PACIFIC GATEWAY WORKFORCE INVESTMENT NETWORK (PGWIN)

C-17 SITE TRANSITION PLAN

July 19, 2016
Agenda

Introductions
• Regional Background
• Project Overview
• Projected Outcomes
Nick Schultz, Pacific Gateway
Weston LaBar, Public Steering Committee

Introduction to C-17 Land Use & Infrastructure Planning
Carrie Tai, City of Long Beach

Regional Economic and Demographic Analysis
Reg Javier, Public Consulting Group
Claire McLaughlin, Public Consulting Group

Industry Cluster Mapping
Josh Williams, BW Research

Employer Survey
Josh Williams, BW Research

Facilitated Dialogue
• Who’s at Our Table?
• Discussion Questions

Closing Remarks
Nick Schultz, Pacific Gateway
Introduction
Regional Background

April 2014: Boeing Corporation announced layoffs and plant closings due to the ending of production of the C-17 Globemaster, a large military transport aircraft.

More than one-third of the 2,714 Boeing layoffs were at the Long Beach California production facility.

Additional economic impacts across the supply chain are likely to affect Long Beach and surrounding areas. Aside from manufacturing, engineering, and project management jobs within the aerospace/defense sector, other job losses will occur in the service realm, including health care, retail trade, professional, accommodation and food services, and more.
Project Overview

In 2015, the DoD’s Office of Economic Adjustment awarded the City of Long Beach a Defense Industry Adjustment Grant to develop and implement a comprehensive economic transition program in the wake of the C-17 production facility closure.

The grant is focused on ensuring the region can retain its regional skills base, competitiveness, and sector expertise through three tracks:

- **Economic Development Planning**
  - To adjust effectively to impacts from Boeing facility closures and identify opportunities to advance the site, the supply chain, and the regional cluster

- **Land Use and Infrastructure Planning**
  - To assess the existing conditions of the Boeing C-17 facilities (i.e. public infrastructure) and conceptual reuses with the goal of ensuring compatibility with future economic development strategies

- **Assistance to Impacted Defense Firms and Workers**
  - To establish a Boeing and defense dislocated worker case management tracking platform that incorporates customized training modules and provides direct assistance to impacted suppliers
Projected Outcomes

As a result of this project, the City of Long Beach and its surrounding area expects to:

- Transition its displaced workers successfully
- Minimize the economic impact of the plant closure by supporting the reemployment of as many as 3,000 defense workers directly dislocated
- Conduct a compatibility study of the site with respect to the Long Beach Airport (LBG)
- Produce a C-17 Transition Master Plan as a guiding economic and land use/infrastructure planning strategy for use by the region
Introduction to C-17 Land Use and Infrastructure Planning
C-17 Land Use and Infrastructure Planning

• The C-17 Transition Master Plan ensures that the physical land use planning component of the site will be compatible for future economic development strategies.

• Allows for informed decision-making on:
  • Future use of the site
  • Infrastructure needs
  • Airport considerations

• Aids in the formulation and implementation of future land use alternatives
C-17 Existing Conditions Report

1. Existing Conditions Analysis:
   - Assessment of the site’s physical attributes
   - Local and Regional circulation network
   - Infrastructure conditions
   - Observations about site and surroundings
   - Opportunities and constraints

2. Long Beach Airport Compatibility Assessment

3. Policy Framework

4. Regulatory Documents
   - General Plan / Zoning Ordinance
   - Development Standards / Design Guidelines
**C-17 Land Use and Infrastructure Planning**

**Next Steps**

- Analyze current market and economic data
- Collect public input during outreach efforts:
  - What is the stakeholder vision for the site and area?
  - How can and should the site and areas be used in the future to accomplish the vision?
- Create possible land use alternatives based on the vision and market data:
  - Identify likely uses to attract to the site and the area
  - Consider Opportunities and Constraints
- C-17 Transition Master Plan will guide implementation of the vision and land use alternatives
C-17 Land Use and Infrastructure Planning

Future Outreach: August 23 6:00 p.m. – 8:00 p.m.
September 15 6:00 p.m. – 8:00 p.m.

Focus of August 23 Outreach Event:

- Overview of Existing Conditions Report
- Develop Land Use Alternatives

Participants: Residents, Business owners, Employers, Property owners, Public service providers (i.e., education, parks, etc.), etc.

Preliminary Feedback: Carrie Tai, AICP, Current Planning Officer
carrie.tai@longbeach.gov
562-570-6411
Regional Economic and Demographic Analysis
Project Purpose

Purpose

Capture a comprehensive vision of the economy and trends which are taking place in the Pacific Gateway region

Objectives

1. Provide insight into demographic, labor supply and demand, and occupational and industry trends
2. Provide insight into similarities and dissimilarities to expose variables and conditions which may link the regions
3. Serve as a tool in the development of a comprehensive workforce development strategy and aid in outreach and collaborative initiatives
Regional Context

Regional Population (2014): 1,908,100

Unemployment Rate (2014): 8.4%
Increase in Job Growth: 2.50%

Households

Five Regions: 631,500
Orange County: 995,500
Los Angeles County: 3,285,200

Degrees

351,400
Nearly 339,000 adults over the age of 25 in the regions have a bachelor’s degree or above.

Income per capita: $52,900
Household incomes average: $59,408
Family median income: $59,408

Pacific Gateway Workforce Investment Network | July 19
## Regional Context

### Largest Employment Sectors
- Manufacturing
- Healthcare
- Retail Trade

### Largest Occupational Groups
- Office and Administrative Support
- Sales and Sales Related Occupations
- Food Preparation and Serving Occupations

### Higher Growth Employment Sectors
- Ambulatory Healthcare Services and Hospitals
- Professional, Scientific, and Technical Services
- Nondurable and Durable Merchant Wholesales

### Long Beach Port

- $16 Billion in Wages
Demographic Trends & Analysis
# Race & Ethnicity

<table>
<thead>
<tr>
<th>Race</th>
<th>Long Beach/Signal Hill</th>
<th>San Pedro/Wilmington/Harbor City</th>
<th>SELACO</th>
<th>Orange Co.</th>
<th>Carson</th>
<th>LA Co.</th>
<th>California</th>
</tr>
</thead>
<tbody>
<tr>
<td>White</td>
<td>45%</td>
<td>52%</td>
<td>47%</td>
<td>52%</td>
<td>23%</td>
<td>50%</td>
<td>56%</td>
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<tr>
<td>Other Race</td>
<td>21%</td>
<td>27%</td>
<td>22%</td>
<td>11%</td>
<td>19%</td>
<td>22%</td>
<td>18%</td>
</tr>
<tr>
<td>Asian</td>
<td>14%</td>
<td>7%</td>
<td>18%</td>
<td>29%</td>
<td>26%</td>
<td>14%</td>
<td>14%</td>
</tr>
<tr>
<td>Black/African American</td>
<td>13%</td>
<td>6%</td>
<td>7%</td>
<td>2%</td>
<td>23%</td>
<td>8%</td>
<td>6%</td>
</tr>
<tr>
<td>Two or More Races</td>
<td>6%</td>
<td>6%</td>
<td>5%</td>
<td>4%</td>
<td>5%</td>
<td>5%</td>
<td>5%</td>
</tr>
<tr>
<td>Pacific Islander</td>
<td>1%</td>
<td>1%</td>
<td>0%</td>
<td>0%</td>
<td>3%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>American Indian/Alaska Native</td>
<td>1%</td>
<td>1%</td>
<td>1%</td>
<td>1%</td>
<td>1%</td>
<td>1%</td>
<td>1%</td>
</tr>
</tbody>
</table>
Race & Ethnicity

Racial Composition

• Diverse regional compositions
• Orange County and San Pedro/Wilmington/Harbor City: Highest white population
• Carson and Long Beach/Signal Hill: Only in which the Black/African-American population exceeds 10%
• Asian communities make up a significant proportion of the population in most regions (14%-29%)

Ethnic Composition

<table>
<thead>
<tr>
<th>2014 Hispanic Population (ESRI)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Region</td>
</tr>
<tr>
<td>Long Beach/Signal Hill</td>
</tr>
<tr>
<td>San Pedro/Wilmington/ Harbor City</td>
</tr>
<tr>
<td>SELACO</td>
</tr>
<tr>
<td>Orange County</td>
</tr>
<tr>
<td>Carson</td>
</tr>
<tr>
<td>Los Angeles County</td>
</tr>
<tr>
<td>California</td>
</tr>
</tbody>
</table>
Gender

Total Population by Gender Ratio

- **Long Beach/Signal Hill**: 49.1%, Male 50.9%
- **Orange County**: 49.2%, Male 50.8%
- **Carson**: 48%, Male 52%
- **California**: 49.8%, Male 50.2%
- **Selaco**: 48.9%, Male 51.1%
- **Los Angeles County**: 49.4%, Male 50.6%
- **San Pedro/Wilmington/ Harbor City**: 49.8%, Male 50.2%

**Key**
- Dark blue: 2014 Male Population
- Light blue: 2014 Female Population
Age Distribution

• Similar age ranges in Long Beach/Signal Hill, San Pedro/Wilmington/Harbor City, and SELACO

• Orange County and Carson have the most mature demographic
Population Change

Annual Growth Rates

- Growth rates vary across all regions and are below that of Los Angeles County and the state
- *Highest:* Orange County and San Pedro/Wilmington/Harbor City
- *Middle:* Long Beach/Signal Hill and Carson (similar to that of Los Angeles County)
- *Lowest:* SELACO
Environmental Indicators
Travel Time & Methods

Travel Time to Work

- Long Beach/Signal Hill, SELACO, Orange County, and Carson have a similar distribution of travel to work time (<35min)
- San Pedro/Wilmington/ Harbor City boasts much shorter commute times (<25min)

Worker Means of Transportation

- Majority of workers across all regions drive to work alone
- Workers in Long Beach/Signal Hill use public transportation at a higher rate
- Less than 4% of workers in all regions bike or walk to work
Commute Patterns

Work Destinations of a Region’s Residents

• Throughout all the regions, 20% of the working population works in Los Angeles, and 20% work in their own home region
  • Remaining 60% works in another region
• Long Beach/Signal Hill, San Pedro/Wilmington/ Harbor City, SELACO, and Orange County are not as closely economically tied to the City of Los Angeles as typically thought

<table>
<thead>
<tr>
<th>Region</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Long Beach/Signal Hill and SELACO</td>
<td>15-17%</td>
</tr>
<tr>
<td>San Pedro/Wilmington/ Harbor City</td>
<td>26.9%</td>
</tr>
<tr>
<td>Carson</td>
<td>26.1%</td>
</tr>
<tr>
<td>Orange County</td>
<td>6.8%</td>
</tr>
</tbody>
</table>
Economic Indicators
Labor Force

ANNUAL CHANGE

California 1.2%
Los Angeles County 0.3%
Orange County 1.8%
Long Beach/Signal Hill 0.1%
SELACO 0.4%
Orange County region 1.9%
Carson -0.6%
San Pedro/Wilmington/Harbor City N/A

AUG. 2014 LABOR FORCE

18,870,000
5,025,000
1,575,500
247,200
227,300
47,700
374,400

AUG. 2015 LABOR FORCE

19,100,000
5,040,000
1,604,000
247,600
228,300
47,400
381,500

Source: State of California, Employment Development Department, Labor Market Information Division

Colors:
- California
- Los Angeles County
- Orange County
- Long Beach/Signal Hill
- SELACO
- Carson
- Orange County region
- N/A San Pedro/Wilmington/Harbor City
## Household Income & Growth Rates

### Household Income

<table>
<thead>
<tr>
<th>Region</th>
<th>Average Household Income</th>
<th>Median Household Income</th>
</tr>
</thead>
<tbody>
<tr>
<td>Orange County</td>
<td>$90,779</td>
<td>$69,851</td>
</tr>
<tr>
<td>Carson</td>
<td>$79,221</td>
<td>$63,851</td>
</tr>
<tr>
<td>• Long Beach/Signal Hill</td>
<td>$67,291 – $75,990</td>
<td>$48,195 – $60,146</td>
</tr>
<tr>
<td>• San Pedro/Wilmington/Harbor City</td>
<td></td>
<td></td>
</tr>
<tr>
<td>• SELACO</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Per Capita Income Growth Rates

- All regions, except Long Beach/Signal Hill and Carson, have slower five-year growth rates than Los Angeles County and California
### Employment vs. Unemployment

#### Employment – Growth Rates

- **California**: 2.7%
- **Los Angeles County**: 1.7%
- **Orange County**: 3.2%
- **Long Beach/Signal Hill**: 1.7%
- **Orange County region**: 3.6%
- **SELACO**: 1.3%
- **Carson**: 1.7%
- **San Pedro/Wilmington/Harbor City**: N/A

#### Unemployment

**Aug. 2015 Unemployment Rate**

- California: 6.1%
- Los Angeles County: 7.0%
- Orange County: 4.5%
- SELACO: 6.2%
- Orange County region: 9.0%
- Long Beach/Signal Hill: 4.7%
- Carson: N/A
- San Pedro/Wilmington/Harbor City: N/A
Social Indicators & Job Growth
<table>
<thead>
<tr>
<th>Category</th>
<th>Long Beach/Signal Hill</th>
<th>San Pedro/Wilmington/Harbor City</th>
<th>SELACO</th>
<th>Orange Co.</th>
<th>Carson</th>
<th>LA County</th>
<th>California</th>
</tr>
</thead>
<tbody>
<tr>
<td>Married Couple Family</td>
<td>19.2%</td>
<td>25.9%</td>
<td>30.5%</td>
<td>31.6%</td>
<td>21.9%</td>
<td>25.0%</td>
<td>25.2%</td>
</tr>
<tr>
<td>Other Family with Male Householder</td>
<td>6.9%</td>
<td>8.0%</td>
<td>6.9%</td>
<td>6.5%</td>
<td>7.8%</td>
<td>7.1%</td>
<td>6.9%</td>
</tr>
<tr>
<td>Other Family with Female Householder</td>
<td>30.9%</td>
<td>35.3%</td>
<td>30.7%</td>
<td>21.7%</td>
<td>35.1%</td>
<td>26.7%</td>
<td>26.4%</td>
</tr>
<tr>
<td>Nonfamily with Male Householder</td>
<td>19.3%</td>
<td>13.0%</td>
<td>12.0%</td>
<td>17.4%</td>
<td>12.6%</td>
<td>17.3%</td>
<td>17.7%</td>
</tr>
<tr>
<td>Nonfamily with Female Householder</td>
<td>23.7%</td>
<td>17.8%</td>
<td>19.9%</td>
<td>22.8%</td>
<td>22.5%</td>
<td>23.9%</td>
<td>23.8%</td>
</tr>
</tbody>
</table>
Social Indicators and Job Growth

Households Living Below the Poverty Line Headed by Single Mothers

<table>
<thead>
<tr>
<th>Region</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Long Beach</td>
<td>30.9%</td>
</tr>
<tr>
<td>• San Pedro/Wilmington/ Harbor City</td>
<td>35+%</td>
</tr>
<tr>
<td>• Carson</td>
<td></td>
</tr>
<tr>
<td>SELACO</td>
<td>30.7%</td>
</tr>
</tbody>
</table>

Household Size

• Most regions have a high percentage of 1 and 2 person households, with the exception of Carson
Social Indicators and Job Growth

Households Receiving Food Stamps (TANF/SNAP)

- The proportion of households containing a person with a disability is similar for all regions (23%).
Educational Indicators
Educational Indicators

College Degrees

- 40% Orange County
- 27% San Pedro/Wilmington/ Harbor City

Less than a 9th Grade Education

- Orange County: 8.3%
- San Pedro/Wilmington/Harbor City: 14.8%
Educational Indicators

High School Graduation and Drop Out Rates

Los Angeles County

<table>
<thead>
<tr>
<th>Year</th>
<th>Graduates</th>
<th>Graduation Rate</th>
<th>Dropouts</th>
<th>Dropouts Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012-13</td>
<td>98,973</td>
<td>77.1%</td>
<td>16,090</td>
<td>12.5%</td>
</tr>
<tr>
<td>2013-14</td>
<td>98,731</td>
<td>77.9%</td>
<td>15,990</td>
<td>12.6%</td>
</tr>
</tbody>
</table>

Orange County

<table>
<thead>
<tr>
<th>Year</th>
<th>Graduates</th>
<th>Graduation Rate</th>
<th>Dropouts</th>
<th>Dropouts Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012-13</td>
<td>36,363</td>
<td>87.5%</td>
<td>3,049</td>
<td>7.3%</td>
</tr>
<tr>
<td>2013-14</td>
<td>36,436</td>
<td>88.6%</td>
<td>2,750</td>
<td>6.7%</td>
</tr>
</tbody>
</table>
## Educational Indicators

### Countywide Race/Ethnicity

<table>
<thead>
<tr>
<th></th>
<th>Hispanic/Latino (any race)</th>
<th>African American (not Hispanic)</th>
<th>Asian (not Hispanic)</th>
<th>White (not Hispanic)</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of Graduating Cohort</td>
<td>63%</td>
<td>9%</td>
<td>8.5%</td>
<td>15%</td>
</tr>
<tr>
<td>Dropout Rate</td>
<td>14.2%</td>
<td>19.5%</td>
<td>4%</td>
<td>7.8%</td>
</tr>
<tr>
<td>% of Graduating Cohort</td>
<td>44.5%</td>
<td>2.1%</td>
<td>15%</td>
<td>33%</td>
</tr>
<tr>
<td>Dropout Rate</td>
<td>10%</td>
<td>10.2%</td>
<td>3.1%</td>
<td>3.9%</td>
</tr>
</tbody>
</table>

Los Angeles County

Orange County
Employer Profiles & Industry Indicators
Employer Profiles – Industry Indicators

Occupational Analysis

Purpose:
• Provide insight into occupational trends
• Compare and contrast common occupations

Findings
• People working in all regions are employed in similar occupational groups
• Transportation and Material Moving occupations ranked as the top occupational group in San Pedro/Wilmington/ Harbor City
• Management and Business and Financial Operations groups ranked higher in Orange County than other regions
Healthcare Practitioner and Technician Occupations

- 10% average growth rate
- 7,149 job openings
- An associates or bachelor’s degree is typically required for RN’s and a vocational education for the LVN
- 65% of the occupations have median hourly wages greater than $25
Transportation and Materials Moving Occupations

- 5% average growth rate
- 9,800 job openings
- Require a high school diploma or less; short-term on-the-job training
- The majority of the occupations earn hourly wages less than $15
Construction and Extraction Occupations

- 4% average growth rate
- Job openings
  - Construction Laborers – 23%
  - Electricians, Plumbers, Drywall Installers, Carpenters, and Painters – 49%
- 9 occupations with median hourly wages above $25
- Most require a high school diploma or less; short or medium on-the-job training requirement

TOTAL JOB OPENINGS

- 1,211 Construction Laborers
- 525 Electricians
- 323 Plumbers
- 296 Drywall Installers
- 883 Carpenters
- 546 Painters
Food Preparation and Service Related Occupations

• 11% occupational growth rate
• 36,308 job openings
  • Food preparation and service workers, waiters and waitresses, and restaurant cooks – 53%
• No occupations have a median wage above $25
  • More than 60% have wages less than $10
• Occupations require a high school diploma or less plus short term on-the-job training
Sales and Related Occupations

- 4% average growth rate
- 9,018 total job openings
  - Retail Sales Persons and Cashiers – 59%
- 9 occupations have median hourly wages above $25
  - 4 occupations have a median hourly wage range of $15-$25
  - 6 have a median hourly wage under $15
- Most occupations require a high school diploma and specific courses for licensing
Detailed Industry Analysis
Regional Convergence

In each regional economy, the top 10 industry sectors in terms of highest employment are virtually the same

• Most common industries:
  • Health Care and Social Assistance
  • Government
  • Accommodation and Food Services
  • Retail Trade
  • Manufacturing

<table>
<thead>
<tr>
<th>Region</th>
<th>Key Findings</th>
</tr>
</thead>
<tbody>
<tr>
<td>Long Beach/Signal Hill, SELACO, &amp; Orange County</td>
<td>• Similar in terms of regional industry makeup</td>
</tr>
<tr>
<td>Carson</td>
<td>• Top Industry: Manufacturing (16%)</td>
</tr>
<tr>
<td></td>
<td>• Administrative Support/Waste Management/Remediation Services are also a more significant source of employment</td>
</tr>
<tr>
<td>San Pedro/Wilmington/ Harbor City</td>
<td>• Top Industry: Transportation and Warehousing (21.6%)</td>
</tr>
<tr>
<td></td>
<td>• Government ranks low as a regional employer (10th)</td>
</tr>
</tbody>
</table>
Key Findings

- Professional, Scientific, & Technical Services, and Ambulatory Health Care Services are top priority industries for all 5 regions
- Specialty Trade Contractors is a common priority industry to four regions (not SELACO)
- Two wholesaler groups were strong across the five regions
- Ambulatory Health Care Services and Hospitals are among the top priority industries in Long Beach/Signal Hill, San Pedro/Wilmington/Harbor City, and SELACO
- Local Government is a top priority industry in Long Beach/Signal Hill and SELACO
- Manufacturing was a priority sector in only two regions (Carson and Orange County)
Reconciling Occupational Groups with Priority Industries

Professional, Scientific, and Technical Services

• Business and Financial Operations
• Administrative Support

Ambulatory Health Care Services and Hospitals

• Health Care Practitioners and Technicians
• Food Preparation and Serving

Merchant Wholesalers, Nondurable and Durable Goods

• Transportation and Material Moving

Specialty Trade Contractors, and Heavy and Civil Engineering Construction

• Construction and Extraction
Industry Cluster Mapping
Industry Sectors vs. Industry Clusters

Traditional Industry Sectors

- Industry sectors are standardized (NAICS & SIC) across the country and are based on general Census & BLS designations.

- They allow for easier comparisons across the Country, to other regions, states and the nation as a whole.

- They tend to work well for mature industries (Healthcare & Construction).

Industry Clusters

- Are self-defined based on your regional economic reality & the goals of your organization (workforce training & education, local economic development, …)

- Based on how employers and businesses see themselves and who they compete and collaborate with.

- They tend to work better for emerging industries (Information & Communications Technologies, Biotechnology & Medical Devices, as well cyber technology & information security).
Why Industry Clusters?

*Industry clusters play a key role in understanding the regional labor market and the opportunities for workforce development*

- **Segment the economy** and develop a deeper understanding of its changing landscape.
- **Engage employers** that are central to regional economic growth
- Provide a framework for **skill and career pathway development**
- Industry clusters account for about one-third of the employment in the region (MSA) and about half of the employment **growth** and typically **above average wages**
Industry Cluster Assets

The Long Beach-Los Angeles MSA

- Healthcare (506,000 at $58.1k)
- Business services (489,000 at $60.9k)
- Finance, Insurance & Real Estate (301,000 at $96.3k)
- Education & Knowledge Creation (174,900 at $48.1k)
- Information & Communication Technologies (119,400 at $106.9k)
- Defense, Transportation & Related Manufacturing (89,500 at $100.9k)
- Biotechnology & Medical Devices (53,400 at $76.7k)
Industry Clusters

Six of the seven industry clusters have grown from 2010 to 2015.
Industry Cluster Segments

ICT Manufacturing vs. Design and Biotech; Manufacturing vs. Testing and R&D

2010-2016 Percentage Employment Growth

2015 Annual Average Wages per Worker

Information & Communications Technologies

Biotech & Medical Devices

Testing, Research & Development in Biotechnology

Biotech & Medical Devices Production & Manufacturing

Information & Communications Technologies Manufacturing

$65,000

$80,000

$95,000

$110,000

$125,000
Occupational Profile

Quality of employment is a key metric in understanding the regional labor market.

- Over 70% of all industry cluster employment is in Tier 1 & 2
- Industry clusters provide skill & career pathways
- Research includes identification of key occupations
Related Research

- Industry cluster asset mapping research
- Employer survey
- Dislocated worker survey
- Resident survey
- Gap analysis, regional best practices, and cluster strategy
Employer Survey
Employer Survey

- Industries targeted based on cluster mapping research, including firms in LA and Orange Counties with an over sample of locations in Long Beach (n=150)

- Majority of responding businesses reported at least “some difficulty” finding qualified applicants for entry-level positions (63%) and non-entry level positions (61%)

- Hard skills (technical industry-specific skills) were the number one area of expertise that is difficult to find among all applicants

How much value would your firm place on applicants who have strong industry experience in the defense or aerospace arena?

- Little to No Value: 26%
- Some Value or Great Value: 67%
- Other: 7%
Questions
Assessing Our Resources: “Who’s At Our Table”

C-17 Stakeholders

- Economic & Community Development
- Workforce & Resident Community
- Employers & Business Owners
Discussion Questions

1. What do you feel are the essential elements of a healthy economy? Which elements are present in Long Beach? Which elements are missing in Long Beach?

2. How can Long Beach utilize the Boeing facility to stimulate economic growth?

3. What strategies would you suggest Long Beach use to attract or obtain this type of business or industry?

4. What stakeholders need to be engaged to execute these strategies?

5. What are any impediments to maximizing the opportunity presented by the Boeing site to the city?