

**NOTE: THIS WORKPLAN IS UPDATED ON AN ONGOING BASIS**

- ❖ **Vision:** A thriving, entrepreneurial manufacturing industry with a well-trained workforce.
- ❖ **Key Issues:**
  - Attract and retain more high-skilled talent. (Goal 1, Strategy 1B)
  - Develop transition models so that business owners can retire and the company can continue with new leaders (Goal 2, Strategy 2C)
  - Increase access to Spanish-English training for managers and line staff (Goal 1, Strategy 1C)
  - Improve infrastructure for moving goods, people and data (Goal 4)
- ❖ **Quick Wins:**
  - Technical assistance on developing and maintaining OSHA Illness Injury Prevention Programs (IIPP) in early start-up (Goal 1: Strategy 1D)
  - Increase access to Spanish-English training for managers and line staff (Goal 1, Strategy 1C)
  - Attract HSU/CR alumni who left the area, grown companies, acquired skills and want to return (Goal 2, Strategy 2B)
  - Expand access to quality marketing expertise (Goal 2, Strategy 2D)
  - Train consultant bookkeepers in human resources management (Goal 1, Strategy 1D)

**Manufacturing Cluster Goal 1 – Make hiring quality workers easier and less costly.**

**Strategy 1A: Develop solid ready-to-work attitude and skills for entry-level workers.**

<i>Project</i>	<i>Leader(s)</i>	<i>Stakeholders</i>	<i>Status Notes</i>
Ready-to-Work certification program that supplies people who have proven specific attitudes and skill base. Provides candidates with an advantage in hiring wage. Provides an employer with greater efficacy and efficiency in hiring.	WIB, CR		Initial research in process.

Basic, intermediate and advanced computer skills (MS Word, Excel, Access) relevant to current work (follow-on mentoring on site)	HROP, CR	WIB	
<b>Strategy 1B: Attract and retain more high-skilled talent.</b>			
<b>Project</b>	<b>Leader(s)</b>	<b>Stakeholders</b>	<b>Status Notes</b>
Build formal and informal referral network to engage new talent and their spouses <ul style="list-style-type: none"> <li>o <a href="http://www.caljobs.gov">www.caljobs.gov</a></li> <li>o email list to share results of recruitment process...recommending 2<sup>nd</sup> &amp; 3<sup>rd</sup> choice candidates</li> <li>o email list to share referrals</li> </ul>	Manuf Cluster leaders	WIB	
<b>Strategy 1C: Provide in-company training to develop workforce from within.</b>			
<b>Project</b>	<b>Leader(s)</b>	<b>Stakeholders</b>	<b>Status Notes</b>
Customized supervision and management training for newly promoted workers.			
Custom Incumbent Worker Training Program: work with employers to define career ladders and provide needed training for employed persons to move up along career ladders	WIB, Prosperity Network		Sara Kramer (VISTA) researching models, funding; advisory board forming; pilot project being defined.
Increased access to literacy improvement	Humboldt Literacy Project	WIB	
Increase access to Spanish and English as a second language for management and line staff	CR, Eureka Adult School	WIB	

<b>Strategy 1D: Provide useful, timely business human resource management information and training</b>			
<i>Project</i>	<i>Leader(s)</i>	<i>Stakeholders</i>	<i>Status Notes</i>
Technical assistance workshops, consulting, mentoring to new employers, bookkeepers and existing employers: <ul style="list-style-type: none"> <li>○ Basics of hiring and retaining workers</li> <li>○ Basics of labor law</li> <li>○ Labor law updates</li> <li>○ Sample manuals, forms, job descriptions, etc.</li> </ul>	NC-SBRC, NC Employers Advisory Council	WIB, Prosperity Network	
Provide training in human resource management to bookkeepers professional association	NC-SBRC, Professional Bookkeepers Forum	Prosperity Network	
Technical assistance on developing and maintaining OSHA Illness Injury Prevention Programs (IIPP) in early start-up	WIB, Prosperity Network		
<b>Strategy 1E: Increase availability of childcare for working parents</b>			
<i>Project</i>	<i>Leader(s)</i>	<i>Stakeholders</i>	<i>Status Notes</i>
		Manufacturing Industry Cluster	

**Manufacturing Cluster Goal 2 – Nurture manufacturing entrepreneurship.**

**Strategy 2A: Share knowledge, experience and problem solving among manufacturers and across clusters.**

<i>Project</i>	<i>Leader(s)</i>	<i>Stakeholders</i>	<i>Status Notes</i>
Cross-consulting among manufacturers			
Learning groups meet regularly on particular topics with agenda, timeframe.			
Board of Advisors for start-up, small companies			
Regular, quarterly guest talks and discussions over breakfast or lunch			
Share resources and solutions: <ul style="list-style-type: none"> <li>• Human resource management</li> <li>• Finding used and repairing equipment (dairy and food)</li> <li>• Vendors</li> <li>• Distribution systems for food</li> </ul>			
Develop a regular voice on policy and regulatory issues to government management and elected officials <ul style="list-style-type: none"> <li>➤ Formalize existing networks</li> <li>➤ Develop an organization with paid staff</li> </ul>			
Develop a business plan and feasibility analysis of a manufacturing cluster or multi-cluster organization of business leaders <ul style="list-style-type: none"> <li>➤ Update and verify list of businesses and leaders</li> <li>➤ Poll interest and specific resources available</li> <li>➤ Develop business plan and budget</li> <li>➤ Engage steering committee with defined time/task commitment</li> </ul>			

**Strategy 2B: Attract HSU/CR alumni who left the area, grown companies, acquired skills and want to return**

<i>Project</i>	<i>Leader(s)</i>	<i>Stakeholders</i>	<i>Status Notes</i>
	HSU Alumni	Manufacturing Industry Cluster Info-Tech Industry Cluster	

**Strategy 2C: Develop company transition models so that business owners can retire and the company can continue with new leaders**

<i>Project</i>	<i>Leader(s)</i>	<i>Stakeholders</i>	<i>Status Notes</i>
Develop mechanism for connecting entrepreneurs entering the local market with those wanting to retire and sell their business		Manufacturing Industry Prosperity Network	

**Strategy 2D: Increase access to quality marketing expertise.**

<i>Project</i>	<i>Leader(s)</i>	<i>Stakeholders</i>	<i>Status Notes</i>
Professional sales training			
Combine small companies with complimentary markets for trade shows	AEDC	Prosperity Network	
Share lists of marketing expertise			
Hire on-contract marketing firms			
Employ professional marketing expertise to develop “locally grown”, “locally produced” campaign that is educational, continual and cooperative. Look at other models like Whole Foods			
Develop institutional food program where schools use locally grown and produced foods			

<b>Strategy 2E: Increase access to computer numerical controls manufacturing expertise and production</b>			
<i>Project</i>	<i>Leader(s)</i>	<i>Stakeholders</i>	<i>Status Notes</i>
Resurrect and modernize industrial technology program	HSU, CR	Manufacturing Industry Prosperity Network	
Develop Small Manufacturers Institute	CR	Manufacturing Industry Prosperity Network	
Locate satellite production facilities for 3 larger CN manufacturers	CR, Co. Econ. Dev, RREDC	Manufacturing Industry Prosperity Network	

**Manufacturing Cluster Goal 3 – Decrease time/cost in developing manufacturing land, buildings and businesses.**

**Strategy 3A: Articulate impacts of inconsistent permitting on business growth to governing bodies.**

<i>Project</i>	<i>Leader(s)</i>	<i>Stakeholders</i>	<i>Status Notes</i>
Meet with government management staff to discuss and develop streamlining that results in... <ul style="list-style-type: none"> <li>o Common sense “design review”</li> <li>o Upfront clarity on requirements to approve</li> <li>o Assistance-service orientation of staff</li> <li>o More industrial land/buildings available</li> </ul>	Manufacturing Industry Cluster Leaders		
Liason to assist businesses through permitting process		Manufacturing Industry	

**Strategy 3B: Articulate land-use policies that support industrial development and enhance quality of life**

<i>Project</i>	<i>Leader(s)</i>	<i>Stakeholders</i>	<i>Status Notes</i>
Articulate industrial land use policy for County General Plan Update			
Support policies that protect and keep agricultural lands in production		Ranching industry Crop Farming industry Cut Flower industry	
Comprehensive review of environmental concerns for all industrial zoned parcels to decrease time/cost in individual parcel review when planning expansion...program EIR.			
Increase amount of industrial land available at a cost that growing companies can afford			

<b>Strategy 3C: Make regulations and compliance predictable</b>			
<i>Project</i>	<i>Leader(s)</i>	<i>Stakeholders</i>	<i>Status Notes</i>
“Regulators” see their role as a resource to business, helping them to succeed with best practices			
Training for inspection staff that increases consistency of interpretation and removes personality and arbitrary enforcement			
Develop regular workshop for businesses on how to get through permitting processes efficiently			
<b>Strategy 3D: Stabilize cost of insurance: worker’s compensation, health care</b>			
<i>Project</i>	<i>Leader(s)</i>	<i>Stakeholders</i>	<i>Status Notes</i>
Share experience and best practices in self-insurance...can save up to \$30,000 a year		Manufacturing Industry Cluster	
Develop a local HMO modeled after Santa Cruz		Manufacturing Industry Cluster	
Provide up-to-date information on what the options are for small business through associations, etc.	BizNet	Manufacturing Industry Cluster	

**Manufacturing Cluster Goal 4 – Improve infrastructure for moving goods, people and data county**

**Strategy 4A: Expand airport.**

<i>Project</i>	<i>Leader(s)</i>	<i>Stakeholders</i>	<i>Status Notes</i>
Expand length of runway so that larger cargo and passenger planes can land here and diversify flight routes			

**Strategy 4B: Gain interstate truck access.**

<i>Project</i>	<i>Leader(s)</i>	<i>Stakeholders</i>	<i>Status Notes</i>
Get funding allocated in federal budget for FY03-04 to improve Hwy 299 to 50 mile per hour road with interstate truck access			

**Strategy 4C: Expand access to high speed data**

<i>Project</i>	<i>Leader(s)</i>	<i>Stakeholders</i>	<i>Status Notes</i>
All business centers have high speed data access			

**Strategy 4D: Cooperatively negotiate for rates with transport carriers**

<i>Project</i>	<i>Leader(s)</i>	<i>Stakeholders</i>	<i>Status Notes</i>

**Strategy 4E: Develop local delivery and distribution system for local food products**

<i>Project</i>	<i>Leader(s)</i>	<i>Stakeholders</i>	<i>Status Notes</i>