

# Ensuring A Valley That Matters



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## The Hartnell College Salinas Valley Vision 2020 Project

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# Ensuring A Valley That Matters

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# Ensuring A Valley That Matters

## The Hartnell College Salinas Valley Vision 2020 Project

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### Locating Executive Summaries/Key Findings:

Three interrelated studies comprise the Salinas Valley Vision 2020 Project and they are described in the first three sections of this volume. At the beginning of each section (pp. 5, 14, 19), a summary page of key findings from that study is presented. Pages 27-28 present the “Agenda for Action” offered by Valley leaders to promote a positive, safe, and dynamic Salinas Valley in 2020.

### Purpose:

*Ensuring a Valley That Matters* reports on the key findings of the Hartnell College Salinas Valley Vision 2020 Project. It is an effort to assemble in one volume a diverse body of data to help public agencies, organizations, and business/civic leaders better understand the trends and address the needs of Salinas Valley employers, individuals, and families. Through such understanding may well emerge cooperative, innovative programs and policies that improve services, nurture economic diversity, and help Salinas Valley residents and institutions thrive and prosper.

The Salinas Valley Vision 2020 project enjoys the support of several project partners, including: Salinas Valley Memorial Healthcare System, City of Salinas, City of Gonzales, Monterey County Office of Education, Monterey County Business Council, Mission Trails Regional Occupational Program, Association of Monterey Bay Area Governments, PG&E, Hartnell College Small Business Development Center, and the Hartnell College School-to-College Program.

For Hartnell College and its educational/training partners, the project was designed to identify the educational, job preparation, and career training needs of Valley employers. For municipalities and economic advancement partners, this effort was designed to provide information about the technical assistance and business retention/expansion needs of businesses so that these partners could provide individualized services to businesses. For private sector partners, this project was designed to identify opportunities to better connect vital services with employer needs.

As part of their survey experience, businesses were provided the opportunity to request specific training, business development, and other assistance from project sponsors. Beyond this narrative, project partners have received special volumes identifying those employers and business owners who have requested specific staff training or technical assistance. Through those “action volumes,” project partners will be able to provide direct services to these hundreds of Salinas Valley employers.

### Content:

The document provides a variety of tables, graphs, and trend analysis bullets derived from the collection and analysis of new data, an examination of historical data, and an informed effort to project future demographic trends and conditions. This volume represents the aggregation of data from several sources:

- Findings from the project survey of businesses
- Findings from the project survey of residents & households
- Findings from the interviews with business, governmental, and community leaders
- Salinas Valley historical data from various state and federal sources
- Demographic projections generated via special runs by Assoc. of Monterey Bay Area Govs.

In Section One of this volume, hundreds of Salinas Valley business owners and employers provided comprehensive insights into their current operating realities, growth plans, and technical assistance, workforce, and training requirements.

Section Two highlights the findings of the community surveys completed by hundreds of residents and family heads of households. The data featured in this section will enable agencies, educators, and assistance providers to offer targeted services that will empower, enable, and enrich the over 280,000 citizens that comprise the Salinas Valley.

In Section Three, we examine the contributions of dozens of Valley leaders who shared with us their perspectives of the Salinas Valley of today and the vision of what the Valley could look like in 2020. Beyond their vision, leaders offered myriad strategies and recommended actions that form a powerful agenda and recipe for positive change and direction.

In Appendix “A” of this volume, we feature demographic trend information specifically for the Salinas Valley and, where appropriate, we have disaggregated the data for city-by-city and county/state comparisons.

### **Data Sources and Research Notes:**

Much of the original data are derived from four related surveys and data collection efforts conducted by the Hartnell College effort known as the Salinas Valley Vision 2020 Project:

- 2007 Salinas Valley Business Census
- 2007 Salinas Valley Community Education and Training Survey
- President’s Construction Technology Task Force Training Needs Survey
- Valley Visionaries Executive Interviews

Nearly 1,300 surveys and interviews were completed, including some 540 businesses, 680 residents and households, 60 valley visionaries/leaders and senior executives, and eight construction industry CEOs. Business surveys were direct mailed to all 7,400 businesses in the Valley, 1,000 were delivered door-to-door, and hundreds more were distributed through chamber and service club presentations, special mailings by Valley mayors and city managers, and by offering the survey online. These same strategies were utilized to distribute the separate survey for residents. Both the business and resident surveys were available in English and Spanish, as a hard document and online. Bilingual Hartnell College students distributed both surveys door-to-door. Campus and community leaders helped to identify the 60+ valley leaders who participated in the executive interviews.

While fielding and survey collection continued until November 3, 2007, October 29<sup>th</sup> was used as the date to begin producing the runs that comprise this volume. Statistical significance at the  $p < .05$  required at least 387 businesses and residents responding to their respective surveys. On October 29<sup>th</sup>, we used a sample of 484 businesses from the 540 collected and a sample of 628 residents from the 680 collected to generate data tables and produce this volume. These sample sizes assure statistical validity. Combining these data with data from the valley leader interview component, the original data presented in this volume reflect some of the views of the nearly 1,300 responding businesses, residents, and interviewed Valley leaders.

Applied Development Resources conducted the research project and the primary author of the report is Dr. Esteban Soriano. He can be reached at [soriano2@earthlink.net](mailto:soriano2@earthlink.net).



## Trends, Training, and Technical Assistance Needs of Salinas Valley Businesses

### Findings from the 2007 Salinas Valley Business Census

The findings regarding the business sector are based on the results of a sample of 484 out of 540 responding businesses. The main focus of this effort was to develop specific Salinas Valley data. In aggregate, the data are quite reliable. While the response rates for the cities of Salinas and King City are sufficient for significance, the data for the other cities of the Valley should be valued for their general trend information.

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### *Key Findings*

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- The size mix of Salinas Valley businesses approximates California's profile: 65% self-identify as small, 27% are medium size, and 8% say they are large size businesses.
  - The typical Valley business has seven employees (median).
  - On average, Salinas Valley companies have been in business 15 years (mean).
  - Proximity to customers, site availability, and area growth are top reasons for locating to the Valley or business owners staying in Salinas Valley.
  - One-half of Valley businesses are in a growth mode (moderate growth=40%, great growth=9%) and only 8% say their businesses are in a decline mode. The rest, 43%, are holding steady.
  - "Growth mode" firms plan to hire 3 more employees over next 3 years; 5 more in 60 months.
  - Over next three years, 24% plan to increase size and 11% will open additional Valley locations.
  - Less than 4% plan to move from the Valley and less than 1% plan to cease operations.
  - Cost of health benefits, affordable housing, workforce skill level, and general operating costs are four biggest challenges facing Valley businesses today.
  - Top assistance important to area businesses: workforce training, marketing/advertising plans, cash flow/financial help, and employee benefits/insurance info and options.
  - Valley employers give a grade of "C" to "C+" to educational institutions for perceived low skills of students entering labor pool.
  - Most important skills that firms say are needed by Salinas Valley workforce: communications, computer usage, bilingual ability, basic skills proficiencies, and English competency.
  - Nearly one-in-three employers want customized training programs and help with developing a qualified applicant pool.
  - Training topics of highest interest: communications, customer service, leadership/supervision, basic skills, team building, computer applications, and workplace Spanish and English.
  - Spanish is becoming the language of commerce in the Valley. Over 31% of the communication between employers and employees is conducted in Spanish. Some 38% of the communication between the business and customers/clients is in Spanish.
  - Overall, Salinas Valley businesses are holding steady and planning for measured growth. They do need some assistance with business obstacles and with workforce prep and training.
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## ***Profile of Surveyed Businesses***

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The findings are based on the views of businesses located throughout the Salinas Valley. Care was taken to ensure that businesses from unincorporated communities (such as Prunedale, Castroville, Chualar, Spreckels, Bradley, etc.) were included. While this analysis is built on a subset of 484 responding firms, the final count included over 40 businesses surveyed in each of the cities of Gonzales and Soledad and just under 40 sampled companies from Greenfield.

### **Participating Businesses by City/Community**

	<i>Frequency</i>	<i>%</i>
Salinas	281	58.1
Gonzales	19	3.9
Soledad	24	5.0
Greenfield	11	2.3
King City	78	16.1
<i>Unincorporated:</i>		
Castroville	28	5.8
Other Unincorporated Area	43	8.9
<b>TOTAL</b>	<b>484</b>	<b>100.0%</b>

The project sought to generate respondents from a mix of industries and the resulting database demonstrates respondents from a variety of business sectors. Some 35% of responding firms were retail, 29% were services, 8% were agriculture, 8% were public administration, 5% were from the construction sector, and 7% were finance/insurance/real estate firms.

## ***Language Usage in Business***

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A significant segment of the service area population is Hispanic (primarily Mexican and Mexican American) and prefers to speak Spanish both at home and in their daily work and social activities.

- ❖ Salinas Valley business owners and operators use Spanish about one-third of the time to communicate with their employees and Spanish is used 38% of the time as the language of commerce between a business and its clients and customers.

### **Percentage of Communication Conducted in Spanish: By City**

<i>Salinas Valley City</i>	<i>Mean % With Employees</i>	<i>Mean % With Customers/Clients</i>
Salinas	27.4%	35.9%
Gonzales	24.7	40.7
Soledad	40.7	33.0
Greenfield	52.1	64.3
King City	42.1	45.2
All Salinas Valley	31.1%	38.0%

- ❖ The cities of Salinas and Gonzales see the lowest percentage of use of Spanish for communication between owner and employee, while, in Greenfield over 50% of the conversation within a business unit is in Spanish.

## ***Size of Salinas Valley Businesses***

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The size of a business, as reported by the owner/operator, approximates the size mix reported across much of California. Two-in-three businesses consider themselves “small,” and 7.7% identify as a large firm.

### **Size of Company Relative to Other Businesses in Industry**

Small	65.3%
Medium	27.0
Large	7.7

### **Median Number of Employees in a Business: By City**

<b><i>Salinas Valley City</i></b>	<b><i>Median # Employees</i></b>
Salinas	7.0
Gonzales	7.5
Soledad	10.0
Greenfield	8.0
King City	5.0
S.V. Median # of Employees	7.0

## ***Years in Existence and Why Established in Valley***

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The typical Salinas Valley company has been in business in the Valley for 15 years. One-in-four has been in existence for 5 years or less. Impressively, 13% of companies have been operating in the Salinas Valley for more than 40 years!

### **Years Company Has Been in Existence in the Salinas Valley**

5 years or less	23.6%
6 - 10 years	18.3
11 - 15 years	12.4
16 - 20 years	9.8
21 - 25 years	7.3
26 - 30 years	6.7
31 - 40 years	8.7
41 years or more	13.2
<b><i>Median number of years in business</i></b>	<b><i>15 years</i></b>

What qualities attracted firms to the Valley and what area attributes keep them here? For the majority of companies in the Valley, they moved to their current location and have stayed there because of proximity to customers (52%). For 28%, the ease of availability of a site or facility in the Valley was a key factor. Almost 23% were drawn to the Valley because of the area’s growth and 17% say they came or remain here because of the area’s positive quality of life. Affordable land and rent costs and good agricultural conditions round out the top positive qualities of the Salinas Valley that are attractive to area business owners.

## Key Reasons for Staying At or Locating Business in its Current Location

Proximity to customers	52.1%
Site availability	27.9
Area growth	22.9
Area's quality of life	16.5
Affordable land or rent	13.2
Good agricultural conditions	11.8
Affordable housing	6.8
Public safety/low crime	6.8
Proximity to suppliers	5.8
Quality of K-12 education (public/private)	5.2
Qualified labor force	4.5
Transportation/distribution infrastructure	4.5

## Economic Stability of Valley Businesses

How a business owner regards his or her economic footing can well influence plans for expansion, purchases, hires, and investment in workforce skills development. Businesses in the Valley are just as likely to be in a growth mode as to be holding steady.

### Current Business Activity Level: By City

<i>Salinas Valley City</i>	<i>Greatly Expanding</i>	<i>Moderately Growing</i>	<i>Holding Steady</i>	<i>Business is Declining</i>
Salinas	10.2%	40.8%	39.2%	9.8%
Gonzales	11.1	38.9	38.9	11.1
Soledad	5.0	35.0	50.0	10.0
Greenfield	12.5	25.0	37.5	25.0
King City	6.8	47.3	41.9	4.1
All Salinas Valley	8.9%	39.9%	42.8%	8.4%

Over the next 36 months, 24% of Valley businesses plan to increase their size. Another 11% plan to establish an additional location in the Valley. Fewer than 2% plan to downsize and less than 1% say they will cease operations. Some 4% plan to move away from the Salinas Valley.

### Future Plans - Next 3 Years

Same site, no change in size	55.6%
Same site, increase size	23.5
Same site, decrease size	1.6
Establishing additional location(s)	11.2
Moving to another Salinas Valley location	3.9
Moving outside Salinas Valley	3.9
Closing business	0.5

The major issues facing Valley employers are not easily mitigated. Containing health care costs, the affordability of area housing, finding a competent labor pool and workforce, escalating operating and insurance costs, area image and quality of life issues, and government permitting and processing procedures are viewed as major issues and obstacles.

## Major Challenges/Issues Facing Salinas Valley Businesses Today

Cost of health benefits for employees	37.6%
Availability of affordable housing	34.1
Skill level/preparation of workforce	32.9
General operating costs	28.1
Business insurance costs	25.8
Payroll costs	23.6
Cost of land or rent	22.9
Area image/quality of life	20.0
City/county/state permitting process/fees	18.6
Cost of utilities	18.2
Shrinking customer base	18.0
Availability of financing/cash flow	16.5
Competition from out-of-area firms	13.8
Environmental regulations	13.0
Changing technology	12.2

Valley firms have identified some of the technical assistance programs important to their efforts to maintain economic stability or to meet business expansion projections.

## Technical Assistance Programs/Services Important to Business

Training/workforce assistance	36.2%
Marketing/advertising assistance	28.9
Cash flow management/financial assistance	27.3
Information on employee benefits	16.3
Direct business counseling	14.0
New technology adoption assistance	12.6
One-stop simplified permit process	12.0
Identifying organizations to share training costs	11.6
Energy efficiency incentives/programs	10.3
Site expansion/relocation information	8.9
Procurement assistance/certification	2.9

## ***Current and Future Workforce Needs***

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About 300 employers offered detailed information about their workforce. The Monterey County Workforce Investment Board (WIB) serves Monterey County and produces a host of reports that forecast County labor market and occupational trends. Labor market data and reports, by county, are available at <http://www.labormarketinfo.edd.ca.gov/>. The California Department of Finance provides data at the county level, including wage and employment data. The Monterey County profile can be found at [http://www.dof.ca.gov/HTML/FS\\_DATA/profiles/monterey.xls](http://www.dof.ca.gov/HTML/FS_DATA/profiles/monterey.xls).

## Percent of Current Employees by Job Grouping

<i>Job Category</i>	<i>% Of All Current Employees*</i>	<i>Average Hourly Wage</i>
Plant farming occupations	54.7%	\$11.72
Education occupations	5.8	\$22.37
Administrative specializations	5.1	\$20.72
Recreation, media	4.9	\$ 9.75
Miscellaneous sales occupations	3.5	\$10.00
Construction occupations	2.4	\$26.07
Managers and officials	2.3	\$16.02
Protective service occupations	2.1	\$20.58
Processing of food, tobacco and related	1.9	\$10.96
Food, beverage prep and service	1.9	\$ 9.36
Law and jurisprudence occupations	1.5	\$40.74
Miscellaneous personal service occupations	1.4	\$14.00
Medicine and health occupations	1.4	\$29.65
Miscellaneous clerical occupations	1.4	\$12.97
Computing, account recording	1.3	\$11.90
Mechanics and machinery repairers	1.1	\$17.63
Building and related service	1.0	\$13.17

*\* Included are job categories accounting for greater than 1% of all employees.*

- ❖ With the average wage between \$9 - \$12 for hospitality workers, agricultural workers, retail sales clerks, clerical staff, bookkeepers, food processors, and other general workforce categories, the challenge to industry is to create job advancement opportunities within area companies and to provide the skills training and career development programs that help a Valley resident to advance up their job ladder.

### Top Occupational Categories with Highest Anticipated Need for Additional Hires in 3+ Years

<b>①</b>	Plant farming occupations
<b>②</b>	Miscellaneous sales occupations
<b>③</b>	Education occupations
<b>④</b>	Administrative specializations
<b>⑤</b>	Food, beverage prep and service
<b>⑥</b>	Managers and officials
<b>⑦</b>	Computing, account recording
<b>⑧</b>	Mechanics and machinery repairers
<b>⑨</b>	Miscellaneous clerical occupations
<b>⑩</b>	Medicine and health occupations

## ***Key Workforce Skills Needed***

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Over 61% of business owners, both valley-wide and city-by-city, believe there are specific skills that their current workforce needs. As they look at their marketplace, they indicate that some of the most important skills for today's workforce are: communications, customer relations, proficiency with computers and software packages, and basic skills.

## **Top Skills and Abilities Needed by Today's Workforce: By City**

*(Among those that indicate there are skills needed by current workforce)*

<i>Skill Needed by Today's Workforce</i>	<i>Salinas</i>	<i>Gonzales</i>	<i>Soledad</i>	<i>Greenfield</i>	<i>King City</i>	<i>All Valley</i>
Communication/customer relations	27.5%	10.0%	18.2%	12.5%	14.7%	22.9%
Computer applications/software	10.5%	10.0%	--	25.0%	26.5%	14.3%
Medical/dental/health tech skills	9.2%	30.0%	27.3%	12.5%	26.5%	12.7%
Construction trades skills	10.5%	10.0%	9.1%	--	11.8%	9.4%
English competency	10.5%	--	--	12.5%	5.9%	9.0%
Basic skills (reading, writing, math)	5.9%	20.0%	--	25.0%	5.9%	7.3%
Sales/marketing/advertising skills	8.5%	--	9.1%	--	5.9%	6.9%
Food preparation/service skills	7.2%	--	9.1%	--	5.9%	6.1%
Accounting/finance skills	6.5%	10.0%	--	--	5.9%	5.7%
Machine trades/mechanical skills	5.2%	30.0%	--	--	2.9%	5.7%
Automotive technology skills	4.6%	20.0%	--	--	2.9%	4.9%
Agricultural industry skills	4.6%	--	18.2%	--	2.9%	4.1%
Electronics technology skills	5.9%	--	--	--	--	4.1%

## **NEEDED WORKFORCE SKILLS TOMORROW**

The world of commerce is in a state of constant change. From local marketplace dynamics to international competition to technology advances, businesses everywhere face an environment of constant challenge. Over 60% of Valley employers believe that changes in the area economy will require different levels and types of skill sets and proficiencies in the workforce of tomorrow.

## **Top Skills and Abilities Needed by Workforce of Tomorrow: By City**

*(Among those that indicate there are skills needed by workforce over the next 5 years)*

<i>Skill Needed by Tomorrow's Workforce</i>	<i>Salinas</i>	<i>Gonzales</i>	<i>Soledad</i>	<i>Greenfield</i>	<i>King City</i>	<i>All Valley</i>
Communication/customer relations	26.5%	9.1%	30.8%	20.0%	33.3%	25.8%
Computer applications/software	12.2%	18.2%	15.4%	--	29.6%	15.9%
Medical/dental/health tech skills	10.9%	18.2%	15.4%	--	22.2%	11.6%
Basic skills (reading, writing, math)	7.5%	45.1%	7.7%	40.0%	--	9.9%
Bilingual ability	6.8%	9.1%	7.7%	20.0%	11.1%	7.7%
English competency/proficiency	6.8%	9.1%	--	--	11.1%	7.3%
Sales/marketing/advertising skills	8.2%	--	15.4%	--	3.7%	6.4%
Construction trades skills	8.8%	9.1%	--	--	--	6.0%
Accounting/finance skills	7.5%	--	--	20.0%	--	5.6%
Work ethic/personal values	5.4%	--	7.7%	--	--	5.6%
Machine trades/mechanical skills	4.8%	9.1%	15.4%	--	3.7%	5.2%
Office/clerical skills	5.4%	--	7.7%	--	3.7%	4.3%

- ❖ Today's employers believe that five years from now the top skills and abilities needed will continue to be some of the very skills important in today's workforce: communication skills, customer relations, computing proficiency, and skills related to the healthcare profession.

## ***Education and Training Programs and Services of Interest***

Valley employers are able to identify the occupational, vocational, and training programs that are of interest to them, their employees, or their industry.

### **Top Education and Training Programs of Interest: By City**

<i>Program Area</i>	<i>Salinas</i>	<i>Gonzales</i>	<i>Soledad</i>	<i>Greenfield</i>	<i>King City</i>	<i>All Valley</i>
Communication skills	56.6%	36.8%	50.0%	27.3%	42.3%	51.2%
Customer service skills	54.4%	31.6%	37.5%	36.4%	46.2%	49.2%
Leadership/supervision	40.6%	47.4%	50.0%	36.4%	32.1%	39.0%
Basic skills	39.1%	36.8%	33.3%	9.1%	25.6%	37.6%
Computer apps/networking/repair	31.0%	36.8%	33.3%	9.1%	34.6%	31.6%
Team building/working together	32.4%	21.1%	33.3%	18.2%	20.5%	28.3%
Business/mktg/strategic planning	30.2%	26.3%	33.3%	9.1%	28.2%	28.1%
Sales/marketing	29.5%	21.1%	33.3%	18.2%	25.6%	27.5%
Workplace Spanish/English	24.2%	26.3%	37.5%	9.1%	29.5%	25.6%
Office procedures	26.0%	26.3%	20.8%	27.3%	20.5%	24.6%
English as a Second Language (ESL)	20.6%	--	20.8%	45.5%	30.8%	23.3%
Health and safety in the workplace	22.4%	26.3%	29.2%	36.4%	20.5%	22.9%
Employee wellness	22.4%	15.8%	16.7%	--	10.3%	18.8%
Agriculture business/sales/mgmt	12.1%	10.5%	29.2%	9.1%	15.4%	13.2%
Human resource management	12.5%	10.5%	20.8%	9.1%	10.3%	11.4%
Cultural diversity	12.5%	--	8.3%	--	5.1%	10.7%
Public safety	7.1%	21.1%	12.5%	36.4%	10.3%	10.1%
Environmental regulations/HazMat	7.1%	26.3%	12.5%	36.4%	10.3%	9.9%
Mechanical technology	9.6%	15.8%	8.3%	--	10.3%	9.9%
Website design/maintenance	9.3%	21.1%	16.7%	9.1%	7.7%	9.9%

## ***Specific Workforce Readiness & Development Programs***

When asked about the degree to which the general entry-level labor pool of the Salinas Valley is educationally and job ready, employers believe that much work remains to be accomplished.

### **Grade Given for Level of Skills & Job Readiness of General Entry-Level Labor Pool**

	<i>Mean Grade*</i>	<i>A</i>	<i>B</i>	<i>C</i>	<i>D</i>	<i>F</i>
Interpersonal skills	2.39	16.4%	25.6%	41.9%	13.3%	2.8%
English proficiency	2.35	21.5	23.0	30.9	18.3	6.3
Work ethic	2.35	21.4	25.2	27.9	17.6	7.9
Oral communication	2.32	18.2	21.0	39.2	18.0	3.5
Use of technology	2.21	12.4	26.3	37.0	18.6	5.7
Math skills	2.12	9.4	25.4	38.4	22.1	4.8
Written communication	2.06	11.8	22.0	34.1	24.2	7.8

\* Mean Grade: 4=A, 3=B, 2=C, 1=D, 0=F

In addition to technical assistance programs important to economic growth, Valley employers have a strong sense of the types of specific employee and employment-related services that are vital to their economic success. The following is a list of the most important employee-focused services of interest to Valley business owners and operators.

### Employee/Employment Services of Interest to Valley Employers

Customized training programs	32.9%
Developing a qualified applicant pool for job openings	32.2
On-the-job training subsidy for new employees	24.0
Employee safety and wellness services	23.6
Skills testing/assessment for new or current employees	22.5
Employee tax credits	13.8
Employee physicals and/or occupational health services	8.5

Hartnell College and other educational and workforce partners (e.g., county adult schools, Mission Trails Regional Occupation Program, Monterey County Career Technical Education Program, Workforce Investment Board, etc.) offer a range of workforce development and job readiness programs. Area business employers often are not familiar with the programs or their services.

### Familiarity/Usage/Interest in Salinas Valley Economic/Workforce Programs

<i>Salinas Valley Economic/Workforce Program</i>	<i>Have Received Services From Program</i>	<i>Familiar with Program, Have <u>Not</u> Received Services</i>	<i>Not Familiar with Program</i>	<i>Would Like Info About Program</i>
Adult Schools	27.3%	50.0%	22.7%	6.2%
Mission Trails Regional Occupation Program	20.2	42.7	37.2	6.4
Contract Education/Pathways training at Hartnell College	13.8	38.6	47.6	7.2
Leadership Academy at Hartnell College	6.4	23.1	70.5	11.8
Supervisory Academy at Hartnell College	6.2	20.4	73.4	10.3
Customer Service Academy at Hartnell College	5.5	23.4	71.1	13.0
Small Business Development Center at Hartnell College	4.9	29.3	65.9	13.8
Monterey County Career Technical Education Program	4.5	26.9	68.6	9.1

- ❖ The vast majority of employers in the Salinas Valley have not heard of, nor are they familiar with, Hartnell College’s Leadership, Supervisory, or Customer Service Academies. Over seven-in-ten employers are in this category. Another two-in-ten are at least somewhat familiar with the Academies but have not sought to receive services from them.
- ❖ Impressively, the county’s adult schools and ROP programs are well known by Valley employers and over one-in-five have used these program services for themselves or their employees. Hartnell College should consider partnering with these programs to provide a seamless transition for employers for training and support services that are completed in an adult school or ROP facility and then continue with a Hartnell College program.



## Education and Training Needs of Salinas Valley Residents and Households

### Findings from the 2007 Community Education & Training Survey

The findings regarding the community sector are based on 628 responding residents and heads of households. In aggregate, the data are quite reliable. We have included city-by-city displays, as well. While the response rates for the cities of Salinas and King City are sufficient for significance, the data for the other cities of the Valley should be valued for their general trend information.

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### *Key Findings*

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- The Salinas Valley today is home to over 282,000 residents residing in nearly 80,000 homes and housing units. Nearly 120,000 of these adult residents comprise the workforce of the Salinas Valley.
  - Nearly six-in-ten Valley adults have either not thought about taking a training course or enrolling in an educational program or have thought about it but did not follow through.
  - No time to take a class and course conflict with work schedule are the two main reasons why residents do not enroll in a class offered by any Valley educational or training institution.
  - To keep their current job, adult residents say the most important skills are communication, interpersonal skills, customer service, and using computers.
  - To move up to a better job in the Valley, adult workers say these skills are the most important: leadership and supervision skills, more educational achievement, and communication skills.
  - To get a typical job 5 years from now, adult residents say that the following skills will be essential: computer applications, communication skills, bilingualism, and English/ESL.
  - Getting a GED or high school equivalency certificate is of interest to over 26% of Valley adults.
  - Taking general academic and transfer courses is of interest to nearly 36% of adult residents.
  - If residents could take only a training course or two, they would want training relating to communication, customer service, leadership and supervision, and workplace Spanish/English.
  - If residents had the opportunity to enroll in a full occupational/vocational education program, they would be most interested in the following top disciplines: computer applications, health careers and health technology, business and marketing, website design and maintenance, digital arts, agriculture business/science/technology, and information technology.
  - Residents are interested in training and academic education programs offered:
    - Via the Internet
    - Via self-paced computer software
    - At course delivery sites closer to their homes and workplace
  - While residents believe existing Hartnell sites & facilities are sufficient over the near term, residents would like additional courses offered in Gonzales, Soledad and/or Greenfield areas.
-

## ***Distribution of Surveyed Community Residents***

The findings are based on the views of residents located throughout the Salinas Valley.

### **City of Respondents**

	<i>Frequency</i>	<i>%</i>
Salinas	222	35.4%
Gonzales	60	9.6%
Soledad	60	9.6%
Greenfield	63	10.0%
King City	100	15.9%
<i>Census-Designated Places:</i>		
Castroville	25	4.0%
Prunedale	50	8.0%
Spreckels	34	5.4%
Other Unincorporated Areas	14	2.2%
<b>TOTAL</b>	<b>628</b>	<b>100.0%</b>

## ***Ethnicity and Gender of Surveyed Community Residents***

The ethnicity of our respondents mirrors the most recent federal data (2000 Census, 2006 ACS).

### **Ethnicity of Community Respondents: By City or Community**

<i>Ethnicity</i>	<i>Salinas Valley</i>	<i>Salinas</i>	<i>Gonzales</i>	<i>Soledad</i>	<i>Greenfield</i>	<i>King City</i>	<i>Castroville</i>	<i>Prunedale</i>	<i>Spreckels</i>
Anglo/White	36.5%	44.6%	26.7%	18.3%	7.9%	38.4%	28.0%	56.0%	47.1%
Hispanic	49.8	36.0	61.7	68.3	85.7	58.6	72.0	26.0	23.5
American Indian	0.8	1.8	1.7	—	—	—	—	—	—
Black	2.2	3.2	1.7	1.7	—	—	—	4.0	5.9
Asian/Pacific Islander	4.3	8.6	—	3.3	3.2	—	—	2.0	5.9
Other	6.4	5.9	8.3	8.3	3.2	3.0	—	12.0	17.6

Care was taken to ensure female participation. The sample yielded 59% female and 41% male respondents.

## ***Utilization of Today's Educational and Training Programs***

Residents were asked if they or members of their household had ever considered or enrolled in any skills development or training program.

### **Have you thought about enrolling in an educational program or signing up for training to learn new skills?**

	<i>All Valley</i>	<i>Salinas</i>	<i>Gonzales</i>	<i>Soledad</i>	<i>Greenfield</i>	<i>King City</i>	<i>Castroville</i>	<i>Prunedale</i>	<i>Spreckels</i>
No	27.2%	22.6%	30.0%	30.5%	25.8%	32.0%	56.0%	24.5%	14.7%
Yes, but have not done it yet	29.1	29.4	20.0	23.7	53.2	35.1	12.0	18.4	20.6
Yes, I did enroll in a program	43.6	48.0	50.0	45.8	21.0	33.0	32.0	57.1	64.7

- ❖ Overall, about six-in-ten Valley adults have either not taken a skills training course or considered it at one time but did not enroll. Greenfield and Castroville residents are less likely to have taken a skills training course or program.

Why don't Salinas Valley residents actually consider enrolling in an education program? The reasons and responses are varied.

### Reasons for Not Considering a Training or Educational Program

*(Among Respondents Who Have Not Thought About Enrolling in an Educational Program)*

No time/too busy	23.9%
Have job/career/working	17.4
No interest	16.3
Retired/too old	10.9
Do not need	7.6
Completed education/received degree	5.4
Do not have enough info	4.3
Still need HS degree	2.2
Too expensive/cannot afford	2.2
Too far	2.2
Do not know enough English	2.2

For those who have considered a training or educational program but did not bother to follow through and enroll, their reasons somewhat parallel those who don't even think about a program.

For those Salinas Valley adult residents who did consider an educational or training program and did enroll, they attended a variety of educational institutions.

### Where Salinas Valley Residents Enrolled

*(Among Respondents Who Enrolled in an Educational Program)*

Hartnell College	61.3%
Monterey Peninsula College	9.0
Adult school	6.3
CSU campus	4.7
King City Education Center	3.5
Trade/career college	2.7
Heald College	2.7
Work/on-the-job	2.3
Cabrillo College	2.0
UC/university	2.0
Other community college	2.0
Private college	2.0
Regional Occupational Program	1.2

Salinas Valley residents have a variety of educational options. What were the main reasons for wanting to enroll in an educational program, irrespective of educational institution or location?

## Key Reasons for Wanting to Enroll in a Class or Educational Program

*(Among Respondents Who Have Thought About Enrolling in an Educational/Training Program)*

	All Valley	Salinas	Gonzales	Soledad	Green-field	King City	Castro-ville	Prune-dale	Spreckels
For personal enrichment/fun	32.3%	40.0%	29.5%	15.8%	21.4%	29.1%	42.1%	36.1%	17.2%
To get training for a specific skill for current job	20.7	21.6	13.6	26.3	14.3	17.4	36.8	22.2	27.6
To get training for new or better job	28.2	27.4	27.3	34.2	32.1	31.4	10.5	19.4	37.9
For courses to transfer to a 4-year college or university	18.0	10.5	27.3	23.7	28.6	22.1	10.5	22.2	17.2
Other	0.8	0.5	2.3	—	3.6	—	—	—	—

- ❖ Nearly 50% of Valley adult residents who have thought about enrolling in a training course or educational program have been driven by the desire to get training for a specific skill in a current job or to get training to be eligible for a better job.

## ***Education and Training Programs of Interest***

In aggregate, area educational institutions offer a wide array of courses. What follows is the measure of interest by adult residents in both existing and some potential courses and programs.

### **Basic Education and Workforce Skills Preparation Courses/Programs of Interest**

	All Valley	Salinas	Gonzales	Soledad	Green-field	King City	Castro-ville	Prune-dale	Spreckels
GED	26.2%	19.0%	22.4%	34.5%	39.3%	27.1%	32.0%	18.0%	45.5%
Basic skills	32.1	23.6	36.2	39.7	50.8	28.1	48.0	20.0	42.4
ESL	31.0	20.4	37.9	53.4	45.9	30.2	44.0	24.0	33.3
General academic and transfer courses	35.6	29.2	46.6	39.7	34.4	29.2	56.0	38.0	60.6
Communication skills	32.8	31.5	32.8	34.5	50.8	30.2	24.0	22.0	36.4
Cultural diversity/work in diverse setting	13.4	12.5	20.7	19.0	13.1	8.3	20.0	4.0	27.3
Customer service skills	20.8	19.4	29.3	25.9	24.6	16.7	8.0	16.0	30.3
Employee wellness	12.6	8.3	15.5	24.1	16.4	5.2	8.0	14.0	30.3
Health/safety in workplace	16.9	11.1	19.0	34.5	27.9	12.5	16.0	8.0	30.3
Leadership/supervision	24.6	23.6	29.3	20.7	24.6	29.2	12.0	22.0	36.4
Office procedures	19.8	18.5	27.6	29.3	24.6	13.5	4.0	16.0	27.3
Sales/marketing	19.3	16.7	15.5	25.9	21.3	14.6	4.0	24.0	45.5
Team building	18.4	17.1	25.9	19.0	21.3	14.6	20.0	14.0	21.2
Workplace Spanish/English	25.4	19.0	17.2	44.8	34.4	34.4	32.0	20.0	15.2

Given the ethnicity of the Valley and the usage of Spanish in the home and in the workplace, residents were asked if they would prefer some courses offered in Spanish or a bilingual format.

## Would you like any courses offered in Spanish or Bilingual format?

	Salinas Valley	Salinas	Gonzales	Soledad	Greenfield	King City	Castroville	Prunedale	Spreckels
Yes	41.0%	28.1%	60.4%	68.6%	40.8%	36.7%	52.6%	21.1%	75.0%
No, English is fine	59.0	71.9	39.6	31.4	59.2	63.3	47.4	78.9	25.0

- ❖ Valley resident preferences exactly match the preferences of business owners.

## ***Current and Future Job Skills Training***

What do residents consider to be the most important skills for today and tomorrow's jobs? While there are some of the standard skills, there are also some new ones identified.

### **Most Important Skills or Abilities Needed for Today and Tomorrow's Jobs**

	Important skills or abilities needed . . .		
	For current job	To move up or get a new or better job	To get a typical local job 5 years from now
Accounting/finance skills	3.9%	4.5%	1.4%
Basic skills (reading, writing, math)	3.6	0.6	5.6
Bilingual capabilities	1.2	0.9	12.0
Business skills	2.4	7.5	1.7
Communication/interpersonal skills	38.9	13.8	20.2
Computer applications/software	11.4	12.3	41.2
Critical thinking/problem solving	4.1	0.6	1.1
Customer service skills	14.8	4.8	10.6
Education/program completion/continuing ed	3.2	17.7	11.5
English/ESL	2.9	8.1	11.8
Leadership/supervision/management	8.8	30.5	3.1
Math skills	7.3	2.4	4.5
Medical/dental/health technologies	3.9	3.6	4.5
New technology/high-tech awareness	1.2	1.2	5.9
Organization/ability to multi-task	6.3	2.4	0.8
Sales/marketing/advertising	4.6	6.0	1.4
Self-motivation capabilities	3.4	6.3	3.9
Spanish proficiency	1.9	3.3	5.9
Teamwork skills	3.6	0.9	2.2
Work ethic/personal values	0.7	3.6	1.4

- ❖ To keep today's current job, Valley adult residents say the most important skill or ability is communication/interpersonal skills (38.9%). The second most important skill for today's job is customer service (14.8%).
- ❖ To be able to get a Valley job five years from now, residents place an emphasis on computer proficiency (41.2%) as the most important skill to have. Five years from now, successful job seekers will also need to demonstrate strong communications and interpersonal skills (20.2%) and both English (11.8%) and bilingual capabilities (12.0%).



## The Salinas Valley Today and in 2020: Visions of the Valley by Area Leaders

### Findings from the 2007 Valley Visionaries Interview Project

The Salinas Valley is not only the geographic center of some of the most innovative and world leading agricultural companies, it is the place called “home” for many of the region’s leaders in the public, community, and private sectors. Here we present the key views of 60 such leaders who shared their assessment of the Valley today and the vision of what it could become by 2020.

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### *Key Findings*

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- Valley leaders see many **positive attributes** in today’s Salinas Valley: a central location, temperate climate, abundant natural resources, stable and innovative agricultural base, solid core values, cultural diversity, entrepreneurialism, and people vested in their community.
  - Leaders share a common perspective about today’s **negative aspects** of the Valley: lack of affordable housing, perception of spreading crime, little economic diversity, few options for youth, the challenge of “no growth” proponents, insufficient public infrastructure, a challenged education system, and little collaboration between cities and with county government.
  - A **“status quo” Salinas Valley in 2020 is envisioned if no new initiatives, resources, or leadership emerge** to shape Valley dynamics, and trends were left to their own paths.
  - **Area leaders envision a “preferred” Salinas Valley in 2020, nurtured by new policies and resources.** This positive Valley of the future features: a more responsive government, reduced crime through prevention programs, a strong utilities and recreational infrastructure, targeted youth programs, an improved educational system, cleaner environment, a strong and diverse economy, diversified and vertically integrated agriculture, and a community empowered through more services and more access.
  - Leaders have identified specific actions and activities in six important areas: planning and cooperation, public relations and public education, business and economic intervention, funding and fiscal resources, education initiatives, and recreation/sports/positive activities.
  - Residents want the Valley of today and in 2020 to be a better, safer, healthy place. To achieve this, residents want: more law enforcement, more access to better education, more affordable housing that is closer to employment centers, and more social services.
  - Adult residents envision the following **jobs in demand in 2020**: computer-related, medicine and health occupations, new technology applications, and agricultural occupations.
  - Valley leaders envision **2020 demand** in the following career fields: health care, ecology and conservation, technology applications, food safety, retail sales, and public safety.
  - Leaders envision the following economic trends and realities for Salinas Valley in 2020: slow but measurable overall business growth, more “big box” stores, continued world leadership and innovation by Valley agriculture, new technology adoption decreasing some manual labor jobs, a more complex regulatory environment, more national and international competition, and the emergence of new green industries and businesses.
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## ***Methodology***

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A listing of leaders with both local and Valley-wide perspectives was drawn from nominations from area chambers, Hartnell College representatives, the Monterey County Business Council, the Association of Monterey Bay Area Governments and other sources. From this large list, project staff drew a sample of prospective participants to ensure a diversity of participating leaders in terms of industry/entity, sector, gender, ethnicity, geographic location, and age.

An executive interview template was generated to provide consistency in topic areas discussed. The interview sessions were designed to last between 30 – 60 minutes. The goal was to interview 50 leaders, including the mayor and city manager of each Valley city, the current and past county supervisors representing the Salinas Valley, the Valley representatives on the county's Planning Commission, county school executives, area economic and business development leaders, CEOs and presidents of major employers and Valley companies, recognized leaders in the general community, executives of nonprofit agencies, and others. In the end, because of leader interest, some 60 executive interviews were conducted, totaling over 75 hours of intensive interviews.

## ***Interviewed Valley Visionaries***

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Our efforts were designed to sample a cross-section of Valley visionaries and leaders from many sectors of our Valley society. Some of those leaders who provided their thinking and perspectives for this project component include the following:

**Hon. Simon Salinas**  
Monterey County Supervisor

**Hon. Anna Caballero**  
CA Assembly member

**Hon. Richard Ortiz**  
Mayor, City of Soledad

**Roger Wong**  
City Manager, Greenfield

**Aaron Johnson**  
Trustee, Hartnell College

**Margaret D'Arrigo-Martin**  
D'Arrigo Brothers Company

**Vernon Horton**  
Pacific Capitol Bancorp

**Nicholas Pasculli**  
The Marketing Department

**Donna Ferraro**  
Boys and Girls Club

**Bill Dorey**  
Granite Construction

**David Gill**  
Rio Farms

**Hon. Dennis Donahue**  
Mayor, City of Salinas

**Hon. Jeff Pereira**  
Mayor, King City

**Noelia Chapa**  
City Manager, Soledad

**Michael Powers**  
City Manager, King City

**Claude Hoover**  
San Bernabe Vineyards

**Basil Mills**  
Mills Family Farms

**Doc Etienne**  
Noland, Hammerly, Etienne & Hoss

**Sharon Gish**  
YMCA

**Jerry Rava**  
Rava Ranch

**Scott Faust**  
Salinas Californian

**Ron Chesshire**  
Carpenters Union

**Hon. John Huerta, Jr.**  
Mayor, City of Greenfield

**Hon. George Worthy**  
Mayor, City of Gonzales

**David Mora**  
City Manager, Salinas

**Rene Mendez**  
City Manager, Gonzales

**Vince Guarino**  
Guarino Public Relations

**Mary Ann Leffel**  
Mont. County Business Council

**Don Chapin**  
Don Chapin Company

**Jeffery Gilles**  
Lombardo and Gilles

**Patrick Sherwood**  
Wells Fargo

**Peter Kasavan**  
Kasavan Architects

**Juan Uranga**  
Center for Community Advocacy

**Tom Carvey**  
Common Ground Monterey County

**Greg Chilton**  
Lavorato, House, Chilton & Lavorato

**Jeremy Burke**  
South County Newspapers

**Jay Brown**  
Monterey County Planning Comm.

**Lorri Koster**  
Mann Packing Company

**Victor Mehia**  
SUBA Salinas

**Jim Gattis**  
Gattis Real Estate Investments

**Nancy Kotowski**  
Monterey County Office of Education

**Sam Downing**  
Salinas Valley Mem. Health Care Sys.

**Alfred Diaz-Infante**  
CHISPA

**Miguel Errea**  
Monterey County Planning Comm.

**Hon. Patricia Stephens**  
Soledad City Council

**Hon. Matt Gourley**  
Gonzales City Council

**Mary Claypool**  
Monterey County Business Council

**Nicolas Papadakis**  
AMBAG

**Warren Wayland**  
Hayashi and Wayland

**Hon. Manuel Bersamin**  
Mayor, City of Watsonville

**Randy Bangs**  
Mission Trails ROP

**Ignacio Ornelas**  
IRA Mortgage

**Tina Lopez**  
South Valley Auto Plaza

**Joseph Werner**  
Mont. Cnty Workforce Investment Brd

**Richard Smith**  
Paraiso Vineyards

**Bill Barr**  
MC Supt. Of Schools, Retired

**Nancy Isakson**  
Monterey County Planning Comm.

**Sig Christierson**  
Major Farms

**Butch Lindley**  
Mont. Cnty Board of Supervisors (Ret)

**John Fair**  
Salinas Valley Chamber of Commerce

These interviewed leaders wear several hats and Matt Gourley is a good example. He is on the city council of Gonzales, but his perspectives benefit from his other assignments as former mayor of Gonzales, president of AMBAG, member of the Monterey County Local Agency Formation Commission, a long history of community service and as a business owner who daily deals with the region's economy, customers, employees, and market forces. Or consider Lorri Koster, a senior executive for the large agricultural enterprise, Mann Packing Company. She also sits on the Board of the Steinbeck Center, and is active in many Valley civic organizations including serving on the board of Common Ground Monterey County. From public servants to civic patrons to private entrepreneurs, our Valley Visionaries provided diverse perspectives and data.

## ***The Positive Aspects of the Salinas Valley Today: 2007***

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What are those assets of the Valley that have a positive influence on our character and way of life? Those interviewed easily identified a set of such resources.

### **Top Positive Aspects/Resources of the Salinas Valley Today**

- ① **Location** (central to the region, gateway to various destinations, easy access)
- ② **Climate** (temperate weather, great air quality, an environment ideal for growing)
- ③ **Geography** (abundant natural resources, fertile land, clean water, beautiful physical space)
- ④ **Agriculture** (stable, innovative, world leader, strong employment base, caring owners)
- ⑤ **Core Values** (strong work ethic, volunteerism, philanthropy, pride in family)
- ⑥ **Diversity** (good mix of immigrants, emerging Latino leadership, cultural sensitivity & acceptance)
- ⑦ **Entrepreneurialism** (starting businesses, new products, new methods, using technology)
- ⑧ **Sense of Community** (long term residents, people vested in community, sense of caring)

Without a doubt, the Salinas Valley is a fertile, lush, temperate, and physically beautiful place. It is a perfect setting for agriculture, particularly the intensive row crop variety that dots the landscape and generates thousands of jobs. Importantly, nearly 40,000 acres are now vineyards and promise an even more diverse agricultural economy in the near future. Agriculture in the Valley has been perhaps the leading source of innovation and technology in the workplace. From the way crops are grown, to how they are packaged, to the methods used for marketing, the agriculture of today is vastly different from the way it was 40 years ago and it will be different still in 2020.

Leaders often mentioned the strong values and sense of community evident in the Salinas Valley. Hard work, pride in one’s efforts, and a sense of accomplishment stand along side of a tradition of volunteerism, lending a helping hand, and genuinely caring about the condition of others. The tradition of entrepreneurialism was mentioned often, not only as a resource that has a positive influence on the Valley today, but also as a strategy of hope for tomorrow.

- ❖ Leaders tell us that agriculture is and will continue to be the economic centerpiece of the Valley. It has a tradition of innovation and adoption of technology. It is in the midst of diversification with new ventures in viticulture, winemaking, livestock, product packaging, and distribution. How can public partners and agencies respond with programs that help to sustain and support today’s economy?

Some of the positive aspects and resources of individual Salinas Valley cities were identified.

### **Top Positive Aspects/Resources of the Salinas Valley Today: By City**

<b>Salinas</b>
<ul style="list-style-type: none"> <li>❶ Small town feel, yet county seat and Valley hub</li> <li>❷ Hard working residents &amp; families with a strong spirit of involvement, volunteerism &amp; philanthropy</li> <li>❸ Good mix of retail, shopping centers, restaurants</li> <li>❹ City leadership has vision</li> </ul>
<b>Gonzales</b>
<ul style="list-style-type: none"> <li>❶ Positive small town culture, caring attitude of citizens</li> <li>❷ People who take pride in their community</li> <li>❸ Leadership and professionalism of city staff</li> <li>❹ Balanced focus on commercial, retail, and housing mix</li> </ul>
<b>Soledad</b>
<ul style="list-style-type: none"> <li>❶ Friendly, caring, giving residents with spirit of volunteerism and sense of pride in community</li> <li>❷ Small town attitude</li> <li>❸ Availability of land and water for sustained future growth</li> <li>❹ City leadership with a vision for a growing and vibrant city and economy</li> </ul>
<b>Greenfield</b>
<ul style="list-style-type: none"> <li>❶ Availability of land for growth, with central location and highway proximity for transportation access</li> <li>❷ One of the fastest growing cities in the tri-county area</li> <li>❸ Strong, innovative agriculture industry</li> <li>❹ Small town attitude</li> </ul>
<b>King City</b>
<ul style="list-style-type: none"> <li>❶ Stable agriculture economy</li> <li>❷ Strong civic engagement by residents, philanthropic community, and “can do” attitude by city staff</li> <li>❸ Hartnell College presence</li> <li>❹ Great amenities such as golf course, hospital, airport, community parks</li> </ul>

Visionaries and leaders point to the “people” of the Valley as some of the area’s most vital and positive assets. Civic engagement, pride in their communities, volunteerism, and philanthropy are part of the fabric of the Valley. The abundance of water, land, and a hardworking labor pool help to sustain agriculture and the economy of the region. The Valley and each city have much for which to be thankful.

## ***The Negative Aspects of the Salinas Valley Today: 2007***

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What are those assets of the Valley that have a negative influence on our character and way of life? As with a listing of positive aspects, leaders identified a set of such negatives.

### **Top Negative Aspects of the Salinas Valley Today**

- ① **Lack of affordable housing** (the affordability index of the Valley is among the lowest in CA)
- ② **Crime** (while evident in Salinas, the perception is that gangs/crime is spreading Valley-wide)
- ③ **Little economic diversity** (ag and some hospitality offer low wages; need new industry mix)
- ④ **Few opportunities for youth** (limited recreational options, limited jobs and career growth)
- ⑤ **“No growth” challenge** (perceived “no growth” peninsula sentiment at odds with Valley needs)
- ⑥ **Insufficient public infrastructure** (deteriorating roadways, limited public transit, few parks)
- ⑦ **Challenged education system** (drop out rates, low college-going rates, illiteracy)
- ⑧ **Governments at odds** (sense of county vs. cities, local silo mentality as cities plan and develop without strong coordination with other Valley cities, restrictive permitting)

Virtually every interviewed leader could point to aspects of the Valley that were “negatives” to the quality of life and economic stability of the area. And, there was a consistency in responses that any observer could reinforce simply by reading a month’s worth of newspaper headlines.

The affordability of housing continues to be a major issue in the Valley. It drives good people away who cannot afford to live here, it forces higher densities in household units, and it feeds the sentiment of “haves and have-nots” among those who work hard in the Valley but simply cannot afford this part of the American dream. The problem is exacerbated, say leaders, with the impact that “no or slow growth” proponents have had in defeating county or city growth plans that include the development of more affordable housing, particularly on agriculture zoned or adjacent land.

The affordability index is also a function of the wages in the Valley. So much of the non-government employment in the Salinas Valley is contained in agriculture, hospitality (restaurants, cafes, motels), and retail (department store clerks, sales associates, etc.). In this Valley, many of these jobs are entry level and pay minimum wage or very low salaries. And, for many of these industries, there is not a clearly defined, multi-level career ladder that promises the possibility of higher wages and benefits. So many leaders, especially those from the industry and the community sectors, have noted the need to develop a stronger middle class and an industry mix that features middle- and senior-level supervisor and management opportunities.

The status and condition of education in the Valley is of concern to area leaders. They cite drop out rates at the K-12 and college levels that could be improved, low college-going rates, declining ESL enrollment, low educational achievement among adults, and pronounced English illiteracy rates as evidence of a system that needs focus, fixing, and the resources to get the job done.

All of this, of course, impacts the Valley’s youth. High-density living situations, low educational achievement, crime and gang pressures, and low prospects for meaningful employment are combined with perceived few recreational and sports options to create a challenging environment for the young people of the Salinas Valley.

- ❖ Certainly, an effective response will require strong, coordinated efforts between all city and county agencies, along with the involvement of Hartnell College and other educational partners, and with the participation of business, service clubs, and social service organizations. There is a strong leadership role here for several agencies and institutions.

Some of the negative aspects of contemporary Salinas Valley were also identified for its cities.

### **Top Negative Aspects of the Salinas Valley Today: By City**

<b>Salinas</b>
<ul style="list-style-type: none"> <li>❶ Crime and gang activity</li> <li>❷ Poverty and illiteracy</li> <li>❸ Low wages and high cost of living</li> <li>❹ Underfunded public programs</li> <li>❺ Weak economic engine and programs to feed entrepreneurialism and industry mix</li> </ul>
<b>Gonzales</b>
<ul style="list-style-type: none"> <li>❶ Lack of city resources because of small population and business base</li> <li>❷ Small tax base makes it difficult to sustain growth and services</li> <li>❸ Lack of diverse employment sector and job base</li> </ul>
<b>Soledad</b>
<ul style="list-style-type: none"> <li>❶ Lack of retail shopping mix drives residents to other communities</li> <li>❷ High cost of housing compared with low wages</li> <li>❸ Large population influx with many service needs</li> <li>❹ Perception as a bedroom community</li> </ul>
<b>Greenfield</b>
<ul style="list-style-type: none"> <li>❶ Lack of strong industry mix and diversity</li> <li>❷ Perception of growing crime rates</li> <li>❸ Lack of affordable housing</li> </ul>
<b>King City</b>
<ul style="list-style-type: none"> <li>❶ Difficulty in attracting big business/industry due to small size</li> <li>❷ Lack of retail shopping mix</li> <li>❸ Lack of affordable housing combined with high cost of living</li> </ul>

Many of the perceived negative aspects of the Valley are shared in common among cities. Lack of a strong industry mix, lack of affordable housing, limited public resources, small tax base, low wages coupled with a higher cost of living, all surface, in some degree, across the cities of the Valley.

- ❖ Elevating educational levels, providing adequate training to support at least modest career advancement, and launching courses in entrepreneurship are initiatives that Hartnell College and other educational and training partners should evaluate.

## ***A Status Quo Salinas Valley in 2020***

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If trends and actions continued status quo, and no new initiatives, resources, creativity or programs were brought to the table, what would the Salinas Valley look like in 2020? Here is what Valley Visionaries say our Valley could look like without committed leadership and new ideas.

### **A Status Quo Salinas Valley in 2020**

- ① **Quality of life will decrease** (high density housing, crime, less funding for services, few options)
- ② **Minimal economic growth** (“no growth” effort stifles development, industry growth discouraged)
- ③ **Population in crisis** (continued illiteracy, increased poverty, skills will not match job demands)
- ④ **Workforce in crisis** (high unemployment, low wages, mechanization reduces jobs, no career growth)
- ⑤ **Infrastructure worsens** (traffic slowdowns, roads need repair, water/sewer systems near capacity)
- ⑥ **Local government challenged** (low tax base = fewer resources to respond to increased needs)

For many leaders, some of today’s negative trends, if not abated, will only worsen in the coming years. Challenges to residential and commercial development, coupled with zoning and permitting processes already viewed as cumbersome, will result in some pockets of high-density housing and retail crowded onto the little non-agricultural land that dots the Valley landscape. Leaders envision a population still not adequately served by educational institutions, not provided sufficient social services by city and county agencies, and not provided the tools and programs to begin their own small businesses. The flight of “white” capital (as labeled by some leaders) will increase as people with means go elsewhere for their high-end shopping, personal services, and housing needs.

A large segment of tomorrow’s non-government workforce will continue to face extraordinary challenges. Leaders envision continued low wages, few career advancement opportunities, and a continuing divide between current skill sets and the abilities required of continued technology changes and the advancement of agricultural mechanization. Since 2000, the Valley and its individual cities and communities have reported some of the highest levels of unemployment in the state. A status quo approach to the future would simply continue this negative statistic.

Without new vision, programs, or resources, Valley leaders do not see how our educational institutions will adequately address illiteracy in the Valley, low college-going rates, and skill sets that may not match the needs of tomorrow’s Valley economy.

To be sure, there are aspects of today’s Valley life that are positive and, too, will continue to 2020 and beyond. Leaders reinforced that family values, philanthropy, volunteerism, agricultural innovation, community pride, and personal ethics are positive forces that transcend some of the negative aspects and can be expected to be part of our future social landscape in spite of what leaders may or may not do. These are important attributes to our Valley of tomorrow and they should be nurtured and cherished.

## ***A Preferred Salinas Valley in 2020***

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Leaders were asked to fashion a Salinas Valley in 2020 as they would want it to be. We asked them to imagine the availability of adequate resources, programs, and policies and then describe a future nurtured by those resources.

## A Preferred Salinas Valley in 2020

- ① **Better government** (improved permitting processes, more responsive/forward looking city staff)
- ② **Reduced crime** (more gang prevention progs, youth deterrent progs, more police, parent involvement)
- ③ **Adequate Infrastructure** (better roads, more mass transit, updated sewer/water plants, more parks)
- ④ **Affordable housing** (affordable housing next to employment centers with social/recreational amenities)
- ⑤ **Youth programs** (more rec centers, boys & girls clubs, tutoring/counseling progs, jobs/internships)
- ⑥ **Improved education** (programs that increase literacy, graduation, college-going, skills, job readiness)
- ⑦ **Cleaner environment** (desalination plant, fuel substitutes, green-based businesses/dev, rail service)
- ⑧ **Strong economy** (good industry mix, strong retail, expanding middle class, more tourism, job growth)
- ⑨ **Diversified ag** (year round operations, growing wine industry, vertical expansion, more bio research)
- ⑩ **Empowered community** (more key social services, more Hispanics in positions of power, more voice)

In their vision of a preferred Salinas Valley in 2020, leaders see a vibrant, clean, safe, innovative, nurturing, and dynamic government system, citizenry and economy. They see a compromise in the area of growth versus no growth with the results being measured, planned development that leads to affordable housing, commercial corridors, winery operations, retail centers, and mixed-use developments...all working in concert to keep our economy strong and environment protected.

They envision a 2020 Valley with improved roads, greatly increased mass transit options that link cities and communities the length of the Valley. Improved rail service, both freight and passenger, would be the norm. Through it all, our environment would be cleaner through the use of alternative fuels, the promotion of clean/green industries, and the use of green technologies and construction practices.

Our educational systems would offer a full array of programming designed to raise educational goals and expectations, increase basic skills, increase vocational education offerings, increase college prep and college-going rates, increase college completion and transfer rates, expand adult school/ROP sites and offerings, feature more cultural and global studies, provide students with apprenticeships and internships and real work applications, and show students clearer paths from K-12 to college and on to solid, rewarding careers. There would be more college satellite centers throughout the Valley and more trade and vocational schools.

The economy of the Valley and each of its cities would be strong and diversified. Permitting and building procedures would encourage the influx of new business and the expansion of existing companies. Retail and commercial centers would turn bedroom communities into self-sufficient towns. Green businesses, technology firms, bioscience research facilities, food safety companies, and the businesses that feed a vertically integrated agricultural industry would combine to offer new opportunities for career advancement, mid-level management positions, and livable wages with benefits.

- ❖ Hartnell College, Mission Trails ROP, and the Monterey County Office of Education could play leading roles in this preferred vision for the Salinas Valley in 2020. Education is at the core of economic growth, community growth, and individual advancement. What could we do, in terms of individual initiatives, and in concert with other educational and community partners to help this preferred vision be realized?

## ***Resources/Action Required for the Preferred Vision***

### **An Agenda For Action**

Valley visionaries believe that this positive vision is attainable and have identified resources and actions required to get us there. The process will require a combination of planned vision, political leadership, business leader participation, community support, buy-in and involvement of public agencies, and new fiscal resources. Here is a checklist of required resources and actions.

#### **Planning and Cooperation:**

1. City and county government must share a common vision and attitude about change.
2. The peninsula cities and leadership must join with Valley leaders to listen to the community of the Salinas Valley and follow its will.
3. County leadership must fashion a general plan sensitive to the regional growth needs in the Salinas Valley perhaps even over the objections of “no growth” proponents.
4. These political and business leaders must involve community, non-profit, education, civic, and chamber representatives and facilitate their input and ideas. Shape this input into a plan for the future with this collective determining project and funding priorities and allocations.

#### **Public Relations and Public Education:**

1. Fashion public education and information campaigns to inform the public about the process and benefits of planned growth and how its passage and implementation is directly linked to jobs, the economy, and quality of life.
2. Develop an information campaign to change the area’s image from a current focus on some negative aspects, namely crime and a low-wage, blue collar valley, to the positive story of ag innovation, wine tourism, arts and culture, and its position as a gateway destination point.
3. Initiate an information program to make residents and businesses aware of current problems and some of the program-based and personal solutions and strategies.

#### **Business and Economic Intervention:**

1. Expend more resources and energy to keep current businesses here. Help local businesses expand by even one employee each by providing technical assistance, access to capital, integration of technology, marketing, and other strategies for growth. Organize the resources of countywide economic councils, chambers, regional occupational programs, Hartnell College’s small business development center, and city economic development departments.
2. Create a proactive recruitment program, valley-wide yet featuring the benefits of each Valley city, to attract new industry and businesses to the area. Work equally to help a prospective new business select a site in any functional, workable location, in any city or area of the Valley.
3. Develop special campaigns aimed at attracting high tech companies, medical research firms, green businesses, light manufacturing and assembly, and electronics businesses that add value, offer high pay scales, provide for career mobility, and may be enticed by the geographic location of the Valley and its relatively affordable housing costs (compared with Silicon Valley, Orange County, or the Bay Area).
4. Develop a skills development/job readiness program that links the Workforce Investment Board, Monterey County Office of Education, Mission Trails Regional Occupational Program, Adult Schools, Hartnell College, and other education and training assets, to create a seamless,

unified approach to developing a competent and trained workforce and labor pool. The results would be a workforce attractive to prospective industries and businesses looking to relocate.

**□ Funding and Fiscal Resources:**

1. Use a referendum for a sales tax increase dedicated to these strategies.
2. Use a referendum for a property tax increase or a use tax dedicated to these strategies.
3. Consider enterprise, development, redevelopment, and other zones that might bring state and federal funding as well as fiscal incentives (e.g., tax deductions/credits).
4. Create a body of funds from county and cities contributions that would be used to hire a small team of seasoned proposal writers to access myriad state and federal proposal-based funding programs and foundation initiatives. This team would seek funds targeting rural communities, crime reduction, job creation, poverty, youth programs, small business entrepreneurship, sustainable economies and related topics of import to the Valley.

**□ Education Initiatives:**

1. Educational administrators at all levels need to commit, via a summit or some collective method, to programs that improve basic skills (including language and communication), people skills, leadership abilities, critical thinking, problem solving, ethics, use of technology, working in teams, and how to access and process information.
2. Hartnell College needs to be a facilitator of change. It must become a center of teaching and education in the areas of basic skills, and occupational education focused on the job opportunities of today and tomorrow in the region, and 4-year college prep and transfer.
3. The K-12 system should focus on basic skills, communications, and ethics while working with parents to find ways to increase motivation for education and career preparation. There should be internships, apprenticeships, field visits, industry speakers, and on-the-job work experience. The system should work with industry to identify the technology of today and proposed for tomorrow and include it in current curricula and classrooms.

**□ Recreation/Sports/Positive Activities:**

1. The county and each city should convene a work group to identify recreational, sports activities, and after school programs that could best benefit from a united effort to attract interest in and funding for area-wide sports complexes, boys and girls clubs, and YMCA/YWCAs. While local parks, pools, etc., should be planned for on a city-by-city basis, it may be difficult for each of the five Valley cities to attract their own sports complexes and boys and girls clubs. Thus, the region and its citizens might be better served with a Valley-wide coordinated approach.
2. Use the same small cadre of proposal writers above to pursue sources of potential funding. Work with existing boys and girls club executives to identify potential business and individual philanthropists with interest in supporting sports and club alternatives for youth.

Of course, it may well be that some of the actions and suggestions are already being accomplished by cities and agencies and entities. It may well be that some observers may say that a number of these strategies are not viable or will never receive support. The message here, however, is that well-intended, intelligent, and caring leaders from all sectors of the Valley believe that these and other strategies will make a difference. They realize that these strategies are not easily enabled and instituted. They know that developing partnerships among those with differing views is not an easy proposition. They understand that agencies and organizations are hesitant to respond when asked to do something different. But they also are hopeful about what the future of the Valley may hold and what it could offer its citizens if new resources, vision, and policies are enacted.

## **Role of Hartnell College In the Preferred Salinas Valley of 2020**

Leaders were asked to specifically consider what Hartnell College could do as an active partner to help bring about the preferred vision for the Salinas Valley of 2020. Here is the checklist of actions and activities they developed for Hartnell College to consider.

### **□ Reputation and Focus:**

1. Regain its reputation as a quality academic institution. Do this in part by refocusing on academics and training programs that directly connect with the needs of the Salinas Valley.

### **□ Connecting to the Community:**

1. Connect to the community through participating on city boards and commissions, and attending community events. Undertake periodic assessments and surveys on the needs of businesses and the community and reshape curricula and programs to serve those needs. Improve marketing and information sharing to the community.

### **□ Relevant Research:**

1. Develop joint research projects with universities. This will introduce universities to the Valley and may attract related industries to the area.

### **□ Educational Pathways and Access:**

1. Improve links with area K-12 and various 4-year colleges, particularly CSUMB, to encourage and facilitate the transition from K-12 to Hartnell College and then on to a 4-year university. Partner with Adult Schools and regional occupational programs to provide pathways for their program graduates to transition to Hartnell College. Expand where and when Hartnell College programs and classes are offered.

### **□ Educational Programs and Training:**

1. Refocus, expand, and introduce occupational and training programs addressing the diverse and contemporary needs of industries involved with:
  - Agriculture
  - Business
  - Health sciences
  - Technology
  - Green Economy

### **□ Cultural/Social Intervention:**

1. Demonstrate sensitivity for a diverse community by providing cultural events and training to help ease community racial tensions as and if they arise.
2. Use student mentors in K-12 and after school programs to serve as role models.

This is an ambitious set of projects and strategies for Hartnell College. It represents a long list of ideas and actions suggested by key leaders and valley visionaries. Implementing even a handful of these proposed actions would well position Hartnell College as an active participant in the positive growth and future of the Salinas Valley.

## ***What Residents Want in the Salinas Valley of Today and 2020***

Some 628 residents were surveyed and provided their views on what actions and resources were needed in the Salinas Valley of today and tomorrow so that the Valley would be a good, safe, and healthy place in which to live and work. Here is a list of the most mentioned needs.

### **Things Needed Now and in the Coming Years for the Salinas Valley to be a Good, Safe, Healthy Place**

1. More law enforcement to control gangs/violence	10. More business growth
2. More focus on, better and more accessible education	11. Improve health programs/facilities
3. Affordable housing and closer to where people work	12. Improve public transportation
4. More jobs and better paying jobs	13. Improve parenting, promote family activities
5. Assistance to the needy with more social services	14. Restrict/control growth
6. More activities/programs for youth	15. Lower cost of living
7. More community activities/programs/services	16. Control immigration
8. Clean up community/improve lighting	17. Better communication throughout community
9. Improve environment and promote conservation	18. Control traffic/improve parking

### **Things Needed Now and in the Coming Years for the Salinas Valley to be a Good, Safe, Healthy Place: By City or Community**

<p><b>Castroville</b></p> <ul style="list-style-type: none"> <li>❶ More law enforcement</li> <li>❷ More jobs</li> </ul>	<p><b>King City</b></p> <ul style="list-style-type: none"> <li>❶ More law enforcement</li> <li>❷ Better/focus on education</li> <li>❸ More business growth</li> </ul>	<p><b>Soledad</b></p> <ul style="list-style-type: none"> <li>❶ More law enforcement</li> <li>❷ More housing</li> <li>❸ Assist the needy</li> </ul>
<p><b>Gonzales</b></p> <ul style="list-style-type: none"> <li>❶ More law enforcement</li> <li>❷ More housing</li> </ul>	<p><b>Prunedale</b></p> <ul style="list-style-type: none"> <li>❶ More law enforcement</li> <li>❷ Affordable housing</li> </ul>	<p><b>Spreckels</b></p> <ul style="list-style-type: none"> <li>❶ More law enforcement</li> <li>❷ Assist the needy</li> <li>❸ Affordable housing</li> </ul>
<p><b>Greenfield</b></p> <ul style="list-style-type: none"> <li>❶ More law enforcement</li> <li>❷ More jobs</li> </ul>	<p><b>Salinas</b></p> <ul style="list-style-type: none"> <li>❶ More law enforcement</li> <li>❷ Better/focus on education</li> <li>❸ More community activities/programs</li> </ul>	

- ❖ Valley residents are very concerned about gangs and violence and by a very large measure say that the first and most important action needed today is hiring more law enforcement personnel to control gangs and violence in the cities and communities of the Valley.
- ❖ An increased focus on education and then access to education is the next most important action or resource needed now and in the coming years by Salinas Valley residents. There is much that Hartnell College and its educational partners could do in response to this need.
- ❖ The observations of leaders compare with the views of residents. Both cohorts point to the need for affordable housing, better paying jobs, activities for youth, business growth, improved mass transit, environmental sensitivity, and the need for a lower cost of living.

## What Residents Envision As The Jobs in Salinas Valley in 2020

From their vantage point, residents have envisioned the types of jobs and careers that will be in demand in the Salinas Valley of 2020. For them, some of the 2020 occupations are here today and other envisioned occupational programs are new or will receive new emphases.

### Top New Jobs/Careers Residents Believe the Salinas Valley will offer in 2020

<i>Job or Career Field Envisioned to be in Demand in the Salinas Valley of 2020</i>	<i>% Residents Indicating this Field:</i>	<i>Job or Career Field Envisioned to be in Demand in the Salinas Valley of 2020</i>	<i>% Residents Indicating this Field:</i>
Computer-related	30.8%	Administrative specializations	4.4%
Medicine and health occupations	14.7	Education occupations	3.6
New technology/high-tech	13.6	Mechanics and machinery repairers	3.6
Agricultural occupations	12.8	Protective service occupations	2.8
Environmental sustainability/industries	5.6	Construction occupations	2.8
Retail sales and management	5.3	Electrical assembling, installing, repair	1.9
Robotics	5.0	Processing of food, tobacco and related	1.4
Biotechnology	4.7		

### Top New Jobs/Careers Respondents Think the Salinas Valley will offer in 2020: By City and Community

<p><b>Castroville</b></p> <p>❶ Environmental</p>	<p><b>King City</b></p> <p>❶ Computer-related</p> <p>❷ New technology/high-tech</p> <p>❸ Administrative specializations</p>	<p><b>Soledad</b></p> <p>❶ Computer-related</p> <p>❷ Agricultural occupations</p> <p>❸ New technology/high-tech</p>
<p><b>Gonzales</b></p> <p>❶ Computer-related</p> <p>❷ Agricultural occupations</p> <p>❸ Medicine &amp; health occupations</p>	<p><b>Prunedale</b></p> <p>❶ Medicine &amp; health occupations</p> <p>❷ Computer-related</p> <p>❸ New technology/high-tech</p> <p>❹ Agricultural occupations</p>	<p><b>Spreckels</b></p> <p>❶ Computer-related</p> <p>❷ Retail sales skills</p> <p>❸ New technology/high-tech</p>
<p><b>Greenfield</b></p> <p>❶ New technology/high-tech</p> <p>❷ Medicine &amp; health occupations</p> <p>❸ Education occupations</p>	<p><b>Salinas</b></p> <p>❶ Computer-related</p> <p>❷ Medicine &amp; health occupations</p> <p>❸ Agricultural occupations</p>	

- ❖ Residents agree that computer- and technology-based jobs will constitute a major share of the job market in 2020. They envision great demand for nurses, health technicians, and allied health professionals that sustain the health care delivery systems of the Valley.
- ❖ Agriculture will continue to create jobs and the future will offer new jobs in viticulture, packaging, marketing, and management. Careers in environmental sustainability and biotechnology will require their share of the labor marketplace of tomorrow.

- ❖ Residents envision some continued opportunities in construction and this is confirmed by leader interviews and by businesses responding to occupational questions in their survey.
- ❖ Residents also do not see much demand in 2020 for the hospitality-related jobs involving food and beverage preparation and service, or it may be that they are not interested in pursuing such jobs because of their propensity to pay relatively low wages.

Salinas Valley cities and communities have their own local economy and residents of those individual communities identified the career field and jobs that will dominate 2020.

- ❖ Medical and health occupations will be very important in the communities of Prunedale, Greenfield, and Salinas.
- ❖ Agricultural occupations will be particularly in demand in Gonzales, Soledad, and Salinas.
- ❖ Residents view computer-related professions as tomorrow's top demand profession in every city but Greenfield and in every major unincorporated community except for Castroville.
- ❖ The residents of Spreckels were the only community respondents who envisioned a strong demand for retail sales positions and skills in 2020.

## ***What Leaders Envision as the Job and Industry Mix in the Salinas Valley in 2020***

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Leaders were asked to identify the types of careers and industry mix that will dominate the economic landscape of the Salinas Valley in 2020.

### **Major Job and Economic Trends Envisioned for the Salinas Valley in 2020**

1. A slow but measurable growth of business in general (influenced by conflicts in land use policies, general plan issues, permitting procedures, and ag-based economies in general).
2. "Big box" stores will replace select small retail businesses that cannot compete from a pricing perspective.
3. A substantial need will develop for more technology trained employees in all fields.
4. The Valley will continue to lead the world in agricultural technology and mechanization and will need a workforce that uses, manages, and maintains that technology.
5. The adoption of this new technology will decrease the need for manual laborers currently working in the production and harvesting sectors of agriculture.
6. National and international competition will increase and will require a new sophistication in using the Internet for global marketing and business opportunities.
7. The regulatory environment will become more complex especially related to food safety, packaging, environmental mitigation and land use. This environment will impact how agricultural commodities are grown, harvested, cleaned, packaged, shipped, and sold. This, in turn, will impact the needed skill sets and work routines of tomorrow's workforce.
8. New industries and businesses will develop related to biofuels, green architecture and construction, resource conservation and environmental sustainability.

Leaders see a Salinas Valley economy in 2020 that will offer increased employment opportunities in the following areas.

## Career Fields Slated for Employment Growth in the Salinas Valley in 2020

1. **Health care** (patient care professions, elder care/assisted living, research)
2. **Ecology/conservation** (biofuels, green buildings, alternative energy, waste water treatment, desalination technologies, and ocean studies)
3. **Technology applications** (mechanization, water technology, computing technology, use of GPS and GIS, Internet-based sales and marketing, and medical technologies)
4. **Food safety** (processing, testing, quality control)
5. **Retail and service** (sales associates, cultural retail targeting growing Hispanic market)
6. **Public Safety** (law enforcement, fire services, correctional officers, homeland security)
7. **Government and service agencies** (government sector staff at all levels, especially those who provide community and social services focusing on families, youth, and the elderly)
8. **Youth focused** (counselors, recreation aids, teacher aids, K-12 teachers)

Many of these career fields envisioned for major growth by leaders match closely the professions projected by residents to be in high demand in 2020. For both leaders and residents alike, professions in health care will be in high demand, as will computer and technology based jobs, and those involved in agriculture and environmental sustainability.

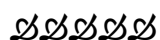
These projections provide important data for education and training providers. They encourage a refocusing on the development and expansion of allied health education and training programs, computing and technology vocations, agricultural technology and research programs, and a comprehensive discussion of prospective new occupational programs in the area of environmental sustainability, ecology practices, and public safety.

### ***Summarizing This Report***

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The views of nearly 1,300 leaders, employers, residents, heads of households, and others were collected via three related survey initiatives. The intent was to gather information about the residents and businesses of the Salinas Valley today and their vision and best thinking about what the Valley would or could look like in 2020. In the three primary sections of this report, we have presented myriad data on the trends, issues, and needs of today's Valley businesses, employers, and residents. We have identified technical assistance needs, workforce training skills, and occupations needed today and tomorrow. We described both positive and negative aspects of the Valley and its cities as seen through the eyes of area leaders and they described their vision of a preferred, positive, healthy Salinas Valley in 2020. More importantly, they identified some very specific actions and activities needed in order to have that positive vision become reality.

The Salinas Valley is blessed with great institutions and even greater citizens. Whether in the public or private sectors, these men and women truly care about the Valley and have always stood ready to do their part. The data are in hand, the ideas have been shared, and the agenda identified. There is a role and responsibility for each of us and the future of the Salinas Valley awaits our collective action. Together, we can ensure a Salinas Valley that matters.



**APPENDIX A:** To provide additional context and information for decision-making, the appendix that follows provides historical and projective data regarding the economy and population demographics of the Salinas Valley.



## APPENDIX A:

# A Demographic & Economic Profile of the Salinas Valley: Today's Trends and to 2020

### ***Defining the Salinas Valley***

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The Salinas Valley is a fertile valley some 100 miles long and up to 30 miles wide. As part of Monterey County, the Valley represents over one-half of the land area of the county. For most of its length, the Valley rests between the Gabilan and Santa Lucia Ranges. Within this area are five incorporated cities and nearly a dozen more communities (referred to by the U.S. Census as census-designated places – CDPs). Salinas Valley cities include:

Salinas Gonzales	Soledad	King City	Greenfield
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Census-designated places (CDPs) in the Valley include the following communities:

Moss Landing Elkhorn Prunedale	Aromas Spreckels Chualar	San Ardo Bradley Jolon	Castroville San Lucas Lockwood
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Distances between communities can be significant. The drive from Moss Landing to Bradley is 100 miles. The distance between Salinas and King City is over 45 miles each way.

### ***The Population of the Salinas Valley: Today & Tomorrow***

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#### **POPULATION TODAY**

- ❖ From 2000 through 2007, population growth in the valley has been flat or marginal.
- ❖ In 2000, the valley's population was 262,021. Today it is 282,644. This represents a total growth of 7.8% over eight years, or less than 1% annual growth.
- ❖ Since 2004, some cities have experienced several years of population decline as populations shift and more residents move into unincorporated areas.
- ❖ In 2004, Salinas had 150,272 residents; today, it has 149,539 residents.
- ❖ In 2004, King City had 11,594 residents; today, it has 11,518.
- ❖ Greenfield and Soledad show some growth; Gonzales enjoyed marginal growth.

The California State Department of Finance provides official population estimates every January for each city and a county's overall unincorporated area. Project staff calculates that no less than 64% of Monterey County's annual reported unincorporated area population resides in the Salinas Valley. Of the approximately 21 census-designated places in the county, some 13, or 62% are located in the Salinas Valley. Of the known workforce that the California Employment Development Department annually reports for each CDP in the county, 64% of that CDP workforce resides in the Salinas Valley. Further, for all of the CDPs determined by the 2000 U.S. Census to have residents, 64.1% of the county's total CDP population resided in the Salinas Valley.

## Salinas Valley Population Today and Back to 2000

	2007	2006	2005	2004	2003	2002	2001	2000
Salinas	149,539	149,021	149,705	150,272	148,435	146,905	144,785	142,685
Gonzales	8,737	8,495	8,399	8,511	8,427	8,216	7,941	7,564
Soledad*	28,361	28,150	27,363	26,351	24,740	22,501	22,643	23,015
Greenfield	16,629	15,407	13,357	13,303	13,172	12,967	12,752	12,648
King City	11,518	11,382	11,430	11,594	11,523	11,511	11,370	11,204
SV Unincorp Area**	67,860	67,478	67,915	68,472	68,132	67,568	66,354	64,905
<b>Salinas Valley</b>	<b>282,644</b>	<b>279,933</b>	<b>278,169</b>	<b>278,503</b>	<b>274,429</b>	<b>269,668</b>	<b>265,855</b>	<b>262,021</b>
Monterey County	425,960	423,048	422,632	421,793	418,285	412,965	407,192	401,762

\*The population information for Soledad includes a contemporary annual average of 12,000 incarcerated individuals, otherwise referred to as those in "group quarters." According to AMBAG, it is the preference of Soledad to include the prison population as part of the city's published population levels. Without that population sector, Soledad, in 2007, would report a population of 16,184. In 2006, it would have had a population of 16,221. In 2005, it would have reported 15,228 residents. The data for this table were derived from the CA Dept of Finance E5 Report. \*\*The data for the Salinas Valley Unincorporated Area was calculated as 64% of the reported total county unincorporated population annually.

### POPULATION TOMORROW

The Association of Monterey Bay Area Governments, the agency that Monterey and two other counties rely on for official projection data, forecasts a faster, more robust population growth rate for the Valley between 2007 and 2020. Given recent trends, the projections may be ambitious but they nonetheless demonstrate Valley-wide and city-by-city growth now and through 2020.

- ❖ In 2020, the Valley's population is projected to be nearly 364,000 residents, some 81,000 more residents than reside here now.
- ❖ For context, the projected addition of 81,000 individuals totals more than the current population of all Salinas Valley cities combined, minus the city of Salinas!

### Forecasted Population of the Salinas Valley: Now to 2020

	2007	**2010	**2015	**2020
Salinas	149,539	165,141	174,788	184,434
Gonzales	8,737	12,463	14,672	16,791
Soledad	28,361	32,413	35,938	39,463
Greenfield	16,629	18,627	21,570	24,512
King City	11,518	15,484	17,433	19,381
SV Unincorp Area*	67,860	67,510	73,457	79,403
<b>Salinas Valley</b>	<b>282,644</b>	<b>311,658</b>	<b>337,858</b>	<b>363,984</b>

\*Valley Unincorporated Area is calculated as 64% of the total county unincorporated annual population. \*\*2010, 2015 and 2020 projections were provided by AMBAG. The 2007 data are from the CA Dept of Finance 2007 E1 Report.

The city of Gonzales will nearly double by 2020. Greenfield will grow nearly 50% larger and King City will grow nearly 2/3rds larger than it is today. Salinas will add nearly 35,000 residents to its base. Combined, Gonzales, Greenfield, Soledad, and King City should grow by 35,000 people.

## Age Profile of the Salinas Valley

The population of the Salinas Valley is much younger than that of the Monterey Peninsula and the County. Here is today's median age according to the Census' 2006 American Community Survey.

### AGE TODAY

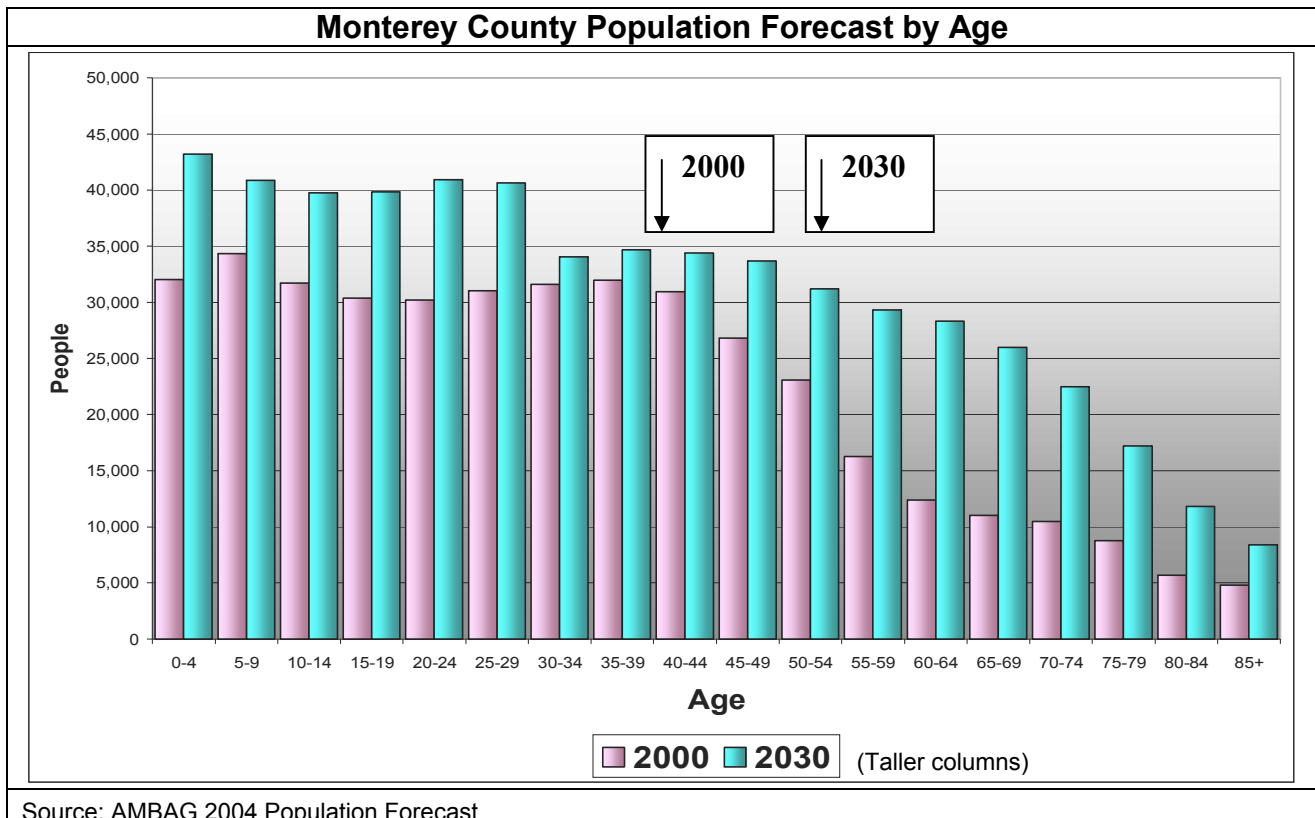
#### Current Median Age of Salinas Valley Population: By City

City	Median Age
Salinas	28.6 yrs old
Gonzales	24.5
Soledad	25.2
Greenfield	24.1
King City	25.3
Monterey County	37.1 yrs old

Gonzales and Greenfield have the youngest population base. Salinas has the lowest percentage of residents under the age of 18 and the highest percentage of residents 65 years of and older.

### AGE TOMORROW

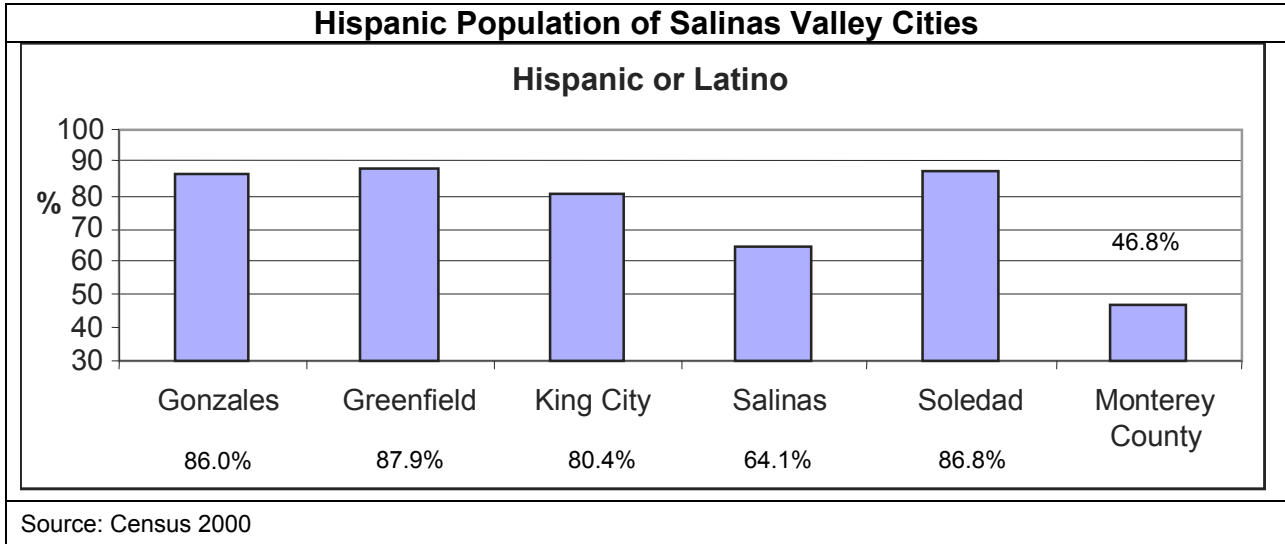
In the age group that combines all residents under 18 years of age, Monterey County (28.5%) has a higher percentage than the state of California (26.9%). Salinas Valley cities possess even larger percentages of young populations. See <http://quickfacts.census.gov/qfd/states/06/06053.html> for these data. Forecasts show that this age segment will continue to grow in Salinas Valley cities.



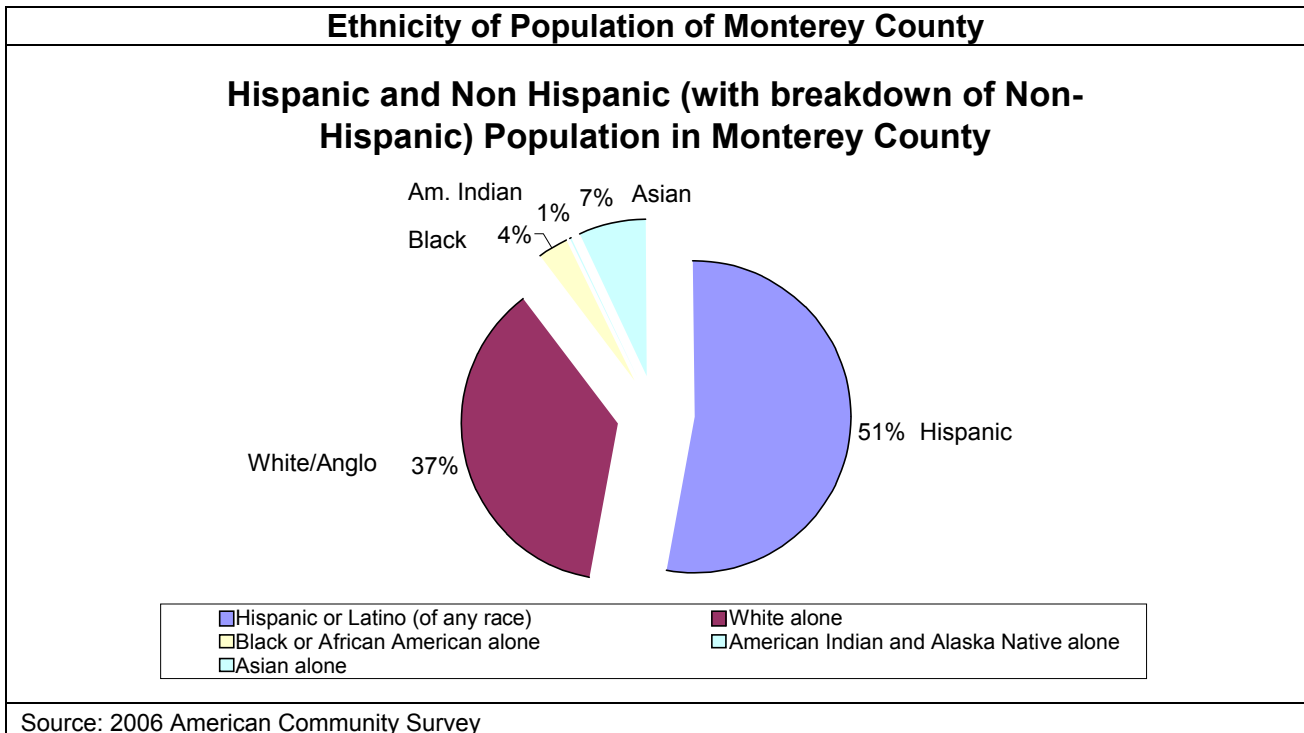
# Ethnicity Profile of the Salinas Valley

## ETHNICITY TODAY

Census data indicate that the primary ethnicity in the Valley is Hispanic. The percentage of Hispanic residents across Valley cities and for the county is remarkable and significant.

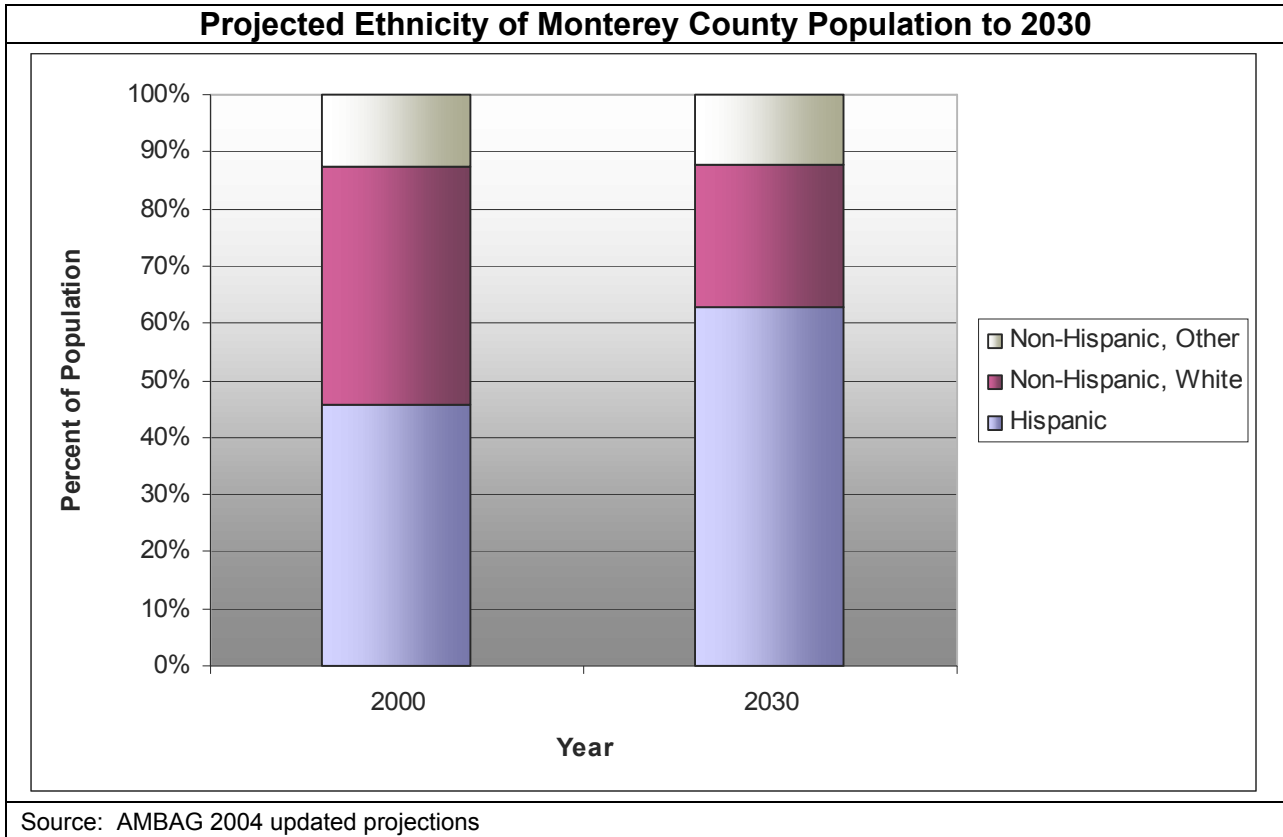


There is a huge difference in the composition of the population of Salinas Valley cities compared with those cities of the peninsula. Where 80%+ of the population of a typical Valley city is Hispanic, on average over 80%+ of the population of peninsula cities is non-Hispanic.



## ETHNICITY TOMORROW

The Hispanic population of Salinas Valley and Monterey County is quite stable and demonstrates very little migration flux. Changes in the ethnicity mix of the county over time are projected to be due primarily to an increasing birth rate among younger Hispanics.



## ***Gender Profile of the Salinas Valley***

### GENDER TODAY

#### **Gender of Population of Salinas Valley Cities**

	<i>Male</i>	<i>Female</i>
Salinas	52.1%	47.9%
Gonzales	52.0%	48.0%
Soledad	51.9%	48.1%
Greenfield	52.1%	47.9%
King City	53.7%	46.3%
<b>2006 Monterey County</b>	<b>52.0%</b>	<b>48.0%</b>
<b>2006 California</b>	<b>50.0%</b>	<b>50.0%</b>

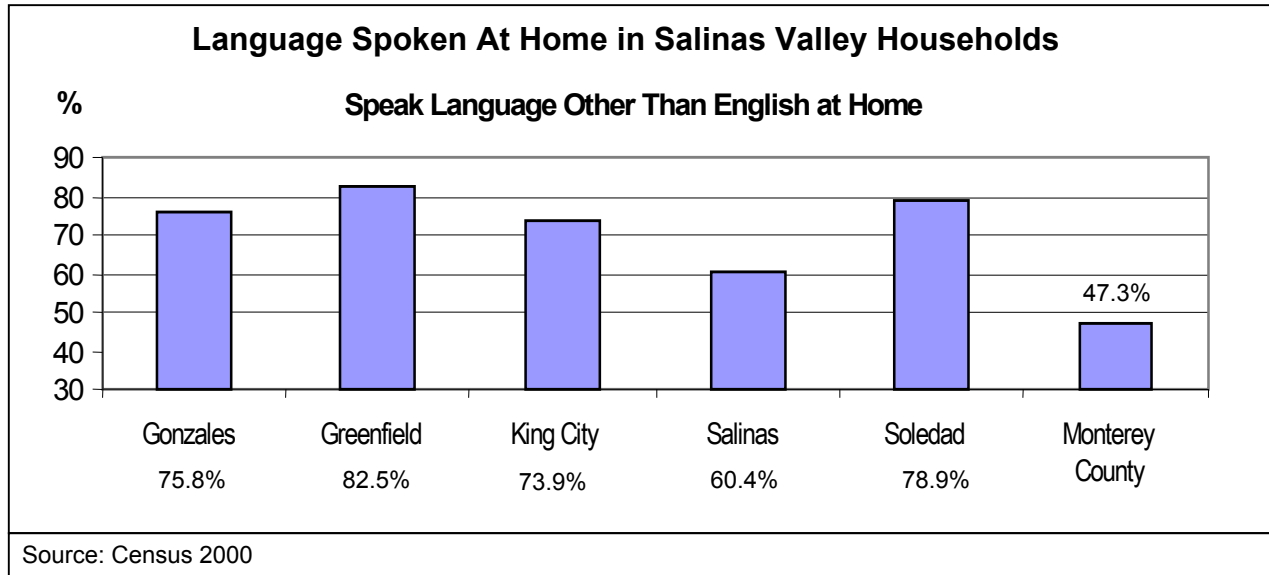
Source: For cities data, 2000 Census and 2006 ACS. For 2006 County and California data, 2006 American Community Survey, US Census.

- ❖ In general, the distribution of male and female residents is consistent across the population of Salinas Valley cities. This distribution is comparable to overall county gender data.

## ***Language Preferences of the Salinas Valley***

### **LANGUAGE USED AT HOME IN VALLEY CITIES TODAY**

The vast majority of Salinas Valley residents speak a language other than English at home.

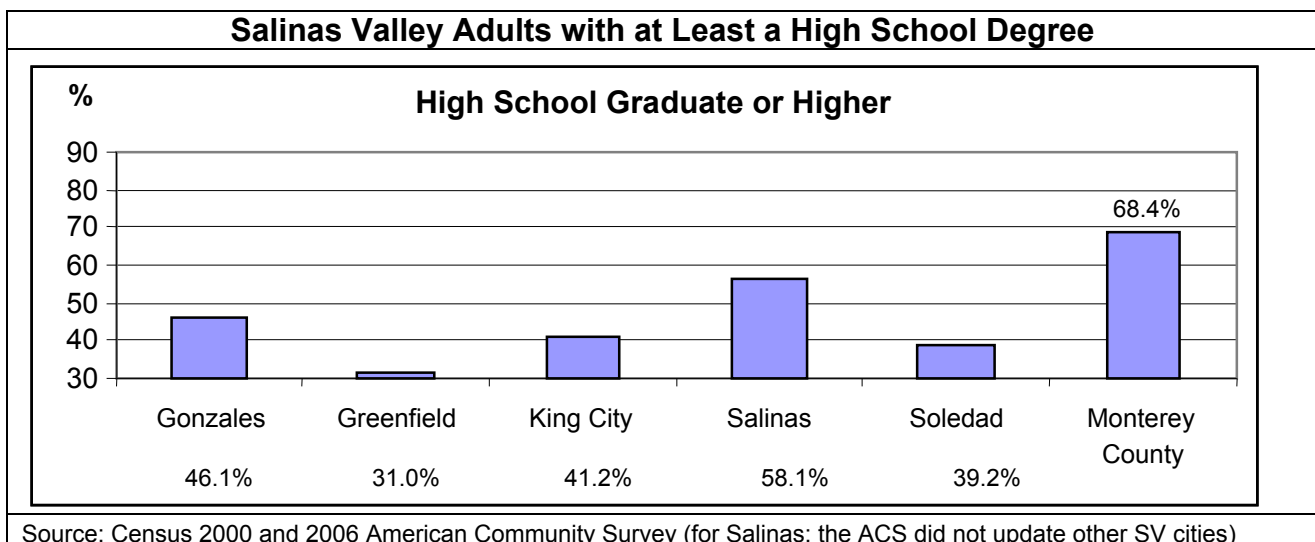


- ❖ The most preferred and used “non-English” language at home is Spanish.

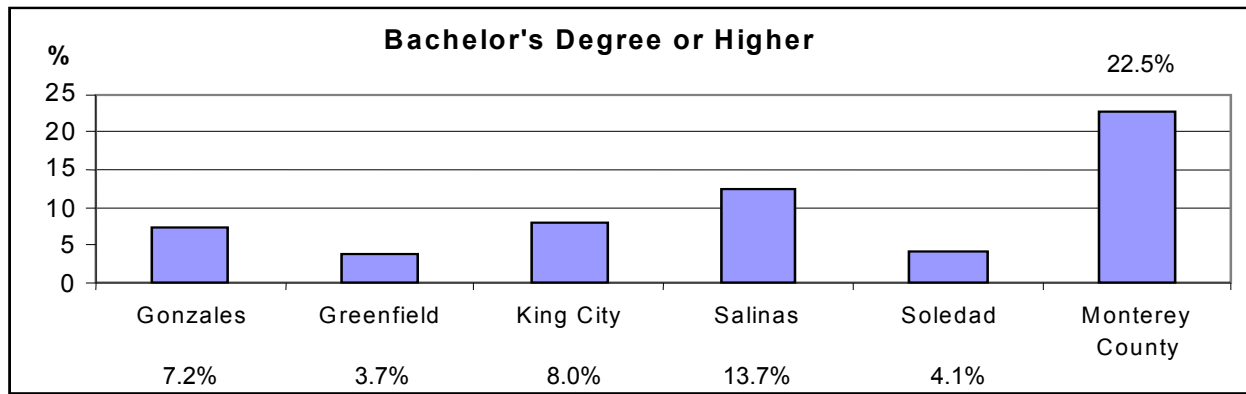
## ***Educational Attainment of the Salinas Valley***

### **EDUCATIONAL ATTAINMENT LEVELS TODAY**

There are major differences in educational attainment levels of residents across Salinas Valley cities as well as between the adult (25+ years) residents of Salinas Valley and Monterey County. In some Salinas Valley cities, less than 5% of adults have a bachelor’s degree.



## Salinas Valley Adults with a Bachelor's Degree or Higher



Source: Census 2000 and 2006 American Community Survey (for Salinas; the ACS did not update other SV cities)

## HIGH SCHOOL DROPOUT RATES TODAY

### High School Dropout Rates for Salinas Valley, Monterey County, and State

(Reported Dropout Rates for Grades 9-12 High Schools)

<i>Salinas Valley High School District</i>	2001-02	2002-03	2003-04	2004-05	2005-06
Salinas Valley High School District (H.S.: Alisal, Everett Alvarez, North Salinas, Salinas, Mt. Toro)	9.5%	3.5%	5.7%	3.8%	5.6%
Gonzales Unified School District (H.S.: Gonzales)	2.3	13.7	10.0	10.9	2.4
Soledad Unified School District (H.S.: Chalone, Pinnacles, Soledad)	20.3	18.3	9.3	18.0	14.4
King City Joint Unified High School District (H.S.: Greenfield, King City)	8.0	5.9	3.2	3.3	4.1
<b>Monterey County Public High Schools</b>	<b>9.0</b>	<b>6.8</b>	<b>5.7</b>	<b>7.4</b>	<b>6.7</b>
<b>California Public High Schools</b>	<b>10.8</b>	<b>12.7</b>	<b>13.3</b>	<b>12.7</b>	<b>14.3</b>

Source: California Department of Education official data website: [www.ed-data.k12.ca.us](http://www.ed-data.k12.ca.us). The above percentages are the imputed 9-12 grade dropout rates published by CDE. These rates are published by CDE as submitted.

## ***Employment & Workforce of the Salinas Valley***

### EMPLOYMENT/WORKFORCE TODAY

The employment base and mix for Monterey County and the 7,400 businesses and employers of the Salinas Valley is quite diversified. Certainly, many city and county leaders would like to attract more green industry, light manufacturing, a strong commercial base, and an increasing retail sector. And, while these goals are obtainable with vision and hard work, the Salinas Valley today represents a good mix of industries and employment opportunities. As noted in the following table:

- ❖ All of the cities of the Salinas Valley have a substantial workforce. Salinas, in particular, has the largest labor force of any city in Monterey County and represents a fertile prospect for customized training, workforce skills development courses, fee-based career advancement instruction, and occupational education retraining programs.
- ❖ The unincorporated community of Prunedale has a larger workforce than the other four cities of the Salinas Valley. Factor in Castroville's 3,000+ workforce and these two CDPs alone represent a significant target marketplace for programs, services, and growth.

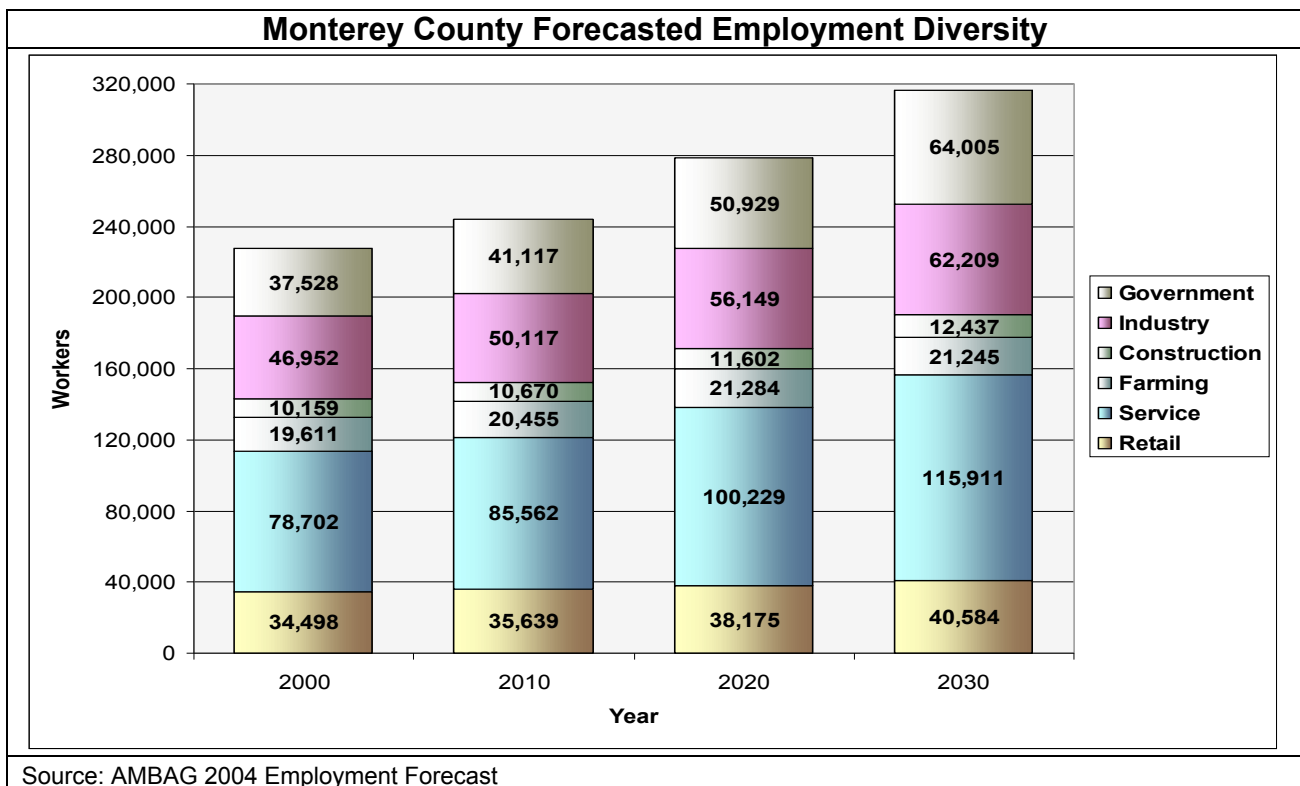
## Labor Force and Employment Levels in the Salinas Valley

<b>Cities</b>	<b>April 2007 Labor Force</b>	<b>April 2007 Employment</b>
Salinas	71,700	64,300
Gonzales	3,800	3,300
Soledad	5,600	5,100
Greenfield	6,200	5,500
King City	5,500	4,800
<i>CDPs</i>		
Bradley	120	100
Castroville	3100	2,700
Chualar	700	600
Moss Landing	200	200
Prunedale	10,500	9,900
San Ardo	230	200
San Lucas	225	200
Spreckels	330	300
<b>Monterey County</b>	<b>210,100</b>	<b>194,800</b>

Source: Calmis/LMInfo data from Employment Development Department

### EMPLOYMENT/WORKFORCE TOMORROW

Over the next 20+ years, the official AMBAG employment forecast sees employment continuing at a steady increase with much of the fastest job creation occurring in Salinas Valley cities.



- ❖ The greatest increase in jobs created is forecasted to be in the service sector over the next 20+ years. As the economy continues to diversify, there will be increased opportunities for entrepreneurs and employees in the professional services sector.

## ***Unemployment in the Salinas Valley***

### **UNEMPLOYMENT/WORKFORCE TODAY**

At the core of the Salinas Valley economy is agriculture and the allied/supporting/vertical industries that support this significant industry. Though the agriculture industry is more and more becoming a year-around business, there are periods of intense employment and periods of unemployment and underemployment. Here is a look at the available workforce and actual employed workforce for Salinas Valley cities and unincorporated communities.

#### **Unemployment Rates in the Salinas Valley Today and Back to 2000**

<b>Cities</b>	<b>April 2007</b>	<b>Year 2006</b>	<b>Year 2005</b>	<b>Year 2004</b>	<b>Year 2003</b>	<b>Year 2002</b>	<b>Year 2001</b>	<b>Year 2000</b>
Salinas	10.4%	10.0%	10.4%	11.8%	12.7%	12.7%	11.1%	10.5%
Gonzales	13.9%	13.5%	14.0%	15.7%	16.9%	16.8%	14.8%	14.1%
Soledad	9.3%	9.0%	9.4%	10.6%	11.5%	11.4%	10.0%	9.5%
Greenfield	11.2%	10.8%	11.3%	12.8%	13.7%	13.7%	12.0%	11.4%
King City	12.5%	12.1%	12.5%	14.2%	15.2%	15.2%	13.4%	12.6%
<b>CDPs</b>								
Bradley	3.5%	3.4%	3.5%	4.0%	4.3%	4.3%	3.7%	3.5%
Castroville	13.8%	13.3%	13.9%	15.6%	16.8%	16.7%	14.7%	14.0%
Chualar	18.8%	18.2%	18.9%	21.1%	22.6%	22.5%	20.0%	19.0%
Moss Landing	15.1%	14.6%	15.1%	17.0%	18.3%	18.2%	16.1%	15.2%
Prunedale	5.3%	5.1%	5.4%	6.1%	6.6%	6.6%	5.7%	5.4%
San Ardo	16.2%	15.7%	16.2%	18.2%	19.5%	19.5%	17.2%	16.4%
San Lucas	13.9%	13.5%	14.0%	15.8%	16.9%	16.9%	14.9%	14.1%
<b>Monterey County</b>	<b>7.3%</b>	<b>7.0%</b>	<b>7.3%</b>	<b>8.3%</b>	<b>9.0%</b>	<b>8.9%</b>	<b>7.8%</b>	<b>7.4%</b>
<b>California</b>	<b>5.0%</b>	<b>4.9%</b>	<b>5.4%</b>	<b>6.2%</b>	<b>6.8%</b>	<b>6.7%</b>	<b>5.4%</b>	<b>4.9%</b>
<b>United States</b>	<b>4.5%</b>	<b>4.6%</b>	<b>5.1%</b>	<b>5.5%</b>	<b>6.0%</b>	<b>5.8%</b>	<b>4.7%</b>	<b>4.0%</b>

Source: Calmis/LMInfo data from Employment Development Department

- ❖ Annually since 2000, the county's unemployment rate has been higher than the rate for the state and the rate for every Salinas Valley city has been higher than that of the county. Annually, the unemployment rates of the Salinas Valley are generally double the rate for California and for the nation.