealers	144	5	4%	20	14%
Grocery Stores	144	(66)	(31%)	(57)	(40%)
Vocational Rehabilitation Services	115	(58)	(34%)	(25)	(22%)
Animal Production and Aquaculture	105	(7)	(6%)	(3)	(3%)
Outpatient Care Centers	84	37	79%	39	46%
Department Stores	82	(101)	(55%)	(34)	(41%)
Gasoline Stations	82	(15)	(15%)	7	9%
Other Ambulatory Health Care Services	77	16	26%	15	19%
Residential Building Construction	73	(28)	(28%)	(11)	(15%)

[8] Industries are by 4-digit NAICS code.

Occupation Analysis

Industries are the business units that generally drive local economic growth because they create goods and services that bring fresh dollars in from outside the county, or in the case of businesses that primarily serve a local population, retain dollars in the county that otherwise would have been spent elsewhere. Although it's important that NoRTEC understand its industry assets, as a workforce development board, NoRTEC's mission is to serve individual job seekers and businesses to a greater degree than serving industries. 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 Del Norte County from an overarching economic perspective. It also provides insight specifically related to some of the key industries that were highlighted previously.

Occupational Groups

Del Norte County's top occupations include:

- Office and Administrative Support Occupations (1,315 jobs)
- Sales and Related Occupations (774 jobs)
- Food Preparation and Serving Related Occupations (731 jobs)
- Protective Service Occupations (588 jobs)[9]

The median hourly earnings for all occupations range from $10.46/hr for Food Preparation and Serving Occupations to $36.60/hr for Legal 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 Del Norte County has a strong concentration of workers (above an LQ of 1.25) include:

- Farming, Fishing and Forestry (5.06)
- Life, Physical, and Social Science Occupations (4.14)
- Protective Service Occupations (3.00)
- Community and Social Service Occupations (1.71)

For a relatively rural area, Del Norte County has a remarkable number of workers in both Protective Service Occupations and Life, Physical, and Social Science Occupations, two fields that also offer very competitive wages for the region ($22.90/hr and $30.15/hr, respectively).

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

Broad Occupation Mix

Occupation	2015 Employment	% of Total Employment	Median Hourly Earning	2015 Location Quotient
Office and Administrative Support	1,315	15.0%	$15.20	0.99
Sales and Related	774	8.8%	$12.28	0.86
Food Preparation and Serving Related	731	8.3%	$10.46	1.01
Protective Service	588	6.7%	$30.15	3.00
Education, Training, and Library	538	6.1%	$21.88	1.08
Management	537	6.1%	$31.78	1.14
Healthcare Practitioners and Technical	510	5.8%	$30.72	1.08
Personal Care and Service	382	4.4%	$11.59	1.09
Building and Grounds Cleaning and Maintenance	354	4.0%	$11.93	1.06
Transportation and Material Moving	342	3.9%	$16.77	0.61
Farming, Fishing, and Forestry	334	3.8%	$15.02	5.06
Business and Financial Operations	326	3.7%	$23.41	0.75
Installation, Maintenance, and Repair	321	3.7%	$18.14	0.97
Construction and Extraction	305	3.5%	$17.75	0.78
Life, Physical, and Social Science	295	3.4%	$22.90	4.14
Community and Social Service	241	2.7%	$21.08	1.71
Production	209	2.4%	$19.15	0.40
Healthcare Support	202	2.3%	$13.46	0.83
Architecture and Engineering	161	1.8%	$36.40	1.12
Computer and Mathematical	89	1.0%	$24.59	0.37
Arts, Design, Entertainment, Sports, and Media	87	1.0%	$16.82	0.56
Legal	86	1.0%	$36.60	1.18
Military	50	0.6%	$15.68	0.43

Top Occupations by Employment – 4 Digit SOC Codes

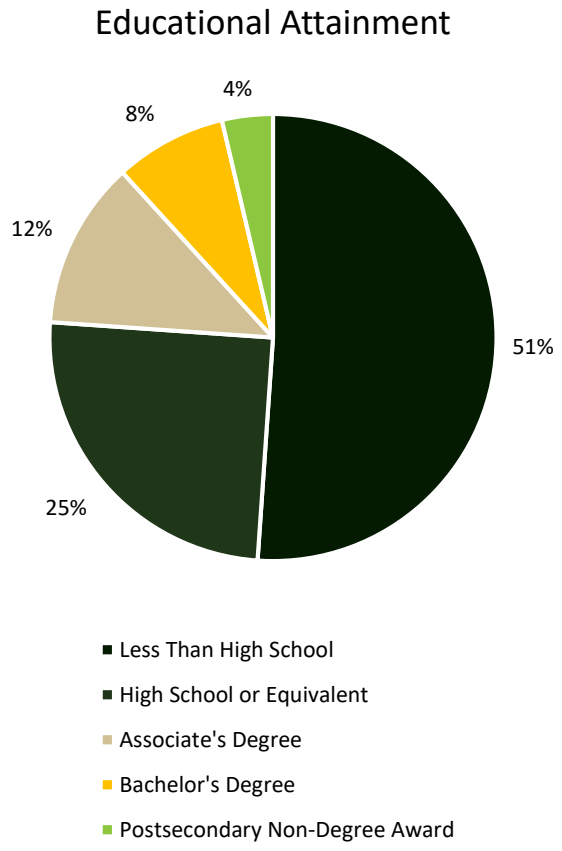
The following table displays the top 20 occupational groups by 4-digit SOC codes. Median hourly earnings for these occupations range from $9.80 at the low end for Fast Food and Counter Workers to $34.55 at the high end for Bailiffs, Correctional Officers, and Jailers. Several occupations that are projected to grow strongly in the next five years are from the healthcare industry, including Personal Care Aides (56% growth rate) and Registered Nurses (17%).

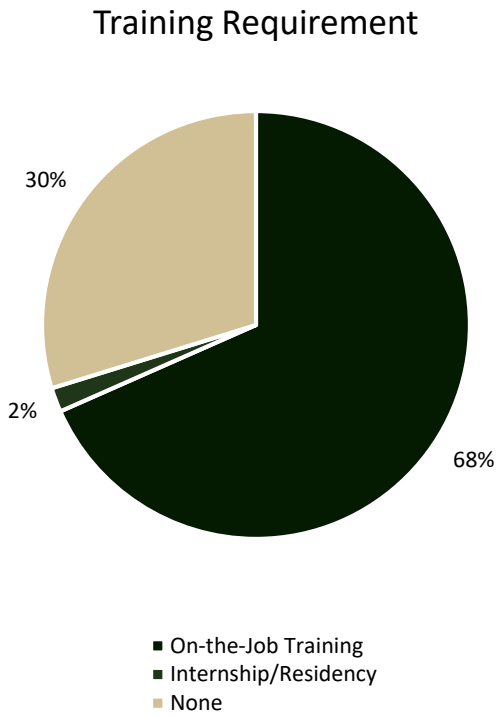
Given that the Del Norte County economy has struggled in the past five years, it is unsurprising that many occupational categories have declined in employment. Most notably, Building Cleaning Workers and Elementary and Middle School Teachers declined by 25% and 15%, respectively.

Occupation	2015 Employment	Change, 2010-2015		Projected Change, 2015-2020		Projected Annual Openings	Median Hourly Earnings
Cashiers	303	(8)	(3%)	2	1%	17	$10.50
Bailiffs, Correctional Officers, and Jailers	282	(11)	(4%)	10	4%	12	$34.55
Secretaries and Administrative Assistants	255	5	2%	10	4%	8	$15.56
Building Cleaning Workers	226	(77)	(25%)	10	4%	15	$11.33
Retail Salespersons	201	4	2%	27	13%	12	$11.07
Fast Food and Counter Workers	172	(15)	(8%)	(1)	(1%)	12	$9.80
Registered Nurses	166	7	4%	29	17%	9	$28.92
Office Clerks, General	159	12	8%	3	2%	8	$13.36
Miscellaneous Agricultural Workers	159	(6)	(4%)	(29)	(18%)	10	$11.07
Cooks	154	(3)	(2%)	(2)	(1%)	6	$11.01
Waiters and Waitresses	120	6	5%	(3)	(3%)	7	$10.54
Personal Care Aides	118	48	69%	66	56%	9	$11.72
Bookkeeping, Accounting, and Auditing Clerks	114	7	7%	5	4%	3	$16.01
Maintenance and Repair Workers, General	113	7	7%	4	4%	4	$15.16
Elementary and Middle School Teachers	108	(19)	(15%)	7	6%	6	$25.67
General and Operations Managers	106	7	7%	9	8%	4	$32.09
First-Line Supervisors of Sales Workers	106	8	8%	11	10%	5	$14.88
Miscellaneous Life, Physical, and Social Science Technicians	106	(1)	(1%)	6	6%	6	$13.14
Teacher Assistants	106	(11)	(9%)	3	3%	6	$11.76
Grounds Maintenance Workers	104	9	9%	3	3%	7	$12.64

High Demand Jobs – Education and Training

Among high demand jobs in the Del Norte County, half of the jobs (51%) typically require less than a high school diploma.[10] Approximately 4% of these high demand jobs require at least a Bachelor's degree. In terms of training and experience requirements, over three quarters of these jobs (80%) require some type of training, which is typically on-the-job training.





[10] A total of 25 occupations with the highest projected job growth from 2015 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	184	66	15	$11.88	Less than high school	Short-term on-the-job training
Registered Nurses	195	29	9	$29.60	Associate's degree	None
Retail Salespersons	228	27	13	$12.65	Less than high school	Short-term on-the-job training
Home Health Aides	64	19	5	$11.86	Less than high school	Short-term on-the-job training
Fishers and Related Fishing Workers	91	12	5	$21.26	Less than high school	Moderate-term on-the-job training
First-Line Supervisors of Retail Sales Workers	108	11	4	$15.88	High school diploma or equivalent	None
Emergency Medical Technicians and Paramedics	60	10	4	$16.13	Postsecondary non-degree award	None
General and Operations Managers	115	9	4	$37.57	Bachelor's degree	None
Correctional Officers and Jailers	291	9	9	$32.25	High school diploma or equivalent	Moderate-term on-the-job training
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	153	8	3	$15.03	High school diploma or equivalent	Short-term on-the-job training
Customer Service Representatives	63	8	3	$14.79	High school diploma or equivalent	Short-term on-the-job training
Hunters and Trappers	43	6	3	$18.89	Less than high school	Short-term on-the-job training
Elementary School Teachers, Except Special Education	84	5	3	$27.11	Bachelor's degree	Internship/residency
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	123	5	3	$12.50	Less than high school	Short-term on-the-job training
Insurance Sales Agents	22	5	Insf. Data	$24.77	High school diploma or equivalent	Moderate-term on-the-job training
Bookkeeping, Accounting, and Auditing Clerks	119	5	2	$16.84	High school diploma or equivalent	Moderate-term on-the-job training
First-Line Supervisors of Office and Administrative Support Workers	98	5	3	$21.30	High school diploma or equivalent	None
Business Operations Specialists, All Other	76	5	Insf. Data	$23.63	High school diploma or equivalent	None
Bus Drivers, School or Special Client	28	4	Insf. Data	$16.06	High school diploma or equivalent	Short-term on-the-job training

Description	2020 Jobs	2015 - 2020 Change	Annual Openings	Avg. Hourly Earnings	Typical Entry Level Education	Typical On-The-Job Training
Management Analysts	40	4	Insf. Data	$28.92	Bachelor's degree	None
Civil Engineers	84	4	3	$42.15	Bachelor's degree	None
Social and Human Service Assistants	38	4	Insf. Data	$14.99	High school diploma or equivalent	Short-term on-the-job training
Forest and Conservation Technicians	90	4	4	$14.69	Associate's degree	None
Maintenance and Repair Workers, General	117	4	3	$15.51	High school diploma or equivalent	Long-term on-the-job training
Maids and Housekeeping Cleaners	110	4	4	$10.78	Less than high school	Short-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 how they are connected to some of the county's key industries.[11] Note that six of the top ten occupations are tied to the Health Care and Social Assistance industry.

Connection between Top Occupations and Key Industries

Top Occupations	Key Industries
Personal Care Aides	• Health Care
Registered Nurses	• Health Care
Retail Salespersons	• Retail Trade
Home Health Aides	• Health Care
Fishers and Related Fishing Workers	• Crop and Animal Production
First-Line Supervisors of Retail Sales Workers	• Retail Trade
Emergency Medical Technicians and Paramedics	• Health Care
General and Operations Managers	• Government • Health Care • Retail Trade
Correctional Officers and Jailers	• Government
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	• Government • Health Care

[11] Occupations are by 5-digit SOC code.

Detailed Industry Analysis

The following section provides an in-depth look at sectors that are important to the Del Norte County economy. These industry sectors include: Health Care; Agriculture; 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 – (4-Digit NAICS)

The largest employing sectors in Del Norte County include General Medical and Surgical Hospitals (434 jobs), Individual and Family Services (389), Vocational Rehabilitation Services (115), and Outpatient Care Centers (84). The sectors with the highest LQ included Vocational Rehabilitation Services; Other Ambulatory Health Care Services; and Other Residential Care Facilities. Although Vocational Rehabilitation Services had the highest LQ, it declined in job growth over the last five years and is expected to decline over the next five years. Individual and Family Services posts a high LQ (3.08), has expanded historically, and is forecasted to continue growing.

The sector offering the highest average wage is Other Ambulatory Health Care Services ($69,975), while Individual and Family Services offers the lowest ($13,157). Notably, this sector is also one of the largest employers in the county.

Industry	2015 Jobs	'10-'15 Change	CE '10-'15	'15-'20 Change	CE '15-'20	'15 LQ	Average Earnings
General Medical and Surgical Hospitals	434	59	37	94	66	1.68	$65,472
Individual and Family Services	389	349	325	158	71	3.08	$13,157
Vocational Rehabilitation Services	115	(58)	(56)	(25)	(29)	5.83	$37,258
Outpatient Care Centers	84	37	26	39	23	1.93	$62,509
Other Ambulatory Health Care Services	77	16	7	15	4	4.20	$69,975
Offices of Physicians	71	(34)	(44)	(46)	(53)	0.48	$49,542
Nursing Care Facilities (Skilled Nursing Facilities)	69	(102)	(104)	(29)	(34)	0.73	$26,850
Child Day Care Services	60	(52)	(51)	(19)	(22)	0.86	$23,265
Offices of Other Health Practitioners	54	(10)	(23)	(4)	(14)	1.02	$28,694
Other Residential Care Facilities	37	16	15	(13)	(15)	3.97	$36,255
Offices of Dentists	26	(3)	(6)	(1)	(3)	0.47	$39,162
Continuing Care Retirement Communities and Assisted Living Facilities for the Elderly	<10	Insf. Data	(16)	Insf. Data	(3)	0.06	Insf. Data
Psychiatric and Substance Abuse Hospitals	<10	Insf. Data	(14)	Insf. Data	(4)	1.56	Insf. Data
Medical and Diagnostic Laboratories	<10	Insf. Data	3	Insf. Data	2	0.29	Insf. Data
Home Health Care Services	<10	Insf. Data	(22)	Insf. Data	(1)	0.04	Insf. Data

Industry	2015 Jobs	'10-'15 Change	CE '10-'15	'15-'20 Change	CE '15-'20	'15 LQ	Average Earnings
Community Food and Housing, and Emergency and Other Relief Services	0	Insf. Data	(8)	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	Insf. Data	(10)	0	0	0.00	$0

Staffing Patterns for Health Care (Top 20 4-digit SOC)

The top four occupations by employment for this industry sector include: Registered Nurses (140 jobs); Personal Care Aides (113); Nursing, Psychiatric, and Home Health Aides (82); and Secretaries and Administrative Assistants (70). All four occupations experienced strong growth over the past five years. However, Personal Care Aids had the strongest growth, adding 92 jobs and over the next five years, and is expected to add the highest number of jobs (62) over the next five years. Unfortunately, this occupation also pays one of the lowest median wages in this industry sector at $11.72/hr. On the opposite side of the earnings scale, the Physicians and Surgeons occupation pays the highest at $75.40/hr.

Occupation	2015 Employment	Change 2010-2015		Projected Change, 2015-2020		Median Hourly Earnings
Registered Nurses	140	10	8%	28	20%	$28.92
Personal Care Aides	113	92	438%	62	55%	$11.72
Nursing, Psychiatric, and Home Health Aides	82	20	32%	20	24%	$11.66
Secretaries and Administrative Assistants	70	9	15%	5	7%	$15.56
Miscellaneous Healthcare Support Occupations	67	1	2%	1	1%	$14.77
Building Cleaning Workers	53	(4)	(7%)	2	4%	$11.33
Emergency Medical Technicians and Paramedics	45	10	29%	10	22%	$16.22
Childcare Workers	40	(27)	(40%)	(15)	(38%)	$9.72
Counselors	35	2	6%	0	0%	$19.77
Therapists	32	(3)	(9%)	3	9%	$31.31
Office Clerks, General	29	5	21%	2	7%	$13.36
Miscellaneous Community and Social Service Specialists	28	13	87%	5	18%	$24.12
Physicians and Surgeons	27	(2)	(7%)	(2)	(7%)	$75.40
Receptionists and Information Clerks	24	0	0%	(2)	(8%)	$13.19
Licensed Practical and Licensed Vocational Nurses	23	(9)	(28%)	(1)	(4%)	$22.07
Diagnostic Related Technologists and Technicians	23	3	15%	5	22%	$31.48

Occupation	2015 Employment	Change 2010-2015		Projected Change, 2015-2020		Median Hourly Earnings
Social Workers	22	8	57%	3	14%	$19.31
General and Operations Managers	20	6	43%	2	10%	$32.09
Billing and Posting Clerks	19	1	6%	1	5%	$14.50
Health Practitioner Support Technologists and Technicians	18	(1)	(5%)	3	17%	$17.11

Agriculture by Employment – (4-Digit NAICS)

The largest employing industry in this sector is Crop Production, followed by Fishing. Fishing experienced the highest growth in employment over the past five years and is projected to grow through 2020. It should be noted that Crop Production is expected to decrease in employment through 2020 by 51 jobs. The industry paying the highest average wage is Fishing ($69,691), while the lowest is Crop Production ($29,073).

Industry	2015 Jobs	'10-'15 Change	CE '10-'15	'15-'20 Change	CE '15-'20	'15 LQ	Average Earnings
Crop Production	164	5	(4)	(51)	(51)	3.44	$29,073
Fishing	161	32	36	15	26	90.88	$69,691
Animal Production and Aquaculture	105	(7)	(6)	(3)	3	4.34	$33,426
Logging	25	(4)	(3)	(3)	(1)	5.96	$39,562
Support Activities for Animal Production	<10	Insf. Data	(11)	Insf. Data	0	2.11	Insf. Data
Support Activities for Forestry	<10	Insf. Data	0	Insf. Data	(0)	2.16	Insf. Data
Support Activities for Crop Production	<10	Insf. Data	(1)	Insf. Data	1	0.32	Insf. Data
Hunting and Trapping	<10	Insf. Data	3	Insf. Data	3	9.45	Insf. Data
Timber Tract Operations	0	0	0	0	0	0.00	$0
Forest Nurseries and Gathering of Forest Products	0	0	0	0	0	0.00	$0

Staffing Patterns for Agriculture (Top 20 4-digit SOC)

The largest occupation by employment size is Miscellaneous Agricultural Workers followed by Fishers and Related Fishing Workers. Fishers and Related Fishing Workers grew the most over the past five years in terms of new jobs, and is projected to grow by a larger degree than any other occupations on the list over the next five years. The occupation that pays the highest median wages is First-Line Supervisors of Mechanics, Installers, and Repairers ($26.68), while the occupation paying the lowest is Cashiers ($10.50).

Occupation	2015 Employment	Change, 2010-2015		Projected Change, 2015-2020		Median Hourly Earnings
Miscellaneous Agricultural Workers	152	(7)	(4%)	(30)	(20%)	$11.07
Fishers and Related Fishing Workers	79	18	30%	12	15%	$20.02
Farmers, Ranchers, and Other Agricultural Managers	55	(3)	(5%)	(9)	(16%)	$18.37
Hunters and Trappers	36	8	29%	7	19%	$18.01
Logging Workers	18	(2)	(10%)	(2)	(11%)	$17.25
Driver/Sales Workers and Truck Drivers	11	0	0%	(2)	(18%)	$15.67
First-Line Supervisors of Farming, Fishing, and Forestry Workers	10	(1)	(9%)	(1)	(10%)	$20.62
Laborers and Material Movers, Hand	10	0	0%	(1)	(10%)	$11.56
First-Line Supervisors of Mechanics, Installers, and Repairers	<10	0	0%	0	0%	$26.68
Heavy Vehicle and Mobile Equipment Service Technicians and Mechanics	<10	0	0%	(1)	(50%)	$20.24
Industrial Machinery Installation, Repair, and Maintenance Workers	<10	1	100%	(1)	(50%)	$23.35
Sales Representatives, Wholesale and Manufacturing	<10	0	0%	(1)	(50%)	$21.40
Athletes, Coaches, Umpires, and Related Workers	<10	0	0%	0	0%	$17.07
Painters and Paperhangers	<10	0	0%	0	0%	$13.28
Cashiers	<10	0	0%	0	0%	$10.50
Forest and Conservation Workers	<10	0	0%	(1)	(100%)	$11.67
Miscellaneous Sales and Related Workers	<10	0	0%	0	0%	$11.21
Construction Equipment Operators	<10	0	0%	0	0%	$21.60
Maintenance and Repair Workers, General	<10	(1)	(33%)	0	0%	$15.16
First-Line Supervisors of Production and Operating Workers	<10	0	0%	0	0%	$22.84

Tourism[12] by Employment – (4-Digit NAICS)

The vast majority of employment within this industry sector is found within two subsectors: Restaurants and Other Eating Places (544); and Traveler Accommodation (189). Over the past five years, Restaurants and Other Eating Places eover 1,240 jobs. The subsector is projected to add nearly 650 jobs through 2020. The sector with the highest average earnings is Other Support Services ($48,806), while the sector with the lowest is Spectator Sports ($4,321).

Industry	2015 Jobs	'10-'15 Change	CE '10-'15	'15-'20 Change	CE '15-'20	'15 LQ	Average Earnings
Restaurants and Other Eating Places	530	(14)	(110)	(17)	(53)	0.94	$15,043
Traveler Accommodation	204	15	(0)	3	(5)	1.98	$15,478
Other Amusement and Recreation Industries	47	31	29	22	18	0.64	$18,698
Scenic and Sightseeing Transportation, Water	39	Insf. Data	38	11	10	38.30	$25,317
RV (Recreational Vehicle) Parks and Recreational Camps	15	(5)	(8)	Insf. Data	(10)	4.32	$33,270
Independent Artists, Writers, and Performers	13	Insf. Data	3	2	2	0.79	$6,770

Staffing Patterns for Tourism (Top 4-digit SOC)

The majority of employment within this industry sector is found within four occupations: Fast Food and Counter Workers (123); Cooks (116); and Waiters and Waitresses (115). Growth within these subsectors has been mostly flat over the past five years, and will remain flat through 2020.

Within this industry sector, Lodging Managers is the occupation paying the highest median wage at $18.41/hr. The occupation with the lowest median earnings is Dining Room and Cafeteria Attendants and Bartender Helpers at $9.63/hr.

Occupation	2015 Employment	Change, 2010-2015		Projected Change, 2015-2020		Median Hourly Earnings
Fast Food and Counter Workers	123	(12)	(9%)	0	0%	$9.80
Cooks	116	1	1%	(3)	(3%)	$11.01
Waiters and Waitresses	115	7	6%	(3)	(3%)	$10.54
Hotel, Motel, and Resort Desk Clerks	56	4	8%	1	2%	$10.39
Building Cleaning Workers	56	4	8%	1	2%	$11.33
Food Preparation Workers	41	(1)	(2%)	(2)	(5%)	$9.88
Supervisors of Food Preparation and Serving Workers	37	(1)	(3%)	0	0%	$12.73
Dishwashers	34	1	3%	(1)	(3%)	$10.35
Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	28	2	8%	(2)	(7%)	$9.71

[12] 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).

Occupation	2015 Employment	Change, 2010-2015		Projected Change, 2015-2020		Median Hourly Earnings
Dining Room and Cafeteria Attendants and Bartender Helpers	24	1	4%	0	0%	$9.63
Bartenders	22	(2)	(8%)	(1)	(5%)	$10.46
Food Service Managers	20	(2)	(9%)	0	0%	$15.49
Cashiers	20	0	0%	0	0%	$10.50
Maintenance and Repair Workers, General	11	1	10%	0	0%	$15.16
Recreation and Fitness Workers	11	4	57%	3	27%	$12.47
Lodging Managers	10	0	0%	0	0%	$18.41

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[13], *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

[13] 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.

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.

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	Offices 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 Day Care Services

Agriculture

NAICS	Description
1110	Crop Production
1120	Animal Production and Aquaculture
1131	Timber Tract Operations
1132	Forest Nurseries and Gathering of Forest Products
1133	Logging
1141	Fishing
1142	Hunting and Trapping
1151	Support Activities for Crop Production
1152	Support Activities for Animal Production
1153	Support Activities for Forestry

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
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

Del Norte County Input Session Takeaways

- Del Norte County is somewhat isolated from other parts of California, which makes it difficult to travel in and out of the area, and even within the County. This makes access to training difficult, as it is not economical to host certain education opportunities for the small population. Participants identified the need to pursue more creative modes of training, either through distance learning, or more short-term, specialized trainings that can be brought to the area without the need for more infrastructure to be built.
- Community partners attending the input session recognized that there are many resources in Del Norte County, but they are not always on the same page about what else exists and who may be able to work together. Participants suggested instituting a business roundtable of organizations that support businesses to collaborate, align resources, eliminate duplication, and provide effective services and referrals for local businesses.
- Entrepreneurship and small business development are big opportunities in Del Norte County, especially for capturing youth who often have a different mindset about their desired work environment than generations before. Creative entrepreneurship is needed in the area, beyond only manufacturing and service-related industries, but into more diverse sectors.
- Soft skills and foundational skills were identified as gaps in the workforce. Beyond this, participants recognized the importance of providing opportunities for students to learn these skills and also to practice them, through work experiences and mentorship.

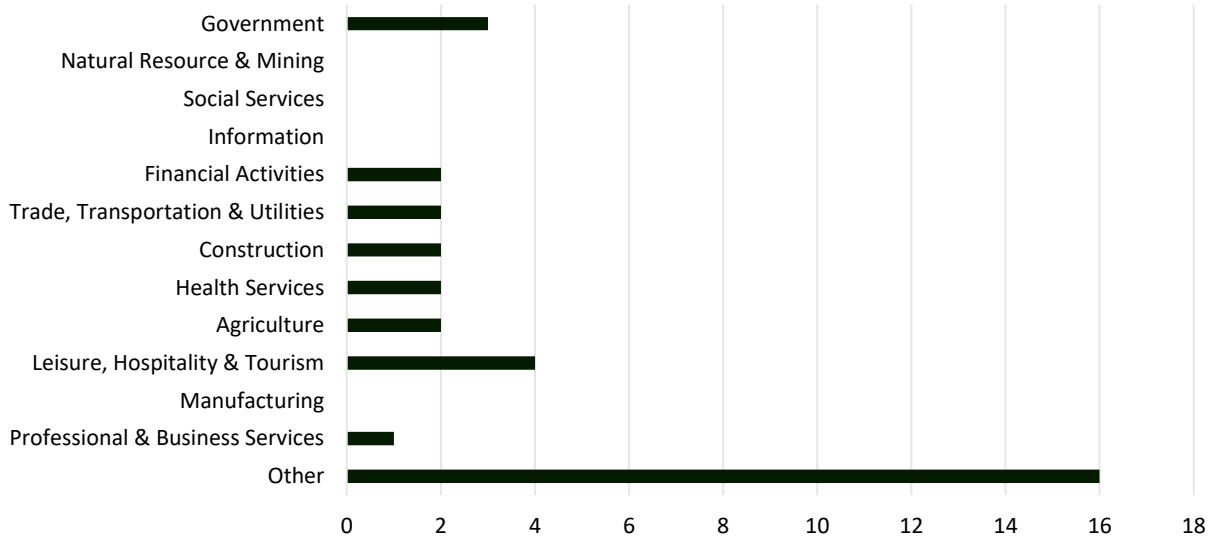
Del Norte County Survey Summary

TPMA developed a survey designed to engage county employers and to better understand current workforce trends and needs in the Del Norte 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.

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

Which industry best describes your company?



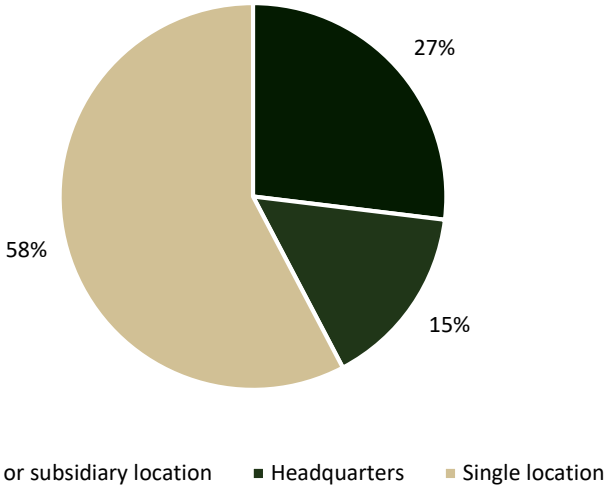
How many employees do you have?

Number of employees	Average
Total	50
Full-time	20
Part-time	24
Seasonal	8
Temp	163

How many total employees do you have by county?

County	Average
Butte	0
Del Norte	38
Lassen	0
Modoc	16
Nevada	0
Plumas	0
Shasta	0
Sierra	0
Siskiyou	0
Tehama	0
Trinity	80

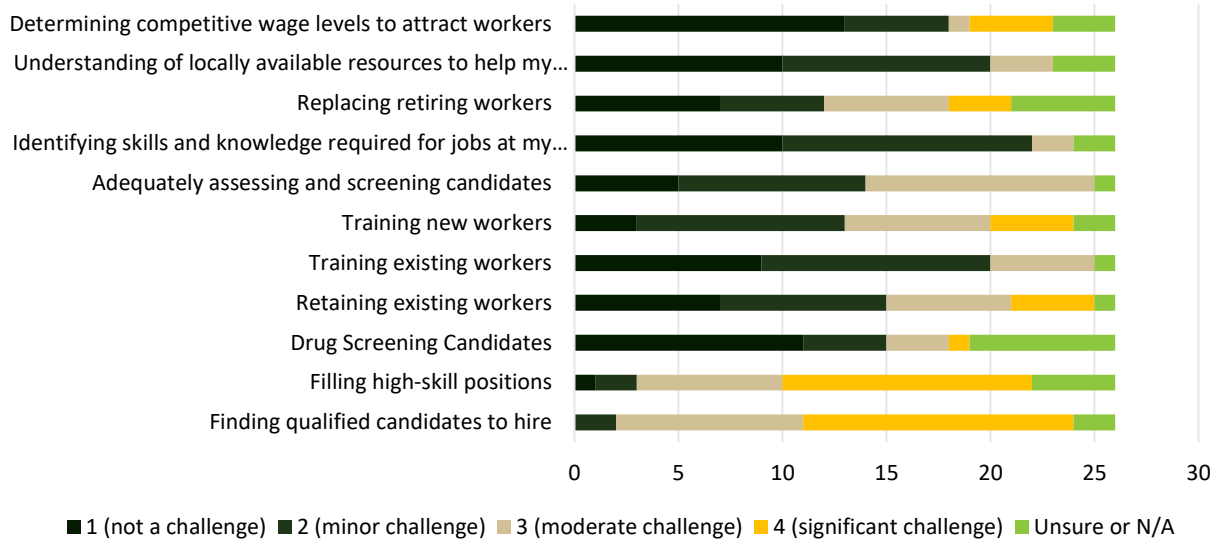
Which best describes this location?



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	0	2	9	13	2
Filling high-skill positions	1	2	7	12	4
Drug Screening Candidates	11	4	3	1	7
Retaining existing workers	7	8	6	4	1
Training existing workers	9	11	5	0	1
Training new workers	3	10	7	4	2
Adequately assessing and screening candidates	5	9	11	0	1
Identifying skills and knowledge required for jobs at my company	10	12	2	0	2
Replacing retiring workers	7	5	6	3	5
Understanding of locally available resources to help my company	10	10	3	0	3
Determining competitive wage levels to attract workers	13	5	1	4	3

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	22
Filling high-skill positions	19
Adequately assessing and screening candidates	11
Training new workers	11
Retaining existing workers	10

What is your most significant workforce-related challenge or your greatest workforce need? (two or more responses)

Challenge	Top Responses
Finding qualified workers	7
Finding workers with soft skills (attendance, work ethic, people skills)	7
Finding workers who can pass drug test	4
Trying to pay a competitive wage	3
Retention of employees	2

What is the average vacancy length for open positions?

The average length based on all responses is 5.39 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	1.1	1
1 - 2 years	3.0	3
3 - 4 years	2.0	2
5 - 7 years	1.4	1-2

Number of replacement positions	Average	Range
0-12 months	2.8	2-3
1 - 2 years	3.1	3
3 - 4 years	3.5	3-4
5 - 7 years	3.6	3-4

Number of retiring positions	Average	Range
0-12 months	0.6	0-1
1 - 2 years	1.0	1
3 - 4 years	1.6	1-2
5 - 7 years	3.5	3-4

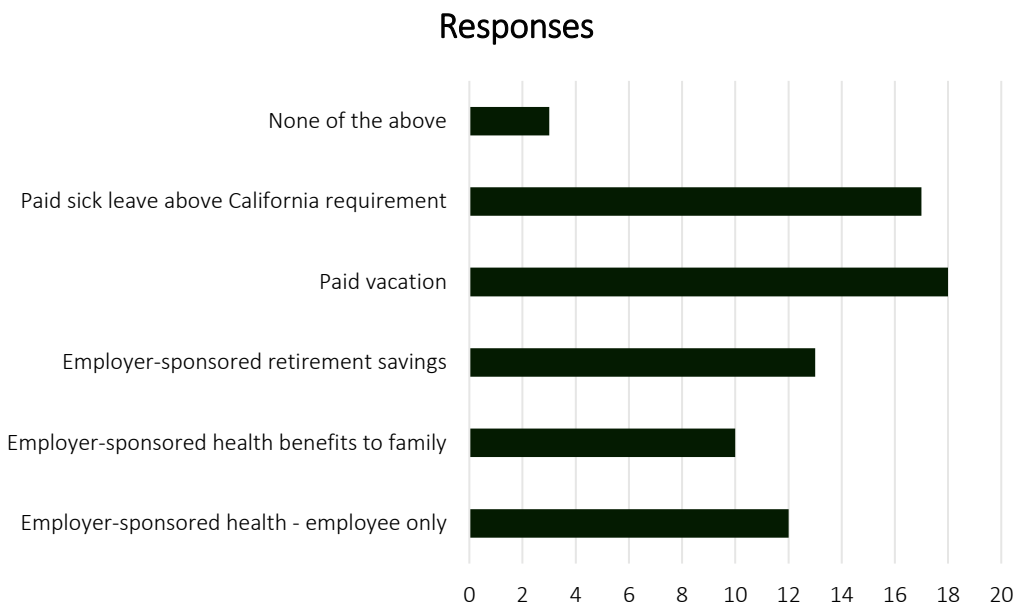
Please provide information regarding your current wages for up to 3 of your top full-time occupations by number of employees.

Title: Managers
Job Description: Train, hire, manage daily operations, oversee marketing
Average number of jobs at location: 2.5
Desired/required certificates/credentials: BA preferred; HS diploma and work experience required
Average entry level: $18.40/hr
Average mid-level: $23.19/hr
Average advanced-level: $32.80/hr

Top Occupation #2
Title: General Labor
Job Description: Food service, wash dishes, milk cows, sort garbage, etc.
Average number of jobs at location: 10.3
Desired/required certificates/credentials:
H/S diploma
Average entry level: $10.91/hr
Average mid-level: $12.00/hr
Average advanced-level: $14.30/hr

Top Occupation #3
Job Description: Service, inspect, and repair vehicles
Average number of jobs at location:
Desired/required certificates/credentials: ASE certification; tools/experience
Average entry level: $16.00/hr
Average mid-level: $17.75
Average advanced-level: $21.00/hr

Do you provide any of the following health benefits?



Most difficult to fill positions and why

Position	Responses	Reason
Food service (cooks, waiters, bartenders)	3	None given.
Truck drivers	3	Low pay.
High skill management positions	3	None given.
Seasonal positions	2	Low pay, no benefits.
General labor	2	None given.
Electrician	1	Finding qualified candidates.
Banker	1	Finding qualified candidates.
Mechanic	1	None given.

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

Title: General Labor
Brief job description: warehouse labor, paving labor, etc.
Number of current openings: 4
Desired or required certificates or credentials (if any): None
Hourly/annual wage ($) $12.50/hr

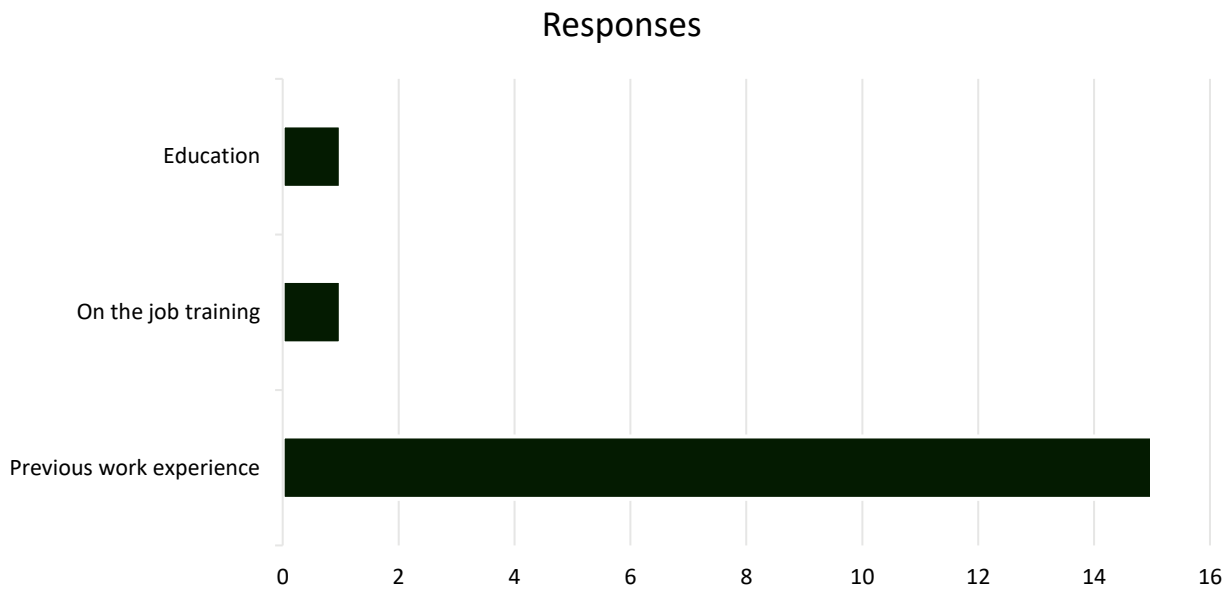
Title: Food service (cooks)
Brief job description: Prepare food for customer orders, prepare food to be cooked
Number of current openings: 4-5
Desired or required certificates or credentials (if any): Food handlers card; culinary arts certificate
Hourly/annual wage ($) $11.50/hr

Title: Truck Driver
Brief job description:
Number of current openings: 1
Desired or required certificates or credentials (if any): Class A license with endorsements
Hourly/annual wage ($) $18.00/hr

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

Factors	Responses
Not finding skilled/experience applicants	7
Not finding dependable applicants (soft skills)	5
Not finding applicants that can pass drug test	5

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
Cashier/sales	3
Customer service	2

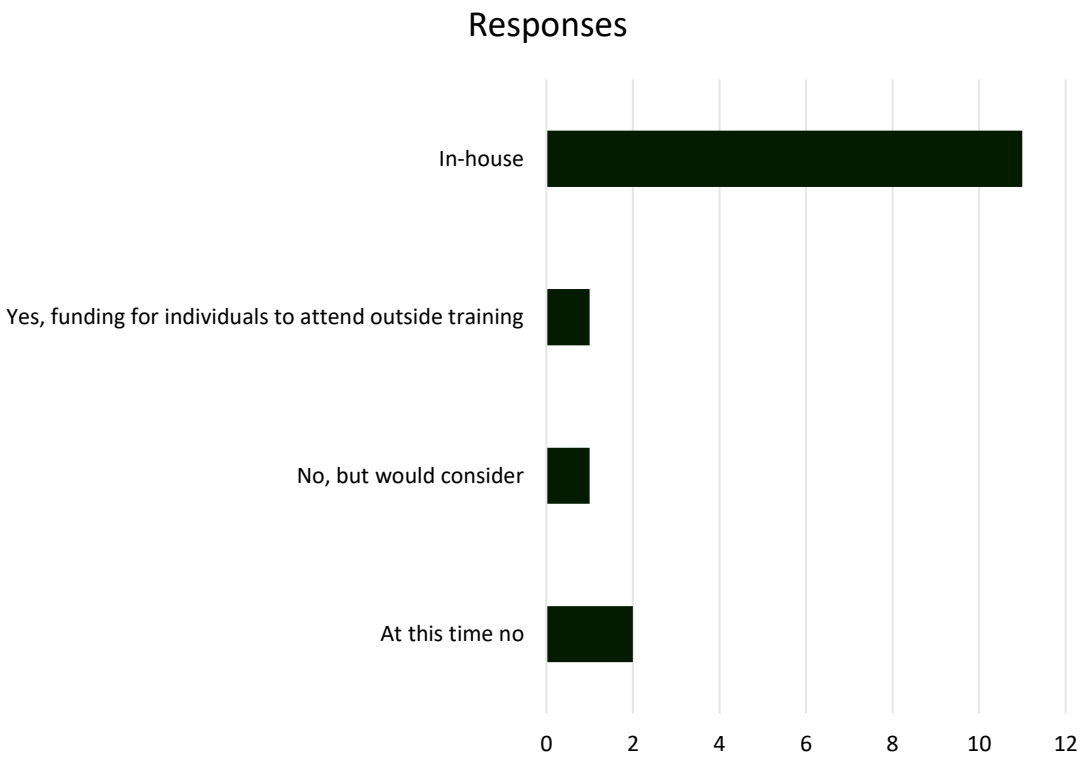
What other {if any} skills and/or experience levels are most difficult to find?

Top Responses	Responses
Maintenance, mechanical, journey-level skills	3
Soft skills	2
AA & BA degree candidates	1

What industry-recognized credentials, certifications and/or degrees do you value most?

Top Responses	Responses
Any type of AA or BB	2
High school diploma	2
Industry certifications (Journeyman, Heavy Equipment Operator)	2
Nutrition, lactation education	1

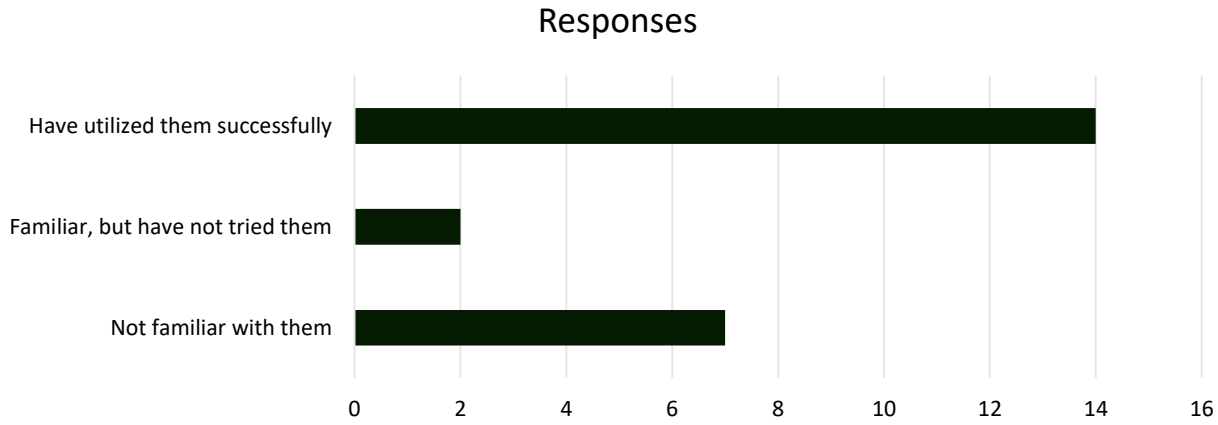
Do you offer training or other professional development, above and beyond initial on-the-job training?



How do you rate the following?

Top Responses	Excellent	Good	Poor	Fair	Unsure
Soft skills of workers	0	8	2	8	1
Hard/technical skills of workers	1	6	3	7	2
Overall quality of entry-level workers	1	6	5	7	1
Overall quality of high-skill workers	0	10	3	4	3
Quality of education and training programs	1	6	5	7	1
Knowledge of available services from America's Job Center of California (e.g. assistance with job ads)	3	3	3	2	8

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



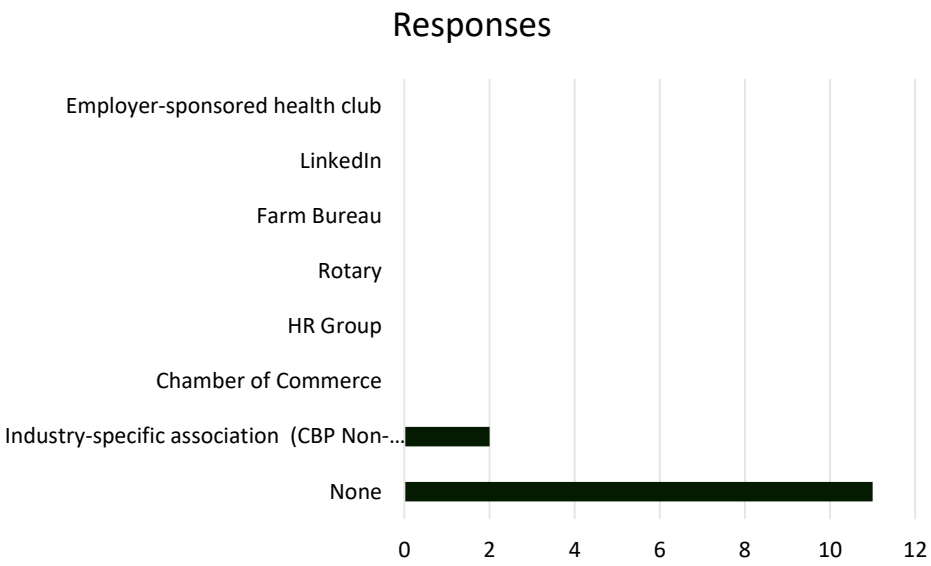
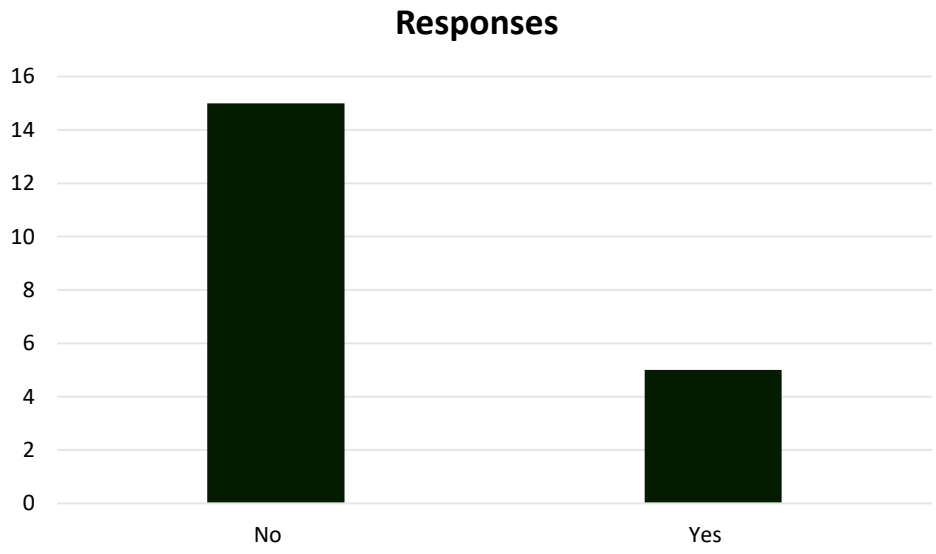
If utilized, if you could improve one thing about your local America's Job Center in California office and/or business service center, what would it be?

Top Responses	Responses
Offering more social services in Del Norte	1

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

Service	Responses
Employee recruitment	8
Pre-employment testing	4
Candidate screening/assessment	5
Employee education	3
Labor market information, wage data	2
On-the-Job Training (OJT)	4
Other training resources	3
Tax credit information	3
Assistance with employee retention	3
Employer professional development seminars	3
On-site assistance for business downsizing	2
Benefits of hiring a veteran	2
Job analysis and profiling information	2
Hiring ex-offenders (a second chance)	2
Other: Teaching work ethic	2

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?