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APPENDIX A: SCOPE OF WORK

Rapid Response Workforce Study

Funding Source: Rapid Response Grant

Provide an inventory of the County's existing base of high-tech companies. Develop a profile that includes name of business, mailing address, sales, description of business & operations, identification of senior executives, number of employees, profile of workforce and their demographics, location of business and important relationships with other business sectors.

Conduct a study of existing industries and businesses and identify businesses that have not been fully developed. Create a database of businesses with positive growth projections within the next 1-3 years and provide a profile of the labor force needed to support the growth industries and businesses identified.

Hold 2 – 3 roundtable meetings with a diverse group of businesses and industry leaders to identify entrepreneurial support and workforce needs.

Assess the overall business climate and business development potential of each sub-regional area of Monterey County

Create a directory of current training and entrepreneurial support services available to businesses; identify service gaps and potential solutions.

Conduct a telephone interview of a minimum of 20 businesses that have utilized available services to identify their level of satisfaction and to determine their perception of gaps in services.

Assess the level and effectiveness of the business services and resources offered at the existing Business Service Centers of the One Stop Career Centers.

Work Plan for Rapid Response Workforce Study

Initial Meeting

The ECG Project Director and available team members will meet with the Monterey County Office of Economic Development, and representatives from the Office of Employment Training and the Monterey County Business Council (hereafter referred to as Executive Committee) to review the Work Plan and Project Timeline in depth, to ensure that client expectations are well understood, and to make any necessary adjustments.

This meeting will be a good opportunity to review existing materials (reports, databases, and contacts) available to the County and the Business Council that could be helpful to the consulting team.

Possible dates for future Executive Committee meetings will be established.

Task 1 – Business Climate Analysis

Goal: Assess economic climate from the point of view of firms operating in Monterey County, with special attention paid to the support services provided by the County.

Sub-Tasks:

Utilizing publicly available statistics as well as DRI•WEFA’s proprietary datasets and economic models, and analyzing them with ECG's recognized techniques for cluster analysis, the project team will create a **database of high-potential existing businesses:** those with positive growth projections within the

next 1-3 years, healthy market share and/or high concentration ratios, along with their location and contact information. This component will also include a comprehensive **inventory of high-tech companies** in the region.

Extending the analysis from the previous step, the project team will also address the opposite consideration: **identification of underdeveloped businesses and industries**, and what **interventions** are necessary to induce full development. In order to identify industries whose growth potential has not been fully developed within Monterey County, it will be necessary to compare the current profile of Monterey industries to that of neighboring regions and California. The project team will examine sectors that offer high growth potential but remain under-represented in Monterey, as well as sectors currently located in Monterey County that have nevertheless lagged behind growth trends seen elsewhere.

The project team will perform an **assessment of the level and effectiveness of training and entrepreneurial support services and resources** offered through existing Business Service Centers. This assessment will be performed through a variety of methods: a quantitative review of process- and outcome-based measures of effectiveness, interviews with service center staff, a “best practices” evaluation, and **telephone interviews¹ with 20 or more businesses** (half of these businesses will be current or former clients of OET, the other half will be firms that have not utilized County services) to determine level of satisfaction and perceived service gaps.

¹ some of these interviews will be conducted in-person.

To complement findings from the previous step, the team will facilitate at least **three roundtables** of business owners and managers, government- and public-sector leaders, and other community stakeholders, to enrich our analysis of the business climate and business services. These roundtables will be implemented in distinct **sub-regions** within the County, to yield a geographically balanced and realistic picture of the County's business environment.

Deliverable: Study of Existing Business Profile & Industry Trends

Task 2 – Workforce Assessment

Goal: Determine how well the existing labor force in Monterey County is meeting the existing and projected needs of County industries.

Sub-Tasks:

The analysis will commence with the creation of a **snapshot profile** of the Monterey County workforce. This snapshot will be constructed primarily from publicly available data from the US Department of Labor, and will comprise most or all of the following statistics: size of labor pool, unemployment and underemployment rate, seasonality, levels of literacy, numeracy, English fluency, educational attainment, industry breakdown, age, gender and racial breakdowns, and geographical distribution of workers. This snapshot profile will serve as a reference point for the next two steps.

To highlight the underdeveloped areas of the County's labor force, the project team will conduct a **survey of local**

businesses to assess their hiring needs (number of workers needed; fields and levels of experience required; technical, management and general skills needed) and any difficulties they have encountered in meeting those needs. It will also place heavy emphasis on the **workforce development needs of the incumbent labor force**. As such, it will evaluate demand for, and availability and adequacy of, continuing education programs, entrepreneurship trainings, and other programs addressing skill upgrades and retraining. Around twenty businesses will be surveyed on workforce issues, with a focus on firms in the high-tech and growth industries identified in the economic analysis component. Additionally, the issues addressed in the survey will be addressed through the other components of the project, such as business roundtables and interviews with business center clients. Task 2b will yield an **industry needs** profile of the workforce needed for the County's key industries, as well as a **mapping of major gaps** in the existing workforce.

The project team will compile a list of **workforce development assets** that can be leveraged to address the gaps identified in Step Two. The list of assets will include: universities and extension programs, community colleges and junior colleges, vocational schools, certification programs, for-profit colleges, online courses, high schools and ROPS, business incubation and entrepreneurship programs, corporate training and mentoring programs.

Several key institutions from this list will be invited to brainstorm with the project team on **creative interventions** to address the County's workforce gaps. One possible intervention that will be developed is the formulation of a

career pathway approach to workforce development. This will explore how the incumbent workforce can upgrade from the existing skill base to participate in Monterey's high-potential industries, indicating the nature and amount of training and work experience that workers need at different points in their career in order to achieve continuous improvements in salary and productivity levels.

Deliverables: The workforce assessment results (snapshot profile, industry needs profile, workforce gaps mapping, list of workforce development assets, and recommended interventions) will be integrated with the relevant products from Task 2 (business climate analysis, business database, high-tech company inventory, and directory of support services) into a stand-alone Assessment of Technology Industry Workforce Requirements report, to be delivered during the week of June 3.

APPENDIX B: LIST OF PERSONS INTERVIEWED

City	Organization	Contact	Title
Salinas	One Stop Career Center	Joseph Werner	Executive Director
Salinas	Office of Economic Development	Mary Claypool	Director
Salinas	Integrated Device Technologies	Michael Taormina	Human Resources Manager
Salinas	Salinas Valley Chamber of Commerce	Al Mortenson	President
King City	King City Economic Development Office	Keith Galbraith	Director
Greenfield	City of Greenfield	Randy Anstine	City Manager
Gavilan	SBDC - Gavilan College	Richard Gillis	Executive Director
Cabrillo	SBDC - Cabrillo College	Teresa Thomae	Executive Director
Salinas	California Coastal Rural Development Corporation	Herb Aaron	Executive Director
Salinas	Matsui Nursery	Toshikiyo Matsui	President
Salinas	Mill Construction	Ernie Mill	President
Salinas	Community Bank	Sandra Hunter	Vice President
Salinas	Assimilated Multimedia	Greg Hyde	
Greenfield	TNT Realty	Bob Thorp	
Salinas	1st National Bank	Bill Tebbe	Senior Vice President
Salinas	Magnetic Circuit Elements Inc	John Conklin	President
Salinas	Larry Tack Appraisals, Inc.	Larry Tack	President
	T. J. Carleton Architect	Tom Carleton	
Salinas	Mann Packing Company, Inc	Don Nucci	Co-Chairman of the Board
Salinas	Central Coast College	Bob Schaefer	President
Salinas	New Horizons	Steve Brierley	General Manager
Salinas	Barlocker Insurance Services	Cal Barlocker	President/CEO
Berkeley	City of Berkeley	Carol Barrett	Planning Director

Monterey County Business & Workforce Study

City	Organization	Contact	Title
Monterey	Estate Doctor	Kathy Eckerson	
Monterey	Monterey Peninsula Chamber of Commerce	Matt Lopez	President
Monterey	DPIC Companies	Andrea Mennenga	Vice President
Monterey	Applied Digital Solutions	Larry Wasielewski	President
Monterey	Complere, Inc.	Kevin Owen	President
Monterey	Cannery Row Company	William Grimm	Vice President
Fort Ord	MBEST	Loralee Martin	Executive Director
Monterey	Export Assistance Center	Mark Weaver	
Santa Cruz	Monterey Bay International Trade Association (MBITA)	Tony Livoti	Executive Director
Salinas	Air Trails Aviation/Verticare Helicopters		
Aptos	Cabrillo College	Lynne Sergius-Briscoe	Counselor
Santa Cruz	Caduceus Institute of Classical Homeopathy		
Salinas	Central Coast College		
Salinas	The Fourth R		
Gilroy	Gavilan Community College		
Salinas	Hartnell College	Tak Sukekane	School/Community Relations Coordinator
Salinas	Heald School of Business		
Salinas	Mission Trails Regional Occupational Program	John Felice and Tim Vanoli	Asst Dir, Director
Monterey	Monterey Peninsula Adult Education		
Santa Cruz	New Horizons Computer Learning Center of Santa Cruz		
Salinas	New Horizons Computer Learning Center of Salinas		
Watsonville	Pacific Coast Truck School		
Pacific Grove	Pacific Grove Adult Education		
Santa Cruz	Santa Cruz Adult School		
Santa Cruz	SST Networking		



Monterey County Business & Workforce Study

City	Organization	Contact	Title
Salinas	SST Networking		
Watsonville	The SPOT! Computer Software Training Institute	Ed Martinez III	
Santa Cruz	University of California, Santa Cruz Extension		
Watsonville	Watsonville-Aptos Adult School		
Monterey	Monterey College of Law		
Gilroy	Santa Clara County Regional Occupational Program		
Capitola	Santa Cruz Regional Occupational Program		
Scotts Valley	Bethany College of the Assemblies of God		
Monterey	Chapman University		
Monterey	Del Monte Aviation		
Salinas	Elischer's Driving School		
Salinas	H & R Block Tax School		
Watsonville	Worldwide Educational Services		
Seaside	California State University, Monterey Bay	Beverly Wood, Niraj Dangoria	Asst Dir, Director
Watsonville	Center for Employment Training		
Santa Cruz	Emergency Training Services		
Santa Cruz	Five Branches Institute		
Monterey	Golden Gate University		
Santa Cruz	Institute for Educational Therapy		
Carmel	Monterey Institute of Touch		
Monterey	Monterey Peninsula College		
Hollister	National Tooling and Machine Association		
Watsonville	United Flight Services		
Santa Cruz	Westside School of Travel		
Santa Cruz	Shoreline Occupational Services-Division of Goodwill Industries		



City	Organization	Contact	Title
Salinas	Agri Trade School		
Santa Cruz	College of Botanical Healing Arts		
Santa Cruz	Computer Trainers		
Monterey	Monterey Institute of International Studies		
Castroville	Monterey/Santa Cruz Plumbers and Fitters		
Salinas	Salinas Beauty College		
Santa Cruz	University of California, Santa Cruz		
Salinas	Agricultural Land-Based Training Association		
Gonzales	Gonzales Adult Education		
Watsonville	Truck Driver Institute		
Santa Cruz	Wayne's College of Beauty		
Salinas	Salinas Adult Education	Corinne Price	Director/Principal
Castroville	ABD Supply Company		
Monterey	Home Health Plus Medicare Certified Org	Mike Schmidt	
Monterey	Manpower Temp Services	Carol De Leon	
King City	Meyer Equipment Company	Pauline Infante	
Gonzales	Mid-Valley Harvest	Vera Lorente	
	Accounting Office	Cappie Bapti	
Salinas	Thomas J. Carleton Architecture	Greg Hyde	
	Growers Ice	Kathy Bullene	
Monterey	pcupgrades.com	Becky	
	Rent-a-center	Leticia	
Salinas	Sandis Humber Jones	John Humber	
Salinas	Thomas J. Carleton Architecture	Tom Carleton	
Salinas	Visiting Nurses Association	Eva Parrott	



Monterey County Business & Workforce Study

City	Organization	Contact	Title
Monterey	Del Mar Seafoods, Inc.	Able del Real	
	Electronic Data Systems	Linda McArter	
	Monterey-Salinas Transit	Lynn Owen	HR Director
	Prumo Trucking	Valerie Gordon	
Salinas	Salinas Valley Memorial Hospital	Carrie Kafer	
Salinas	One Stop Career Center	Robert Terrance	
Salinas	One Stop Career Center	Pat Eby	
Salinas	One Stop Career Center	Anthony Gunther	
Salinas	One Stop Career Center	Richard Zuniga	
Salinas	One Stop Career Center	Manley Bush	
Greenfield	City of Greenfield	Randy Anstine	City Manager
Gonzales	City of Gonzales	Henry Hesling	City Manager
Salinas	Employment Development Department	Ruben Garcia	Director

APPENDIX C: INDUSTRY SIC CODES

MAJOR GROUP 01 – AGRICULTURAL PRODUCTION – CROPS			
0111	Wheat	0161	Vegetables and Melons
0112	Rice	0171	Berry Crops
0115	Corn	0172	Grapes
0116	Soybeans	0173	Tree Nuts
0119	Cash Grains, N.E.C.	0174	Citrus Fruits
0131	Cotton	0175	Deciduous Tree Fruits
0132	Tobacco	0179	Fruits and Tree Nuts, N.E.C.
0133	Sugarcane and Sugar Beets	0181	Ornamental Floriculture Nursery Products
0134	Irish Potatoes	0182	Food Crops Grown Under Cover
0139	Field Crops, Except Cash Grains, N.E.C.	0191	General Farms, Primarily Crop

MAJOR GROUP 02 – LIVESTOCK AND ANIMAL SPECIALTIES			
0211	Beef Cattle Feedlots (Custom)	0253	Turkeys and Turkey Eggs
0212	Beef Cattle, Except Feedlots	0254	Poultry Hatcheries
0213	Hogs	0259	Poultry and Eggs, N.E.C.
0214	Sheep and Goats.	0271	Fur-Bearing Animals and Rabbits.
0219	General Livestock, Except Dairy and Poultry.	0272	Horses and Other Equines
0241	Dairy Farms.	0273	Animal Aquaculture
0251	Broiler, Fryer, and Roaster Chickens	0279	Animal Specialties, N.E.C.
0252	Chicken Eggs	0291	General Farms, Primarily Livestock and Animal Specialties

MAJOR GROUP 07 – AGRICULTURAL SERVICES			
0711	Soil Preparation Services	0751	Livestock Services, Except Veterinary
0721	Crop Planting, Cultivating, and Protecting	0752	Animal Specialty Services, Except Veterinary.
0722	Crop Harvesting, Primarily by Machine	0761	Farm Labor Contractors and Crew Leaders.
0723	Crop Preparation Service for Market, Except Cotton Ginning	0762	Farm Management Services
0724	Cotton Ginning	0781	Landscape Counseling and Planning
0741	Veterinary Services for Livestock	0782	Lawn and Garden Services
0742	Veterinary Services for Animal Specialties	0783	Ornamental Shrub and Tree Services

MAJOR GROUP 09 FISHING, HUNTING, AND TRAPPING			
0912	Finfish	0921	Fish Hatcheries and Preserves
0913	Shellfish	0971	Hunting and Trapping, and Game Propagation
0919	Miscellaneous Marine Products		

MAJOR GROUP 20 – FOOD AND KINDRED PRODUCTS			
2011	Meat Packing Plants	2062	Cane Sugar Refining
2013	Sausages and Other Prepared Meat Products	2063	Beet Sugar
2015	Poultry Slaughtering and Processing	2064	Candy and Other Confectionery Products
2021	Creamery Butter	2066	Chocolate and Cocoa Products
2022	Natural, Processed, and Imitation Cheese	2067	Chewing Gum
2023	Dry, Condensed, and Evaporated Dairy Products	2068	Salted and Roasted Nuts and Seeds
2024	Ice Cream and Frozen Desserts	2074	Cottonseed Oil Mills
2026	Fluid Milk	2075	Soybean Oil Mills
2032	Canned Specialties	2076	Vegetable Oil Mills, Except Corn, Cottonseed, and Soybean
2033	Canned Fruits, Vegetables, Preserves, Jams, and Jellies	2077	Animal and Marine Fats and Oils
2034	Dried and Dehydrated Fruits, Vegetables, and Soup Mixes	2079	Shortening, Table Oils, Margarine, and Other Edible Fats and Oils, N.E.C.
2035	Pickled Fruits and Vegetables, Vegetable Sauces and Seasonings, and Salad Dressings	2082	Malt Beverages
2037	Frozen Fruits, Fruit Juices, and Vegetables	2083	Malt
2038	Frozen Specialties, N.E.C.	2084	Wines, Brandy, and Brandy Spirits
2041	Flour and Other Grain Mill Products	2085	Distilled and Blended Liquors
2043	Cereal Breakfast Foods	2086	Bottled and Canned Soft Drinks and Carbonated Waters
2044	Rice Milling	2087	Flavoring Extracts and Flavoring Syrups, N.E.C.
2045	Prepared Flour Mixes and Doughs	2091	Canned and Cured Fish and Seafood
2046	Wet Corn Milling	2092	Prepared Fresh or Frozen Fish and Seafood
2047	Dog and Cat Food	2095	Roasted Coffee
2048	Prepared Feeds and Feed Ingredients for	2096	Potato Chips, Corn Chips, and Similar Snacks

	Animals and Fowls, Except Dogs and Cats		
2051	Bread and Other Bakery Products, Except Cookies and Crackers	2097	Manufactured Ice
2052	Cookies and Crackers	2098	Macaroni, Spaghetti, Vermicelli, and Noodles
2053	Frozen Bakery Products, Except Bread	2099	Food Preparations, N.E.C.
2061	Cane Sugar, Except Refining		

MAJOR GROUP 35 – INDUSTRIAL AND COMMERCIAL MACHINERY AND COMPUTER EQUIPMENT			
3511	Steam, Gas, and Hydraulic Turbines, and Turbine Generator Set Units	3561	Pumps and Pumping Equipment
3519	Internal Combustion Engines, N.E.C.	3562	Ball and Roller Bearings
3523	Farm Machinery and Equipment	3563	Air and Gas Compressors
3524	Lawn and Garden Tractors and Home Lawn and Garden Equipment	3564	Industrial and Commercial Fans and Blowers and Air Purification Equipment
3531	Construction Machinery and Equipment	3565	Packaging Machinery
3532	Mining Machinery and Equipment, Except Oil and Gas Field Machinery and equipment	3566	Speed Changers, Industrial High-Speed Drives, and Gears
3533	Oil and Gas Field Machinery and Equipment	3567	Industrial Process Furnaces and Ovens
3534	Elevators and Moving Stairways	3568	Mechanical Power Transmission Equipment, N.E.C.
3535	Conveyors and Conveying Equipment	3569	General Industrial Machinery and Equipment, N.E.C.
3536	Overhead Traveling Cranes, Hoists, and Monorail Systems	3571	Electronic Computers
3537	Industrial Trucks, Tractors, Trailers, and Stackers	3572	Computer Storage Devices
3541	Machine Tools, Metal Cutting Types	3575	Computer Terminals
3542	Machine Tools, Metal Forming Types	3577	Computer Peripheral Equipment, N.E.C.

3543	Industrial Patterns	3578	Calculating and Accounting Machines, Except Electronic Computers
3544	Special Dies and Tools, Die Sets, Jigs and Fixtures, and Industrial Molds	3579	Office Machines, N.E.C.
3545	Cutting Tools, Machine Tool Accessories, and Machinists' Precision Measuring Devices	3581	Automatic Vending Machines
3546	Power-Driven Handtools	3582	Commercial Laundry, Drycleaning, and Pressing Machines
3547	Rolling Mill Machinery and Equipment	3585	Air Conditioning and Warm Air Heating Equipment and Commercial and Industrial refrigeration Equipment
3548	Electric and Gas Welding and Soldering Equipment	3586	Measuring and Dispensing Pumps
3549	Metalworking Machinery, N.E.C.	3589	Service Industry Machinery, N.E.C.
3552	Textile Machinery	3592	Carburetors, Pistons, Piston Rings, and Valves
3553	Woodworking Machinery	3593	Fluid Power Cylinders and Actuators
3554	Paper Industries Machinery	3594	Fluid Power Pumps and Motors
3555	Printing Trades Machinery and Equipment	3596	Scales and Balances, Except Laboratory
3556	Food Products Machinery	3599	Industrial and Commercial Machinery and Equipment, N.E.C.
3559	Special Industry Machinery, N.E.C.		

MAJOR GROUP 36 – ELECTRONIC AND OTHER ELECTRICAL EQUIPMENT AND OMPONENTS, EXCEPT COMPUTER EQUIPMENT			
3612	Power, Distribution, and Specialty Transformers	3651	Household Audio and Video Equipment
3613	Switchgear and Switchboard Apparatus	3652	Phonograph Records and Prerecorded Audio Tapes and Disks
3621	Motors and Generators	3661	Telephone and Telegraph Apparatus
3624	Carbon and Graphite Products	3663	Radio and Television Broadcasting and Communications Equipment
3625	Relays and Industrial Controls	3669	Communications Equipment, N.E.C.

3629	Electrical Industrial Apparatus, N.E.C.	3671	Electron Tubes
3631	Household Cooking Equipment	3672	Printed Circuit Boards
3632	Household Refrigerators and Home and Farm Freezers	3674	Semiconductors and Related Devices
3633	Household Laundry Equipment	3675	Electronic Capacitors
3634	Electric Housewares and Fans	3676	Electronic Resistors
3635	Household Vacuum Cleaners	3677	Electronic Coils, Transformers, and Other Inductors
3639	Household Appliances, N.E.C.	3678	Electronic Connectors
3641	Electric Lamp Bulbs and Tubes	3679	Electronic Components, N.E.C.
3643	Current-Carrying Wiring Devices	3691	Storage Batteries
3644	Noncurrent-Carrying Wiring Devices	3692	Primary Batteries, Dry and Wet
3645	Residential Electric Lighting Fixtures	3694	Electrical Equipment for Internal Combustion Engines
3646	Commercial, Industrial, and Institutional Electric Lighting Fixtures	3695	Magnetic and Optical Recording Media
3647	Vehicular Lighting Equipment	3699	Electrical Machinery, Equipment, and Supplies
3648	Lighting Equipment, N.E.C.		

MAJOR GROUP 38 – MEASURING, ANALYZING, AND CONTROLLING INSTRUMENTS; PHOTOGRAPHIC, MEDICAL, AND OPTICAL GOODS; WATCHES AND CLOCKS			
3812	Search, Detection, Navigation, Guidance, Aeronautical, and Nautical Systems and Instruments	3841	Surgical and Medical Instruments and Apparatus
3821	Laboratory Apparatus and Furniture	3842	Orthopedic, Prosthetic, and Surgical Appliances and Supplies
3822	Automatic Controls for Regulating Residential and Commercial Environments and Appliances	3843	Dental Equipment and Supplies
3823	Industrial Instruments for Measurement, Display, and Control of Process Variables; and	3844	X-Ray Apparatus and Tubes and Related Irradiation Apparatus

	Related Products		
3824	Totalizing Fluid Meters and Counting Devices	3845	Electromedical and Electrotherapeutic Apparatus
3825	Instruments for Measuring and Testing of Electricity and Electrical Signals	3851	Ophthalmic Goods
3826	Laboratory Analytical Instruments	3861	Photographic Equipment and Supplies
3827	Optical Instruments and Lenses	3873	Watches, Clocks, Clockwork Operated Devices, and Parts
3829	Measuring and Controlling Devices, N.E.C.		

MAJOR GROUP 42 – MOTOR FREIGHT TRANSPORTATION AND WAREHOUSING			
4212	Local Trucking Without Storage EXCEPT, Garbage and Refuse Collection, Without Disposal	4222	Refrigerated Warehousing and Storage
4213	Trucking, Except Local	4225	General Warehousing and Storage
4214	Local Trucking With Storage	4226	Special Warehousing and Storage, N.E.C.
4215	Courier Services, Except by Air	4231	Terminal and Joint Terminal Maintenance Facilities for Motor Freight Transportation
4221	Farm Product Warehousing and Storage		

MAJOR GROUP 45 – TRANSPORTATION BY AIR			
4512	Air Transportation, Scheduled	4522	Air Transportation, Nonscheduled
4513	Air Courier Services	4581	Airports, Flying Fields, and Airport Terminal Services

MAJOR GROUP 47 – TRANSPORTATION SERVICES			
4724	Travel Agencies	4741	Rental of Railroad Cars



4725	Tour Operators	4783	Packing and Crating
4729	Arrangement of Passenger Transportation, N.E.C.	4785	Fixed Facilities and Inspection and Weighing Services for Motor Vehicle transportation
4731	Arrangement of Transportation of Freight and Cargo	4789	Transportation Services, N.E.C.

MAJOR GROUP 48 – COMMUNICATIONS			
4812	Radiotelephone Communications	4833	Television Broadcasting Stations
4813	Telephone Communications, Except Radiotelephone	4841	Cable and Other Pay Television Services
4822	Telegraph and Other Message Communications	4899	Communications Services, N.E.C.
4832	Radio Broadcasting Stations		

MAJOR GROUP 58 – EATING AND DRINKING PLACES			
5812	Eating Places EXCEPT, Food Service, Institutional	5813	Drinking Places (Alcoholic Beverages)

MAJOR GROUP 62 – SECURITY AND COMMODITY BROKERS, DEALERS, EXCHANGES AND SERVICES			
6211	Security Brokers, Dealers and Flotation Companies	6282	Investment Advice
6221	Commodity Contracts Brokers and Dealers	6289	Services Allied With the Exchange of Securities or Commodities, N.E.C.
6231	Security and Commodity Exchanges		

MAJOR GROUP 63 – INSURANCE CARRIERS			
6311	Life Insurance	6351	Surety Insurance
6321	Accident and Health Insurance	6361	Title Insurance
6324	Hospital and Medical Service Plans	6371	Pension, Health and Welfare Funds
6331	Fire, Marine, and Casualty Insurance	6399	Insurance Carriers, N.E.C.

MAJOR GROUP 64 – INSURANCE AGENTS, BROKERS, AND SERVICE			
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6411	Insurance Agents, Brokers, and Service		
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MAJOR GROUP 70 – HOTELS, ROOMING HOUSES, CAMPS, AND OTHER LODGING PLACES			
7011	Hotels and Motels	7033	Recreational Vehicle Parks and Campsites
7021	Rooming and Boarding Houses	7041	Organization Hotels and Lodging Houses, on Membership Basis
7032	Sporting and Recreational Camps		

MAJOR GROUP 73 – BUSINESS SERVICES			
7311	Advertising Agencies	7361	Employment Agencies
7312	Outdoor Advertising Services	7363	Help Supply Services
7313	Radio, Television, and Publishers' Advertising Representatives	7371	Computer Programming Services
7319	Advertising, N.E.C.	7372	Prepackaged Software
7322	Adjustment and Collection Services	7373	Computer Integrated Systems Design
7323	Credit Reporting Services	7374	Computer Processing and Data Preparation and Processing Services
7331	Direct Mail Advertising Services	7375	Information Retrieval Services
7334	Photocopying and Duplicating Services	7376	Computer Facilities Management Services
7335	Commercial Photography	7377	Computer Rental and Leasing
7336	Commercial Art and Graphic Design	7378	Computer Maintenance and Repair
7338	Secretarial and Court Reporting Services	7379	Computer Related Services, N.E.C.
7342	Disinfecting and Pest Control Services	7381	Detective, Guard, and Armored Car Services
7349	Building Cleaning and Maintenance Services,	7382	Security Systems Services

	N.E.C.		
7352	Medical Equipment Rental and Leasing	7383	News Syndicates
7353	Heavy Construction Equipment Rental and Leasing	7384	Photofinishing Laboratories
7359	Equipment Rental and Leasing, N.E.C.	7389	Business Services, N.E.C. EXCEPT, Map Drafting Services, Mapmaking (Including Aerial) and Photogrammetric Mapping Services

MAJOR GROUP 78 – MOTION PICTURES			
7812	Motion Picture and Video Tape Production	7832	Motion Picture Theaters, Except Drive-In
7819	Services Allied to Motion Picture Production	7833	Drive-In Motion Picture Theaters
7822	Motion Picture and Video Tape Distribution	7841	Video Tape Rental
7829	Services Allied to Motion Picture Distribution		

MAJOR GROUP 79 – AMUSEMENT AND RECREATION SERVICES			
7911	Dance Studios, Schools, and Halls	7991	Physical Fitness Facilities
7922	Theatrical Producers (Except Motion Picture) and Miscellaneous Theatrical Services	7993	Coin-Operated Amusement Devices
7929	Bands, Orchestras, Actors, and Other Entertainers and Entertainment Groups	7996	Amusement Parks
7933	Bowling Centers	7997	Membership Sports and Recreation Clubs
7941	Professional Sports Clubs and Promoters	7999	Amusement and Recreation Services, N.E.C.
7948	Racing, Including Track Operation		

MAJOR GROUP 80 – HEALTH SERVICES			
8011	Offices and Clinics of Doctors of Medicine	8062	General Medical and Surgical Hospitals
8021	Offices and Clinics of Dentists	8063	Psychiatric Hospitals
8031	Offices and Clinics of Doctors of Osteopathy	8069	Specialty Hospitals, Except Psychiatric
8041	Offices and Clinics of Chiropractors	8071	Medical Laboratories
8042	Offices and Clinics of Optometrists	8072	Dental Laboratories
8043	Offices and Clinics of Podiatrists	8082	Home Health Care Services
8049	Offices and Clinics of Health Practitioners, N.E.C.	8092	Kidney Dialysis Centers
8051	Skilled Nursing Care Facilities	8093	Specialty Outpatient Facilities, N.E.C.
8052	Intermediate Care Facilities	8099	Health and Allied Services, N.E.C.
8059	Nursing and Personal Care Facilities, N.E.C.		

MAJOR GROUP 81 – LEGAL SERVICES			
8111	Legal Services		

MAJOR GROUP 82 – EDUCATIONAL SERVICES			
8211	Elementary and Secondary Schools	8243	Data Processing Schools
8221	Colleges, Universities, and Professional Schools	8244	Business and Secretarial Schools
8222	Junior Colleges and Technical Institutes	8249	Vocational Schools, N.E.C.
8231	Libraries	8299	Schools and Educational Services, N.E.C. EXCEPT, Flight Training Services

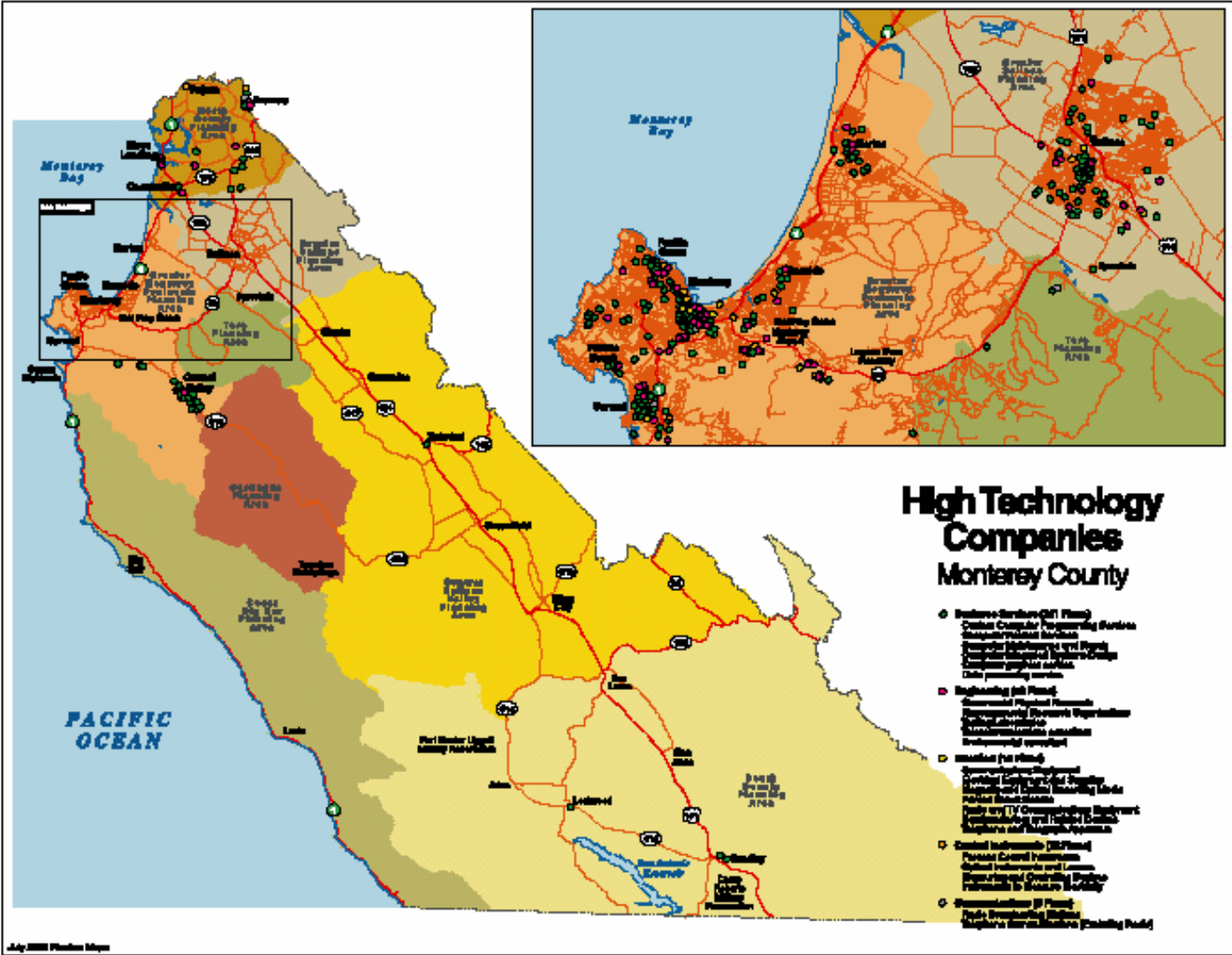
MAJOR GROUP 84 – MUSEUMS, ART GALLERIES, AND BOTANICAL AND ZOOLOGICAL GARDENS			
8412	Museums and Art Galleries	8422	Arboreta and Botanical or Zoological Gardens

MAJOR GROUP 87 – ENGINEERING, ACCOUNTING, RESEARCH, MANAGEMENT, AND RELATED SERVICES			
8711	Engineering Services EXCEPT, Military and Aerospace Equipment and Military Weapons EXCEPT, Contracts and Subcontracts for Engineering Services Awarded Under the National Energy Policy Act of 1992 EXCEPT, Marine Engineering and Naval Architecture	8734	Testing Laboratories
8712	Architectural Services	8741	Management Services
8713	Surveying Services	8742	Management Consulting Services
8721	Accounting, Auditing, and Bookkeeping Services	8743	Public Relations Services
8731	Commercial Physical and Biological Research EXCEPT, Aircraft	8744	Facilities Support Management Services EXCEPT, Base Maintenance EXCEPT, Environmental Remediation Services
8732	Commercial Economic, Sociological, and Educational Research	8748	Business Consulting Services, N.E.C.
8733	Noncommercial Research Organizations		

APPENDIX D: THE HIGH-TECHNOLOGY INDUSTRIES

Computer terminals	Commercial physical research
Computer peripheral equipment	Commercial nonphysical research
Transformers, except electronic	Noncommercial research organizations
Current-carrying wiring devices	Testing laboratories
Telephone and telegraph apparatus	Business consulting (e.g., Environmental Consulting)
Radio and Television communications equipment	
Communications equipment	
Printed circuit boards	
Semiconductors and related devices	
Electronic resistors	
Electronic components	
Magnetic and optical recording media	
Electrical equipment and supplies	
Environmental controls	
Process control instruments	
Instruments to measure electricity	
Optical instruments and lenses	
Measuring & controlling devices	
Telephone communications, excluding radio	
Computer programming services	
Custom computer programming services	
Prepackaged software	
Computer integrated systems design	
Data processing and preparation	
Information retrieval services	
Computer facilities management	
Computer maintenance and repair	
Computer related services	

APPENDIX E: MAP OF HIGH TECHNOLOGY FIRM LOCATIONS IN MONTEREY COUNTY, 2002



APPENDIX F: BUSINESS ROUNDTABLE ATTENDEES

SALINAS VALLEY ROUNDTABLE ATTENDEES

<u>Name</u>	<u>Business</u>	<u>Address</u>
Ernie Mill	Mill Construction	41 Clark St., Salinas
Sandra Hunter	Community Bank	301 Main St., Salinas
Greg Hyde	Assimilated Multimedia	17665 River Run Rd, Salinas
Bob Thorp	Real Estate	140 El Camino Real, Greenfield
Bill Tebbe	1st National Bank	1001 S. Main, Salinas
John Conklin	Magnetic Circuit Elem.	1540 T St., Salinas
Larry Tack	Real Estate	1188 Padre Dr., Ste. 202, Salinas
Tom Carleton	T. J. Carleton Architect	109 Central Avenue, Salinas
Don Nucci	Mann Packing	1250 Hansen St., Salinas
Bob Schaefer	Central Coast College	480 S. Main St., Salinas
Steve Brierley	New Horizons	1260 S. Main St., Salinas
Al Mortensen	Salinas Valley Chamber	119 E. Alisal, Salinas
Ed Martinez III	The Spot	1100 Main St., Watsonville

MONTEREY PENINSULA ROUNDTABLE ATTENDEES

Kathy Eckerson	Estate Doctor	33 Soledad Avenue, Monterey
Matt Lopez	Monterey Peninsula Chamber of Commerce	380 Alvarado Street, Monterey
Andrea Mennenga	DPIC Companies	2959 Monterey-Salinas Highway, Monterey
Larry Wasielewski	Applied Digital Solutions	2460 Garden Road, Monterey
Allan Marcus	Applied Digital Solutions	2460 Garden Road, Monterey



Kevin Owen Complere, Inc.
Dorothy Owen Complere, Inc.
William Grimm Cannery Row Company

P.O. Box 541, Pacific Grove
P.O. Box 541, Pacific Grove
765 Wave Street, Monterey

APPENDIX G: NOTES FROM THE BUSINESS ROUNDTABLE MEETINGS

Notes from the Salinas Business Roundtable Meeting

Salinas Valley Chamber of Commerce

Tuesday, June 18, 2002

8:30 AM

Attendees: Al Mortenson (Salinas Valley Chamber), Jan Hanson-Beardslee (Monterey County), Ernie Mill (construction), Sandra Hunter (banking), Greg Hyde (multimedia), John Conklin (electronics), Bill Tebbe (banking), Tom Carleton (architect), Steve Brierly (computer learning center), Larry Tack (real estate appraisal), Donald Nucci (agriculture), Robert Thorp (real estate), Robert Schaefer (data processing school), Ed Martinez (Computer software training)

Workforce Investment Board one of the client organizations

Introductory comments by Jan Beardslee

Context Setting by Karen Engel. Overall goal is to prepare a document to go to County Board of Supervisors on Business Attraction and Retention

Step One: all participants write their top three concerns on cards.

Business Climate

General Plan (Ernie Mill). Stymies development, makes it difficult to accomplish building, property owners & their wants & needs have been curtailed. Limitation on rights of property owners to develop property.

Permitting Process (Sandra Hunter). Need to streamline. City & County, both, timing the most important.

Clients for his business (Greg Hyde) market saturation.

General Plan sinister economic disaster that will stop anything from happening in Monterey County (Don Nucci). If the plan is adopted it will be terrible.

Lack of Affordable housing will only be worse under general plan. From ag perspective, GP constrains use of land. Ag lands are designated as resource lands. 18 maps in the back, cover all county ag land. Any individual could stop any project: moving dirt, building a barn . . . limiting land annexation

Restrictive Land Use Policy (Bob Thorp) EIR process cumbersome.

Economic Growth (Bill Tebbe) His bank relies on local economy to fund growth. Attraction of outside companies major effect on his business.

Dealing with City of Salinas (John Conklin) employees not cooperative. "Now that we're here they just don't care"

County & City growth regulations as administered by Building Department (Tom Carleton) anecdote about handicapped toilet at the Farm. Regulations the problem. Need to streamline. Salinas hardest city in county to deal with. Easier to get a house processed in Pacific Grove, with architectural review, than in Salinas, without.

City budget, utility tax (Sandra Hunter)

Infrastructure

\$800 million to \$1 billion to bring up quality of road system (maintain, rather than create new).

Transportation infrastructure to move people easily around.

South County growth . . . limited in General Plan we do have the water down there for growth.

Available buildable land (Ernie Mill), clients to build.

Need commercial real estate (Larry Tack). Not enough product, supply, for small/medium space. Prices are high. Monterey/Salinas is in the top 10 most expensive places to live in the country.

Access to Technology

DSL (Greg Hyde) can't get DSL in Las Palmas, high speed. Monterey Naval post-graduate school has high-speed. . . .

Tech trends may pass us by (Greg Hyde) is it marketing or trends?

Access to Capital

Money tight due to .com meltdown (Greg Hyde)

Digital divide . . . schools don't have contemp equipment.

Quality of Life

Lack of housing. City of Salinas was just voted 4th most densely populated city in the country (14-16 people crowded into small houses & apartments). Kids don't have a decent

Local housing costs too high to attract residents . . . especially clerical, etc.

Housing/job mix . . . housing cost that match local employment opportunities.

Violence (Sandra Hunter) lack of care for the cities on the peninsula to house the workers that come in day in & day out to work.

Human Resources

Retaining Employess (Steve Brierley) cost of living is greater than wages.

Employee match (Robert Schaeffer) employees don't have right skills & attitudes. Local school system not giving enough training. Job opportunities are there, but the schools are not

producing. HS grads testing at 3rd & 4th grade levels. Lack basic skills & good attitudes. Much lower than 10-15 years ago.

Good Employee matches, internship opportunities (Ed Martinez), for students coming out of computer training programs. Seems like jobs are not there. Companies are leery about hiring again, not willing to invest in new personnel, delegating more responsibility to existing employees, rather than hiring.

Ability to hire qualified staff. (Al) Kids are not ready when they get out of HS.

K-12 school administrations are evasive, not working with Chamber to address basic educational issues. (Sandra Hunter) Also not working with private trainers.

Miscellaneous

Need access to info on banks or other investors, need list of lenders who are marketing in Monterey (Larry Tack)

Cost of doing business, federal, state & local taxes (Tom Carleton)

Cost of living (Tom Carleton)

Economic growth stymied by State Legislature, sending business out of California (Al)

Instability of electronics market (John Conklin)

Step Two: all participants write their top three solutions on cards.

Solutions

Support from the top, building departments, county administration, cooperation of City & County leadership (Ernie Mill)

Business community should get involved with K-12 school systems (Sandra Hunter)

Downtown Salinas should be developed as a tourist destination, could be a cute area like Carmel, on the tour road on the way to Monterey (Greg Hyde)

Advisory Board with schools, to develop entrepreneurs, to inform curriculum, technology, delivery methods (Steve Brierly)

City & County governments have lost sight of who their customers are. It gets back to City Councils, Board of Supervisors. Throw them out, get candidates who will be responsive (Don Nucci)

Provide incentives to employers who build affordable housing near employment. (Bob Schaeffer)

Devote more resources to transportation infrastructure (Bob Schaeffer)

Government develop, facilitate closer relationship with schools & private business (Ed Martinez)

General Plan should be totally redone. Land use plan not compatible with affordable housing. Same folks who want strict land use are the ones who want affordable housing.

Ag land owners want to have option of developing housing. Folks who put GP together are on a mission to save ag land. We have to give some up to get housing. (Don Nucci)

Monterey County is the size of the state of Maryland.

Board of Supervisors must be made to make a decision, instead of relying on their staff (Al)

Can't wait for the schools to change. Hiring temps, can observe what they can do. Listen to them on coffee break: number one is integrity. Find out what they're naturally good at, then they'll just go. My quality engineers know more about quality than my customers do. Temporary employment services, non-binding relationship with employee, get acquainted with employee, they get acquainted with the business. (John Conklin)

Employment training: increasingly difficult to build on the raw material we're getting out of HS. 4th grade level. Ample available programs, but the basic skills are lacking, what we're getting to work with. (Bob Shaeffer) Skills deficient people. Can't make up 12 years of education in 9 months.

Trend is to have companies pay to have their workers trained, (although there is a concern that they will leave the company once trained). Computer training, English. Company will hire trainer, or adult school will do it for free if you have 20 people.

County staff needs to be more flexible & responsive (Tom Carleton)

Regulations need to be streamlined. (Tom Carleton)

Question: County economy seems to be dominated by ag & tourism. Is this true? What should County be facilitating in terms of business attraction?

Focus on business retention. No good if you have a revolving door.

7,000 businesses registered in Salinas area. Spinoffs from .com. Small niches.

Small businesses do develop and hire people. Small business is prime generator of new employment, smaller than 100 employees. Tech, ag related support industries. Last 15-20 years has totally changed, employing chemists, food biologists.

23,000 manufacturing jobs in Monterey County. (Exclusive of ag processing) per Martin Vonnegut (quoted by Don Nucci)

50,000 acres of wine grapes that weren't here 15 years ago. There could be wineries here with good jobs (all the grapes go elsewhere)

Deadly dozen who want to keep development from happening

Business opportunity passing on Monterey, 200-300 employees, going to midwest, permitting process the deciding factor.

IDT moving to Oregon because Salinas not receptive.

High cost housing, not much land, not much water . . .
McGraw Hill . . . look for higher-end jobs.

Data centers, computer processing, in midwest . . . they have a
better labor force. Educational system quite different.

People are here because of quality of life, not because of labor
force

Notes from the Monterey Peninsula Business Roundtable Meeting

June 25, 2002

Attendees:

Kathy Eckerson, Estate Doctor

Kevin Owen, President, Complere, Inc.

Dorothy Owen – Complere, Inc (Scientific Research)

Bill Grimm, VP, Cannery Row Company

Matt Lopez – Monterey Peninsula Chamber of Commerce

Andrea Mennenga – VP Business Development, Royal and SunAlliance (Insurance – Malpractice for Insurance and Engineers)

Allan Marcus, Senior Account Executive, Applied Digital Solutions, Monterey

Larry Wasielewski, President, Applied Digital Solutions

Human Resources - Issues

1 - Can't get young workers to move here (AM - lack of housing, peer group, limited number of local employers for their next job change – we went from 160 to 60 employees in the Monterey Office, regionalizing the rest in five far-flung offices – we had an employee who wouldn't take a promotion if they had to live in Monterey – we can get a 4-bedroom in

Atlanta for \$180,000 –we're talking about underwriters and especially management)

(BG – “Monterey is a wonderful place to live, but can you sell the house at the price you bought it at”)

(KE – we're spoiled here – we think it should be a 3-minute drive to work, but the reality is that affordable housing will sometimes be in scattered locations)

2 – No ready supply of technology graduates or technology training opportunities

3 – Finding entry-level people who can afford the cost of living here.

4 – Limited pool of trained talent (AM – we have worked with belief that the best talent is local, since their parents will give them the housing... but they are not trained talent... we will train the spunkier entry-level employees, but that takes a long time, bringing them up to the higher-level positions)

Issue	Votes	Solution
Hard to get and keep qualified employees due to cost of living, limited peer groups, limited range of other employment opps	7	Recruit larger industries that employ mid/upper level skilled workers (e.g., Financial Services, Technology, Research, Knowledge-based activities)
No pipeline of technology/trained workers	0	
Limited pool of trained talent	4	Link Business Representatives with schools to get a better workforce

Access to Technology

1 - Lack of Technical Info (KO - e.g. Technical Libraries in Defence Institutions and Universities that aren't open to public)

2 - Not yet any plan for High-Speed internet access to homes? (DO - In Monterey, there's DSL thru PacBell and NewEdge, and only very little cable internet, since most cable is analog)

Issue	Votes	Solution
Lack of technical information. Government institutions in the county are closed to local businesses – they should be open and share information		

Lack of high-speed internet access to all homes		Disseminate information re County or City negotiations with Cable Companies
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Finance

Issue	Votes	Solution
	0	Increase awareness among teachers and certain groups about low-cost loans for housing and other benefits.

Business Climate

- 1 - Monterey County doesn't support local businesses - they don't buy from local vendors (Allan – you sign up with the purchasing dept and you never hear from them)
- 2 – Already at physical disadvantage because of small pop size and large distances... the lack of business-to-business connections shrinks their market size even more (Larry) (KE – lot of business here support each other thru professional networks, chambers... but community is made up of a lot of mom and pop orgns that are trying to grow their orgns, but stop growing because they are trying to do everything themselves – we have high-powered people in the area with major corporate experience, but the culture is to not tap into them)
- 3 – Too many permitting agencies (ML – the one-stop would be the best solution) (KE – you have to start a new process at the county and city levels)
- 4 – County's information services has begun to compete with us in tech consulting (Allan) (KE – occurred with other depts. Too)

Issue	Votes	Solution
<p>The County procurement process is horrible and excludes local businesses. There is no open communication with the purchasing department</p>	<p>6</p>	<p>County can pass legislation to “buy local”. County should also educate vendors about how to bid on public contracts. There should be lots of information on the web. Would also like an analysis of the county’s expenditures – who do they buy from? What % of vendors are local now?</p>
<p>Businesses are reluctant to get help and think big. Most businesses on the Peninsula are small, Mom&Pops that aren’t exactly growing. There is a small business culture VERSUS the big business culture – not together</p>	<p>1</p>	
<p>There are too many permitting agencies</p>	<p>2</p>	
<p>The County’s IT department is now competing with the private sector by providing IT services to the public.</p>	<p>2</p>	<p>Stop doing this!</p>

Physical Infrastructure

- 1 - Water – Overall lack, but especially lack of Credit transfers (KE) (BG – what do people on the outside think when they hear that we can’t even supply our citizens with water?)
- 2 - Transportation – lots of traffic shutdowns (KE)
- 3 - Lack of Intl Airport
- 4 - Sufficient Transportation to support Ag and Tourism as Growth Industries (BG – If you’ve ever come down 101, most of the tourists are from N. Calif, so it’s backlogged – should make it easier to help tourists come here – when I wanna go on vacation, I wanna relax, not fight traffic) (KE – important to let trucks thru so that produce won’t spoil)

Issue	Votes	Solution
Availability of Water – there is a shortage. The inability to transfer water credits is a big problem	6	Get rid of the Water Management Board. It’s anti-business and inhibits progress. Make improvements to water storage facilities
Transportation congestions. There are too few roads. There is insufficient transportation infrastructure to support tourism and agriculture	5	Approve ½ cent sales tax to pay for roads. Increase public awareness of transportation and water issues. Create a sense of urgency.
Monterey County is too far from a major international airport.	2	Support regional jet service at the airport via soft commitments to United Airlines.

Quality of Life

1 – Lack of affordable housing: (ML – no one will even talk to you in the \$100,000 range about homebuying – mayor often cites the need for govt intervention to provide affordable housing) (BG – study listed Monterey as second-worst after Santa Cruz for affordable housing) (KO – almost half the houses here are second or third homes)

2 – Affordable employee housing - People know that their children will not be able to afford to stay here (KE - we have households with 4, 5, 6 registered voters: the homeowners, the retired parents, the grown kids... you have to leave here, make some money and then come back)...

3 – Limited access to peer groups (AM – hard for our staff to find people with the same interests, education levels... people who move to the area are not looking to make their life here forever, so they are looking for some people to at least meet in a social setting)

Issue	Votes	Solution
Lack of affordable housing. People are crowding into existing housing	6	Support mixed-use, higher density projects via tax credits and other incentives. Build a wider variety of the types of housing. (townhouses). Develop housing on Fort Ord Incent employers to contribute to employee housing (via a combination of federal housing assistance programs – matching funds, tax credits, etc.)
Lack of peer groups for upper level employees (affinity	0	

groups)		
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Other comments:

Monterey has more non-profits per capita than anywhere in the country

MP Chamber lobbies for business-impacting legislation, has an education committee, has had editorials written in the Herald, etc

APPENDIX H: WORKFORCE PROFILES FOR FAST GROWING INDUSTRIES (INCLUDING) HIGH-TECH

Light Manufacturing

Electronic & Other Electric Equipment:

The majority of workers in this industry are engineers by trade. As engineers, these professionals typically have backgrounds in mechanical, audio, television, computer programming, or other technical experience. Often, they have received specific training in Computer Aided Design (CAD) and Computer Aided Manufacturing (CAM). Those involved with computer programming have benefited from experience with Java, C++, XML and XSL, as well as familiarity with Oracle or DB/2; AIX, Solaris and Windows NT/2000; and TCP-IP systems.

As this industry is very project-oriented, the field requires workers to be teamwork-oriented and experienced in deadline or deliverables-driven work. Many firms within the electronic and other electric equipment industry are startups or small firms, and are consequently looking for high-energy, self-starters with hands-on orientations, who are comfortable in fast-paced startup environments.

Companies in this industry seek workers who can demonstrate a track record of on-time, on-budget performance in project delivery, as well as strong written and oral communication skills, and effectiveness at issue identification and resolution. Workers in this field are also expected to be effective at

working through organizational issues and inspiring customer personnel to contribute to project goals and objectives.

Industrial Machinery & Equipment

(Measuring, Analyzing, And Controlling Instruments)

The industrial machinery and equipment industry is composed of two sides, production and design (including product placement), and after-market support and maintenance. On the production and design side, industrial engineers work with customers on company- and product-specific tasks, such as where and how a product will be used, warehousing, shipping distances, air and/or surface carriers, and climate issues. In addition to industrial engineers, this side of the industry's activity also requires other professionals such as mechanical engineers, chemists, and biologists, along with marketing and sales associate positions. Specific job descriptions typically call for AAs in Electronics and 2 years experience, or an equivalent combination of education and experience. Specifically, workers in this field must be able to read and interpret wiring and schematic drawings, write trip reports and perform customer correspondence.

The after-market support and maintenance side of this industry is where other industry opportunities can be found - additional job duties in this field include

customer technical support, repair work and related follow-up. Some positions require travel to provide on-site tech services and training for customers. In some firms, these staff will be providing—and will be responsible for—the direct consultation to customers on product/package development and the latest rules, regulations and standards.

Transportation

Transportation Services

This broad category contains jobs relating to services that support transportation activities, such as forwarding/packing services, and the arrangement of passenger or freight transportation. Specific examples of possible positions include: shipping agents, freight rate auditors, shipping brokers, transportation brokers, tariff consultants, customhouse brokers, freight agents, freight consolidators, freight forwarders, freight rate auditors, shipping document preparers, industrial engineers, budget analysts, operating managers of in-flight services, travel agents, and workers for domestic and international airlines. Most executives in this field have a BA or BS, with majors ranging from business administration to geography. The exact requirements of any single position within the industry will vary depending upon the nature of the duties it entails. Some entry-level positions may only require a valid drivers license and clean driving record, while other positions may ask for certification in math or auditing skills. Currently, there are numerous job opportunities

for computer experts, installation/maintenance and repair technicians, as well as general office assistants.

In some industry positions, training and certification is available, and therefore desirable. Service providers such as travel agents establish credibility with customers through their travel, work, and industry skills. One such skill that is extremely beneficial to travel agents is the ability to speak multiple languages. Furthermore, agents may become certified specialists in particular regions, offering a higher degree of expertise as well as an increased ability to meet the needs of an agent's customers. For travel agents and all employees within the transportation services industry, attention to detail and strong customer service skills are essential.

Trucking and Warehousing

Truck drivers are in high demand. Many of the firms in this industry are in need of a regular supply of truck drivers. All potential truck drivers are required to obtain a Commercial Driver's License (CDL). No specific educational level is required, but firms in the industry are looking for drivers with a good driving record, no felony convictions, and a good safety record. In addition to a minimum age requirement of 21-25 years of age, some firms require a physical and drug screening test. Most companies require prior experience of at least two years, and depending on what the driver will be hauling, some firms require a Hazmat certification, flatbed experience, and even the

completion of additional owner-operator training programs.

On the administrative side, most workers in this field have a BS in business administration or computer science. Administrative positions include: programmers, analysts, accountants, sales managers, and production and distribution managers. All of these positions are necessary to the trucking and warehousing industry, and individuals holding these positions must be able to insure efficiency and quality in this deadline-driven environment. Load brokers, owners/operators, and sales representatives are also a crucial part of the industry. The requirements for these positions tend to vary by the type of service being provided; however, a strong commitment to customer service is essential.

Finance, Insurance and Real Estate

Security and Commodity Brokers

In order to be a securities trader, a worker must be licensed in accordance with the type of security they are trading: NASD licensing for Series 1, 7 (General Securities Registered Representative), 24, 63 (State Licensing Examination), or 65. Most traders have a BA or BS degree in majors that include mathematics, engineering, business administration, political science, or similar field. Although four-year degrees are a minimum requirement, many traders also hold advanced degrees such as an MBA, JD, or CPA, or various certifications such as CFP from the College for

Financial Planning and/or CIMA certification. In addition to traditional higher education, many firms require complementary hands-on training, provided by the firm, through programs on how to obtain and manage clients.

Firms in this industry are looking for smart self-starters: candidates must be able to learn quickly and work independently. Candidates are expected to possess outstanding personal and academic qualifications including strong quantitative and analytical skills, oral and written communication skills, a record of academic achievement, a high degree of self-motivation, and the ability and willingness to function as part of a team. Many firms are looking for people who are driven, resourceful and genuine. All candidates should possess good typing skills and be computer-literate.

Insurance Agents, Brokers, & Service

Individuals working in the Insurance industry come from a wide array of educational backgrounds. Typically, most agents have a bachelor's degree, with common majors including business administration and finance. Some agents hold, and certainly benefit from additional degrees such as MAs, or additional insurance certifications such as an associate's degree in Risk Management. It is common for agents to participate in company underwriting programs and additional training sessions as a part of their employee development process. As in the Security and Commodity Industry, insurance agents are required to obtain specific licenses

issued by the state department of insurance and specialized for the type of insurance services being provided.

No matter what position individual may hold in this industry, there are certain characteristics that are of great benefit across the board. Generally speaking, firms are looking for additional work experience within the insurance industry, and given the nature of the industry's activities, strong customer service skills are deemed absolutely necessary. The leading insurance companies focus on teamwork, innovation and meeting customer needs, and therefore ask that their employees reflect the same focus in their own work.

Insurance Carriers

As compared to individual insurance agents and brokers, insurance carriers are the institutions and organizations responsible for the writing and issuance of insurance policy. In order to write and issue policy, firms must be licensed and certified within their state, granting the firm the legal ability to write insurance coverage for items such as property and casualty risks. Due to the current concentration of the market in Monterey County, most carriers have focused their attention on farm insurance and small- to mid-sized commercial insurance. The positions and opportunities contained within this industry subset typically cover the management side of the insurance industry. These positions commonly require a minimum of two years of casualty claims adjusting experience, a college

degree—preferably including industry pertinent education, and special investigative unit experience.

Above all, this branch of the insurance industry requires superior interpersonal skills, as frequent in-person contact with inscribers, claimants, witnesses, attorneys and the general public is necessary. As an insurance carrier, workers are expected to be innovative, creative and insightful, possess exceptional customer service skills, proven negotiation skills, and demonstrate the ability to organize and prioritize multiple tasks to assure that service and productivity goals are met. The degree of professionalism within this industry demands a sound business acumen, keen decision-making skills, a high degree of confidentiality, good analytical and computer skills, strong communication and presentation skills, and the ability to design and complete projects. In addition to advanced sales and technical abilities, a thorough understanding of all insurance products, strategies, and overall goals is also essential.

Services

Business Services

This major group includes those positions rendering of services to business establishments on a contract or fee basis such as advertising, credit reporting, collection of claims, mailing, reproduction, stenographic services, news syndicates, computer programming, photocopying, duplicating, data processing, services to buildings, and various other forms of business support services.

Due to the broad nature of this industry category, its workforce profile reflects the diverse spectrum of job requirements. Even so, there are certain worker qualifications that are common to the majority of firms in this industry, and beneficial across entire span of business activities incorporated among this general heading. One qualification considered a foundation for all of the industry's positions, is a BA or BS in related fields such as communications, marketing, and public relations. In some cases workers often hold a BS with majors such as industrial management, business administration, or math. The requirements for most executive positions reflect the higher degree of responsibility associated with the position.

Accordingly, many executives have MBAs with strong consulting or management backgrounds. In addition, most staff within the business services industry receive a great deal of training and hands-on experience working as members of teams led by well-experienced industry professionals. This collaborative approach is especially effective in specialized fields such as advertising, design, media planning, product development, strategic planning, multi media and retail merchandising.

Regardless of the specific type of services being offered, industry personnel must have a solid understanding of the available business services offered in the marketplace and a commitment to helping clients reach their goals. Members of the business services industry commonly call upon the use of their business knowledge, professional relationship skills, and

outreach experience. Additional skills proven beneficial to business services professionals include a knowledge of the financial service industry, experience as part of a virtual team, and the ability to work well with diverse populations.

Motion Pictures

There is a wide variety of opportunities within the motion picture industry, and the requirements for each position vary accordingly. Examples of such opportunities include videotape production, live theater, multi-media productions, atmospheric laser shows, live singers and dancers, exploding sets, animatronics, and live acting. Depending on the job description, the technical skill level required ranges from being able to lift heavy equipment, to technical competence in editing or sound effects. Candidates for entry-level positions typically need a high school diploma or equivalent, a valid California Drivers license and a satisfactory driving record. However, the requirements for producers and technicians are much more rigorous. The requirements for these highly technical positions usually include extensive experience within the industry. Additionally, most producers and technicians have bachelor's degrees with majors ranging from 3D design, film, electronics, and engineering.

Overall, workers in the motion pictures industry must have good written and verbal communication skills, be able to work well under pressure, and consistently produce high-quality work and products.

Amusement and Recreation Services

Entry-level positions, including landscaping, housekeeping, waitressing, receptionists and entry-level maintenance work, do not require any specific educational level. For these positions, prior experience is typically the main requirement. Administrative staff are generally required to have a bachelor's degree, usually with a focus on business administration or marketing, however this requirement may be fulfilled alternatively by a strong background of administrative experience. Specific administrative positions such as event coordinators and customer service specialists commonly establish their skills through hands-on experience and on-the-job training. More advanced positions such as cooks, architectural designers, electricians, and mechanical engineers may require specialized training or experience.

All staff within this industry must be respectable, offer superior service and support to clients, and are expected to be contentious and meticulous in their work.

Health Services

The health services industry is arguably one of the most complex industry in its structure and composition. Few other industries comprise such a broad range of positions and professional specializations. Each position contributes to the provision of customer care through the improvement of personal/community health and well-being. Examples from the spectrum of

industry positions can be classified into three categories: practitioners, administrative support and management, and technical or laboratory specialists. Examples of positions within the practitioners category include physicians and doctors, counselors, social workers, physical and speech therapists, dietitians, and nurses. On the administrative support and management side, industry positions include program supervisors and directors, system administrators, computer operators and systems analysts, receptionists, as well as record- and bookkeepers. Mammography technologists, cardio/radiology transcriptionists, clinical lab scientists, biotechnologists, and phlebotomists are only a few examples of those professionals classified under the technical and laboratory specialists category.

The requirements for those positions included under the practitioners grouping are subject to the highest degree of qualifications and requirements for the health services industry. Doctors must have medical doctorates, and often do so with specializations in various fields, such as family care practice and pediatrics, or more specific specializations such as gall bladder surgery, obstetrics, psychiatry, and dentistry among many others.

Licensed counselors and psychologists must have a master's degree in counseling or psychology. Social workers and case managers have a similar licensing requirement, however, the educational attainment requirements may be less depending upon the specific duties of a position. Nurses are required to obtain

training and certification from an AMA accredited training institution and be registered with the ARRT or NMTCCB.

The requirements for positions within the administrative support and management component of the health services industry vary depending upon the specific tasks and duties associated with a particular position. Generally, these positions require a familiarity with health industry standards and practices, computer proficiency, task and personnel management skills, and above all, industry experience. Other mid- to high-level positions within health services include: program supervisors, system administrators and analysts, directors (especially with MBAs and/or financial analyst backgrounds), computer operators, and systems analysts.

Technical and laboratory specialist positions demand a specific expertise and knowledge in accordance with the nature of the position in question. A strong science background and education is essential for both clinical laboratory and technical specialist work. With a majority of the work taking place in a clinical setting or environment, it is vital that employees know and follow the standards and practice of lab culture. In addition, technical and laboratory specialists must understand and be able to operate highly complicated apparatus including medical testing and evaluation instrumentation. As is the case with all of the health services industry positions, experience within the industry is preferred and often required.

Currently, Monterey is facing a shortage of employees in particular positions necessary for meeting the county's health services needs. In particular, nurses are in high demand, as reflected by a recent wealth of nursing job openings. Other high-demand positions include: administrative positions, promotional workers, technical assistants, pharmacy technicians, occupational therapists, and telephone operators.

Legal Services

In order to become authorized to practice lawyer, one must possess a BA and a Juris Doctor degree, in addition to passing the State administered licensing examination, commonly known as the Bar Exam. Some lawyers choose to continue their education with LLM degrees, while others combine their JD degrees with MBAs, engineering degrees, chemistry degrees, and many other fields of study. Within law, there are several areas of specialization: agriculture, business, tax, construction, creditors, employment, estate, litigation, as well as others. Each specialization may require further study or display of proficiency. In general, lawyers must maintain excellent communication and rhetorical skills, be computer savvy, and possess an astute ability for analysis and argumentation.

Attorneys and law firms employ a wide range of support staff that often includes clerks, paralegals, and regular administrative staff. Due to the often technical language utilized in the legal industry, competency or

fluency with legal jargon is preferred, in addition to good overall communication, office, and computer skills. Not needing specific certification for their position, clerks are most frequently law students, as compared to paralegals who must complete a certification program. Industry experience is beneficial to all potential industry administrative and support.

Educational Services

Opportunities in the educational services industry certainly include teaching, but also include other positions such as researchers, counselors, and administrative assistants to name a few. The degree requirements for teaching and research faculty range from BA/BS and MA to PhD depending upon the level of teaching or research to be undertaken by the individual. Teaching and research may be conducted in any one of a multitude of fields or subjects including: art, music, history, English, math, biology, chemistry, and physics.

Many educational institutions are seeking qualified counselors holding PhDs or MA in counseling or a related field. Other staff members being sought include administrative assistants (preferably with bachelors degrees), managers and planners (typically hired based upon the strength of their work experience as well as their educational background), and additional support staff including: housekeepers, janitors, cooks, and other maintenance positions. Hiring for these positions is

based on the skill level required for the specific duties involved; most do not require a specific education level.

Engineering, Accounting, Research, Management and Related Services

Various services and sectors fall into this broad industry category. The particular qualifications, skills, and interests required by the industry's positions differ among the various activities and services provided. Despite these differences, most educational requirements are similar regardless of the specific industry activity. Most positions in this field require bachelor's degrees, with majors ranging from mechanical engineering, civil engineering, architecture, art, business management, and finance or accounting. Overall, most industry positions require employees to be highly skilled in their specific field. Many professionals choose to continue education and remain updated with current practices through various job-based training and continuing education programs at specific institutions in order to gain greater technical skills. Some of these additional schooling avenues include MBAs, Construction Specifications Institute (CSI), CDT, AIA, Graduate School of Design work in Architectural and Master Planning Studies or Architectural Business Studies, and CPAs. Industry experience is critical for those seeking higher executive positions.

Success in this industry as a service provider depends heavily on the strength of one's client base, and in turn,

the sharpness of one's people skills. In addition, a solid track record of demonstrated career achievements and academic excellence as well as excellent communication skills (both oral and written) is preferred. Even when they are not required, related training and certifications are highly valued in this highly technical industry.

High Tech

Business Services

Custom Computer Programming Services

The services provided in this category include the design and analysis of custom computer software, as well as the provision of the necessary training required for using custom computer software. The main areas of expertise required to work in this field include business, accounting, software engineering, and computer science. The skills required depend on the type of position, however most high-level professional positions require several years of experience using the most current computer languages: JAVA, C++, HTML, etc. Many companies are small, consisting of only 2-4 employees; many are one-person companies. The majority of these smaller companies are owned by 45-55 year old males who have a bachelor's degree or higher. Often, these individuals obtain work experience at other firms and have spun off to become proprietors themselves.

Computer Related Services

The two major types of jobs in this field are software engineering and computer programming. More specifically, these broad job categories consist of such positions as: technical support specialists, database developers, software installers and testers, and consulting service-providers for integrative business environments. Regardless of the specific duties of any

single position, the highly technical nature of this industry requires that its employees have a full understanding of the technology involved, a high degree of math or engineering proficiency, and a dedication to problem solving and innovation. This highly skilled sector requires that most, if not all, of its employees have a bachelors degree or higher. The participation of women in this industry is disproportionate as males represent nearly 80% of the work force in this field.

Computer Maintenance & Repair

Companies in this industry require individuals to maintain and repair computers and computer peripheral equipment. The required educational attainment ranges from high school to college level depending upon the level of complexity of the technology in question. The skills required include programming, troubleshooting, installing and upgrading technology. Employees must understand basic computer languages for programming such as JAVA and C++. Good customer service skills, in addition to a knack for problem solving, are also extremely important due to frequent interaction with clients.

Data Processing and Preparation

Services pertaining to the entry and analysis of data, including the preparation of any needed reports, fall under this industry category. With activities ranging from keypunch to optical scanning services, the

required skills for employment in this industry include web design, programming, coding with JAVA and HTML, technical programming expertise, data management consulting, networking, as well as training and development. In most cases, certification in a programming language is preferred. Most employees in this field have bachelor's degrees and an area of expertise in one of the following: psychology, computer science, computer graphics, art, and marketing. People working in this field may also benefit from experience in advertising and consulting, studio recording, location recording, multimedia production, as well as technical training for media and video productions.

efficient services. In Monterey County, firms in this field appear to range from 3-17 employees, with an average of about 6 per firm. The number of employees often reflects the scale of the integrative systems provided by the firm, in addition to the typical size of the firm's clientele.

Computer Integrated Systems Design

Computer integrated systems provide an extensive array number of applications and solutions for businesses and industries. Accordingly, the specific services provided by this industry subset vary to meet the individual client needs. Generally, establishments in this category are responsible for the design, development, and marketing of integrated systems of computer software and hardware. The required educational attainment begins with a bachelor's degree; however, most companies require extensive knowledge of networks and network technology—often obtained through certification processes—as well as a background of knowledge inline with a company's respective field of expertise. To design integrative solutions, employees must be able to plan innovatively, and coordinate between the various technologies utilized in order to provide highly

Engineering

Commercial Physical Research

Physical research within the commercial sector incorporates a wide range of focuses to meet the research and development needs of various industries. Most of the research being conducted in Monterey County is in the marine science and oceanography. Most researchers hold PhDs in marine life, biology, botany or other life science fields. Required skills vary depending upon the research firm's industry specialization; however, a general knowledge and understanding of laboratory standards and practices is essential. Positions in this field may range from duties pertaining to lab technician work, data analysis, report generation, experiment engineering, and general research. A strong science interest and background are required for all positions.

Noncommercial Research Organizations

These institutions are technical organizations that specialize in very specific monitoring and testing. Noncommercial research institutions are geared towards the production and dissemination of information for the general public, often targeted towards issues of public health, education, and general public welfare. Often connected to higher educational institutions, the credentials of those professionals within this field include advanced degrees such as PhDs, Masters degrees, and technical certificates of mastery in engineering, chemistry, or marine life

sciences. Opportunities in this field, as in commercial research, range from duties pertaining to lab technician work, data analysis, and report generation, to experiment engineering, and general research.

Testing Laboratories

From forensics to radiation testing, this industry includes the many enterprises involved in providing testing services to a wide array of clients. The majority of scientific research performed in Monterey, for example, typically involves oceanographic research. There are also various laboratories that provide testing services to help the public test and meet government regulations for water quality or other marine-oriented measures. Most employees of these firms are engineers and scientists, almost all of whom hold at least a bachelor's degree. Selected areas of expertise beneficial to individuals in this field include: marine life, oceanography, mechanical engineering, chemistry and the life sciences.

Electrical

This field contains businesses engaged in the manufacturing of electronics and electric equipment including machinery, apparatus, and supplies for the manipulation of electrical energy. Businesses involved in power storage, electricity distribution, household appliances, communications equipment, and electrical components are all included under this general heading. The electrical industry offers positions in technical support, software development, and engineers for

product research and development. It also offers positions in sales support, telemarketing, and customer outreach. Most fields within the industry require a level of literacy and understanding of technical or schematic drawings. Depending on the position, applicants may qualify with technical certificates indicating mastery in specific fields or with specific types of equipment. Employees can also qualify with significant work experience in engineering and computers. As with other high tech industries, advanced degrees may be required for certain specialized positions.

Control Instruments

This industrially intensive field primarily focuses on the production and design of instruments for the measurement, display, transmission, and control of variables within a manufacturing process. Current opportunities include a wide range of job positions from entry-level sales positions to highly technical programming jobs. Higher-ranking professionals characteristically hold advanced degrees such as PhDs and Master's degrees in engineering and computer programming, or MBAs. The technical nature of this industry requires employees to have strong computer technology skills in addition to experience and status as talented engineers. All employees should possess good people/customer service skills in addition to a strong commitment to the industry. In many cases (where a particular business is specialized in the products and services they provide), employees need expertise in

specific fields of study such as aeronautics or meteorology.

Business Consulting

Communications Consulting and Other Consulting

Although separated according to their respective industry concentrations, all of the consulting service providers under Business Consulting are very similar in the services they provide. All of the industry's firms provide expertise and consulting services, typically on a contract or fee basis. The majority of individuals involved in the "Communications and Other Consulting" subset have a bachelor's degree in journalism, public relations, communications, English, marketing, engineering, computer science, or graphic design. The preferred caliber of communications skills sought after by industry employers is most often acquired through prior experience in management, marketing, and public relations.

Some firms specialize in integrative communication packages: specially designed software such as inventory management software, accounting software, and content management systems. For these firms, engineers and computer scientists are needed in order to create their products; often these individuals must be certified in Cold Fusion, SQL, or JavaScript programming languages. As in other consulting positions, a strong capacity for customer service and task management is recommended.

Telecommunications Consulting

Focused on the telecommunications industry, most of its professionals have a bachelor's degree in either engineering or communications (or related topics such as English, marketing, or public relations). Certain technical skills are required for many positions including understanding the industry activities of major CATV providers, CLEC operators, and national DBS satellite service providers. Software development skills in JAVA, C++, and Windows NT platforms are also preferred. Desired individuals must possess many years of experience in their respective fields and must be knowledgeable about existing technologies as well as recent industry innovations.

Consulting in this industry subset is most effective when its employees are also skilled in the areas of engineering, construction, information services, and regulatory issues. Understanding corporate structures, contract negotiations, international purchasing, worldwide distribution channels, telecommunications, web development, and sales and management training are also important consulting skills to obtain. Consultants must bring together a combination of strategy, project management, technology, and creative skills in order to meet clients' needs and remain adaptable in this constantly evolving field.

Environmental Consulting

In Monterey County, the majority of environmental consulting pertains to the agricultural sector; however, environmental consulting may include regulatory, pollution, irrigation, and physical planning services. Employment opportunities in this field include jobs ranging from administrative assistant to industry expert. Administrative assistants must have basic computer skills and be able to multitask. Excellent writing skills, attention to detail and some graphics experience are a must.

Expertise-related opportunities include positions for engineers, scientists, and technicians. Most of the industry's professionals have bachelor's degrees in related fields such as engineering, biology, ecology, industrial hygiene, environmental health, environmental science, and urban planning. To increase one's effectiveness as a consultant, some professionals have continued their educations by obtaining MS degrees in their respective fields.

Interns are also employed to help with basic research and some administrative assistance. Interns ideally should have completed some coursework in planning, environmental science, or another related field. Regardless of the position, good verbal and written communications skills, reasoning, mathematical, organizational, and mechanical/technical abilities are expected of all employees.

Stars and Cash Cows

Agriculture

Coined the “salad bowl of the nation,” Monterey County and its outlying areas constitute one of the nation's most productive agricultural regions. County agriculture annually produces over \$2.5 billion in revenue, and ranks second in employment for the county, only surpassed by the very broad services industry category. The agriculture industry is comprised of all business and firms involved in the production, regulation, and distribution of services or products of horticultural activities. The many positions and opportunities within the agriculture industry can be classified into one of three main employment levels: professional, semi-professional, and entry level.

Professional level activities and positions such as agricultural inspectors and engineers, biologists, farm managers, and water resource managers generally require a bachelor's degree as a minimum qualification, and often require state certifications and licenses in specific industry topics such as pesticide regulation, pest prevention, or environmental monitoring. Most professionals within the industry hold BAs in agricultural, biological, chemical, or physical sciences. All professionals, regardless of their specific activity must be well versed in industry standards, practices, and regulations in addition to possessing basic computer, analytical, management, and record-keeping skills.

Typically, the positions included in the semi-professional employment level consist of ornamental horticulturalists, soil technologists, and watershed management specialists. These positions do not require four-year degrees; however, state certifications or licenses are certainly preferred and may be mandatory depending upon the particular position. Semi-professional positions are often of a more technical nature, demanding a complex understanding of specific issues pertinent to the agriculture industry. Communication, customer service, and an understanding of current standards and practices are all important skills for those seeking employment at this industry level.

Entry level positions for the agriculture industry do not usually demand a minimum educational attainment level, but often do require employees to be in good physical health, and able to withstand the laborious conditions that the work may involve. Nursery workers, tree pruners, field workers, irrigators, flower growers, greenhouse workers, and produce packagers are all examples of the positions at this entry level. For positions involving the use of specialized tools or machinery, employees must exhibit the knowledge and understanding of proper safety practices and procedures. The operation of some machinery may also require users to have a valid California State Driver's License in one or more classes. Prior experience is highly desirable for all of the agriculture industry's positions, as well as being a basic means for promotion within the industry's sectors. For many individuals,

this experience is obtained through on-the-job training, a prominent method of training for a considerable share of the industry's positions.

Tourism

The tourism industry encompasses the wide array of products and services consumed when people travel or engage in sightseeing and recreation. From transportation and accommodations, to entertainment and attractions, the tourism industry employs a workforce involved in numerous activities and positions. Opportunities in this industry are generally classified into one of three categories: management, mid-level positions, and entry level positions. Regardless of the position level, the characteristics of the tourism industry demand that all of its employees be very committed to a customer service culture in all aspects of their job responsibilities. Among other things, this includes a very service-oriented approach, a high degree of organization, and an utmost ability to retain poise in high-pressure situations and circumstances.

Management opportunities exist in almost all sectors of the tourism industry, but are most prominent in the hotel or accommodations, restaurant, attractions, and tour services divisions. Managers must have a BA degree or higher in a related field such as communications, business management, hotel administration, or hospitality services. Specializations

or degrees in marketing, finance, or computer science may be beneficial, or even required for some positions.

Opportunities at the mid-level within the tourism industry include tour operators, travel agents, tourist services providers, transportation and auto rental agents, and tour guides—including those working at museums and aquariums. These positions usually require a high school diploma, previous industry experience, strong communications skills, and the completion of a training or certification program. Some college coursework is desirable, especially in those cases where the worker is responsible for the dissemination of knowledge and facts about a particular subject or topic. Employees at the mid-level of industry activity are often drawn to the industry by their personal interest in the subject matter. Employers are looking most for individuals who effectively communicate their enthusiasm and interest in the subject through their demeanor and self-presentation.

In general, there are no minimal educational obtainment requirements for employees at the entry level. What skills are required are generally obtained through on-the-job training and prior experience. Positions included in this category are: servers, cooks, hotel maintenance staff, maids, cashiers, clerks, grounds keepers, and bus and transportation operators.

APPENDIX I: SURVEY INSTRUMENT

MONTEREY BUSINESS & WORKFORCE ASSESSMENT

Name of Company:

2 Digit SIC:

Contact Name:

Name of Interviewer:

Date:

Business Climate Issues

1. Have you ever made use of any of the County’s Business Support Services? Check all that apply, note which services were used and level of satisfaction of each.

ORGANIZATION	Y/N	If Yes, how did you hear of it?	WHICH SERVICE? (e.g., help with financing, technical assistance, other)	LEVEL OF SATISFACTION 1-10, with 10 = best Please Explain
		If No, do you know about it?		
SBDC/Gavilan	_____	_____	_____	_____
SBDC/Cabrillo	_____	_____	_____	_____
California Coastal Rural Development Corporation	_____	_____	_____	_____
One Stop Career Centers	_____	_____	_____	_____
Marina Small Business Incubator	_____	_____	_____	_____
Center for Employment Training	_____	_____	_____	_____

Employment Development Department	_____	_____	_____	_____
One Stop Permit Center	_____	_____	_____	_____
Monterey Export Assistance Center	_____	_____	_____	_____
Monterey Bay International Trade Agency (MBITA)	_____	_____	_____	_____
SCORE (Service Corp of Retired Executives)	_____	_____	_____	_____
Business and Education Alliance of Monterey	_____	_____	_____	_____

2. Are there other Business Support Services you would use or need that are not available in the County? Describe your ideal business support center - where would it be located? What would it offer?

Workforce Issues

Number of employees (estimate) _____



1. Are you currently hiring or looking for new employees? Y/N . (If No, go to 4.)
 - a. If yes, how many people do you plan to / need to hire
 - b.
2. What are the skills that your workers need to possess?
3. What educational backgrounds do your workers need?
4. Have you ever had difficulty finding qualified employees? Y/N (If No, go to 7.)
 - a. Can you elaborate on those difficulties? (e.g., what kind of trouble did you have, what resources did you use?).
5. Do you ever have to go outside of the County to find qualified employees?
6. Have you ever used any organizations to help train your employees? Y/N (If No, go to 7.)

- a. Which training organizations have you used? None.
 - b. What training formats do you use (e.g. seminars, degree programs, certificate programs, online, onsite training, mentoring programs, job manuals, evening and weekend programs)?
 - c. Can you rate your level of satisfaction with them? (Rank 1-10, 10 being most satisfied)
 - d. Have you used training or other workforce services at the One-Stop Career Centers in Monterey County?
 - e. What was your level of satisfaction with services at the One-Stop Center (1-10)? Please Explain. 10 (very responsive)
7. If you could design the ideal workforce program for the County, one that would could meet your biggest workforce challenges, what would that program look like? Where would it be located and what services would it provide