

SELLING STANISLAUS: A LOOK AT RECRUITING
STRATEGIES FOR COMPANIES TO
ENHANCE RELOCATION TO
STANISLAUS COUNTY

A Project Presented to the Faculty
of
California State University, Stanislaus

In Partial Fulfillment
of the Requirements for the Degree
of Master of Business Administration

By
Amber Edwards
August 2018

© 2018

Amber Edwards
ALL RIGHTS RESERVED

DEDICATION

With special thanks to my advisor Dr. Pi-Sheng Deng, Department Chair for Computer Information Systems for his feedback and expertise; Dr. Jarrett Kotrozo for keeping me on track, and Katrina Kidd without whom I would not be in the Executive MBA program. Additionally, I would like to thank all my teachers throughout the program and my classmates who were a constant source of inspiration, camaraderie, and laughter. Finally, I'd like to thank my boss, Opportunity Stanislaus' Chief Executive Officer David White, for his vision and support within the area of recruiting to Stanislaus County and for championing my continued education.

TABLE OF CONTENTS

	PAGE
Dedication.....	iv
List of Figures.....	vi
Abstract.....	vii
CHAPTER	
I. The Current Economy	1
Recruiting Issues Nationally.....	1
II. The Big Picture.....	4
Handling Financial Payment for Relocation.....	7
The Partner/Family Impact	10
Strategies Being Tested Nationally.....	11
Recruiting Millennials	12
III. Recruiting Issues Locally.....	15
Why Relocation Is Key for Stanislaus County	15
Selling Stanislaus: A Local Solution	15
Local Messaging.....	17
Implementation of Objective One.....	18
Implementation of Objective Two	21
Implementation of Objective Three	22
The Next Steps.....	24
Recruiting: The Bottom Line	25
References.....	27
Appendix	
Selling Stanislaus: Talent Recruitment Guide	32

LIST OF FIGURES

FIGURE

1. Total jobs added in U.S. for 2016.....	1
2. Wage growth nationally for 2016.....	2
3. Jobs created by sector in 2017.....	2
4. Stanislaus County industry job change 2016-17.....	3
5. Factors impacting relocation.....	5
6. Differences in job satisfaction by generation.....	13

ABSTRACT

This study explores the issues surrounding recruiting and relocation as they pertain to both a national and local scale and a range of possible solutions. Stanislaus County, California, faces challenges around finding candidates to fill vacancies across the board but the problem is dire among certain industries. As a result, Opportunity Stanislaus a nonprofit located in Stanislaus County focused on economic development, created a multifaceted strategy to address the problems and the specifics of that approach are contained herein. This research was completed with the full permission of Opportunity Stanislaus with the specific goal of creating awareness around the talent deficiency, the need for relocation to the area, and the solutions being implemented.

CHAPTER I

THE CURRENT ECONOMY

Recruiting Issues Nationally

The current United States economy is thriving with an unemployment rates of 3.9% as of July 2018 (Amadeo, n.d.), a number unseen since 2000 and an impressive 2.1 million new jobs added in 2017 (Robert Half, 2018). The following chart shows the number of jobs added each year from 1999 to 2016 as reported by research that includes data from the Bureau of Labor and Statistics (Kopf and Varathan, 2017):

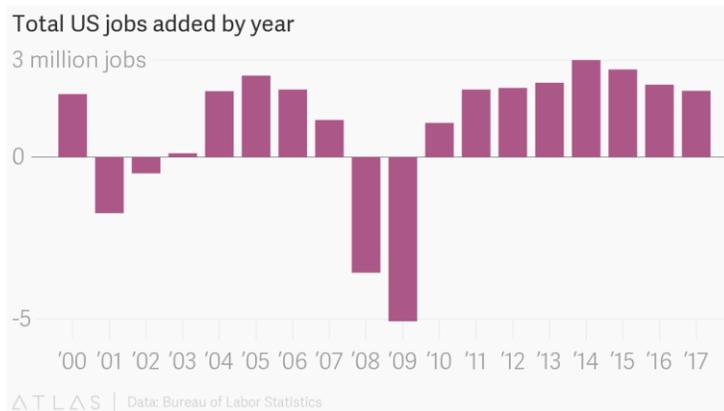


Figure 1. Total jobs added in U.S. for 2016.

Even low-income workers in industries that include food service and retail are making gains at higher rates than the previous few years and outpacing higher-wage industries such as scientific research.

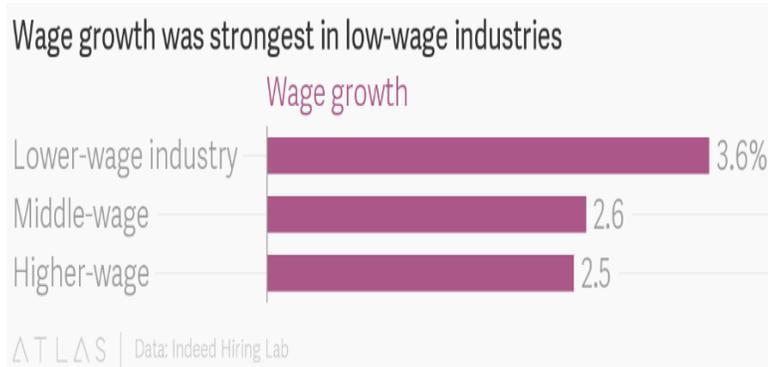


Figure 2. Wage growth nationally for 2016.

Of course, data varied across industry, with some sectors adding more jobs than others. Further data from the BLS shows a breakdown in jobs created in each sector:

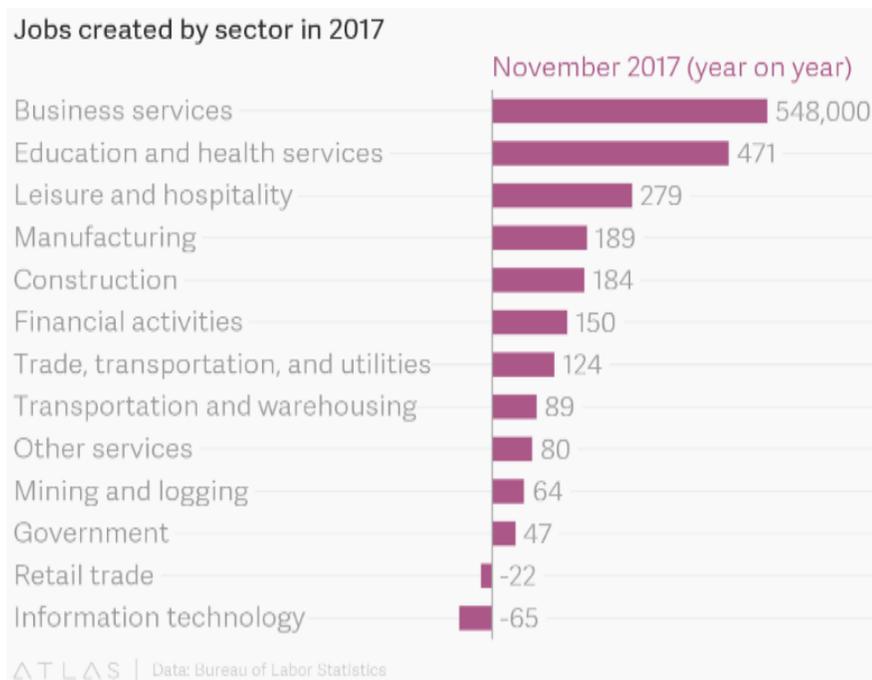


Figure 3. Jobs created by sector in 2017.

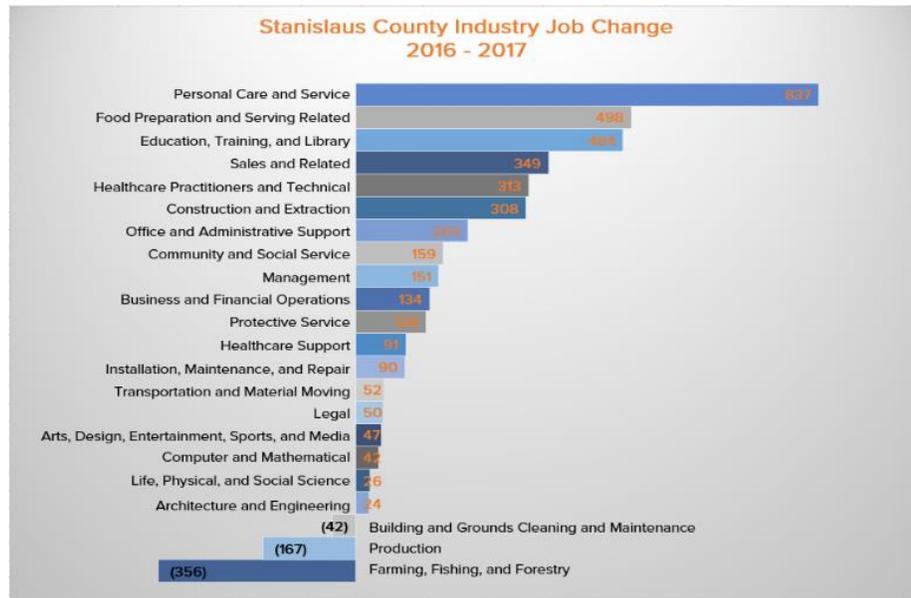


Figure 4. Stanislaus County industry job change 2016-17.

According to the BLS, Stanislaus County also reported strong growth, adding the following number of jobs from 2016 to 2017 as follows: personal care/service added 837; sales added 349; business/financial services added 134; education/healthcare added 575; manufacturing added 90; construction added 308; transportation added 52; community and social services added 159; and food prep and service occupations added 498. Note that this data is reported in actuals, not thousands (BLS, 2017).

CHAPTER II

THE BIG PICTURE

These numbers, while undeniably strong, present a challenge for those employed in human resources and tasked with getting candidates to relocate to take a position with their company. Qualified local candidates who are motivated to work area already working so recruiters must try to lure outside candidates to the area by making them offers they cannot refuse. Rather than survey independent companies that may or may not recruit and analyze volume and benefits within those companies extensively, instead focus will be turned to the nationally acclaimed Atlas Corporation Relocation Survey (Atlas Van Lines, 2018).

Every year since 1968 the moving company has done research to better understand the economic, demographic, and political reasons impacting the decision to relocate. In its most recent survey completed in Quarter One of 2018 the company surveyed 435 individuals in human resources at firms of all sizes (small firms of under 500 to large firms with over 5000 employees) in industries ranging from service to manufacturing/processing to financial and 48% have additional international operations.

Since 2011, Atlas has found that the number one reason for recruitment has been a lack of qualified, local individuals but additional factors include expansion (local or international) and the thriving domestic economy.

Factors Impacting Relocations
 Q.13 – External Factors Having the Most Significant Impact on the Number of Employee Relocations in 2017



Figure 5. Factors impacting relocation.

Rising profit margins mean companies can put resources into recruiting but efforts are slightly challenged by the improving real estate economy in some areas. That means buying a new home is more expensive than it has been the past decade and budgets must expand to mitigate relocation concerns pertaining to real estate. Overall 2017 was a strong year for relocation. Half of surveyed firms saw overall increases in recruited staff numbers and nine out of ten indicated that both recruitments *and* budgets for relocation had increased (Atlas, 2018). In general, 2017 was another positive year for the relocation industry; roughly half of firms saw increases in volume overall and roughly nine out of 10 indicate both volumes and budgets either held steady or increased, with the biggest gains made among large firms.

It is anticipated that 2018 will continue the trend, with 40% of organizations planning for more recruitment and bigger relocation budgets. Still Atlas found that many candidates do turn down relocation offers citing reasons that include family issues and ties, spouse and partner employment, and concerns about housing and mortgages. Relocation experts must continue to offer consistent and substantial value associated with moving and areas that are not geographically desirable will face increased challenges finding employees motivated to make the move. The following table illustrates relocation volumes and budgets:

Table 1

Relocation Volumes and Budgets

Relocation Volumes & Budgets

Q.11a – Reasons Employees Gave for Declining Relocation*
By Company Size (Salaried Employees)

Reasons for Declined Relocation	Total	Less than 500	500-4999	5000+
Family Issues/Ties	64%	53%	63%	71%
Spouse's/Partner's Employment	55%	53%	56%	54%
Personal Reasons (non-disclosed)	44%	29%	40%	55%
Destination Location	36%	27%	40%	38%
Cost of Living in New Location	34%	29%	31%	40%
No Desire to Relocate	30%	37%	26%	30%
Housing/Mortgage Concerns	20%	14%	28%	16%
Job Security Concerns	13%	10%	17%	11%
Other	3%	6%	0%	5%

* of companies who had declined relocations in 2017 (Q8)

Still, there *is* hope. Fifty-three percent of Americans report being unhappy at work, (Nordstrom, 2018) with top reasons cited being a perceived lack of professional respect; a lack of resources to perform well; poor work-life balance; deception within

the workplace; workplace politics; and the feeling that they are underpaid for the work expected (Ryan, 2016).

Additionally, regardless of the economy employees do not benefit financially from long periods of service. In fact, staying employed at the same company over two years will result in a 50% reduction in potential lifetime earnings (Keng, 2018). All these factors mean that 46% of employees would consider a better opportunity even if they weren't actively looking. But what are the carrots being used by recruiters and will they continue to positively impact relocation?

Handling Financial Payment for Relocation

With relocation costs being considerably high firms must decide the form financial compensation will take: relocation reimbursement, lump sum payout, or cost coverage.

Relocation Reimbursement

Relocation reimbursement is a set limit on the amount a company will reimburse a new employee for moving-related expenses. The employee must be able to document all costs being billed to the company utilizing receipts and invoices. According to the Atlas Corporate Relocation Survey just 42% of companies pay full reimbursement to new hires as lump-sum payments continue to grow in popularity, reaching an all-time high of representing 58% of financial relocation assistance, compared to 53% in 2017 (Atlas, 2018).

Lump Sum Payments

Lump sum payments for relocation are negotiated, one-time payments for expenses related to moving. Employees have control over spending but must allot funds for all expenses as they will not receive additional company funds. There are some companies that restrict lump sums to expenses surrounding just temporary housing or real estate transactions, but most firms allow them for the entire relocation cost.

Additional Options for Payment

In addition to the aforementioned options which are by far the most common, there are two additional types of packages some organizations use. The first type is direct billing where the company pays all or some expenses directly, often utilized when the company coordinates moving services (Moveline, n.d.). The second type is called third party relocation and is used when the hiring company outsources employee relocation to a relocation services broker that provides management and coordination for all required services.

The Bottom Line for Employers

Regardless of the structure of packages there can be no doubt that relocation costs are considerable for companies and continue to grow in a competitive environment. Atlas Surveys found that in 2018 offerings were more frequent and generous than in 2013 and on par for 2014 despite a slight drop from highs reached in 2015.

Typical package offerings are as follows:

- Small and large companies offered similar amounts for real estate assistance in a range from \$1,000-\$4,999 and rental assistance in a range from \$1,000 to \$2,499 with travel costs allotted at a range from \$2,500-\$4,999. Mid-size counterparts offered slightly more for real estate and rental costs and slightly less for travel.
- The average amount offered for temporary housing by mid and large-size companies ranged from \$2,500 to \$4,999 while small firms came in a bit lower.
- The median offer for miscellaneous expenses at small and mid-size firms was anywhere from \$1,000-\$2,499 with large firms being slightly more generous.
- The average total amount despite company size was the same across categories at \$10,000-\$14,999 for entire relocation and \$5,000-\$9,999 for shipping and storage of household goods.

It should be noted that clauses are written into relocation contracts to protect employers. Payback clauses are common, with 86% of companies requiring new hires to sign an agreement saying that if an employee leaves the company before a specified time they are responsible for paying back all or part of the relocation funding (Moveline, n.d.).

Employees being relocated should take care to details surrounding payment of funding especially when reimbursement is involved; policies surrounding unapproved expenditures related to the move; and income tax requirements for payments. Lump

sum payments are fully taxable as income earnings though some companies may be willing to offer the sum at a post-tax rate. This factor is negated completely if companies are billed directly for moving expenses and deductions are allowed if expenses are reimbursed via receipts by the company.

The Partner/Family Impact

Gone are the days when employers only had to focus on strategies to lure the breadwinners, knowing their family would happily support a move given the right offer. For the past four years 60% of firms have indicated that a trailing spouse is a huge factor in decisions regarding employee relocation (Atlas, 2018). In the 12 years prior to 2014 trailing spouses only impacted relocation in 50% of cases. Employers have attempted to resolve this barrier by offering increasingly high levels of assistance for partners. Assistance typically includes help with resumes and facilitation of networking though some organizations offer actual job placement help for spouses.

Even in those cases where the partner does not require help with employment in the new location, very often assistance is needed with either childcare or elder care. Because high-earning households are typically most targeted for relocation and because high-earning households have, for the past decade, been raising children later in life, this pool of candidates is in many cases needing assistance with BOTH child and elder care.

In 2018, 59% of firms made accommodations for childcare versus 31%-43% pre-2014 and 44% made accommodations for elder care versus 16%-26% during that

same time period (Atlas, 2018). Options range from onsite childcare offerings to stipends for care to a list of resources for area daycare, education, recreation, and senior living. Statistically mid-size firms are more likely to offer elder care assistance than their small and mid-size counterparts while large firms are likely to have the best offerings for child care assistance.

Strategies Being Tested Nationally

Cities nationally have adopted several programs intended to recruit prospective residents and workforce members to their communities. The following experimental projects have been reported (Garfield, 2018):

- Hamilton, Ohio- Recent college graduates with Science, Technology, Arts, Engineering, and Math degrees and over \$5,000 in student loan debt are invited to move to Hamilton and teach full-time for five consecutive years in a low-income school in exchange for student loan paybacks of up to \$17,500.
- North Platte, Nebraska- In a bid to fill hundreds of local job vacancies, the chamber of commerce will pay anyone who relocates to North Platte for a new job up to \$10,000 provided they agree to stay at the position for at least three years.
- Detroit, Michigan- A program called Challenge Detroit offers paid fellowships offering \$36,000 a year and benefits to out-of-state college graduates who move to Detroit to live and work. The program has awarded approximately 30 fellowships each year since its start in 2008.

- Marne, Iowa- The small town of just 120 people an hour outside of Des Moines is offering free land to new residents interested in building homes. The lot sizes average just under 10,000 square feet and are valued at tens of thousands of dollars.
- Cottonwood Falls, Kansas- Eligible new residents in this Rural Opportunity Zone can have their income taxes waived for up to five years. Statewide there are 77 counties authorized to provide similar incentives and in some cities residents can also get waivers for repayment of up to \$15,000 in student loans.
- Burlington, Vermont- In this community where much of the workforce will be aging out over the coming years—its labor pool boasts the third highest median age in the country—the need to attract younger workers is so vital that those relocating will receive \$10,000 over two years for costs related to relocation, computer software and hardware, internet access, and co-working space.

Recruiting Millennials

At present, it is estimated that at present the United States has 56 million Millennials in its labor pool (defined for this purpose as those individuals born between 1981 and 1996), meaning they account for 35% of the active workforce according to a Pew Research Center analysis of U.S. Census Bureau data (Frey, 2018). In comparison GenXers account for 33% while Boomers are currently just 25% of the workforce.

With so many Millennials in the workplace it is important to understand what will make employers inclined to invest in relocating Millennials, a practice seen as difficult given the frequent job hopping associated with the group. That association is well-placed as evidenced by a study conducted by Robert Half that showed 75% of employees under 34 consider job hopping as being favorable for their careers (Robert Half, 2018).

In a 2016 study on job satisfaction and engagement The Society for Human Resource Management found that the key factors surrounding Millennials being fulfilled in the workplace are as follows: respectful treatment of all employees at all levels (66%), compensation (65%), benefits (61%), and job security (58%) (Society for Human Resources, 2016).

Additionally, Millennials were significantly more impacted by key job satisfaction than their Baby Boomer counterparts. The following chart depicts the gap between generations:

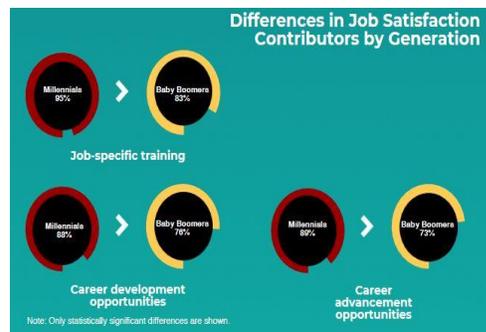


Figure 6. Differences in job satisfaction by generation.

However, in one respect Millennials are prime candidates for relocation in that they have little tying them down. A staggering 84 percent are willing to relocate to climb the career ladder if the organization is in line with their values and vision for employment (Rowe, n.d.).

CHAPTER III

RECRUITING ISSUES LOCALLY

Why Relocation Is Key for Stanislaus County

Stanislaus County is a vibrant area with a diverse population. However, the area struggles to fill some positions because the local talent pool simply does not exist. The healthcare industry is a prime example. A 2017 study entitled Current & Future Health Professions Workforce Needs in the San Joaquin Valley conducted by University of California San Francisco highlighted the lack of medical and nursing health professionals (Coffman, 2017).

The study looked at a variety of data that included an analysis of licensed professionals per 100k people in a given area, with the San Joaquin Valley having 157 MDs and 774 RNs compared to statewide averages of 288 and 913 respectively. The problem is expected to get worse as 30% of local physicians are over the age of 60 and will soon retire, there are no medical schools in the area so there is no natural pipeline, and because population growth is expected to raise demand by as much as 17% by 2024 for doctors and 19% for nurses. With this data in mind it becomes clear why relocation is key for the area's economy.

Selling Stanislaus: A Local Solution

Located in the heart of Stanislaus County, Opportunity Stanislaus (OS) is a fully licensed California Nonprofit Public Benefit Corporation with a long history of

aiding businesses, job seekers, and aspiring entrepreneurs. In 2015 OS surveyed hundreds of key local businesses to better understand the obstacles and opportunities surrounding success locally and used that research to create a case statement that would serve as a vision for a five-year campaign to improve the economic outlook of the county (Opportunity Stanislaus, 2015).

In 2016 OS launched the campaign with four key initiatives surrounding business development, workforce readiness, innovation, and marketing. In its third year, the campaign has already made a lot of progress: its \$5 million fundraising goal has already been exceeded by nearly \$300,000; OS opened a training center for maintenance mechanics that recently saw the graduation of its inaugural class; and as of year-end 2017 nearly 5,000 new job opportunities had been created and filled. With so much forward momentum the campaign is ready to switch its focus to marketing.

Opportunity Stanislaus understands that positive messaging about Stanislaus County is necessary to attract both new business and relocating job candidates to the area. It is also understood that the messaging must be two-prong: there must be messaging targeting local residents so that they understand the many positive merits inherent to the county and can take pride in and talk about them to friends, family, and visitors and there must be messaging targeting the outside world to generate interest in participating in the Stanislaus County economy commercially or residentially.

Local Messaging

It was the experience of several of the executives interviewed for the OS case statement that local customer service during their own recruitment or that of their employees had negatively impacted perception. The following scenario was described to employees during interviews for the case statement: *I had been offered a job in Modesto and was at an open house. The selling real estate agent was friendly and engaged me in a conversation about my interest in the market. I explained that I was considering relocating here from Colorado Springs for employment and their response was “why would you want to live here?” This from a professional whose employment and financial best interest lay in people doing just that—living here* (Opportunity Stanislaus, 2015).

Similar versions of this experience came up in interviews: well-intentioned servers apologizing for the bad fortune of being in the area, front desk clerks at hotels lodging executives unable to suggest anything worthwhile locally to see or do, conversation with retail employees revealing little understanding of local industry.

In order to promote positive local messaging OS decided to focus on the following objectives:

- Objective 1- Produce a guide for human resources executives that highlights the attributes of living and working in Stanislaus County and explains strategies for dealing with problems for use in hiring and recruiting.

- Objective 2- Create a customer service academy to train individuals who make first impressions as to what to do and say when encountering visitors who may be looking to move or invest in Stanislaus County.
- Objective 3- Assist with recruitment and retention by promoting efforts associated with best practices nationally.

Implementation of Objective One

In 2016 Opportunity Stanislaus began research to better understand the obstacles local human resources (HR) executives had in recruiting executives to the area, inviting members of the Central Valley Human Resource Management Association, the regional affiliate of the Society for Human Resource Management, to participate in a workshop to identify challenges and opportunities surrounding relocation to Stanislaus County.

The feedback included the following:

- Many companies and jobs in the area offer low wages
- Candidates are not often enthusiastic about relocating to a rural area
- Builders need to continue to create diversified housing
- Water shortages may be a deterrent
- The local school systems vary but some are lacking
- The area has a reputation nationally based on some notable news stories such as Laci Peterson and Chandra Levy
- There needs to be both more things to do for entertainment locally and more awareness of options

- Drug use locally seems higher than ever and users are frequently visible to visitors
- The culture is too traditional and does not embrace modern practices or policies
- Publicity for the area should include our weather and educational assets

The internal consensus following the workshop was that while some human resources professionals seemed to understand certain local advantages or challenges there were very few that had time to continually have a finger on the pulse of a broad range of community issues. It was decided that OS would create a comprehensive guide to help HR specialists in their efforts to recruit external candidates to Stanislaus County.

The goal of the guide was two-fold: to make professionals aware of the selling points of Stanislaus County and also to address negative issues in a straightforward way and explain local efforts surrounding the problem. An example is homelessness, a highly visible problem for recruiters who bring potential candidates into the county's capital in Modesto for a site visit.

Homelessness seems like and is a big problem for Modesto but the problem is big everywhere with 533,742 people experiencing homelessness on any given night in 2017 so it is unlikely to be a huge deterrent to most visitors coming from an urban area. Still, in speaking to an outside audience, it is necessary to be transparent and show that Stanislaus County understands its ideal climate and central location is conducive to having a sustained homeless population and then to explain what the

county is doing to help people who find themselves in the predicament of being homeless (Henry, 2017).

In this case the answer is Focus on Prevention, a 10-year, countywide transformation effort intended to create positive community outcomes. The 10-year plan includes four core strategies: outreach and engagement to those needing assistance; coordinated access that integrates public and community-based services and support; provision of access to temporary, transitional, and permanent supportive housing; and increasing the availability, effectiveness, and alignment of homelessness services and community support. Inclusion of this type of information in addressing any negative areas in the guide shows that Stanislaus County is proactive, progressive, and invested in solutions that make the area a great place to live and work (Opportunity Stanislaus, 2018).

The guide, which was created mid-2018, contains a broad array of information including: education; traffic and weather; the economy and cost of living; local and regional attractions; crime; homelessness; child care; elder care; housing and realtors; county growth by industry; candidate screening best practices; advice on recruiting Millennials; tips for planning a site visit for candidate interviews; and an overview of what companies themselves must do to be successful in their quest to recruit people to Stanislaus County. Created in part with data from this thesis, the guide is being distributed via hard copy and electronically throughout Stanislaus County and will be updated regularly to ensure information and data remains accurate. See Appendix for Version One of the guide.

Implementation of Objective Two

To address negative interactions that occur during the site visits of prospective candidates Opportunity Stanislaus will create a local customer service academy that teaches best practices for customer service and provides foundational understanding about the area, its opportunities, and its resources. The course will also teach students about the trickle down economic impact behind both positive and negative interactions so that they better understand the potential each of their conversations with visitors has on their lives and the lives of other residents.

As the intent of the course is to engage participants and elevate behavior among front line workers, the initial focus will be on training those that interact directly with customers—in this case visitors to the area considering relocation. Prospective targets for training include but are not limited to: waitstaff, hotel/motel front desk staff, retail employees, and employees at any organization related to tourism (e.g. baseball stadium, theatre, performing arts venues).

OS will write a custom curriculum that includes research-based customer service techniques and roleplay, information about local amenities such as cultural and entertainment options for referrals, and positive facts about the area that will inspire pride in employees as area residents. The curriculum will be delivered in a day-long class at a local venue and the training will be interactive and allow for participants to contribute ideas about positive promotion of the area through the lens of their employer and employment experience.

Many front-line employees do not have the chance to experience local tourism attractions which diminishes their ability to recommend them to guests. OS will work with local tourism/entertainment companies to arrange discounts for program attendees. Participating will create positive associations about community inclusion and fun local experiences in the employee as well as develop a deeper understanding of the opportunities themselves, which will be useful as employees seek to optimize the experiences of tourists with which they interact. To facilitate year-round participation in community activities, OS will regularly email past attendees about events and available discounts.

Implementation of Objective Three

As an economic development organization, Opportunity Stanislaus has a vested interest in ensuring the local workforce is trained and educated and that employers have the resources they need in order to grow and thrive. As the economy has improved so have the options for qualified workers, increasing the need for employers to entice prospects with competitive wages, benefits offerings, growth opportunities, job security, a rewarding culture, and other conditions that influence how happy an employee is and ultimately whether they will stay at a given company.

However, it is not as easy as it sounds. Take just the wages for example. If a company is not offering high enough wages as compared to companies employing people in the same industry/type of work, they will fail to attract new employees and may lose employees to other companies. That part is obvious but what is not is the assumption that employers know what wages their competitors are offering,

information that is typically proprietary, and that the organization can afford to pay employees more and still be solvent and stable.

Employers must constantly have their finger on the pulse of both the local economy and on the needs and satisfaction levels of their employees if they wish to have happy employees. Given that the common understanding that the way employees feel is the way customers will feel, it is vital that employers understand what the experience of working for their company is like at every level. Then, if there is dissatisfaction decision makers can start making adjustments to improve the conditions.

With such a need being obvious, in 2016 OS partnered with Prime Shine Car Wash to create Best Places to Work: Central Valley, a survey and recognition program dedicated to finding and recognizing the best employers in the Central Valley. Employers apply and pay a fee on par with the size of their company and The Best Companies Group (a third-party organization based in Pennsylvania) conducts the surveys and data analysis necessary to understanding employee satisfaction.

Those companies who rate high enough are awarded with the distinction of being a “best place to work” for a given year, an honor recognized by signage at each location, in program promotion materials and at an awards ceremony hosted by Opportunity Stanislaus. Not all companies who apply will receive the distinction, but they will receive the same in-depth report that approved companies receive with information about how employees feel, data that is priceless as employers seek to

reach their potential. All information about which companies apply and the result is kept fully confidential.

In order to be eligible, companies must be located in Merced, Stanislaus, or San Joaquin county and have a minimum of 15 full or part-time employees working in those counties. Additionally, the company must have at least one year of operating experience. Both for and nonprofit companies are eligible.

OS has already seen qualitative results of the program. Several companies have made changes in accordance with employee feedback and recognition is growing among the general public about what it means to be a Best Place to Work. Program registration opens each fall and continues through the end of the calendar year and the celebratory event is held in the first quarter of the following year. OS believes the program will continue to be a valuable tool for employers looking to enhance their recruitment and retention outcomes.

The Next Steps

In conjunction with local efforts Opportunity Stanislaus will launch a comprehensive, multi-platform social media campaign to educate the world beyond Stanislaus County about the excellent quality of life afforded to community members and the tourism experiences available for visitors. Opportunity Stanislaus calls its efforts surrounding positive messaging Selling Stanislaus and its social media campaigns use the hashtag StanislaUS. Investors and the general public will continue to be updated about results generated by key objectives as the campaign continues.

Recruiting: The Bottom Line

As it continues to trend upward the economy is expected to generate 9.8 million new jobs—a 6.5% increase—between now and 2024 (Robert Half, n.d.). The new jobs combined with low unemployment will mean employers need to align recruiting efforts surrounding relocation with best practices to be successful. Site visits allowing prospective employees to see the community need to be well-coordinated. Compensation including wages, benefits, and relocation packages need to be competitive given both industry standards and local cost of living. And all efforts must be made to retain strong employees after their hire. Stanislaus County employers are being given the tools to assist with their success in recruiting and have in Opportunity Stanislaus an ally for their cause. What remains is application of these resources as employers look to “sell Stanislaus” to a buyer’s market.

REFERENCES

REFERENCES

- Amadeo, K. (n.d.). Compare Today's Unemployment with the Past. Retrieved from <https://www.thebalance.com/unemployment-rate-by-year-3305506>
- Atlas Van Lines. (2018-a). *Corporate Relocation Survey 2018*. Retrieved from <https://www.atlasvanlines.com/corporate-relocation/survey/>
- Atlas Van Lines. (2018-b). *Corporate Relocation Survey 2018*. Retrieved from <https://www.atlasvanlines.com/corporate-relocation/survey/2018/factors-impacting-relocation>
- Atlas Van Lines. (2018-c). *Corporate Relocation Survey 2018*. Retrieved from <https://www.atlasvanlines.com/corporate-relocation/survey/2018/relocation-volumes-budgets/>
- Atlas Van Lines. (2018-d). *Corporate Relocation Survey 2018*. Retrieved from <https://www.atlasvanlines.com/corporate-relocation/survey/2018/employees-declining-relocation>
- Atlas Van Lines. (2018-e). *Corporate Relocation Survey 2018*. Retrieved from <https://www.atlasvanlines.com/corporate-relocation/survey/2018/relocation-reimbursement>
- Atlas Van Lines. (2018-f). *Corporate Relocation Survey 2018*. Retrieved from <https://www.atlasvanlines.com/corporate-relocation/survey/2018/lump-sum-use>

Atlas Van Lines. (2018-g). *Corporate Relocation Survey 2018*. Retrieved from www.atlasvanlines.com/corporate-relocation/survey/2018/spouse-partner-assistance

Bureau of Labor Statistics, U.S. Department of Labor. (2016-2017). Retrieved from [https://www. https://www.bls.gov/regions/west/news-release/occupationalemploymentandwages_modesto.htm](https://www.bls.gov/regions/west/news-release/occupationalemploymentandwages_modesto.htm)

Coffman, Janet. (2017). *Current & Future Health Professions Workforce Needs in the San Joaquin Valley*. Retrieved from https://www.ucop.edu/uc-health/_files/sjv-health-workforce-report-july-2017.pdf.

Fry, Richard. (2018, April 11). Millennials Are the Largest Generation in the U.S. Labor Force. *Pew Research Center*. Retrieved from <https://www.pewresearch.org/fact-tank/2018/04/11/millennials-largest-generation-us-labor-force/>

Garfield, Leanna. (2018, March 6). Six US Cities That Are Paying People Thousands of Dollars to Move There. *Business Insider*. Retrieved from <https://www.businessinsider.com/us-cities-pay-people-move-incentives-2018-7>.

Henry, M. (2017). *The 2017 Annual Homeless Assessment Report to Congress, 1-3*. Washington DC, MD: US Department of Housing and Urban Development.

- Keng, C. (2018, January 2). Employees Who Stay In Companies Longer Than Two Years Get Paid 50% Less. Retrieved from <https://www.forbes.com/sites/cameronkeng/2014/06/22/employees-that-stay-in-companies-longer-than-2-years-get-paid-50-less/>
- Kopf, D., & Varathan, P. (2017). The mostly great year in US jobs, in five charts and a map. Retrieved from <https://qz.com/1147975/the-mostly-great-year-in-us-jobs-in-five-charts/>
- Moveline. (n.d.-a). Corporate Moves: A Guide to Negotiating a Relocation Package. Retrieved from <https://www.moveline.com/moving-resources/corporate-moves-a-guide-to-negotiating-a-relocation-package>
- Moveline. (n.d.-b). Corporate Moves: A Guide to Negotiating a Relocation Package. Retrieved from <https://www.moveline.com/moving-resources/corporate-moves-a-guide-to-negotiating-a-relocation-package>
- NBC News. (n.d.) Job-Hopping Is on the Rise. Should You Switch Roles to Make More Money? *NBCNews.com*, Retrieved from <https://www.nbcnews.com/better/business/job-hopping-rise-should-you-consider-switching-roles-make-more-ncna868641>.
- Nordstrom, D. (2018, March 8). 10 Shocking Workplace Stats You Need To Know. Retrieved from <https://www.forbes.com/sites/davidsturt/2018/03/08/10-shocking-workplace-stats-you-need-to-know/>
- Opportunity Stanislaus. (2015). *Our Future Is Now Case Statement*.

Robert Half. (2018). *Special Report: The Demand for Skilled Talent*. Retrieved from <https://www.roberthalf.com>

Robert Half. (2018). *Special Report: The Demand for Skilled Talent*. Retrieved from <https://www.roberthalf.com>

Rowe, Tiffany. (n.d.) Motivating Millennials to Move: 6 Strategies for Selling Relocation to the Current Generation. *Relocation Statistics Every Business Should Know*. Retrieved from <https://www.urbanbound.com/blog/motivating-millennials-to-move-selling-relocation-to-the-current-generation>

Ryan, L. (2016, November 29). The Top Ten Reasons People Hate Their Jobs. Retrieved from <https://www.forbes.com/sites/lizryan/2016/11/29/the-top-ten-reasons-people-hate-their-jobs/>

Society for Human Resource Management. (2016). 2016 Employee Job Satisfaction and Engagement: Revitalizing a Changing Workforce. Retrieved from <https://www.shrm.org/hr-today/trends-and-forecasting/research-and-surveys/pages/job-satisfaction-and-engagement-report-revitalizing-changing-workforce.aspx>

APPENDIX

APPENDIX

SELLING STANISLAUS: TALENT RECRUITMENT GUIDE

Selling Stanislaus

Talent
Recruiting
Guide

— *modesto* — *turlock* — *ceres* — *riverbank* — *oakdale* — *patterson* — *newman* — *waterford* — *hughson* —



Intro Letter from CEO David White

As someone who moved to Stanislaus County only a few years ago, I have a different perspective on the area than some lifelong residents. When my family and I relocated here so that I could serve as Chief Executive Officer of Opportunity Stanislaus, I knew little about the area. I had no idea about the world-renowned health care, the top-notch schools, the burgeoning food and spirits scene, or—best of all—the high caliber of people that call this area home.

As the region's premier economic development organization, Opportunity Stanislaus is invested in ensuring that those who choose to live and work in Stanislaus County enjoy an excellent quality of life— quality that comes from opportunity in every area from career to lifestyle to recreation.

Thanks to the investment of so many, we know our county is headed in the right direction. We have communities full of people who care. We have jobs. We have a motivated workforce to fill many of those jobs. And we have a future whose potential is limitless if we continue this path.

Despite these advantages, our area does at times struggle to recruit talent from outside of our county for high-level or specialized positions. There are many who have heard negative things in the media or from online searches and that misconception results in the rejection of our county as a great place to relocate to and build a rewarding life.

Our solution was the creation of this guide, which highlights many of the assets in our community from schools to cost of living to the industries that make us shine. It is intended to be a resource as you work to sell candidates on the Stanislaus County experience. Now you have data to address the tough issues and a strong pitch for the question "Why Stanislaus County?"

Even though I am not native to the area, my pride in the area runs deep and I look forward to being part of a team that continues to provide resources for existing challenges. Please let us know how the guide works in your recruiting efforts so that we can keep improving down the line. As always, we enjoy the chance to meet our region's economic development needs and appreciate the support this community provides.

Warm Regards,

A handwritten signature in black ink, appearing to read "D White", written in a cursive style.

Dave White



CONTENTS

Recruiting Statistics	4
Info about Opportunity Stanislaus Programs	6
Elementary/High School Information	8
College Information	10
Traffic/Weather	12
Economy/COLA Information	13
Local Attractions/Things to Do	14
Regional Attractions	16
Crime	18
Homelessness	19
Child Care	20
Elder Care	21
Housing	22
Realtors	23
Growth by Industry	24
Recruiting Millennials	28
Candidate Screening	30
Planning Your Recruit's Visit	32
What Can You Do?	34



RECRUITING:

THE INSIDE SCOOP ON LOCAL CHALLENGES

We asked, you answered.

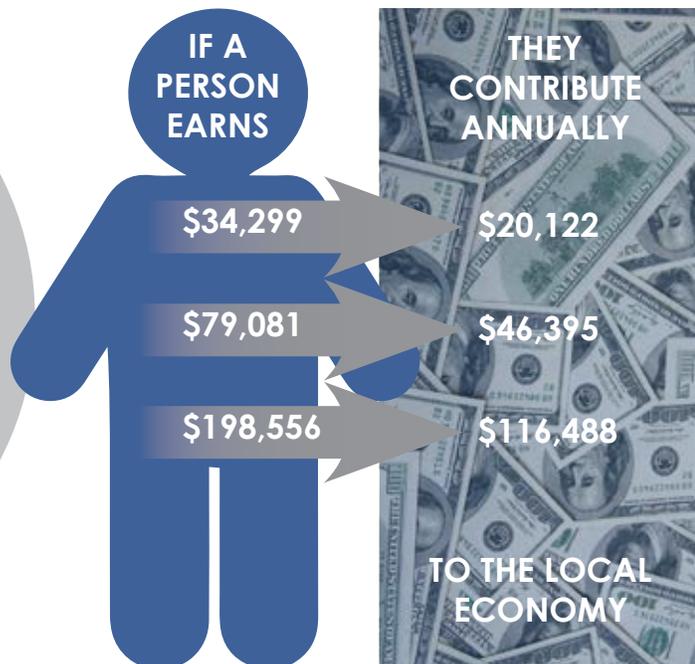
The following were the issues identified by 150 Human Resources professionals in Stanislaus County when asked what they believe the biggest challenges are in recruiting people to the area:

- Challenges
- Low Wages
- Rural Area
- Less Opportunity in Fields Like IT or Healthcare
- Lack of Commitment and Motivation
- Skill Levels of Employees
- Reputation for Crime
- A Lack of Things to Do
- Lack of Educational Opportunities
- Need for Diversification in Housing
- Water Shortage
- Culture is Too Traditional/Not Adapting to Millennials

HIRING MATTERS

THE ECONOMIC IMPACT OF A HIRE

When a person is gainfully employed they can be expected to contribute to the economy by spending in a variety of areas including rent/mortgage, healthcare, retail, food/drink, financial services, and transportation.





RECRUITING STATISTICS EVERYONE IN HUMAN RESOURCES SHOULD KNOW

- 34% of candidates said the destination location was the reason they declined relocation.
- Relocation—as an option for companies to offer to long-distance candidates—is undoubtedly a hard sell. A study conducted this year by the market research firm, Barna Group, found that nearly 60% of adults never plan to move or are not sure if they ever will. And the older people get the less likely they are to move. Still people DO move. Only 25% of Americans live in the town they were born in. Family is the biggest reason cited for moving at 42% but still a third of Americans will move for the right career opportunity.
- More than half (58%) of those with a prior negative impression of the hiring organization said they would not apply again in the future.
- People who are satisfied with their candidate experiences are 38% more likely to accept a job offer.
- In 2017, almost all of college seniors surveyed (96%) reported having student loans, and 68% are confident their first job's salary will be sufficient to start paying them off without the help of their parents. (iCIMS, The Class of 2017 Job Outlook Report, 2017)
- Among female executives, 62% have been passed up for a promotion in favor of a male.



Opportunity Stanislaus has a number of programs and events to help you grow your talent pool, skill base, and boost your reputation.

Celebrate Stanislaus

Every Spring Opportunity Stanislaus holds an event to celebrate those employers who grew their workforce the previous year. Awardees are contacted a few months prior to confirm eligibility and interest and their accomplishments are marked with event publicity materials and a keepsake award.

Job Fairs

Opportunity Stanislaus hosts multiple job fairs every year in locations across the county. Employers have the opportunity to meet the area's top talent and showcase their company in a professional, organized platform. Opportunity Stanislaus markets job fairs with the goal of attracting interested, motivated jobseekers capable of taking your organization to the next level.

Best Places to Work: Central Valley

BPTW Central Valley is an annual recognition program focused on employee recruitment and retention. Companies are evaluated and ranked using organizational offerings and employee surveys and honored at an event and in program materials. Standards for the distinction are stringent but even those companies not making the list are given feedback to utilize for organizational improvement.

For more information visit www.bestplacestoworkcentralvalley.com.

Volt Institute

Located in downtown Modesto, VOLT is the Central Valley's answer to an unskilled workforce. VOLT training programs are in response to employer demand and students emerge from fast-paced, condensed programs ready to fill skilled industrial and technical positions in your business.

www.voltinstitute.com





EDUCATION

in STANISLAUS COUNTY

EDUCATION IS STANISLAUS COUNTY'S PASSPORT TO THE FUTURE, THE MEANS BY WHICH THE AREA'S STRENGTHS WILL BE SUSTAINED AND WEAKNESSES WILL BE BOLSTERED. HERE'S A LOOK AT LOCAL EDUCATION BY THE NUMBERS:

- Graduation rates are up to 83.9% from 82% in 2013 and dropout rates are the lowest they've been in 5 years at just 9.9%.
- There are 187 public schools in Stanislaus County, including 98 elementary schools, 26 middle/junior high schools, 20 high schools, and 22 charter schools.
- Operation Backpack collects and distributes 800+ backpacks across Stanislaus County every year to help low-income children thrive in school.
- 30 students graduated from Leadership Academy, a yearlong program for high school students that works to transform youth into community leaders. To date 360 students have participated.
- The county's special education division operates 51 special day classes on 21 different school sites, providing specialized services to students from birth to age 22.





STANDOUT PROGRAMS

YES Company introduces students to the performing arts through theatrical training. In its 26th year, the YES Company allows students from first through twelfth grade to perform in year-round special events and productions.

The Northern California Construction Trades Program teaches students a variety of framing and carpentry skills. Facility upgrades mean students are now able to build an entire house complete with necessary electrical, plumbing, flooring and roofing.

Foothill Horizons Outdoor School allows 6,000 students a year to attend an interactive science education camp that spans from three to five days, immersing students in the wonderful world of nature.

Private Schools

There are 26 private schools in Stanislaus County serving 3,933 students.

The average student-to-teacher ratio is 11:1.

85% of schools are religiously affiliated; most are Christian and Roman Catholic.

A photograph of two young women sitting on a metal park bench. They are surrounded by trees with vibrant autumn foliage in shades of orange, yellow, and red. The woman on the left is smiling and looking at a bright pink sheet of paper. The woman on the right is looking down at a white sheet of paper. Both are wearing dark jackets and scarves. A black bag is on the bench to the right.

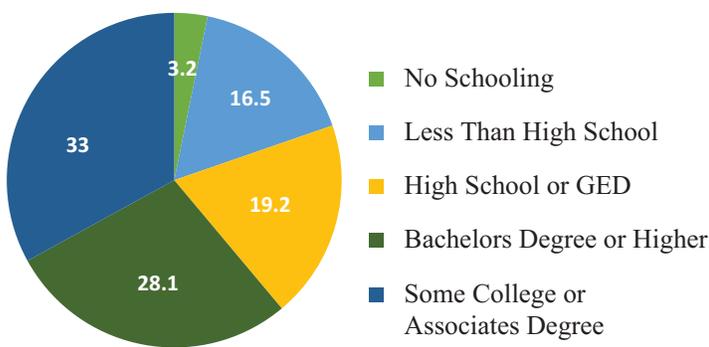
**34% OF THE ATTENDEES AT
THE UNIVERSITY OF THE PACIFIC
WERE IN THE TOP 10% OF THEIR
HIGH SCHOOL CLASSES.**

The Princeton Review consistently rates California State University, Stanislaus among the Best Colleges in the nation, a distinction awarded to only 15 percent of colleges and universities throughout the United States. The American Association of State Colleges and Universities recognized Stanislaus State as one of 12 public universities nationwide that demonstrate exceptional performance in improving retention and graduation rates.

STANISLAUS COUNTY AND THE SURROUNDING AREA HAS A VARIETY OF POST-SECONDARY EDUCATIONAL INSTITUTIONS FOR STUDENTS WITH A VARIETY OF AMBITIONS AND CAREERS THEY WISH TO PURSUE.

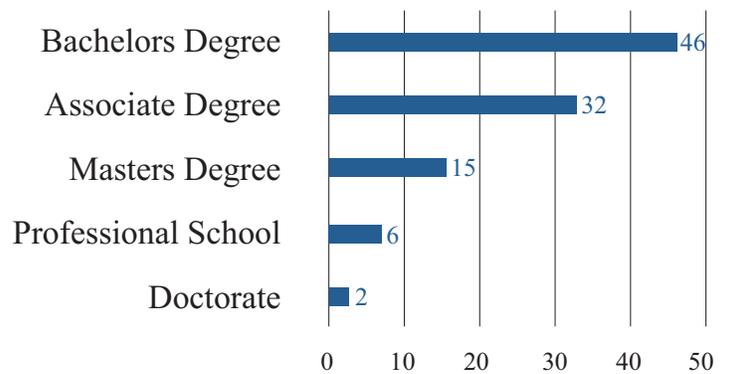
Educational Attainment Breakdown

Educational Attainment, 2017



Higher Education Attainment Breakdown

Degree Levels, Broken Down



78% of people in Stanislaus County are at least high school graduates

The following institutions are either within the county or a 30-minute drive:

- California State University, Stanislaus
- Modesto Junior College
- University of California, Merced
- University of the Pacific
- Volt Institute
- San Joaquin Delta College
- Brandman University
- Humphreys University
- Merced Junior College
- San Joaquin Valley College
- Institute of Technology

Modesto native George Lucas attended Modesto Junior College before transferring to University of Southern California.

Popular Degrees in Stanislaus County Include:

- Business
- Education
- Science and Engineering
- Liberal Arts and History
- Social Sciences
- Biological, Agricultural, and Environmental Sciences
- Literature and Languages
- Psychology
- Engineering
- Communications
- Computers, Mathematics, and Statistics

W E A T H E R

Stanislaus County is blessed with 300 days of sunshine a year.

The highest monthly average temperature for July is 81 degrees while the lowest monthly average temperature for January is 46 degrees.

The most monthly precipitation occurs in January with 2.4 inches of rain.

Fast Facts About T R A F F I C In Stanislaus County

Due to strategic local planning Stanislaus County traffic has been able to keep pace with population growth. And with the passage of Measure L and the ACE train set to serve the area, transportation will become even more simplified. Here's a look at local transportation data:

- 80.2% of Stanislaus County commuters do so alone
- Nearly 15,000 people in Stanislaus County get to work via biking or walking
- As of 2017 there were 347,728 licensed drivers in Stanislaus County
- 4.1% of the population works from home or telecommutes
- The average Stanislaus County resident has a commute time of 27 minutes

WELCOME TO MODESTO

WATER ✪ WEALTH ✪ CONTENTMENT ✪ HEALTH

AN ECONOMIC SNAPSHOT OF STANISLAUS COUNTY

Stanislaus County has 545,657 people, up 24,305 over the past five years. The county is expected to grow by 18,659 over the next five years.

The average earnings in Stanislaus County are \$57,054.

58% of Stanislaus County residents participate in the workforce.

The median price of homes sold in 2016 was \$269,500.

As of March 2018 unemployment was 7.1%. The average unemployment rate for 2017 was 7.5% and 9.5% in 2016.

A total of 55,528 people in Stanislaus County have a Bachelor's Degree or higher.

There are 14,991 payrolled business locations in Stanislaus County.

For 2015-16 the high school graduation rate in Stanislaus County was 87.6%.

52% of Businesses in Stanislaus County have 1-4 Employees.

In 2016 alone there were 5,370 secondary graduates in Stanislaus County.

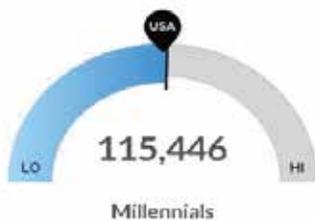
There were 499,197 vehicles registered in Stanislaus County in 2017, up .7% from 2016.

Retail sales locally increased by \$600 million in 2016, hitting an impressive \$8.7 billion.



The population of an area can have a great impact on the talent pool. Following is a look at the population characteristics of Stanislaus County:

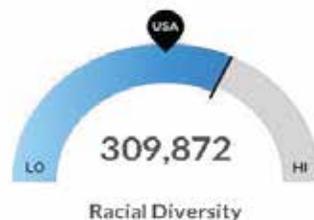
POPULATION CHARACTERISTICS



Stanislaus County, CA has 115,446 millennials (ages 20-34). The national average for an area this size is 112,389.



Retirement risk is low in Stanislaus County, CA. The national average for an area this size is 82,533 people 65 or older, while there are 69,159 here.



Racial diversity is high in Stanislaus County, CA. The national average for an area this size is 209,764 racially diverse people, while there are 309,872 here.



Stanislaus County, CA has 24,057 veterans. The national average for an area this size is 31,417.

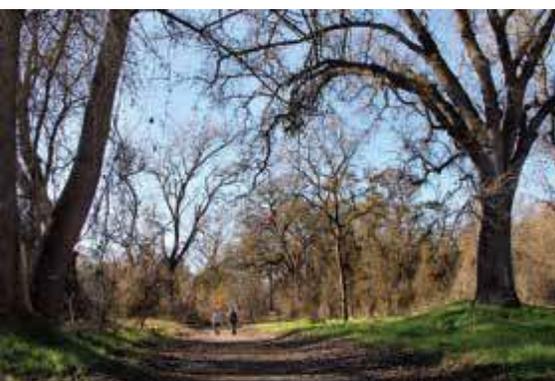
THINGSTODO

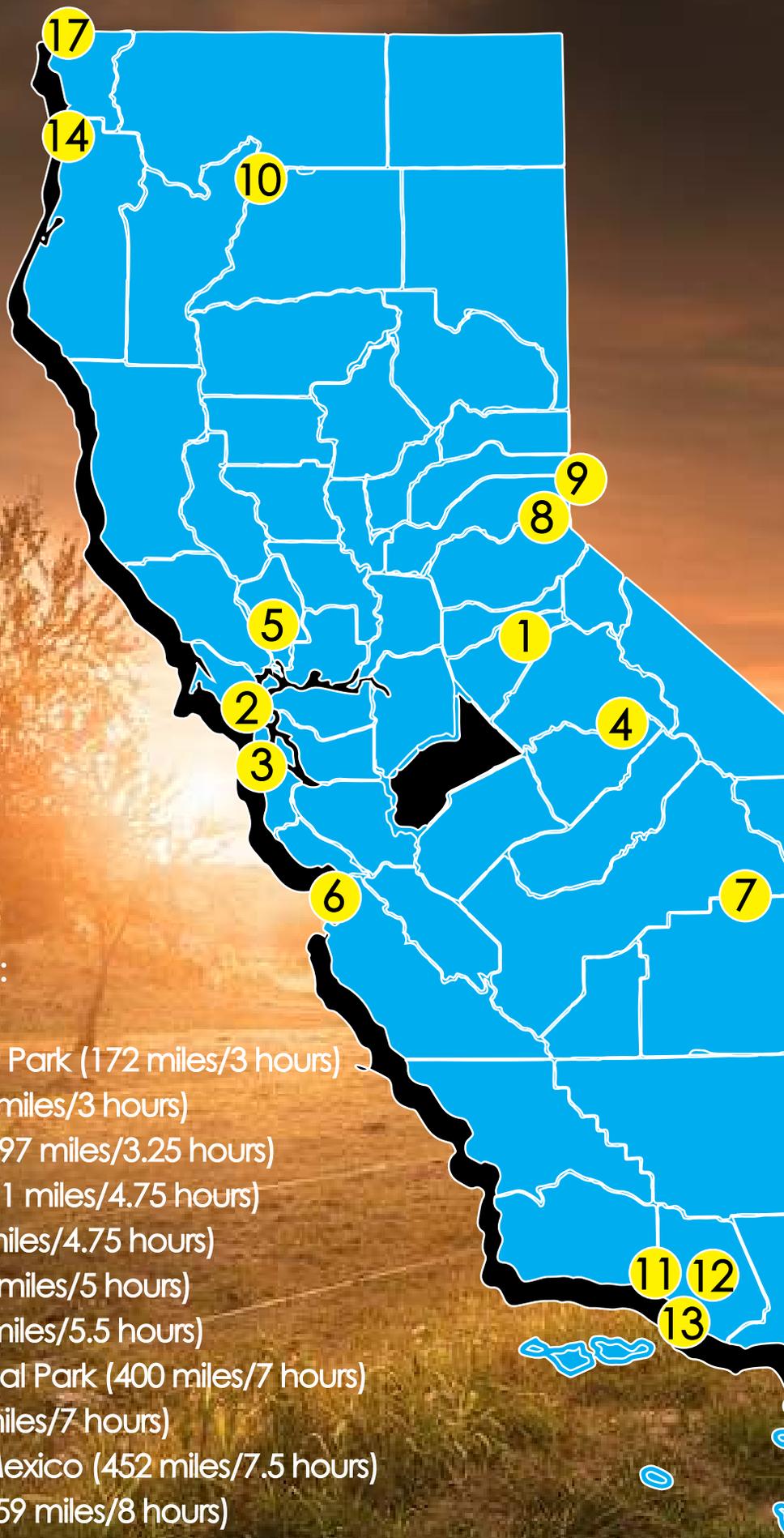
in **STANISLAUS COUNTY**





- Take in a Show at Gallo Center for the Arts, State Theatre of Modesto, Turlock Community Theatre, Denair Gaslight Community Conservatory, California State University, Stanislaus, Modesto Junior College or the West Side Theatre in Newman
- Show off Your Artistic Side by Painting at a Van Gogh and Vino Event, Decorating Pottery at Pottery Magic, Art Lessons at the Chartreuse Muse, and Drawing & Painting Lessons at the Mistlin Gallery
- Try Your Hand at Whisky Making at Do Good Distillery
- Hang Around Studio V for Aerial Pilates
- Sip the Good Life with Wine Tasting at Dewz, Stewart & Jasper, Angels, Redwood Café, Camp 4 Wine Cafe, Red Brick Bar & Grill, Rivi's Wine Bar and Most Wanted Wine Co.
- Groove to Live Music at Concerts in the Park in Ceres, Hughson, Modesto, Waterford, Oakdale
- Get Lost in a Local Festival: Porchfest, Oakdale Chocolate Festival, International Festival, Harvest Festival, Hughson Fruit and Nut Festival, Oktoberfest, Fat Tuesday, Riverbank Wine and Cheese, Ceres Street Faire, Taste of Oakdale, Patterson Apricot Festival, Turlock Tamale Festival
- Take a Bite Out of Stanislaus County's Finest at Farmers Markets in Ceres, Turlock, Modesto, Waterford, Patterson, Oakdale, and Riverbank
- Sample Craft Beer from Local Breweries Dustbowl, Blaker Brewing Company, Last Call Brewing Company, or Commonwealth
- Go Country at the Oakdale Cowboy Museum and the Annual Oakdale Rodeo
- Feast Your Eyes on Art at Art Space on Main, the Carnegie Arts Center, the Mistlin Gallery, Modesto Junior College Art Gallery and the Art Walks in Turlock and Modesto
- Pick and Choose Your Bounty at Ott, Vanderhelm and R.A.M. You-Pick Farms
- Preserve Your Knowledge with a Class on Canning, Pickling, Cheese Making or Jams and Jellies with the Gypsy Cowgirl and at Blooming Camp Ranch
- Mosey over to Macedo's Mini Acre to see alpacas, llamas, rabbits, and mini horses and learn how their hair can be turned into art with felting, spinning, knitting, and crochet classes.
- Skate Circles Around Your Friends at Modesto on Ice and R.A.M. Farms
- Stun Your Senses with a Trip to Paeo Lavender Farms
- Catch a Buzz (literally) at Beekman & Beekman Farms with a Taste of Their Homemade Honey Wine and Honey Products
- Root, Root, Root for the Home Team at Modesto Nuts Baseball Game
- Ride the Stanislaus River Rapids in Knights Ferry
- Soar to New Heights at the Stonehenge Rock Climbing Gym
- Witness Poetry in Motion at the Central West Ballet
- Get Back in the Saddle at Horseback Riding at Maxfield Equestrian, The Lazy S Ranch, Perrien Farms, Cornerstone Training, Shady Lawn Ranch, The Turlock Horseman's Club, and Lightacres
- Bring Music to Your Ears at the Modesto Symphony
- See a Movie Under the Stars at R.A.M. Farms; Graceada Park; or Cottles Wood Park in Oakdale
- Remember The Days Gone By with a Classic Mural Tour in Downtown Modesto
- Show Off Your Bubbly Side with Tresetti's Annual Champagne Tasting





Less than a day's drive:

- 7 Sequoia National Park (172 miles/3 hours)
- 8 Lake Tahoe (179 miles/3 hours)
- 9 Reno, Nevada (197 miles/3.25 hours)
- 10 Mount Shasta (291 miles/4.75 hours)
- 11 Hollywood (292 miles/4.75 hours)
- 12 Los Angeles (298 miles/5 hours)
- 13 Disneyland (324 miles/5.5 hours)
- 14 Redwood National Park (400 miles/7 hours)
- 15 San Diego (418 miles/7 hours)
- 16 Baja California, Mexico (452 miles/7.5 hours)
- 17 Oregon Coast (459 miles/8 hours)

WHAT'S NEARBY?

Less than a 2 hour drive away, world class destinations include:

- 1 Gold Country (55 miles/80 minutes)
- 2 San Francisco (84 miles/90 minutes)
- 3 Silicon Valley (87 miles/90 minutes)
- 4 Yosemite National Park (90 miles/2 hours)
- 5 Napa (105 miles/90 minutes)
- 6 The Beaches of Monterey and Santa Cruz (106 miles/1.75 hours)





CRIME RESOURCES

IN STANISLAUS COUNTY

Reality and public perception about crime don't often align. In fact in most national Gallup surveys at least 60% of Americans say they feel there was an increase in crime that year even though crime has trended downward since it peaked in 1993. Stanislaus County isn't immune to issues surrounding perception of crime but in reality local law enforcement has stepped up resulting in a 58% decrease in violent crime from 2006 to 2015 and a 6 percent decrease in auto theft in the past year.

FOLLOWING ARE SOME LOCAL RESOURCES FOR COMMUNITY LAW ENFORCEMENT:

CRIME STOPPERS

Since 2005 cities throughout the county have participated in an anonymous crime reporting program, with cash rewards available up to \$1,000. Residents can call either 1-866-60-CRIME(27463) or (209) 521-4636 or download the app by searching P3 Tip Application on a mobile device.

NATIONAL NIGHT OUT

Modesto, Hughson, and Oakdale participate. In 2016 the Modesto Police Department's crime prevention unit received the first-place award from the National Association of Town Watch for its National Night Out efforts in the 100,000 to 300,000 population category by working with 452 neighborhoods that participate in the August event. In 2017 Oakdale snagged 2nd in California and 20th in the United States for cities between 15,000 and 50,000 for its eight citywide parties with 5,000 in attendance.

NEIGHBORHOOD WATCH

Neighborhood Watch is an extremely successful crime-prevention program and just one of the many services the Crime Prevention Unit offers. Local police departments will help you organize neighborhood watch groups, provide neighborhood-specific information, and educate citizens on how to work with police to prevent crime.

Check out the National Neighborhood Watch website for some great neighborhood watch tips.

COFFEE WITH COPS

Modesto residents are invited to attend regular events that allow for an inviting, neutral atmosphere between citizens and law enforcement. Over coffee residents are invited to share concerns, suggestions, and compliments and ask questions to officers and staff.

POLICE CHAPLAINCY

Ceres, Turlock, and Modesto all have chaplain programs where trained clergy provide services that include death notifications, victim assistance, crisis response, and spiritual support.

BUSINESS WATCH

Both Turlock and Modesto have business watch programs, designed to educate businesses on how to detect and deter business crime. Businesses learn how to protect their employees against violent crimes, how to detect shoplifters and incidents of fraud, receive security tips, and are encouraged to report suspicious incidents or persons to the police.

HOME SECURITY INSPECTIONS

Modesto Police Department offers free home security inspections to identify hazards such as hiding spots for criminals, poor porch visibility and improper lock security and provide suggestions for safety and increased likelihood of property return in the event of theft.

VACATION HOUSE CHECK

Both Turlock and Modesto police departments offer free Vacation House Checks, wherein residents can request for trained Modesto Police Department Volunteers in Police Service (VIPS) to periodically patrol their residence looking for anything out of the ordinary. Note that checks are limited to volunteer availability.

GET TO KNOW YOUR NEIGHBORS

Local agencies partnered together to create a "Get To Know Your Neighbors" worksheet and activity sheet to help encourage neighbors to get to know one another.

HELPING ADULTS WITH KINDNESS (HAWK)

A multi-city volunteer program where cops visit with elderly citizens in local rest homes to keep them from being lonely.

HOMELESSNESS is undoubtedly a growing problem across the United States. In 2017, there were 553,742 people experiencing homelessness on any given night. That's 17 in every 10,000 people. The problem is especially challenging in California, where 25% of the homeless people in the United States reside. California's homeless numbers are growing: there are currently 134,278 homeless people in California, 16,136 more than in 2007. Within that subset 68% of homeless people in California live in unsheltered locations, making them highly visible.

In Stanislaus County there were 1,260 valid homeless people in 2017, with as many as an additional 777 designated as invalid by the definition of the Housing and Urban Development. Asked about the issues they faced in overcoming homelessness the top three responses were

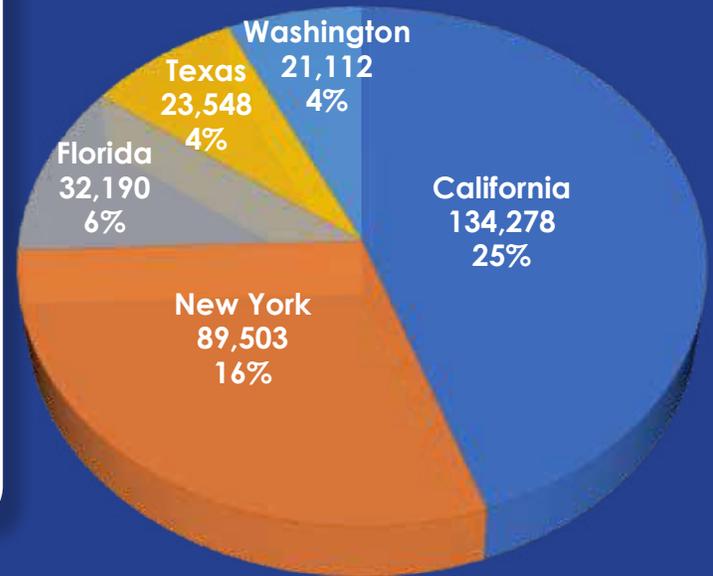
When asked how they became homeless, the answers varied. Top answers include:

- 23% said they were unable to find work
- 21% cited substance abuse
- 19% said they were unable to pay their rent or mortgage
- 18% attributed it to a mental disorder
- 28% declined to answer

Asked about the top issues encountered trying to get help/services

- 47% cited transportation
- 27% were without proper documentation
- 26% said they were unsure where to go

THE TOP 5 STATES FOR HOMELESSNESS:



Source: United States Department of Housing and Urban Development

WHAT STANISLAUS COUNTY IS DOING ABOUT IT

In 2015 Focus on Prevention was founded, a county-wide community transformation effort intended to create positive community outcomes. *The 10-year plan outlined the following outcomes: to reduce homelessness; to strengthen families; to invest in and support youth; and to reduce recidivism and re-entry into the criminal justice system.*

Focus on Prevention works to improve the current homeless services system while reducing future homelessness using four core strategies:

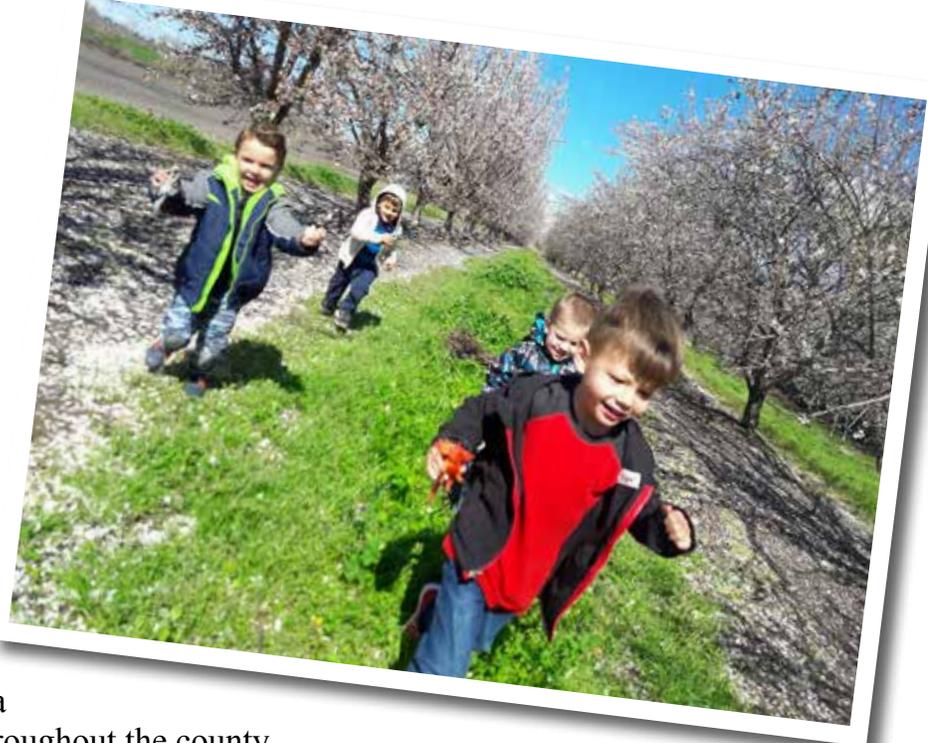


1. Outreach and engagement by reaching out at hospitals, parks, on the streets, and shelters about the 30+ available programs for assistance
2. Coordinated access that integrates and public-and-community-based services and support
3. Providing improved access to temporary, transitional, and permanent supportive housing
4. Increasing the availability, effectiveness and alignment of homelessness services and community support

Stanislaus County CHILDCARE OFFERINGS

There are a variety of options for quality child care in Stanislaus County for children of all ages across all income levels.

For new residents of Stanislaus County, the easiest way to start your search for a safe, dependable facility for your child(ren) is by contacting the Child Care Resource & Referral line at 209.238.6400. This allows for a user-specific search experience for facilities throughout the county.



Following is an overview of the general options available:

Standout Private Programs

Heritage Preschool in Oakdale is a hands-on, spiritually backed program that encourages self-discovery and active learning for children ages 2-6. The program touts low teacher-to-child ratios, outdoor classrooms, High Scope Curriculum, and application of the Reggio Emilia philosophy. heritageschoolofdiscovery.com

Kumon Math and Reading Center of Modesto is an afterschool academic enrichment program designed to provide enrichment, comprehension, and a love of learning. The Modesto-based program is based on international curriculum that has been successful for 60 years. kumon.com/modesto

A-Plus Learning is the product of married former educators Sheila and John Kendall, who teach all curriculum K-8 and math and English for college-aged students. Tutors have Bachelor's degrees at a minimum and have all passed background checks. Best of all tutors will travel to the homes of students. a-pluslearning.com

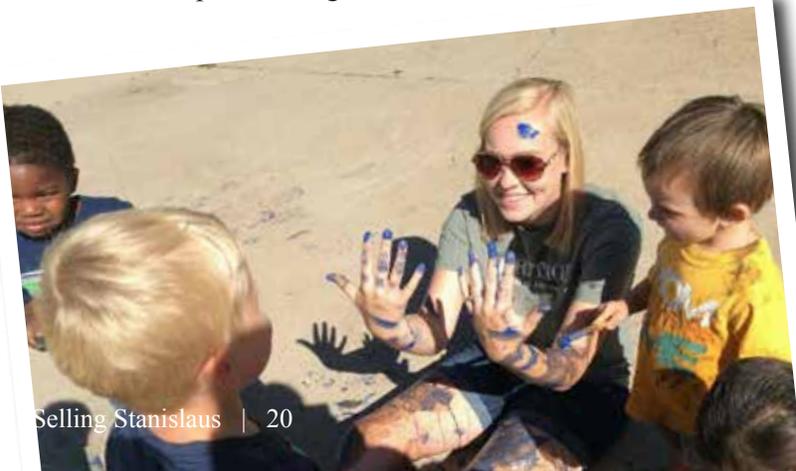
Public Programs

Early Head Start promotes healthy prenatal outcomes for pregnant women, enhance the development of infants/toddlers, and promote healthy family functioning. Services provided in center-based, home-based and family child care homes.

State Preschool provides a range of individualized services for preschool children in the areas of education and early childhood development and encourages parent involvement. Services provided in center-based part-day and full-day programs.

General Child Care provides services to enhance the development of children including an educational component that is developmentally, culturally, and linguistically appropriate. Services provided in center-based setting for infants/toddlers and family child care home setting for children 6 weeks to school-age.

Afterschool Programs are available in many schools in Stanislaus County and offer morning and after school programs where children can get help with homework, learn life skills, and participate in structured recreation activities. School break and holiday camps are also offered. Inquire at the school district office for details and registration. Financial aid is available. Eligibility guidelines apply. Call 209.238.6400 for details.



ELDER CARE

For recruits moving with an elderly parent in tow, there are a myriad of challenges: where are they going to live, what level care is available, and which amenities are available locally to elevate the quality of life for your loved one. Thankfully Stanislaus County is a community which values its seniors and has a variety of resources that include:

- The Healthy Aging Association which provides classes in the areas of fitness, healthy living, and both fall and disease prevention.
- Peer-to-peer counseling through the Aging & Veterans Services program that allows seniors to talk to trained counselors in their age group about issues including grief, loss, anxiety, loneliness, and emotional and spiritual health.
- An annual caregiver resource fair featuring information about healthcare directives, financial planning, funeral planning, and health screenings.
- Free vouchers for local farmers market for senior citizens.
- A variety of door-to-door assisted transportation services including Senior Connection, Angels on Wheels, BRIDGES, and Dial-A-Ride.

For assistance on local information or references call the Stanislaus County Senior Information Line at 209.558.8698.



If you are moving to Stanislaus County with an elderly loved one, rest assured that there are many resources that can help to ease your transition and to help your loved one find a way to connect to the community.

Recommended Nursing Homes in Stanislaus County

In the event your parent requires assisted housing the following is a list of popular nursing homes in Stanislaus County.

Bethany Home	Dale Commons	Samaritan Village	The Stratford at Beyer Park	Vintage Faire Nursing and Rehabilitation Center
368 S. Wilma Avenue Ripon 209.599.7670 bethanyripon.org	3900 Dale Road Modesto 209.526.2053 dalecommons.com	7700 Fox Road Hughson 209.883.3000 svliving.org	3529 Forest Glenn Drive Modesto 209.236.1900 stratfordbp.com	3620 Dale Road Modesto 209.521.2094 covenantcare.com



HOUSING

Over 538,000 people live in Stanislaus County and fortunately there is lots of variety in where they choose to call home. The following showcases just some of the neighborhoods ideal for putting down roots.

OAKDALE

Oakdale, a small town known as the Cowboy Capital of the World, is located about 15 miles northeast of Modesto and is nestled at the foot of the Sierra Nevada mountain range. Oakdale takes pride in its community and is close to a variety of recreational activities such as water sports, fishing, camping, hiking, hunting, and snow skiing.

DOWNTOWN TURLOCK

Home to California State University, Stanislaus, Turlock has a variety of housing options but few are as compelling as the neighborhoods surrounding Turlock High School and Crane Park.

COLLEGE AREA, MODESTO

The homes in the vicinity of Modesto Junior College are often referred to as the college area. The neighborhood is known for fantastic and unique older homes and its proximity to both downtown and Graceada Park. Residents enjoy membership in the College Area Neighborhood Alliance, an association focused on the safety and quality of life for the region.





The Median Single-Family Home Sale Price in Stanislaus County, CA is \$308,000 compared to \$980,000 in the Bay Area or \$564,831- the average in the state of California.

APARTMENT LIVING

Those looking for smaller digs with less upkeep have a lot of options for apartments in Stanislaus County. Average monthly rent runs about \$1,000 a month with amenities ranging from dog parks to gyms to state-of-the-art appliances. Standouts include Sierra Oaks in Turlock and The Villas at Villagio in Modesto. Those seeking urban living will soon have increased options in downtown Modesto as plans for the area include projects such as a seven-story mixed use building on 10th and H Street and an eight-story condominium complex on 14th and J Street.

DEL RIO

Del Rio is an affluent community in north Modesto. It is adjacent to the Del Rio Country Club, a private club with a storied 27-hole golf course, restaurant, and bar. Known for its safety and scenery, Del Rio is popular with residents looking for a luxurious lifestyle.

The following realtors were rated highest on both homelight.com and Zillow.com:

Aaron West
PMZ Real Estate
(209) 661.7679

Jeff Purcell
Home Buyers Realty
(209) 583.5862

Tami Gosselin
Century 21 M&M and Assoc.
(209) 606.3864

David Allan
PMZ Real Estate
(209) 408.1145

REALTORS

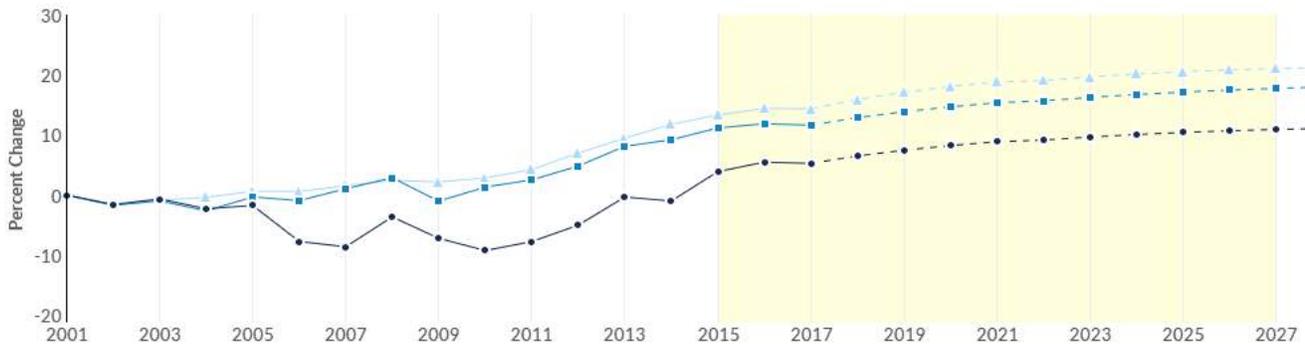


TOP INDUSTRIES

IN STANISLAUS COUNTY

Agriculture

Regional Trends



Region	2015 Jobs	2027 Jobs	Change	% Change
● Region	14,782	15,782	1,000	6.8%
■ State	423,136	448,247	25,111	5.9%
▲ Nation	1,314,246	1,403,891	89,645	6.8%

14,977

Jobs (2017)

781% above National average

+6.8%

% Change (2015-2027)

Nation: +6.8%

\$42,320

Avg. Earnings Per Job (2017)

Nation: \$38,090

Of the 14,977 people employed in Agriculture in 2017 65% were male and 35% were female. The age breakdown was as follows: 1.7% were 14-18; 8.7% were 19-24; 19.3% were 25-34; 20.6% were 35-44; 22.6% were 45-54; 16.7% were 55-64; and 10.4% were over 65 years of age.

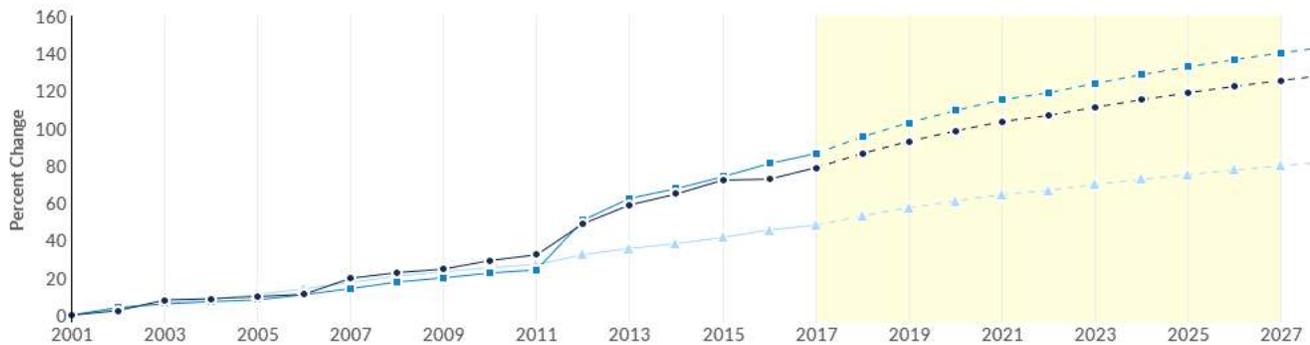
The top 5 regional Agriculture businesses are:

1. Foster Farms Dairy
2. West Coast Grape Farming Inc
3. AL Gilbert Co
4. California-Oregon Seed Inc
5. Circle H Dairy Ranch Inc

Stanislaus County has traditionally been known for agriculture but over the past few decades many industries have begun to emerge as the economy booms, rich with jobs and promise. The following overview details the county's leading industries including jobs, earnings and future potential.

Health Care and Social Assistance

Regional Trends



Region	2017 Jobs	2027 Jobs	Change	% Change
● Region	29,849	37,643	7,794	26.1%
■ State	2,259,990	2,912,880	652,890	28.9%
▲ Nation	19,378,283	23,525,089	4,146,806	21.4%

<p>29,849</p> <p>Jobs (2017)</p> <p>20% above National average</p>	<p>+26.1%</p> <p>% Change (2017-2027)</p> <p>Nation: +21.4%</p>	<p>\$68,425</p> <p>Avg. Earnings Per Job (2017)</p> <p>Nation: \$59,244</p>
--	---	---

Of the 29,849 people employed in Healthcare/Social Assistance in 2017 23% were male and 77% were female. The age breakdown was as follows: .3% were 14-18; 8% were 19-24; 24.5% were 25-34; 24.4% were 35-44; 21.8% were 45-54; 15.8% were 55-64; and 5.2% were over 65 years of age.

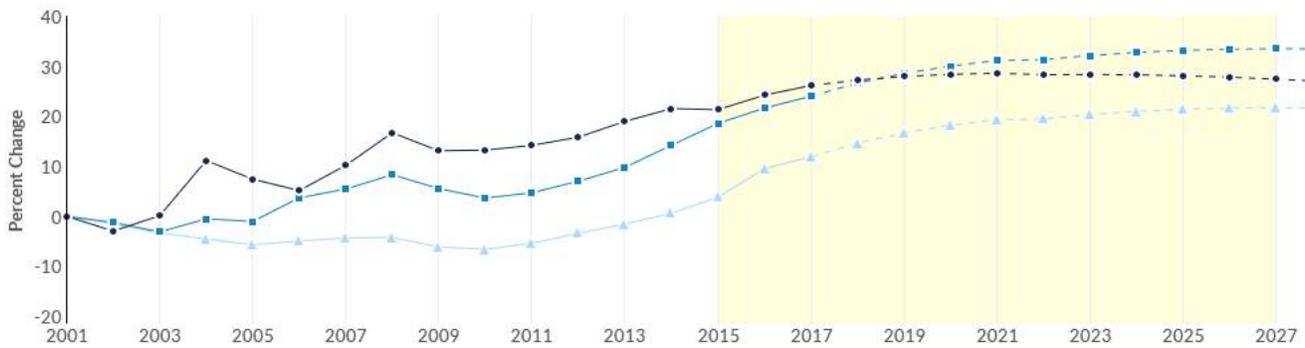
The top regional Healthcare and Social Services businesses are:

1. Doctors Medical Center
2. Memorial Medical Center
3. Emanuel Medical Center
4. Oak Valley Hospital District
5. Oak Valley Community Health
6. Kaiser Permanente Hospital
7. Valley Children's Hospital



Food Processing and Manufacturing

Regional Trends



Region	2015 Jobs	2027 Jobs	Change	% Change
● Region	11,506	12,086	580	5.0%
■ State	115,686	130,264	14,578	12.6%
▲ Nation	589,351	691,084	101,733	17.3%

11,964
Jobs (2017)
1,369% above National average

+5.0%
% Change (2015-2027)
Nation: +17.3%

\$84,361
Avg. Earnings Per Job (2017)
Nation: \$67,463

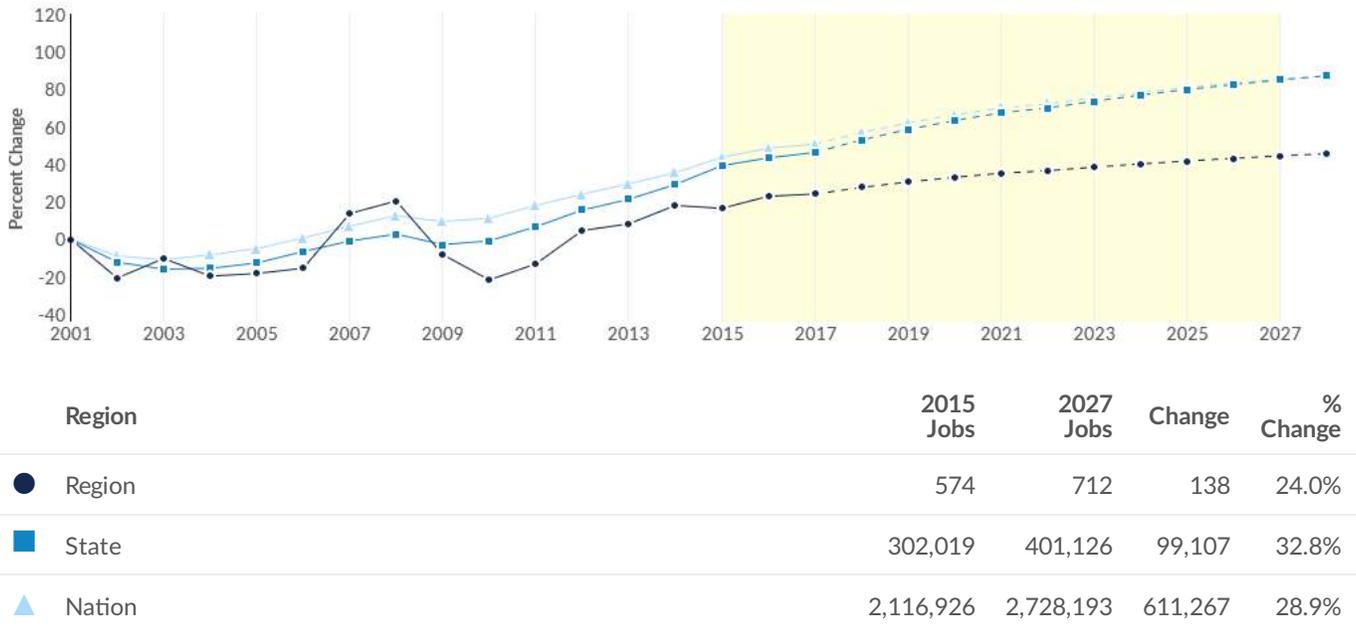
Of the 11,964 people employed in Food Processing and Manufacturing in 2017 63% were male and 37% were female. The age breakdown was as follows: .2% were 14-18; 5.3% were 19-24; 20.1% were 25-34; 21.3% were 35-44; 25.5% were 45-54; 21.6% were 55-64; and 5.9% were over 65 years of age.

Leading Regional Food Processing and Manufacturing Businesses:

1. E.&J. Gallo Winery
2. Stanislaus Food Products
3. Foster Farms
4. Hilmar Cheese Company
5. Blue Diamond Growers
6. Bronco Wine Company
7. The Wine Group
8. Del Monte Foods
9. Con Agra Brands
10. Hughson Nut Company

Technology

Regional Trends



612
Jobs (2017)
79% below National average

+24.0%
% Change (2015-2027)
Nation: +28.9%

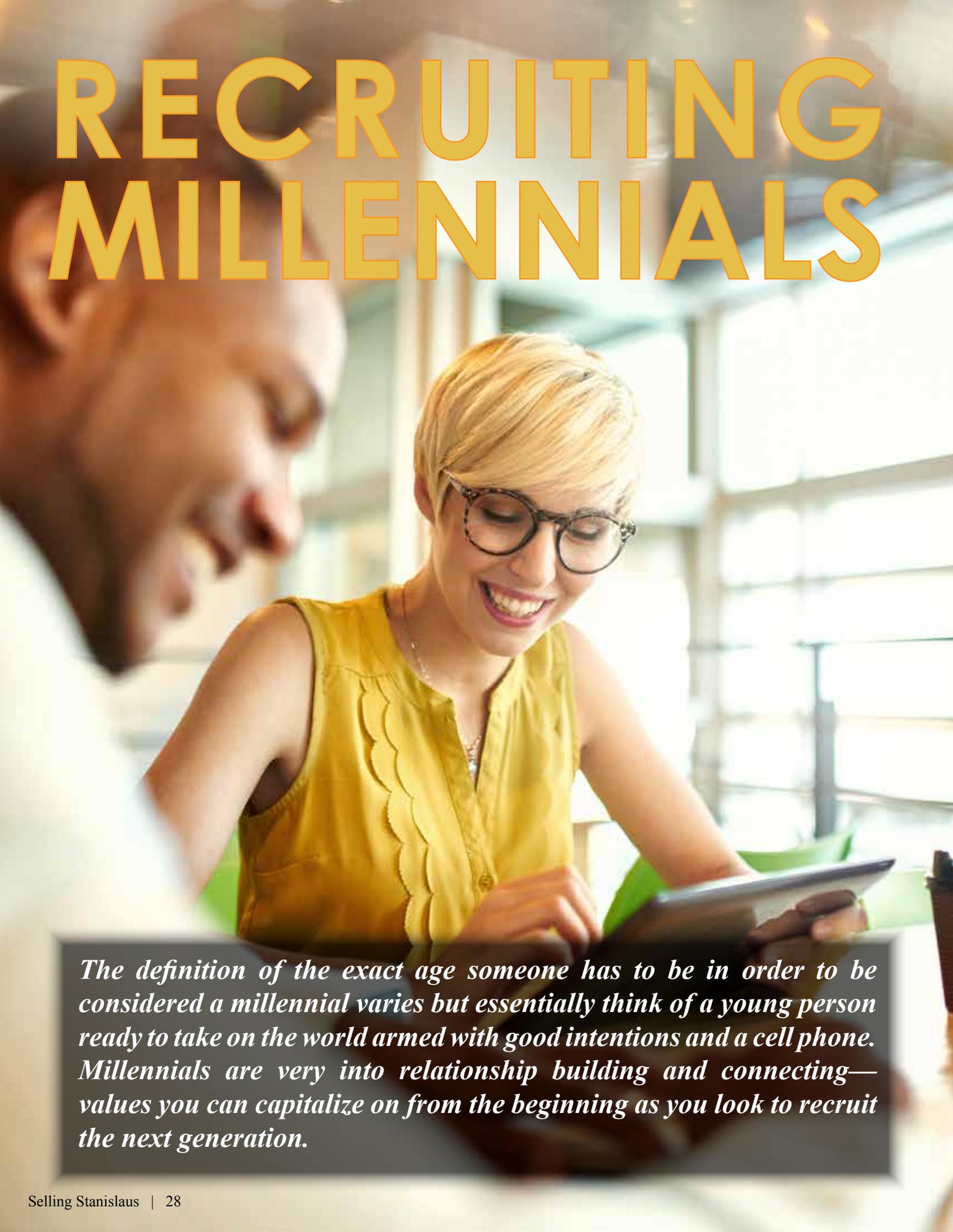
\$44,707
Avg. Earnings Per Job (2017)
Nation: \$120,817

Of the 612 people employed in Technology in 2017 64% were male and 36% were female. The age breakdown was as follows: .3% were 14-18; 13.3% were 19-24; 26.8% were 25-34; 26.9% were 35-44; 18.8% were 45-54; 11% were 55-64; and 2.8% were over 65 years of age.

Leading Regional Technology Businesses:

1. Datapath
2. Oportun
3. Novo Technologies
4. Varsity Technologies
5. Fire2Wire
6. Solid Networks
7. Network Builders IT
8. IT Solutions/Curry
9. Stickman Ventures
10. Cloudy in CA

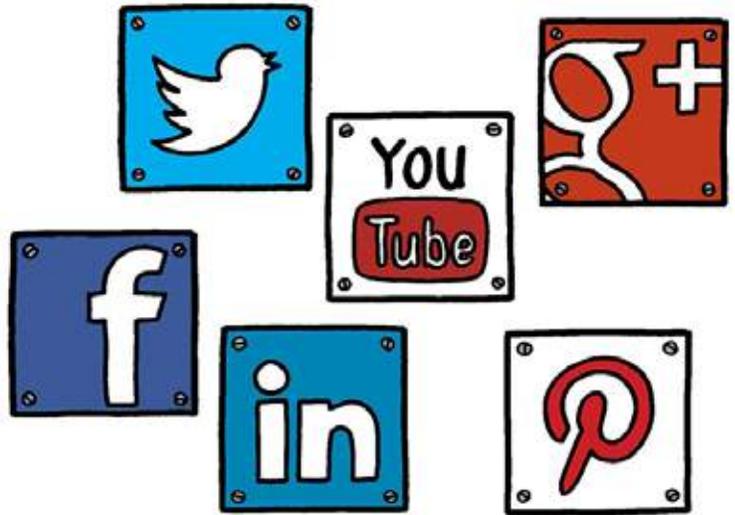
RECRUITING MILLENNIALS



The definition of the exact age someone has to be in order to be considered a millennial varies but essentially think of a young person ready to take on the world armed with good intentions and a cell phone. Millennials are very into relationship building and connecting—values you can capitalize on from the beginning as you look to recruit the next generation.

Start the recruiting process on social media. A 2016 LinkedIn survey of more than 13,000 millennials found that 93% are interested in hearing about new job opportunities and 66% are open to talking to a recruiter. In fact, a shocking one third say they see themselves working for less than a year at their current company. A 2016 Deloitte survey found similar results, with 44% of millennials saying they would like to leave their present employer in the next couple years. In comparison, most U.S. workers from other generations tend to stay on the job longer, changing positions every 4.6 years, according to the Bureau of Labor Statistics.

But before using social media to recruit be sure that your website and social media pages are updated and highlight the best parts of your company because millennials are less likely to have heard of your company and will take to the web to do research on your company, its culture, and its values. And candidates are even open to you contacting them about opportunities via text. See- there's a bright side to always having your phone handy!



TIPS FOR RECRUITING MILLENNIALS

1. Team up with universities, junior colleges and church youth groups to help get the word out about your company.
2. Make your social media authentic— include videos of staff having fun, pictures of team building activities and information about how your organization practices what it preaches in terms of values.
3. Consider incorporating volunteerism into your company culture. Whether it is a group highway or community cleanup or paid time off to volunteer, the younger generation is heavily swayed by companies who care.
4. Don't take yourselves too seriously— millennials appreciate having a supervisor they can relate to and feel comfortable with in addition to them being a mentor. Show you care and they will give you their best.
5. Millennials are very sensitive and very prolific communicators. This means if they are up for a job at your organization and don't get it they want to be informed. A return to emails or letters thanking applicants for applying goes a long way toward what they tell their friends and family about you in the future.
6. Offer flexible work schedules. Many millennials work to live and want to blend their work and personal lives in a way that is rewarding to them. Options in location and scheduling will help sweeten the pot.
7. Ramp up your training programs. 63% of millennials feel their leadership skills aren't fully being developed in their current roles and 67% of millennials aspire to become managers, compared with 58% of the general workforce. Take advantage of webinars and books that promote training and look into local programs that focus on networking and broadening of skill.

TO SCREEN OR N

HOW SCREENING TECHNOLOGY IS



Even in times of low unemployment, human resources departments can receive thousands of applications for a single position, a mixed blessing if there ever was one. Thanks to evolving technology though, companies are able to streamline the selection process while remaining consistent and reducing exposure to litigation.

NOT TO SCREEN: S CHANGING HUMAN RESOURCES

In addition to qualifications and eligibility, technological innovations allow employers to screen for a multitude of things including:

- High-risk hires
- Personality and behavioral characteristics
- Specific skills
- Candidates on top social media sites
- Strong fits for internal culture
- Problem solving ability

A 2012 study from Towers Watson found that automated hiring tools are growing in popularity especially where large companies are concerned. The consultancy's 2012 HR Service Delivery Survey demonstrated that technology plays a key role in hiring at 92 percent of large companies (those with more than 20,000 employees) and 77 percent of medium-sized companies (those with 5,000 to 20,000 employees). In contrast, just 54 percent of smaller organizations (those with fewer than 5,000 employees) use technology in hiring.

But HR professionals say automation can work even for companies with fewer than 100 employees. In the Towers Watson survey, 22 percent of employers rated their technology platform "very effective," and 53 percent rated it "somewhat effective." Those companies not employing technology because of cost may want to start with free tools and evaluate the impact on efficiency before opting for a level or program with a cost.

Though technology can never replace the human aspect needed in hiring, it can certainly reduce the work before a skilled professional steps in to take over. The only small caveat: resume screening software may not always identify qualified military veterans due to differences in terminology between civilian and military employers.



PLANNING

an **EXTERNAL CANDIDATE'S**
ON-SITE INTERVIEW

A visit to your company's site to interview is one of the last steps in the recruitment process. Commitment to a visit show a candidate is intrigued by both the company and position but want to see what they'd be getting into if they accepted the job. Good visits require careful planning but can make or break the odds of securing the ideal candidate. Below is a list of things to do in order to seal the deal

BEFORE THE VISIT:

Inquire as to whether they are traveling alone or with a spouse or family members. Ask about any accommodations they might need to ensure their comfort. Book travel for the candidate, informing them of reimbursement policies where necessary as is the case with rental cars. Email them the full travel itinerary along with an agenda for their visit.

Email the candidate a simple preference sheet that asks about food allergies, hobbies/interests, and any disabilities that might require assistance.

If meals are planned offsite, make a reservation. Ask to speak to a point of contact or manager and ask them to prep staff about being positive about the area and provide a great experience. Restaurants known to be receptive to these requests locally include Camp 4, Surla's, Galletto Ristorante, Deva, and Dustbowl's Fulkerth location. If bringing meals in select food that is memorable—chain restaurant sandwiches are unlikely to impress.

Plan a tour of local real estate with a trusted agent. Be sure to include desirable neighborhoods such as Del Rio, the College Area Neighborhood, as well as ranchettes if the candidate is interested in more rural options.

If time will allow coordinate activities according to seasonal availability. Good options include a Modesto Nuts game, a show at the Gallo Center, a visit to a local fruit stand, or a trip to the IMAX.

DAY BEFORE THE VISIT:

Confirm the candidate's lodging with their hotel. Locally the Doubletree is a great choice. Pay ahead of time, ensuring that there is a card on file to cover parking and business services expenses.

Pick up a small local gift for the candidate. Examples include a book from the McHenry Mansion gift store, a bottle of Gallo wine, or nuts/dried fruit from Rodin Ranch Farmers Market or Stewart and Jasper's.

Be sure to have a folder with information for the candidate including positive local publications (good options include Contentment, Stanislaus Magazine, and Modesto View), a complete job description, and an overview of employee benefits including spousal relocation, elder and child care.

Make sure the visit is well coordinated with ample time for travel between sites and meetings and that all on-site interviews and visits are confirmed. Maximize the time of the visit but the candidate should never feel pressured or rushed.



WHAT YOU CAN DO

The final piece to the recruiting puzzle is making sure you are attracting and recruiting the right candidates utilizing all available resources as efficiently as possible.

Following are some tips to improve recruiting success:

The most common reasons cited for difficulty in hiring for full-time regular positions as reported by HR professionals include:

- Low number of applicants-51%
- Competition from other employers-49%
- Salaries are not competitive for the market-34%
- Candidates reject compensation package-23%
- Relocation package is not competitive or not provided-8%
- Candidates reject benefits package-6%

FIRST THINGS FIRST—COMPANIES CANNOT HIRE TOP CANDIDATES IF THEIR RECRUITING STRATEGIES AREN'T ON POINT.

Successful companies rely on a variety of methods to recruit new employees including the following:

70% Leverage social media	41% Target passive job seekers	referral program
58% Collaborate with educational institutions	40% Expand training programs to help improve skills of new hires	29% Offer more flexible work arrangements
49% Expand advertising efforts	36% Seek talent from nontraditional sources (e.g., veterans, retirees)	26% Provide monetary incentives to candidates (e.g., signing bonus)
44% Use a recruitment agency	36% Improve compensation	22% Improve benefits package
43% Increase retention efforts	35% Utilize/enhance employee	11% Offer new job perks
42% Train existing employees to take on hard-to-fill positions		

THE WAGE WAR: THE IMPORTANCE OF COMPENSATION

Most people work to live so money does matter. But how much do you need to pay to attract quality employees? In a research report entitled Job Satisfaction and Engagement: The Road to Economic Recovery, SHRM studied the correlation between income and job satisfaction. Sixty percent of employees rated compensation/pay “very important,” and 36% rated it “important,” making it the top contributor to overall employee job satisfaction—up from the No. 3 position in 2012, when “job security” and “opportunities to use skills/abilities” were the leading drivers of satisfaction.

Compensation/pay was either the top or second-rated aspect of job satisfaction for four generations

of employees (Millennials, Generation X, Baby Boomers and Veterans). It was also cited as one of the top three job satisfaction contributors among several employee categories (nonexempt, professional and middle management).

Researching wages can also indicate whether or not your business will be able to sustain the salary for the position you’re seeking to hire, while providing valuable insight about how qualifications, experience levels, and education influence salary. Payscale and Glass Door are private resources for wage research and the Bureau of Labor Statistics has aggregated local and national data at www.bls.gov/bls/blswage.htm.

In addition to overall pay, employees rated the importance level of four compensation factors:

- Being paid competitively with the local market. 56% of employees viewed this aspect as very important and 57% were satisfied with it.
- Base rate of pay. 53% of employees felt this aspect was very important, and 63% were satisfied with it.
- Opportunities for variable pay (e.g., bonuses, commissions, other variable pay, monetary rewards for ideas or suggestions). Roughly 43% of employees said variable pay or differential pay was very important, and 45% were satisfied with it.
- Stock options. Less than 17% of employees viewed this aspect as very important; however, 41% of employees whose organizations offered stock options were satisfied with them.



HOW MUCH DO EMPLOYEE BENEFITS & PERKS REALLY MATTER?

There's no doubt about it, employee benefits and perks do matter when it comes to recruiting and retaining talent, but the impact benefits have in recruiting versus employee retention differs.

When it comes to recruiting talent, Glassdoor surveys show that 57% of people report benefits and perks being among their top priorities before accepting a job. This indicates that most employees value benefits and perks when making job decisions and determining which companies may be a great fit for them.

THE BENEFITS AND PERKS PEOPLE SAID MATTERED MOST INCLUDE:

- Healthcare (medical, dental): 40%
- Vacation/Paid time off: 37%
- Performance bonus: 35%
- Paid sick days: 32%
- 401(k) plan, retirement plan and/or pension: 31%

Additional benefits many companies offer include hazard pay; maternity, paternity, and adoption leave; regular pay raises; life insurance; free meals; company cars; childcare; and ongoing training.

LOOKING FOR INSPIRATION ON BENEFITS. THESE COMPANIES OFFER SOME TRULY IMPRESSIVE BENEFITS:

Netflix offers one paid year of maternity and paternity leave to new parents. They also allow parents to return part-time or full-time and take time off as needed throughout the year.

Airbnb gives its employees an annual stipend of \$2,000 to travel and stay in an Airbnb listing anywhere in the world.

Twitter is well-known for providing perks such as three catered meals a day, but some lesser-known benefits include on-site acupuncture and improv classes.

Walt Disney Company wants its employees to enjoy the “Happiest Place on Earth” as much as their visitors by offering free admission to its parks for employees, plus their friends and family, as well as discounts on hotels and merchandise.

Epic Systems Corporation offers employees a paid four-week sabbatical to pursue their creative talents after 5 years at the company.

Google provides the surviving spouse or partner of a deceased employee 50% of their salary for the next ten years.



1625 I Street
Modesto, CA 95354
(209) 422-6420

OpportunityStanislaus.com

