

GLENN MCGOURTY
DISTRICT 1, CHAIR
MAUREEN MULHEREN
DISTRICT 2, VICE-CHAIR
JOHN HASCHAK
DISTRICT 3
DAN GJERDE
DISTRICT 4
TED WILLIAMS
DISTRICT 5



DARCIE ANTLE
CHIEF EXECUTIVE OFFICER
CLERK OF THE BOARD

CHRISTIAN M. CURTIS
COUNTY COUNSEL

MENDOCINO COUNTY
ECONOMIC DEVELOPMENT COMMITTEE
AGENDA
REGULAR MEETING
June 26, 2023 - 1:30 PM

Meeting Location(s): 501 Low Gap Road, Room 1070, Ukiah, CA. 95482 (Board Chambers)

Zoom Link: <https://mendocinocounty.zoom.us/j/84137526187>

Zoom Phone Number (if joining via telephone): 1 669 900 9128 ; Zoom Webinar ID: 841 3752 6187

Listed below are some of the Board of Supervisors Public Engagement options. For streaming options and a complete list of ways to interact with agenda items (or more information on any of these listed) please visit: <https://www.mendocinocounty.org/government/board-of-supervisors/public-engagement>

Written Comment

- Submit online via the eComment platform at <https://mendocino.legistar.com/Calendar.aspx>

Verbal Comment

- Speak in person at any physical meeting location when the Chair calls for Public Comment
- Join the Zoom Webinar and use the "raise hand" feature when the Chair calls for Public Comment (if joining via telephone: press *9 to raise your hand, and *6 to unmute yourself when called)
- Leave a voicemail message, up to 3 minutes in length, by calling 707-234-6333 (Note: Voicemails are not played back during the meeting, but are available to the full Board immediately upon submission)

COMMITTEE MEMBERS: Supervisor McGourty and Supervisor Haschak**1. CALL TO ORDER****2. COMMITTEE ACTION ITEMS**

- 2a) **Nomination and Election of Chair of the Economic Development Standing Committee for the Remainder of the 2023 Calendar Year**
(Sponsor: Executive Office/Clerk of the Board)

Recommended Action:

Nominate and elect Supervisor _____ as Chair of the Economic Development Standing Committee for the remainder of the 2023 calendar year.

- 2b) **Discussion and Possible Action Including Adoption of the 2023 Economic Development Standing Committee Meeting Calendar**
(Sponsor: Executive Office/Clerk of the Board)

Recommended Action:

Adopt the 2023 Economic Development Standing Committee Meeting Calendar.

Attachments: [EDC 2023 Calendar](#)

- 2c) **Discussion and Possible Action Including Presentation on Economic Development and Workforce Trends in Mendocino County**
(Sponsor: Supervisor Haschak)

Recommended Action:

Discuss and possibly recommend actions related to economic development and workforce trends and job training programs in Mendocino County.

Attachments: [North Bay Mendocino County Labor Market Analysis 06-26-23 Presentation](#)

- 2d) **Discussion and Possible Action Regarding the Vision for Economic Development in Mendocino County, Roles of Existing County Departments and Employees, and Analysis of Existing Capacity and Needs**
(Sponsor: Supervisor Haschak)

Recommended Action:

Review and possibly recommend actions regarding a vision for economic development in Mendocino County, roles of existing county departments and employees, and analysis of existing capacity and needs.

3. OTHER BUSINESS

3a) PUBLIC EXPRESSION

Members of the public are welcome to address the Committee on items not listed on the agenda, but within the jurisdiction of the Committee. The Committee is prohibited by law from taking action on matters not on the agenda.

Individuals wishing to address the Committee under Public Expression are welcome to do so via any method listed on the front page of this agenda or on our Public Engagement page, at: <https://rb.gy/d3p0>

For more information on any of these methods, please call the Mendocino County Clerk of the Board at (707) 463-4441

3b) ANNOUNCEMENTS**ADJOURNMENT****Additional Meeting Information for Interested Parties**

For a full list of the latest available options by which to engage with agenda items, please visit <https://www.mendocinocounty.org/government/board-of-supervisors/public-engagement>

All electronically submitted comment is immediately available to Supervisors, staff, and the general public by clicking this meetings eComment link at: <https://mendocino.legistar.com/Calendar.aspx>

LIVE WEB STREAMING OF COMMITTEE MEETINGS is available at <https://mendocino.legistar.com> or visit the Mendocino County YouTube channel. Meetings are also livestreamed from the Mendocino County Facebook page. For technical assistance, please contact the Clerk of the Board at (707) 463-4441. Please reference the departmental website to obtain additional resource information for the Board of Supervisors: www.mendocinocounty.org/bos

Thank you for your interest in the proceedings of the Economic Development Committee.



Mendocino County Board of Supervisors Agenda Summary

Item #: 2a)

To: Economic Development Standing Committee

From: Executive Office

Meeting Date: June 26, 2023

Department Contact: Atlas Pearson

Phone: 707-463-4441

CEO Contact: Darcie Antle

Phone: 707-463-4441

Time Allocated: 15 Minutes

Agenda Title:

Nomination and Election of Chair of the Economic Development Standing Committee for the Remainder of the 2023 Calendar Year

(Sponsor: Executive Office/Clerk of the Board)

Recommended Action/Motion:

Nominate and elect Supervisor _____ as Chair of the Economic Development Standing Committee for the remainder of the 2023 calendar year.

Previous Board/Board Committee Actions:

N/A

Summary of Request/Referral:

The Deputy Clerk of the Board will call the meeting to order, and during the “organizational meeting” portion of the Committee meeting, and will invite nominations for Chair of the Board. Following the selection and vote, the Chair then presides over the meeting, followed by the balance of the Committee’s organizational and business meeting.

Supplemental Information Available Online At: N/A

Fiscal Details:

source of funding: N/A

current f/y cost: N/A

annual recurring cost: N/A

budget clarification: N/A

budgeted in current f/y: N/A

if no, please describe:

revenue agreement: N/A

CEO Liaison: Executive Office

CEO Review: Yes

CEO Comments:

Item #: 2a)

FOR COB USE ONLY

Executed By: Atlas Pearson, Senior Deputy Clerk

Final Status: **Approved with Modification**

Date: June 26, 2023





Mendocino County Board of Supervisors Agenda Summary

Item #: 2b)

To: Economic Development Standing Committee

From: Executive Office

Meeting Date: June 26, 2023

Department Contact: Atlas Pearson

Phone: 707-463-4441

CEO Contact: Darcie Antle

Phone: 707-463-4441

Time Allocated: 15 Minutes

Agenda Title:

Discussion and Possible Action Including Adoption of the 2023 Economic Development Standing Committee Meeting Calendar

(Sponsor: Executive Office/Clerk of the Board)

Recommended Action/Motion:

Adopt the 2023 Economic Development Standing Committee Meeting Calendar.

Previous Board/Board Committee Actions:

None.

Summary of Request/Referral:

The Economic Development Committee was formed on April 25, 2023, after the initial adoption of the Board of Supervisors Master Meeting Calendar for Calendar Year 2023. Clerk of the Board has prepared a draft calendar for the Economic Development Committee, using specific dates on which the Public Health, Safety, and Resources Committee meetings will be cancelled in order to accommodate this new committee.

Supplemental Information Available Online At: N/A

Fiscal Details:

source of funding: N/A

budgeted in current f/y: N/A

current f/y cost: N/A

if no, please describe:

annual recurring cost: N/A

revenue agreement: N/A

budget clarification: N/A

CEO Liaison: Executive Office

CEO Review: Yes

CEO Comments:

Item #: 2b)

FOR COB USE ONLY

Executed By: Atlas Pearson, Senior Deputy Clerk

Final Status: Adopted

Date: June 26, 2023





Economic Development Committee

2023 Master Meeting Schedule

Members: Committee Member/Supervisor Glenn McGourty and Committee Member/Supervisor John Haschak (Chair TBD)

January						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

February						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28				

March						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

April						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

May						
S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

June						
S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

July						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

August						
S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

September						
S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

October						
S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

November						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

December						
S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

*Note: This schedule is subject to revision throughout the year



Economic Development Committee Regular
Meeting at 1:30PM

Board of Supervisors

Phone: 707-463-4221
Fax: 707-463-7237
www.mendocinocounty.org/bos
bos@mendocinocounty.org

Board Services & Executive Office

County Administration Center
501 Low Gap Road
Room 1010
Ukiah, CA 95482

Executive Office

Phone: 707-463-4441
Fax: 707-463-5649
www.mendocinocounty.org/eo
ceo@mendocinocounty.org



Mendocino County Board of Supervisors Agenda Summary

Item #: 2c)

To: Economic Development Standing Committee

From: Supervisor Haschak

Meeting Date: June 26, 2023

Department Contact: Supervisor Haschak

Phone: 707-463-4441

Time Allocated: 45 Minutes

Agenda Title:

Discussion and Possible Action Including Presentation on Economic Development and Workforce Trends in Mendocino County
(Sponsor: Supervisor Haschak)

Recommended Action/Motion:

Discuss and possibly recommend actions related to economic development and workforce trends and job training programs in Mendocino County.

Previous Board/Board Committee Actions:

None.

Summary of Request/Referral:

Bruce Wilson, Executive Director of Workforce Alliance of North Bay, will present information regarding workforce trends in Mendocino County. This is important information in decisions facing the BoS regarding economic development and job training programs.

Supplemental Information Available Online At: N/A

Fiscal Details:

source of funding: None

current f/y cost: N/A

annual recurring cost: N/A

budget clarification: N/A

budgeted in current f/y: N/A

if no, please describe:

revenue agreement: N/A

CEO Liaison: Executive Office

CEO Review: Yes

CEO Comments:

FOR COB USE ONLY

Item #: 2c)

Executed By: Atlas Pearson, Senior Deputy Clerk
Date: June 26, 2023

Final Status: Approved





Workforce Alliance of the North Bay

Mendocino County Labor Market Analysis & Strategy



About

Lightcast is the world's leading authority on job skills, workforce talent, and labor market dynamics, providing expertise that empowers businesses, education providers, and governments to find the skills and talent they need and enabling workers to unlock new career opportunities. Headquartered in Boston, Massachusetts, and Moscow, Idaho, Lightcast is active in more than 30 countries and has offices in the United Kingdom, Italy, New Zealand, and India. The company is backed by global private equity leader KKR.

Lightcast**232 N Almon Street****Moscow, ID 83843**lightcast.io

Acknowledgements

Lightcast gratefully acknowledges the support of Workforce Alliance of the North Bay. A special thank you goes to Bruce Wilson and Sylwia Palczewska for their leadership, collaboration, and commitment to the success and prosperity of the North Bay region and all of the counties – individual and collectively – that comprise it.

This report is prepared for Workforce Alliance of the North Bay by Lightcast. The content is solely the responsibility of the author and does not necessarily represent the official views of Workforce Alliance of the North Bay. Proper acknowledgement of Lightcast should be included in publications, presentations, or other developed materials.

Contents

Economic Overview	6
Key Industries	6
Occupations and Skills in Demand	8
Real-Time Job Demand as Reflected in Job Postings Data	9
Digital Skills	10
Workforce Capacity and Alignment to Local Industry Needs	11
Demographics, Workforce and Community Characteristics	11
Focus for Workforce Development Investments	14
Strategic Recommendations	15
Strategic Partnership Framework	16
Phase 1 – Talent Attraction	16
Phase 2 – Transferable Skills	18
Phase 3 – Technical and Certificate Programs	20
Phase 4 – Advanced Skill Sets	20
Phase 5 – Information Gap	21
Phase 6 – Starting Early	22
Advancing the Strategic Framework as a Community	22



The Workforce Alliance of the North Bay (WANB) retained Lightcast to conduct a custom analysis, providing insights to the state of workforce in the North Bay region, with focused breakouts of each county within the WANB region. This snapshot report focuses on Mendocino County. The organization's goal is to understand the North Bay counties' baseline economic conditions, current workforce capacity, job demand, key skills gaps, and the strategic opportunities created by industry shifts, migration trends, and the rise of remote work since the Covid-19 pandemic.

Insights presented in this report will inform local workforce priorities to help align education and skills training investments with emerging industry needs and facilitate the economic mobility of residents along key career pathways. Which industries drive your local economy, which occupations and skills are most important to those industries, and where might there be gaps between industry needs and the talent development pipeline?

This report provides insights and recommendations to help drive workforce investment priorities and the development of collaborative community partnerships.

A comprehensive talent alignment strategy balances focus on the now, near, and far:

- Matching current workforce with job openings in the near-term;
- Attracting and retaining a skilled talent pool in the region;
- Addressing the unique barriers to labor force participation for different target populations
- Providing visible on-ramps and bridges to high quality career pathways;
- Leveraging and improving the responsiveness of short-term training and workforce development funds to target key skills gaps;
- Aligning post-secondary certificate and degree programs with industry needs;

- Back mapping industry needs into K-16 education; and
- Building the awareness of high-potential career pathways for those currently in the education pipeline or in career transition.

Strategic recommendations are intended to be actionable for a wide range of stakeholders including workforce and economic development organizations, K-12 and higher education systems, community and civic leaders, and policy makers. Advancing community goals will require stakeholders to (1) coordinate and collaborate; (2) follow the lead of employers; and (3) focus on skills.

Economic Overview – Mendocino County



Key Industries

Mendocino County's main industries are diverse, reflecting the nature of the region as well as its workforce. When looking at a 2-digit NAICS breakdown, the County's largest industries are Government, Health Care & Social Assistance, followed by Retail Trade. The table on the next page provides a detailed breakdown of the top 10 industries at a more granular 3-digit NAICS level, shedding light on their expected growth, average earnings and location quotient¹.

Beverage Manufacturing along with Crop Production and Support Activities for Agriculture are highly concentrated industries in the area.

Industries with the highest projected 2028 location quotient are Beverage Manufacturing (13.64), Support Activities for Agriculture and Forestry (8.21), and Crop Production (6.46).

Average earnings are highest in Hospitals (\$99,852) and Local Government (\$79,059). In contrast, low average earnings in Food Services & Drinking Places, Social Assistance and Accommodation fall below the [MIT living wage](https://livingwage.mit.edu/)² for a single adult with no children in Mendocino County (\$18.01/hr or \$37,461 annually).

¹ Location Quotient quantifies the concentration of a particular industry, occupation or cluster. It can reveal what makes a particular region unique in comparison to the national average.

² <https://livingwage.mit.edu/>

Industry (3-digit NAICS)	2023 Jobs	2028 Jobs	2023 - 2028 Change	2023 - 2028 % Change	Avg. Earnings	2028 LQ
Local Government	5,704	5,935	231	4%	\$79,059	1.93
Food Services and Drinking Places	2,617	2,787	170	6%	\$29,694	1.03
Social Assistance	2,543	2,866	322	13%	\$30,335	2.66
Food and Beverage Stores	1,429	1,449	20	1%	\$45,590	2.18
Hospitals	1,397	1,628	230	16%	\$99,852	1.40
Ambulatory Health Care Services	1,363	1,393	30	2%	\$71,149	0.72
Accommodation	1,201	1,400	199	17%	\$34,544	3.44
Beverage Manufacturing	1,037	1,008	(30)	(3%)	\$69,705	13.64
Crop Production	831	876	45	5%	\$48,569	6.46
Support Activities for Agriculture and Forestry	823	983	160	19%	\$60,482	8.21

In order to better guide training and upskilling efforts and understand the strengths and weaknesses of the region, it is important to not only look at the industries expecting the largest growth, but also at those expecting the largest shed of jobs, as a way of anticipating potential talent pools that will be available in the region.

With the exception of Beverage Manufacturing, the remaining Top 10 industries are expected to grow or stay level in upcoming years. Social Assistance, Local Government, Hospitals, and Accommodation are the industries expecting the highest growth in upcoming years, with a combined total of 982 new jobs by 2028. On the other hand, Beverage Manufacturing, Truck Transportation, Federal Government, and Food Manufacturing are forecasted to experience the greatest decreases, with an estimated 94 lost jobs. Facilitating the relocation of workers from one industry to another can help promote economic stability and lateral mobility across industries.

Spotlight on Employment in Local Government:

The local government industry, which includes public education and law enforcement, provides high average earnings per job, most with growth potential and steady future demand. Six of the top 10 occupations within the local government industry are related to education - either K-12 or post-secondary. Police & Sheriff's Patrol Officers and Correctional Officers & Jailers command comparable salaries to educators, without the requirement of a Bachelor's or advanced degree.

Lower-wage jobs within the industry include Teaching Assistants (i.e. classroom aides, paraprofessionals), Janitors & Cleaners, and Secretaries & Administrative Assistants.

Local Government Industry Top 10 Occupations	% of Total Jobs in Industry (2022)	2023 Jobs	2028 Jobs	2023 - 2028 % Change	Median Hourly Earnings	Typical Entry Level Education
Elementary School Teachers	7.6%	438	471	8%	\$38.49	Bachelor's degree
Teaching Assistants, Except Postsecondary	6.2%	358	384	7%	\$18.60	Some college, no degree
Postsecondary Teachers	5.1%	279	262	(6%)	\$46.57	Doctoral or professional degree
Secondary School Teachers	4.7%	272	295	8%	\$38.94	Bachelor's degree
Police and Sheriff's Patrol Officers	3.0%	172	182	6%	\$38.42	High school diploma or equivalent
Substitute Teachers, Short- Term	2.8%	159	173	9%	\$29.33	Bachelor's degree
Janitors and Cleaners	2.4%	137	146	6%	\$18.12	No formal educational credential
Middle School Teachers	2.3%	133	145	9%	\$38.01	Bachelor's degree
Secretaries and Administrative Assistants	2.3%	130	128	(2%)	\$22.12	High school diploma or equivalent
Correctional Officers and Jailers	2.2%	124	124	(1%)	\$38.39	High school diploma or equivalent

Occupations and Skills in Demand

The top three jobs (by volume) in Mendocino County are Home Health & Personal Care Aides, Cashiers, and Retail Salespersons.

Automation Indices above 100 for Fast Food & Counter Workers, Waiters & Waitresses, Maids & Housekeeping Cleaners, Farmworkers & Laborers, Stockers & Order Fillers, and Cashiers indicate those jobs have **an above average risk of being displaced as industries automate tasks**. In spite of these high automation indices, demand for frontline roles in Mendocino County's key industries is projected to grow robustly, likely **exacerbating current worker shortages**.

Eight of the top 10 occupations in Mendocino County earn median annual wages below the MIT living wage for a single adult with no children in Mendocino County (\$37,461) while Registered Nurses and General & Operations Managers command the highest wages, at \$92,270 and \$86,468 respectively. The table on page 9 provides more detail on the top 10 occupations in Mendocino County.

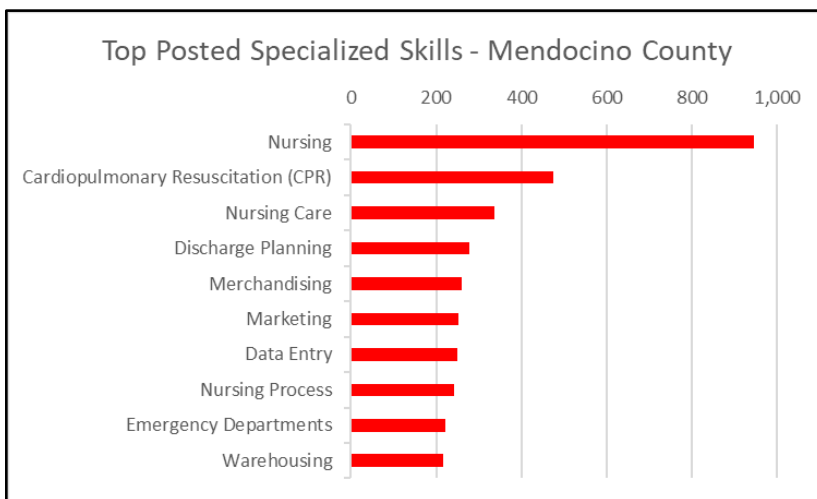
Automation Indices for several occupations indicate those jobs have a **high risk of displacement** as industries automate tasks.

Mendocino County Top 10 Occupations	2023 Jobs	2028 Jobs	2023 - 2028 % Change	Annual Openings	2028 LQ	Automation Index	Median Annual Earnings
Home Health & Personal Care Aides	2,074	2,356	14%	388	2.40	93.6	\$29,757
Cashiers	1,261	1,255	(0%)	239	1.76	105.5	\$30,901
Retail Salespersons	878	908	3%	135	1.07	93.4	\$30,677
Farmworkers & Laborers	794	876	10%	150	6.14	113.0	\$30,030
Fast Food & Counter Workers	757	793	5%	174	1.03	130.8	\$31,283
General & Operations Managers	593	631	6%	61	0.83	82.2	\$86,468
Waiters & Waitresses	565	598	6%	124	1.23	129.8	\$32,302
Maids & Housekeeping Cleaners	559	618	11%	93	2.43	124.5	\$32,076
Stockers & Order Fillers	556	607	9%	109	1.03	112.3	\$32,777
Registered Nurses	545	618	13%	47	0.87	85.3	\$92,270

Real-Time Job Demand as Reflected in Job Postings Data

Lightcast supplements traditional survey-based labor market information sources with proprietary real-time job postings data, which provides more timely intelligence on demand for occupations, skills, and levels of education within a selected geography. The forward-looking nature of job postings data captures current and emerging labor market trends, of particular interest for communities working to align education and training programs to rapidly-evolving industry needs.

Mendocino County had a total of **7,597 unique job postings** during 2022. Monthly postings volume hit a peak in April 2022 with 867 postings, then ticked downward to end the year with 500 postings in December. Employers with the largest number of postings in Mendocino County during 2022 represented health care and hospital systems, local government, state government, and higher education.



Nursing-related health care skills are in highest demand as reflected in 2022 job postings. Other skills in-demand include merchandising, marketing, data entry, and warehousing – relevant skills across several key Mendocino County industries. Many of the top common skills are transferable across industries and can provide a durable foundation for future career pathways.



Digital Skills

In line with trends identified in Lightcast research [Rural's Rise³](#), job postings increased in Mendocino County while postings were down significantly in San Francisco County during 2022 as compared to 2019. However, an analysis of skills demand growth does not indicate a significant increase in technology skills demand that rural population centers outside of Silicon Valley may have anticipated. Rather than an abrupt increase in technology skills demand, Mendocino County should expect organic demand growth as legacy sectors adopt digital skills requirements across functions, including frontline roles.

County	Unique Job Postings January - December 2019	Unique Job Postings January - December 2022	Percentage change
San Francisco	425,618	371,533	-13%
Mendocino	3,597	7,548	+110%

Some digital skills are foundational, for example data entry, e-mail, e-commerce transactions, and timekeeping software. Others are industry-specific skills, such as restaurant servers using a point-of-sale interface or nursing assistants using Epic, an electronic medical records system. Investing in digital skills development, even for frontline roles can pay off in higher wages and reduced productivity bottlenecks.⁴

³ <https://lightcast.io/resources/research/rurals-rise>

⁴ https://nationalskillscoalition.org/wp-content/uploads/2023/02/NSC-DigitalDivide_report_Feb2023.pdf

Workforce Capacity and Alignment to Local Industry Needs



Demographics, Workforce and Community Characteristics

Mendocino County's population **is projected to grow 13% by 2030**, adding just over 12,500 residents. Population growth is expected in all race and ethnicity categories, with the smallest increase (4%) in White, non-Hispanic residents.

The county experienced a net loss of 189 residents in 2020, drawing new residents primarily from other counties in California. Mendocino County saw the highest net in-migration from Alameda County, Los Angeles County, San Francisco County, Marin County, and San Mateo County. The highest net out-migration went to Lake County, Pierce County (WA), Williamson County (TX), Ada County (ID), and Denton County (TX).

When building a community workforce strategy, it is helpful to dive deeper into population trends to identify which age cohorts are expected to grow as a share of the region's population. By 2030, **Mendocino County is projected to see increases in key age cohorts**, including early entrants to the workforce (20 to 24 years) and 35-54 year olds, generally considered to be in their prime-earning years. An already robust local healthcare industry will require even more resources to support the increasing number of older residents, ages 75+.

Mendocino County's population is expected to grow in several key workforce-age demographics by 2030.

Projected growth in younger population, ages 15-24, is a trend that Mendocino County employers **should plan to leverage for staffing entry-level jobs in key frontline industries like Food**

Services and Drinking Places and Accommodation. To attract young talent, it will be key to demonstrate career pathway potential via the foundational skills gained in these entry-level roles.

Additionally, Mendocino County has a high percentage of **disabled residents** (17.7%). The U.S. has seen increased labor force participation by disabled residents since the pandemic, with many crediting increased opportunities to work remotely. Growing remote work opportunities is a strategy that can pay off for other demographics as well, including working parents and caregivers who struggle to find affordable care.

Mendocino County's **unemployment rate** in December 2022 was 3.78%, decreasing from 4.03% five years before, and from a peak of 9.22% during the 2020 pandemic year. **A threat to Mendocino County's full economic recovery is a decreasing labor force participation rate** - the total of the county's residents who are employed or officially considered unemployed divided by total population over age 16. Shrinking labor force participation, even when unemployment is low, means fewer people are able or willing to engage in the workforce.

Indicators	Mendocino County
Population (2023)	94,721
Labor Force (Jan. 2023)	36,891
Jobs (2022)	34,026
Unemployment Rate (Dec. 2022)	3.78%
Unemployment in 2020	9.22%
Labor Force Participation Rate (Dec. 2022)	50.03%
Labor Force Participation Rate (2018)	56.24%



According to the US Census Bureau's American Community Survey (ACS), Mendocino County's 12.1% poverty level is well above the national average of 9.1%. Additionally, the cost of living is significantly higher than the national average – which impacts residents and the workforce in many ways. Childcare costs, which can be a driver of labor force participation, are a higher share of household income in Mendocino County than elsewhere in the US. For small US counties (population 1 - 99,999), the median yearly price for infant center-based care in 2022 was \$8,310, 12.3% of family income. By comparison, **Mendocino County families pay a median \$13,090, an 18.8% share of their income.**

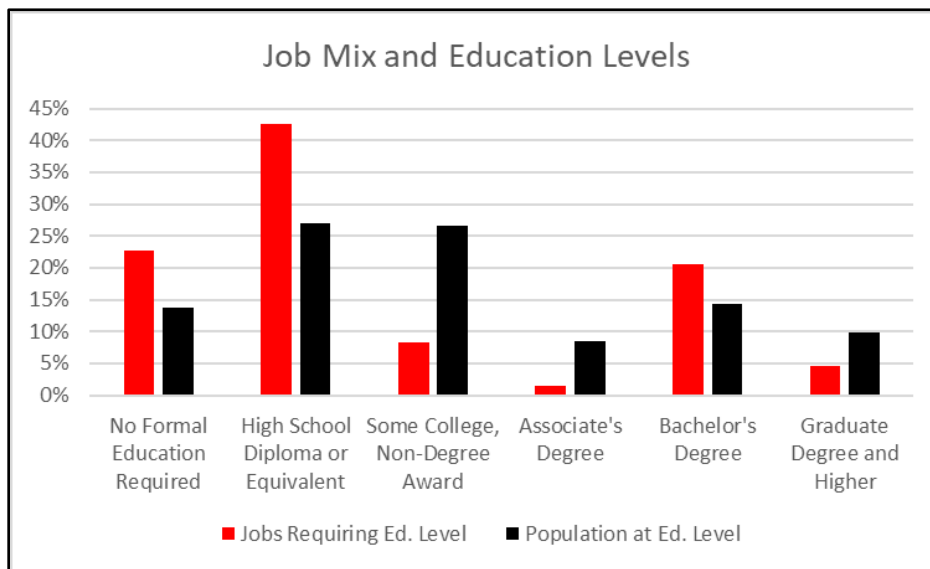
Indicators	Mendocino County
Median Household Income	\$52,915
% Poverty Level	12.1%
Cost of Living	130.7
Childcare Price as Share of Family Income ⁵	18.8%
Median Yearly Childcare Price ⁶	\$13,090



According to the ACS, just 1% of Mendocino County commuters take public transportation to work, with the vast majority (73.4%) driving alone to work - another financial consideration when gasoline prices are high.

How do available jobs in Mendocino County match up to residents' education levels?

The majority of jobs (66%) in Mendocino County require either no formal education or a high school diploma only, while 20% require a Bachelor's degree, and 5% require a graduate degree or higher. Bachelor's degree holders are undersupplied relative to job demand while there is a surplus of talent with an Associate's degree or some college (but no degree) that are **underemployed in roles with lower requirements**.



This dynamic, coupled with worker preferences for roles with predictable hours and flexibility could drive those with more education and sought-after skills (thus, more bargaining power) to **seek employment outside of Mendocino County** or seek a job that can be performed remotely.

In fact, 9.2% of Mendocino County residents report working exclusively from home – higher than the national average of 7.3%. Over 8,500 Mendocino County residents commute to other counties for work, with 36% of those commuting to Sonoma County and another 10% to Lake County. 7,450+ workers commute to Mendocino County to work, with 43% of those coming from either Sonoma or Lake County.

⁵ Infant Center Based 2022

⁶ Infant Center Based 2022

Focus for Workforce Development Investments

Of particular interest to workforce development organizations are jobs in demand that require credentials beyond high school, but not necessarily a degree. Training for those roles can often be funded through federal and state workforce development programs and provides an entry point to high-mobility career pathways. Top posted jobs in Mendocino County that require more than a high school diploma but not a Bachelor's degree include Licensed Practical & Licensed Vocational Nurses, Heavy and Tractor-Trailer Truck Drivers, and Respiratory Therapists.

As additional education and credentials are obtained, these middle skill jobs can serve as a springboard for career pathway advancement and economic mobility. For example, the top "next-step" jobs for Licensed Practical and Licensed Vocational Nurses are Registered Nurses and Medical and Health Services Managers, both of which offer a significant salary differential.

Feeder Occupation		Opportunity Occupations	Mean Salary Difference
Licensed Practical and Licensed Vocational Nurses		Registered Nurses	\$53,463
		Medical & Health Services Managers	\$36,284
		Acupuncturists	\$19,727
		Cardiovascular Technologists & Technicians	\$16,654
		Surgical Technologists	\$21,657
		Radiologic Technologists & Technicians	\$27,204

Strategic Recommendations

These recommendations are designed to help Workforce Alliance of the North Bay leaders and their community partners cultivate a sustainable workforce pipeline that nurtures the growth of key industries, employers, and jobs that provide long-term career development and economic mobility for residents of Mendocino County.

Understanding Macro Trends

The walls between economic and workforce development have come down as regions recognize that talent drives economic growth, and the availability of skilled talent is a top concern for companies considering whether to locate or expand in an area.

Successful regions are promoting the capacity of their current workforce *in addition to* a cohesive strategy for building a sustainable and adaptable talent pipeline - giving employers the confidence they can grow. It is important to shorten the feedback loops between economic and workforce development and align around shared targets for attracting high-quality jobs to the region while simultaneously building a skills development pipeline that fuels continued growth - a virtuous circle.

Workforce alignment has evolved from “selling” candidates for jobs to “selling” job opportunities to residents.

The historically tight labor market is unlikely to reverse course as the drivers of local and national workforce shortages are largely structural - rather than situational. While short-term interventions can show impact, communities should invest in cross-sector planning and innovation to develop creative strategies that address long-term demographic trends, industry shifts and the effects of digital disruption across sectors.

Workforce alignment has evolved from “selling” candidates for jobs to “selling” job opportunities to residents. Alongside efforts to attract business to locate and expand, regions must also focus on the drivers of talent retention and attraction, with a compelling value proposition around high-mobility career opportunities and vibrant quality of life.

In the North Bay region, there are unique challenges around several key industries as well as unique opportunities given the proximity to the Bay Area’s tech ecosystem and the implications of changes in work arrangements/preferences since the Covid-19 pandemic. If not addressed, low labor force participation and high cost of living could be a drag on continued economic recovery. Undersupply of jobs for degree-holders could fuel continued out-migration.

A Strategic Partnership Framework

Strategic recommendations are organized around **six phases** of talent attraction/development, each with its own planning horizon, unique set of key stakeholders, and time-to-payoff for the community. A comprehensive community strategy will invest simultaneously in all phases - to compound future benefits and buffer against shifts in market conditions. An effective workforce strategy should also be integrated with community planning for housing, infrastructure (i.e. broadband, transportation), childcare, and livability amenities.

	Phase 1	Phase 2	Phase 3	Phase 4	Phase 5	Phase 6
	Talent Attraction	Transferable Skills	Technical & Certificate Programs	Advanced Skill Sets	Information gap	Starting Early
Time Frame	0-6 Months	6 Months - 2 Years	2 - 4 Years	4 - 7 Years	7-10 Years	10 - 15 Years
Focus	Better matching current workforce with local openings.	Upskilling and reskilling workers in the area	Alignment of industry demand to local talent development programs.	Long-term alignment with higher education programs.	Build awareness of high-demand career pathways in middle and high school.	Spark interest in STEM and the world of work.
Partners						
Employers and Industry Groups	✓	✓	✓	✓	✓	✓
Staffing and Job Placement Agencies	✓					
Career Service Providers	✓	✓				
Local Chambers of Commerce and EDOs	✓					
Destination Marketing Partners	✓					
Community and Technical Colleges	✓	✓	✓		✓	✓
Training Providers (non-traditional education)		✓				
Colleges and Universities	✓	✓	✓	✓	✓	
Workforce Development Agencies	✓	✓	✓		✓	
Federal, State and Local Development Workforce Boards	✓	✓	✓	✓		
Local Human Services Organizations	✓	✓				
K-12 Education						✓

PHASE 1 - Talent Attraction (0 to 6 Months)

Focus: Better matching of current workforce with local job openings; attracting skilled out-of-market talent to fill jobs where demand eclipses local workforce capacity.

- Labor market data cannot substitute for direct consultation with the end-customers of your area's talent "supply chain" – local employers. Leverage your data to provide a shared understanding of local labor market conditions and augment this with primary accounts of employers' current hiring needs/challenges, emerging skills requirements, and their expectations for future demand.

- Encourage employers to examine job descriptions and confirm that skills and experience requirements match job responsibilities. Coach jobseekers to include in-demand specialized skills and qualifications, as well common skills and software skills on their resume and online profiles.
- Seek immediate labor force participation gains by reducing fragmentation in job search and career support services across the region; develop centralized ways to market job opportunities and promote programs available to support immediate employment (i.e. childcare subsidies, short term reskilling programs).
- Help employers widen their talent pools by considering non-traditional or “hidden” talent - for example, veterans transitioning back into civilian life or the formerly incarcerated - and promote skills-based hiring as a better measure to assess whether a candidate can successfully perform a job. [Recent findings by Bain & Company⁷](#), using Lightcast data indicate that more than 60% of middle-skill jobs require a bachelor’s degree when, in actuality, a four-year degree is not a good proxy for the skills needed to perform the job. Putting the focus on skills over degrees in the hiring process widens potential talent pools and aligns criteria more closely with future job performance.
- Work with industry partners to market local hospitality, food service, and personal care jobs as “launchpads” where workers can build in-demand transferable skills. Promote employers in those industries that provide upskilling, career development, and/or tuition reimbursement for further education.⁸
- [Remote work is successfully drawing disabled workers off the sidelines⁹](#). Work with local industry and employer groups to assess where you might build pockets of remote-enabled employment opportunities targeted for Mendocino County’s disabled population.
- Understand the concerns of current and potential workers about the jobs and quality of life in your community. With industry and economic development partners, establish a profile of your key targets for talent attraction. Leverage migration trends data (see below) to identify competitive markets for relocation, especially markets where relocating to the North Bay area may provide a comparative wage gain. For example, the markets below are ranked by the

⁷ <https://www.bain.com/insights/eliminate-a-degree-of-difficulty-hire-for-skills-not-school>

⁸ <https://www.linkedin.com/news/story/hotels-new-job-pitch-career-growth-5194865/>

⁹ <https://fortune.com/2023/02/24/remote-work-disabled-employment-record-high-remote-work-office-man-dates/>

opportunity to attract Registered Nurses, which will continue to be a vital role in Mendocino County as the aging population grows and requires more health care services.

County	Total Pool of RNs	Earnings Gain if Relocate
New York, NY	36,344	\$15.55
Cook, IL (Chicago)	63,991	\$3.84
Kings, NY (Brooklyn)	20,676	\$8.60
Maricopa, AZ	40,551	\$1.48
Philadelphia, PA	29,611	\$4.28

- Drive out-of-market prospects to a website that sells the advantages of living and working in your region, based on an understanding of their top concerns.
- Leverage tech industry dispersion and remote work trends as an opportunity to attract technology workers to fill key roles now or work remotely from the North Bay area. Identify whether there are opportunities to transition displaced H1-B Visa holders to local technology roles, even in legacy industries.
- Partner with destination marketing organizations in the North Bay region to promote opportunities to live and work to area visitors. Leverage the region's natural assets and concentration of hospitality amenities to attract remote or contract/contingent workers, (like travel nurses). Promote local opportunities to current remote workers through networking events and/or marketing in those "third spaces" where remote workers congregate.

PHASE 2- Transferable Skills (6 Months to 2 Years)

Focus: Upskilling and reskilling workers already in your area with short-term training and credentials that are nimble enough to evolve with market demand

- Confirm with employer partners their hiring timeline projections for key positions (i.e. plan to hire 15 new production workers in Q3) and the skills required to qualify for the roles. Where the skills of available talent don't match up, work with employers and training providers to spin up responsive short-term credentialing programs.
- Create incentives to upskill/reskill by prioritizing programs that are short-term, low or no cost, provide stackable (micro)credentials and rolling enrollment opportunities. Incentivize employers to offer upskilling to incumbent workers on-the-job or to hire an employee before

training commences. Connect training and upskilling to “next jobs” along priority pathways. Backfill vacated roles with new entrants from bridge programs.

- Work with industry partners in food services, accommodation, and hospitality to standardize the foundational training and credentialing as skills are obtained on the job. Once training pathways are standardized, provide group upskilling opportunities (in a digital format where possible to reach the largest number of workers).
- Ensure that local human services organizations are fully integrated into the Workforce Development System/One Stop and work with these organizations to address the barriers to labor force participation for targeted talent pools in the community. This will allow businesses to access untapped labor pools.
- Prioritize digital upskilling, even for frontline roles - to address digital skills gaps and promote economic mobility. [Recent research by the National Skills Coalition](#)¹⁰ estimates that 36% of workers in the hospitality industry have limited or no digital skills and this “digital skill divide disproportionately impacts workers of color, low-income individuals, and rural residents.” According to recent [Brookings research](#)¹¹, “workers that qualify for jobs that require even one digital skill can earn an average of 23% more than in a job requiring no digital skills. Moving from a job requiring no digital skills to one requiring at least three can increase pay by an average of 45%.”
- Consult with local industry/employers to identify industry-specific digital skills that could be conferred on the job or in short-term “boot camp” settings. For example, Lightcast identifies the following emerging digital skills that are in-demand in the retail sector: Ecommerce, Point of sale systems, Retail analytics (e.g. SAS), and Robotics.
- Investigate the viability of [“Returnsips”](#)¹² to draw displaced workers back into jobs by providing training in the latest digital skills/technologies, networking opportunities, job placement and support.
- Identify prospective talent pools for education and upskilling to meet future demand, where public workforce development funds can be best leveraged. Within the four North Bay counties, there are 152,695 residents with a high school diploma only, or some college credits

¹⁰ <https://nationalskillscoalition.org/resource/publications/the-new-landscape-of-digital-literacy/>

¹¹ <https://www.brookings.edu/research/as-the-digitalization-of-work-expands-place-based-solutions-can-bridge-the-gaps/>

¹² <https://www.aarp.org/work/job-search/returnships-adult-internships/>

(but no degree) that could be targeted for middle skill technical roles or incentivized to complete a degree program.

PHASE 3 - Technical and Certificate Programs (2 to 4 Years)

Focus: Near-term alignment of forecasted industry demand with local talent development programming to facilitate attainment of the most relevant degrees and certifications

- Confirm with employers the key post-secondary programs that confer high-demand skills and credentials. Collaborate to promote and drive enrollment in these preferred programs of study.
- Define with cross-sector partners what constitutes a “good job” in the region. Identify a list of targeted “good jobs” that require post-secondary training/credentials. Identify the career pathways that lead to those jobs and where those jobs can lead with even more education, training, and experience.
- Develop on-ramps to high-demand, high-potential pathways that are projected to grow in the next several years. Provide bridges to priority pathways from industries and jobs with less potential for mobility.
- Consider how earn and learn models like Apprenticeship can be applied – even in non-traditional industries.
- Promote successful workforce alignment to attract new business investment in the region. Align business attraction with the region’s talent development strengths.

PHASE 4 - Advanced Skill Sets (4 to 7 Years)

Focus: Long-term alignment of higher education programming to develop a sustainable highly-skilled pipeline for the region’s driver industries

- Map where employers are participating on industry advisory boards at local colleges and universities, advising on the alignment of program curriculum to the knowledge, skills, and abilities that set up students for (1) successful job placement; and (2) lifelong career development.
- Aggregate input across boards to provide better intelligence to all organizations in the talent development system. Promote collaboration across institutions to fill programming gaps in the region, or downsize or sunset programs where industry demand isn’t sufficient to provide

employment for graduates. Collaborate to drive enrollment in programs of study that fuel local industry needs.

- Improve speed to market of skilled talent (credential attainment) by facilitating seamless articulation agreements between community college and university programs and where possible, providing credit for prior learning.
- Improve attachment to job opportunities in your market by supporting employers' capacity to offer internships for current college & university students. Work with career services departments to drive employer participation in career fairs, collaborate on specialized career fairs that appeal to employers' hiring priorities - by industry or sector.

PHASE 5 - Information Gap (7 to 10 Years)

Focus: Build awareness of high-demand high-potential career pathways with industry-aligned programming in middle and high schools.

- Provide semi-annual labor market updates to K-12 leaders and policy makers to communicate current and emerging skillsets that set up students for future success.
- Establish a list of entry-level job requirements across industries. Leverage youth funds to provide earn and learn opportunities that combine hourly work with foundational skills development and career counseling.
- Grow the number of programs offering dual enrollment opportunities that confer post-secondary credits and industry-recognized credentials to increase the likelihood of post-secondary enrollment and/or attachment to the workforce after graduation.
- Communicate preferred credentials/degrees and local programs of study that fuel industry needs and connect the dots to enrollment.
- Backmap established local career pathways into K-12 and cultivate future talent by fostering industry partnerships with local high schools to offer a range of career experiences. Provide awareness of local opportunities and relevance for classroom learning through business/plant tours, job shadows, industry-supported classroom projects, work experience, and more.

PHASE 6 - Starting Early: 10 to 15 Years

Focus: Draw students to foundational career and technical education programs by sparking interest in STEM and the world of work.

- Promote the work of [local STEM partnerships](#) to galvanize community support for programming that builds foundational skills, interests and aptitudes for the jobs of tomorrow.
- Grow access to out-of-school enrichment programs that focus on future employability skills, including Junior Achievement, 4-H Clubs, Boys and Girls Clubs, YMCA programs, coding camps, Boy Scouts, Girl Scouts and more. Connect young people participating in those programs to information about career and technical education programs available to them in middle and high school.
- Leverage local community college and university resources to provide youth summer camps, hackathons, and other ways to “try out” a career program of study.

Advancing this strategic framework as a community will require stakeholders to:

1. **Coordinate and collaborate** across organizations, understanding that the work cannot be accomplished in siloes. Each partner organization brings unique expertise, networks, and resources to the table and should understand their organization’s role in advancing key pieces of the overall strategy.
2. **Follow the lead of employers**, the end-users of your region’s talent “supply chain.” Focus on the benefits to employers of collaborating - even with competitors - to grow the pool of talent for all and the skills that are aligned to common industry pain points.
3. **Focus on skills**, the common language that brings together job seekers, employers, and educators for mutual benefit.

Contact

Susan Koehn

Senior Consultant

susan.koehn@lightcast.io



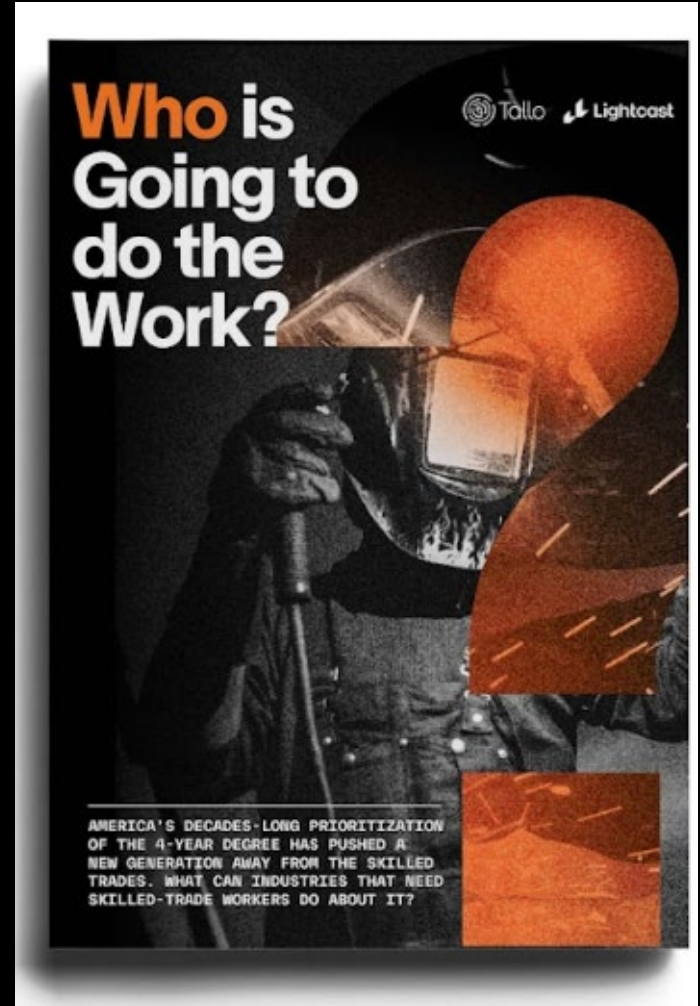
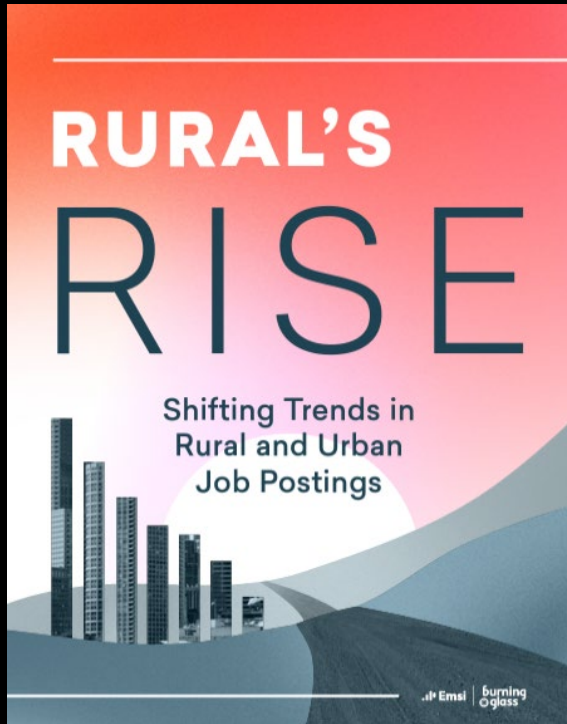
www.lightcast.io

Mendocino County

Labor Market Analysis & Strategy

Bruce Wilson,
Executive Director







A comprehensive talent alignment strategy

- ✓ Matching current workforce with job openings in the near-term
- ✓ Attracting and retaining a skilled talent pool
- ✓ Addressing barriers to labor force participation for target populations
- ✓ Providing on-ramps and bridges to high quality career pathways
- ✓ Building a responsive menu of short-term training and workforce development programs that target key skills gaps
- ✓ Aligning certificate and degree programs with industry needs
- ✓ Back mapping industry needs into K-16 education
- ✓ Building awareness of high-potential career pathways for those currently in the education pipeline or in career transition



KNOW YOUR:  

Key Industries & Employers

- ❑ Which industries have the **highest concentrations of employment**?
- ❑ Which are **growing jobs** most rapidly?
- ❑ What is the **workforce composition** of key industries?
- ❑ Who are your **top employers**?
- ❑ What are the **top posted jobs**?
- ❑ What **skills** are in highest demand?
- ❑ What jobs are most susceptible to **automation**?

KNOW YOUR: Demographics



- ☐ Who lives and works in your region?
- ☐ How **diverse** is your population?
- ☐ What % have **post-secondary education** credentials or degrees?
- ☐ What is the **median income? Cost of living?**
- ☐ Will the **workforce age population** grow or decline in the next 5 years?
- ☐ Has **labor force participation** recovered since the pandemic?

***Analyze trendlines to identify opportunities and challenges**

KNOW YOUR: Workforce Pipeline



- ❑ What is the **current talent supply** for key roles?
- ❑ Are there **skills or equity gaps**?
- ❑ Who is underemployed or **on the sidelines** in your community?
- ❑ What is the potential for **up/reskilling** to meet future demand?
- ❑ How many students are in the **education pipeline**?
- ❑ What **career-aligned programs** are offered?
- ❑ How many degrees and certificates are conferred annually?
- ❑ How do **completions** match up to annual job openings?



A community workforce strategy requires diverse stakeholders to:

1. **Coordinate and collaborate** across organizations, understanding that the work cannot be accomplished in siloes.
2. **Follow the lead of employers**, the end-users of your region's talent "supply chain."
3. **Focus on skills**, the common language that brings together job seekers, employers, and educators for mutual benefit.

Economic Overview

- Key Industries
- Occupations and Skills in Demand
- Real-Time Job Demand as Reflected in Job Postings Data
- Digital Skills
- Workforce Capacity and Alignment to Local Industry Needs



MENDOCINO COUNTY Industry (3-digit NAICS)	2022 Jobs	2028 Jobs	2022 - 2028 Change	2022 - 2028 % Change	Avg. Earnings	2028 LQ
Local Government	5,704	5,935	231	4%	\$79,059	1.93
Food Services and Drinking Places	2,617	2,787	170	6%	\$29,694	1.03
Social Assistance	2,543	2,866	322	13%	\$30,335	2.66
Food and Beverage Stores	1,429	1,449	20	1%	\$45,590	2.18
Hospitals	1,397	1,628	230	16%	\$99,852	1.40
Ambulatory Health Care Services	1,363	1,393	30	2%	\$71,149	0.72
Accommodation	1,201	1,400	199	17%	\$34,544	3.44
Beverage Manufacturing	1,037	1,008	(30)	(3%)	\$69,705	13.64
Crop Production	831	876	45	5%	\$48,569	6.46
Support Activities for Agriculture and Forestry	823	983	160	19%	\$60,482	8.21

Mendocino County Top Occupations in Demand

Mendocino County Top 10 Occupations	2023 Jobs	2028 Jobs	2023 - 2028 % Change	Annual Openings	2028 LQ	Automation Index	Median Annual Earnings
Home Health & Personal Care Aides	2,074	2,356	14%	388	2.40	93.6	\$29,757
Cashiers	1,261	1,255	(0%)	239	1.76	105.5	\$30,901
Retail Salespersons	878	908	3%	135	1.07	93.4	\$30,677
Farmworkers & Laborers	794	876	10%	150	6.14	113.0	\$30,030
Fast Food & Counter Workers	757	793	5%	174	1.03	130.8	\$31,283
General & Operations Managers	593	631	6%	61	0.83	82.2	\$86,468
Waiters & Waitresses	565	598	6%	124	1.23	129.8	\$32,302
Maids & Housekeeping Cleaners	559	618	11%	93	2.43	124.5	\$32,076
Stockers & Order Fillers	556	607	9%	109	1.03	112.3	\$32,777
Registered Nurses	545	618	13%	47	0.87	85.3	\$92,270

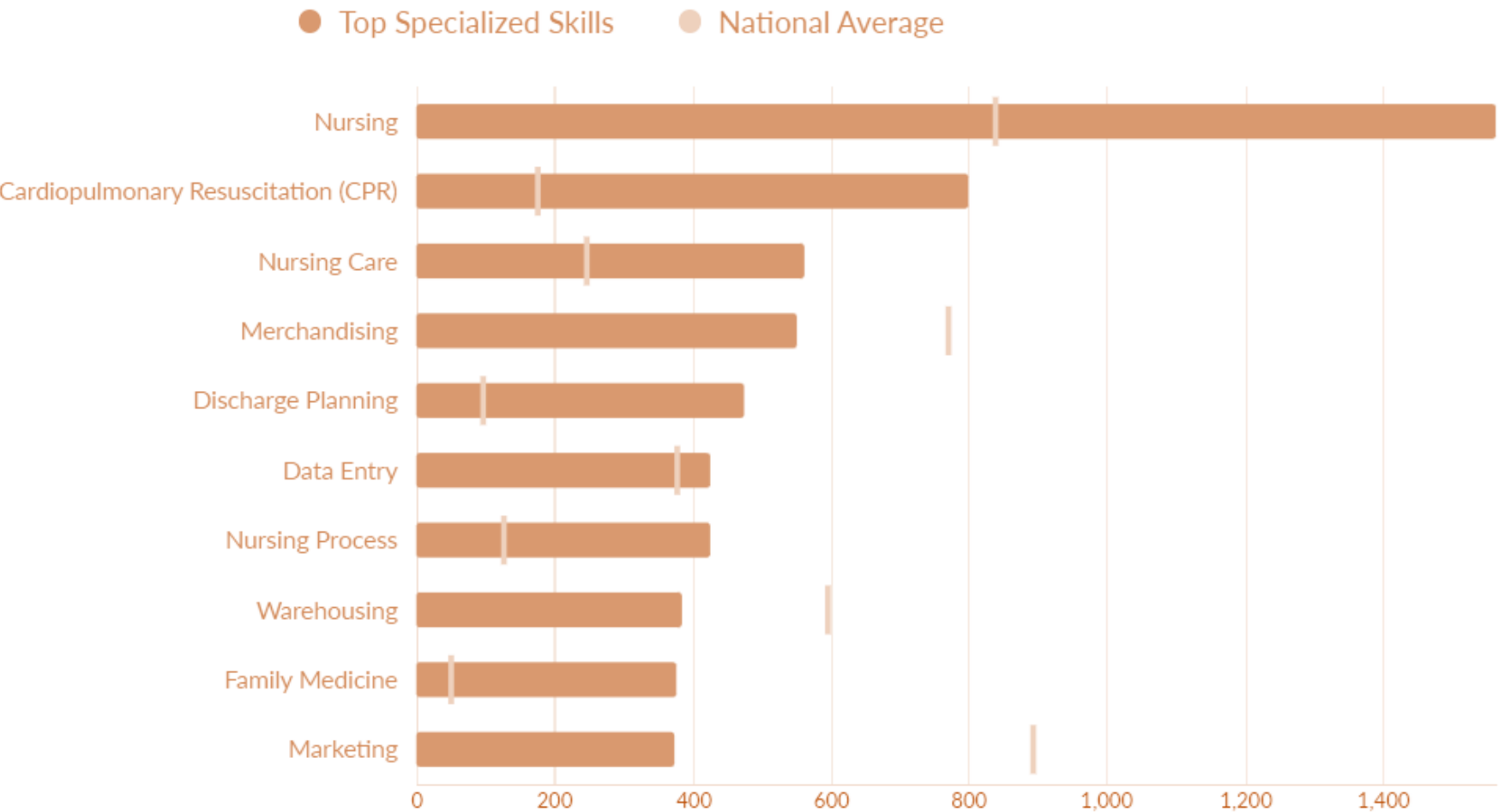
Mendocino County:

Real-Time Employer Demand as Reflected in Job Postings Data

Company	Unique Postings 2/22 – 2/23
County Of Mendocino	240
Ukiah Unified School District	226
Adventist Health	191
Mendocino County Office of Education	121
San Francisco City College, John O'Connell Campus	116
North Coast Mediation Group	77
City of Ukiah	72
Savings Bank of Mendocino County	72
Mendocino College	63
Ukiah Valley Medical Center	62

Top Employers	Employee Profiles
Adventist Health	1,004
CompHealth	184
CareInHomes	173
Mendocino College	124
County Mendocino	118
MDstaffers	109
State of California	96
Accountable Healthcare Staffing	94
National Staffing Solutions	90
Fusion Medical Staffing	84

Mendocino County – Top Skills in Demand





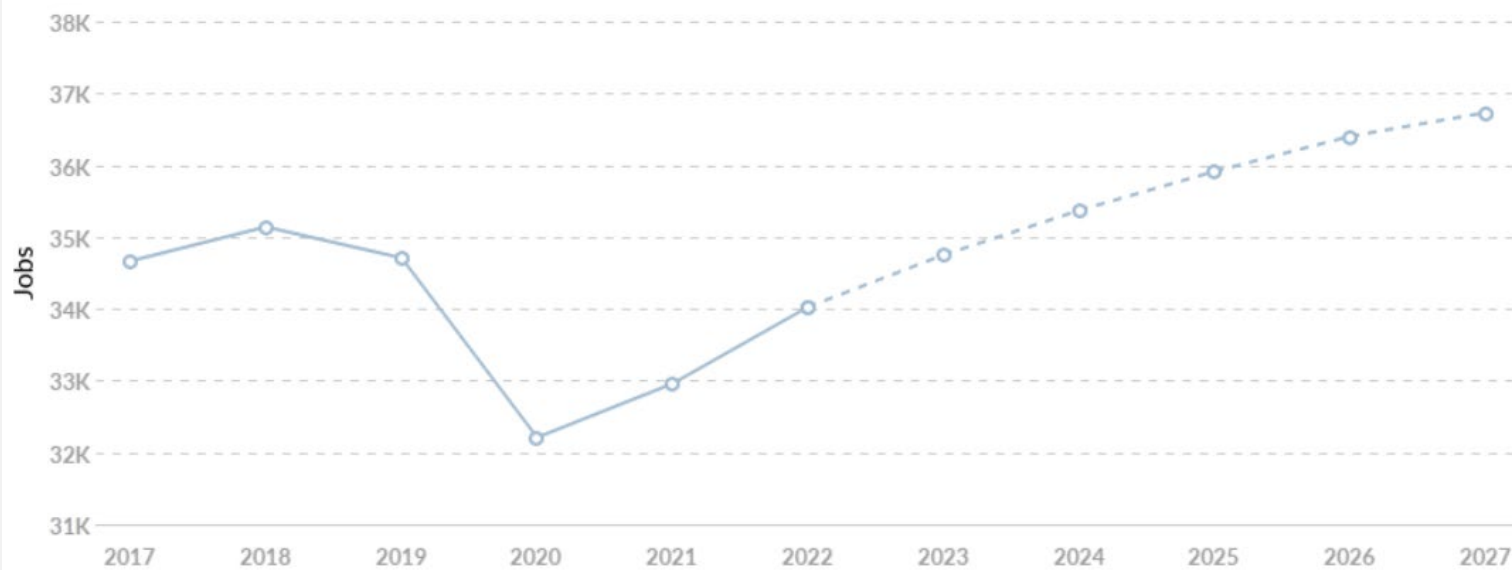
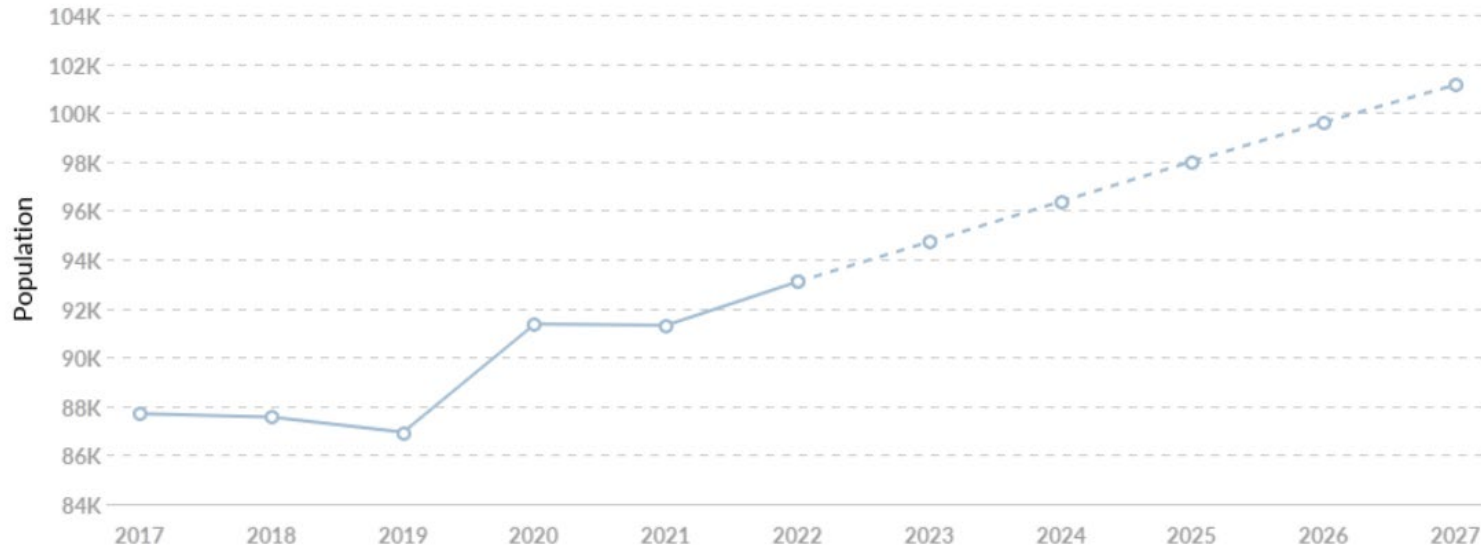
Tech Industry Dispersion and Digital Skills

County	Unique Job Postings January - December 2019	Unique Job Postings January - December 2022	Percentage change
San Francisco	425,618	371,533	-13%
Mendocino	3,597	7,548	+110%

Analysis of skills demand growth in Mendocino County does **not** indicate a significant increase in technology skills that rural population centers outside of Silicon Valley may have anticipated. Rather than an abrupt increase in technology skills demand, Mendocino County should expect **organic growth** as legacy sectors adopt digital skills requirements across functions, including frontline roles.

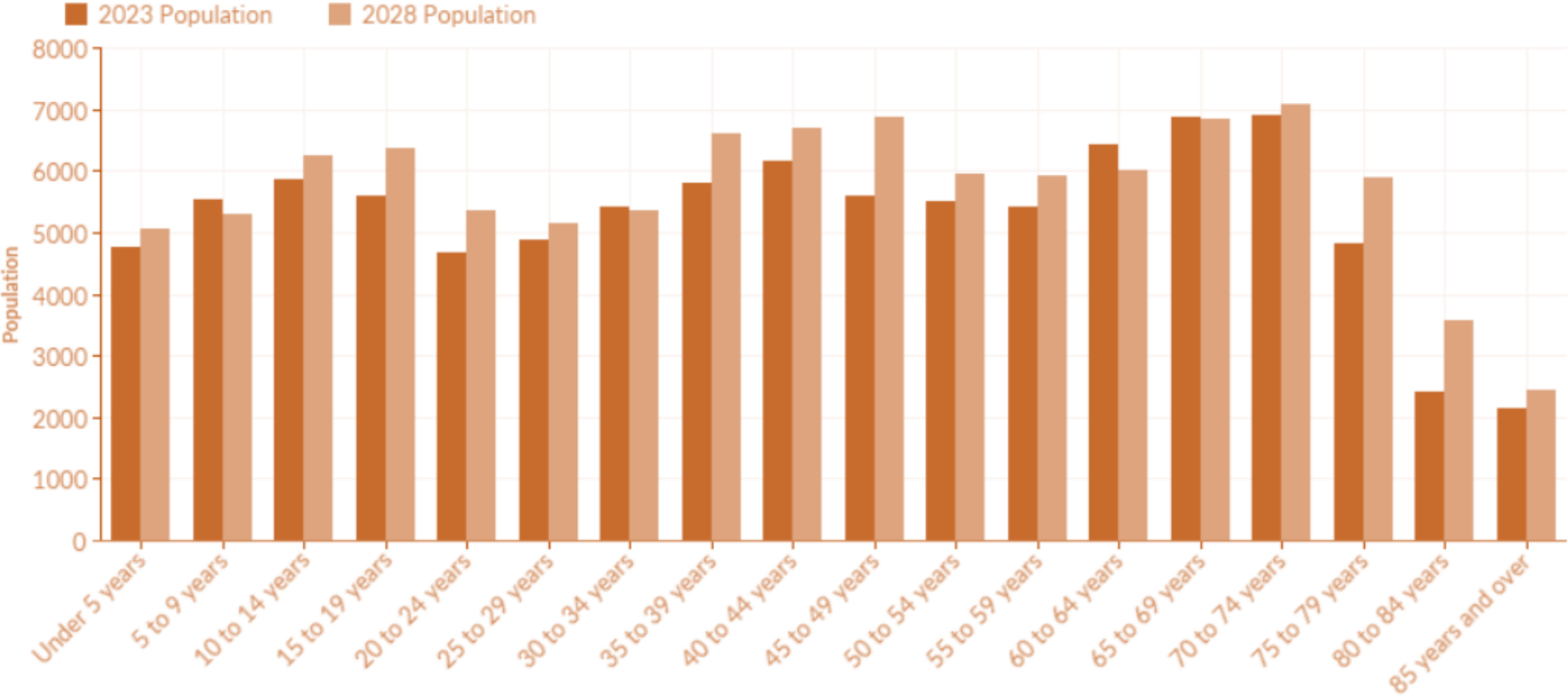
Demographics, Workforce and Community Characteristics



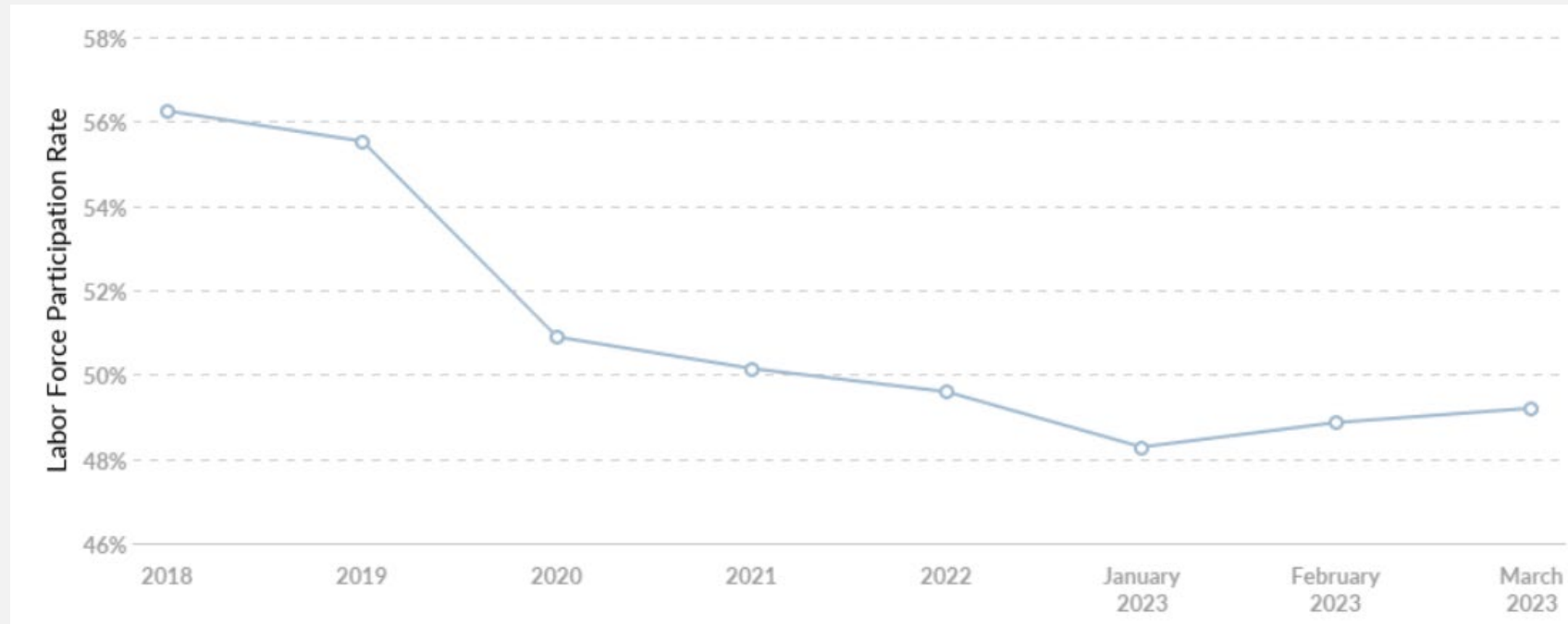


Will
population
growth in
Mendocino
County
keep pace
with job
growth?

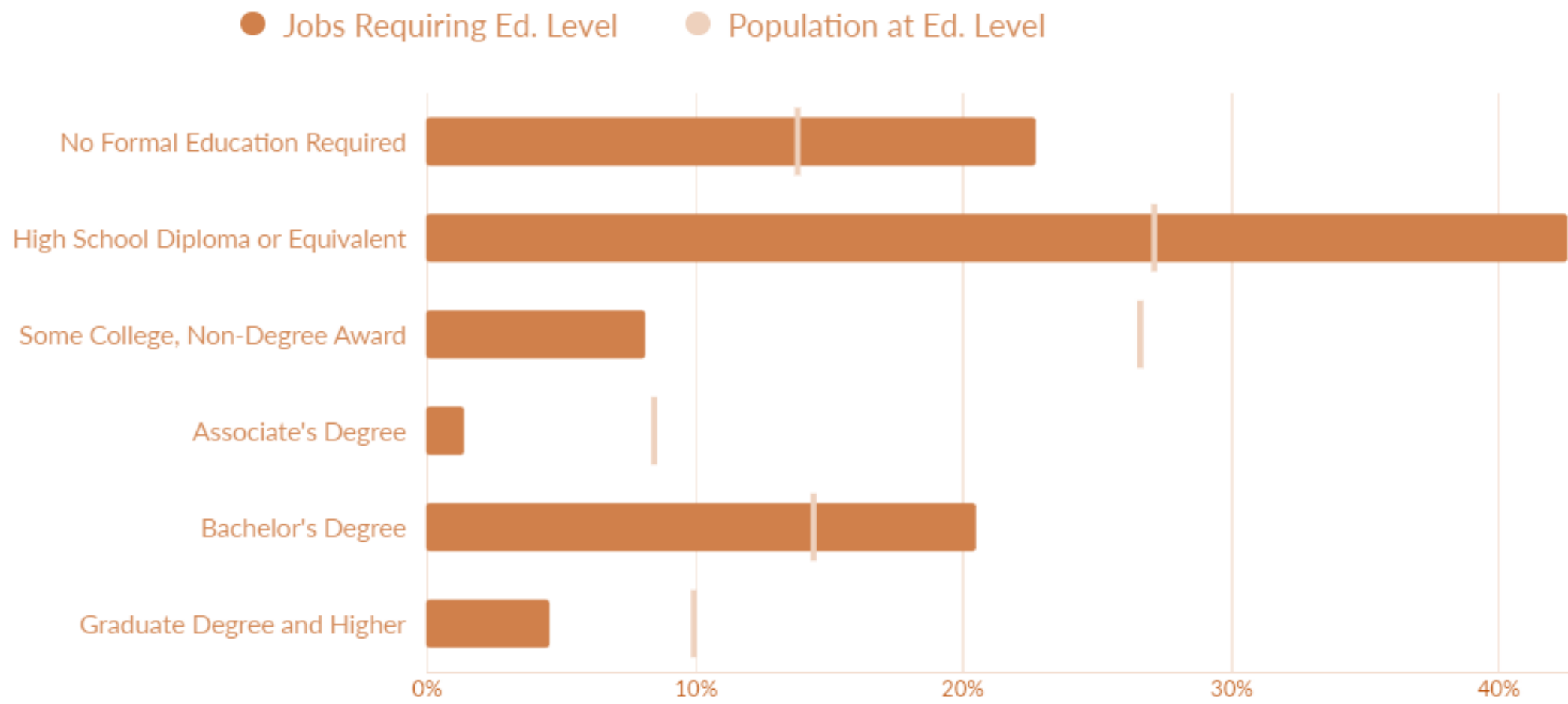
Mendocino County – Population Projections by Age Cohort



Labor force participation in Mendocino County remains depressed since the pandemic.



An Oversupply of Jobs Requiring no Postsecondary Credentials in Mendocino County



Focus for Workforce Development Investments in Mendocino County

Feeder Occupation		Opportunity Occupations	Mean Salary Difference
Licensed Practical and Licensed Vocational Nurses		Registered Nurses	\$53,463
		Medical & Health Services Managers	\$36,284
		Acupuncturists	\$19,727
		Cardiovascular Technologists & Technicians	\$16,654
		Surgical Technologists	\$21,657
		Radiologic Technologists & Technicians	\$27,204

Strategic Partnership Framework

Six Phases:

1. Talent Attraction
2. Transferable Skills
3. Technical and Certificate Programs
4. Advanced Skill Sets
5. Information Gap
6. Starting Early





Building a coalition

Level-set the data with community partners to provide:

- ❑ a shared understanding of challenges
- ❑ a collaborative call to action

- ❑ Employers and Industry Groups
- ❑ Staffing and Job Placement Agencies
- ❑ Career Services Providers
- ❑ Local Chambers of Commerce
- ❑ Economic Development Organizations
- ❑ Destination Marketing Organizations
- ❑ Community and Technical Colleges
- ❑ Training Providers
- ❑ Colleges and Universities
- ❑ Workforce Development Agencies
- ❑ State and Local Workforce Boards
- ❑ Local Human Services Organizations
- ❑ K-12 Education



Workforce alignment
has evolved from
“selling” candidates
for jobs to **selling job
opportunities** to
residents.

Pause

PHASE 1 - Talent Attraction (0 to 6 Months)

Focus: Better matching of current workforce with local job openings; attracting skilled out-of-market talent to fill jobs where demand eclipses local workforce capacity

- Encourage employers to examine job descriptions and confirm that skills and experience requirements match job responsibilities. Coach jobseekers to include in-demand skills and qualifications on their resumes and applications.
- Seek immediate labor force participation gains by reducing fragmentation in job search and career support services across the region; develop centralized ways to market job opportunities and promote programs available to support immediate employment (i.e. childcare subsidies, short term reskilling programs).
- Work with industry partners to market local hospitality, food service, and personal care jobs as “launchpads” where workers can build in-demand transferable skills. Promote employers that provide upskilling and career development for employees in those roles.

PHASE 1 - Talent Attraction (0 to 6 Months)

- Help employers widen their talent pools by considering non-traditional or “hidden” talent - for example, veterans transitioning back into civilian life or the formerly incarcerated - and promote skills-based hiring as a better measure to assess whether a candidate can successfully perform a job.
- Leverage migration trends data to identify competitive markets for relocation, especially markets where relocating to the North Bay area may provide a comparative wage gain.

County	Total Pool of RNs	Earnings Gain if Relocate
Los Angeles, CA	94,720	\$11.09
Salt Lake, UT	12,746	\$13.00
San Francisco, CA	12,488	\$7.44
Maricopa, AZ	40,551	\$14.32
DuPage, IL	11,047	\$13.87

PHASE 2 - Transferable Skills (6 Months to 2 Years)

Focus: Upskilling and reskilling workers already in your area with short-term training and credentials that are nimble enough to evolve with market demand

- Confirm with employer partners their hiring timeline projections for key positions (i.e. plan to hire 15 new production workers in Q3) and the skills required to qualify for the roles. Where the skills of available talent don't match up, work with employers and training providers to spin up responsive short-term credentialing programs.
- Create incentives to upskill/reskill by prioritizing programs that are short-term, low or no cost, provide stackable credentials and rolling enrollment opportunities. Incentivize employers to offer upskilling to incumbent workers or to hire an employee before training commences. Connect training and upskilling to “next jobs” along priority pathways. Backfill vacated roles with new entrants from bridge programs.

PHASE 2 - Transferable Skills (6 Months to 2 Years)

Focus: Upskilling and reskilling workers already in your area with short-term training and credentials that are nimble enough to evolve with market demand

- Prioritize digital upskilling, even for frontline roles - to address digital skills gaps and promote economic mobility. According to recent Brookings research, “workers that qualify for jobs that require even one digital skill can earn an average of 23% more than in a job requiring no digital skills. Moving from a job requiring no digital skills to one requiring at least three can increase pay by an average of 45%.”
- Investigate the viability of “Returnships” to draw displaced workers back into jobs by providing training in the latest digital skills/technologies, networking opportunities, job placement and support.

PHASE 3 - Technical and Certificate Programs (2 to 4 Years)

Focus: Near-term alignment of forecasted industry demand with local talent development programming to facilitate attainment of the most relevant degrees and certifications

- Confirm with employers the key post-secondary programs that confer high-demand skills and credentials. Collaborate to promote and drive enrollment in these preferred programs of study.
- Define with cross-sector partners what constitutes a “good job” in the region. Identify a list of targeted “good jobs” that require post-secondary training/credentials. Identify the career pathways that lead to those jobs and where those jobs can lead with even more education, training, and experience.

PHASE 4 - Advanced Skill Sets (4 to 7 Years)

Focus: Long-term alignment of higher education programming to develop a sustainable highly-skilled pipeline for the region's driver industries

- **Aggregate input across colleges' industry advisory boards to provide better intelligence to all organizations in the talent development system.**
- Promote collaboration across institutions to fill programming gaps in the region or downsize or sunset programs where industry demand isn't sufficient to provide employment for graduates. Collaborate to drive enrollment in programs of study that fuel local industry needs.
- Improve speed to market of skilled talent (credential attainment) by facilitating seamless articulation agreements between community college and university programs and where possible, providing credit for prior learning.

PHASE 5 - Information Gap (7 to 10 Years)

Focus: Build awareness of high-demand high-potential career pathways with industry-aligned programming in middle and high schools.

- **Provide semi-annual labor market updates to K-12 leaders and policy makers to communicate current and emerging skillsets that set up students for future success.**
- Establish a list of entry-level job requirements across industries. Leverage youth funds to provide earn and learn opportunities that combine hourly work with foundational skills development and career counseling.
- Grow the number of programs offering dual enrollment opportunities that confer post-secondary credits and industry-recognized credentials to increase the likelihood of post-secondary enrollment and/or attachment to the workforce after graduation.

PHASE 6 - Starting Early: 10 to 15 Years

Focus: Draw students to foundational career and technical education programs by sparking interest in STEM and the world of work.

- Promote the work of local STEM partnerships to galvanize community support for programming that builds foundational skills, interests and aptitudes for the jobs of tomorrow.
- **Grow access to out-of-school enrichment programs that focus on future employability skills, including Junior Achievement, 4-H Clubs, Boys and Girls Clubs, YMCA programs, coding camps, Boy Scouts, Girl Scouts and more. Connect young people participating in those programs to information about career and technical education programs available to them in middle and high school.**



A community workforce strategy requires diverse stakeholders to:

1. **Coordinate and collaborate** across organizations, understanding that the work cannot be accomplished in siloes.
2. **Follow the lead of employers**, the end-users of your region's talent "supply chain."
3. **Focus on skills**, the common language that brings together job seekers, employers, and educators for mutual benefit.



Mendocino County Board of Supervisors Agenda Summary

Item #: 2d)

To: Economic Development Standing Committee

From: Supervisor Haschak

Meeting Date: June 26, 2023

Department Contact: Supervisor Haschak

Phone: 707-463-4441

Time Allocated: 1 Hour

Agenda Title:

Discussion and Possible Action Regarding the Vision for Economic Development in Mendocino County, Roles of Existing County Departments and Employees, and Analysis of Existing Capacity and Needs
(Sponsor: Supervisor Haschak)

Recommended Action/Motion:

Review and possibly recommend actions regarding a vision for economic development in Mendocino County, roles of existing county departments and employees, and analysis of existing capacity and needs.

Previous Board/Board Committee Actions:

The Board of Supervisors approved the formation of the Economic Development Standing Committee on April 25, 2023.

Summary of Request/Referral:

A Thriving Economy is a key pillar of our County's Strategic Plan. The Economic Development Standing Committee has been formed to focus on the needs of economic development in Mendocino County. The Committee should look at who is doing what in regards to economic development within and outside of the existing County structure. Analyzing the existing capacity and seeing where the strengths and weaknesses are in regards to economic development possibilities is a key step.

Supplemental Information Available Online At: N/A

Fiscal Details:

source of funding: General fund

current f/y cost: 150,000

annual recurring cost: N/A

budget clarification: At the June 6th meeting the Board of Supervisors budgeted \$150,000. For economic development with another \$150,000 for the BID match to Visit Mendocino.

budgeted in current f/y: Yes

if no, please describe:

revenue agreement: N/A

CEO Liaison: Executive Office

Item #: 2d)

CEO Review: Yes

CEO Comments:

FOR COB USE ONLY

Executed By: Atlas Pearson, Senior Deputy Clerk

Final Status: Direction Given to Staff

Date: June 26, 2023

