



Humboldt County
Workforce Development Board
Local Plan
PY 17-21
Two-Year Modification

HUMBOLDT COUNTY LOCAL PLAN

INTRODUCTION

The Humboldt County Workforce Development Board (HC-WDB), as appointed by the Humboldt County Board of Supervisors (BOS), is the administrator of Workforce Innovation and Opportunity Act (WIOA) funds and services in the local area. The HC-WDB submitted a four-year WIOA Local Plan to the California Workforce Development Board in March 2017. That plan, accompanied by the Regional Plan, details the County's vision, goals, objectives, and strategies that are aligned with the California Workforce Development Board's (CWDB's) Unified State Plan. The State Plan, *"Skills Attainment for Upward mobility; Aligned Services for Shared Prosperity"*, delineates three primary policy objectives: Fostering "demand-driven skills attainment; Enabling upward mobility for all Californians; and Aligning, coordinating, and integrating programs and services. These objectives are embedded throughout the Regional and Local Plans. This Local Plan began on July 1, 2017 and ends on June 30, 2021. Every two years, the Plan must be re-evaluated for modification and adjustments based on changing needs for services and economic conditions in the local area.

A total of 12 America's Job Center of California (AJCC) Partner organizations signed the Memorandum of Understanding (MOU) with that plan and have worked closely to build a seamless and integrated workforce development system in Humboldt County. The AJCC's co-located partners include: Employment Development Department (EDD), Smart Business Resource Center, Redwood Community Action Agency (RCAA), and the American Association of Retired Persons (AARP) Foundation. There has been transition at the AJCC since the Local Plan and MOU were submitted. The Humboldt County Employment Training Division decided to discontinue their agreement and relocate to the Department of Health and Human Services Social Services' site. In July 2018, the Smart Business Resource Center signed an agreement with the HC-WDB to become the WIOA Title I Adult and Dislocated Worker provider. The AJCC Partners deliver services and workshops, share data systems and in-person collaboration through participation on multi-disciplinary teams, professional development training, AJCC Partner meetings, the delivery of workshops and job fairs.

The HC-WDB's Local Plan Modification began with HC-WDB staff obtaining the assistance of a consultant identified through the California Workforce Association to assist with meeting facilitation efforts. Once the dates were established, HC-WDB staff convened three, three-hour action clinics. Outreach efforts included telephone calls, email invitations, public meeting postings, and a local media interview to engage community members. Some participated in the action clinics, while others met with HC-WDB staff in smaller meetings. Others provided updates through email. Some participated in a two-hour evening meeting to review the plan process and provide feedback. The Two-Year Local Plan Modification addresses CWDB's guidance, while providing the opportunity to form new partnerships and engage with Community Based Organizations (CBOs). Throughout the process, a Human Centered Design method was used to incorporate input from the clients themselves to develop a solution focused plan. See Attachment A – Stakeholder Engagement and Outreach Efforts

CALFRESH EMPLOYMENT & TRAINING PARTNERSHIP

The Humboldt County Department of Health and Human Services (DHHS) Social Services Branch administers the CalFresh program. Social Services' staff representing CalFresh, the Employment and Training Division (ETD), CalFresh Employment and Training (CFET), and California Work Opportunity and Responsibility to Kids (CalWORKs) attended the action clinics and met separately with HC-WDB staff to discuss the relationship between Workforce Development and DHHS. During the clinics, DHHS staff advised HC-WDB staff that the CalFresh program targets the General Assistance population. Using the plan modification, the CalFresh program will also target the Prison to Employment participants. Many community members who are eligible for benefits are not accessing CalFresh. Data from July 2018 indicates that the CalFresh Estimated Participation Rate is 65.45 percent, which specifies that an additional 29,520 Humboldt County residents may be eligible for CalFresh. It is assumed that many of these individuals would also be eligible for workforce training and supportive services. Current applicants for CalFresh are interviewed and approved (if eligible) within 3 working days, or they may apply online at C4Yourself.com, or by mail or fax. Those who lack income or are experiencing homelessness can be processed immediately in-person and can leave with an Electronic Benefits Transfer card on the same day. During the application process, applicants are also assessed for the California Work Opportunity and Responsibility to Kids (CalWORKs) and Medi-Cal programs.

According to the California Department of Social Services, the annual number of people receiving CalFresh in Humboldt County for Fiscal Year 2017 - 2018 was 19,866. There were 6,627 recipients who were children under the age of 18, and there were 11,519 recipients who were between the ages of 19 to 59. There were 1,720 recipients who were 60 years of age or older. The CFET program consisted of 194 participants completing orientation. Of these, 129 (or 67 percent of) participants engaged in a work program. The average age of participants was 43, with the range indicating the youngest participant was 20 and the oldest participant was 61. There were 107 (or 83 percent of) engaged participants with at least a high school diploma or ETD.

DHHS is currently an AJCC MOU partner. Given the eligibility requirements for CalFresh, the program coordinates with the WIOA Adult, Dislocated Worker and Youth programs to assist with determining WIOA eligibility. The plan modification has provided an opportunity to streamline programs and cross train staff. Partners appreciate that CWDB has made this a priority and increased collaboration and cooperation to serve individuals in the community. Referrals will be made multi-directionally. Those applying for WIOA at the AJCC will be referred to the CalFresh Program, and those applying for CalFresh at the Social Services Office, if ineligible for CFET or ETD, will be referred to the AJCC using a referral form sent via email. Often those eligible for CFET are referred to the AJCC for subsidized employment.

HC-WDB and DHHS have worked with community-based organizations for years to serve at risk populations with barriers to employment by aligning training, education, and supportive services. CBO partners include Eureka's Westside Community Improvement Association, Redwood Community Action Agency and Teen Challenge. Additional DHHS CBO partners include: the Arcata House Partnership; Arcata United Methodist Church; Betty Kwan Chinn Homeless

Foundation; Changing Tides Family Services; Food for People; Fortuna Adventist Community Church; 2-1-1 Humboldt; the Humboldt Senior Resource Center; the Klamath Trinity Resource Conservation District; the North Coast Grower's Association; Open Door Community Health Centers; Redwoods Rural Health Center; Southern Humboldt Community Park; and United Indian Health Services. Opportunities are anticipated for additional CBOs to partner in the future. CBOs may be leveraged for supportive services such as mental health and/or substance use disorder treatment, housing, utility assistance, etc.

The assessment of workforce services required is consistent throughout the county. To help CalFresh recipients obtain employment, career services are available and include soft skills, entry level vocational skills, job search, job retention, education, training, and mock interviews. The process includes an assessment to identify barriers to employment and the development of an employment plan outlining short/long term goals, workshops, one-on-one career counseling, and appropriate referrals. Barriers experienced by CalFresh recipients may include: pure poverty, lack of skills, lack of education, long term unemployment, lack of transportation, felony convictions; homelessness; substance abuse disorders; lack of quality living wage jobs; high cost of living and housing compared to relative income; high gas prices and other rural transportation issues. Training may include on-the-job training or vocational training with an approved Eligible Training Provider List vendor. Additionally, supportive services are essential to many in need of employment, and may include, but are not limited to: Linkages to community services; Transportation assistance; Child and/or dependent care assistance; Housing assistance; Educational testing assistance; Reasonable accommodations for those with disabilities; Legal aid services; Healthcare referrals; Uniforms, shoes, eye protection, and/or work-related tools; Books, fees, and/or school supplies; and Payments and fees for employment and training related applications, tests and/or certifications. Braided funding opportunities may allow for additional supports. Partners offering complimentary services will braid funding whenever possible. An example of braiding funds may be where the CalFresh E&T program is unable to pay tuition expenses, but the WIOA program is able to, and while the WIOA program is unable to pay for food, the CalFresh program is able to. The HCDWB brings partners together, so that partners know other programs well and can leverage other funding whenever possible. Often participants from the Transition Age Youth program enroll in the WIOA Youth program so that they can access supportive services. When WIOA is unable to offer support, referrals are made to other partners, such as the Department of Rehabilitation or the family resource centers.

Many households that are CalFresh recipients also receive income from employment. These recipients may work in low-wage jobs that are insufficient to afford the cost of living. Others may work only part-time. "Earn and learn" options may enable some participants to maintain their employment during training, but others will not. There are few jobs that can accommodate full time education or training schedules, and few individuals can afford to go without income for the length of time it takes to complete a job training or education program.

The HC-WDB shares Labor Market Information with its partners on a regular basis. To obtain employment that provides a living wage, it is imperative that employment and training programs align with the top high demand sector-based pathway programs. The HC-WDB works closely with the Humboldt County Office of Education and College of the Redwoods, which offer for credit

and Career Technical Education courses, and links participants to the CalFresh program. Between 2012 and 2022 those are: Niche Manufacturing; Management and Innovation Services; Diversified Healthcare; and Specialty Food, Flower and Beverage. This means CalFresh participants and others should be encouraged to enter career pathways that can provide them with sustainable careers.

CalFresh and CFET are widely shared through the HC-WDB's programs and the ETD programs. The HC-WDB works inclusively and cross trains partners on all partner programs. Sector pathway education programs are also shared among partners. The partners work collaboratively on a regular basis and can participate in a robust referral process.

Community colleges, community-based organizations, and other third-party providers are eligible for 50% federal reimbursement for CFET activities. Currently, ETD is pursuing the 50% Federal match with the AB109 program participants and plans to include those enrolled in the Humboldt Second Chance program. In September 2018, there were a total of 677 college students enrolled in the CalFresh program; 483 students attended Humboldt State university; 179 students attended College of the Redwoods and 15 students attended another college or university. A decision was made to explore options with the Fresh Success program based out of the Foundation for California Community Colleges to determine if these participants are also eligible for the reimbursement.

Program partners will facilitate information sharing to evaluate ongoing needs through the referral process and at AJCC Partner's bi-monthly meetings. These meetings offer education and sharing of program offerings, community resources and performance measure data. The sharing of information is essential to building inclusive and collaborative expanded partnerships with all. See Attachment B – CalFresh October 2018 Monthly Report

DEPARTMENT OF CHILD SUPPORT SERVICES PARTNERSHIP

The Northern California Regional Department of Child Support Services (NCRDSS) serves both Humboldt County and Trinity County and is based in Eureka. Through the action clinics, the HC-WDB and its partners were able to form a partnership with the Humboldt County side of NCRDSS. Meetings have been ongoing since the last action clinic with a goal of developing a strategic referral process, and to enable NCRDSS staff to determine which employment program is most appropriate for each of their participants: CFET; ETD; WIOA Adult; or WIOA Youth. As of October 2018, there are 6,184 non-custodial parents (NCPs) in open cases within Humboldt County. Of those, there are 2,894 open child support cases where the NCP lives in Humboldt County. Of those, 1,570 cases have an obligor who does not reflect an Active Employer. Of those, 426 cases have a monthly current support obligation, 853 have unpaid back support (arrears) and 173 received a payment to the current support obligation. Therefore, 54 percent of the NCPs in the caseload reflect as being unemployed, 27 percent of the unemployed parents have a current monthly support obligation and 40 percent of the unemployed parents with a monthly obligation made their support payment in October 2018. This leaves 60 percent of the cases with an unemployed parent, without a payment to current support in October 2018.

Within Humboldt County, there are 361 open cases where 257 NCPs reflect being assigned a California Department of Corrections and Rehabilitation (CDCR) identification number. Release dates related to these records range from 2018 back to 1990 with 23 percent of these being between 2016 and 2018. Of these, 770 cases have NCPs with two or more County Jail identification numbers, and 97 have NCPs with two or more CDCR numbers.

The NCP participant demographics include 83 percent males and 17 percent females. The NCP race demographics indicate 63 percent are White; 25 percent are Native American; 4 percent are Black; 2 percent are Hispanic; and 6 percent are other races. There were 3 percent who left their preferred language blank.

NCRDSS has indicated that the types of services needed include the following:

- Assistance with work search and applications;
- Assistance with interviewing;
- Transportation assistance;
- Job search and employment retention workshops;
- Vocational assessments and training;
- On-the-job training (OJT) and work experience (WEX); and
- Help getting motivated to find employment.

Any case with an unemployed NCP where the monthly current support is not met is a family that is not receiving child support funds necessary for the health and well-being of the children in that family. Volumes of research show that the primary success or barrier to consistent and reliable child support payments is employment of the NCP. Connecting unemployed parents with services available to help them have successful employment also connects their children to funds that will enable them to succeed in life.

Outside of the case with monthly current support due and unpaid, there are also 457 child support cases within Humboldt County where the current support is set at \$0 per month and the NCP reflects no active employer. If/when the NCP becomes employed, the Local Child Support Area (LCSA) reviews the court ordered support to see if the amount should be changed. A program where the LCSA could also refer these parents for work search services would additionally benefit the children in these families as well.

Within the child support program, an NCP who is not meeting their monthly support obligation, or not making payments on unpaid back support, can be court ordered to look for work. The terms of the orders are usually to seek employment at 5 – 10 businesses a month and complete a work search log that is returned to the case manager. The case manager can, at their discretion contact the businesses listed and verify if the parent applied for employment. The LCSA does not provide any assistance with applications, interviews, assessments, etc. This process requiring NCPs to conduct a work search is generally not considered effective because most parents who want to work and are unemployed, are already looking for work. Parents who are not seeking work on their own are the ones that end up with work search orders. The order provides very little motivation, and no assistance with finding employment or job retention. The ability for the HC-WDB and its AJCC Partners to aid the LCSAs in serving this population with job services will

greatly increase the likelihood of a positive outcome for cases where work search has been court ordered, or child support is money due to the parent's unemployment.

Other barriers to consistent child support payments in the local area include: NCPs with felony records; homelessness; legalization of cannabis and a declining cannabis black market; substance abuse disorders; lack of quality living wage jobs; high cost of living and housing compared to relative income; high gas prices and other rural transportation issues; high college student population and highly competitive job market for entry level or part-time positions during the school year; lack of available services in the far southern and northern county areas; high participant population living on Native American reservations with high unemployment, and the history of a prolific underground cash-based economy. Because many of these barriers are often the underlying root cause of underemployment or unemployment, these issues must be addressed when designing solutions. The HC-WDB partners with CBOs including Eureka's Westside Community Improvement Association, RCAA and substance use disorder treatment centers, including the Humboldt Recovery Center, North Coast Substance Abuse Council, Waterfront Recovery Center, and others may help to address these barriers.

At agreed upon milestones, NCRDSS will rescind the suspension of the NCP's driver's license and/or other occupational licenses (Teaching licenses, Real Estate licenses, Insurance licenses, etc.). This will help motivate the NCP's participation and remove a barrier to accepting and retaining employment. Additionally, NCRDSS will ask the State Department of Child Support Services for the permission to reduce the individual's State owed arrearages for child support during participation in the program. Arrearage reductions will be tied to milestones such as workshop completion, acceptance of employment, and/or retention of employment after 90 days. Workforce Development will case manage the NCP through WIOA or DHHS funded career management services and assist the individual with their job search activities. The activities will be on a one-on-one basis, and include intensive services, assistance with identifying employers in need of their skills, and identification of cross-functional careers that utilize their transferrable skills. Whenever vocational training is necessary, the NCPs will be able to access WIOA funded training to assist them in attaining the skills necessary to re-enter the workforce. Additional education and/or training may also be provided through College of the Redwoods, College of the Redwoods - Adult Education, College of the Redwoods - Workforce and Community Education as appropriate and deemed necessary by the career counselors, especially with regard to offerings that promote sector pathways strategies, and are focused on in-demand industries. Training may include OJT or vocational training with an approved Eligible Training Provider List vendor to assist the NCP in obtaining careers focused on providing a livable wage.

The AJCC MOU will be expanded to include the NCRDSS. Since the planning process began, the NCRDSS has actively participated in the AJCC Partner meetings. HC-WDB staff also attended the Child Support Director's meeting with the NCRDSS Director and Coordinator. Staff at both the NCRDSS and the HC-WDB are committed to establishing a committed relationship with a comprehensive understanding of both systems. NCRDSS staff participated in a 3-day Motivational Interviewing training with HC-WDB staff and its partners recently. NCRDSS has invited the HC-WDB, the WIOA Adult, WIOA Dislocated Worker, the WIOA Youth programs, the DOR, and the DHHS-ETD program to attend its all-staff meeting to educate its staff on the

services available to parents in need of employment. This partnership had not been explored before and offers tremendous potential to help unemployed parents attain economic self-sufficiency and security by addressing their barriers. See Attachment C – Northern California Regional Department of Child Support Services Report

COMPETITIVE INTEGRATED EMPLOYMENT UPDATED PARTNERSHIP

The California Competitive Integrated Employment (CIE) Blueprint is a five-year plan, *Real Work for Real Pay in the Real World*, developed by the California Department of Education (CDE), the Department of Rehabilitation (DOR), and the Department of Developmental Services (DDS), to provide opportunities for people with intellectual disabilities and developmental disabilities (ID/DD), regardless of the severity of their disability, to prepare for and participate in a job earning at least minimum wage working in an inclusive environment with people without disabilities. Work can be full time up to 40 hours per week, or part-time with the employee receiving the same level of benefits and opportunities for advancements as other employees. The CIE Blueprint focuses on building seamless transitions to employment for youth and young adults, ages 16 to 21.¹

The CDE, DOR, and DDS have begun the process of developing CIE Local Partnership Agreements (LPA) across the state. Currently, the core partners in the Humboldt County LPA include the DOR, Redwood Coast Regional Center (RCRC), and Humboldt County Office of Education (HCOE) as the Local Education Agency (LEA). The Humboldt LPA is a collaboration to promote competitive integrated employment for people with intellectual and developmental disabilities in Humboldt County. Through the LPA, the DOR, RCRC, and HCOE will work together to inform and educate the Humboldt community and one another about the services and supports each agency offers to people with disabilities, their families, and employers. Collaboration through the Humboldt LPA will result in seamless and stable transitions for high school students with intellectual disabilities and/or developmental disabilities as they exit the school system and achieve employment in adulthood. The HC-WDB is committed to participating as a community partner in this effort.

In addition, the core partners identified above, several community partners and resources will also be engaged to promote competitive integrated employment for people with intellectual disabilities and developmental disabilities, including but not limited to:

- Northern Humboldt Union High School District;
- Humboldt – Del Norte Special-Education Local Plan Area (SELPA); and
- Tri-County Center for Independent Living.

DOR's Student Services Team works in collaboration with the Transition Partnership Program (TPP) at HCOE. The team works to provide student services to students that are not involved with the TPP contract. This team meets with community partners to collaborate and plan for CIE student success. The student services include activities that support all students with disabilities

¹ California Health and Human Services Agency. (2019). *California CIE Blueprint for Change*. Retrieved from: <https://www.chhs.ca.gov/home/cie/>

between the ages of 16-21 years old in exploring the world of work. Individuals with ID/DD are encouraged to participate in these services which include job exploration counseling, work-based learning experiences, post-secondary counseling, workplace readiness and self-advocacy training.

DOR's Business Specialist works with job ready adult Vocational Rehabilitation participants to provide job readiness assistance including resume development and interviewing skills. Additionally, the Business Specialist provides outreach to business owners and partners directly through walk-in visits, in addition to attending and presenting at community meetings, chamber mixers and events to advocate for hiring individuals with disabilities and providing information on DOR supports including on-the-job training benefits.

DOR, RCRC, HCOE, TCILC and SELPA participated in the planning process for this Local Plan. RCRC and College of the Redwoods – Adult Education also met separately with HC-WDB staff to determine how to best collaborate. An additional meeting occurred with the HC-WDB and the SELPA. During the process, it was decided that RCRC will provide a presentation at a HC-WDB meeting in PY 2019 – 2020 to educate and engage members on CIE. Additional efforts to increase collaboration and referrals are underway.

During 2017, AJCC Staff and Partners participated in the first half of the Employment Development Department's (EDD's) Traveling Disability Resource Coordinator training. Modules 1 – 4 included: 1) One System for All and All for One; 2) Here an Acronym, There an Acronym; 3) We Need a Driver; and 4) To Politeness and Beyond! During 2018, the HC-WDB hosted Milt Wright and Dr. Richard Pimental, who provided training on Windmills: Overcoming Fear and Misperception – the Reality of Working with People with Disabilities in 2018. During 2019, DOR visited Humboldt to offer two sessions of ADA Basics and Serving Customers with Disabilities training. Day 1 was specific to management and day 2 was specific to staff who are providing direct services. The HC-WDB's 2019 – 2020 Training Plan includes the second half of the EDD's Traveling Disability Resource Coordinator training. Modules 5 – 8 include: 5) Workforce, WIOA and Compliance Oh my; 6) If We Build It...They Will Come; 7) Creating an Environment of Trust and Building Rapport; and 8) Teaming with DOR. The training plan also includes a two-day DOR training: Hidden Disabilities and Self Disclosure. These will train and educate staff on how to work with people who have less obvious disabilities. The HC-WDB is dedicated to continuously training AJCC staff and partners on the needs of jobseekers and employers to support CIE.

Whenever possible, participants who are eligible to be co-enrolled will be so that they are able to access all the support available to them for successful employment. Finally, the HC-WDB will work with RCRC and DOR to seek funding to hire a Disability Resource Coordinator (DRC). These partners and/or the DRC will work to support and increase participation of people with disabilities (PWDs) in the workforce system, and to improve business partner engagement with PWDs in both the public and private sectors.

ENGLISH LANGUAGE LEARNERS, THE FOREIGN BORN, AND REFUGEES

According to the 2017 American Community Survey, 5.3 percent of the population of Humboldt County is foreign born with 92.2 percent of these individuals entering the United States prior to 2010. There are 11.6 percent of the county's population over five years of age who speak a language other than English at home. Of these individuals, 3.5 percent report speaking English less than "very well."^[1] According to Refugee Processing data from 2018, 1,432 refugees were placed in the state of California, and none of them settled in Humboldt County.^[2]

While Humboldt County did not meet the 15 percent threshold of those who are English Language Learners, Foreign Born or Refugees, it is anticipated that the percentage will increase in the future. Outreach efforts were made to North Coast Children's Services Head Start program, St. Joseph Hospital's Paso á Paso program and the Humboldt County Office of Education - English Language Literacy/Biliteracy programs. These agencies noted that many individuals are cautious and reluctant to enroll in any government assistance programs.

Currently, HC-WDB staff are working with partners to research best practices and develop the Limited English Proficiency (LEP) Plan, which will be updated annually, or as needed. The LEP Implementation is active in CalJOBS and the AJCC has translation services available upon request. To ensure meaningful access to LEP individuals, the HC-WDB is working with partners to create an AJCC Information Sheet that features a comprehensive list of services available at the AJCC, and the DHHS partner is translating it into Spanish. Once complete, this sheet combined with the Employment Development Department's Fact Sheet will be disseminated by DHHS to the Latino Net distribution list, which contains more than 400 Spanish speaking individuals to expand outreach and increase community awareness. LEP trainings will be shared as they become available during the monthly AJCC Partner meetings. Additionally, College of the Redwoods' Workforce and Community Education program offers Conversational Spanish classes that are made available to the AJCC Partners as a communication effort. Fliers for applicable classes offered through the College of the Redwoods' Workforce and Community Education program will be translated into Spanish to increase access to sector pathway programs, supportive services and retention efforts. College of the Redwood's Adult Education offers free ESL classes regionally in Humboldt County. This includes three learning sites within Eureka and Fortuna. Morning and evening classes are offered at basic and intermediate levels. At some locations, free childcare is also provided. All learning materials are also free to the student, and transportation assistance is available. ESL flyers are provided in English and Spanish. Students enrolled in the ESL program can complete two certificate programs recognized through the California Community Colleges Chancellor Office: Community English as a Second Language and Community and Career English as a Second Language. In all, twenty-one ESL sections were offered in the 18/19 academic year.

^[1] U.S. Census Bureau. (2017). *American Community Survey, 5-Year Estimates (2013-2017)* [Data File]. Retrieved from: <https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=bkmk>

^[2] U.S. Department of State. (2017). Refugee Processing Center, Refugee Arrivals (January 1, 2018 – December 31, 2018) [Data File]. Retrieved from: http://ireports.wrapsnet.org/Interactive-Reporting/EnumType/Report?ItemPath=/rpt_WebArrivalsReports/MX-Arrivals by Destination and Nationality

Additionally, DHHS develops Employment Development Plans for Welfare-to-Work clients who have Right to Work documentation. If someone does not speak English, translation services are available. Participants who can work, but require additional language skills, may have plans that include English as a Second Language classes offered through College of the Redwoods' Adult Education School. WIOA Adult, Dislocated Worker and Youth Monitoring processes will be updated to ensure that English Language Learners are being provided appropriate services. HC-WDB staff are also working toward having Hmong and other translated materials.

OTHER CHANGES TO THE LOCAL PLAN 2017 – 2021

No changes are required pursuant to changes in labor market and economic conditions or other factors affecting the implementation of the local plan, or to the negotiated performance goals. Within 2020, the next four-year local planning process will begin, and it is anticipated that there may be significant changes to the economic conditions in Humboldt County due to the impact of the legalization of recreational cannabis. A comprehensive labor market analysis will be explored at that time.

CONCLUSION

This Local Plan Two-Year Modification reflects the collective efforts of the HC-WDB and the expansion of its partners to provide workforce, education, training and supportive services to individuals with serious barriers to employment including CalFresh recipients, non-custodial parents responsible for child support and English language learners. The plan also emphasizes working with the DOR and its partners to promote Competitive Integrated Employment. These partnerships will serve to strengthen and expand strategic alliances, braid funding, engage in co-enrollment efforts whenever possible, and to deliver seamless integrated services to the job seeker, the student and the business owner.

ATTACHMENTS

Appendix A: Stakeholder Engagement and Community Outreach Efforts

Attachment B: CalFresh Community Liaison Report

Attachment C: North Coast Regional Department of Child Support Services Report

Attachment D: North Coast Two-Year Regional Plan Modification 2019 - 2021

PUBLIC COMMENTS

PROGRAM ADMINISTRATION DESIGNNESS AND PLAN SIGNATURES

This local plan two-year modification represents the Humboldt County Workforce Development Board's efforts to maximize and coordinate resources available under Title I of the *Workforce Innovation and opportunity Act*.

This local plan two-year modification is submitted for the period of July 1, 2019 through June 30, 2021 in accordance with the provisions of the WIOA.

**Local Workforce Development Board
Chair**



Signature

Jeff Nelson
Name

Workforce Development Board Chair
Title

May 9, 2019
Date

Chief Elected Official



Signature

Rex Bohn
Name

Board of Supervisor Chair
Title

August 20, 2019
Date

Appendix A: Stakeholder Engagement and Outreach

Agency	Attendee	Workforce and Community Education	Date	Time
College of the Redwoods	Ratliff, Pru	Workforce	11/5 /18	9 a.m. to Noon
Tri-County Independent Living	Sjostrand, Donalyn	CIE	11/5 /18	9 a.m. to Noon
Redwood Coast Department of Child Support Services	Bressler, Dawn	DCSS	11/5 /18	9 a.m. to Noon
Westside Community Improvement Association	Benzonelli, Heidi	CBO	11/5 /18	9 a.m. to Noon
Headwaters Fund Board	Spain, Kenny	Economic Development	11/5 /18	9 a.m. to Noon
Humboldt County Probation	Brenneman, Shaun	Law Enforcement	11/5 /18	9 a.m. to Noon
College of the Redwoods	Talcott, Margaret	Adult Education	11/5 /18	9 a.m. to Noon
Department of Rehabilitation	Siler, Larry	CIE	11/5 /18	9 a.m. to Noon
Redwood Coast Regional Center	Braggs, Sierra	CIE	11/5 /18	9 a.m. to Noon
Smart Business Resource Center	DeCoito, Debbie	Workforce	11/5 /18	9 a.m. to Noon
Humboldt County Office of Education	Amaro, Agustin	ESL	11/5 /18	9 a.m. to Noon
Employment Development Department	Stalcup, Robyn	Workforce	11/5 /18	9 a.m. to Noon
Employment Development Department	Begay, Chuck	Workforce	11/5 /18	9 a.m. to Noon
DHHS-Employment Training Division	Lorenzo, Connie	Workforce - Cal Fresh	11/5 /18	9 a.m. to Noon
CalWORKs	Kanaga, Eric	Workforce	11/5 /18	9 a.m. to Noon
Redwood Community Action Agency	Love, Kari	CBO	11/5 /18	9 a.m. to Noon

Redwood Community Action Agency	Vrtiak, Vanessa	CBO	11/5 /18	9 a.m. to Noon
Smart Business Resource Center	Dennis, Angela	Workforce	11/5 /18	9 a.m. to Noon
County of Humboldt	Tans, Allison	Workforce	11/5 /18	9 a.m. to Noon
California Workforce Association	Oyler, Alisa	Facilitator	11/5 /18	9 a.m. to Noon
Westside Community Improvement Association	Benzonelli, Heidi	CBO	11/1 9/18	9 a.m. to Noon
Jefferson Center Family Resource Center	Weller, Mark	CBO	11/1 9/18	9 a.m. to Noon
California Department of Corrections and Rehabilitation	Haws, Lewis	Law Enforcement	11/1 9/18	9 a.m. to Noon
Employment Development Department	Begay, Chuck	Workforce	11/1 9/18	9 a.m. to Noon
Building and Trades	Hunerlach, Jeff	Labor	11/1 9/18	9 a.m. to Noon
DHHS-Employment Training Division	Lorenzo, Connie	Workforce - Cal Fresh	11/1 9/18	9 a.m. to Noon
Humboldt County Correctional Facility	Griffin, Dennis	Law Enforcement	11/1 9/18	9 a.m. to Noon
Humboldt County Correctional Facility	Logie, Stefan	Law Enforcement	11/1 9/18	9 a.m. to Noon
College of the Redwoods	Talcott, Margaret	Adult Education	11/1 9/18	9 a.m. to Noon
Smart Business Resource Center	Dennis, Angela	Workforce	11/1 9/18	9 a.m. to Noon
Redwood Coast Department of Child Support Services	Holloway, Elisabeth	DCSS	11/1 9/18	9 a.m. to Noon
County of Humboldt	Tans, Allison	Workforce	11/1 9/18	9 a.m. to Noon
California Workforce Association	Oyler, Alisa	Facilitator	11/1 9/18	9 a.m. to Noon
Redwood Coast Department of Child Support Services	Bressler, Dawn	DCSS	12/5 /18	9 a.m. to Noon

College of the Redwoods	Talcott, Margaret	Adult Education	12/5 /18	9 a.m. to Noon
College of the Redwoods	Ratliff, Pru	Workforce	12/5 /18	9 a.m. to Noon
California Department of Corrections and Rehabilitation	Burger, Shawn	Law Enforcement	12/5 /18	9 a.m. to Noon
Humboldt County Correctional Facility	Griffin, Dennis	Law Enforcement	12/5 /18	9 a.m. to Noon
Humboldt County Correctional Facility	Logie, Stefan	Law Enforcement	12/5 /18	9 a.m. to Noon
Teen Challenge	Throssel, Tom	CBO	12/5 /18	9 a.m. to Noon
Teen Challenge	Liuengoos, Joshua	CBO	12/5 /18	9 a.m. to Noon
Westside Community Improvement Association	Benzonelli, Heidi	CBO	12/5 /18	9 a.m. to Noon
DHHS-Mental Health and Substance Use Disorder Treatment	Bay, Deanna	Mental Health & SUD	12/5 /18	9 a.m. to Noon
Department of Rehabilitation	Kemic, Cassie	CIE	12/5 /18	9 a.m. to Noon
Department of Rehabilitation	Williams, Dynel	CIE	12/5 /18	9 a.m. to Noon
Department of Rehabilitation	Siler, Larry	CIE	12/5 /18	9 a.m. to Noon
Small Business Development Department	DePace, Janet	SBDC	12/5 /18	9 a.m. to Noon
Redwood Community Action Agency	Vrtiak, Vanessa	CBO	12/5 /18	9 a.m. to Noon
Community member	Gomez, Roberto	Community member	12/5 /18	9 a.m. to Noon
Community member	Hilsendager, Mark	Community member	12/5 /18	9 a.m. to Noon
DHHS-Employment Training Division	Lorenzo, Connie	Workforce - Cal Fresh	12/5 /18	9 a.m. to Noon
Smart Business Resource Center	Dennis, Angela	Workforce	12/5 /18	9 a.m. to Noon

Redwood Community Action Agency	Love, Kari	CBO	12/5 /18	9 a.m. to Noon
County of Humboldt	Tans, Allison	Workforce	12/5 /18	9 a.m. to Noon
California Workforce Association	Oyler, Alisa	Facilitator	12/5 /18	9 a.m. to Noon
DHHS-Employment Training Division	Lorenzo, Connie	Workforce - Cal Fresh	1/16 /18	5:30 to 7:30 p.m.
College of the Redwoods	Ratliff, Pru	Workforce	1/16 /18	5:30 to 7:30 p.m.
Jefferson Center Family Resource Center	Rodstrom, Bill	CBO	1/16 /18	5:30 to 7:30 p.m.
Redwood Coast Department of Child Support Services	Bressler, Dawn	DCSS	1/16 /18	5:30 to 7:30 p.m.
Jefferson Center Family Resource Center	Weller, Mark	CBO	1/16 /18	5:30 to 7:30 p.m.
Humboldt Second Chance Program	Felter, Bob	Community member	1/16 /18	5:30 to 7:30 p.m.
Humboldt County Correctional Facility	Griffin, Dennis	Law Enforcement	1/16 /18	5:30 to 7:30 p.m.
Small Business Development Department	DePace, Janet	SBDC	1/16 /18	5:30 to 7:30 p.m.
Humboldt County Correctional Facility	Logie, Stefan	Law Enforcement	1/16 /18	5:30 to 7:30 p.m.
Smart Business Resource Center	Dennis, Angela	Workforce	1/16 /18	5:30 to 7:30 p.m.
Humboldt County Probation	Brenneman, Shaun	Law Enforcement	1/16 /18	5:30 to 7:30 p.m.
Redwood Community Action Agency	Schaffner, Mark	CBO	1/16 /18	5:30 to 7:30 p.m.
College of the Redwoods	Talcott, Margaret	Adult Education	1/16 /18	5:30 to 7:30 p.m.
Westside Community Improvement Association	Benzonelli, Heidi	CBO	1/16 /18	5:30 to 7:30 p.m.
County of Humboldt	Tans, Allison	Workforce	1/16 /18	5:30 to 7:30 p.m.

California Workforce Association	Oyler, Alisa	Facilitator	1/16 /18	5:30 to 7:30 p.m.
Additional Outreach (Phone, Email, or In-person)				
Head Start	Bravo, Jen	ESL		
Paso a Paso	Loros, Jessica	ESL		
Strong Workforce – North/Far North	Cordell, Angela	Deputy Sector Navigator		
Waterfront Recovery Center	McManus, John	CBO		
Humboldt Recovery Center	Large, Arlette	CBO		
Alcohol Drug Care Services	Harrison, Wes	CBO		
Humboldt State University Formerly Incarcerated Students Club	Wallin, Tony	Community Member/Education		
SELPA	Hernandez , Laura	CIE		



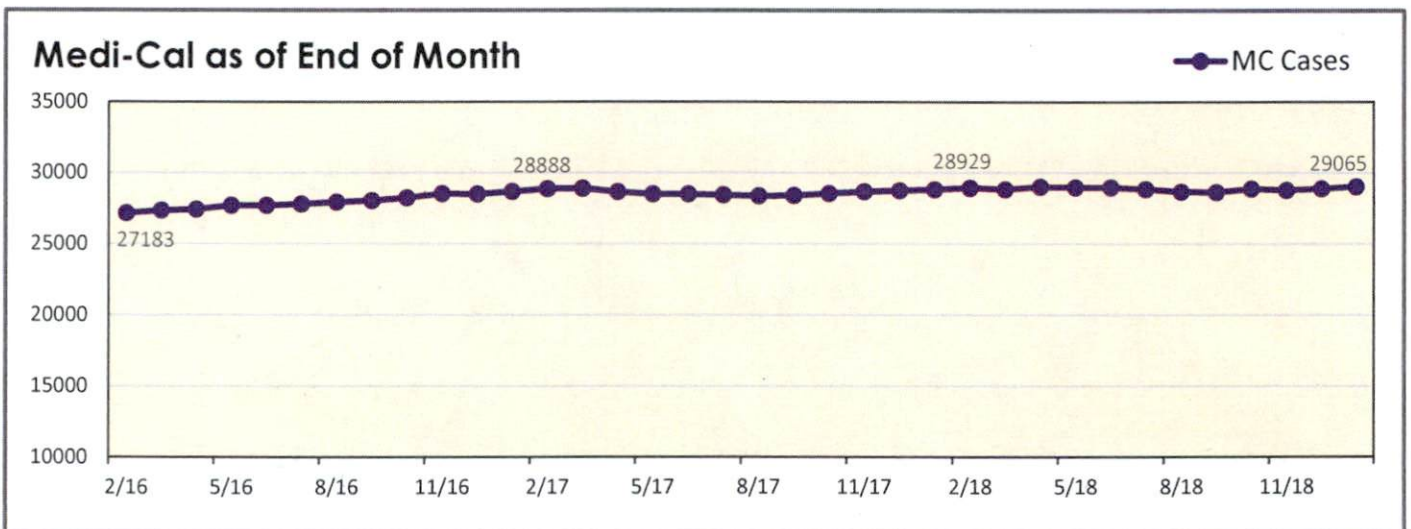
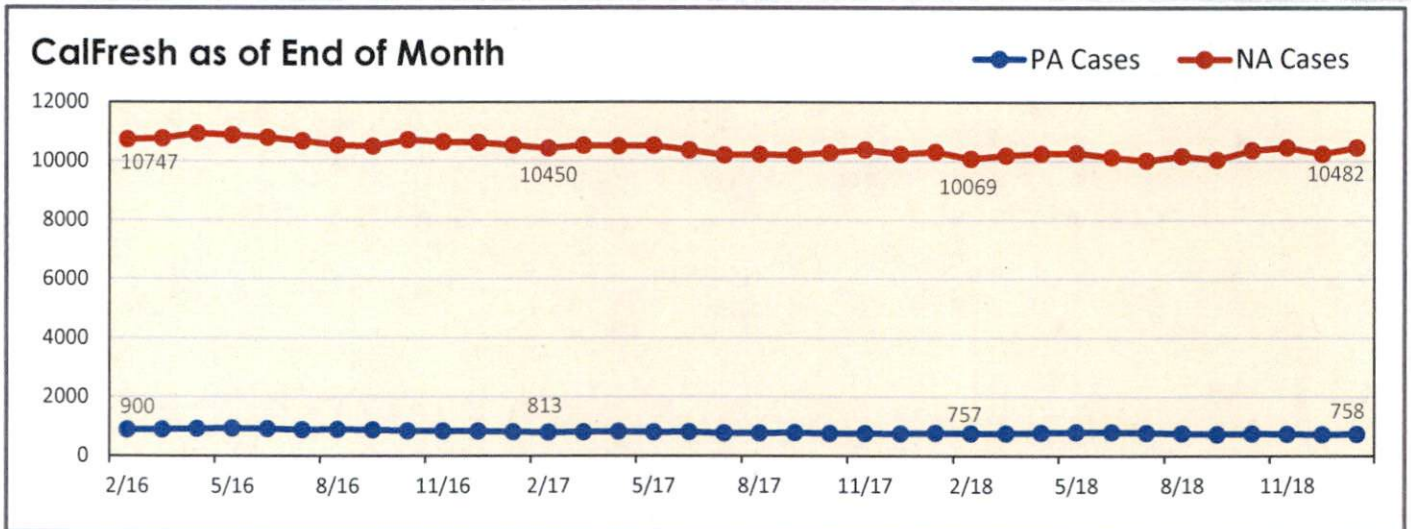
Humboldt County Health & Nutrition Services Community Liaison Report

Last Update: February 25, 2019

Ongoing Case Counts

	CalFresh	
	PA	NA
End of 12/2018	752	10254
+ New Cases	33	1153
- Discontinued	27	925
End of 1/2019	758	10482
Open Any Time During the Month	785	11407

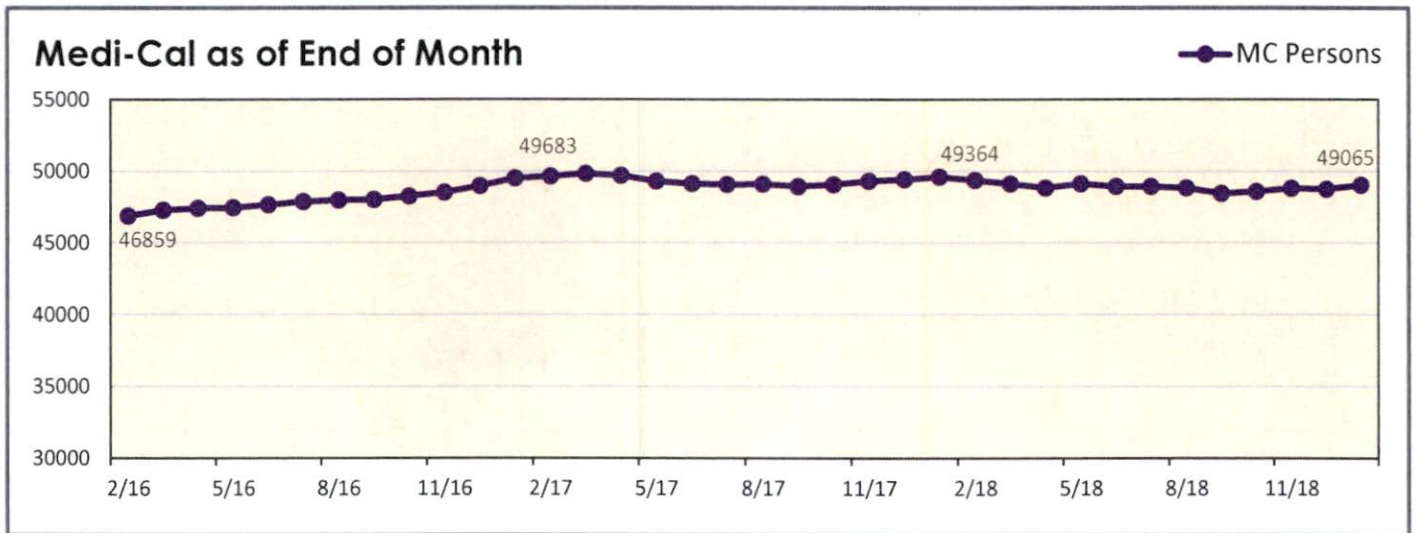
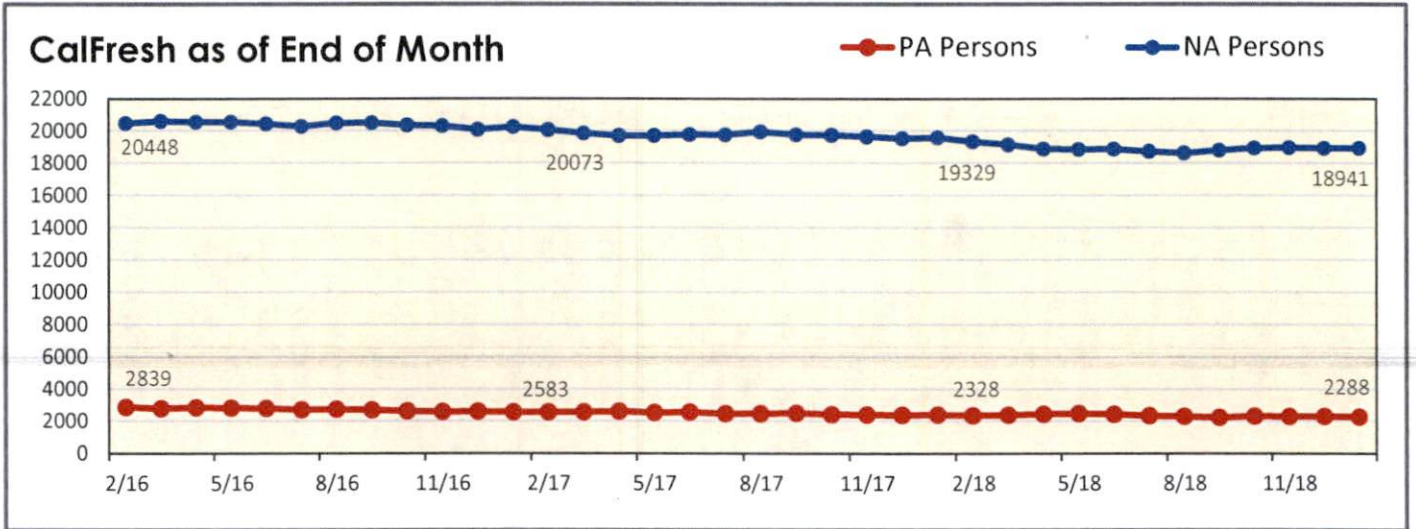
	Medi-Cal	
End of 12/2018	28912	
+ New Cases	771	
- Discontinued	618	
End of 1/2019	29065	
Open Any Time During the Month	29683	



Ongoing Person Counts

	CalFresh	
	PA	NA
End of 12/2018	2316	18936
End of 1/2019	2288	18941
Change	-28	+5

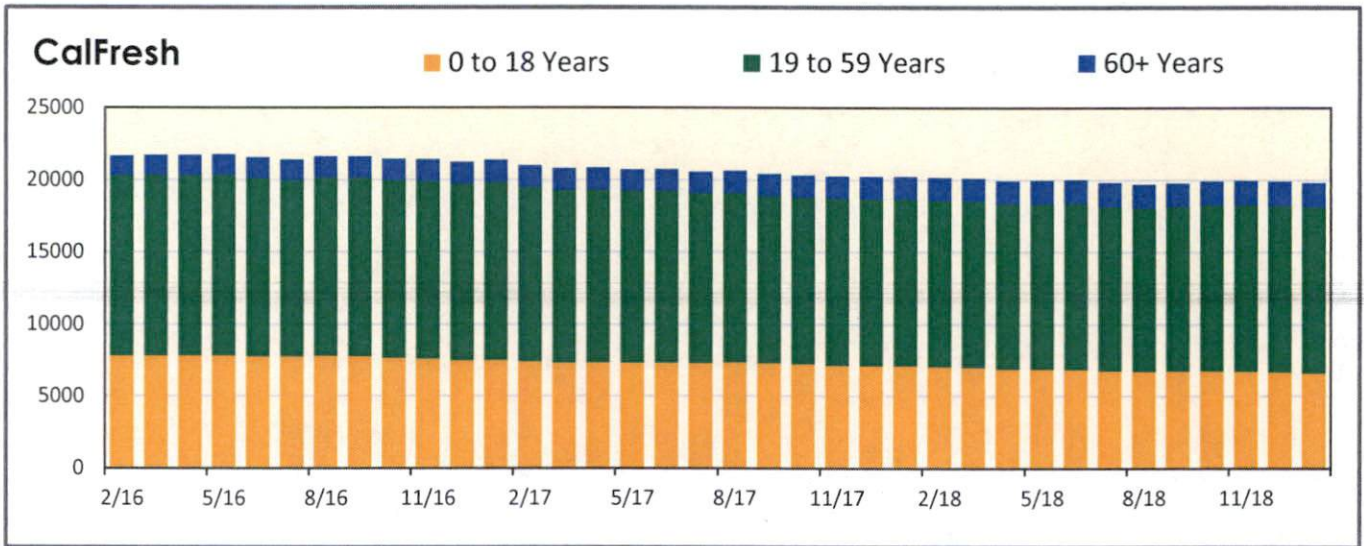
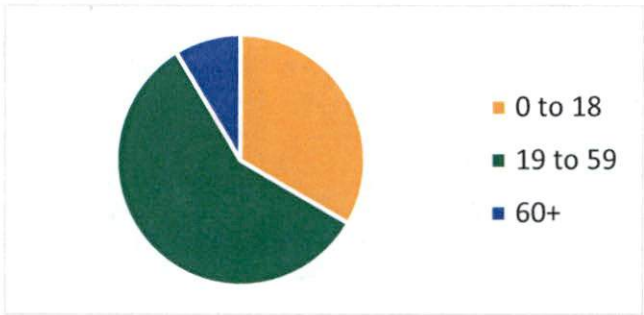
	Medi-Cal
End of 12/2018	48774
End of 1/2019	49065
Change	+291



Age Demographics

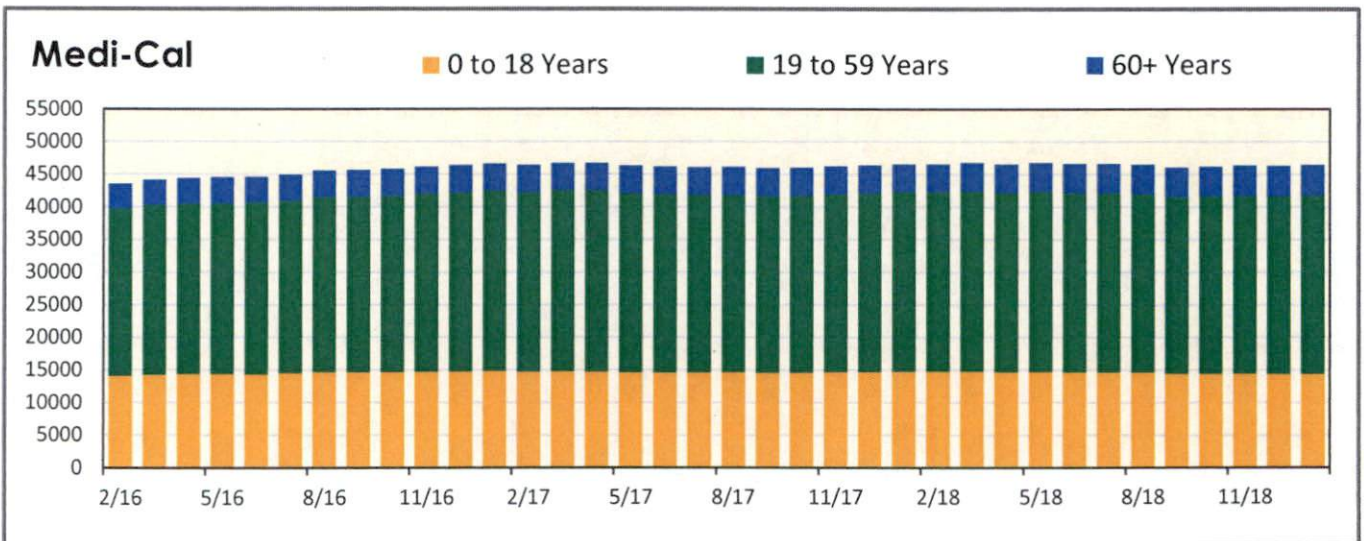
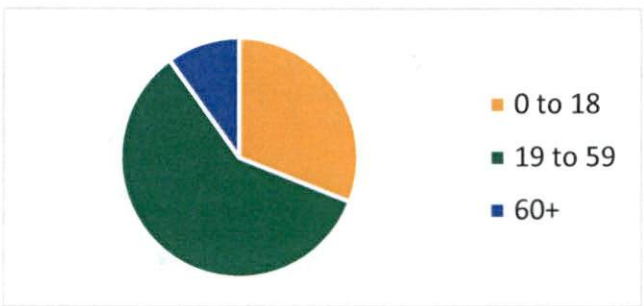
CalFresh (1/19)

0 to 18 Years	6627
19 to 59 Years	11519
60 Years And Up	1720
Total	19866



Medi-Cal (1/19)

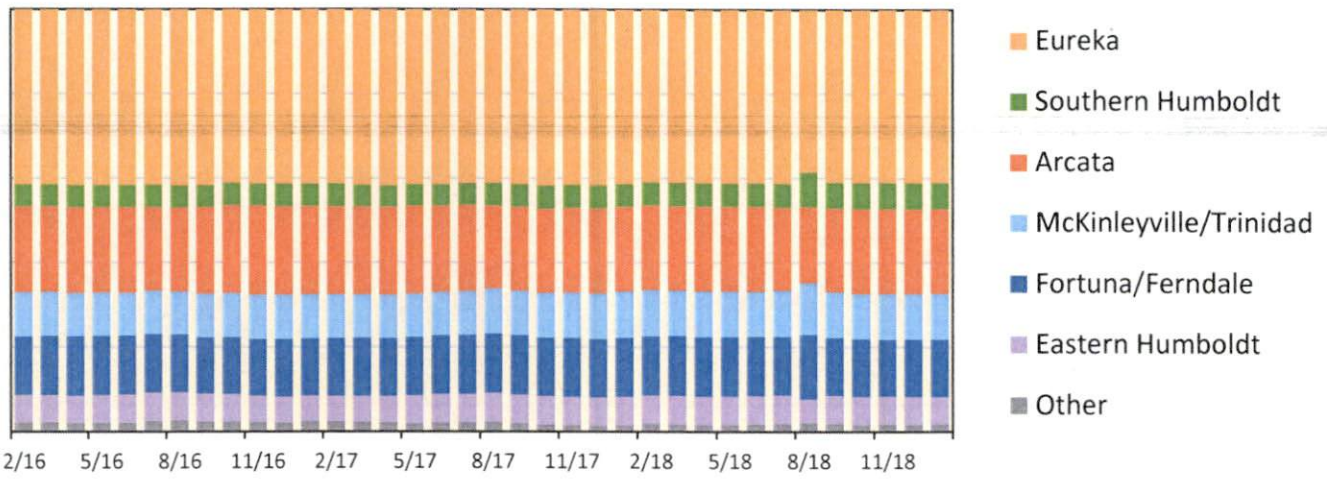
0 to 18 Years	14416
19 to 59 Years	27443
60 Years And Up	4665
Total	46524



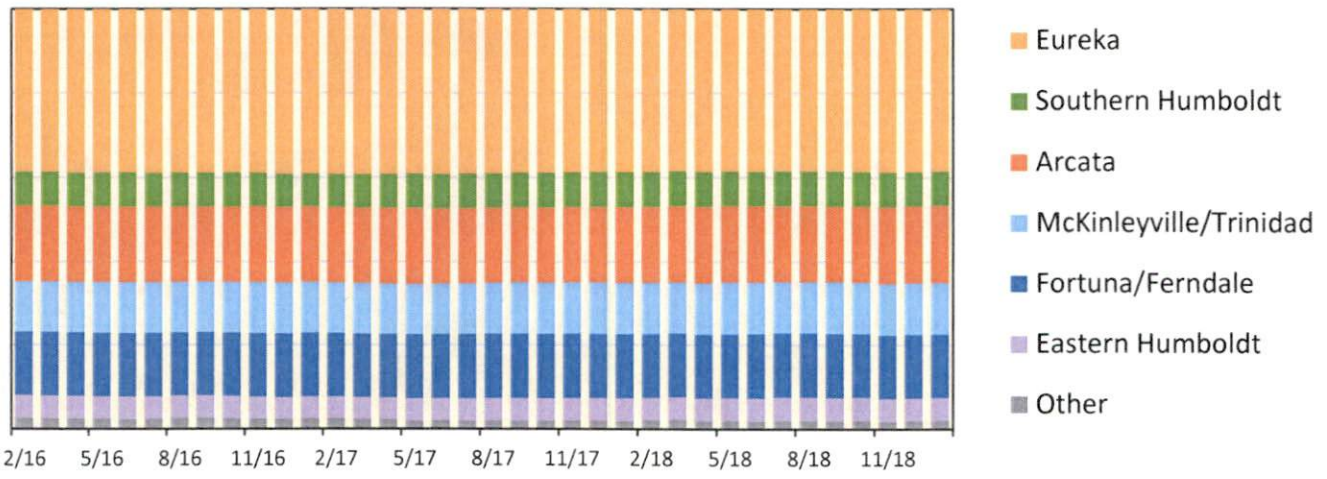
Case Count Demographics By Region

January 2019	CalFresh	CalFresh %	Medi-Cal	Medi-Cal %
Eureka	5049	41.13%	10818	38.49%
Southern Humboldt	758	6.17%	2296	8.17%
Arcata	2464	20.07%	5183	18.44%
McKinleyville/Trinidad	1321	10.76%	3448	12.27%
Fortuna/Ferndale	1674	13.64%	4262	15.16%
Eastern Humboldt	794	6.47%	1529	5.44%
Other	216	1.76%	570	2.03%

CalFresh Cases By Region (% of Total)



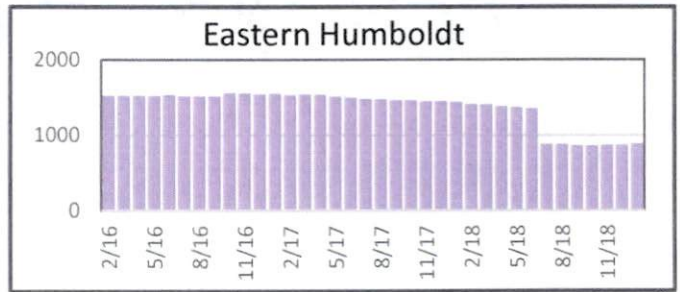
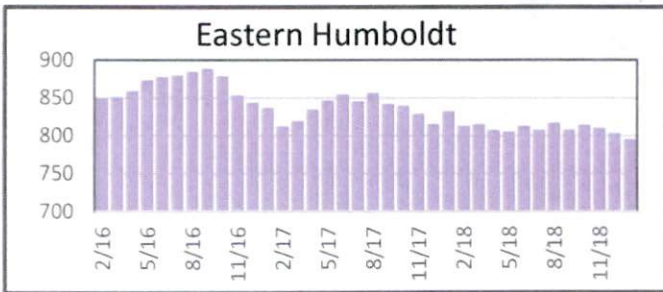
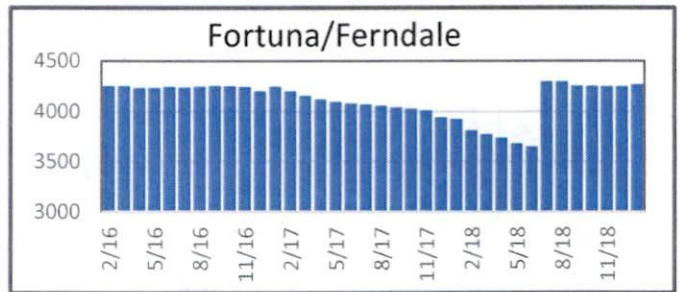
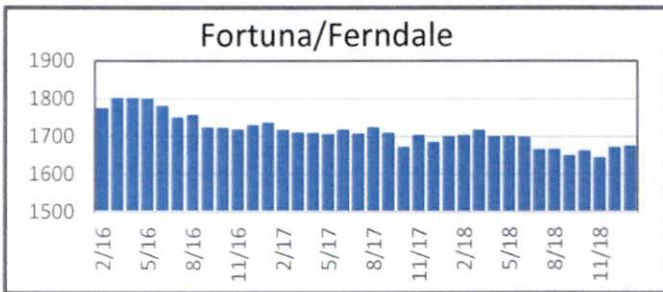
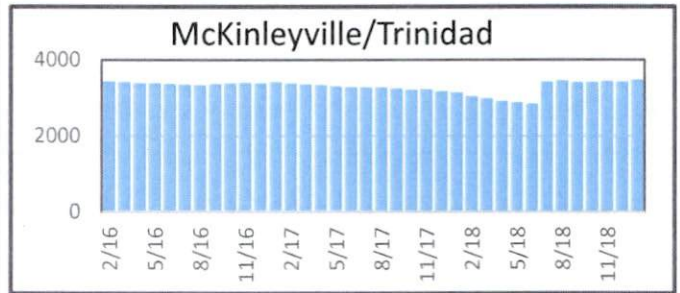
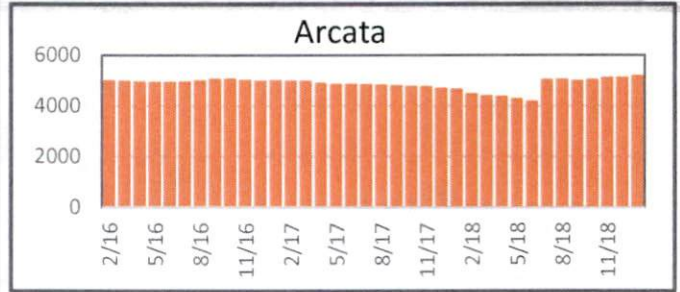
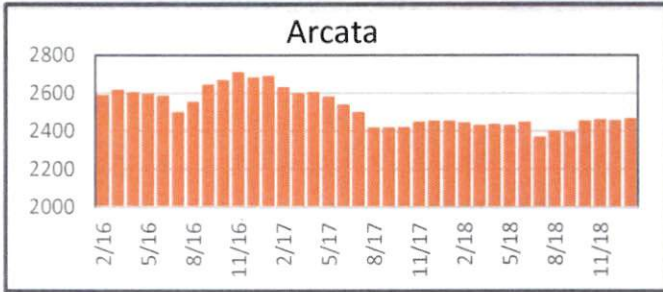
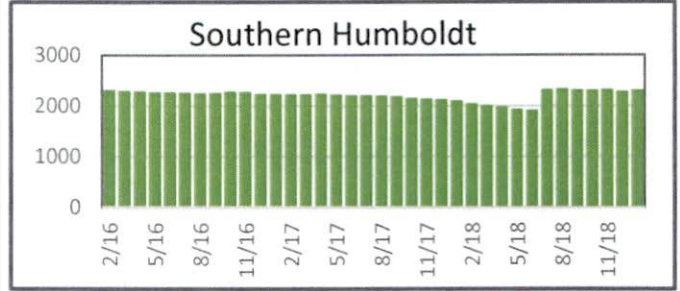
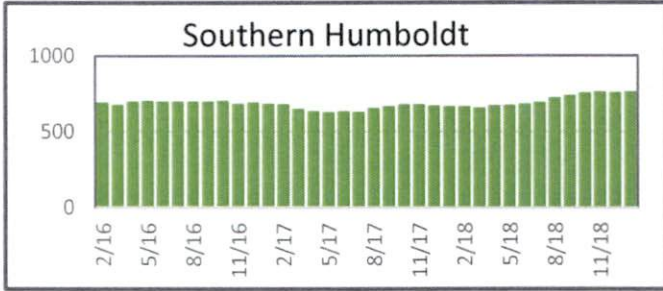
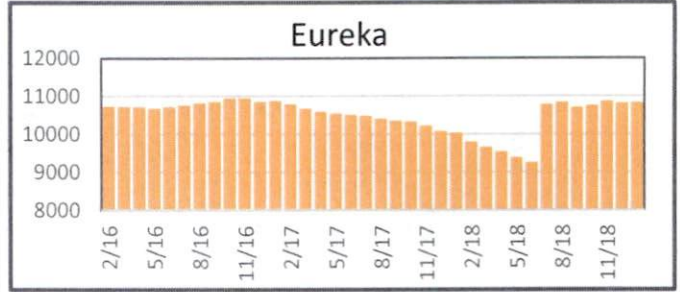
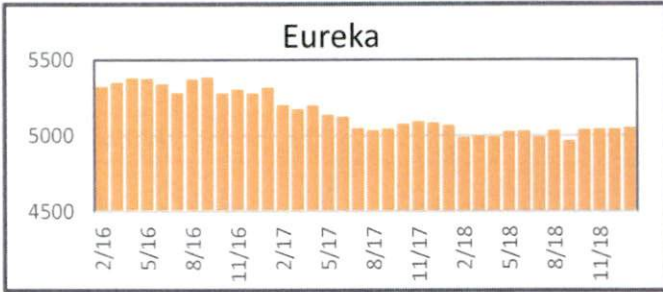
Medi-Cal Cases By Region (% of Total)



Case Count by Region

CalFresh

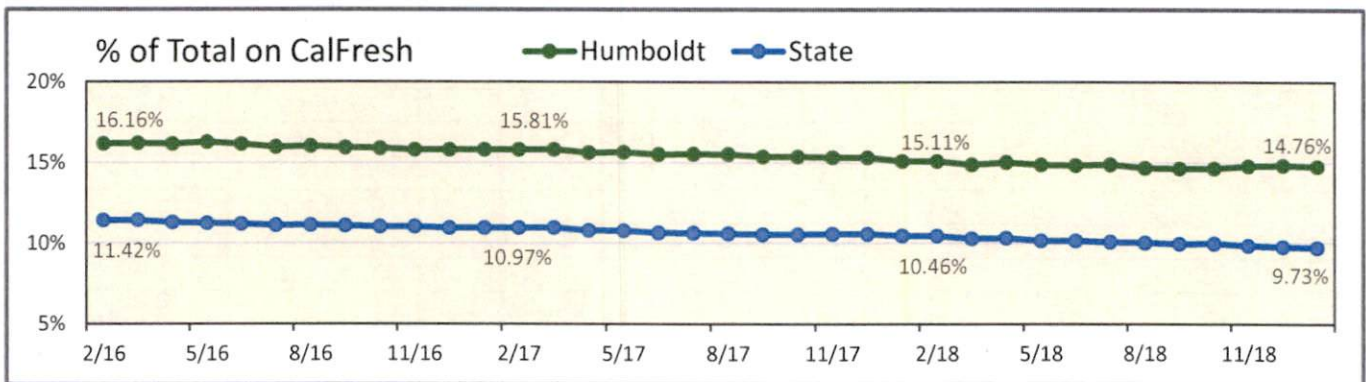
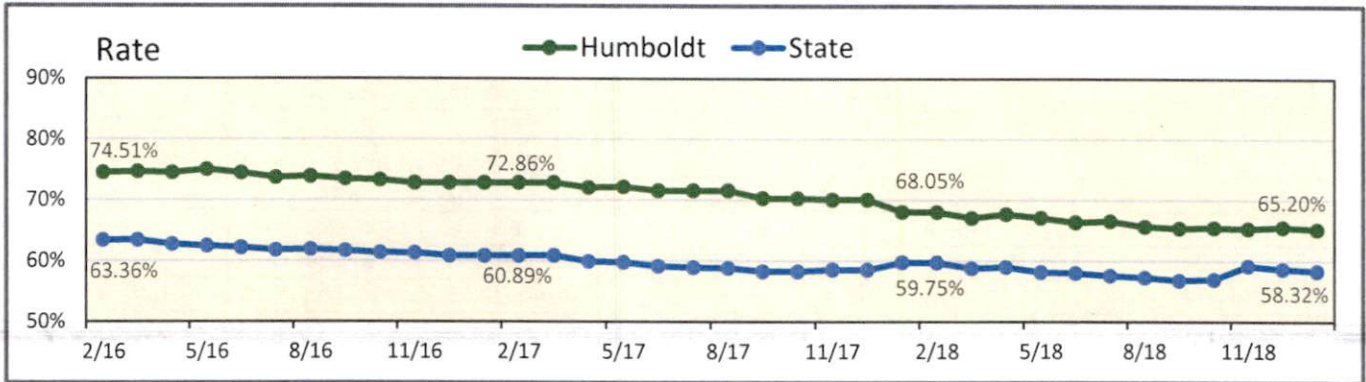
Medi-Cal



CalFresh Estimated Participation Rate

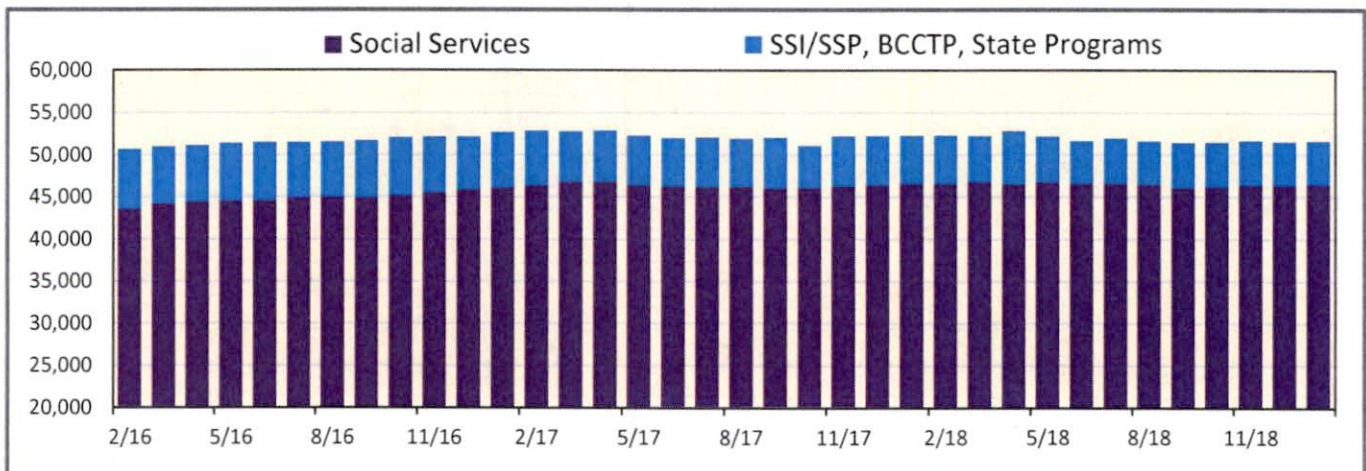
Data From Nov 2018	Total Population	Below 125% FPL	SSI/SSP, FDPIR	Potential Eligible	Federal Only Persons	% of Total on CalFresh	Rate
Humboldt County	132,178	36,591	6,664	29,927	6,073	14.76%	65.20%
State	38,242,946	7,644,005	1,266,307	3,719,259	5,090	9.73%	58.32%

CalFresh Participation Rate Methodology: $\frac{\text{Total CalFresh Participants (Below 125\% FPL) - (SSI/SSP, FDPIR)}}{\text{Total Population}} \times 100$



Medi-Cal Coverage In County

January 2019	Social Services	SSI/SSP, BCCTP, State Programs	Total
Source of Medi-Cal Coverage	46,524	5,143	51,667



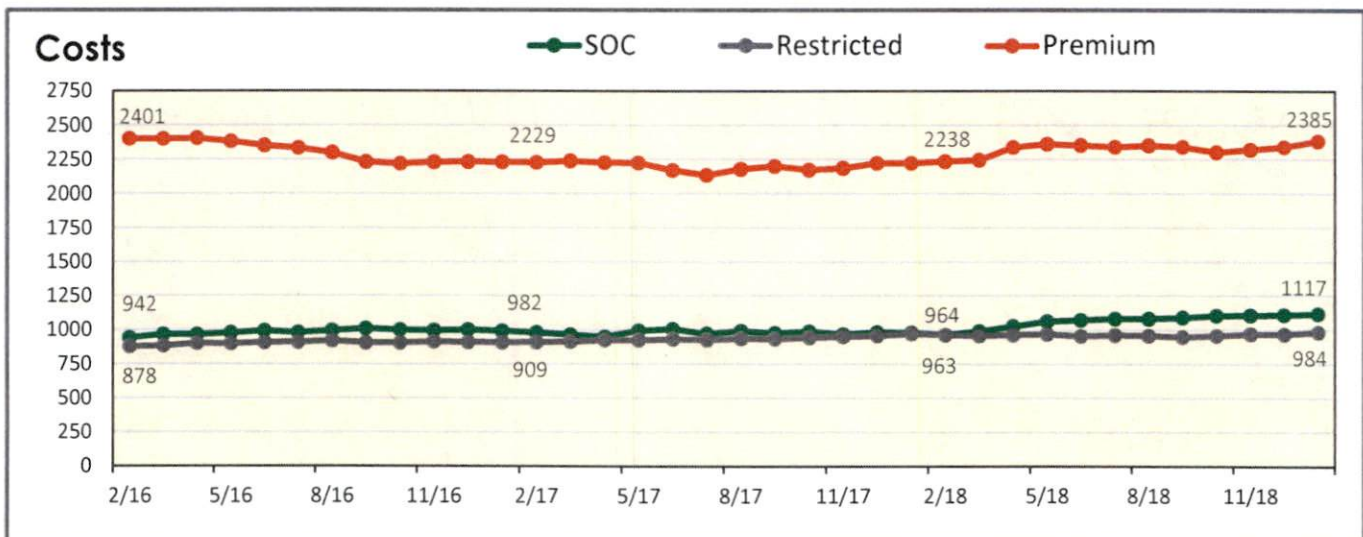
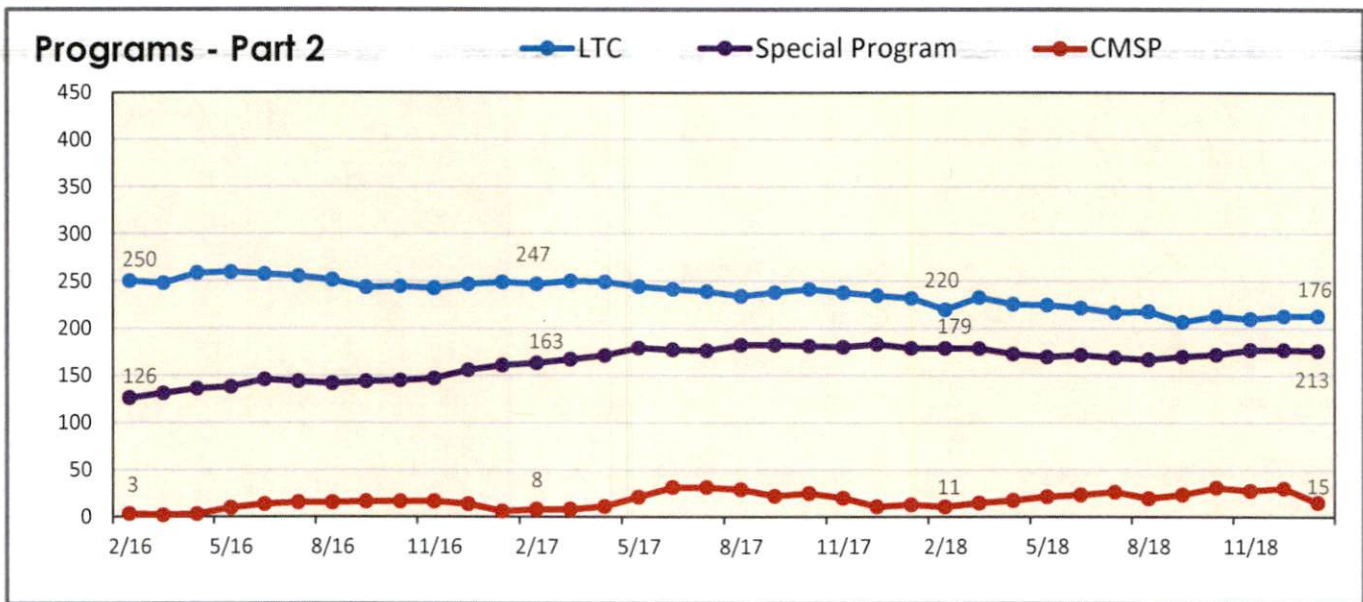
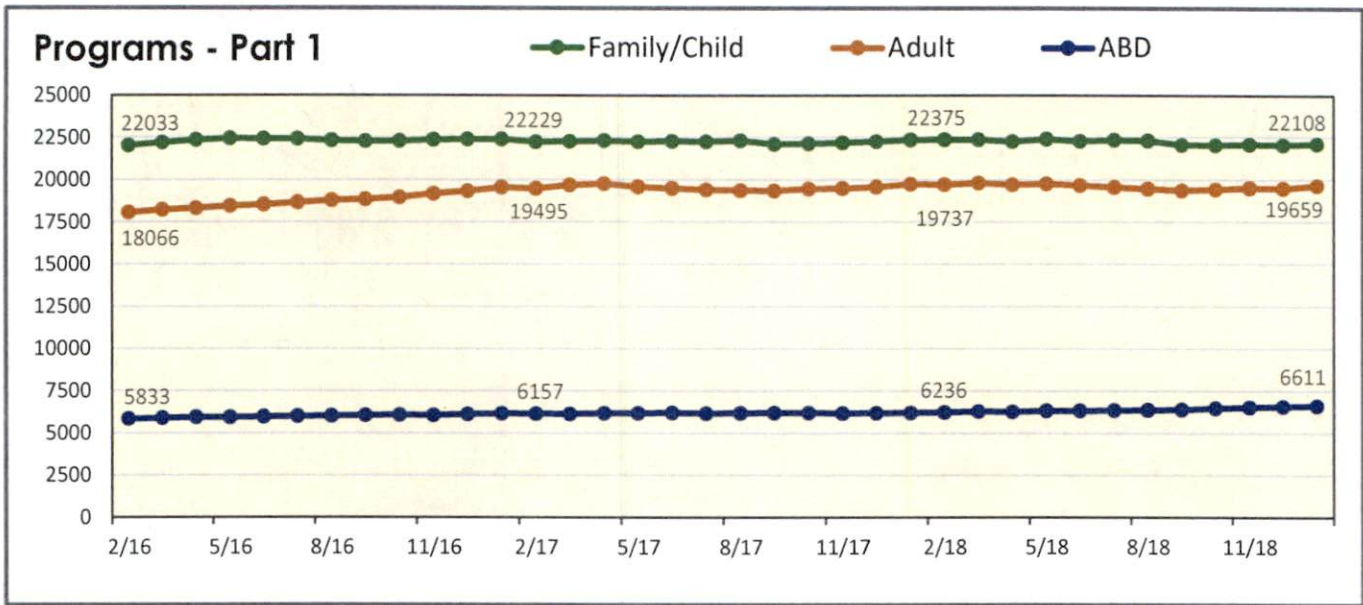
*SSI/SSP, BCCTP, State Program data only available from 9/15 onward.

Count of Medi-Cal Aid Codes in January

Program	#	%	Program	#	%	Costs	#	%
Family/Child	22108	45.32%	LTC	213	0.44%	SOC	1117	2.29%
Adult	19659	40.30%	Special Program	176	0.36%	Restricted	984	2.02%
ABD	6611	13.55%	CMSP	15	0.03%	Premium	2385	4.89%

AC	Programs	Costs	2018	2019	AC	Programs	Costs	2018	2019
06	Special Program		20	18	88	CMSP		1	1
13	LTC		196	185	89	CMSP	SOC	11	12
14	ABD		184	194	8C	ABD		819	886
16	ABD		61	66	8D	ABD		164	182
17	ABD	SOC	427	499	8R	Family/Child		3	3
1H	ABD		949	1103	8T	Family/Child	Restricted	0	0
1U	ABD	Restricted	2	3	C1	ABD	Restricted	14	16
23	ABD		2	2	C2	ABD		0	1
24	ABD		1	1	C3	ABD	Restricted	0	0
26	ABD		1	1	C4	ABD	SOC-Restricted	0	0
27	ABD	SOC	2	2	C5	Family/Child	Restricted	10	26
34	Family/Child		164	173	C6	Family/Child	SOC-Restricted	57	68
37	Family/Child	SOC	245	312	C7	ABD	Restricted	0	0
38	Family/Child		306	328	C8	ABD	SOC-Restricted	0	2
39	Family/Child		438	698	D1	Family/Child	SOC-Restricted	1	0
3N	Family/Child		14	14	D2	LTC	Restricted	0	0
3T	Family/Child	Restricted	13	10	D3	LTC	SOC-Restricted	0	0
45	Special Program		2	0	D4	LTC	Restricted	0	0
46	Special Program		1	3	D5	LTC	SOC-Restricted	0	0
47	Family/Child		1	1	D6	LTC	Restricted	0	0
4A	Special Program		1	0	D7	LTC	SOC-Restricted	0	0
4M	Special Program		135	145	D8	Family/Child	Restricted	0	0
50	CMSP		0	1	D9	Family/Child	SOC-Restricted	1	1
53	LTC		2	0	H1	Family/Child		0	0
59	Family/Child		43	115	H2	Family/Child		0	0
5T	Family/Child	Restricted	3	6	H3	Family/Child	Premium	0	0
63	LTC		34	28	H4	Family/Child		1	2
64	ABD		79	78	H5	Family/Child	Premium	4	3
66	ABD		83	83	M0	Family/Child		3	9
67	ABD	SOC	219	209	M1	Adult		19452	19353
6A	ABD		1	1	M2	Adult	Restricted	301	306
6C	ABD		83	83	M3	Family/Child		6075	5861
6G	ABD	Premium	287	359	M4	Family/Child	Restricted	531	497
6H	ABD		840	809	M5	Family/Child		1243	1180
6J	ABD		1	1	M7	Family/Child		101	85
6V	ABD	Restricted	32	38	M8	Family/Child	Restricted	7	10
6W	ABD	SOC	1	1	M9	Family/Child		84	108
71	Special Program		0	1	N7	Special Program		0	0
72	Family/Child		0	0	P5	Family/Child		5331	5100
76	Family/Child		1	0	P7	Family/Child		3097	2945
7J	Family/Child		308	242	P9	Family/Child	Premium	1059	1049
7U	Family/Child	Restricted	0	0	T1	Family/Child		1365	1469
80	ABD		1963	1991	T2	Family/Child	Premium	974	940
82	Special Program		2	0	T3	Family/Child		568	554
83	Special Program	SOC	18	9	T4	Family/Child		275	269
85	CMSP	SOC	1	1	T5	Family/Child		40	30
87	Special Program	SOC	0	0					

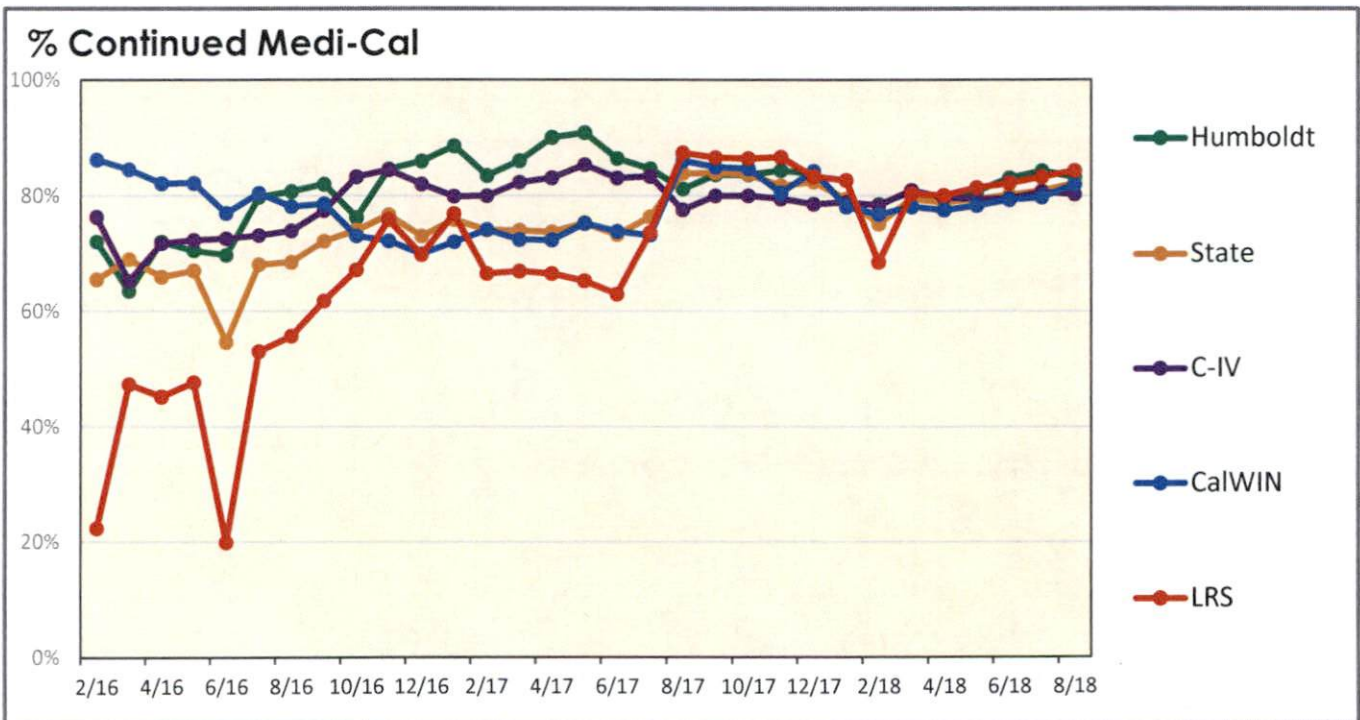
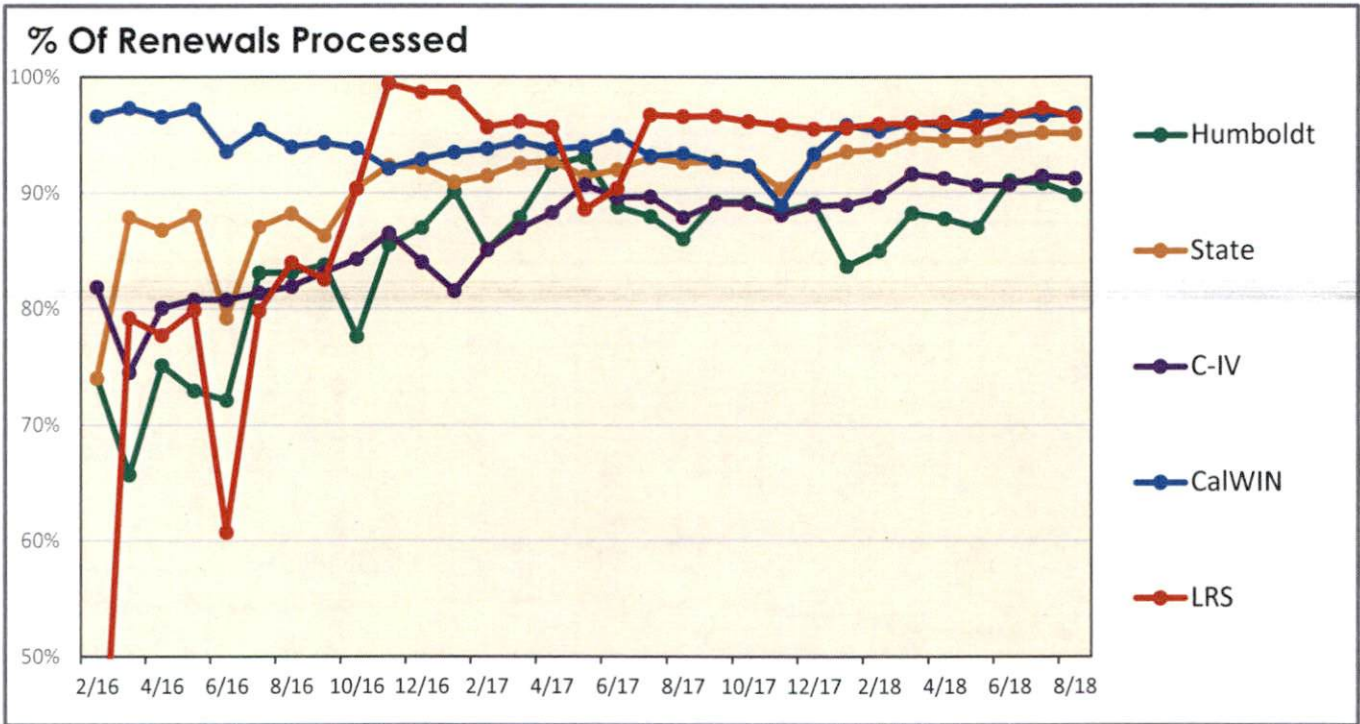
Medi-Cal Aid Code Summary



Most Recent Available Renewal Information (August 2018)

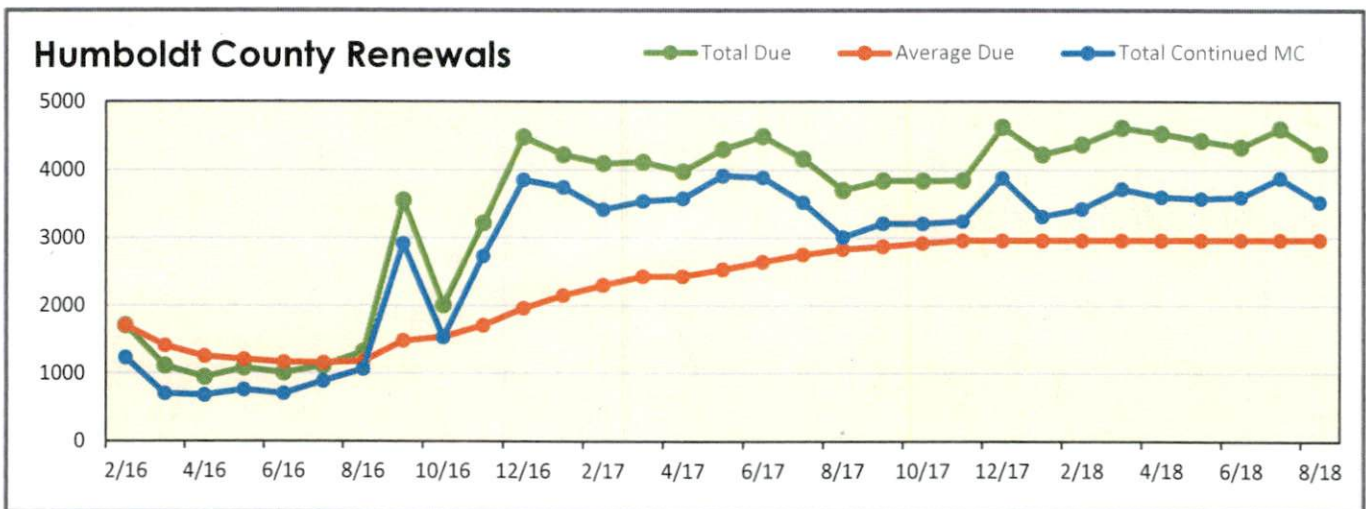
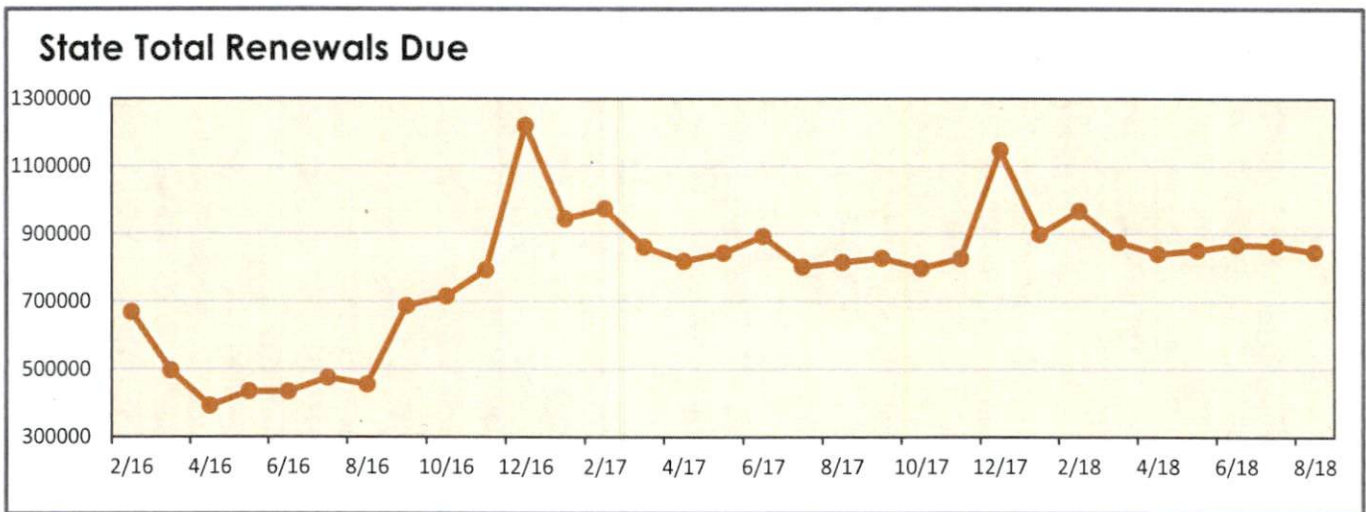
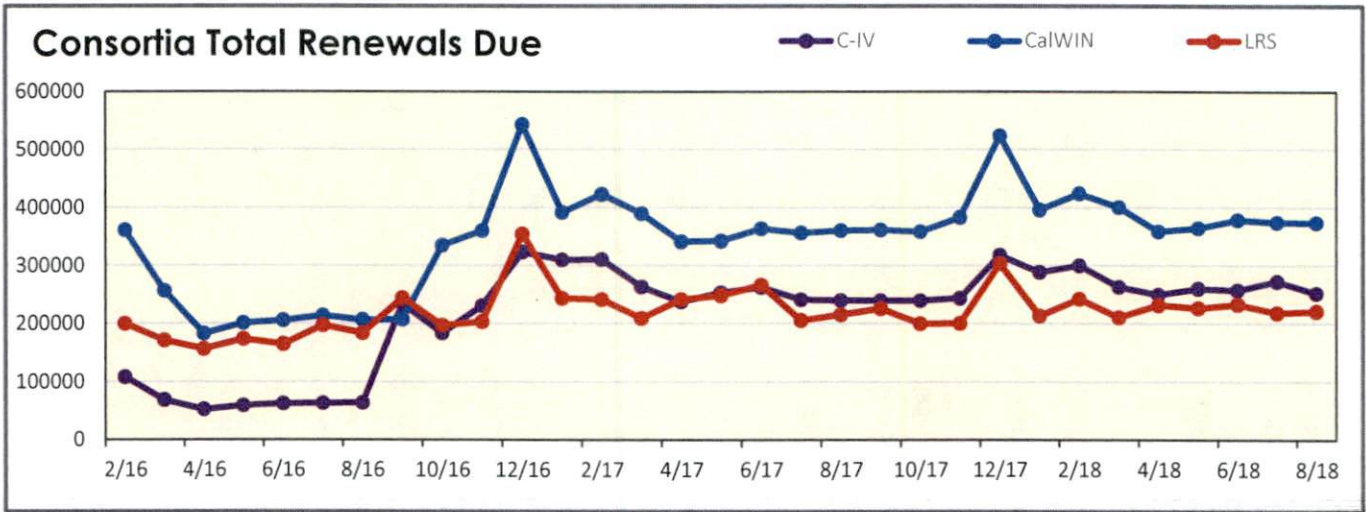
Data only available starting in February 2016. February to September 2016 uses old methodology.

	Humboldt	State	C-IV	CalWIN	LRS
Total Due	4235	845993	251708	373397	220888
Average Due	2969				
Total Continued MC	3526				
% Processed	89.82%	95.13%	91.28%	96.86%	96.59%
% Continued MC	83.26%	82.13%	80.31%	82.04%	84.37%



Most Recent Available Renewal Information (August 2018) Cont.

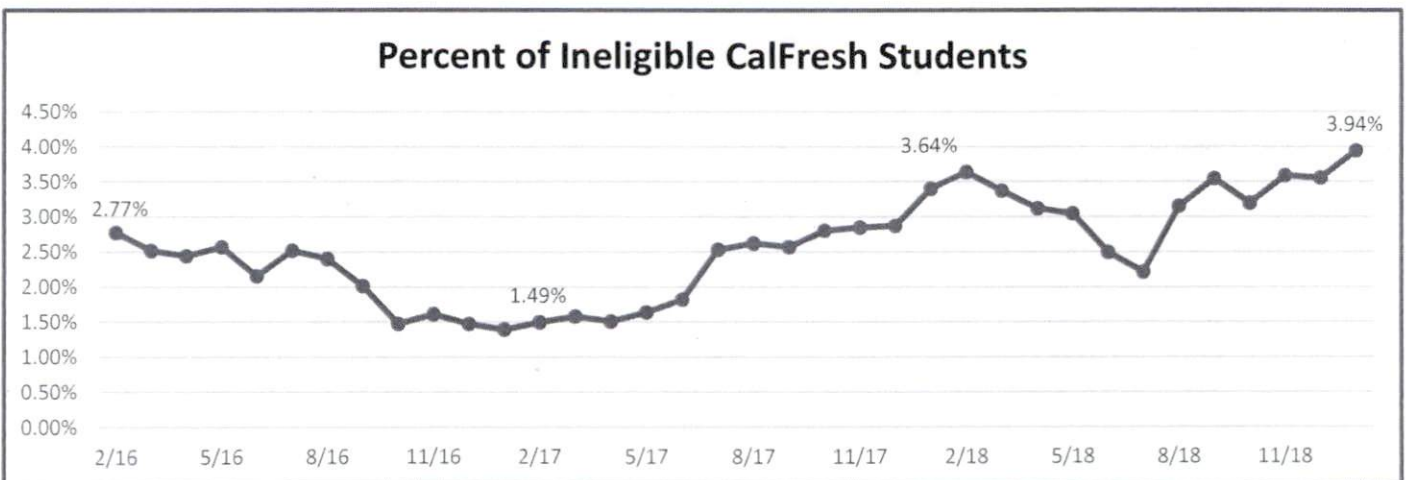
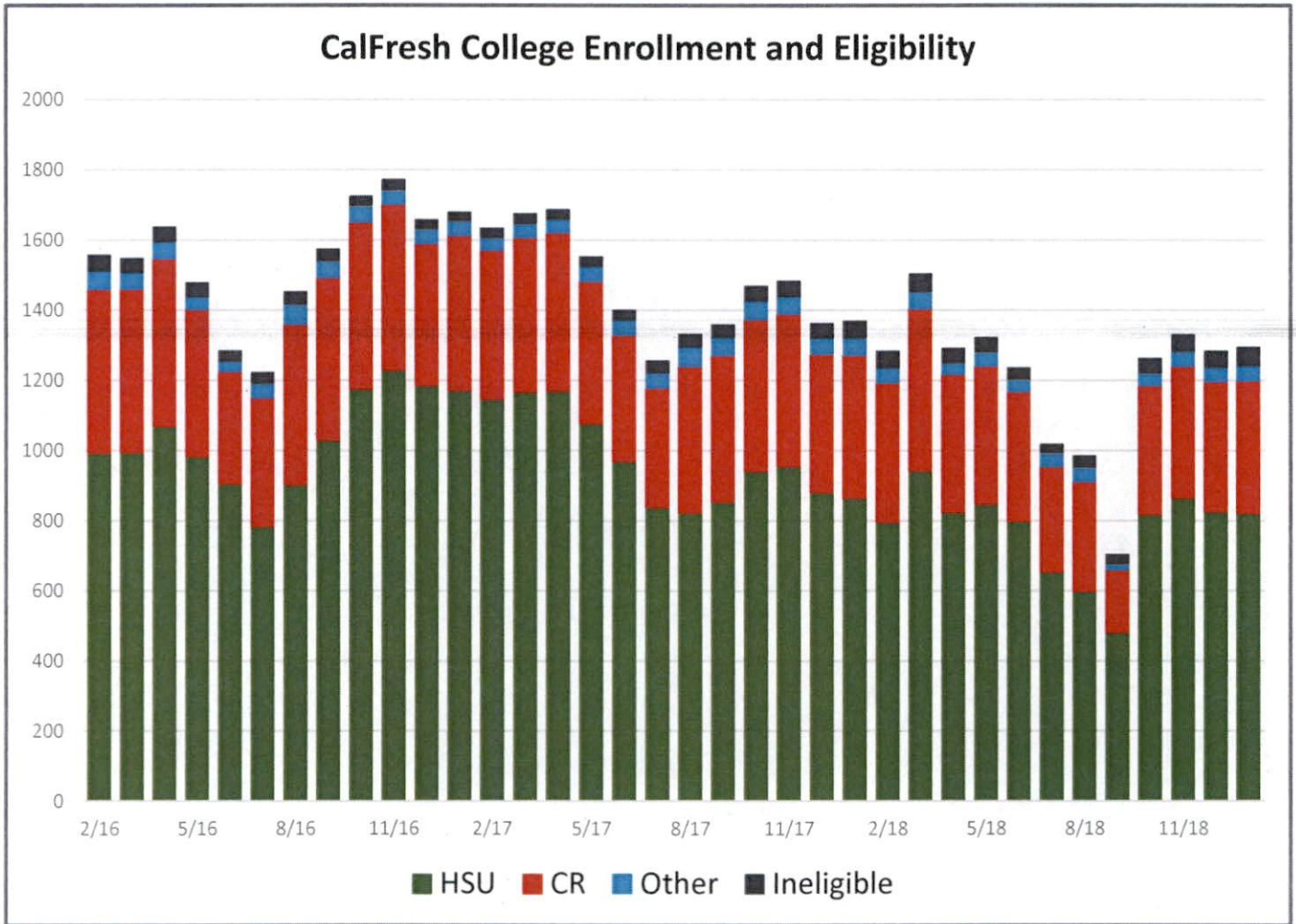
Data only available starting in February 2016.



CalFresh College Enrollment and Eligibility

January 2019	Total Attending	Attending HSU	Attending CR	Attending an Other College or University	Ineligible Students on Active Cases	Percentage of Ineligible Students
Total	1,244	822	379	43	49	3.94%

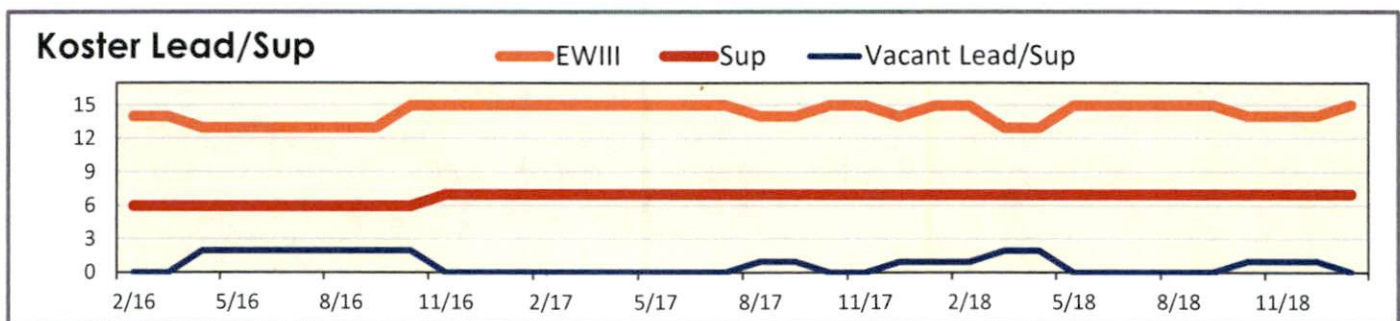
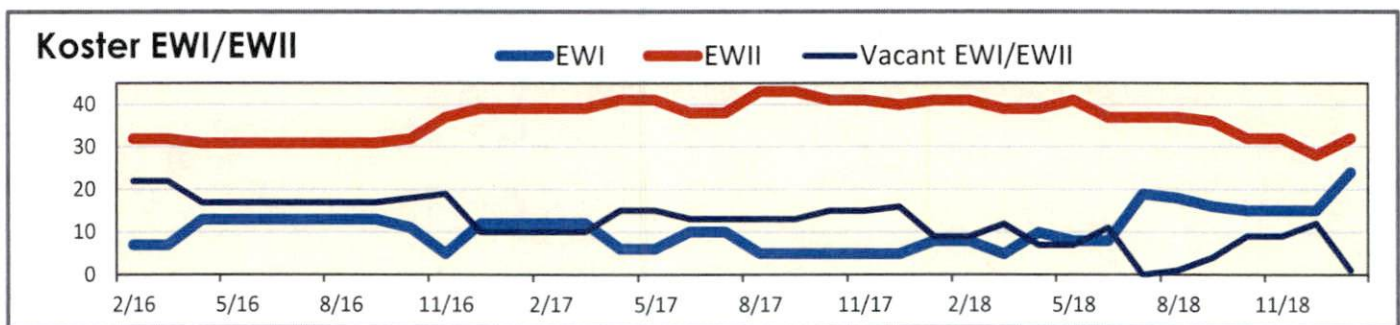
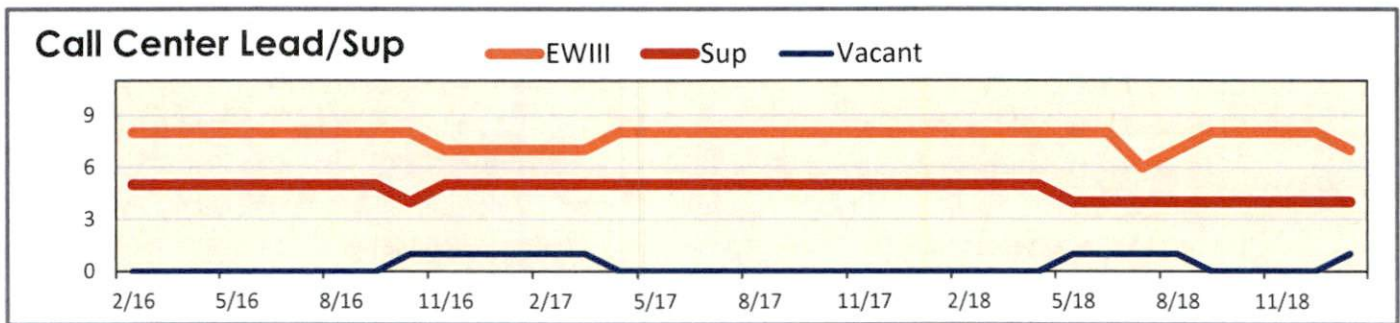
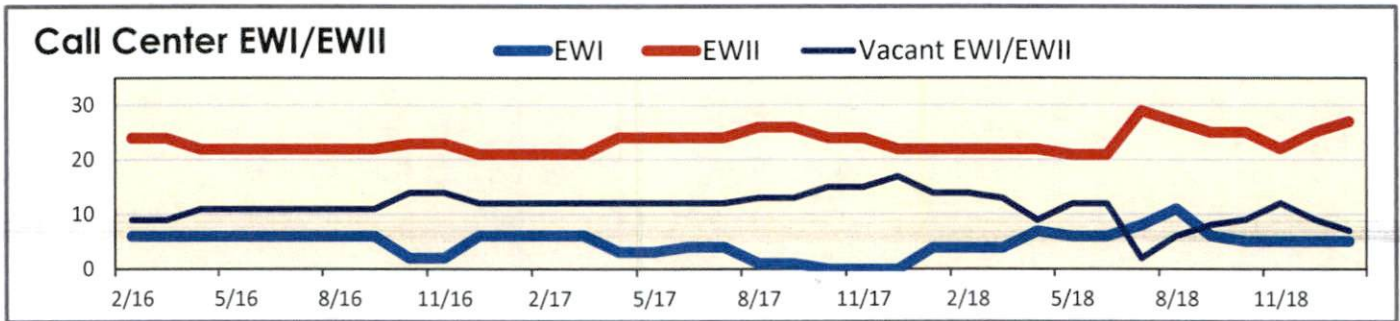
January 2019	Discontinued	Denied
Number of Discontinued/Denied Ineligible Students	0	0



Staffing Levels

Current Staffing Levels	EWI	EWII	Vacant EWI/II	Leadworker	Supervisor	Vacant Lead/Sup
Koster	24	32	1	15	7	0
Call Center	5	27	7	7	4	1

Staffing Snapshot	EWI/EWII			Leadworker/Supervisor			Total	
	Alloc.	Filled	% Vacant	Alloc.	Filled	% Vacant	% Filled	% Vacant
Koster	57	56	1.8%	22	22	0.0%	99%	1%
Call Center	39	32	17.9%	12	11	8.3%	84%	16%
HNS	96	88	8.3%	34	33	2.9%	93%	7%



North Coast Regional Department of Child Support Services

- 1) Overview of Child Support Program population in the local area in month of October 2018.
- a) Areas of high concentrations: There are 6,184 Obligor parents in open cases in the Humboldt Branch of NCRDCSS. Of those parents with an address (2,749), the following are the highest concentrations by zip code in the Humboldt County area. The remaining 454 parents reside in one of the other zip codes in the county.

Zip Code	Count of Obligor Parents
95501	614
95503	491
95519	277
95540	253
95546	233
95521	215
95562	86
95531	76
95551	50

- b) Unemployed Obligor parents:
- i) There are 2,894 open child support cases where the Obligor parent lives in one of the Humboldt County zip codes.
 - ii) Of those, 1,570 cases have an Obligor parent who does not reflect an Active Employer.
 - iii) Of those, 426 cases have a monthly current support obligation, 853 have unpaid back support (arrears) and 173 received a payment to the current support obligation in October, 2018.
 - iv) Therefore, 54% of the obligor parents in the caseload reflect as unemployed, 27% of the unemployed parents have a current monthly support obligation and 40% of the unemployed parents with a monthly obligation made their support payment in October, 2018. Leaving 60% of the cases with an unemployed parent, without a payment to current support in October, 2018.
 - v) The areas of highest concentration of unemployed obligor parents with unpaid child support fall in the following Humboldt County zip codes. There are 313 cases in the rest of the Humboldt area with 78 of those having current support due and 34 with current support paid.

Zip Code	Open Cases with Unemployed Obligor Parent	With Monthly Current Due	With Monthly Current Paid	With Arrears Due
95501	294	78	23	140
95503	210	64	25	120
95546	194	15	3	91
95519	155	50	27	86
95540	134	48	20	73
95521	95	31	16	60
95562	50	15	4	27
95502	49	14	8	29
95531	37	15	6	20
95542	29	18	7	20
95560	28	8	3	17
95570	26	5	4	9
95551	23	6	2	15

c) Ex-Offender Obligor Parents within the Humboldt County zip codes–

- i) There are 361 open cases where 257 Obligor Parents reflect being assigned a California Dept. of Corrections identification number. Release dates on these records range from 2018 back to 1990 with 23% of these being between 2016-2018.
- ii) Additionally, 1585 open cases have Obligor Parents with an assigned County Jail identification number between 1999-2018, with 20% of those being between 2016-2018.
- iii) Of these, 770 cases have an Obligor with 2 or more County Jail identification numbers, and 97 have Obligors with 2 or more CDOC numbers.

d) Obligor Participant Demographics within the Humboldt County zip codes–

i) Race

White	62.99%
Native American	24.97%
Black	4.14%
Hispanic	1.63%
Unknown/Blank/Other	1.63%
Laotian	0.63%
Asian	0.50%
Hawaiian	0.50%
Alaskan Native	0.13%
Filipino	0.13%
Pacific Islander	0.13%

ii) Gender

Female	17%
Male	83%

iii) Primary Language and need for interpreter if other than English

ENGLISH	94.65%	SPANISH	82
(blank)	3.54%	NO	42
SPANISH	1.58%	YES	40

HMONG 0.13%
 PORTUGUESE 0.04%
 LAO 0.04%
 THAI 0.02%

HMONG 7
 NO 7
 PORTUGUESE 2
 NO 2
 LAO 2
 NO 2
 THAI 1
 YES 1

2) Types of services needed:

- a) Assistance with work search and applications
- b) Assistance with interviewing
- c) Transportation assistance
- d) Job Search and employment retention workshops
- e) Vocational assessments and training
- f) OJT and/or WEX
- g) Help getting motivated to find employment

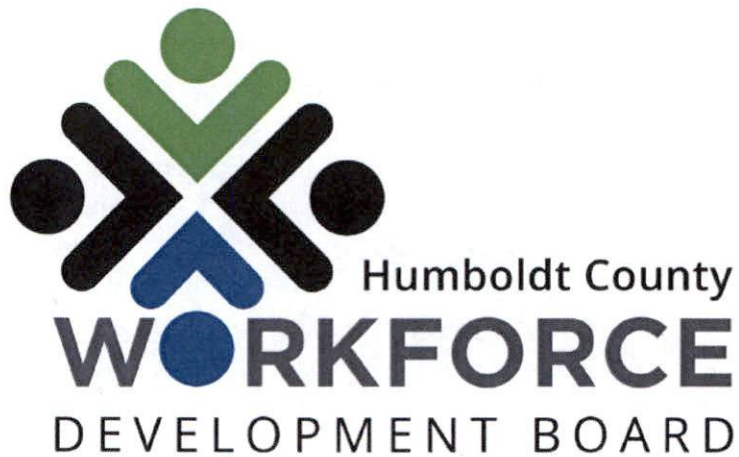
3) Relative importance of services needed to help participants succeed in the job market

- a) As listed in 1) b) above, any case with an Unemployed Obligor parent where the monthly current support is not met is a family that is not receiving child support funds necessary for the health and well-being of the children in that family. Volumes of research show that the primary success or barrier to consistent and reliable child support payments is employment of the obligor parent. Connecting unemployed parents with services available to help them be successful in the job market also connects their children to funds that will help them be successful in life.
- b) Outside of the case with monthly current support due and unpaid, there are also 457 child support cases within the Humboldt County zip codes where the current support is set at \$0 per month and the obligor parent reflects no active employer. If/when the obligor parent becomes employed; the LCSA reviews the court ordered support to see if the amount should be changed. A program where the LCSA could also refer these parents for work search services would additionally benefit the children in these families as well.

Zip Code	Cases with \$0 support obligation and unemployed obligor parent (not Incarcerated)
95501	113
95546	79
95503	60
95519	38
95540	31
95521	17
95562	14
95531	12
95502	11
95570	10

- 4) Within the child support program, an obligor parent who is not meeting their monthly support obligation, or not making payments on unpaid back support, can be court ordered to look for work. The terms of the order are usually to seek employment at 5 – 10 business a month, and complete a work search log that is returned to the case manager. The case manager can, at their discretion, contact the businesses listed and verify if the parent actually did submit an application for employment. The LCSA does not provide any assistance with applications, interviews, assessments, etc. This process is requiring obligor parents to conduct a work search is generally not considered effective because most parents who want to work and are unemployed, are already looking for work. Parents who are not seeking work on their own are the ones that end up with work search orders. The order in itself provides very little motivation, and no assistance with actual finding of employment or job retention. Any plan where the WDB provides assistance to the LCSA's in serving this population with job services will greatly increase the likelihood of a positive outcome for cases where work search has been court ordered, or child support is \$0 due to the unemployment of the parent.

- 5) Barriers experienced by child support participants, including barriers faced by people with disabilities.
 - a) Note re: people with disabilities – any obligor parent who is determined disabled by Social Security and receives SSI/SSP (Title 16 only) cannot be required to pay child support. By regulation, the LCSA modifies any current support obligation to \$0, stops all enforcement, and closes the child support case. This population will not be part of the WDB/LCSA plan. Any parent who is determined disabled by Social Security and receives RSDI (Title 2) will have the monthly current support calculated based on the amount of their RSDI benefit and child support will be withheld by Income Withholding. If the parent worked sufficient quarters to have a dependent derivative available, the dependent derivative offsets the monthly current support. It is highly unlikely this population will be part of the WDB/LCSA plan. There may be parents who are not sufficiently disabled to meet Social Security's requirements; i.e. partial disability, temporary disability. If temporarily disabled, the LCSA would wait until the disability ended before considering referral to the WDB. If partial permanent disabled, and able to work with limitations, the parent may end up being referred to WDB.
 - b) Other barriers to consistent child support payments in the local area; obligor parents with felony records, homelessness, legalization of marijuana and declining cannabis market, addiction, lack of quality living wage jobs, high cost of living and housing compared to relative income, high gas prices and other rural transportation issues, high college student population and thus highly competitive job market for entry level or part-time positions during the school year, lack of services available in south county and north county areas, high population of case participants living on Native American Reservations with high unemployment, history of prolific underground cash based economy. Because these barriers are often the underlying cause of underemployment or unemployment, the LCSA believes that it would be important to consider these issues in rooting out cause of unemployment when designing solutions (i.e. addiction needs to be addressed in order for a parent to become successful in steady employment)



**Humboldt County
Workforce Development Board
North Coast Regional Plan
PY 17-21
Two-Year Modification**

NORTH COAST REGIONAL PLAN

INTRODUCTION

The Humboldt County Workforce Development Board (HC-WDB), as appointed by the Humboldt County Board of Supervisors (BOS), serves as the Humboldt County Regional Planning Unit. HC-WDB is the administrator of Workforce Innovation and Opportunity Act (WIOA) funds and services in the local area. The County Administrative Office – Economic Development Department serves as staff to the HC-WDB. The HC-WDB submitted a four-year WIOA Regional Plan to the California Workforce Development Board. That plan, accompanied by the Local Plan, details the region’s vision, goals, objectives, and strategies that are aligned with the California Workforce Development Board’s (CWDB’s) Unified State Plan. The State Plan, *“Skills Attainment for Upward mobility; Aligned Services for Shared Prosperity”*, delineates three primary policy objectives: Fostering “demand-driven skills attainment; Enabling upward mobility for all Californians; and Aligning, coordinating, and integrating programs and services. These objectives are embedded throughout the Regional and Local Plans. This Regional Plan began on July 1, 2017 and ends on June 30, 2021. Every two years, the Plan must be re-evaluated for modification and adjustments based on changing needs for services and economic conditions in the local area.

The HC-WDB hosted a series of four Action Clinics where community stakeholders actively participated in the two-year plan modification process. The Prison to Employment Initiative (P2E) was a focus at each event. The final Action Clinic served as a listening and feedback session, and was held in the evening during non-business hours to allow for additional community participation. This meeting served to review the plan modification process, the CWDB’s objectives, and to identify and collaborate with the new regional partners. The outcome is the Regional Plan Two-Year Modification which addresses CWDB’s guidance and expectations, while addressing evolution of the County’s employment needs, and the relationship between workforce development and its partners.

A. WORKFORCE-CORRECTIONS PARTNERSHIPS

Data obtained from Probation indicates there were 1,125 individuals on Probation on December 31, 2018. Data obtained from the California Department of Corrections (CDCR) indicates there were 187 individuals on Parole on January 31, 2019. Humboldt County DHHS indicates there were a total of 337 people enrolled in the AB109 program during Fiscal Year 2017-18. Mental Health provided assessments and services to 221 clients (or 66%) who are enrolled. An additional 175 clients (or 52%) have been diagnosed with a Substance Use Disorder. The most prevalent primary mental health diagnoses included Post Traumatic Stress Disorder, Psychotic Disorder - Not Otherwise Specified, Schizophrenia Undifferentiated, Schizoaffective Disorder, and Bipolar Disorder. The most prevalent diagnoses specific to Substance Use are Amphetamine, Opioid Dependency and Alcohol Disorders. CDCR projects that 161 individuals are released annually from the California Department of Corrections to Humboldt County. This number is expected to increase in the coming years. As a result of this planning process, law enforcement agencies and/or program partners will facilitate ongoing data and information sharing through the PACT meetings, the P2E meetings and the AJCC Partner meetings. Data specific to the Prison to Employment program will be tracked in the CalJOBS database, and a Release of Information

will be obtained for each client so that data is available to partners and appropriate referrals can be made. See Appendix A: Assessment of Need and Population Size

STAKEHOLDER ENGAGEMENT AND COMMUNITY OUTREACH EFFORTS

Community engagement and good faith attempts to involve residents, stakeholders and required WIOA/other workforce programs were an important aspect of the planning process. A radio interview in the southern Humboldt area with KMUD, emails, phone calls, and a public meeting notice identifying four Action Clinics were the driving force creating legitimacy, and increasing support for a cohesive plan modification. Efforts included outreach to disability rights groups, faith-based organizations, immigrant rights groups, youth and foster youth advocates, social and economic justice organizations and ethnic based organizations. Social justice and equity concerns were able to be addressed as a human centered design model was implemented. This allowed for an honest and transparent process, and included voices of people who were formerly incarcerated and/or justice involved, and who had not previously been part of the planning process. Ideas about court fees, child support fines, job training, education, and better methods to work with incarcerated people were shared.

To facilitate the planning process, the HC-WDB obtained the assistance of a consultant through the California Workforce Association. Communication and planning began in November 2018 to help the consultant better understand the local community. The process ran between November and January, where the Humboldt County Office of Education's Conference Center provided a safe space for community members, leaders, and stakeholders to plan comprehensively using a neutral facilitation method. There were 67 total participants representing 26 organizations attending the clinics, and an additional 8 individuals who contributed to the planning process. Action clinic objectives were clearly communicated, with a goal of proactively identifying resources to address barriers and reduce recidivism.

The clinics allowed for:

- Development of an existing strengths-based program matrix;
- Data set sharing;
- Gap and challenge analysis;
- Consensus building session;
- Practical vision for possible arenas of collaboration; and
- Journey mapping.

Future partnership and sub-contracting opportunities were explored during these meetings. Discussions included a review of a proposal that had been awarded: The National Health Emergency Dislocated Worker Opioid grant (NDWG); proposals that have been submitted: The Prison to Employment Initiative (P2E), and the Workforce Accelerator Fund (WAF); and others that are anticipated to be announced shortly: AB-1111 Removing Barriers to Employment Act: Breaking Barriers to Employment Initiative, and SB-1 Transportation Funding. The NDWG will allow the HC-WDB to subcontract with the Smart Business Resource Center to fund Substance Use Counselor certification training for 25 individuals, and to fund a minimum of 25 temporary jobs with Alcohol Drug Care Services, the Humboldt Recovery Center, and Waterfront Recovery Services. The P2E grant will provide a partnership with DHHS-ETD, who will take the lead in

coordinating with Parole and Probation, and other community based organizations to offer career services to the formerly incarcerated and justice-involved population. Whenever possible, those eligible will be co-enrolled in other programs. The Westside Community Improvement Association (WCIA) is partnering with the federal Consumer Financial Protection Bureau (CFPB) to implement CFPB's Your Money, Your Goals financial literacy curriculum as a train the trainer model in Humboldt County. WCIA has institutional knowledge of local financial literacy needs through their previous work with the Humboldt Second Chance Program. WCIA will work with partners to build organizational commitment and train frontline staff in this model, so that financial literacy training will be sustainable. The Workforce Accelerator Fund will support the CareerHub application to provide texting services to Probation clients, foster youth through the Humboldt County Office of Education, and opportunity youth through the WIOA Youth program in Eastern Humboldt County. The texting application is proven to increase attendance, response rates and employment skills. The AB-1111 proposal will serve people with barriers, and an emphasis will be placed on people with disabilities. The SB-1 proposal will rely heavily on a partnership with the Building and Trades Council, while partnering with College of the Redwood's Community and Workforce Education, the Sheriff's Office, and other community based organizations.

Additional meetings occurred between the Action Clinics with the HC-WDB and each of the following: DHHS-ETD; the Humboldt Recovery Center; the Redwood Community Regional Center and College of the Redwood's Adult Education Department; and the Department of Child Support Services. Formerly incarcerated and justice-involved individuals participated in the clinics, and played a critical role throughout the planning process. A survey was developed to record the thoughts and needs of justice-involved individuals, especially those who were unable to participate in-person. A paper version of the survey was distributed to people who were incarcerated at the Humboldt County Correctional Facility. Additional surveys were collected from individuals working with the Department of Rehabilitation, and DHHS-ETD. A digital version was shared with the Jefferson Community Center's distribution list. In the end, more than fifty-five responses were collected. Twelve respondents identified as being on Probation, and two respondents indicated they were on Parole. The results identified the services they have used or plan to use, their job-skills training experience, their job-skills interests, their barriers, and additional supportive services they felt were necessary for success. Of the respondents, thirty expressed an interest in mentoring others and/or participating in an Advisory Council of formerly incarcerated individuals.

The HC-WDB and its stakeholders considered the regional plan update to be an important opportunity to connect workforce with law enforcement and corrections system partners with reinvigorated enthusiasm and support. While the AB-109 program has been ongoing, the Humboldt Second Chance Program was implemented in 2016, but lacked the funding to sustain it, so there has been a service delivery void since it ended. The North Coast Region aligns with the CWDB and embraces this collaborative opportunity to rehabilitate and make a positive impact on the lives of formerly incarcerated and justice-involved individuals in Humboldt County once again. See Appendix B: Stakeholder Engagement and Community Outreach Efforts

SERVICES AND DELIVERY – WHO, WHAT, WHEN, WHERE AND HOW OF REGIONAL ALIGNMENT

The North Coast's existing and new partnerships will promote the coordination of reentry, workforce, supportive service delivery, and referrals to formerly incarcerated and justice involved individuals beginning while they are still in custody. Partners agree that this is the opportune time to meet and offer services to clients. The HC-WDB will facilitate workforce trainings and promote interagency education and activities to engage partners in building a robust, holistic system that will enable individuals they serve to develop meaningful relationships, obtain and retain employment, and reduce recidivism.

WORKFORCE – CORRECTIONS PARTNERSHIPS

There are a number of well-established workforce - corrections partnerships already existing in Humboldt County. The Community Corrections Partnership Plan and the AB109 Program have included the Department of Health and Human Services – Social Services – Employment and Training Division (DHHS-ETD) partnering with Probation since the onset of the program in 2011. There has been a history of partnership between DHHS - ETD, Parole, Probation and the Sheriff's Office targeting the formerly incarcerated and justice involved population. During 2016, the - partnered with DHHS-ETD, Probation, and the Sheriff's Office on the AB2060 Second Chance Program.

The Regional Plan Update promotes an innovative and more comprehensive level of partnership. In addition to the partners described in the 2017-2021 regional plan (i.e., College of the Redwoods – Adult Education and Workforce and Community Education, the Department of Rehabilitation, Experience Works, North Coast Small Business Development Council, Northern Indian Development Council, Redwood Community Action Agency, Sequoia Personnel, and State of California Employment Development Department), HC-WDB has worked to identify new partnerships with the CalFresh, CalWORKs, the Humboldt County Sheriff's Office, the California Department of Corrections and Rehabilitations, Humboldt County Probation, North Coast Regional Child Support Services, community based organizations (CBOs), labor organizations and public and private employers who have labor shortages and are already serving formerly incarcerated or justice involved individuals to implement a seamless, integrated, and effective service delivery process through the P2E Initiative. See Appendix C: Partner Services

While it is rumored that there is a shortage of residential treatment beds in Humboldt County, after speaking with two providers, it was learned that there are beds, but not the funding available to cover the expense. The HC-WDB will continue to explore funding opportunities that would assist people in need of residential treatment for substance abuse disorders, as the P2E funding is unavailable to assist with residential treatment costs.

COLLABORATION AND SHARED CASE MANAGEMENT

The HC-WDB is committed to targeting those with the greatest barriers to employment. The priority placed on building upward mobility for low income residents can be strengthened by building strong partnerships with CBOs who are offering culturally competent services and guidance to better formerly incarcerated and Justice involved individuals with the resources

necessary to find a job. A multi-level approach embedding collaborative trauma informed care, intensive shared case management, substance use disorder treatment, residential treatment and/or housing assistance must be addressed when preparing formerly incarcerated and justice involved individuals for transformational change and success in the community. Providing culturally competent interventions that engage individuals, promote consumer adherence and enable long-term treatment commitments are essential. To provide a foundation, the HC-WDB is dedicated to offering Motivational Interviewing (MI) training to partners. The training will provide professionals working with justice involved individuals an increased knowledge and understanding of the Risk, Need, and Responsivity model of recidivism reduction, and how to use employment theory for job placement and increased retention. Mindfulness training will be available separately for partners and program participants.

DATA COLLECTION AND EVALUATION

The HC-WDB serves as the entity responsible for ensuring that all relevant P2E data is collected and accurately reported in the CalJOBS database system. When available, the State of California's Employment Development Department P2E indicator in CalJOBS will enable granular tracking of key performance indicators of formerly incarcerated and justice involved individuals. Until then, staff will maintain records of P2E participants using existing performance systems and metrics, while adding additional indicators as appropriate. This will ensure that P2E – funded activities support these efforts so that an evaluation exploring the effectiveness of the P2E Initiative in the region can be conducted and reported to the HC-WDB and the CWDB on a quarterly basis. Data will inform performance evaluation, identify best practices and drive decisions/actions using a continuous quality improvement model.

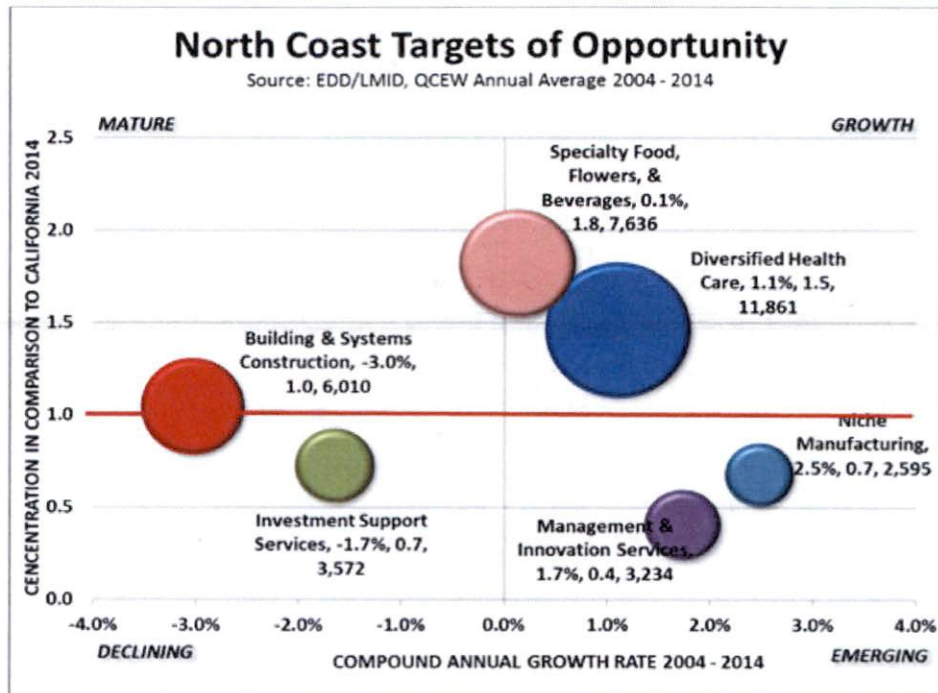
REGIONAL LABOR MARKET NEEDS, SECTOR PATHWAY PROGRAMS AND PARTNERSHIPS

In the 3rd quarter of 2018, Humboldt County hosted 5,800 employer establishments. Additionally, in 2016 the county was home to 11,598 non-employer establishments, indicating a high level of entrepreneurial activity in the area when compared to the level of activity in adjacent counties. While the county's geographic isolation restricts the number of commuters in and out of the region, requiring many employers to rely on the local population to meet their workforce needs, the county has a healthy level of educational attainment, with 66.5 percent of the county's population possessing some level of post-secondary training and education.

Targets of Opportunity

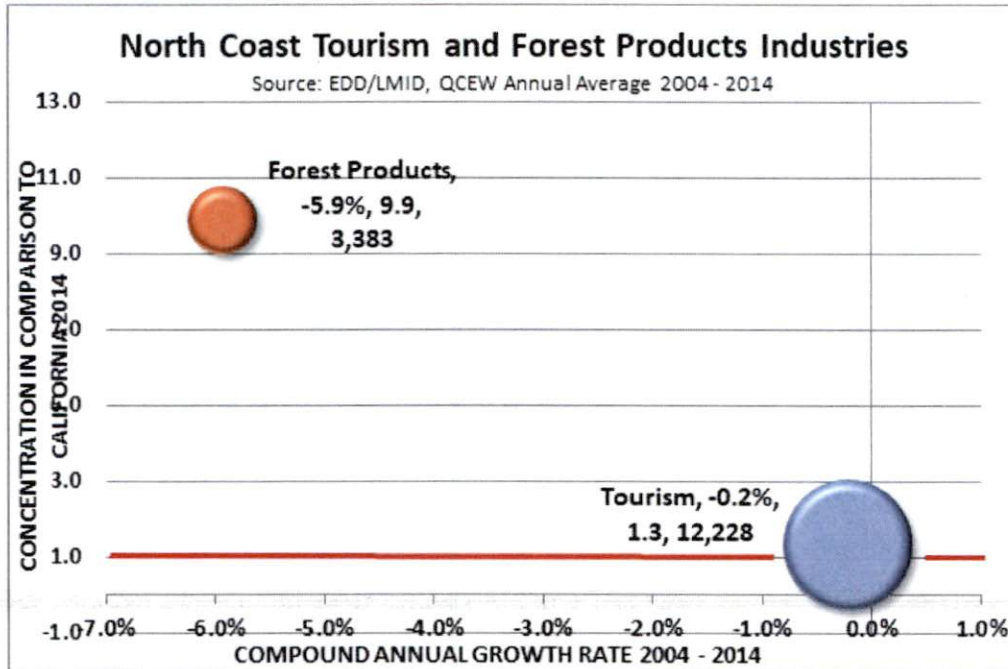
Targets of Opportunity Report 2004-2014 (prepared by the Labor Market Information Division of the Employment Development Department) identified six fast-growing, high wage industries for a five county region that includes Del Norte, Humboldt, Mendocino, Siskiyou and Trinity Counties. Each industry cluster meets the following criteria: (1) expanding job and firm growth; (2) an average industry wage that exceeds the 2014 regional average wage of \$32,549; (3) competitive advantage in the form of a local concentration of the industry that is higher than average statewide concentration of that industry; (4) career opportunity at the entry, mid and high wage levels. These industry clusters that met the above criteria were:

- Diversified Health Care
- Building & Systems Construction
- Specialty Food, Flowers & Beverages
- Investment Support Services
- Management & Innovation Services
- Niche Manufacturing



Interpreting the chart: The size of the bubble indicates number of cluster jobs. The horizontal axis indicates compound annual growth rate (CAGR) over the 2004 – 2014 period. The vertical axis indicates cluster concentration or competitive advantage in comparison to California.

Based on strategic planning sessions with industry leaders, partners, and the Humboldt County Workforce Development Board, the Forest Products and Tourism industries were also included, as they are important components of the regional economy. While these industries do not meet the criteria for inclusion as industry clusters, they nevertheless offer well-paying replacement jobs and offer important employment opportunities for the region’s residents.



Interpreting the chart: The size of the bubble indicates number of jobs. The horizontal axis indicates compound annual growth rate over the 2004-2014 period. The vertical axis indicates an industry's concentration when compared to California.

In addition to the identified regional industry clusters, Humboldt experienced economic growth in industry sectors not connected to the identified industry clusters. From 2012 to 2017, the county saw an increase in annual average total industry employment of 3,840 jobs. The following industry sectors saw growth in annual average employment: Educational and Health Services (+1,380), Leisure and Hospitality (+700), Retail Trade (+660), Professional and Business Services (+240), Construction (+230), Financial Activities (+90), Manufacturing (+90), and Other Services (+40). In a related trend, the county's unemployment rate fell from an annual average of 9.6 percent in 2012 to an annual average 4.2 percent in 2017.

Among the industry clusters in the *Targets of Opportunity* report, the Niche Manufacturing cluster and Management and Innovation Services cluster were identified as emerging industry clusters that saw the largest compound annual growth rate 2004-2014. The top five industries within the Niche Manufacturing cluster saw the strongest new employment growth in this period: General Freight Trucking (+211), Chemical, Plastics, & Petroleum Merchant Wholesalers (+58), Chemical, Plastics, & Rubber Manufacturing (+56), Machinery Manufacturing (+42), and Transportation Equipment Manufacturing (+38). The top five industries with new employment growth in the Management and Innovation Services cluster were: Management, Environmental, and Other Scientific & Technical Consulting Services (+123), Custom Computer Programming Services (+48), Telecommunications, Data Processing, Hosting, & Related Services, and Other Information Services (+28), Computer Systems Design & Facilities Management Services (+28), and Surveying & Mapping including Geophysical (+18). Additionally, many other industries in these two emerging industry clusters saw employment growth, as well as offering opportunity in replacement jobs. Also, the Diversified Healthcare cluster and Specialty Food, Flower and

Beverage cluster were identified as growing industry clusters. In the Diversified Healthcare, the top five industries with new employment were: Hospitals (+1,003), Nursing Care Facilities (+269), Homes for the Elderly (+168), Outpatient Care Centers (+132), and Other Ambulatory Health Care Services (+111). In Specialty Food, Flower, and Beverage, the top five industries with new employment growth were: Lawn & Garden Equipment and Supplies Stores (+304), Beverage Manufacturing (+145), Farm Supplies Merchant Wholesalers (+129), Bakeries (+122), and All Other Grocery Wholesalers (+93).

The following are the top five high demand occupations, by number of new job openings, connected to the emerging and growing clusters identified above*. The entries in parentheses indicates number of anticipated job openings 2012-2022, followed by the associated median annual wage for 1st quarter 2014:

- 1) Niche Manufacturing: Installation, Maintenance and Repair Workers (+40 /\$44,312); Heavy and Tractor-Trailer (+40 /\$41,523); General and Operations Managers (+20 / \$72,613); Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products (+20 / \$52,818); and Team Assemblers (+20 /\$25,301).
- 2) Management and Innovation Services: Office Clerks, General (+90 /\$30,474); Telecommunications Equipment Installers and Repairers (+50 /\$67,694); Market Research Analysts and Marketing Specialists (+40 / \$43,000); Computer User Support Specialists (+30 /\$35,954); and Civil Engineers (+30 / \$95,119).
- 3) Diversified Healthcare: Home Health Aides (+180 / \$23,040); Personal Care Aides (+150 / \$23,500); Medical Assistants (+110 / \$33,894); Medical Secretaries (+70 / \$32,733); and First-Line Supervisors of Office and Administrative Support Workers (+150 / \$49,656).
- 4) Specialty Food, Flower and Beverage: Farmworkers and Laborers, Crop, Nursery, and Greenhouse (+360 / \$21,755); Retail Salespersons (+150 / \$23,620); Packaging and Filling Machine Operators and Tenders (+130 / \$24,412); Light Truck or Delivery Services Drivers (+120 / \$34,538); and Cashiers (+100 / \$20,778).

*All occupations which did not have available wages were excluded from this section.

Building Corrections Partnerships in Regional Sector Pathways

College of the Redwoods is an essential partner in the workforce development system. Programs are designed to match the demand of employer's needs by continuously offering classes that develop the skills necessary for family-sustaining employment. The Adult Education program is offering programs to incarcerated people in the Humboldt County Correctional Facility (HCCF), including Success in the Jail, Career Preparation for the 21st century, Explore Career Options, Anger Management in the workplace and high school equivalency classes.

While many people lack the proper identification, required to obtain education or employment, staff within the HCCF meet with individuals prior to release to complete a Release of Information and an application for a Social Security Card, after which a temporary ID is provided. The temporary ID is used by the Social Security Department to issue a replacement card, which can be sent to an address specified by the individual. Historically, a lack of driver's license or identification has been a huge barrier to employment. This is one small step towards education

or employment. HCCF staff help incarcerated people prepare a release plan, that allows them to map their access to services upon release. Services often include assistance from the DHHS including CalFresh, CalWORKs and General Relief, case management, education, supportive services, earn and learn opportunities, and supportive services including career counseling, behavioral health counseling, a referral to a primary care physician for necessary medications, housing assistance, and transportation assistance.

Identifying and Partnering with Employers

Through the Action Clinics, HC-WDB has compiled a list of employers who have hired formerly-incarcerated or justice involved individuals. Additionally, the Economic Development Department is working with students at Humboldt State University to develop a comprehensive database of employers. This database will include employer criteria indicating their willingness to hire formerly incarcerated people, and people with disabilities. This research can be combined with the business data that DHHS-ETD maintains. An effort will be made to eliminate any duplication of requests. In January 2017, local employers were invited to learn about non-conventional methods for recruiting job candidates through the Humboldt Second Chance Program's employer recruitment event. Employers have expressed interest in hosting a second Dave's Killer Bread Foundation event that will educate employers on the benefits of hiring formerly incarcerated or justice involved individuals, while sharing best practices, as well as effective training and retention processes. Expanding the number of employers who are willing to work with this population will be essential, and educating them on the Department of Labor's Work Opportunity Tax Credit, and the California Enterprise Zone Tax Credit will also be helpful.

Anticipated Changes to MOUs

The AJCC MOU is in the process of being updated, and the development of additional MOUs are under review at this time. There was an initial meeting, and another meeting is scheduled. It does not appear that this will pose any challenges. New partners, including law enforcement, child support and Social Services representatives began attending the AJCC meetings since the onset of the planning process.

B. MULTI-CRAFT CORE CURRICULUM (MC3) AND PRE-APPRENTICESHIP PARTNERSHIPS

The North Coast Region supports the emphasis on pre-apprenticeship and apprenticeship programs as an opportunity for individuals, including those who are formerly incarcerated or justice involved, to advance upward mobility. The program's goal is to have individuals earn the MC3 Certificate and then progress to an apprenticeship. Due to the lack of apprenticeships available in Humboldt County, the Construction Trades Program at College of the Redwoods and employment are also options. During 2017 the HC-WDB, College of the Redwoods, and the Building and Construction Trades Council of Humboldt and Del Norte Counties searched for an instructor to attend a MC3 Train the Trainer event. After meeting with the Laborers International Union, it was determined that the Laborers would be available to offer instruction. The first MC3

was offered in July 2018. The trainer traveled to Eureka from Sacramento to conduct this training at the College of the Redwoods.

In January 2019, the HC-WDB met with College of the Redwoods, the Building and Construction Trades Council of Humboldt and Del Norte Counties and a representative from the North Bay Trades Introduction Program to discuss options to offer a second round of the MC3 program. An agreement was unable to be finalized during this meeting, and it was determined that the best option would be to continue searching for a local trainer within the region.

The HC-WDB has received additional requests to offer a MC3 training in the community. The HC-WDB continues to advocate for recruitment of those in underrepresented populations, including women, veterans, and others with barriers to employment to participate in the training once a trainer is located.

C. REGIONAL COORDINATORS AND ALIGNMENT INDICATORS

Demand Driven Skills Attainment Indicators: The North Coast Region is committed to work with Industry Sector Partnerships (ISPs) through Slingshot, the Health Care and the Trades in Education Partners Leadership Team. This is being scaled through the Dental and Oral Health Team. Industry partners convene on a regular basis for each of these.

Upward Mobility and Equity Indicators: The North Coast Region is dedicated to working with target populations to focus on industry sector, as determined through WIOA regulations and state initiatives. Training in the region places an emphasis on serving those with barriers, and is also intended to strengthen staff partners so they have the tools they need to advance within their own career pathways. The region utilizes shared case management strategies and is in the process of developing policies related to co-enrollment and professional enrollment to ensure quality outcomes.

System Alignment Indicators: The North Coast Region is devoted to achieving administrative efficiencies to enhance program outcomes, such as dual enrollment in high school and community college. While a formal decision-making process is not in place yet, the consensus method is in practice. The regional organization and evaluation of performance an ongoing priority. See Appendix D: Regional Coordination and Alignment Indicators

See Appendix D: Regional Coordination and Alignment Indicators

OTHER CHANGES TO REGIONAL PLAN

There have been no other changes to the current 2017-2021 Regional Plan.

Appendix A: Assessment of Need and Population Size

Humboldt County Probation:

As of December 2018 (point in time date 12/31/2018), Humboldt County Probation Department (HCPD) has 1,125 individuals, as defined under Penal Code Section 1234 (c) in Active Supervision.

Probation Population	Count
Formal Probation Supervision	831
AB 109 Post Release Community Supervision (PRCS)	167
Mandatory Supervision	155
Total	1,125

Those who have absconded or reside out of county are not included (inactive caseloads were excluded). Some receive dual supervision, which explains the differences in previously reported totals.

The Offender Needs Assessment (ONA) was completed for 719 of the 1,125 (or 64%) individuals on Active Supervision, and indicates that approximately 64% of the 719 individuals have a history of drug and/or alcohol use problems. Many are impoverished and homeless or have substandard housing.

California Department of Corrections and Rehabilitation, Division of Correctional Policy Research and Internal Oversight, Office of Research:

As of January 31, 2019, California Department of Corrections and Rehabilitation has 187 individuals on Parole.

Parole Population	Count
PAL	5
In Custody	35
In Community	147
Total	187

In Community	Count
PC290 Parole Classification	35
Gang Indicated GPS Monitored	0
Gang Special Condition (No GPS)	12
Life w/ possibility of Parole	5

According to the CDCR 2017 Outcome Evaluation Report, 161 individuals were released to Humboldt in 2017. The Humboldt County Corrections and Rehabilitation Department confirmed that they serve approximately five to seven new individuals on parole each month.

Humboldt County Department of Health & Human Services – Employment and Training Division, AB-109 Data:

Services	2016 - 17	2017 - 18
# of Clients informed of Available services	112	100
# of Clients meeting with Vocational Counselor	91	71
# of Services to Returning Clients	259	206
# of Total Services Delivered by ETD this month	510	424
# Provided Vocational Assessments	30	28
# Enrolled in Vocational Training	0	0
# of WEX and/or OJT Placements	39	36
# Entered Employment	94	66

Data Source: DHHS AB109

Humboldt County DHHS indicates there were a total of 337 people enrolled in the AB109 program during Fiscal Year 2017-18. Mental Health provided assessments and services to 221 clients (or 66%) who are enrolled. An additional 175 clients (or 52%) have been diagnosed with a Substance Use Disorder. The most prevalent primary mental health diagnoses included Post Traumatic Stress Disorder, Psychotic Disorder - Not Otherwise Specified, Schizophrenia Undifferentiated, Schizoaffective Disorder and Bipolar Disorder. The most prevalent diagnoses specific to Substance Use are Amphetamine, Opioid Dependency and Alcohol Disorders.

The CalJOBS database enabled robust granular data collection for the AB2060 Humboldt County Second Chance program. Between July 1, 2016 and June 30, 2017 there were 57 formerly incarcerated participants served. Of those, 41 completed Work Readiness Training, 26 completed Vocational Training and Work Experience, and 20 received Industry recognized certificates. There were 38 participants who secured job placements. In terms of long-term employment outcomes, 26 retained their placements. The reasons for job loss equated to: 3 moved out of the area; 4 recidivated; 2 entered drug and alcohol rehabilitation; 1 business closed and 2 are unknown. Between July 1, 2017 and June 30, 2017, there were 28 formerly incarcerated participants served. Of those, 16 completed Work Readiness Training, 7 completed Vocational Training and Work Experience, and 7 received Industry recognized certificates. There were 11 participants who secured job placements. In terms of long-term employment outcomes, 9 retained their placements. The reasons for job loss equated to 1 participant's death and 1 participant recidivated.

The reported wages for those who retained placements are:

2016 - 17	2017 - 18
Minimum wage: 16 participants	Minimum wage: 7 participants
\$13.00: 4 participants	\$15.00: 2 participants
\$15.00: 4 participants	\$18.00: 2 participants
\$16.00: 1 participant	
\$20.00: 1 participant	

Data Source: DHHS ETD

Demographic information

2016 - 17	2017 - 18
Male: 41 participants Female: 16 participants	Male: 23 participants Female: 6 participants
Age range 20 to 55: 34 participants	Age range 23 to 46: 15 participants
Education Level: Less than 12 years education: 41 participants HS Diploma or equivalent: 10 participants 1-year college: 4 participants 2-year college: 2 participants AA degree: 1 participant BA degree: 17 participants	Education Level: Less than 12 years education: 13 participants HS Diploma or equivalent: 15 participants 1-year college: 6 participants 2-year college: 2 participants BA degree: 1 participant
CalFresh: 41 participants General Relief: 1 participant SS Department: 3 participants CalWORKs: 3 participants	CalFresh: 24 participants SS Department: 4 participants CalWORKs: 1 participant
No Race/Ethnicity reported	

Data Source: DHHS ETD

Humboldt County DHHS Social Services provides services to formerly incarcerated individuals through these programs:

Programs	2016-17	2017-18
CalWORKs	9	5
Child Welfare Services	485	681
Social Security Income	1	6
# w/Physical Address	1,287	1,119
# Homeless	831	847

Data Source: DHHS Social Services

Partners are committed to attending the Parole and Community Team (PACT) Meetings. These meetings occur monthly and are mandatory orientation events for individuals who were just released from prison. They offer individuals an opportunity to see what services are available in the community. The Department of Rehabilitation and the Department of Health and Human Services - Mental Health Branch and Substance Use Disorder Treatment Program will attend so that referrals can be made in person. Workforce Child Support and CBOs have also committed to attend on a regular basis. Whenever possible, families of individuals who have been released are encouraged to attend the meetings so that they are able to offer the individual additional support.

Appendix B: Stakeholder Engagement and Outreach

Agency	Attendee	Workforce and Community Education	Date	Time
College of the Redwoods	Ratliff, Pru	Workforce	11/5/18	9 a.m. to Noon
Tri-County Independent Living	Sjostrand, Donalyn	CIE	11/5/18	9 a.m. to Noon
Redwood Coast Department of Child Support Services	Bressler, Dawn	DCSS	11/5/18	9 a.m. to Noon
Westside Community Improvement Association	Benzonelli, Heidi	CBO	11/5/18	9 a.m. to Noon
Headwaters Fund Board	Spain, Kenny	Economic Development	11/5/18	9 a.m. to Noon
Humboldt County Probation	Brenneman, Shaun	Law Enforcement	11/5/18	9 a.m. to Noon
College of the Redwoods	Talcott, Margaret	Adult Education	11/5/18	9 a.m. to Noon
Department of Rehabilitation	Siler, Larry	CIE	11/5/18	9 a.m. to Noon
Redwood Coast Regional Center	Braggs, Sierra	CIE	11/5/18	9 a.m. to Noon
Smart Business Resource Center	DeCoito, Debbie	Workforce	11/5/18	9 a.m. to Noon
Humboldt County Office of Education	Amaro, Agustin	ESL	11/5/18	9 a.m. to Noon
Employment Development Department	Stalcup, Robyn	Workforce	11/5/18	9 a.m. to Noon
Employment Development Department	Begay, Chuck	Workforce	11/5/18	9 a.m. to Noon
DHHS-Employment Training Division	Lorenzo, Connie	Workforce - Cal Fresh	11/5/18	9 a.m. to Noon
CalWORKs	Kanaga, Eric	Workforce	11/5/18	9 a.m. to Noon
Redwood Community Action Agency	Love, Kari	CBO	11/5/18	9 a.m. to Noon

Redwood Community Action Agency	Vrtiak, Vanessa	CBO	11/5 /18	9 a.m. to Noon
Smart Business Resource Center	Dennis, Angela	Workforce	11/5 /18	9 a.m. to Noon
County of Humboldt	Tans, Allison	Workforce	11/5 /18	9 a.m. to Noon
California Workforce Association	Oyler, Alisa	Facilitator	11/5 /18	9 a.m. to Noon
Westside Community Improvement Association	Benzonelli, Heidi	CBO	11/1 9/18	9 a.m. to Noon
Jefferson Center Family Resource Center	Weller, Mark	CBO	11/1 9/18	9 a.m. to Noon
California Department of Corrections and Rehabilitation	Haws, Lewis	Law Enforcement	11/1 9/18	9 a.m. to Noon
Employment Development Department	Begay, Chuck	Workforce	11/1 9/18	9 a.m. to Noon
Building and Trades	Hunerlach, Jeff	Labor	11/1 9/18	9 a.m. to Noon
DHHS-Employment Training Division	Lorenzo, Connie	Workforce - Cal Fresh	11/1 9/18	9 a.m. to Noon
Humboldt County Correctional Facility	Griffin, Dennis	Law Enforcement	11/1 9/18	9 a.m. to Noon
Humboldt County Correctional Facility	Logie, Stefan	Law Enforcement	11/1 9/18	9 a.m. to Noon
College of the Redwoods	Talcott, Margaret	Adult Education	11/1 9/18	9 a.m. to Noon
Smart Business Resource Center	Dennis, Angela	Workforce	11/1 9/18	9 a.m. to Noon
Redwood Coast Department of Child Support Services	Holloway, Elisabeth	DCSS	11/1 9/18	9 a.m. to Noon
County of Humboldt	Tans, Allison	Workforce	11/1 9/18	9 a.m. to Noon
California Workforce Association	Oyler, Alisa	Facilitator	11/1 9/18	9 a.m. to Noon
Redwood Coast Department of Child Support Services	Bressler, Dawn	DCSS	12/5 /18	9 a.m. to Noon

College of the Redwoods	Talcott, Margaret	Adult Education	12/5 /18	9 a.m. to Noon
College of the Redwoods	Ratliff, Pru	Workforce	12/5 /18	9 a.m. to Noon
California Department of Corrections and Rehabilitation	Burger, Shawn	Law Enforcement	12/5 /18	9 a.m. to Noon
Humboldt County Correctional Facility	Griffin, Dennis	Law Enforcement	12/5 /18	9 a.m. to Noon
Humboldt County Correctional Facility	Logie, Stefan	Law Enforcement	12/5 /18	9 a.m. to Noon
Teen Challenge	Throssel, Tom	CBO	12/5 /18	9 a.m. to Noon
Teen Challenge	Liuengoos, Joshua	CBO	12/5 /18	9 a.m. to Noon
Westside Community Improvement Association	Benzonelli, Heidi	CBO	12/5 /18	9 a.m. to Noon
DHHS-Mental Health and Substance Use Disorder Treatment	Bay, Deanna	Mental Health & SUD	12/5 /18	9 a.m. to Noon
Department of Rehabilitation	Kemic, Cassie	CIE	12/5 /18	9 a.m. to Noon
Department of Rehabilitation	Williams, Dynel	CIE	12/5 /18	9 a.m. to Noon
Department of Rehabilitation	Siler, Larry	CIE	12/5 /18	9 a.m. to Noon
Small Business Development Department	DePace, Janet	SBDC	12/5 /18	9 a.m. to Noon
Redwood Community Action Agency	Vrtiak, Vanessa	CBO	12/5 /18	9 a.m. to Noon
Community member	Gomez, Roberto	Community member	12/5 /18	9 a.m. to Noon
Community member	Hilsendager, Mark	Community member	12/5 /18	9 a.m. to Noon
DHHS-Employment Training Division	Lorenzo, Connie	Workforce - Cal Fresh	12/5 /18	9 a.m. to Noon
Smart Business Resource Center	Dennis, Angela	Workforce	12/5 /18	9 a.m. to Noon

Redwood Community Action Agency	Love, Kari	CBO	12/5 /18	9 a.m. to Noon
County of Humboldt	Tans, Allison	Workforce	12/5 /18	9 a.m. to Noon
California Workforce Association	Oyler, Alisa	Facilitator	12/5 /18	9 a.m. to Noon
DHHS-Employment Training Division	Lorenzo, Connie	Workforce - Cal Fresh	1/16 /18	5:30 to 7:30 p.m.
College of the Redwoods	Ratliff, Pru	Workforce	1/16 /18	5:30 to 7:30 p.m.
Jefferson Center Family Resource Center	Rodstrom, Bill	CBO	1/16 /18	5:30 to 7:30 p.m.
Redwood Coast Department of Child Support Services	Bressler, Dawn	DCSS	1/16 /18	5:30 to 7:30 p.m.
Jefferson Center Family Resource Center	Weller, Mark	CBO	1/16 /18	5:30 to 7:30 p.m.
Humboldt Second Chance Program	Felter, Bob	Community member	1/16 /18	5:30 to 7:30 p.m.
Humboldt County Correctional Facility	Griffin, Dennis	Law Enforcement	1/16 /18	5:30 to 7:30 p.m.
Small Business Development Department	DePace, Janet	SBDC	1/16 /18	5:30 to 7:30 p.m.
Humboldt County Correctional Facility	Logie, Stefan	Law Enforcement	1/16 /18	5:30 to 7:30 p.m.
Smart Business Resource Center	Dennis, Angela	Workforce	1/16 /18	5:30 to 7:30 p.m.
Humboldt County Probation	Brenneman, Shaun	Law Enforcement	1/16 /18	5:30 to 7:30 p.m.
Redwood Community Action Agency	Schaffner, Mark	CBO	1/16 /18	5:30 to 7:30 p.m.
College of the Redwoods	Talcott, Margaret	Adult Education	1/16 /18	5:30 to 7:30 p.m.
Westside Community Improvement Association	Benzonelli, Heidi	CBO	1/16 /18	5:30 to 7:30 p.m.
County of Humboldt	Tans, Allison	Workforce	1/16 /18	5:30 to 7:30 p.m.

California Workforce Association	Oyler, Alisa	Facilitator	1/16 /18	5:30 to 7:30 p.m.
Additional Outreach (Phone, Email, or In-person)				
Head Start	Bravo, Jen	ESL		
Paso a Paso	Loros, Jessica	ESL		
Strong Workforce – North/Far North	Cordell, Angela	Deputy Sector Navigator		
Waterfront Recovery Center	McManus, John	CBO		
Humboldt Recovery Center	Large, Arlette	CBO		
Alcohol Drug Care Services	Harrison, Wes	CBO		
Humboldt State University Formerly Incarcerated Students Club	Wallin, Tony	Community Member/Education		
SELPA	Hernandez , Laura	CIE		

Appendix C: Partner Services

Partner	Agency Description
Humboldt County Administrative Office, Economic Development Department (EcDev)	Administers the Workforce Innovation and Opportunity Act program and provides grant, contract and project management.
Humboldt County Workforce Development Board (HC-WDB),	HC-WDB convenes local workforce development system stakeholders to provide coordination and support for workforce needs in Humboldt County.
Humboldt County Department of Child Support Services	Financial coaching, order enforcement, Compromise of Arrears Program
California Department of Corrections and Rehabilitation	Providing to community linkages, including housing, to individuals on Parole,
Humboldt County Probation Department (HCPD)	HCPD is a county-operated corrections agency that provides presentence investigations and community supervision and case management of felony offenders for the Superior Court. Mental health referrals and employment.
Humboldt County Sheriff Department (HCS D),	HCS D operates the County's only Type II jail facility located in downtown Eureka, California. The Main Jail has a rated capacity for 411 inmates and houses both pretrial and sentenced offenders.
Department of Rehabilitation	Student services, career exploration counseling, work readiness training, Adult services tailored to individuals, including career assessment and counseling, job search and interview skill, career education and training, assistive technology
Redwood Coast Regional Center	Forensic psychology competency training, supports to live in community, job coaching, parenting program, paid internship, competitive integrated employment.
Employment Development Department	Labor Market Information, industry sector, Work Opportunity Tax Credit employer tax break incentive
Humboldt County CalWORKS	Provides Employment and training, record expungement, assessment and employment, subsidized employment, mental health services through HumWORKs, housing supports and family stabilization.
Humboldt County Department of Health and Human Services, Employment Training Division (ETD)	ETD provides a comprehensive array of services including labor exchange between local job seekers and business, job search assistance, vocational counseling, vocational training and business services to help job seeker enter employment and employers with hiring and workforce needs. Day worker program, Social enterprise is under development.
Smart Business Resource Center	Basic job search services, individual job search services, WIOA provider for education and training. On the Job Training, workshops
Tri County Center for Independent Living	Independent living, benefits, assistive technology, peer support, housing, transition, youth services. All services for people with disabilities.
Humboldt Network of Family Resource Centers	Annual Provider roundtable offers sharing of programs to other community programs

College of the Redwoods (CR)	CR is a community college that delivers excellent transfer, adult foundational and career technical education.
North Coast Substance Abuse Council, Inc. (NCSAC)	NCSAC is a 90-day residential treatment program offering shelter, food, nutrition, laundry, showers and transportation. Counseling services are provided for substance use disorder, individual and group therapy, drug testing, and reporting to probation Child Welfare Services.
Humboldt Recovery Center (HRC)	HRC is the largest and oldest licensed and certified residential substance abuse treatment facility on the California North Coast. HRC offers recovery services to men and women who wish to develop meaningful drug-free lifestyles.
Partnership HealthPlan of California (PHC)	PHC is a non-profit community based health care organization that contracts with the State to administer Medi-Cal benefits in 14 counties, including Humboldt County, by contracting with local care providers to ensure Medi-Cal recipients have access to high-quality comprehensive cost-effective health care.
Waterfront Recovery Services/Alcohol Drug Care Services (WRS/ADCS)	WRS/ADCS provides substance use disorder services including withdrawal management and residential treatment, seven days a week.
Redwood Community Action Agency (RCAA)	RCAA is a locally based, private non-profit that provides a range wide range of services to low and moderate income residents in Humboldt County. RCAA's long term goal is develop programs through which people can become self-sufficient and empowered to improve their own lives.
Westside Community Improvement Association	Support sand offers programs, services and opportunities-in-sufficient and non-existent in community. Reunification, workforce development, job training, housing stabilization, housing policy, community neighborhood organizing, bike kitchen, ESL and citizenship, financial literacy, homeless, court, Humboldt Second Chance program host.
Express Employment Professionals (EEP)	EEP is a leading staffing provider that helps job seekers find full-time, part-time, temporary work and long term employment and helps businesses find qualified employees.
Sequoia Personnel Services (SPS)	SPS is northern CA's premier provider of staffing and human resource services. These include temporary help, permanent hiring, executive search and human resource management consulting.

Appendix D: Regional Coordination and Alignment Indicators

DEMAND – DRIVEN SKILLS ATTAINMENT INDICATORS	
Indicator A: Region has a team that jointly convenes industry	Growing/Expanding/Scaling
Indicator B: Region has shared sector/occupational focus and shares/pools resources to meet demand in region	Growing/Expanding/Scaling
Indicator C: Region has a process to communicate industry workforce needs to supply-side partners	Growing/Expanding/Scaling
Indicator D: Region has policies supporting equity and strives to improve job quality	Operationalizing/Doing
UPWARD MOBILITY AND EQUITY INDICATORS	
Indicator E: Region has shared target populations of emphasis	Growing/Expanding/Scaling
Indicator F: Region deploys shared/pooled resources to provide services, training, and education, to meet target population needs	Growing/Expanding/Scaling
Indicator G: Region utilizes shared, common case management strategies such as co-enrollment, navigators, and/or multi-disciplinary teams to develop shared responsibility for providing services and ensuring quality outcomes	Operationalizing/Doing
SYSTEM ALIGNMENT INDICATORS	
Indicator H: Region has shared/pooled admin systems and/or processes for achieving administrative efficiencies and program outcomes	Operationalizing/Doing
Indicator I: Regional decision-making in formalized structures	Growing/Expanding/Scaling
Indicator J: Regional organization and evaluation of performance	Operationalizing/Doing

DEMAND - DRIVEN SKILLS ATTAINMENT INDICATORS

Indicator A: Region has a team that jointly convenes industry

Assessment Level: Growing/Expanding/Scaling

The North Coast has a dedicated team that is recognized by regional workforce and education partners. HC-WDB identified sector champions in Health Care and the Trades, and pursued these as Slingshot projects. Workforce and education partners attend the meetings. Industry leaders have worked with education to develop specialized curriculum. The meetings are convened by education partners; the California Center for Rural Policy and the Humboldt County Office of Education.

The Health Care group meets quarterly, and members represent St. Joseph Health – Humboldt County, Sutter Coast Hospital, Partnership Healthplan of California, United Indian Health Services, Hospice of Humboldt, Humboldt Senior Resource Center, Mad River Community Hospital, St Joseph Health Medical Group, Redwood Coast PACE, Humboldt-Del Norte County Medical Society, North Coast Clinics Network, Open Door Community Health Centers, Humboldt

Independent Practice Association, Humboldt County Department of Health & Human Services, Humboldt County Office of Education, Humboldt State University, College of the Redwoods, Northern Humboldt Union High School District, Doing What Matters, Strong Workforce, Del Norte Healthcare Career Pathways, Eureka City Schools, California Center for Rural Policy, Humboldt County Economic Development, Humboldt County Workforce Development Board, America's Job Center of California and Humboldt County Employment Training Division.

The meeting activities include ongoing soft skills and other scheduled trainings, a health care liaison update, a survey on retention rates, and a visioning session. Humboldt County is considered a Health Care Provider Shortage Area and there has been a nursing shortage since Humboldt State University announced the end of its Nursing Program in 2011. The Health Care meetings are dedicated to reestablishing a RN to BSN program by 2020. The Trades in Education Partners Leadership Team group meets ... and is facilitated by industry. Activities include prototype and priority activities, action planning development, marketing and a fundraising subcommittee. The Dental and Oral Health Team is a new Slingshot project that is scaling the Health Care Slingshot project.

The North Coast, as a single-county region, has an extremely robust team that convenes regularly with industry guiding the workforce training and education in both Health Care and Trades.

Indicator B: Region has shared sector/occupational focus and shares/pools resources to meet demand in region

Assessment Level: Growing/Expanding/Scaling

The North Coast has been working toward this goal for a number of years. Sector committees are led by industry. In terms of Health Care, the HC-WDB has worked closely with Slingshot partners, including the California Center for Rural Policy, College of the Redwoods, and the Humboldt County Office of Education to support exploring healthcare careers in high school and restoring the RN to BSN program between College of the Redwoods and Humboldt State University. Other Slingshot partner agencies have committed to invest in the RN to BSN. The demand for medical and dental professionals is identified through the Health Resources and Services Administration classification of Humboldt County designated as a Health Professional Shortage Area and a Dental Provider Shortage area (<https://data.hrsa.gov/tools/shortage-area/hpsa-find>).

Indicator C: Region has a process to communicate industry workforce needs to supply-side partners

Assessment Level: Growing/Expanding/Scaling

The North Coast began a Workforce Development Board Survey Report during program year 2017 – 2018, and completed its second round during program year 2018-2019 to survey employers to understand their recruitment and hiring needs and challenges, their education and training needs, and any workforce concerns they may have. As follow-up to the surveys, deep dive interviews are conducted to provide deeper and richer details of labor market intelligence, to locate “red flags” that indicate the threat of potential layoffs at specific

employers, to provide specific referrals for training and hiring services to the Job Market, to set a baseline of employer issues, and to educate employers on workforce services and resources available to them. The results are shared with the HC-WDB and the AJCC partners to determine the priority of services to be offered.

Indicator D: Region has policies supporting equity and strives to improve job quality

Assessment Level: Operationalizing/Doing

The North Coast is committed to providing equitable and quality jobs, but there is not a formalized policy in place yet. The business engagement staff support and pay attention to job quality as they assess employers.

UPWARD MOBILITY AND EQUITY INDICATORS

Indicator E: Region has shared target populations of emphasis

Assessment Level: Growing/Expanding/Scaling

The North Coast has consistently targeted the priority populations as indicated by the WIOA. The original AJCC Partners, combined with new partners are committed to participating in the recently expanded AJCC Partner meetings where strategies will be explored and improved. Professional development opportunities were expanded to include new partners since fall 2018. There has consistently been success expanding our partnerships and reaching more people to offer assistance that will impact upward mobility.

Indicator F: Region deploys shared/pooled resources to provide services, training, and education, to meet target population needs

Assessment Level: Growing/Expanding/Scaling

The North Coast regularly shares resources between partners, and operates in an inclusive manner. The Healthcare Slingshot project provided an opportunity to obtain a passport that is an industry recognized credential within our community and as students apply to college. The new partners are developing future opportunities that will include the original AJCC Partners. The Partners are also pooling resources to engage employers more effectively.

Indicator G: Region utilizes shared, common case management strategies such as co-enrollment, navigators, and/or multi-disciplinary teams to develop shared responsibility for providing services and ensuring quality outcomes

Assessment Level: Operationalizing/Doing

The North Coast places utilizes shared case management strategies and is in the process of developing a formal policy related to co-enrollment and alignment of services. Fact sheets for each of the employment programs, the WIOA Adult and Dislocated Worker, the WIOA Youth and the Employment and Training and will be shared with partners to clarify best service delivery for partner staff. Multi-disciplinary teams currently work together, when appropriate information releases are on file, to ensure the that all co-enrollment opportunities are explored and service delivery is aligned.

SYSTEM ALIGNMENT INDICATORS

Indicator H: Region has shared/pooled admin systems and/or processes for achieving administrative efficiencies and program outcomes

Assessment Level: Operationalizing/Doing

The North Coast will be increasing staff levels within the HC-WDB so that administrative efficiencies can be improved. This will include a dashboard for regional data and a reporting methodology. There have been discussions in terms of how to eliminate business engagement duplication between AJCC Partners and new partners. Regional training has been well received, and inclusive of all partners. The region is working with partners to determine their employer engagement needs, and will comprehensively survey all businesses on behalf of all partners' unique needs.

Indicator I: Regional decision-making in formalized structures

Assessment Level: Growing/Expanding/Scaling

The North Coast has one formal structured regional leadership team, the HC-WDB and meets monthly. While there is no formal decision-making process in place, the team and partners effectively use the consensus method. Once a proposal is understood, and no additional information is needed, there is a call for consensus, and the decision is repeated to the group for clarification. A formal policy will be developed.

Indicator J: Regional organization and evaluation of performance

Assessment Level: Operationalizing/Doing

The North Coast has been successful in meeting in working toward regional coordination and industry alignment. Many of the goals that achieved the most positive outcomes happened organically. There is room for additional growth in the need for more formalized policies, procedures and processes. Consistently reviewing performance measures will be a prioritized discussion at HC-WDB and AJCC Partner meetings.