



Stockton Workforce Development Action Plan:

# *The Need For Transformation*



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# Dear Reader

With the support of the University of the Pacific and Valley Vision, I am excited to release the *Workforce Development Action Plan: The Need for Transformation*. My hope is that the report captures the catalytic opportunity that Stockton has to capitalize on its economic future. The embodying Skills PACT is a call to action for how we move towards a transformative vision for our people and the city's workforce.

The ground is shifting underneath the feet of our residents who are struggling to keep up. This report synthesizes some of the economic and human capital challenges that our community has grappled with - including relatively low levels of higher education attainment, and the changing nature of relevant skills needed to acquire and retain middle-wage jobs.

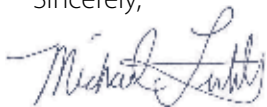
But more importantly, this report does not dwell on the past. Rather, it presents a plan for the future - whereby Stockton reinvents itself based on where it wants to go.

It sets out a common language and framework for how to think about putting Stockton on a different economic trajectory altogether. We can start to do this by doubling down on educational investments in our young people, and recognizing that workforce services must adapt to the changing face of work. In particular, entrepreneurship and technology are reshaping the skills required to be competitive.

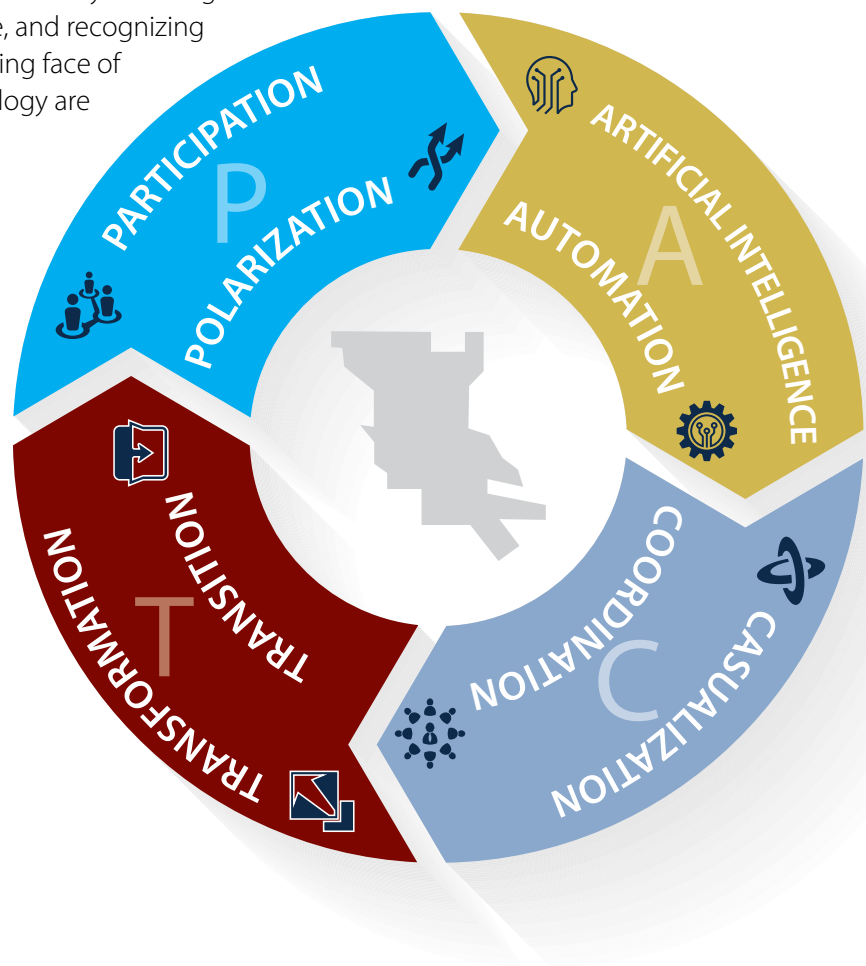
I believe that our community will rise to the occasion. Alongside the support of diverse stakeholders and a willingness to experiment with new ideas, I believe that Stockton can be a trailblazer for city-based economic and social innovation. In the following pages, you'll have the opportunity to reflect on how your organization may wish to engage with, and commit to putting the Skills PACT into action.

We welcome your thoughts and your active participation in continuing to reinvent Stockton for the future.

Sincerely,



Mayor Michael D. Tubbs  
City of Stockton



“How do we lay the groundwork to  
#reinventStockton for generations to come?”





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## BACKGROUND

The Office of the Mayor, University of the Pacific's Center for Business and Policy Research (CBPR), and Valley Vision partnered to study needs and opportunities in order to create a plan for aligning and enhancing workforce skills development in the Stockton area. The effort was initiated under the premise that too many of Stockton's residents are employed in lower wage positions with limited growth potential. To foster prosperity and a thriving community, the area is in need of an even more capable workforce and skills development system that allows for upward mobility and the emergence of new opportunities.

To plan for the future, this initiative moved forward through three stages. The first stage was a literature review that examined current reports and projections. The literature review framed the current context and articulated the existing conditions that are likely to continue without intervention. The findings from the literature review established the baseline by which the second stage – gathering input and direction from a team of leaders in the workforce development field – launched. Input from the Leadership Team was gathered over a series of three meetings. They reviewed current conditions, tested ideas, captured their experiences and perceptions, and shaped ideas and priorities for creating change. Ideas and suggestions from the Leadership Team fed into the third stage: development of an action plan. In stage three, the Office of Mayor, CBPR, and Valley Vision synthesized the ideas, priorities, and guidance provided by the leadership team to define a vision for the desired workforce development system, as well as plan of action for realizing that vision.

The following details the key findings from each of the three stages, culminating in the components of the plan of action, represented by the Skills PACT for Transformative Development.



# Key Findings From Literature Review

The literature review was led by CBPR and examined existing studies completed in the Stockton region, including papers on labor market overviews, skills gap analysis, industry cluster analysis, human capital assessment, economic analysis, regional connectivity, wage impact assessment, and economic and workforce development plans. The review, titled Workforce Development in the Stockton Area: The Need for Transformation, appears as Appendix A. A full listing of studies reviewed appears in the

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*To prevent mere maintenance of the status quo, there must be efforts focused on transforming the area's skills development system to create new opportunities.*

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bibliography section of this report. Each of the reports reviewed provides granular detail about specific elements of workforce and should continue to be referenced to guide specific plans.

Several critical observations emerged from the literature review, all of which further detail why continuation of the status quo will not be beneficial for Stockton, its residents, and its businesses.

## Limited Human Capital Attainment

One of the most significant findings was that residents in the Stockton Area have limited human capital attainment. The Center for Business and Policy Research (CBPR) at the University of the Pacific estimates that the Northern San Joaquin Valley has the second lowest Human Capital Index in the State (out of 15 regions). The Human Capital Index is a measure of resident labor, skill, and knowledge. By way of example, educational attainment by Stockton residents is considerably lower than seen throughout the State. Whereas 62% of California's residents (age 25+) have some college or more educational attainment, only 49% of Stockton's residents have achieved the same (per the US Census American Community Survey, 2016 1-year Estimates). The low level of human capital speaks to the challenges of moving employees into higher skilled, higher wage positions. The low level of educational attainment also makes attraction of new more knowledge-intensive businesses or industries difficult. **The area's human capital must be advanced in order to create the income and industry improvement needed for a thriving community.**

Related to the low human capital index, it was also affirmed that residents in the Stockton area have a low earning profile. This finding was embodied by a Centers of Excellence labor market study that forecasts that the occupations that are projected to add the most employment in the region are dominated by those with wages near or below the level of a living wage. Similar findings were reported in the Stockton Unified School District's Career Pathways Needs Assessment report prepared by Hanover Research. By way of example, the Hanover Research report projected job growth of 31% in the allied health sector from 2012-2022. However, it was also noted that it was positions in the allied health that had the lowest wages of the industries examined.

If the majority of job growth continues to come from low wage positions, residents will continue to struggle to make ends meet. The current reality of this finding is reflected in data from the American Community Survey, which reports a median household income in Stockton of \$49,271, compared to a State-wide median household income of \$67,379. Framed another way, if the median household income in Stockton was raised to the State-wide median, it would result in more than \$1 billion of additional annual income for Stockton's households, a 37% increase over current household income-level.

“How can we invest in our human capital to take advantage of undiscovered opportunities?”





## Increasing Cost of Living Without Concomitant Wage Increase

The literature review reported that pressures are added from the consistently rising living costs in the area. The increased costs of living are driven, in part, by individuals

inclusive of the San Francisco Bay Area, Monterey Bay Area, Sacramento, and Northern San Joaquin Valley, Stockton has comparative advantages in areas such as cost of living and cost of land; geographic connectivity; and existing industries such as logistics. But to take advantage of these opportunities, **Stockton must fully identify and commit to its comparative advantages and stake**

on established capabilities of both the workforce and workforce development system to prepare workers for similar skill jobs, but with higher earnings. This type of effort would leverage experience in lower wage positions to fill higher wage occupations. A third strategy would be to build workforce skills to create new occupational opportunities. This type of effort requires a proactive approach and carries the potential risk that desired opportunities do not materialize.



living in Stockton, but commuting to higher wage positions in neighboring geographies. While local wages remain somewhat stagnant, the increasing cost of living amplifies the already difficult circumstances experienced by those working and living in the area. There is also concern that if the proportion of commuters continues to grow, there is risk that the local job base could shift further to basic services, which tend to be lower wage positions, geared to serving the commuter population.

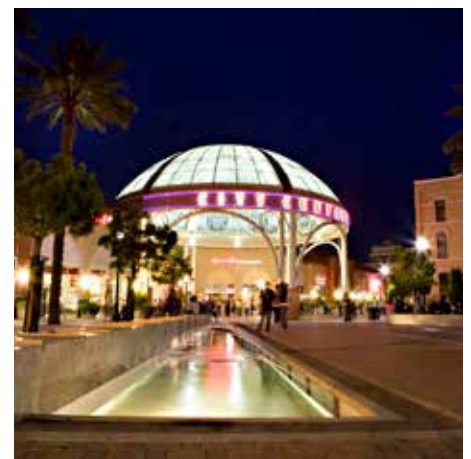
While there are challenges, analysis of the literature found that Stockton is in an interesting geographic location that could be leveraged to cultivate new opportunities. As part of a Northern California Megaregion,

**its claim for the role it wants to play in the megaregion and how it wants to interact with the other areas in the megaregion.**

## Alternatives for Action

From the challenges and opportunities identified, the literature review presented three types of actions that could be pursued relative to the workforce development system. One strategy would be to improve the efficiency of the existing system. This strategy would build on the projected growth in expanding industry sectors and occupations. However, on its own, this strategy would not lead to any transformational change. A second strategy would be to build

Analysis of the literature review led to several conclusions. First, **to prevent mere maintenance of the status quo, there must be efforts focused on transforming the area's skills development system to create new opportunities.** But given the risks and challenges associated with an approach of this nature, parallel efforts aimed at increasing the efficiency of the existing system to better move workers into current opportunities, as well as efforts to enhance existing skill sets into transferable skills to higher value jobs should also be pursued. In all cases, the existing capabilities must be utilized to the greatest extent possible. Second, **efforts must be integrated across a broad range of systems.** It is not business, education, and policy makers only; but a variety





of entities delivering social, cultural, and infrastructure supports that must be aligned to allow a very complex system to succeed. Along these lines, the **work cannot be done in isolation by Stockton alone, but must work cohesively with the megaregion** to assure that all the interests are working collectively to leverage each other's capabilities and contributions.

Finally, the literature review pointed out that **ongoing monitoring, evaluation, and learning are needed to inform and refine the direction that is taken and assure desired progress is realized.** As shared above and listed in the bibliography, there have been a number of studies and reports conducted in the region with the intent of informing workforce, economic, and skills development. However, it is unclear how much action has been prompted by these studies. There has not been a deliberate effort to set and evaluate measurable goals and report back on progress. As a community, we must be more intentional to use the information available. We must act on the information we have and hold ourselves accountable to see progress through. Use of the information begins with improved awareness of existing reports and data. Better socialization of these reports can form a baseline of information to catalyze conversations among diverse stakeholder groups – including K-12 educators, career technical institutions, and the business community.





# Key Findings From Leadership Team

With the literature review information in hand, additional insight was sought from a leadership team consisting of representatives from job training, education, business, labor, economic development, community development, and local government (see Acknowledgements section for the listing of participating organizations). Through a series of discussions over three meetings, the Leadership Team responded to and added to the interpretation of the literature review findings, articulated additional challenges and opportunities, highlighted current capacities, and emphasized the complexity and cross cutting nature of workforce and skill development. Leadership Team members highlighted what they felt were the most significant issues (both needs and opportunities); suggested steps that need to be taken; projected what success would look like; and began shaping the inventory of who is working on the issues. The following pages summarize these contributions.

The Leadership Team raised a number of poignant issues that are critical to bringing about transformative change in work and economic environments. The imperatives shared by the Leadership Team can be categorized in several substantial themes.

## Coordination and Alignment

The first theme stemmed from a seemingly universal recognition that coordination and alignment of the contributors to the existing workforce development system must be improved. Presently, there is not comprehensive awareness of who is involved and what specifically they

**improve communication and awareness, and allow for more purposeful alignment across efforts. Even more impactful would be a way to communicate and share information through an established venue or portal** so that successes and lessons learned can be shared and common obstacles can be addressed.



do. It is known that there are very successful projects and programming underway, however, it is perceived that too much of the work is done in silos. The “siloing” effect makes it difficult to understand what is working, how the efforts could be brought to scale or leveraged further across multiple entities. **Members suggested that a simple inventory of contributors would greatly**

Also under the theme of improving coordination, the Leadership Team noted that there is no universally agreed to vision of what is wanted from and for the workforce development system, nor the types of jobs and industries that the area

“How should we forge partnerships across the Northern California Megaregion to drive novel ways of coordination and collaboration?”





wants to grow. **To be successful, there must be a system-wide approach and vision, with all contributors clear on and supporting a specific, desired direction.** A common vision could also add clarity to roles and purpose for the varying contributors to the workforce system, helping reduce redundancy of or friction between providers. Community Health Leadership Council was cited as an example of coordination taking place

within a specific industry. In setting a vision, desire was expressed to be aspirational, but not unrealistic about the targets. The path forward must have some grounding in competencies that already exist. Visions considered by the Leadership Team centered on having a workforce that is fully rooted with the foundational skills applicable to all job types; having business, education, and public sector partnering cohesively on workforce development; and the emergence of new industries that transform the economic and job growth trajectory of the community.

While it was acknowledged that workforce development and readiness is a complex issue that is impacted by numerous variables, it was noted in particular that business, education, and government must work in unison to assure strategies, approaches, and policies are mutually

reinforcing. The three agents must be in constant communication to assure that changing needs are commonly known and action can be expedited to the greatest extent possible. **Several of the Leadership Team members expressed the need for business to not only be at the table, but lead the conversation.** It is particularly important for the transformative businesses to be at the table. It is the leadership of those transformative businesses that will create the ecosystem desired for the next generation of thriving employers. Having transformative businesses actively engaged would help signal the dynamic workplace and economic environment that Stockton and the surrounding region is becoming.

**Table 1: Case Studies in Skills Development Partnerships**

<p><b>Align Capital Region</b>  <a href="https://www.aligncap.org">https://www.aligncap.org</a>          California Capital Region</p> <p><b>Purpose:</b> Align regional resources to achieve greater outcomes in education, workforce development, and community vitality</p> <p><b>Key Features:</b> Provides inclusive venue for raising issues and designing solutions; fidelity to process of design -&gt; pilot -&gt; evaluate -&gt; adjust -&gt; scale; participation from community/consumers through executive-level leadership; backbone support staff.</p>	<p><b>Cradle to Career</b>  <a href="http://Fresnoc2c.org">http://Fresnoc2c.org</a>          Fresno County</p> <p><b>Purpose:</b> Strengthen educational and community support systems through collaboration and build the capacity for all children and families to achieve success.</p> <p><b>Key Features:</b> Inclusive representation; clearly defined common agenda and desired outcomes; measure results and take action, accordingly; backbone support staff</p>	<p><b>The Einstein Project</b>  <a href="https://EinsteinChallenge.org">Einstein Challenge</a>          Austin</p> <p><b>Purpose:</b> Raise the standard of living in Austin through the creation of a highly skilled workforce prepared to meet the challenges of the modern economy.</p> <p><b>Key Features:</b> Tracking monetary return on investment; incentives provided for employer participation; hands-on job training provided by business to all students; annual program evaluation and adjustment</p>	<p><b>EmployIndy</b>  <a href="https://employindy.org">https://employindy.org</a>          Indianapolis</p> <p><b>Purpose:</b> Ensure all residents have access to services and training necessary to secure a livable wage and grow in a career that meets employer demand for talent.</p> <p><b>Key Features:</b> Geographic targeting based on data; develop career pathways; incentives for employers; policy development and advocacy; communications hub.</p>
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The Leadership Team reviewed several case studies to explore how cross-sector partnerships around workforce development are structured in other areas. Examples reviewed included the Cradle to Career initiative in Fresno County (<http://fresnoc2c.org/>), Align Capital Region in the California Capital Region ([www.aligncap.org](http://www.aligncap.org)), The Einstein Challenge in Austin, and EmployIndy in Indianapolis (<https://employindy.org/>). Brief notes on each of these efforts are included in Table 1, below.

In each case, stakeholders in the respective communities – including business and industry representatives, education institution representatives, job training providers, local government representatives, and other concerned stakeholders – took a holistic, long term view of workforce, economic development, and community quality of life to develop a common agenda that all could work towards and contribute to. It was noted that behind each effort is a backbone organization,

providing the administrative coordination needed to maintain direction and engagement from the diverse participants. It was also noted that the success of each of the efforts began with key leaders demanding change and taking bold steps to define a vision and establish a structure that fosters collaborative participation. Moving from discussion to providing something tangible that other stakeholders are able to connect with and realize marked change is critical.

## Better Prepared, Educated Workforce

Another theme that emerged from the Leadership Committee was that Stockton is in need of a more prepared, more educated workforce. **Of particular emphasis was the need to provide young people as well as those currently in the workforce with critical thinking skills.** Critical thinking skills and problem solving are characteristics

that are needed and can be applied to all job types. With jobs that are changing rapidly and workplace dynamics changing as a result of automation, advanced critical thinking skills allow employees to be dynamic and successful across a range of job types. The recent efforts to emphasize both foundational skills and critical thinking skills in the Stockton Unified School District were applauded.

It was also noted that to prepare the upcoming workforce, **young people need to be exposed to career opportunities and workplace experiences earlier.** The exposure would help encourage young people to start thinking about a career and how their academic learning is related. Exposure to the work environment is also needed so that the emerging workforce is conscious of both the technical and interpersonal skills needed to succeed in the work environment. Leadership Team members observed that it is





not uncommon for there to be a disconnect between expectations and reality for those first entering the workforce. Internships, shadowing, and mentoring were all referenced as ways to help provide career and workplace exposure to young people at earlier ages.

The importance of having both critical thinking skills and interpersonal skills will continue to elevate as the 'gig economy' becomes a larger aspect of the workforce and more are working as independent contractors on a job by job basis. The nature of the gig economy is one in which temporary, contract positions are common, and workers are more inclined to be independent contractors, rather than employees. Because of the short term, evolving needs for those in the gig economy, workers must have the ability to continually improve and evolve their work, as well as the social acumen to be able to retain clients and a broad work network.

There is also a need for more workers with advanced degrees. **Promotion of college and career as viable options after high school should be more widespread through the community.** The partnerships with local colleges should be leveraged even further to help spur even greater visibility to college as an option. The influence of University of the Pacific's Beyond Our Gates program was identified as an impactful model. There must also be attention given to re-attracting and retaining local residents with college degrees. This includes both those who earn degrees locally, and recruiting back the local students who go elsewhere to earn their college degree. (Additional discussion of talent retention appears below.) The Leadership Team further

emphasized that skill development must be applied to all ages and levels of workers. Those currently in the workforce cannot be ignored. **There must be opportunities for those currently working to build skills so that they can continue to grow into high skill jobs with higher wages.** To effectively act on this, there must be familiarity with the skills that currently exist, and how those can be upskilled or repurposed for higher value use.



## Talent Retention and Attraction

A third major theme from the Leadership Team centered on the need for Stockton to retain its talent. It was observed that too many residents are leaving, whether through commutes to neighboring geographies, or through permanent relocation to other geographies after gaining work experience locally. There are tens of thousands of residents commuting out of the area each day. **The Leadership Team expressed that there would be value in examining the skills that are commuting out of the region to determine how those skills could be applied locally.**

While there was considerable discussion of the "outflow" of talent, the attention to, need for, and benefit

of talent circulation throughout the megaregion was also acknowledged. Mutual benefit for all geographies in the area can result if respective natural and created advantages between the geographies are leveraged. To be mutually beneficial, the geographies must be mindful of what they are contributing and in what ways they can benefit from their neighboring geographies to ensure that there is not a one-sided advantage. To best leverage the

benefits of talent circulation, the Stockton area must actively identify what it wants its role to be in the megaregion, and how it will achieve that through its contributions and what it takes advantage of from other areas in the megaregion.

Quality of life issues play heavily into talent retention. **It was recognized that Stockton must improve its quality of life and its associated narrative in order to attract and retain workers and employers.**

The Leadership Team acknowledged the far-reaching meaning of quality of life, ranging from safety to civic amenities to consumer options (and endless others). Improving overall quality of life requires commitments across a number of areas – which will be challenging – but is essential to creating permanent change. The holistic nature of the Reinvent South Stockton initiative was noted as a model.





# Connecting Workforce & Innovation Trends In Stockton For A New Future

## Marketplace Opportunities & Labor Shortfalls

Pursuing transformative change necessitates being familiar with both past and current conditions. As described in prior sections of this report, both the literature review and leadership team pointed to a variety of issues and conditions that frame the need for change. One of the issues not yet discussed in detail is the skills gap and mismatch in expectations among the employer community and the available workforce. This study has deliberately avoided detailed presentation of existing job growth projections and occupational gap projections. These data have been absent because we know that merely filling these existing projections will continue the status quo, which has led to underperformance and lack of advancement options for employees in the Stockton area. However, it is important to understand that even within the existing workforce and economic development models, there have been disconnects between what the skills development systems are producing and what jobs are projected to be available within the geography.

For instance, Hanover Research's Career Pathways Needs Assessment, prepared for the Stockton Unified School District, reported strong occupational growth in four key areas: allied health; global trade and logistics; advanced manufacturing; and agriculture, water, and environmental technology. It also reported that based on completion trends for regional education and training programs, that there will be a severe shortage for skilled labor in a number of occupations within these fields. These gaps indicate that corrections are needed in the marketplace to better align training opportunities with in-demand occupations.

Even as transformative steps are underway, existing projections and analysis – like those of Hanover Research, The California Community Colleges Centers of Excellence for Labor Market Research, and other primary sources – can be useful to help identify which trends (and which shortfalls) can play into transformative change. Data on workforce trends and occupational projections can be obtained from a number of sources, such as the Bureau of Labor Statistics, Employment Development Department/Labor Market Information Division, and Economic Modeling Specialists International. Each of these sources updates data on a recurring basis to assure the most accurate data available.

## Taking Advantage of Innovation-Based Economic Growth

In February 2018, a team from CityLab, a division of the Atlantic Group, visited Stockton to assess opportunities available for innovation-based economic growth. By CityLab's definition,

*"Innovation-based economic development refers to strategies that prepare communities to thrive in an economy where knowledge, technology, entrepreneurship, and innovation are positioned as the driving forces of growth. In pursuing this growth, leaders look to cultivate forces that drive cross-sector collaboration, foster smart human capital and establish repeatable processes to build a strong, resilient innovation community. At its core are a defined set of policies and programs at the local level that lead to more startups launching, a higher proportion of them scaling, and a faster rate of growth for larger employers."*

“What system changes will we need to build an economy driven by innovation in Stockton?”



Upon spending time with a variety of business, philanthropic, educational and community stakeholders across the city – the CityLab team identified how Stockton could take advantage of the innovation economy going forward. Their framework for evaluation rests on the 9 building blocks of innovation-based economic development. Below is a brief summary of how Stockton stacks up against that framework – particularly through the lens of CityLab’s perspective in cataloguing the experiences and best practices of cities across the US. More on CityLab’s work and recommendations will be available in a forthcoming case study.

According to CityLab’s assessment, Stockton fell in the “beginning” category in six of the nine components, and “intermediate” in the remaining three. To be competitive with other geographies, Stockton’s people, businesses, institutions, and governmental organizations must continue to develop each of these areas. To become a driver of economic activity, the Stockton area must take action to put in place the policies, infrastructure, and support systems that create the ecosystem that would elevate Stockton to “advanced” in many of these categories.



Rating Category	Ranking
1. Corporate engagement around innovation	Beginning
2. Startups	Beginning
3. Incubators & Maker Spaces	Intermediate
4. Creative Collisions	Intermediate
5. Investment	Beginning
6. Amenities	Beginning
7. University Engagement	Beginning
8. Local Government	Intermediate
9. Tech Training	Beginning

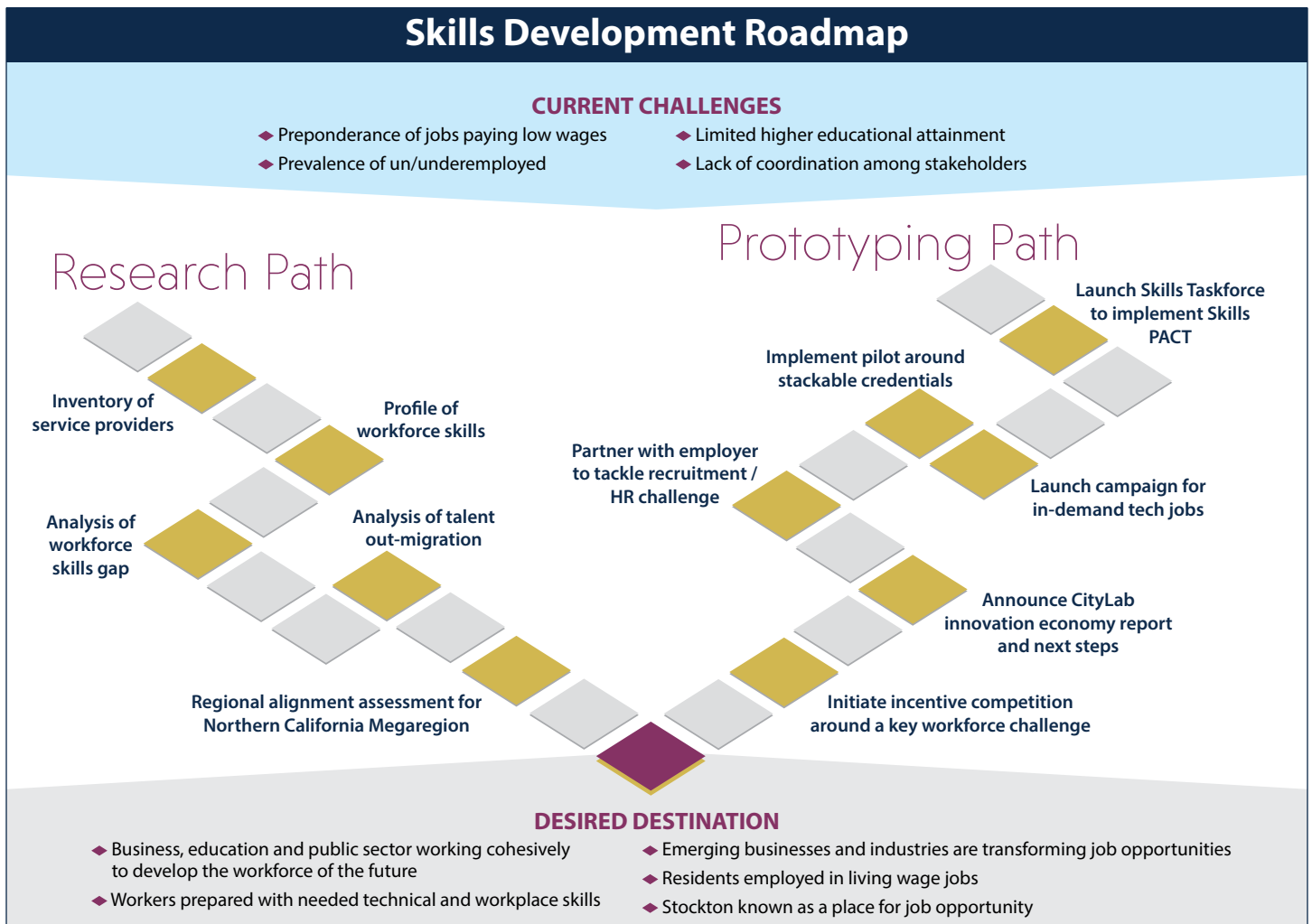


# Plan of Action

The culmination of the Leadership Team's input made it clear that two simultaneous paths must be pursued. One path centering on conducting additional research to fill in knowledge gaps; the other centering on prototyping efforts to spark transformative change in workforce development and employment opportunities. Pursuing

both paths simultaneously will allow for nimble innovation and refinement of strategies to assure that the directions chosen and being tested are the best fit for Stockton. Image 1, below, illustrates a road map for initiating these paths. The milestones indicate what could be preferred initial steps, but it is not intended as a comprehensive or linear depiction of what must be done.

Pursuing simultaneous research and prototyping paths will also provoke answers to some of the remaining unknowns that were highlighted in the literature and reinforced through Leadership Team discussion. Appendix D provides a detailed statement of questions that will be shared with a Skills Taskforce that



“How can your institution cultivate continued learning to transform the capabilities of our workforce?”







will be formed in pursuit of transformative change. Among the outstanding questions that must be resolved:

- (i) What can workforce & economic development initiatives learn from efforts that are currently underway locally or nationally?
- (ii) What are Stockton's most significant competitive advantages in a rapidly changing environment?
- (iii) What does Stockton want to be known as to the outside world?
- (iv) How would Stockton ideally want to interact with other geographies in the Northern California Megaregion?
- (v) How do we know we have been successful? What are our key metrics?

To inspire action, The Skills PACT for Transformative Development has been developed. The PACT – appearing on the following pages – takes into account the findings from other studies, the perspectives of the Leadership Team, and analysis of the current state to express a vision, present the issues that must be addressed, and offer steps that will move us forward. The PACT embraces ambiguity, recognizing that there are numerous variables at play and there will be continue to be a dynamic, evolving understanding of how those variables will converge and play out.



# The Charge: The Skills PACT for Transformative Development

**Led by the Mayor's Office in Stockton, CA**

Born out of a need to collectively recognize that the economic future of Stockton is intricately tied to the strength and dynamism of its workforce and job opportunities, the PACT is a framework to bring partners and stakeholders together. The PACT seeks to confront skills development challenges directly by simultaneously conducting further policy research and acting to apply ideas and test solutions that will drive progress. Finally, the PACT recognizes that success depends on the participation of diverse stakeholders, and therefore, offers a variety of opportunities for engagement. To drive this work, a Skills Taskforce will be assembled in April 2018.

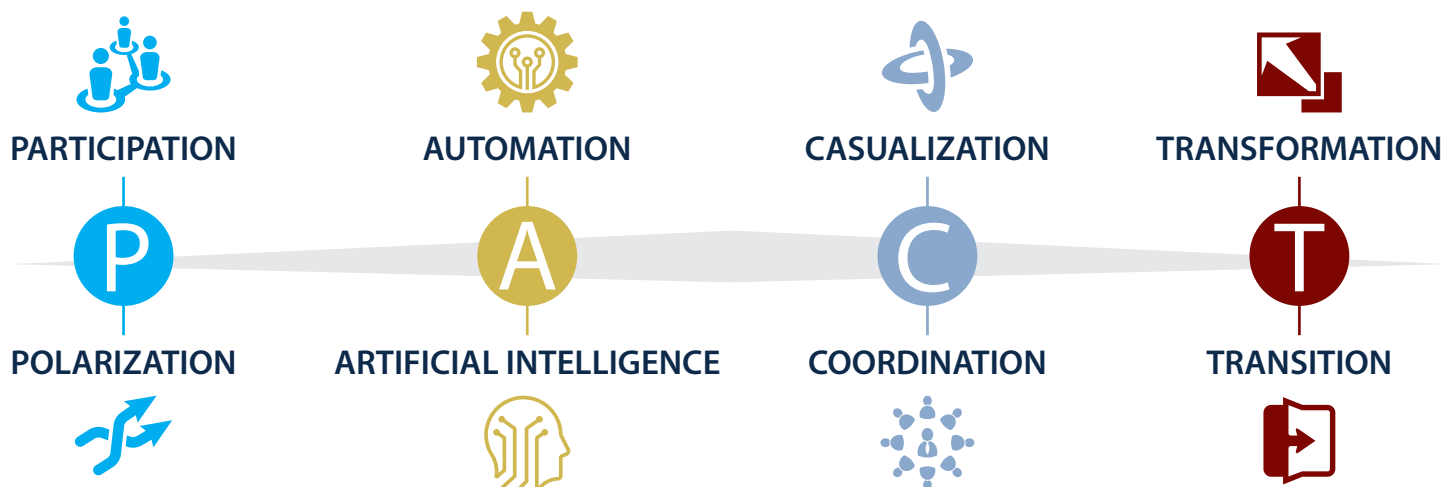
## Vision

Our communities have been told that they don't have the skills needed to meet the demands of the job market. And while there's no question that we need to address a mismatch in current skills and available jobs -- we also cannot ignore that technology and other advances are changing both the type of jobs that will be available and the nature of how work will be done globally and remotely.

The Mayor's Office is proud to launch the Skills PACT alongside key partners in the city. The Skills PACT is an inclusive initiative that takes a global view on the changes it is addressing as well as a megaregion wide focus in its thinking about skills development.

The Skills PACT is an initiative to help prepare our community to navigate a changing economic landscape and transform the status quo. The Skills PACT revolves around several key themes that emerged from a workforce leadership series convened by the Mayor's Office, Valley Vision and University of the Pacific. Together, we recognize the importance of addressing current workforce realities, and also preparing for future job trends in the Northern California Megaregion.

Below are some critical factors that we must collectively address, calls to action, and promising examples of organizations already working in the community to make progress on various aspects of work in our community. Moving forward, we are asking local organizations - public and private, to sign the PACT -- with a renewed commitment to tackling these key areas:



“What can your organization contribute to further creative solutions that will transform the capabilities of our workforce?”



## PARTICIPATION

Our residents must have the opportunity to participate in the workforce. Demographics, skills, and formal qualifications unquestionably influence participation in the economic system. How do we ensure we are maximizing opportunities for children, youth, and all adults to successfully engage in educational, workplace learning and in building lifelong curiosity?

**The Charge:** Expand and support inclusive human capital development opportunities and advance understanding of barriers to workforce, training, and supportive service engagement.

**Service Example:** The Beyond Our Gates Reading by Third initiative is an effort by University of the Pacific as well as other organizations and

individuals throughout San Joaquin County to improve early literacy. This coalition works to ensure all students are strong readers by the third grade and thereby able to participate in this critical period of learning and not be left behind.

<http://www.pacific.edu/Community/Beyond-Our-Gates/Reading-by-Third.html>

### Preliminary Call for Action:

Deepen our understanding of the existing systems of workforce-related programming and target audiences (see Appendix B). Encourage development of 'stackable' credentials to facilitate workplace experiences into formal qualification. Targeted outreach to the most disadvantaged populations to link them with needed training and supportive services.

*"I am therefore transmitting to the Congress a new Manpower Development and Training program, to train or retrain several hundred thousand workers, particularly in those areas where we have seen chronic unemployment as a result of technological factors in new occupational skills over a four-year period, in order to replace those skills made obsolete by automation and industrial change with the new skills which the new processes demand."*

– John F. Kennedy (1961) President Kennedy's Special Message to the Congress on Urgent National Needs, May 25, 1961

## POLARIZATION



An increasingly knowledge intensive economy, globalization, and several other factors have contributed to increasing inequality. These factors have limited the opportunities for those with mid-level wages and skills. Moreover, the polarization of information is also broadly creating challenges to inclusivity.

**The Charge:** Increase participation in the knowledge economy through inclusive skills development that maximizes residents' opportunities for upward mobility. Reduce information barriers around skills development pathways - including opportunities for career exploration. Align skills development ecosystem to the needs of a transformative workforce, while planning for the needs of those who will be less engaged in the future.

**Service Example:** Stockton Scholars is a first step in a comprehensive cradle-to-career strategy for the city of Stockton, that removes financial barriers for high school graduates aiming to access higher education - whether that's a 2-year, 4-year or trade school. <https://www.stocktonscholars.org/>

**Preliminary Call for Action:** Conduct workforce gap analysis – particularly in comparison to nearby metro areas (see sample city comparison in Appendix C). Launch awareness campaigns around high-demand, under-enrolled career pathways.

*"As processes are transformed by the automation of individual activities, people will perform activities that are complementary to the work that machines do (and vice versa). These shifts will change the organization of companies, the structure and bases of competition of industries, and business models."*

– McKinsey Global Institute (2017) A future that works: Automation, employment, and productivity?







## AUTOMATION

Driven by advances in robotics, process automation software, and autonomous vehicles the scope for automation technologies is expanding rapidly. This expansion is simultaneously phasing out, transforming, and creating a range of new jobs. While reducing dangerous, tedious, and physically demanding tasks, automation also increases the value of “soft skills” like communications, emotional intelligence and problem solving. Automation will substantially change the nature of work. How do we prepare for these changes?

**The Charge:** Build a diverse and responsive skills development ecosystem that facilitates opportunities created from

automation while minimizing the challenges. Position Stockton and surrounding areas as a R&D testbed of new automation technologies – particularly focused on agriculture / food, transportation and logistics.

**Service Example:** E-commerce fulfillment centers such as Amazon, Costco, Crate and Barrel, FedEx, Medline, Safeway, Smuckers, and U.S. Cold Storage have grown rapidly locally. This growth has been accompanied to varying degrees

by automation technologies that support better paid lower-skilled jobs with benefits.

### **Preliminary Call for Action:**

Develop a policy-enabling environment and physical infrastructure that encourages business to apply automation technologies and facilitate development of the workforce’s skills to benefit from them. Design technology incubators and prototype learning opportunities in applied automation technologies.

*“Fulfillment center jobs require only a high school diploma, but they are hard work, using a mix of cognitive and physical skills not dissimilar to industrial workers.”*

– Michael Mandel (2017) How Ecommerce Creates Jobs and Reduces Income Inequality

## ARTIFICIAL INTELLIGENCE



Machine-learning algorithms have advanced because of developments in neural networks, computing capacity, cloud computing, and other technologies. This has expanded the scope of machine applications to better understand complicated data such as that contained in imagery as well as expand its use in tasks like customer service inquiries. This development of AI, raises important questions about what human skills and jobs are most likely to benefit, change and be replaced?

**The Charge:** Identify business use cases from artificial intelligence technologies. Explore how to develop technical fluency into K-12 education while doubling down on building “soft skills” like communication, social skills and problem solving.

**Service Example:** One of the most promising platforms to explore AI and other technologies is the **FabLab at the San Joaquin County Office of Education** where game design, robotics and digital fabrication can be explored by students across the county. <https://www.sjcoescience.org/sjcoe-fablab.html>

**Preliminary Call for Action:** Build connectivity between Stockton and its metro neighbor by launching an open innovation contest targeted at existing AI companies in the Bay area that are interested in collaborating on an existing ag or logistics challenge (ie, doing a tree census for the North San Joaquin Valley).

*“Skills demanded in the labor market are rapidly changing, and automation has rendered the skills of many less-educated workers obsolete.”*

– Didem Tüzemen (2018) Why are Prime-Age Men Vanishing from the Labor Force?





## CASUALIZATION

Increasingly, startups and popularity of marketplace-platform companies like Uber, AmazonFlex and TaskRabbit are fueling the 'gig economy' - and with it, the rise of independent contract workers across all sectors. Without the stability of a consistent paycheck or benefits, this entrepreneurial workforce dictates the flexibility with which they enter and exit the workforce at-will.

**The Charge:** Explore, develop and advocate for business and labor market policies to enhance and support mobility.



**Service Example: Stockton Impact Corps** provides free business consulting services to business owners, entrepreneurs and freelancers - including startup information, business formation, marketing, bookkeeping, financing and business plans. They offer this in partnership with students at the University of the Pacific. <https://www.stocktonimpactcorps.org/>

### Preliminary Call for Action:

Encourage curriculum development that includes entrepreneurial learning. Build distributed talent development models that link experiential, online, and in-class skills development. Explore additional policies to support portable health care, retirement, and child care benefits.

## COORDINATION



An aligned ecosystem of workforce contributors will bolster efficiency and efficacy of efforts. How do we maintain connectivity with one another to coordinate our efforts across the full range of workforce resources and activities - including employer outreach and engagement; industry coordination; K-12, career technical, and higher education; job-training resources; and other needed supportive services?

**The Charge:** Foster communication and partnership opportunities among diverse public, private and labor partners to design and deliver complementary services including collaborative learning and communication structures.

**Service Example: San Joaquin WorkNet** has played an important role in convening, service provision and outreach to employers. How can the broader community of workforce service providers, small business and large employers play a role in building and maintaining this coordination across a multi-faceted workforce landscape? <http://www.sjcworknet.org/>

### Preliminary Call for Action:

Designate information hubs and formalize networks to improve business and labor market fluidity and planning. Ensure that valuable information being generated is not lost to those who should know and use these resources.





## TRANSFORMATION

Situated in the North San Joaquin Valley, Stockton has an incredible opportunity and need to reimagine its economic identity in Northern California - given the intersection of its geographical assets, and the rapid pace of technological change that is reorganizing large swathes of industry.

**The Charge:** Chart a path and vision of how Stockton can leverage its infrastructure assets, human capital and geography to incubate new businesses and industries with high potential to transform job-types available in the area and transition to an increasingly knowledge intensive economy.

**Service Example: The San Joaquin Regional Transit District (RTD)** partnered with battery-electric company Proterra to launch all-electric buses in Stockton – a first in Northern California – and collaborated with Delta College to offer relevant apprenticeships. How can we continue to stay on the cutting edge of new opportunities, including exploring the future of green economy?

### Preliminary Call for Action:

Following on from the efforts of the Leadership Team, we must spearhead a Skills Taskforce that is representative of industry, higher education and continuing education institutions, small business, entrepreneurship, human resources/recruiting, and youth to support transformative businesses – especially in their recruitment, talent development, and retention.

*“For this invention [writing] will produce forgetfulness in the minds of those who learn to use it, because they will not practice their memory. Their trust in writing, produced by external characters which are no part of themselves, will discourage the use of their own memory within them. You have invented an elixir not of memory, but of reminding; and you offer your pupils the appearance of wisdom, not true wisdom”*

– Socrates (c. 370 BC) cited by Plato in his writings – Phaedrus 275a

## TRANSITION



As we shift between addressing workforce capabilities and laying the groundwork for a transformed future workforce, how do we educate and provide social supports to those caught in the middle?

**The Charge:** Proactively engage the technological change that is occurring rather than move reactively or delay change; identify key demographics and communities impacted and architect ways to help move towards self-sufficiency.

**Service Example: California Human Development** has been a skilled operator in vocational training for 31 counties across northern California with a focus on skill building in welding, truck driving and construction. How will the Skills Taskforce envision building on these offerings and knowledge to help those in transition? <https://californiahumandevelopment.org/>

### Preliminary Call for Action:

Ensure that the design and impacts around the basic income work of the Stockton Economic Empowerment Demonstration (SEED) program in Stockton are understood in the context of shifting dynamics and needs of the labor market – particularly in response to technological changes and poverty.

*“Machines can take on work that is routine, dangerous, or dirty, and may allow us all to use our intrinsically human talents more fully. But to capture these benefits, societies will need to prepare for complex workforce transitions ahead.”*

– McKinsey Global Institute (2017) Jobs lost, jobs gained: Workforce transitions in a time of automation?





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# Appendix A:

## Literature Review Report

# Workforce Development in the Stockton Area: The Need for Transformation

### Introduction

A large proportion of the Stockton area's workforce is employed in positions that pay relatively little compared to the costs of living in the area. Existing research and studies further suggest that future job growth trends could continue this trap. To foster prosperity and thriving communities, the area's workforce development cannot focus only on preparing workers for the same types of jobs, but must also foster an even more capable workforce and skills development system.

The opportunities and challenges facing the workforce in the Stockton area are diverse. Some arise from the evolving geographic and economic relationships between the San Francisco Bay Area, Monterey Bay Area, Sacramento, and North San Joaquin Valley (collectively known as the Northern California Megaregion (NCMR)). Others relate to broader changes in work, the workplace, and technologies of production, distribution and sales. Still others relate to established areas of competitiveness, capabilities, and the business environment. We briefly review these issues through a discussion of current challenges facing Stockton's workforce and some of the types of opportunities that an enhanced skills development system might create. We thereby endeavor to use this review to foster a conversation among key stakeholders in the area's skills development system that will build consensus around a skills development road map for Stockton's future.

### Challenge of the Status Quo

Stockton has several challenges facing its workforce development system. Some challenges, such as automation or state regulatory environment, are largely beyond the local area's control. However, it is important to recognize these external influences and use them to guide local skills development planning. The current trajectory of the local workforce and economic environments is shaped by many factors. In this discussion, our focus is on a few of the major influences over the area's workforce system, namely:

- Limited human capital attainment
- Low earnings profile

- Rising costs of living in the area
- Increasing integration within and between regions in the NCMR

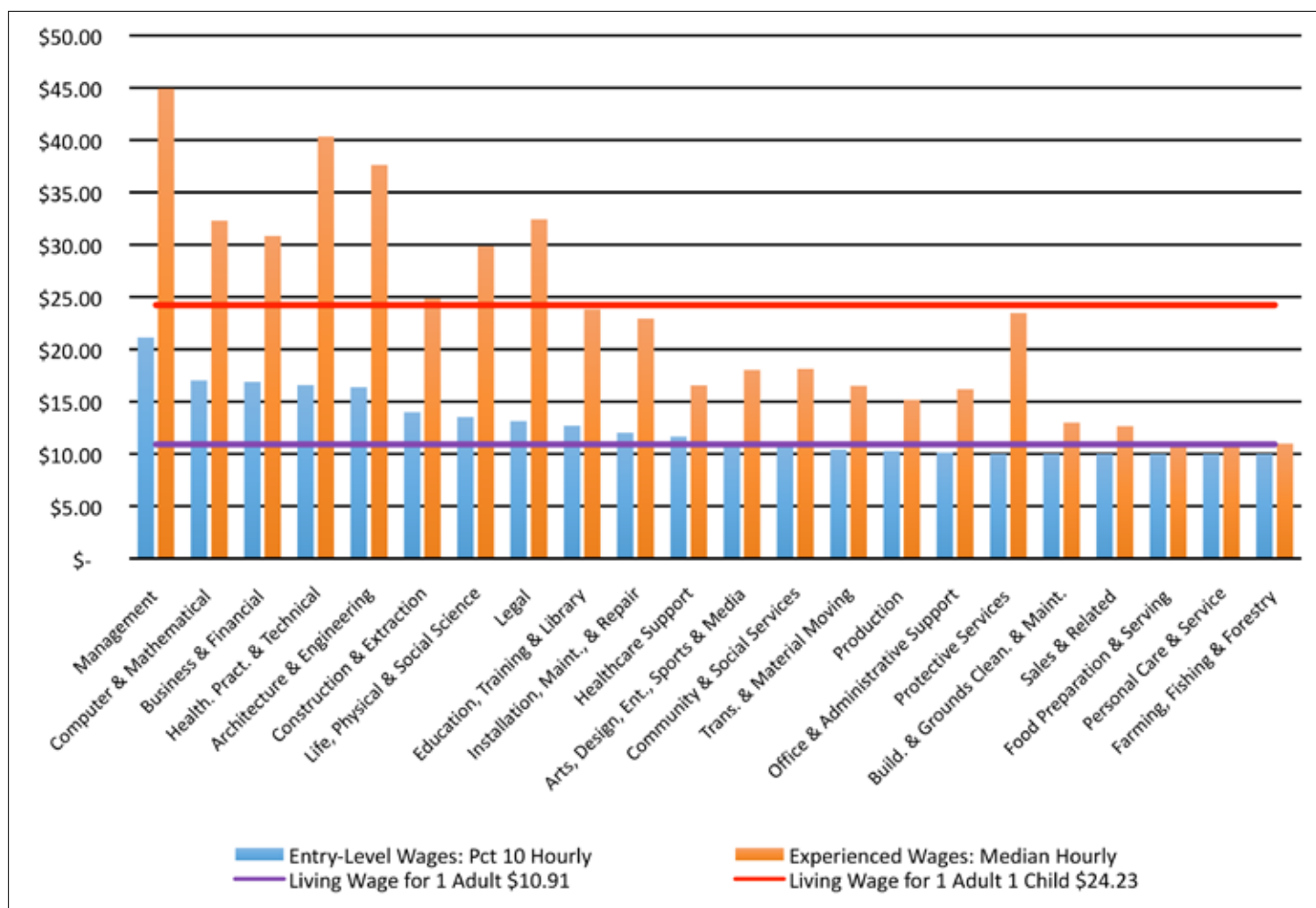
Among these challenges, the limited level of formal education in the area's population is a prominent feature. Table 1 below shows the low level of formal qualifications in Stockton's adult population. Related to this is the larger issue of a relatively low level of human capital (productive wealth embodied in labor, skills, and knowledge) in Stockton and its surrounding region. This low level of human capital is particularly evident when viewed in comparison to neighboring regions in the Megaregion. In a recent study, the CBPR estimates that Stockton's North San Joaquin Valley (NSJV) region has one of the lowest human capital index (HCI) in that state (14th out of 15 regions in the State). In that same study, neighboring regions like the Greater Sacramento Area had the 5th highest HCI in the State while the SF Bay Area had the highest HCI (CBPR, 2015). The NSJV's low human capital attainment therefore forms a skill divide with two of its geographic neighbors and reduces opportunities for employers from those regions to relocate or expand into the NSJV.

**Table 1 Educational Attainment of Population  
25 years and Older**

	% Less than High School Graduate	% Bachelor's Degree or Higher
City of Stockton	25.2%	17.4%
San Joaquin County	22.0%	18.4%
California	18.2%	31.4%
Source: 2011-2015 American Community Survey 5-Year Estimates (S1501)		



**Figure 1 Entry-Level & Experienced Wages by Occupation in Comparison to Living Wages**



This skills gap is further manifested when we examine the profile of wages by occupation, such as that reported in Figure 1. The profile shows that while there is an overall scarcity of occupations that provide a living wage for a single working parent with a child, it also shows that even for a single adult, jobs with entry level wages sufficient to provide a living wage tend to be clustered in occupations that require higher levels of educational attainment and training.

This earnings profile relates to the skills needs as demonstrated in Centers of Excellence (COE) labor market study of the Central Valley Region. That study showed that based on existing trends, the occupations that are forecast to add the most employment in the region are also those most likely to have wages near or below the level of a living wage (Serone, 2015). Maintaining the status quo therefore creates a fundamental challenge for the region and Stockton, as residents will continue to struggle with earnings at or below a sustainable wage.

Challenges of increasing living costs are well documented and regularly reported in stories about the City and the NSJV region.<sup>1</sup> These increasing living costs are caused by multiple factors. One of the more significant forces has been the City's proximity to the S.F. Bay Area where a booming economy has put cost pressure on the scarce land resources and led to increasing commuting, migration, and a relocation of workers. This has led to an increase in cost of living in the Stockton area without an increase in wages for those who live and work locally.

In response to the challenge of providing a living wage, California has adopted and begun implementing progression to a \$15 per hour minimum wage. Following assumptions from the UC Berkeley Institute for Research on Labor and Employment, the CBPR analyzed implications of the minimum wage at a County level in the NCMR. That analysis shows a much higher incidence of jobs being affected in San Joaquin County, 51.5%, compared to Bay Area counties like San Francisco, 25.1%, or Santa Clara, 28.5%, and even high difference compared to counties in





the Sacramento Area like Placer, 38.4%, and Sacramento, 43.8% (CBPR, 2016). This presents greater challenges to Stockton area employers and workers, as there is much less ability of the population and employers to absorb the increased costs. While low-wage workers in Stockton will benefit from the higher minimum wage, both the positive and negative impacts of the minimum wage will be substantially higher in Stockton than other parts of the Megaregion. The bottom line is that the minimum wage will accelerate the rate of change in the structure and skills required of jobs in the Stockton area and the local workforce must be prepared for the increased requirements, such as technological literacy, that will be required of even minimum-wage jobs. In addition, the cost pressures on business from the higher minimum wage will compound the cost of living challenges that have arisen from increased integration with the Bay Area. Much like Bay Area integration, the higher minimum wage will bring challenges and opportunities for the Stockton area workforce.

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*The bottom line is that the minimum wage will accelerate the rate of change in the structure and skills required of jobs in the Stockton area and the local workforce must be prepared for the increased requirements, such as technological literacy, that will be required of even minimum-wage jobs.*

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The combination of relatively low human capital endowments, a low earnings profile, and rising costs of living in the area are significant challenges for Stockton businesses and its workforce. These are particularly important as constraints on growth in neighboring regions like the Bay Area become more pronounced. In this context, if the status quo continues, historic sectors of comparative economic advantage in the Stockton area may erode and get replaced by lower value sectors increasingly focused on serving a commuting population to the job rich, but housing scarce Bay Area. That broader 'suburbanization' of the Stockton area economy would deepen and perpetuate the workforce challenges. It also creates a situation where the national and international competitiveness of the larger Megaregion may erode as increasing infrastructure demands reduce the quality of life and businesses are faced with growing skills constraints.

## Transformation Opportunities

Given the challenges facing Stockton, it is necessary to develop a road map to enhance its skills development system and ensure long-term needs are addressed. A skills development plan must recognize current challenges presented by the status quo, and seek to transform the human capital development system to position the City for a better future. Several recent studies and initiatives have identified ways to address at least a few manifestations of these challenges, but we believe that to date they fall short of what is needed to affect a meaningful transformation of the City's skills development system and its human capital development more generally. In this section, we discuss several different types of efforts to create opportunities for transformation of the skills development system. These types of efforts can be divided into three categories:

- Category 1: Efforts that seek to improve the efficiency of the existing system but do not build new opportunities or change the areas of competencies in the skills development system.
- Category 2: Efforts that seek to build opportunities in existing areas of competencies, but do not seek to change the areas of competencies in the skills development system. This category might also include components that seek to enhance the efficiency, Category One, of the existing system.
- Category 3: Efforts that seek to change areas of competencies in the system to create new opportunities. These efforts may also include enhancements to the efficiency, Category One, of the existing system as well as building opportunities, Category Two, in existing areas.

### Category 1: Utilizing the Existing System to its Full Capacity

One alternative is to enhance and leverage the existing system to its full capacity. This strategy would build on projected growth in expanding industry sectors and occupations. The analyses published by the COE are highly informative for this approach and provide detailed projections and assessments of the region's community college systems capacity to meet those needs (COE, 2016; COE, 2017). Among the key findings of these reports are that health care and trade/logistics will lead growth across the region in the next five-years. However, within the trade and logistics sector, some 62% of projected occupational growth will be in truck driving which is the lowest paid of all occupations in the sector (COE, 2017: 28). Similarly, even in the health care sector where some 24% of projected

1. See for example the August 17th story in the New York Times (Dougherty & Burton, 2017) and the August 12th from the Modesto Bee (Valine, 2017) for two recent examples.



occupational growth will be in the high wage registered nurse occupations, the next three largest growing occupations in the sector, which account for 41% of all occupational growth, each have entry level wages below the \$11.02 an hour average living wage needed for a single adult in the area (COE, 2017: 58).

The regional profiles published by the California Employment Development Department (EDD) are also important guides to understanding the structure of the skills system that the City is located within (EDD, 2015a; EDD, 2015b; EDD, 2016). Those EDD profiles along with the COE analyses clearly show that there are skills needs that could benefit from better alignment with our skills development system. However, if efforts are limited to just enhancing existing efficiencies, they are not strategically directing the skills development system toward any particular transformative goal. These efforts instead are inherently reactive and likely to perpetuate the status quo and its associated challenges.

### Category 2: Baseline Opportunity Development

Another alternative would build on established capabilities in the skills development system and existing employment opportunities to create a workforce that is able to fill jobs with higher earnings. Some combination of Category One (efficiency) efforts may or may not be included as well, but the central focus of this type of effort is to leverage employment experience and skills in lower wage occupations to fill needs in higher wage occupations. Related efforts of this type involve cluster-based strategies where focus is on advancing development of established economic clusters to capture larger portions of those cluster's economic activity. To date, the most significant examples of this sort of effort have come from Central Valley focused initiatives such as the work by the Central California Workforce Collaborative (CCWC) and the California Partnership for the San Joaquin Valley (CPSJV).<sup>2</sup>

In the CCWC analyses, sectoral and occupational trends are used to identify potential priorities for additional training efforts at the County-level. In its analysis of skills development practices across a ten-county, 40,760 square mile area that encompasses roughly 25% of the State, the CCWC advocates for greater uniformity in training systems (CCWC, 2017: 16). While their work creates a useful context to identify best practices to enhance training efficiencies and build opportunities to capture higher skills in the area's workforce, it does not identify how its efforts will

expand those higher skilled opportunities except through reference to the Regional Industry Cluster Analysis and Action Plan of the CPSJV (ADE, 2012). That Regional Cluster Action Plan identifies important industry-clusters across the Greater San Joaquin Valley and opportunities to capture more of their associated economic activity. These efforts are solid beginnings to enhancing baseline capabilities in the skills development system. However, the large and diverse area that these efforts cover limit their relevance for planning at a local level. Furthermore, their guidance and direction builds from historic norms. Therefore, they lack the necessary ingredients to build a concrete road map for transforming a skills development system at a local level and do not thoroughly engage with what is needed to create new areas of opportunity.

### Category 3: Creating New Opportunities for Development

Finally, there is an alternative focusing on building workforce skills to create new opportunities. This type of effort typically assumes that efficiency gains and building established capabilities are not enough to address the challenges facing the workforce development system. Nonetheless, this type of effort could use Category One (efficiency) and/or Category Two (established capabilities) efforts in conjunction with its own efforts to create new opportunities for workforce development. Whether it's based on a particular industry or a cluster, this type of effort aspires to foster new economic activity and thereby enhance the employment opportunities of its workforce.

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*That Regional Cluster Action Plan identifies important industry-clusters across the Greater San Joaquin Valley and opportunities to capture more of their associated economic activity. These efforts are solid beginnings to enhancing baseline capabilities in the skills development system.*

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Up to now, most efforts in the Stockton area of this type have been aspirational and have not specified a pathway through which new workforce opportunities would be created.<sup>3</sup>

2. See for example: ADE, 2016a; ADE, 2016b; ADE, 2012; CCWC, 2017; and Svensson, 2016.

3. See for example the cluster profiles in the City's Economic Development Strategic Plan (Natelson Dale Group, 2015).



This type of effort can lead to significant positive and transformative impacts on a skills development system, but it is also a riskier type of effort than the others. Its success depends fundamentally on correctly judging opportunities and mobilizing appropriate resources to realize those opportunities. Engagement with targeted employers and skills development institutions in a clear and measurable skills development plan will typically characterize successful efforts of this kind. Ongoing assessment is another important feature of this type of effort as additional information about identified opportunities, and potential lack thereof, are used to guide and refine its envisioned outcomes. Despite its difficulties, the substantial transformative power that an effort of this kind holds creates potential for enduring impacts greater than either of the other types of efforts. These impacts are particularly important in the Stockton area where continuation of the status quo is characterized by so many negative features.

## In Summary

Given the challenges facing Stockton's skills development system, there is considerable reason to focus efforts on transforming its skills development system to create new opportunities. Given the risks and challenges associated with an approach of that nature, it seems prudent to also include some effort to increase the efficiency of the existing system and enhance opportunities to meet established needs in higher value activities. It is also important that existing capabilities are utilized to the greatest extent possible in developing new opportunities in the skills development system as well as carefully reflecting on where some of the City's challenges might be transformed into opportunities. Examples in this regard may include taking experience in robotics from locally competitive sectors like the trade and logistics sector and using those skills in higher value-added areas like manufacturing. It would also potentially entail taking challenges like the rising living costs associated with the City's proximity to the Bay Area and carefully reflecting on where those costs may, with supporting skills development, create opportunities for higher value business development.

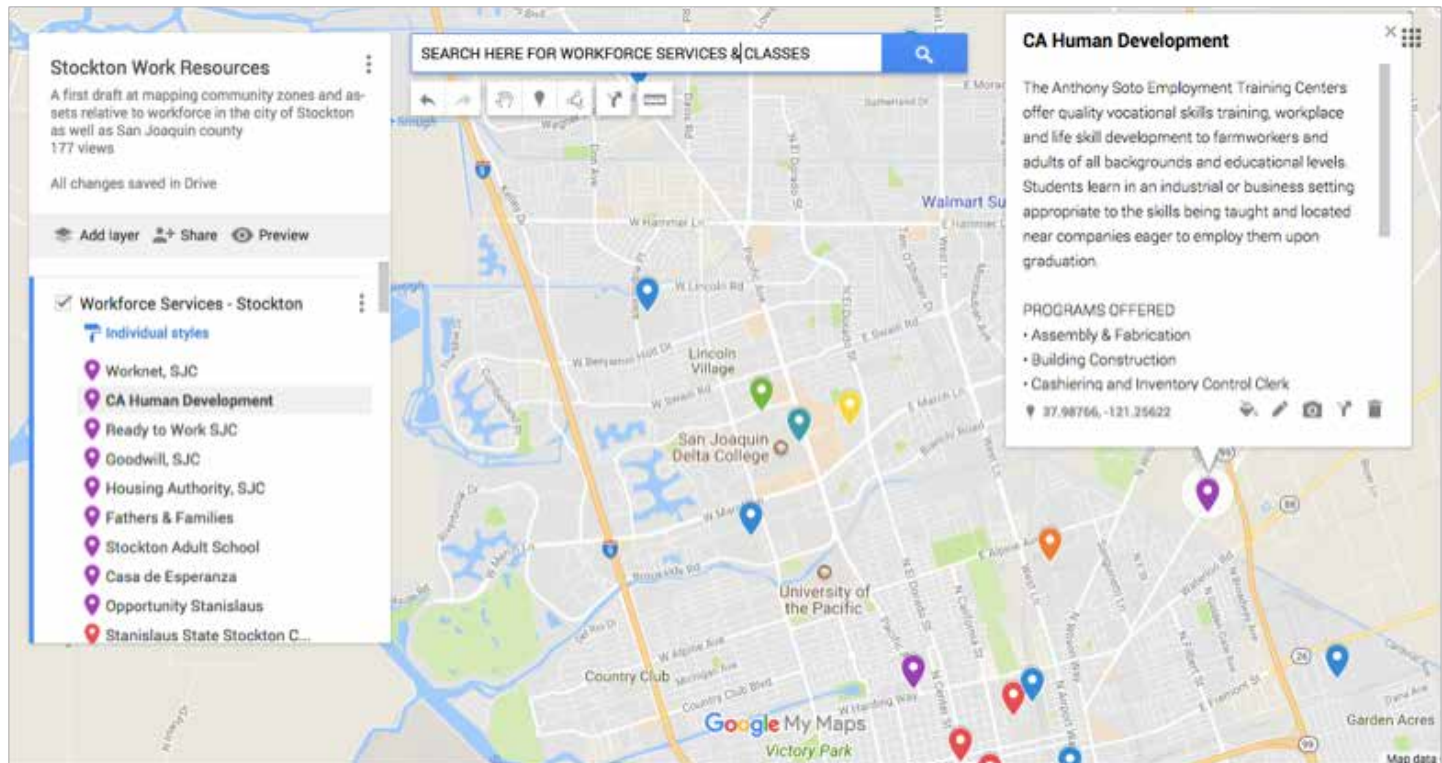
Nonetheless, the challenges facing the Stockton area are substantial and transforming its skills development system will require a long-term and sustained effort. That effort will entail engaging with the broader human capital development system from the local primary and secondary education systems through to the vocational and higher education systems. It also necessitates a broader engagement with surrounding regions as its eventual success likely depends on advancing coherence of what is the global competitiveness of the Megaregion. Fortunately, some work in that regard has already been undertaken, such as the Bay Area Council Economic Institutes (BACEI) analysis of the NCMR (BACEI, 2016). That study's top policy recommendations for enhancing economic prosperity across the entire Megaregion was transforming and expanding the NCMR's higher education system while focusing its development outside the Bay Area. In that context, discussing and developing a Megaregion wide human capital development strategy would be a substantial advance. Building a transformative skills development road map for the Stockton area therefore holds important potential to advance that conversation from the ground-up. It also could serve as a basis to facilitate similar County-wide and regional conversations across the NSJV that identify how future workforce opportunities are maximized and their challenges minimized.





# Appendix B:

## Overview of Workforce-Related Assets in Stockton



For a full overview, more can be [seen online here](#).



# Appendix C:

## Sample Comparisons of Top Occupations In A Single Sector (IT) and City (San Jose & San Francisco, CA)

Source: Labor Insight Jobs (Burning Glass Technologies)

### Report #1

#### Top Burning Glass Occupations (BGTOCCs)

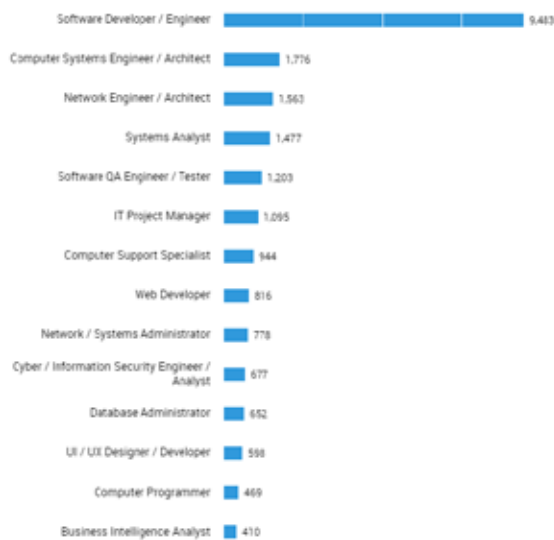
Feb. 09, 2017 - Feb. 08, 2018 (Data not available after Feb. 06, 2018).

There are 25,025 postings available with the current filters applied.

There are 0 unspecified or unclassified postings.

### Active Selections

Last 365 days AND ( City : San Jose, CA ) AND ( BGTOCC Family : Information Technology )



### Report #2

#### Top Burning Glass Occupations (BGTOCCs)

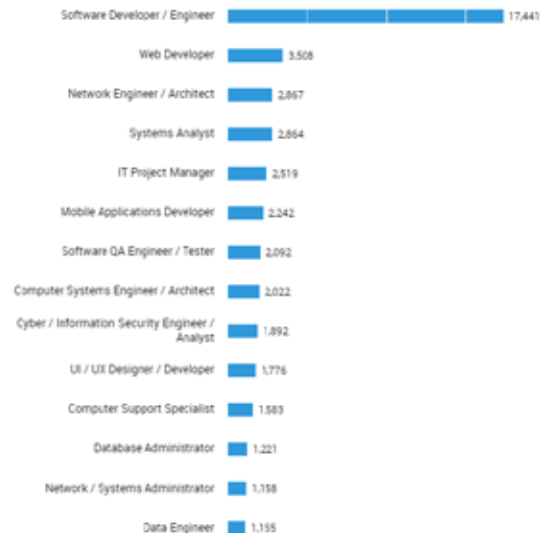
Feb. 09, 2017 - Feb. 08, 2018 (Data not available after Feb. 06, 2018).

There are 52,759 postings available with the current filters applied.

There are 0 unspecified or unclassified postings.

### Active Selections

Last 365 days AND ( City : San Francisco, CA ) AND ( BGTOCC Family : Information Technology )



# Appendix D:

## Remaining Questions for Future Agenda Setting

The literature review highlighted and discussion from the Leadership Team reinforced that some fundamental questions must still be answered to create the future desired for Stockton, its residents, and businesses. Some of those questions include:

### **Striking the right tone**

- (i) Who is missing from the current workforce & economic development conversation? Employers, young people, specific industry representatives?
- (ii) What can broad workforce & economic development initiatives learn from some of the current leadership of the healthcare sector?
- (iii) What are the biggest pain points / challenges of existing career technical educators, like Delta College?

### **For discussion**

- (i) What are Stockton's most significant competitive advantages in a rapidly changing environment?
- (ii) How would Stockton ideally want to be known, and interact with other geographies in the Northern California Megaregion?
- (iii) How can Stockton leverage innovation-led economic growth strategies, based on the trials and learnings of other US cities?
- (iv) How do we know we've been successful? Identifying key metrics.

### **For research**

- (i) How do Stockton's most in-demand occupations compare to neighboring regions?
- (ii) What are the average time-to-fill vacancies in low, semi-skilled and high-skilled work?
- (iii) What % of existing occupations in San Joaquin County are classified as independent contractor roles?

### **For prototyping**

- (i) How might we take advantage of green economy and automation trends in transportation?
- (ii) How might we address employer needs around technology and re-skilling opportunities?
- (iii) How might we address the needs of the informal workforce?

### **For the Skills Taskforce**

- (i) How will the Skills Taskforce define commitments to action by its members?
- (ii) How will the Taskforce identify business groups – like employers, who have been traditionally underrepresented in workforce conversations?
- (iii) How will the Skills Taskforce determine the criteria for the priority setting of various pilots to focus on?
- (iv) Where will the Skills Taskforce be housed long-term?





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