

**Bay Area Works  
and  
United Way of the Bay Area**

**Contra Costa Small Business Employers Focus  
Group Findings**

**FINAL REPORT**

**SUBMITTED TO:** Northern California Council for the Community  
Contra Costa Workforce Development Board

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**DATE:** December 9, 2004





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## ACKNOWLEDGEMENTS

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The key component of this project has been a strong relationship with our partner, the Workforce Development Board (WDB) of Contra Costa County, and especially the Director Bob Lanter and the Business and Economic Development Coordinator Tracey Brown Carter. The National Economic Development and Law Center (NEDLC) also shared ideas and received feedback from several WDB partners including, Beverly Hamile, Executive Director of the Contra Costa Small Business Development Center; Sandy Bustillo and Andrea Prescott of Contra Costa County Workforce Services (East Bay Works); and Bharati Kane and Kathleen Bryson of the California Employers Association. Other contributors include: Susie Suafai, Debra Solomon of NEDLC and Anna Wong, consultant.

NEDLC also wishes to thank Bay Area Works (BAW), the Northern California Council for the Community, and its President, Ed Schoenberger.

Finally, this project would not have been possible without the generous financial support of the United Way of the Bay Area.

## PROJECT SUMMARY

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In April 2004, the Contra Costa Workforce Development Board (WDB) entered into an agreement with United Way of the Bay Area to be the third pilot site for the Human Resource Services Demonstration Project being administered by Bay Area Works (BAW). The goal of the Human Resource Services Demonstration Project is “to strengthen the local, federally funded workforce development system to better serve businesses and job seekers in their communities.” Specifically, the project has assisted selected Workforce Investment Boards and One-Stop Career Centers in the nine-county Bay Area to plan, design and provide human resource (HR) services to meet the workforce needs of small businesses. Because resources are limited, BAW has been able to work with only three agencies in the region that are prepared and strongly committed to developing HR services. Contra Costa WDB follows the Santa Clara WIB and the NAPA WIB in the HR demonstration project.

The Contra Costa WDB was awarded a \$15,000 planning grant and the research and planning work took place between May and October 2004. The planning and research related to this grant is the second phase of the WDB’s strategic planning process. During the first phase, the WDB identified three industry sectors as being strategic for the county in terms of jobs, career paths, and economic development: bioscience and health care, manufacturing, and construction.

As the technical assistance provider on the HR Demonstration Project, the National Economic Development and Law Center (NEDLC) provided research and strategic plan development support to the WDB. In 2002, NEDLC authored a report titled, *Extending the Reach of the Workforce System: The Promise of Human Resource Services* which documented best practices among workforce agencies in human resource services aimed at small and medium size businesses. The findings of the report were used to inform the planning and design of services for the HR Demonstration Project.

## THE GRANT OBJECTIVES

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### FOCUS GROUP RESEARCH

NEDLC worked with the Executive Director and Business and Economic Development Coordinator at the Contra Costa WDB to develop a work plan that included research tasks, a timeline and staffing plan. Phase I of the planning process was to identify the industry sectors to serve as the base for the employer focus groups. The WDB decided on manufacturing and health care, which are two of their strategic sectors, but decided to focus on retail and hospitality rather than construction, as the their employer group, because the human resource needs of the construction sector were thought to be rather simple and informal, largely centered around job screening and recruitment needs. The retail and hospitality sectors also have high growth rates, especially in the eastern part of the county. In terms of manufacturing, the WDB was hoping to identify a portion of the sector other than petroleum refineries that is also growing and has continued growth potential. NEDLC was able to carry out a brief sectoral analysis and determined that Precision, Lens, and Related Manufacturing was a strong sub-sector, with more total jobs and more growth than the petroleum refineries. But there were a limited number of companies in this sub-sector, so the WDB decided to invite any small manufacturing company to the focus groups. The brief industry analysis of Contra Costa County is attached as Appendix 1.

Phase II of the planning process required the WDB to host three focus groups with a maximum of 12 local small and medium size employers in each. The goal of the focus group research was to collect additional information regarding employers' priority human resource needs and their level of knowledge and experience with the WDB, One-Stop centers (East Bay Works), the Small Business Development Centers (SBDC) and another potential partner, the California Association of Employers (CAE). In addition, the focus group research helped collect information on marketing strategies to engage employers and identified customer satisfaction measures. With input from the Contra Costa WDB, NEDLC designed the survey instrument and provided a facilitator (Anna Wong) to conduct the sessions.

NEDLC also provided training to WDB staff and partner organizations (SBDC and CAE) on how to conduct focus groups as well as how to analyze the results of employer focus groups. In conjunction with this training, the NEDLC facilitator co-led portions of the focus groups with WDB and CAE staff. Other WDB and CAE staff took notes during the sessions.

Originally three focus groups were scheduled, including one each in the central, western and eastern parts of the county. Each focus group was designated to be specific to an industry sector – the central one for manufacturing, the western one for health care, and the eastern one for retail and hospitality. The first focus group, held in Concord (central area), was carried out successfully on August 4. But the WDB had difficulty in attracting people to the western and eastern focus groups. Calls to recruit employers to the health care focus group revealed that nearly all small medical clinics and small businesses providing health services were affiliated with larger hospitals or HMOs with centralized HR services. So the western and eastern focus groups were consolidated into one “general” focus group in the central part of the county. Like the first one, it was hosted by the WDB at the East Bay Works center in Concord, on September 30. A total of 13 small and medium sized employers attended the two focus groups and all but one participant was from the manufacturing sector. Both sessions were held in the morning from 7:30 to 9:30 a.m. A raffle drawing ended each session, providing participating employers with the chance to win a gift certificate to a local restaurant or free gas cards.

## FOCUS GROUP FINDINGS

### FAMILIARITY WITH THE WORKFORCE DEVELOPMENT BOARD AND PARTNERS

There was a low level of familiarity with the Workforce Development Board and its partners and, in general, a distrust of government provision of business services. The most favorable comments were related to the Small Business Development Center and the Small Business Administration (SBA).

- About 25 percent of participants were vaguely familiar with the Workforce Development Board but less than 10% had prior experience using WDB services. One heard about the WDB when



it made a presentation at the Rotary Club. Another person said that they received information from the Private Industry Council but did not connect it to the WDB, even though it is essentially the same entity. One person initiated a Welfare-to-Work partnership in 1999 with the county but did not retain any of the referred workers, so they judged the experience negatively.

- About 30 percent of participants were vaguely familiar with East Bay Works, but only about 15% had prior experience using their services. One person had used East Bay Works services about five years ago and another person was recently referred to East Bay Works by the WDB. Both expressed difficulty in retaining the workers who had been referred and one mentioned problems with compensation claims and theft.
- About 30 percent were somewhat familiar with the Contra Costa Small Business Development Center, but less than 10 percent had prior experience using SBDC services. The limited experience with the SBDC was favorable and there was a favorable impression of the related SBA.
- No one was familiar with the California Association of Employers (CAE).

#### EMPLOYER HR PRACTICES & CHALLENGES

Nearly all of the focus group participants were from the manufacturing sector. In the smallest companies (five or fewer employees) the owner and/or spouse handles all the HR. In the slightly larger, but still small companies - 6 to 20 employees - the owner and manager generally handle HR together. Some of the medium-small companies (21 to 50 employees) had an HR coordinator and some had a manager include HR along with their other responsibilities. Some of these companies had poorly defined HR practice, with some managers used to doing HR and not respecting the established HR coordinator.

The participants said that they use a variety of sources for information, resources and training around HR including their attorney, the SBA, employer associations, and state entities. Most of these are “known” authorities. This indicates a need to establish name recognition and to become perceived as an expert.

The main HR challenges mentioned were pre-employment recruitment and screening; retention of workers; legal compliance; job classifications and job descriptions; and policies and procedures. Another challenge mentioned was the need for HR training and helping businesses to better organize their HR services.

## HR SERVICES WANTED

Employers were asked to prioritize HR services that they needed assistance with in an exercise where employers voted by placing color dots on specific services. Each color dot had a different value: red was five points, green was four points, yellow was three points, light blue was two points, and dark blue was one point. At the end of the exercise, the facilitator added up the total points to determine which HR services employers were most interested in receiving assistance.

The following table denotes the weighted values of the votes for each service:

1. Legal Compliance (26)
2. Recruitment & Job Screening (18)
3. Policies & Procedures (17)
4. Pre-employment Training (13)
5. Tax Credits (11)
6. Retention (11)
7. Hiring Process (10)
8. Compensation (9)
9. Job Classification & Performance (9)
10. Employee Relations (8)
11. Benefits (4)
12. Employee Training & Development (3)
13. Redeployment (2)
14. Payroll (2)

Based on the voting, the three HR issues that Contra Costa small businesses would most like to see provided by the WDB are: Legal Compliance; Recruitment and Job Screening; and Policies and Procedures. The voting for the HR services further indicates that these three services can act as hubs, where other services are bundled together with these services to create a coherent package of HR services.

During the earlier discussion, when participants who had used WDB or East Bay Works services were asked which services they used, they all responded "Recruitment and Job Screening." But in this exercise Recruitment and Job Screening dropped to second (behind Legal Compliance). This might indicate that some who believe that Recruitment and Screening is their biggest challenge do not believe that the WDB is the best option to solve the challenge.



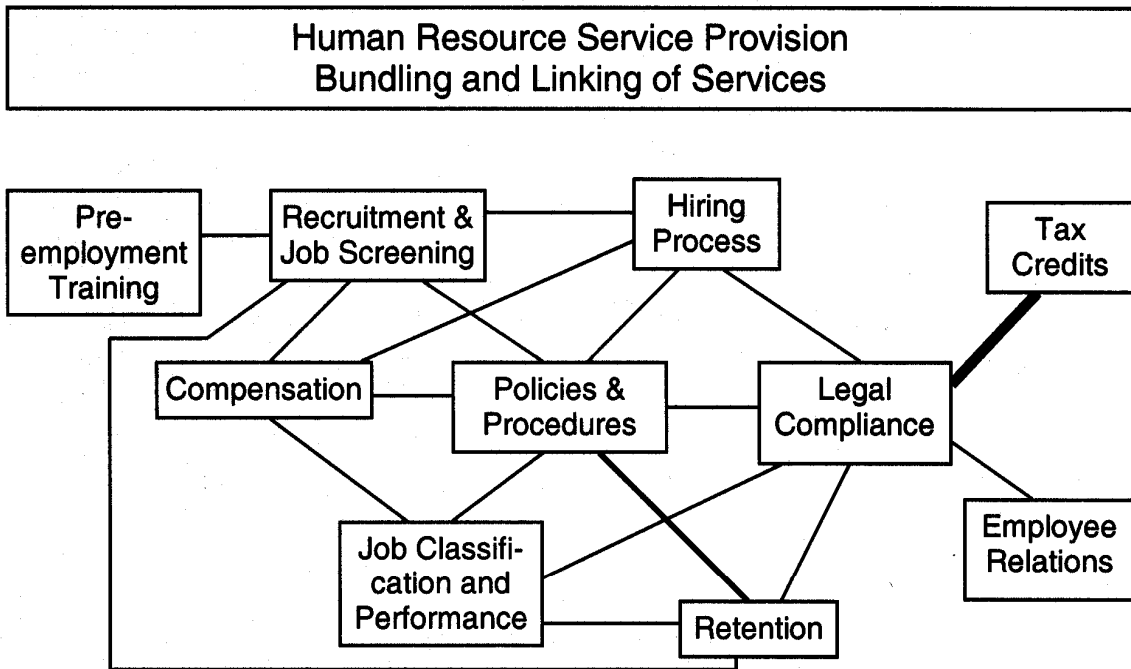
On the other hand, services related to Legal Compliance, Policies & Procedures, and Pre-employment Training came out stronger in the voting than in the earlier discussion. This would indicate either that participants see these areas as potential strengths of the WDB and its partners or that employers have few other options to resolve these HR challenges.

Two items had both broad appeal and tended to be ranked high by participants – Legal Compliance and Policies & Procedures. This would indicate a high level of interest and little difficulty in marketing these services. A third item – Recruitment and Job Screening also had very broad appeal but tended to be ranked more as a second or third choice rather than a first choice.

Participants listed three items either very highly or not at all: Pre-employment Training; Employee Relations; and Benefits. This indicates that if these services were marketed to the right group of employers, there would be very strong interest.

A number of items were mentioned by at least 20 percent of participants, but generally were the third, fourth or fifth choice: Tax Credits; Retention; Hiring Process; Job Classification & Performance; and Compensation. These services have rather broad appeal, indicating interest among many employers, but the interest level is moderate rather than high. Therefore, these services should be bundled or linked with other services in order to generate a sufficient interest level. For example, even though the item ‘Tax Credits’ was mentioned by 40 percent of participants, it was generally not a high choice. It should be bundled with another service but it only correlated to (was voted on together with) Legal Compliance, so that is probably the only service with which it could be effectively bundled.

The five services listed above could be bundled with the three hubs of HR services, based on an analysis of which services were voted on together by more than one participant. The three hubs are: Legal Compliance, Policies & Procedures, and Recruitment & Job Screening. (See “Bundling and Linking of Services” diagram.)



Note: Very thick line denotes a very strong correlation—at least four persons voted for both services. A moderately thick line denotes a strong correlation—three persons voted for both services. All other lines denote services mentioned together by two persons. The thin lines should be viewed as an indicator of possible correlation rather than a highly probable correlation.

#### SOURCES EMPLOYERS USE TO RECEIVE INFORMATION

Email and personal contact were found to be the preferred modes of communicating with and marketing to small businesses. Websites were also mentioned by some participants. Some participants thought that telephone and fax were good ways of communicating with them but many others disagreed.

One theme came up here as well as in other parts of the focus group – the suggestion to communicate and market through existing groups that already have the trust of the small businesses. These groups include industry or trade associations, business parks, local Chambers of Commerce, etc.

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Employers were also asked what influenced them to use outside providers for HR services. The employers said that cost and value-added were both important, but it was also important for outside providers to understand their business.

### CUSTOMER SATISFACTION MEASUREMENTS

The last set of questions focused on defining measures of customer satisfaction to assess the quality of the HR services being provided. The employers emphasized the importance of concrete results, but also immediate access, in-depth knowledge, and personal service / relationship. They want to interact with someone who will give advice and opinions not just offer information. One person complained that “government” people were good at providing information but hesitant to provide advice, which is what the businesses needed most.

## RECOMMENDATIONS

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This section describes NEDLC's recommendations for the Contra Costa WDB to consider incorporating into their work plan. Before describing the specific recommendations, it is necessary to consider these in light of the WDB's strategic plan to focus on manufacturing, health-care, and construction. The focus groups revealed that there are few small businesses in the health-care sector. Most clinics and physician offices are associated with larger health care providers, including for HR services. Therefore, the small business HR services project should concentrate on small firms in the manufacturing and construction sectors, as well as other small businesses that may require these services.

The focus groups demonstrated that small businesses need support for HR services in order to compete with larger businesses that are able to take advantage of economies of scale. Many small businesses need not only the HR services but also guidance on how to structure their business most effectively to provide HR services. Small businesses also need support or links to resources in order to locate financing for HR training. In terms of the services offered, NEDLC recommends:

1. Have One Front Door for Small Businesses

NEDLC recommends that the WDB have a special marketing approach to the small business community, built on the idea of having one front door or "face" for HR services specifically for small businesses. In other words, there may be one-way in to HR services provided by the WDB but then companies may be referred to various partners to provide a specific service or bundle of services.

This is necessary because the present system appears better oriented to large businesses rather than small businesses. Providing a large number of potential workers through the One-Stops may function well for large businesses with HR departments but the screening, training and retention of these workers is often too difficult for small businesses that have ill-defined HR. In addition, many small businesses are suspicious of "government" and the present system appears too much like "government" to many small businesses.

The WDB should enter a decision-making process to define whether to have one front door for small businesses and, if so, who that should be. The WDB should look at models of service delivery to small businesses by other WIBs and should engage its partners in this strategic decision. Our recommendation is that the most logical choice for the “front door” is the Small Business Development Center, which already houses a variety of services for small businesses and feels less like “government” to small businesses than either the WDB or East Bay Works. East Bay Works might continue to be the front door for potential workers as well as for large businesses.

The “front door” entity should be more than a “door” where small businesses enter. It should also actively engage the small business community through site visits, conferences, and attendance at places or events where small businesses tend to gather, such as the Rotary Club and other civic organizations. It should also identify and use the event calendars of business parks, trade associations, local Chambers of Commerce, etc. to publicize events and services.

## 2. Short-term: Concentrate on the Three Core Services

NEDLC recommends that the WDB focus on the three core HR services during the roll-out phase of the small business services project: Legal Compliance, Policies & Procedures, and Recruitment & Job Screening. These three services were judged to be the most needed by small businesses in Contra Costa County and serve as a nice framework for adding additional services later on. Phasing in the services is necessary due to the need to train staff and develop the service delivery model. The specific services provided and the service delivery model for the three core services may vary greatly between the manufacturing and construction sectors. It will take some time for the WDB and its partners to get to know the specific needs of these firms and adjust the service delivery model to these needs.

The roll-out phase could be anywhere from 6 to 18 months. This phase should consist of the following activities:

- Deciding on service delivery model (see #1)
- Training staff (or partner staff) on the needs of manufacturing and construction firms related to HR legal compliance, HR policies and procedures, and recruitment and job screening.



- Developing communication tools, such as website and email lists (see #5).
- Deliver services to small businesses and adjust the services and delivery model in the process.
- Develop system to allow for regular evaluation and adjustment to the services provided during the learning stage of the project.

3. Medium-term: Bundle Services Together

NEDLC recommends that once the WDB has successfully delivered the core three services to small businesses, it should consider bundling them with other HR services that can easily be packaged together. Specifically, after one year, the WDB should re-visit the issue of services offered and, using what it learned in the first phase of service delivery, decide if it is the appropriate time to expand HR services by bundling services together.

Through the voting process on the services most wanted, NEDLC determined which services were voted on together by the same people and therefore, could be bundled as one package (see diagram on page 5). This bundling will allow the WDB to continue to focus on the priority services while also offering a broader range of services. The following diagram suggests how HR services might be bundled together:

<b>Main Service:</b>	<b>Legal Compliance</b>	<b>Policies &amp; Procedures</b>	<b>Recruitment &amp; Job Screening</b>
Complimentary (Bundled) Service:	Tax Credits	Job Classification & Performance	Pre-employment Training
	Employee Relations	Compensation	Employee Training & Development
	Benefits	Retention	Redeployment
	Hiring Process		

The grouping above should only be taken as a starting point. For example, Retention and Hiring Process could likely be bundled with any of the three “main services.” Job Classification & Performance could just as easily be bundled with Legal Compliance as Policies & Procedures. Compensation could be bundled with Recruitment & Job Screening as well as Policies & Procedures. The service provider may vary for each group of services provided. But the “front door” to the services

should probably be consistent, as discussed in the next recommendation. This is ultimately a marketing decision, though, not a service provision question.

Most of the “complimentary” HR services listed above had rather broad appeal, based on the focus groups, but the interest level was low-to-moderate, rather than high. This is why it is best that they be bundled under one of the three main services, rather than being the headline. But the provision of the complimentary services, especially Tax Credits, Retention, Hiring Process, Job Classification & Performance, and Compensation, will add value and help establish the WDB as an authority.

4. Brand Name Recognition - Become an Established Authority

NEDLC recommends that the WDB have a long-term goal of becoming well known as an established authority for HR services within the small business community. It is important to recognize that it may be the “front door” entity, discussed above in recommendation #2, rather than the WDB per se, that becomes an established authority. This is a long-term goal, not a recommendation that can be reached within a year or two. Therefore, the WDB should commit itself to this goal over the long-term and generally follow a number of principles to reach this goal:

- Provision of HR services to small businesses should remain a priority;
- The “face” or “front door” of HR services to small businesses should remain consistent;
- Personnel who provide HR services to small businesses should remain consistent, to the extent possible;
- Develop in-house expertise in HR services to small businesses and develop partnerships with other HR service providers who already have this expertise. This expertise should be in a broad range of service categories, not just the two or three most requested services.
- Develop a referral network with additional providers of HR or related services, including attorneys that specialize in small business; trade associations, local and state Chambers of Commerce, and relevant local, state and federal government agencies. Websites should be linked and the people who already provide HR or related services in Contra Costa should be aware of

the WDB services and become accustomed to referring people to the WDB. This generally requires incentives and mutual recognition and respect.

5. Use the Internet and Electronic Mail to Communicate with Small Businesses

NEDLC recommends that the WDB aggressively use the internet and electronic mail as a means to communicate with the small business community. While a follow-up survey or study may be necessary for confirmation, the focus group findings suggest that many Contra Costa small businesses already use the internet and email regularly in their business and many prefer to receive information by email.

The WDB small business website should be another entry point to the HR services “front door”. The name (URL) should be easy to remember and be descriptive of the services provided, such as [www.contracostasmallbizHR.com](http://www.contracostasmallbizHR.com) or [www.contracostaHR.com](http://www.contracostaHR.com), even if the actual internet files are stored on a different server. This way, even if an outside service provider happens to change, the website address would remain consistent over time.

The website should be connected to a service provider that responds quickly to email or telephone inquiries. Most small businesses want answers or information quickly – within 24 hours if not quicker. The website should include not only textual information, such as legal information and how-to manuals, but also web seminars and downloadable presentations by video, audio or PowerPoint. Links to national or state informational resources could be value added by packaging these resources with more customized local information. The website should provide or link to any existing online discussion groups among small businesses.

NEDLC recommends that the WDB and its partners develop a broad email list of small business owners, managers and HR coordinators, in order to publicize services, events, trainings and seminars. The small business email database could be developed through events, personal contact, asking for email lists of other related organizations, or coordinating transmission of email announcements on lists of other organizations, industry associations, or local Chambers of Commerce. The email list should be sophisticated enough to target businesses by geography, interest level, and industry type. The geographic targeting is necessary in order to deal with the geographically isolated portions of the county as well as the traffic problems. The

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interest level refers to knowing which small businesses might be interested in each type of HR service, with information gathered by survey, personal contact, or other communication. An IT coordinator, consultant, or ISP technical assistance person should be able to assist in setting up such a list serve database and train staff how to manage the list.

## APPENDIX 1

### CONTRA COSTA LABOR MARKET ANALYSIS - CONSTRUCTION

NAICS	Description	1998 Emp.	2001 Emp.	Job Growth	% Growth	2001 Estab- lishments	1-49 Emp.%	50-99 Emp. %	100-499 Emp. %	>500 Emp. %
23--	All Construction	20,865	26,485	5,620	27%	2,262	95%	3%	2%	0%
233	Building, developing and general contracting	5,925	7,338	1,413	24%	788	97%	2%	2%	0%
234	Heavy construction	3,744	3,804	60	2%	117	79%	15%	7%	0%
<b>TRADES</b>										
2351	Plumbing, heating & AC	1,512	2,101	589	39%	206	96%	4%	0%	0%
2352	Painting & wall covering contractors	1,015	1,917	902	89%	210	98%	1%	1%	0%
2353	Electrical contractors	1,662	2,157	495	30%	197	96%	3%	1%	0%
2354	Masonry, drywall, insulation, tile contractors	1,416	1,999	583	41%	141	94%	3%	3%	0%
2355	Carpentry & floor contractors	1,081	1,889	808	75%	189	95%	3%	3%	0%
2357	Concrete contractors	1,469	2,140	671	46%	91	95%	2%	2%	1%
2356, 2358, 2359	Roofing, siding, & sheet metal contractors; other special trade contractors	3,041	3,140	99	3%	323	96%	2%	1%	0%

### Average Annual Wage - based on 3Q 2003 - Contra Costa County

NAICS	Description	Annual Wage Hourly Equiv.*	
23--	All Construction	\$ 49,140	\$ 23.63
233	Building, developing and general contracting	\$ 46,696	\$ 22.45
234	Heavy construction	\$ 67,132	\$ 32.28
2351	Plumbing, heating & AC	\$ 46,072	\$ 22.15



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2352	Painting & wall covering contractors	\$ 28,964	\$ 13.93
2353	Electrical contractors	\$ 52,260	\$ 25.13
2354	Masonry, drywall, insulation, tile contractors	\$ 45,916	\$ 22.08
2355	Carpentry & floor contractors	\$ 37,700	\$ 18.13
2357	Concrete contractors	\$ 46,696	\$ 22.45
2356, 2358, 2359	Roofing, siding, & sheet metal contractors; other special trade contractors	\$ 41,600	\$ 20.00

*\* Hourly equivalent is based on 40 hours per week. Source for wages: California Employment Development Department, QCEW / ES202 program. Source for job growth: County Business Patterns (US Census).*



**CONTRA COSTA LABOR MARKET ANALYSIS - MANUFACTURING**

NAICS	Description	1998 Emp.	2001 Emp.	Job Growth	% Growth	2001 Estab- lishments	1-49 Emp.%	50-99 Emp. %	100-499 Emp. %	>500 Emp. %
31	All Manufacturing	19,873	19,240	(633)	-3%	698	90%	5%	4%	1%
32411	Petroleum Refineries	3,709	3,455	(254)	-7%	5	20%	0%	20%	60%
3118	Bakeries & related mfg.	459	507	48	10%	32	94%	3%	3%	0%
3261	Plastic products mfg.	211	279	68	32%	15	87%	7%	7%	0%
327	Nonmetallic mineral product mfg. (cement & concrete, etc.)	530	623	93	18%	32	91%	9%	0%	0%
332911	Industrial valve mfg.	317	<i>510</i>	<i>193</i>	61%	6	67%	17%	17%	0%
333314	Optical instrument & lens mfg.	35	<i>220</i>	<i>185</i>	529%	3	67%	0%	33%	0%
3345	Navigational, measuring, medical, control instruments mfg	2,928	3,226	298	10%	26	65%	8%	19%	8%
335	Electrical equip, appliance & component mfg	335	426	91	27%	13	77%	15%	8%	0%
339115	Ophthalmic goods mfg	45	<i>1,020</i>	<i>975</i>	2167%	6	83%	0%	0%	17%
	<b>(Aggregate of Last 4)</b>	<b>3,343</b>	<b>4,892</b>	<b>1,549</b>	<b>46%</b>	<b>48</b>	<b>71%</b>	<b>8%</b>	<b>15%</b>	<b>6%</b>

Note: In italics are NEDLC estimates (+/- 20). Source: County Business Patterns (US Census).

**Average Annual Wage - based on 3Q 2003 - Contra Costa County**

NAICS	Description	Annual Wage Hourly Equiv.*	
31	All Manufacturing	\$ 64,532	\$ 31.03
32411	Petroleum Refineries	\$ 84,448	\$ 40.60
3118	Bakeries & related mfg.	\$ 28,912	\$ 13.90
326	Plastics and rubber products mfg.	\$ 60,112	\$ 28.90
327	Nonmetallic mineral prod. mfg.	\$ 62,088	\$ 29.85
3273	Cement and concrete prod. mfg.	\$ 69,524	\$ 33.43
33291	Metal valve manufacturing	\$ 34,372	\$ 16.53



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333314	Optical instrument & lens mfg.	\$ 65,156	\$ 31.33
3345	Electronic instrument mfg.	\$ 66,300	\$ 31.88
335	Electrical equipment & appl. mfg.	\$ 40,248	\$ 19.35
339115	Ophthalmic goods mfg	\$ 34,528	\$ 16.60

*\* Hourly equivalent is based on 40 hours per week. Source: California Employment Development Department, QCEW / ES202 program.*



**CONTRA COSTA LABOR MARKET ANALYSIS - HEALTH CARE**

NAICS	Description	1998 Emp.	2001 Emp.	Job Growth	% Growth	2001 Establishments	1-49 Emp. %	50-99 Emp. %	100-499 Emp. %	>500 Emp. %
62	All health care (no soc. serv.)	29,355	32,512	3,157	11%	1,884	96%	2%	2%	0%
6211/12/13	Offices of physicians, dentists & other health practitioners	9,847	11,460	1,613	16%	1,471	99%	1%	0%	0%
6214/15/16/19	All other ambulatory health services, including outpatient, med. labs, & home health care	3,740	2,665	(1,075)	-29%	154	94%	3%	3%	0%
6221	Gen/med/surgical hospitals	9,327	11,347	2,020	22%	13	23%	0%	23%	54%
6222/23	Specialty hospitals, inc. psych.	692	400	(292)	-42%	2	0%	0%	100%	0%
623	Nursing & res care facilities	5,849	6,457	608	10%	244	82%	10%	8%	0%
3254	Pharmaceutical & medicine mfg.	550	208	(342)	-62%	7	71%	14%	14%	0%
339116	Dental laboratories	278	318	40	14%	47	100%	0%	0%	0%
44611	Pharmacies & drug stores	2,476	2,568	92	4%	94	84%	15%	1%	0%
54138	Testing laboratories	308	193	(115)	-37%	21	100%	0%	0%	0%
54171	R&D in phys, eng. & life sciences	899	852	(47)	-5%	51	88%	8%	4%	0%
54194	Veterinary services	692	794	102	15%	77	99%	1%	0%	0%

Note: In italics are NEDLC estimates (+/- 20). Source: County Business Patterns (US Census).

**Average Annual Wage - based on 3Q 2003 - Contra Costa County**

NAICS	Description	Annual Wage Hourly Equiv.*	
6211	Offices of physicians	\$ 67,080	\$ 32.25
6212/13	Offices of dentists & other pract	\$ 34,580	\$ 16.63
6216	Home health care	\$ 29,796	\$ 14.33
6214/15/19	All other ambulatory health services, inc. outpt, & med. labs	\$ 46,505	\$ 22.36
6221	Gen/med/surgical hospitals	\$ 64,012	\$ 30.78



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623	Nursing & res care facilities	\$ 25,168	\$ 12.10
3254	Pharmaceutical & medicine mfg.	\$ 83,304	\$ 40.05
339116	Dental laboratories	\$ 30,836	\$ 14.83
44611	Pharmacies & drug stores	\$ 30,628	\$ 14.73
54138	Testing laboratories	\$ 54,288	\$ 26.10
54171	R&D in physical, eng. & life sciences	\$ 95,056	\$ 45.70
54194	Veterinary services	\$ 28,288	\$ 13.60

*\* Hourly equivalent is based on 40 hours per week. Source: California Employment Development Department, QCEW / ES202 program.*

