

COUNTY OF HUMBOLDT

AGENDA ITEM NO.

C-9

For the meeting of: June 27, 2017

Date: June 2, 2017

To: Board of Supervisors

From: Amy S. Nilsen, County Administrative Officer *AN*

Subject: Humboldt County Workforce Innovation and Opportunity Act Local and Regional Plans, 2017-2021

RECOMMENDATIONS:

That the Board of Supervisors:

1. Approve and authorize the Chair to sign the Humboldt County Workforce Innovation and Opportunity Act (WIOA) Local Plan.
2. Approve the Humboldt County WIOA Regional Plan, no signature required.
3. Direct the Clerk of the Board to return the executed copies of the WIOA Local Plan and approved Regional Plan to the Economic Development Department.

SOURCE OF FUNDING:

Economic Development Fund - Workforce Innovation and Opportunity Act (WIOA)

DISCUSSION:

The Workforce Innovation and Opportunity Act (WIOA) was signed into law on July 22, 2014 and replaced the Workforce Investment Act of 1998. The Humboldt County Workforce Development Board (HC-WDB) is a commission, appointed by the Board of Supervisors, required by the WIOA to oversee the workforce system and WIOA funds that come into Humboldt County, the Local Workforce Investment

Prepared by Cindy Harrington, HC-WDB Executive Director CAO Approval *[Signature]*

REVIEW:	Auditor _____	County Counsel _____	Personnel _____	Risk Manager _____	Other _____
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TYPE OF ITEM:

Consent

Departmental

Public Hearing

Other _____

PREVIOUS ACTION/REFERRAL:

Board Order No. _____

Meeting of: _____

BOARD OF SUPERVISORS, COUNTY OF HUMBOLDT

Upon motion of Supervisor *Sundberg* Seconded by Supervisor *Fennell*

Ayes *Sundberg, Fennell, Bass, Bahn*

Nays _____

Abstain _____

Absent *Wilson*

and carried by those members present, the Board hereby approves the recommended action contained in this Board report.

Dated: *June 27, 2017*

By: *[Signature]*

Kathy Hayes, Clerk of the Board

Area. The mission of the HC-WDB is to bring together resources to meet employer and employee needs and advance the prosperity of local communities.

The WIOA regulations require the HC-WDB and principal partners to the one-stop, locally known as The Job Market, as well as other partners of the workforce system, develop and submit a Local and Regional Plan to the California Workforce Development Board (CA-WDB).

CA-WDB has a State Plan that sets forth the policy direction for the development of Local and Regional Plans. The three overarching goals included in the State Plan are: fostering demand-driven skills attainment by aligning education and workforce programs with industry sector needs; enable upward mobility, including populations with barriers, by ensuring education and workforce programs are accessible for all Californians; and aligning, coordinating and integrating programs and services to economize limited resources to achieve scale and impact and ensure each customer's needs for skills-development are being met.

The primary purpose of the Local Plan is to facilitate access to workforce services at the local level; and, the primary purpose of the Regional Plan is to align education and training providers with regional industry needs. The HC-WDB Local and Regional Plans support the State Plan by focusing on sector strategies, career pathways, regional partnerships, prioritizing populations with barriers to employment, alignment between workforce, industry and education, and braiding resources and funding.

The HC-WDB and planning partners have completed a Local and Regional Plan that were approved by the HC-WDB at the February 17, 2017 meeting. The Plans have been conditionally approved by the CA-WDB as of May 1, 2017. The Local Plan requires a signature from the Chair of your Board and is due to the CA-WDB by July 1, 2017. The Regional Plan requires your Board's approval and is due to the CA-WDB by August 1, 2017.

FINANCIAL IMPACT:

To continue receiving WIOA federal funding, the Local and Regional Plans are a requirement. Annually, approximately \$1.2 million is granted to Humboldt in formula funds. In addition, discretionary workforce funds are awarded through one-time awards or grants that vary in amounts. WIOA funding and the work of the HC-WDB support your Board's Strategic Framework Core Roles of supporting business and workforce development.

OTHER AGENCY INVOLVEMENT:

The Job Market partners include: County of Humboldt Department of Health and Human Services; College of the Redwoods; Redwood Community Action Agency; Sequoia Personnel Services; North Coast Small Business Development Center; State of California Employment Development Division; California Department of Rehabilitation; Experience Works; Humboldt County Workforce Development Board; North Coast Indian Development Council; and California Human Development.

ALTERNATIVES TO STAFF RECOMMENDATIONS:

Your Board may choose not to approve the Local or Regional Plans and direct staff to revise. Staff is not recommending this because the HC-WDB and staff, and one-stop partners have worked at length to develop and finalize the Local and Regional Plans.

ATTACHMENTS:

Exhibit A - Humboldt County Workforce Innovation and Opportunity Act Local Plan, 2017-2021

Exhibit B - Humboldt County Workforce Innovation and Opportunity Act Regional Plan, 2017-2021

ATTACHMENT
Exhibit A

Humboldt County Workforce Innovation and Opportunity Act Local Plan, 2017-2021

Exhibit A - Local Plan



HUMBOLDT WDB
WORKFORCE DEVELOPMENT BOARD

LOCAL PLAN - 2017 - 2021

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EXECUTIVE SUMMARY

The Regional and Local Plans set forth in this document reflect the vision, goals, strategies and activities of the Humboldt County Workforce Development Board and its regional partners. The Plan's creation was a collaborative endeavor that involved local workforce development and economic development partners, community based organizations, private sector/industry representatives, and other key partners.

Humboldt County is a sparsely populated region located on the Northern California Coast. The region's rural character and geographic isolation foster a community and culture of inter-reliance and cooperation demonstrated by the strong relationships and coordination among the workforce development partners. These partners work diligently to ensure services are comprehensive and streamlined by identifying and addressing gaps, and providing the community with a strong workforce development system.

Humboldt County's isolation presents unique challenges especially as it pertains to accessing resources. Funding and services are often more limited than those accustomed in more populated areas, therefore it is crucial for workforce development partners to work hard to coordinate funding and other resources. Additionally, the 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 onus of training and developing that workforce falls on the partners identified in this report.

Changes in the economic landscape of the county present unique community and workforce challenges. For over 150 years, many residents depended on the timber and fishing industries for employment. Both industries offered good paying, reliable jobs without requiring formal education or specialized skills. This allowed many residents to earn a good wage, support families, buy homes, and achieve a high quality of life. However, as these industries have declined, the employment opportunities have waned as well. Lower skilled and less educated workers are left with no choice other than to take jobs offering lower wages, which has compromised their ability to secure housing, support families, and achieve a comfortable standard of living.

To address the aforementioned challenges, county workforce development partners are committed to staying strongly aligned and will prioritize the Targets of Opportunity; which have been identified as the top six fast-growing, high wage-paying industries for the Redwood Coast region. These industries demonstrate the greatest career and entrepreneurship opportunity for local residents and include Diversified Health Care, Building & Systems Construction, Specialty Food, Flowers & Beverages, Investment Support Services, Management & Innovation Services, and Niche Manufacturing. Forest Products and Tourism are included as additional focus industries as they also offer high paying replacement jobs and opportunities for entrepreneurs.

In 2014, the region hosted 3,137 employer establishments and 11,450 non-employer establishments, indicating that small entrepreneurs play a large part in the regional economy. Partners foster and support this entrepreneurial spirit in many ways with education, training, and other supports. Additionally, local schools provide entrepreneurship education and business plan competitions to support creative students interested in pursuing an entrepreneurial path.

Building upon strong partnerships and fostering collaboration amongst partners will ensure that the Humboldt County Workforce Development Board will reach its goal of attaining a vital and thriving regional economy that includes trained workforce that meets the needs of local employers.

LOCAL PLAN

A Cohesive Statement Pertaining to the Vision, Goals and Strategy of the Local Board and Partners

A description of the Local Board's strategic vision to support regional economic growth and economic self-sufficiency. This must include goals for preparing an educated and skilled workforce (including youth and individuals with barriers to employment), and goals relating to the performance accountability measures based on WIOA performance indicators described in 20 Code of Federal Regulations Notice of Proposed Rulemaking 677.155(a)(1). Vision, goals, and strategy must be linked to the analytical background information.

The Humboldt County Workforce Development Board envisions a vital and thriving regional economy that includes trained workforce that meets the needs of local employers.

The Workforce Development Board:

- Supports regional and individual economic growth and self-sufficiency by facilitating access to workforce and training services to better prepare and educate a skilled workforce.
- Focuses unique local strengths, including entrepreneurship, human and natural resources, innovation, and a collaborative strategy to offer the greatest opportunity for our residents and industries, with an emphasis on the region's most viable industries as documented in Targets of Opportunity.
- Coordinates And Integrates diverse partnerships to provide the framework that fosters demand-driven skills attainment to enable living wages with upward mobility, while being responsive to the needs of local employers.

Over the course of the four year period, 2017-2020, the Workforce Development Board will strive to:

- Prepare an educated and skilled workforce, including youth and individuals with disabilities, by coordinating curriculum and needs between industry and education partners;
- Attain the State-negotiated performance measures by supporting clients to succeed and become employed and attain credentials;
- Support the State's goal in producing a million middle skill, industry-valued, and post-secondary credentials by 2027;
- Enable upward mobility by supporting industries and career pathways that lead to more middle and higher skilled workers and living-wage jobs; and
- Coordinate And Integrate programs and services in a customer-centered design approach to support clients and employers.

Taking into account analyses described above, provide a strategy to work with the entities that carry out the core programs and other required partners to align resources available to the local area, to achieve the strategic vision of the local plan.

The Workforce Development Board and core program partners are aligned and will continue to work together. Title I, II, and III of the Core partners are co-located at the America's Job Center of California and are integrated into the system. Title IV is not co-located, but is an active partner.

A strong alignment exists between the job center partners and K-12, Humboldt County Office of Education, College of the Redwoods, and Humboldt State University. The alignment with education allows the America's Job Center of California system to respond to industry needs by working with education partners to develop curriculum and trainings for clients to attain skills necessary for living-wage jobs. It also allows job center staff to place clients in the appropriate career pathway to attain living wage employment. Partners meet quarterly to assess, coordinate and fine tune strategies to continue to meet the needs of the local area.

The job center has a comprehensive business service model that provides employers with labor market exchange, workshops, customized training, a customer experience competition and secret shopping program, wage incentives, deep-dive assessments, layoff aversion assistance, and rapid response support. The business service team is able to relay business/employer needs to the job center's system. This provides an opportunity to develop incumbent worker and customized and targeted pre-employment training. The Humboldt County Workforce Development Board and job center partners are focusing on employers in a more meaningful way than ever, and this effort will continue to develop over the next four years.

The Workforce Development Board staff works closely with the job center's lead consortium and receives feedback about the system on a regular basis. Quarterly reports will be provided to the Workforce Development Board and a year-end report will include activity about the core programs and the clients served through the system.

Required Detail on Local Program Alignment to Implement State Plan Policy Strategies

Provide a description of the workforce development system in the local area that identifies programs included in the system.

The Humboldt County workforce development system works with all required partners and programs available in the region. Humboldt is a rural region and does not have local access to all programs, including Job Corps, Youth Build, and Second Chance. When partners are located outside the region, America's Job Center of California staff makes referrals and will transport clients out of the county to visit programs, when appropriate. For example, Workforce Innovation and Opportunity Act youth providers periodically take several youth to Treasure Island in San Francisco to visit the Job Corp program.

The rural landscape of the region provides an additional challenge for the workforce system because cities are separated by long stretches of highways and mountain roads. There is one comprehensive job center site located in Eureka, the largest populated city in Humboldt.

In an effort to address geographic isolation and provide services to the outlying areas, Redwood Community Action Agency, one of three operators in the job center's consortium, provides outreach and coordinates job center services through family resource centers located throughout Humboldt. Youth programs are operated in the Eel River Valley, Eureka, Northern Humboldt, Eastern Humboldt, and Southern Humboldt regions, and youth funds are allocated to each of the regions. These approaches support the Humboldt County Workforce Development Board's goal of providing resources and services to adults and youth in outlying areas, which may need more support than those living in more populated areas.

Identify how the Local Board will support the seven policies identified in the State Plan and will work with the entities carrying out core programs and other workforce development programs, including programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.) to support service alignment and implement the policy strategies emphasized in the State Plan (the seven strategies are sector strategies, career pathways, organizing regionally, earn and learn, supportive services, building cross system data capacity, integrating services and braiding resources).

Sector Strategies

The Humboldt County Workforce Development Board will utilize the Targets of Opportunity to work with industry, education, and other appropriate partners to develop strategies for the region.

Targets of Opportunity Report 2007 (prepared by Collaborative Economics, Inc.) first identified the top six fast-growing, high wage-paying industries for the Redwood Coast region based on: (1) job growth; (2) wage growth; (3) firm growth; (4) exportation (increasing or higher than average concentration of jobs versus the State of California in the same industry); (5) career progressions and demand occupations.

These industries, which demonstrated the greatest career and entrepreneurship opportunity, included:

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

In addition, based on strategic planning sessions with industry, partners and the Workforce Development Board, Forest Products and Tourism were included as additional industries, making a significant impact on the regional economy. While these industries are not growing as fast as the six identified Targets, they can offer higher paying replacement jobs and opportunities for entrepreneurs. The Targets of Opportunity are further defined in the Regional Plan.

Career Pathways

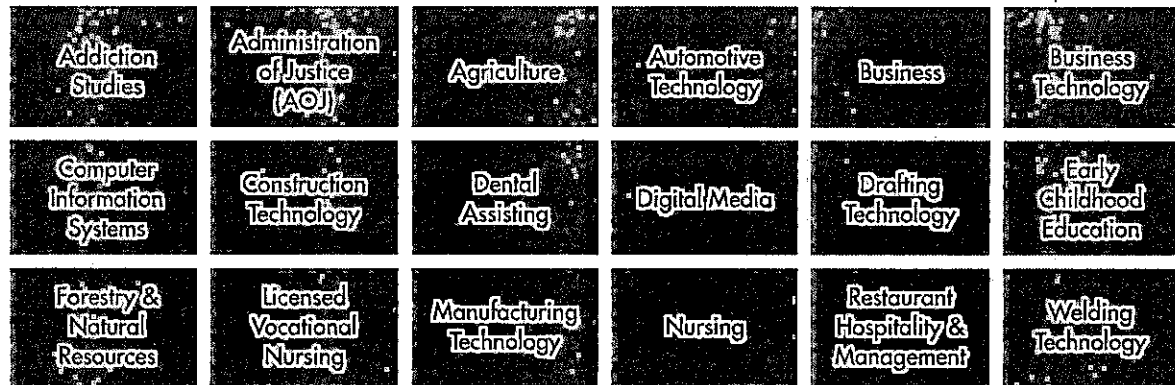
Humboldt County Workforce Development Board will work with education partners to define, develop, and align career pathways between K-12, College of the Redwoods and Humboldt State University.

A new program called “Education at Work” is being launched with the Workforce Development Board, College of the Redwoods, Humboldt County Office of Education and industry as the core partners. The program aligns the Career Technical Education pathways between the K-12 and community college system and includes industry. The Workforce Development Board will take on the role of Coordinating Council to ensure a dynamic alignment links business, workforce development, economic development, and education and training. The program will; align career pathways with the Targets of Opportunity; identify business, industry, education and training needs in each career pathway; market career pathway education and training opportunities throughout the region; assist in integrating entrepreneurship education into each pathway; and promote career exploration, work experience, and internships for students, including career-related mentoring. Outcomes and measurables are being developed and will be reported to the Workforce Development Board on a quarterly basis.

The Humboldt Slingshot Initiative will focus on developing new K-14 medical career pathways, as currently none exist at the K-12 level. A workshop was hosted in February 2017 where science faculty from each of the high schools in Humboldt and Del Norte were introduced to medical lab kits and medical curriculum to incorporate into existing classes. Lab kits were purchased for each of the districts and will be taught in spring of 2017. Northern Humboldt Unified School District and Eureka City Schools are looking to develop a health science career pathways into Eureka, McKinleyville and Arcata High Schools. The end goal is to provide students with the opportunity to have exposure to health occupations and attain healthcare industry recognized certifications by the time they graduate high school.

College of the Redwoods’ Tech Prep programs provide for the integrated articulation of curriculum among secondary and post-secondary programs. Tech Prep programs provide academic and career technical preparation in identified career pathways. High school students can take courses that will transfer to certificate and degree programs at College of the Redwoods without paying any college tuition. Many local high schools provide dual-enrollment opportunities that allow students to co-enroll and receive both high school and College of the Redwoods credit for specific courses. Students receive college credit and a relationship with College of the Redwoods, which may encourage students to pursue higher education or vocational training upon high school graduation. Industry provides direct feedback on the existing and newly developed career pathways through the bi-annual industry advisory committee meetings.

College of the Redwoods Career Pathways



America's Job Center of California partners have access to career pathways through the College of the Redwoods' website. College of the Redwoods pathways are centered on the Career Technical Education programs and outline pathways for students from 9th grade and beyond for each of the area high schools. When documented career pathways are not available, job center staff works with clients to provide pathway guidance throughout the client's participation in the system. College of the Redwoods and Humboldt County Office of Education are working to update and further develop career pathways that provide an avenue for K-14, which will be supported through dual enrollment whenever possible.

Organizing Regionally

The Humboldt County Workforce Development Board will coordinate and align with regional partners that contribute to the workforce system in Humboldt.

The Workforce Development Board will work with existing partners and recruit others as needed when funding, grants, or initiatives align. As described in both the local and regional plans, Humboldt has strong collaborative partnerships with regional agencies. The Workforce Development Board produces the Targets of Opportunity, which includes a five county region: Siskiyou, Trinity, Mendocino, Humboldt, and Del Norte. Many agencies that work across the five regions utilize the Targets of Opportunity. The Humboldt Slingshot Initiative will also support coordinated efforts and alignment between Del Norte and Humboldt Counties. Education at Work is a regional model that includes education and industry partners from all areas in Humboldt.

Earn and Learn

The America's Job Center of California and youth contractors provide many paid and unpaid work experience opportunities, on-the-job training, internships, and job readiness training. The job center's program staff works with local employers to develop worksites that provide opportunities for clients. Humboldt is a rural area with few local options for pre-apprenticeship or apprenticeship programs. Often clients have to be willing to leave Humboldt to enroll in these programs. The job center and College of the Redwoods are exploring the feasibility of implementing a local pre-apprenticeship program. The Humboldt County Workforce Development Board staff is also learning more about and from companies working together to develop their own apprenticeship programs. Labor union representatives, employers who offer apprenticeship training, and employers looking to develop programs will be invited to an upcoming Workforce Development Board meeting to explore potential options.

Supportive Services

Supportive services are offered to all clients throughout enrollment and, in some cases, during the follow-up period. Supportive services include transportation, school supplies, work clothes, and other allowable and appropriate supports. Supportive services are assessed during the intake process and continually revisited during enrollment to ensure the proper supports are offered to help clients sustain training or work placement.

Building Cross-System Data Capacity

The Humboldt County Workforce Development Board and America's Job Center of California will participate once the State develops the system.

Integrating Services and Braiding Resources

Humboldt excels at braiding resources and integrating services within the job center. Job center partners are well aligned and meet regularly to assess systems and processes with a focus on continuous improvement. The Humboldt job center has long been integrated across key partners jointly providing services and funding to support the Center. This includes but is not limited to Workforce Innovation and Opportunity Act adult and youth program operators, Employment Development Department workforce service staff, Department of Rehabilitation staff, Adult Education and California Conservation Corps, Community Education and Career Technical training, CalWORKs, Redwood Community Action Agency, American Association of Retired Persons' services for older adults, and even integrates local, private sector personnel agencies into its efforts. Further the adult program operator, the Employment Training Department, serves not only Workforce Innovation and Opportunity Act clients, but provides key workforce service and activities to meet requirements of the CalWORKs, General Relief, and Transition Age Youth programs, as well as to the Probation Department. The Employment Training Department therefore becomes a pivotal partner bridging many of the key constituents mandated under the Workforce Innovation and Opportunity Act for priority service to the job center system. This model has long been necessary to fund the requirements of the Workforce Investment Act, and now the Workforce Innovation and Opportunity Act.

The Humboldt County Workforce Development Board will review the seven strategies at their meetings annually to ensure optimal incorporation into Workforce Innovation and Opportunity Act and America's Job Center of California programs, and assist with guidance and solutions when integration is challenging. The Workforce Development Board will take a lead role in the new "Education at Work" program, coordinating the Strong Workforce initiative for Humboldt and the Slingshot Initiative which all support the seven strategies. The Workforce Development Board will continue to develop ways to support the strategies as opportunities arise. Additionally, the Workforce Development Board's Regional Training Coordinator will coordinate America's Job Center of California staff and partner training to ensure a focus on service priorities and knowledge of core, supportive, and training service options. Professional development and capacity building will be included in the on-going training plan.

Required Detail on Specified Services and Service Delivery Strategies

Provide a description of the ways the Local Board will work with entities carrying out core programs to expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment. Target populations include those listed in WIOA Section 24(a)-(M).

The Humboldt County Workforce Development Board works routinely with all America's Job Center of California partners and youth providers to ensure that opportunities to expand access to employment, training and education, and support services for eligible individuals, including those with barriers to employment, are identified and assessed for possible implementation. As indicated in the section above, Humboldt has long emphasized and served individuals with barriers. This constitutes 70% or more of the individuals receiving training services through the local job center, largely due to the significant integration across agencies serving the homeless, low-income, ex-offenders, Transition Age Youth, individuals with disabilities, and the long-term unemployed.

Monthly meetings and regular reports to the Workforce Development Board's Executive Director, and quarterly reports to the Workforce Development Board will support the continuum and ensure that partners are engaged, integrated into the job center system, connected to the business services team, and ready to respond to challenges and needs. The Workforce Development Board will work with the job center's partners to make sure effective referrals and linkages are made across partners and services, as well as to other social service and non-government organizations serving individuals with barriers to employment.

Provide a description of the way the Local Board will facilitate the development of career pathways and co-enrollment, as appropriate, in core programs.

The Workforce Development Board takes a lead role in convening meetings with stakeholders and education partners. The board meetings often include education partners who share information about Career Technical Education, career pathway development, and feedback from industry.

The Workforce Development Board is taking a lead role as an Education at Work Coordinating Council, working directly with the Humboldt County Office of Education and College of the Redwoods to support business alignment with the Career Technical Education pathways. The Workforce Development Board's Executive Director is coordinating with the Strong Workforce Initiative and Deputy Sector Navigators to bring additional educational supports to Humboldt. The Workforce Development Board is developing a "Targets One-Pager" handout for K-12, College of the Redwoods, and Humboldt State University to promote and align employment opportunities and pathways that connect with the Targets of Opportunities. Through the Humboldt Slingshot Initiative, the Workforce Development Board is working closely with the healthcare industry, the Humboldt County Office of Education, Humboldt State University, and College of the Redwoods to develop medical career pathways. These efforts and collaborative partnerships provide a foundation for providing industry-relevant pathways that lead to good paying jobs and provide local employers with skilled workforce.

The integrated nature of the partners at the America's Job Center of California facilitates co-enrollment, and the Workforce Development Board will work with job center staff to ensure additional opportunities for co-enrollment are supported whenever possible.

Provide a description of the way the Local Board will improve access to activities leading to a recognized post-secondary credential, including a credential that is an industry-recognized certificate or certification, portable, and stackable.

The Workforce Development Board works with the job center service and education partners including Humboldt State University, College of the Redwoods and the Humboldt County Office of Education's Decade of Difference initiative to support clients entering career pathways and accessing portable and stackable post-secondary and industry-recognized credentials. Credentials and certifications are worked into all Workforce Innovation and Opportunity Act client Individual Service Strategies whenever possible, helping clients to receive training, as well as valuable certifications and credentials. The job center is also working with College of the Redwoods, through Title II funding, to bring the ACT® nationally recognized work readiness certification program to the colleges Learning Lab at the job center.

Students enrolled in the K-12 system benefit from the Decade of Difference initiative, which focuses on kindergarten readiness, early math and reading competency, financial literacy, college and career planning, creative and innovate entrepreneurship activities, teacher training and professional development, and parent, business, and community engagement. The Decade of Difference initiative offers career exploration programs, an Innovate Business Challenge, and I've Been Admitted to College program, guaranteeing local youth admission to Humboldt State University.

The Workforce Innovation and Opportunity Act youth rural outreach model offers youth programs in five regions within the County. In addition, Redwood Community Action Agency via family resource centers, provides job center services in outlying areas of the County. This expands access to employment and education supports for all communities in Humboldt.

Provide a description of the way the Local Board will improve access to activities leading to a recognized post-secondary credential, including a credential that is an industry-recognized certificate or certification, portable, and stackable.

The Workforce Development Board and the job center partners will continue to engage industry to ensure industry-valued credentials are provided locally and trainings support credential attainment.

Education at Work will also improve access by emphasizing and promoting Career Technical Education programs. This program will also continue to work with education to better identify relevant career pathways and update existing ones.

Provide a description of the way Local Boards and their partners will support a local workforce development system that meets the needs of businesses in the local area.

The Workforce Development Board and partners facilitate engagement of employers within in-demand sectors in workforce development programs by hosting industry panel discussions at board meetings. Workforce Development Board staff also seeks industry feedback directly. For example, an early phase of the Humboldt Slingshot Initiative included discussions with 30 local industry leaders about workforce challenges. Through the process, lack of access to quality healthcare was identified as a common challenge for all employers across industries and was chosen as the focus for Slingshot. Currently, staff is working closely with a healthcare industry workforce group to develop and initiate this project. Healthcare career pathways leading to post-secondary credentials will be developed. When Workforce Development Board staff identifies or is notified of workforce development challenges and/or opportunities, staff will convene employers and appropriate partners to facilitate discussions and take action, if appropriate.

America's Job Center of California education partners use industry advisory groups to inform curriculum and training. The job center's business services team, comprised of staff from multiple agencies, is informed regularly by local small and large businesses of their needs through their contacts during job placement, employer workshops, Northcoast Employers' Advisory Council meetings, and special recruitment and Career Fair activities. Through the job center's business services team, the Workforce Development Board has also contracted with Sequoia Personnel Services to do deep-dive assessments and provide feedback regarding industry challenges and needs to the job center system and Workforce Development Board.

The North Coast Small Business Development Center takes the lead on rapid response events and layoff aversion by assessing businesses for risk and providing support and resources when needed. These efforts combine to provide employers the opportunity to contribute to workforce development in Humboldt.

The Workforce Development Board and partners continue to support a local workforce system that meets employer needs by developing strategies around the Targets of Opportunity, industry requests, Career Technical Education programs, career pathway development, using industry panels at Workforce Development Board meetings, advisory groups, job center business services team, deep dive assessments, one-on-one interviews, focus groups, etc. All the efforts mentioned above provide the foundation to continue to support, respond, and further develop pathways that lead to post-secondary and industry-valued credentials.

Provide a description of the way Local Boards and their partners will better coordinate workforce development programs and economic development.

The Humboldt County Economic Development Department staff concurrently serve as the Workforce Development Board staff. This model intrinsically integrates the County's economic development efforts directly to the workforce efforts. Workforce Innovation and Opportunity Act funds are received by the Humboldt County Economic Development Department. The Economic Development Coordinator also serves as the Workforce Development Board Executive Director. In addition, the Humboldt Economic Development Department is a key participating member of the Prosperity Network, a collaborative group representing approximately 50 agencies linked to economic development.

In order to better coordinate workforce development and economic development, beginning in July 2018, the Humboldt County Economic Development Department will lead strategic planning for the Humboldt County Comprehensive Economic Development Strategy. With unemployment at an all-time low and employers stating there is a lack of trained/skilled workforce, strategies to address workforce will surely be a priority. As Humboldt Economic Development Department staff also serve as staff to the Workforce Development Board, economic development efforts are easily communicated and translated to action with Workforce Innovation and Opportunity Act mandates and America's Job Center of California's workforce efforts.

Provide a description of the way Local Boards and their partners will strengthen linkages between the one-stop delivery system and unemployment insurance programs.

The Workforce Development Board and partners will continue to support and strengthen linkages between the job center's delivery system and the Unemployment Insurance program by discussions at the monthly partner meetings and cross-training staff. The job center is housed in an Employment Development Department office with an Unemployment Insurance Navigator on site to assist clients with questions and supports that cannot be provided by the job center's reception staff. Job center partners provide workshops and vocational counseling to Unemployment Insurance clients referred by Employment Development Department Workforce Service staff, and also provide follow up services to clients called for Reemployment Services and Eligibility Assessments.

Required Information Pertaining to AJCCs, Including the following State Plan Requirements for Local Plan

Provide a description of the way the Local Board will ensure the continuous improvement of eligible providers of services through the system and that such providers will meet the employment needs of local employers, workers, and jobseekers.

Humboldt County Workforce Development Board staff will monitor performance and outcomes annually to ensure continuous improvement of services. The Workforce Development Board's Executive Director also receives and reviews monthly reports from the America's Job Center of California partners, and the Workforce Development Board receives and reviews quarterly and year-end reports from the job center partners. The job center's Memorandum of Understanding will be reviewed, at a minimum, every three years. In addition, regular strategy development focused on the Targets of Opportunity and industry feedback ensures that providers are meeting the needs of local employers, workers, and job seekers.

Provide a description of the way the Local Board will facilitate access to services provided through the AJCC delivery system, including in remote areas, through the use of technology and other means.

Job center services are delivered utilizing available technology and other appropriate means. Services to remote areas of Humboldt County are delivered via Redwood Community Action Agency in partnership with family resource and other community based organization centers. Youth funds are allocated to five regions within Humboldt to ensure that youth receive support and assistance in the outlying areas. To further increase remote access to training, the job center partners are developing more online opportunities. This project will include curating training sites and creating a database of the top five to ten training sites for each category. The online resource will also include hotlinks to other resources, like Department of Labor.

Provide a description of the way entities within the AJCC delivery system, including AJCC operators and the AJCC partners, will comply with WIOA Section 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities

The Humboldt County Workforce Development staff conducts bi-annual ADA monitoring of all sites providing Workforce Innovation and Opportunity Act services, including the America's Job Center of California in Eureka and youth program offices, to insure compliance with Workforce Innovation and Opportunity Act Section 188. All programs are required to meet ADA requirements for accessibility to facilities, programs and services, technology, and materials for individuals with disabilities. Any findings need to be corrected and/or addressed with a corrective action plan. Workforce Development Board staff follows up to ensure findings are resolved and closed within the required timeframe. The job center and youth program operators also provides numerous resources for individuals with disabilities through ADA compliant facilities, accessibility equipment, and staff training that ensures appropriate referrals for the specific service needs. The Department of Rehabilitation is a resource and referral partner.

Provide a description of the roles and resource contributions of the AJCC partners.

Currently, many partners are co-located in the America's Job Center of California and provide in-kind contributions. The current arrangement is as follows: the Employment Development Department provides workforce services staff, Youth Employment Opportunity Program staff, and the facility; College of the

Redwoods provides a Learning Lab and adult education instructors teaching basic education and work readiness courses; the Employment Training Department provides job center front desk staff, a job center program coordinator, all Core workshop instructors and vocational counseling, Workforce Innovation and Opportunity Act eligibility, and Workforce Innovation and Opportunity Act training services and equipment and supplies; CalWORKs provides funds to support Welfare to Work clients served at the job center; the

American Association of Retired Persons provides staff to support older adult employment efforts; Redwood Community Action Agency provides outreach to rural areas in Humboldt and as new youth program provider as of July 1, 2017, will be co-located and provide youth services; and the Department of Rehabilitation (not co-located), via referral, provides workforce services to individuals with disabilities. Once the Memorandum of Understanding Phase II is completed (by September 1, 2017), a new model may exist for cost-sharing. The job center and the Humboldt County Workforce Department Board are in the process of developing the Phase II MOU.

Service delivery roles are described in the charts below. An acronym key is at the end of the charts.

Job Seeker Career Services

Career Services	Description	Providing Operator or Partner(s)
Intake, Identification of Service Needs, and Referrals	AJCC registration into CalJOBS and information and referrals to appropriate services based on indicated interest and service needs.	AJCC intake: ETD and/or EDD – W-PA
	Client referral from partner agency sites as indicated from determining client interest, request or need.	Partner program intake and referrals offsite: CalWORKs, CR, DOR, GR, EW, HCCCC, NCIDC, NCSBDC, RCAA, YPO
Eligibility Determination	Collect data and verification documents to identify individuals who qualify for eligibility-based services – WIOA, TANF, General Relief, CalFresh, and/or Affordable Care Act programs.	<ul style="list-style-type: none"> • WIOA Programs: ETD • Other Programs: DHHS/SSB, EDD – TAA, Veterans & YEOP, UI, DOR
AJCC Orientation	An orientation workshop that provides introduction to AJCC services and basic information on how to conduct an effective job search.	ETD and/or CR
	A required workshop for AJCC clients who want to use staff-supported services.	EDD – W-PA through mandated workshops – IAW, PJSA, and REA
Initial Assessment of Skills, Aptitudes, Abilities and Support Services Needed	Provide WIOA clients with individual and/or group assessments. <ul style="list-style-type: none"> • Conduct evaluation to determine training and supportive service needs one-on-one. 	ETD, YPO's
Job Search and Placement Assistance	AJCC self-serve computer-aided job search and job postings in lobby.	ETD and/or EDD – W-PA
	Staff-assisted job search; information regarding labor market and high-demand jobs; resume, cover letter and interview assistance; work-readiness workshops; career counseling; assistance with job placement.	CR, ETD, EDD – W-PA, TAA, Veterans & YEOP, DOR, CalWORKs, EW, RCAA, and YPO's
Provision of Referrals and Coordination of Activities	Referrals are made to partner or other supportive service agencies to ensure for optimal assistance and success of job seeker clients.	All AJCC operators, partners and associated local services

Job Seeker Training Services

Career Services	Description	Providing Operator or Partner(s)
Provision of Training Program Funds and Performance Information	Inform WIOA clients about amount and purpose of training funds available to them, and program and education provider performance data.	ETD, YPO's
	Similar information provided by Partner agencies regarding their programs.	CalWORKs, DOR, EW, EDD -TAA
Provision of Information Regarding Supportive Services (SS) and Funds	Inform WIOA clients about supportive services and funds that can be provided to assist with their training success.	ETD, YPO's
	Similar information provided by Partner agencies regarding their programs.	CalWORKs, DOR, EW, EDD-TAA
Provision of Information Regarding other SS and Partner Programs	Inform WIOA clients about other program resources that they may qualify for to help them meet basic needs and assist in completing their training goals.	ETD, YPO's
	Similar information provided by AJCC partner agencies to their clients.	CalWORKs, DOR, EW, EDD-TAA
	Make referrals to other agencies as appropriate.	ETD, CalWORKs, DOR, EW, YPO's, EDD - TAA
Comprehensive Assessments and In-Depth Interviewing and Career Counseling to Help Clients Determine Suitable Employment Goals and Career Pathway	Deliver/proctor assessments tool and counsel WIOA clients to help them select a high-demand job and career pathway; identify and work to alleviate any barriers to employment.	ETD, YPO's
	Assist clients of other training programs with the same.	CalWORKs, DOR, EW
Development of an Individual Employment Plan and Establish a Training Account	Assist WIOA clients, via individual counseling, to develop an employment plan that identifies a career goal, provides achievement objectives, and secures ancillary services to help meet their goal.	ETD, EDD - TAA, YPO's
	Assist clients of other training programs with the same.	CalWORKs, DOR, EW

Job Seeker Training Services

Career Services	Description	Providing Operator or Partner(s)
Short-Term Pre-Vocational Services	Offer Basic skills training in literacy and numeracy as needed.	CR, ETD
	Provide skills to assist in English language acquisition.	CR
	Offer financial literacy workshops.	CR, ETD, DOR
	Assist in attaining High School Diploma, GED or another HSD equivalency preparation and testing.	CR, ETD
	Provide information on Applying for UI Benefits.	EDD – W-PA, ETD
	Offer Life Skills and Work/Life Balance assistance.	CR, ETD
	Provide Work Readiness and Retention Skills Development Workshops and/or Group Counseling when appropriate.	CR, ETD
Internships and Work Experience Placement	Develop job sites and place clients in a WEX training aligned with their employment goals.	CR, ETD, CalWORKs, DOR, EW
	Monitor and assist job site employer and client to ensure for successful outcomes.	CR, ETD, CalWORKs, DOR, EW
On-the-Job Training Placements	Develop job sites and place clients in an OJT aligned with their employment goals.	ETD, CalWORKs, DOR, EW
	Monitor and assist job site employer and client to ensure for successful outcomes.	
Out-of-Area Job Search and Relocation Assistance	Provide job placement assistance to WIOA clients who have trained for a high-demand job out-of-area.	ETD, EDD - TAA, YPO's, DOR
	Assist WIOA client with a relocation plan and funds to support the plan.	ETD, EDD - TAA, YPO's, DOR
Follow-Up Services	Provide WIOA clients with continued career and retention counseling as needed for up to 12 months following employment.	ETD, YPO's

Employer, Business and Industry Services

Business Services	Description	Providing Operator or Partner(s)
Labor Exchange Services	Provide basic and in-depth labor market and employment information.	BizNet, EDD – LMID, W-PA, Veterans, YEOP, ETD, WDB
	Job posting assistance into CalJOBS and AJCC website.	EDD – W-PA and Veterans
	Recruitment assistance including job fairs, resume searches, job announcements across AJCC partners	EDD – W-PA and Veterans, ETD
	Candidate screening via aptitude, skills and readiness testing, and interviews.	ETD, DOR
Business Assistance with Employment Related Questions	Provide basic and in-depth labor market information regarding wages, job classifications, employment rates and in-demand industry sectors.	BizNet, EDD - LMID, ETD, SPS, WDB
	Provide answers and materials to employers regarding managing employees and regulations.	BizNet, EDD, NCSBDC, SPS
	Provide answers and materials related to small business and self-employment.	BizNet, NCSBDC, ETD
	Information regarding wage subsidy programs.	ETD, CalWORKs, YPO's
	Information regarding employment related tax credits.	ETD, EDD – W-PA and Veterans, CalWORKs
	Hiring and making accommodations for employees with disabilities.	DOR
Business Assistance with HR Related Needs	Employer workshops in hiring, interviewing and employee retention.	ETD, SPS, NCSBDC
	Assistance with job descriptions.	ETD, EDD – W-PA and Veterans, SPS
	Workshops in recruitment, hiring and retention.	ETD, SPS
Business Assistance with Layoff Aversion or Events	Business analyses and assistance to avoid employee layoffs or closures.	NCSBDC, SPS, WDB
	Assistance with layoff and provision of information to dislocated workers.	EDD, EDD – W-PA, DHHS/SSB, WDB staff

Employer, Business and Industry Services

Business Services	Description	Providing Operator or Partner(s)
Training Services for Business Owners and/or Incumbent Workers	Customer Service Training.	CR and/or ETD
	Customized Training for a specific company or industry sector.	CR and/or ETD
	Management/Supervisory and/or HR training.	CR and/or ETD
	Bookkeeping, financial reporting and business computing training.	CR, NCSBDC
	Business plan development and business loan procurement assistance.	NCSBDC
	Monthly luncheon training/presentations and periodic seminars on labor and employment law, business regulations and compliance, Human Resource (HR) and other business related topics.	EDD – WPA (via NEAC)

Acronym Key

AJCC – America’s Job Center of California
 BizNet – North Coast Small Business Development Center’s AJCC business help line
 CalWORKs – California’s Temporary Assistance to Needy Families Program
 CR – College of the Redwoods, a CA Community College
 DHHS/SSB – Department of Health and Human Services, Social Service Branch
 DOR – California Department of Rehabilitation
 EDD – California State Employment Development Department
 WPA-Wagner-Peyser Act
 LMID-Labor Market Information Division
 TAA-Trade Adjustment Assistance Act
 UI-Unemployment Insurance Benefits
 NEAC-North Coast Employer Advisory Council
 YEOP-Youth Employment Opportunity Program
 Veterans – EDD’s Job’s for Veterans State Grant (JVSG)
 ETD – Humboldt County Employment and Training Division
 EW – Experience Works, a workforce program for people ages 55 and older
 GR – DHHS General Relief Program
 HCCCC – Humboldt County Community Correctional Center, a multi-agency center for adjudicated clients
 RCAA – Redwood Community Action Agency
 NCSBDC – North Coast Small Business Development Center
 SPS - Sequoia Personnel Services
 TJM – The Job Market, local name for Humboldt’s AJCC
 WDB – Workforce Development Board
 WIOA – Workforce Innovation and Opportunity Act
 YPO – Youth Program Operator (WIOA Youth Program)

Include an appendix in each local plan of copies of executed MOUs and cooperative agreements that are in process and copies of executed cooperative agreements which define how all local service providers, including additional providers, will carry out the requirements for integration of and access to the entire set of services available in the local AJCC system. This includes cooperative agreements (as defined in WIOA Section 107(d)(11)) between the Local Board or other local entities described in WIOA Section 101(a)(11)(B) of the Rehabilitation Act of 1973 (29 U.S.C. 721(a)(11)(B)) and the local office of a designated State agency or designated State unit administering programs carried out under Title I of such Act (29 U.S.C. 720 et seq.) (other than Section 112 or part C of that Title (29 U.S.C. 732, 741) and subject to Section 121(f)) in accordance with Section 101(a)(11) of such Act (29 U.S.C. 721(a)(11)) with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination.

Phase I MOU's can be found in Appendix C.

Provide detail specifying how Local Boards will work with WIOA Section 166 grantees to include in their local plans their strategies to provide Indian and Native Americans equal access to AJCC services.

The Northern California Indian Development Council is the local recipient of Workforce Innovation and Opportunity Act Section 166 funds. The Executive Director of Council sits on the Humboldt County Workforce Development Board and is a partner to the America's Job Center of California system. The job center partners make referrals to the Council as appropriate, and the Council has full access to all services available at the job center for client supports and services to ensure equal access. Job center partners also interact regularly with Tribal Temporary Aid to Needy Families, regional Council for Tribal Employment Rights, and other tribal entities to make linkages between services and to coordinate workshops, training, and work experience and on-the-job training placements at tribal locations.

Provide detail specifying how Local Boards will work with WIOA Section 167 grantees to include in their local plans their strategies to provide eligible Migrant Seasonal Farmworkers equal access to AJCC services.

California Human Development is the Department of Labor's National Farmworkers Program for Northern California. California Human Development does not have an office in Humboldt, but serves the region and is included in the America's Job Center of California MOU Phase I. Job center partners are aware of California Human Development's resources for migrant and seasonal farmworkers, make referrals, and contacts California Human Development for information when necessary. Humboldt does not support a large number of seasonal workers, but does serve and support this clientele as needed to ensure this population has equal access to services.

Provide detail specifying how AJCCs will serve as an on-ramp for the regional Sector pathways emphasized in the corresponding regional plan.

Local and regional sector pathways are the same and America's Job Center of California staff are trained regarding existing pathways and in using vocational assessments and career counseling to help clients choose and enroll in appropriate pathways. These pathways are available to all clients participating in the system. The job center system serves as an on-ramp for many individuals who have been long-term unemployed, have barriers to employment, or need additional training. The job center partnerships can meet the client where they are at, and support them based on their individual needs.

Required Information Pertaining to Specific Programs, Populations, and Partners

Describe how the Local Board will coordinate local workforce investment activities with regional economic development activities that are carried out in the local area and how the Local Board will promote entrepreneurial skills training and microenterprise services.

The Humboldt County Economic Development Department receives and manages Workforce Innovation and Opportunity Act funds and the department's Economic Development Coordinator also functions as the Humboldt County Workforce Development Board's Executive Director. Workforce is embedded in economic development for the region. The Prosperity Network further aligns workforce with economic development.

The Targets of Opportunity report highlights the contribution of entrepreneurs in the region based on data analyzing the five counties of Humboldt, Del Norte, Siskiyou, Trinity, and Mendocino. Using non-employer activity, which is the best measurement of entrepreneurial activity, between 2004-2014 Humboldt County saw a 16 percent increase in the creation of non-employer firms. In the same time period, the revenue for the county's non-employer firms grew by 18 percent. This was significantly higher than any of the surrounding counties, which generally saw an increase of non-employer firms between two to six percent during the same period, except Del Norte, where non-employer firms actually shrunk by about two percent in the 2004-2014 time period. It is important that Humboldt prioritize supporting small business and entrepreneurial skills training as it is a significant component of the Humboldt culture and business community.

The North Coast Small Business Development Center, an America's Job Center of California partner, provides high quality technical support, training, and in-depth business analysis for business owners, entrepreneurs, and start-ups. The North Coast Small Business Development Center attends job center monthly operational meetings to ensure all small business needs and entrepreneurial efforts are coordinated with the job center and its efforts.

The Prosperity Network as a whole supports small business and entrepreneurs in Humboldt. It acts as a network and resource for alignment with microenterprise funders, resources, and local economic development efforts such as Humboldt Made. Humboldt Made connects, networks, collaborates, and promotes entrepreneurs who produce locally made goods. Humboldt Made was started by the Humboldt County Economic Development Department in alignment with the Humboldt County Workforce Development Board and workforce partners from the onset. Workforce Development Board staff coordinated a meeting with the Global Trades and Logistics Deputy Sector Navigator and Humboldt Made. During the visit, the Deputy Sector Navigator toured local businesses, and had discussions with local business owners pertaining to movement of goods outside of Humboldt County.

Provide a description and assessment of the type and availability of adult and dislocated worker employment and training activities in the local area.

The America's Job Center of California provides excellent assistance to adult and dislocated worker clients by providing a full range of core job readiness and search activities as well as general education development, basic educational assistance, skill upgrades, and re-training focused on certifications and credentials. Post-training, a job development team assists client with work experience or on-the-job training placements and permanent employment. Adults and dislocated workers are offered, and have access to, all employment and training activities described throughout the local and regional plans. See "Roles and Resources" table on pages 12-17 for more information.

Provide a description of how the Local Board will coordinate rapid response activities carried out in the local area.

The Humboldt County Workforce Development Board has contracted Workforce Innovation and Opportunity Act Rapid Response funds to the North Coast Small Business Development Center to lead the coordination of Rapid Response events when there is a plant closure and/or layoffs. The North Coast Small Business Development Center works with the employer to determine the number of employees affected and the timeline for layoffs. Next, North Coast Small Business Development Center convenes the appropriate Rapid Response team to attend the event to offer support, resources, and training opportunities for the affected employees. Individuals interested in retraining receive follow up and the full array of Workforce Innovation and Opportunity Act client services. Local employers with workforce needs may attend an event to highlight job openings for rapid re-employment. The North Coast Small Business Development Center keeps the Workforce Development Board's Executive Director apprised of Rapid Response activities and reports quarterly to the Workforce Development Board.

Provide a description and assessment of the type and availability of youth workforce development activities in the local area including activities for youth who are individuals with disabilities, which must include an identification of successful models of such activities.

The Humboldt County Workforce Development Board allocates youth funds to five regions in Humboldt County to provide services to youth throughout the county, including those in outlying areas that have limited resources and supports. Each contractor is embedded in the community it serves and programs are designed to respond to the needs of resident youth. The five regions served are Eastern Humboldt, Northern Humboldt, Eureka, Eel River Valley, and Southern Humboldt.

Dream Quest operates in Willow Creek, a remote mountain area in Eastern Humboldt. Dream Quest functions as a youth community center and provides multiple services and activities, including a teen center with leadership opportunities, permaculture garden, youth-led farmers market, thrift store for work readiness, and a partnership with the US Forest Service that provides opportunities for summer work experience.

Northern Humboldt Unified High School District serves the Northern region of Humboldt and offers services emphasizing work readiness. Their "Humboldt Live" program offers youth opportunities for career exploration, industry tours, career panels, job readiness preparation, job shadowing, and work experience. In addition, an on-site garden provides students with hands-on education and work experience.

The Multi-Generational Center serves both Southern Humboldt and the Eel River Valley. Many Eel River Valley businesses are committed to providing work opportunities and mentoring for youth, creating a strong alignment between industry and education/youth programs. The Multi-Generational Center also serves Southern Humboldt and is located at the very rural south end of the county. This region is the most challenging to serve and services focus on assisting youth with education and job readiness.

The Employment Training Department serves Eureka and is a part of the America's Job Center of California. The Eureka program excels at providing youth with job center wrap-around services, cohort vocational training opportunities, education and employment supports.

All youth contractors provide supportive services to assist youth with education and employment. The contractors provide the 14 elements of Workforce Innovation and Opportunity Act based on identified needs.

The current contracts will term out on June 30, 2017 and new four year contracts will begin on July 1, 2017. Changes that will take place on July 1st include; the Multi-Generational Center will no longer serve the Southern Humboldt region but will continue to serve the Eel River Valley region; Mattole Restoration Council will begin providing services in Southern Humboldt; Employment Training Division will no longer provide services in Eureka; and Redwood Community Action Agency will begin providing services in Eureka.

The Mattole Restoration Council will serve the Southern Humboldt region beginning July 1, 2017. Mattole Restoration Council provides natural systems restoration work experience, education and outreach programs, projects designed to foster stewardship through education and job training for local youth.

Redwood Community Action Agency will serve the Eureka region beginning July 1, 2017. Redwood Community Action Agency programs include Youth Service Bureau, AmeriCorps and RAVEN project. Each are geared towards teaching soft skills for job readiness, service learning, education/training for youth and job placement.

In addition to the youth programs, the Employment Development Department's Youth Employment Opportunity Program is located at the job center. This program services drop-in youth clients with job search assistance and partners with youth service providers in the five regions outlined above to make referrals when additional vocational or educational assistance is needed. Transition Age Youth is another partner to the workforce system and provides a supportive program for youth to thrive at home, school, work, and in their community. Transition Age Youth have full access to the job center system for employment and education supports. The Redwood Community Action Agency, a lead operator to the job center, through their Youth Service Bureau, offers youth temporary residential housing, long-term transitional housing, and employment and training opportunities.

All youth programs are well-positioned to serve youth with disabilities. Through initial assessments, youth program operators determine appropriate accommodations and/or referrals and collaborate with partners as needed to support the client. Facilities are compliant with the American's with Disability Act and meetings can be arranged at other locations to accommodate any special needs (cafes, libraries, private homes, etc.). Youth with disabilities are offered the same activities as others, with the necessary accommodations. Youth program operators are aware of additional community resources and work with those agencies to make effective referrals. The Department of Rehabilitation is an active partner and linked to all youth programs.

Describe how the Local Board will coordinate relevant secondary and post-secondary education programs and activities with education and workforce development activities to coordinate strategies, enhance services, and avoid duplication of services.

The Humboldt County Workforce Development Board coordinates relevant secondary and post-secondary education programs and activities with education and workforce investment activities through meetings, industry feedback, and planning sessions. The strong partnership that exists between industry, the Workforce Development Board, America's Job Center of California partners, and education facilitates coordinated strategies that enhance services. The Workforce Development Board takes the lead on convening partner meetings to identify existing programs, assess alignment, identify gaps and industry needs, and eliminate duplication in services. The job center's business services teams works with local employers to understand the skilled workforce needed and communicates on what needs to be developed. These meetings and coordinated efforts provide the job center partners the opportunity to develop short term certification programs and allow education partners to respond.

Describe how the Local Board will coordinate WIOA Title I workforce development activities with the provision of transportation and other appropriate supportive services in the local area.

The Humboldt County Workforce Development Board has a documented policy regarding supportive services and understands that client supports are critical to program success. For example, Humboldt's rural landscape makes transportation a necessary supportive service. In order for clients to access services or travel to education or employment opportunities, transportation support is one of the primary supportive services in the region. Transportation assistance is also required for many apprenticeship programs, as most opportunities are only available outside the county. Supportive services are integrated into all program models and are critical to supporting clients with education and employment by providing school supplies, child care, work clothes, gas cards, bus passes, etc. Unfortunately, the passage of Senate Bill 734 limited supportive services funds, despite this resource being a key element in allowing clients to begin or remain in training. Many of Humboldt's clients are low-income, frequently qualify for financial aid, and need supportive services more often than the additional tuition fees to complete their training. The passage of Senate Bill 734 has resulted in discouraging clients from participating in Workforce Innovation and Opportunity Act training in our County.

Provide any plans, assurances, and strategies for maximizing coordination, improving service delivery, and avoiding duplication of Wagner-Peyser Act (29 U.S.C. 49 et seq.) services and other services provided through the One Stop delivery system.

To effectively coordinate service delivery at the America's Job Center of California, monthly meetings occur among partners. The region's rural area and limited funds make it necessary to streamline and coordinate all activities. Strategizing, leveraging funds, and braiding resources have been an existing and effective model which will remain in place in order to continue maximizing coordination and improving service delivery. The job center is housed in an Employment Development Department building and their staff is fully integrated into the system, avoiding the possibility of duplication.

Describe how the Local Board will coordinate WIOA Title I activities with adult education and literacy activities under WIOA Title II. This description must include how the Local Board will carry out the review of local applications submitted under Title II consistent with WIOA Sections 107(d)(11)(A) and (B)(i) and WIOA Section 232. This description must also specify how the Local Board will carry out the review of Title II grant applications to determine whether such applications are consistent with the local plan, and how Local Boards will make recommendations to the eligible agency to promote alignment with the local plan, as described in WIOA Sections 107(d)(11)(A) and (B)(i) and Section 232.

The Humboldt County Workforce Development Board works with Title II entities to ensure that services are coordinated with workforce development activities. Title II is integrated into the America's Job Center of California system both through the College of the Redwoods' Learn Lab located on site at the job center and provided with Title II funds, and through the use of other adult education programs remaining in local K-12 school districts. Courses are offered at the job center and local K-12 that are well used by Workforce Innovation and Opportunity Act clients, and Title II representatives attend all job center operator meetings. The Workforce Development Board will review all future Title II applications to ensure alignment with the local plan. Submitted applications will be added as an agenda item for review by the Executive Committee of the Workforce Development Board. Any Workforce Development Board recommendations to promote alignment will be submitted in writing to the California Department of Education by the due date.

Local plans affecting services in the counties listed below must provide a description of the services that will be provided to limited English proficient individuals. These services should be specifically detailed in any sections of the local plan that deal with the provision of services to individuals with basic skills challenges. Local plans must specify how basic skills programs in the local area will serve individuals from these communities. Counties that trigger this requirement include Imperial, Monterey, San Benito, Los Angeles, Tulare, Merced, Santa Clara, Madera, Fresno, Orange, San Joaquin, San Mateo, Santa Barbara, Kern, Kings, Alameda, San Francisco, Napa, Stanislaus, San Bernardino, Ventura, Riverside, San Diego, Yolo, Sutter, Contra Costa, and Sacramento.

Requirements for 15% or more English proficient does not apply to Humboldt.

Relevant Information Pertaining to Grants and Grant Administration

Identify the entity responsible for the disbursement of grant funds described in WIOA Section 107(d)(12)(B)(i)(III), as determined by the chief elected official or the Governor under WIOA Section 107(d)(12)(B)(i).

Workforce Innovation and Opportunity Act Title I Funds are received at the Humboldt County Administrative Office and managed by the Humboldt County Economic Development Department. The Economic Development Coordinator is the Executive Director of the Humboldt County Workforce Development Board and Economic Development staff serves as staff to the Workforce Development Board. Grant administration and monitoring are handled by the department. The Humboldt County Board of Supervisors is the chief elected official.

Describe the competitive process that will be used to award the sub-grants and contracts for WIOA Title I activities.

Economic Development staff follows federal procurement guidelines and go out for bid on Workforce Innovation and Opportunity Act subgrants, contracts, and for one-stop operator(s). The process includes: releasing a request for proposal; public notice and meeting; scoring; announcing the award; and developing terms and contracts.

A Request for Proposal for a one-stop operator was released on August 21, 2015. There was one responsive application that included a three-agency consortium to act as operators to the one-stop; Redwood Community Action Agency, College of the Redwoods, and County of Humboldt Department of Health and Human Services, Employment Training Division. Included in the application were two additional agencies that provide business services under the Layoff Aversion and Rapid Response funding; North Coast Small Business Development Center and Sequoia Personnel. The four year contract began on July 1, 2016 and is in effect.

Procurement for Youth services in five regions within Humboldt was just complete. There was one response and award for each area:

- Northern Humboldt: Northern Humboldt Union High School District
- Eastern Humboldt: Dream Quest
- Eureka: Redwood Community Action Agency
- Eel River Valley: Multi-Generational Center
- Southern Humboldt: Mattole Restoration Council

Current contractors include Northern Humboldt Union High School District, Dream Quest, Multi-Generational Center (serving two regions), and the County of Humboldt Employment Training Division. These contracts term out on June 30, 2017 and the new four year contracts, reflected in the table, will begin on July 1, 2017.

Relevant Information Pertaining to Performance Goals

The Local Plan should describe the levels of performance negotiated with the Governor and chief elected official consistent with WIOA Section 116(c), to be used to measure the performance of the local area and to be used by the Local Board for measuring the performance of the local fiscal agent (where appropriate), eligible providers under WIOA Title I subtitle B, and the AJCC delivery system in the local area.

The charts below capture the negotiated performance measures for program years 2016-2017 and 2017-2018.

PY 2016-2017 Proposed Performance Goals

Performance Goal	Adults	Dislocated Workers	Youth
Employment Rate 2nd Quarter After Exit	55.0	66.5	62.4
Employment Rate 4th Quarter After Exit	52.5	65	64.7
Median Earnings 2nd Quarter After Exit	4,800	6,100	Baseline
Credential Attainment Within 4 Quarters After Exit	52.9	60.0	54.7

PY 2017-2018 Proposed Performance Goals

Performance Goal	Adults	Dislocated Workers	Youth
Employment Rate 2nd Quarter After Exit	56.0	68.0	63.0
Employment Rate 4th Quarter After Exit	53.5	66.5	65.0
Median Earnings 2nd Quarter After Exit	5,100	6,300	Baseline
Credential Attainment Within 4 Quarters After Exit	55.9	63.0	56.0

Relevant Information Pertaining to High Performing Board Efforts

Identify how the Local Board will comply with state-issued AJCC policies specified in the following policy directives:

- WSD15-14 - WIOA Adult Program Priority of Service
- WSD15-12 - WIOA Memorandums of Understanding Phase I
- WSDD-151 - WIOA Phase II Memorandums of Understanding

The Humboldt County Workforce Development Board will assess the effectiveness and continuous improvement of the America's Job Center of California through monthly job center operator meetings, bi-monthly meetings between the Workforce Development Board's Executive Director and job center's operator(s), quarterly reports to the Workforce Development Board, and annual monitoring. The Workforce Development Board and job center system always follow State and Federal guidance and continue to be in compliance on all policies. The Workforce Development Board prioritizes service for adult employment and training activities for individuals who are basic skills deficient, low income, receiving public assistance, and veterans and eligible spouses. The Workforce Development Board will update local policy under the Workforce Innovation and Opportunity Act to reflect these priorities, as they already exist in a previous policy under the Workforce Investment Act and are currently being followed. The Workforce Development Board has completed the process for the Memorandum of Understanding Phase I, which has been signed by all partners, the local board chair and the Chief Local Elected Official. The document has been accepted and approved by the State. The Workforce Development Board is working on the Memorandum of Understanding Phase II, and will comply with policies and submit to the State by June 30, 2017. The Workforce Development Board does not foresee any obstacles or issues in meeting the deadline. The Memorandums of Understanding will be reviewed, at a minimum, every three years. The Workforce Development Board will be in compliance and follow the guidelines outlined above.

Relevant Information on Training Activities

The local plan should describe how training services outlined in WIOA Section 134 will be provided through the use of individual training accounts. If contracts for training services will be used, the local plan must include how the use of such contracts will be coordinated with the use of individual training accounts, and how the Local Board will ensure informed customer choice in the selection of training programs regardless of how the training services are to be provided.

Training providers and services are limited in this remote and rural region. Fortunately, Humboldt has a community college and a state university and both provide a number of services to the region. The Humboldt County Workforce Development Board also recognizes the use of the Employer's Training Panel List as a resource for appropriately approved online or remote training services. Customer choice is preserved through clear explanation of client rights under Workforce Innovation and Opportunity Act programs and use of the Employer's Training Panel List. Short-term, contracted training from the College of the Redwoods is offered to clients as an additional option (not to the exclusion of other training). All training clients are required to have both an Individual Service Strategy and an Individual Training Account that outlines the full cost to complete the Individual Service Strategy, and the portion the funded by the Workforce Innovation and Opportunity Act. Both the Individual Service Strategy and Individual Training Account provide a plan for the appropriate training, supportive services, and costs based on the client's needs.

Public Transparency, Accessibility, and Inclusivity Information

The Local plan should describe the process used by the Local Board, consistent with WIOA 108(d), to provide a 30-day public comment period prior to submission of the plan. Information should specify how Local Boards complied with physical and programmatic accessibility requirements for individuals with disabilities. This section should describe local outreach efforts made to include stakeholders and CBOs representing the individuals from target populations characteristic of the demography of the region, including those groups who have experience serving or working with high-need and historically disadvantaged communities such as farmworkers, ex-offenders, those who are limited English proficient, out of school and/or disconnected and foster youth (including former foster youth). This description should note how and which groups (by name) were contacted and invited to participate in both planning efforts and the public comment process.

A 30-day public comment period was provided from January 13, 2017 through February 13, 2017. A public meeting was made available at an American's with Disabilities Act compliant location. Both the public comment period and meeting were publicly noticed via the newspaper, posted on an American's with Disabilities Act compliant website, and sent electronically to the Humboldt County Workforce Development Board, America's Job Center of California partners, the Prosperity Network, and regional agencies that serve individuals from the target populations, including youth, ex-offenders and individuals with disabilities.

Relevant Information Pertaining to Common Intake and Case Management Efforts

Describe how Local Boards currently handle intake and case management and whether their existing approach allows for the tracking of co-enrolled individuals across WIOA core programs and other programs party to the State Plan.

The Humboldt America's Job Center of California uses CalJOBS for initial registration, enrollment into Wagner-Peyser and Workforce Innovation and Opportunity Act programs, and for case management of these programs. Other job center partners are given access to CalJOBS as needed. Tracking of co-enrollment is completed within the limits of CalJOBS, and through case management activities and records. Co-enrollment occurs between the Employment Development Department and the Department of Rehabilitation workforce services and Workforce Innovation and Opportunity Act core programs on a regular basis, as well as with Transition Age Youth, General Relief, CalWORKS, and Probation clients. The job center will adopt the State-directed policy on data-sharing and coordination between core programs once it is released.

Other Miscellaneous Information Requirements

Specify how Title II program applicants will be given access to local plans for purposes of reviewing the local plan and developing Title II applications for funding.

Local and Regional plans will be shared with all America's Job Center of California partners, including the Title II program, and the Redwood Adult Education Consortium. This will provide an opportunity to review the Local Plan to ensure alignment.

Describe how the Local Board will meet the priority of service requirements in WIOA Section 134(c)(3)(E).

Workforce Innovation and Opportunity Act law requires priority of service for adult employment and training activities be given to individuals who are basic skills deficient, low income, receiving public assistance and veterans and eligible spouses. The Humboldt County Workforce Development Board enforces this policy and will update local policy as outlined in the act to reflect this. A policy currently exists under the Workforce Investment Act language and will be used until the revisions are made to meet the Workforce Innovation and Opportunity Act mandates. The America's Job Center of California has always prioritized these service requirements and will continue to follow these guidelines.

Identify the portions of the local plan that are being handled in the narrative content of the regional plan.

All required content is included in the local plan.

APPENDICES

A. Local Board Assurances

Through PY 2017-20, the Local Workforce Development Board (Local Board) assures the following:

- A. The Local Board assures that it will comply with the uniform administrative requirements referred to in the *Workforce Innovation and Opportunity Act* (WIOA) Section 184(a)(3).
- B. The Local Board assures that no funds received under the Workforce Development Act will be used to assist, promote, or deter union organizing (WIOA Section 181[b][7]).
- C. The Local Board assures that the board will comply with the nondiscrimination provisions of WIOA Section 188.
- D. The Local Board assures that the board will collect and maintain data necessary to show compliance with the nondiscrimination provisions of WIOA Section 188.
- E. The Local Board assures that funds will be spent in accordance with the WIOA, written Department of Labor guidance, and other applicable federal and state laws and regulations.
- F. The Local Board assures it will comply with future State Board policies and guidelines, legislative mandates and/or other special provisions as may be required under Federal law or policy, including the WIOA or state legislation.
- G. The Local Board assures that when allocated adult funds for employment and training activities are limited, priority shall be given to veterans, recipients of public assistance and other low-income individuals for intensive and training services. (WIOA Section 134[c][3][E], and CUIA Section 14230[a][6]).
- H. The Local Board certifies that its America's Job Center of CaliforniaSM (AJCC) location(s) will recognize and comply with applicable labor agreements affecting represented employees located in the AJCC(s). This shall include the right to access by state labor organization representatives pursuant to the *Ralph Dills Act* (Chapter 10.3 [commencing with Section 3512] of Division 4, of Title 1 of the Government Code, and CUIA Section 14233).
- I. The Local Board assures that state employees who are located at the AJCC(s) shall remain under the supervision of their employing department for the

purposes of performance evaluations and other matters concerning civil service rights and responsibilities. State employees performing services at the AJCC(s) shall retain existing civil service and collective bargaining protections on matters relating to employment, including, but not limited to, hiring, promotion, discipline, and grievance procedures.

- J. The Local Board assures that when work-related issues arise at the AJCC(s) between state employees and operators or supervisors of other partners, the operator or other supervisor shall refer such issues to the State employee's civil service supervisor. The AJCC operators and partners shall cooperate in the investigation of the following matters: discrimination under the *California Fair Employment and Housing Act* (Part 2.8 [commencing with Section 12900] of Division 3, of Title 2 of the Government Code), threats and/or violence concerning state employees, and state employee misconduct.
- K. The Local Board assures that it will select the One-Stop Operator with the agreement of the CEO, through a competitive process, or with approval from the local elected official and the Governor's Office. (WIOA Section 121[d][2][A]). The AJCC Operator is responsible for administering AJCC services in accordance with roles that have been defined by the Local Board.

Instructions

The Local Board chairperson and local CEO must sign and date this form. Include the original signatures with the request.

By signing below, the local CEO and Local Board chair agree to abide by the Regional plan included in this document.

**Local Workforce Development Board
Chair**

Dan Heinen
Signature

Dan Heinen
Name

Workforce Development Board Chair
Title

March 2, 2017
Date

Local Chief Elected Official

Virginia Bass
Signature

Virginia Bass
Name

Chair
Title

6/27/17
Date

B. Comprehensive One-Stops and AJCC Partners in the Local Area

Comprehensive America's Job Center of California The Job Market, 409 K Street, Eureka

AJCC Partners

Department of Health and Human Services, Employment Training Division
Department of Health and Human Services, TANF/CalWORKS
State of California Employment Development Department
State of California Unemployment Insurance
College of the Redwoods
Redwood Community Action Agency
State of California Department of Rehabilitation
Northern California Indian Development Council
California Human Development
North Coast Small Business Development Center
Sequoia Personnel Services
America Association of Retired Persons

C. America's Job Center of California Memorandums of Understanding (MOU)



Workforce Innovation and Opportunity Act America's Job Center of CaliforniaSM Memorandum of Understanding

Preamble/Purpose of MOU:

The Workforce Innovation and Opportunity Act (WIOA) requires that a Memorandum of Understanding (MOU) be developed and executed between the Humboldt County Workforce Development Board (HC-WDB) and the America's Job Center of CaliforniaSM (AJCC) Partners to establish an agreement concerning the operations of the AJCC delivery system. The purpose of the MOU is to establish a cooperative working relationship between the AJCC Partners and to define their respective roles and responsibilities in achieving the policy objectives. The MOU also serves to establish the framework for providing services to employers, employees, job seekers and others needing workforce services.

California's delivery system, the AJCC, is a locally-driven system which develops partnerships and provides programs and services to achieve three main policy objectives established by the California Workforce Development Strategic Plan, which includes the following:

- Foster demand-driven skills attainment
- Enable upward mobility for all Californians
- Align, coordinate, and integrate programs and services

These objectives will be accomplished by ensuring access to high-quality AJCCs that provide the full range of services available in the community for all customers seeking assistance with any of the following:

- Looking to find a job.
- Building basic educational or occupational skills.
- Earning a postsecondary certificate or degree.
- Obtaining guidance on how to make career choices.
- Seeking to identify and hire skilled workers.

Vision Statement:

The Job Market provides quality services to Humboldt County businesses, employees and job-seekers, so they may thrive.



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Mission Statement and Goals:

Bringing together workforce development, educational, economic development and other employment services in a seamless customer-focused delivery network that enhances access to program services and improves long-term employment outcomes. As AJCC partners, we are committed to administering our independently funded programs as a set of integrated streamlined services to job seekers and employers, by:

- Helping businesses find skilled workers and access other supports services, including education and training, for their current workforce; and
- Providing an array of employment and business services and connecting customers to work-related training and education; and
- Continuing to align investments in workforce, education and economic development to regional in-demand jobs; and
- Reinforcing partnerships and strategies to provide job seekers and workers with high-quality career services, education and training, and supportive services needed to get good jobs and stay employed.

AJCC Partners to the MOU:

This MOU is entered into between HC-WDB and the AJCC Partners named below, with agreement of the Chief Local Elected Official, the Humboldt County Board of Supervisors, hereafter, CLEO.

Required Partners include local/regional representatives of the following programs:

- WIOA Title I Adult, Dislocated Worker, and Youth, Department of Health and Human Services Employment and Training Division (ETD)
- WIOA Title II Adult Education and Literacy, College of the Redwoods (CR)
- WIOA Title III Wagner-Peyser, Employment Development Department (EDD)
- WIOA Title IV Vocational Rehabilitation, Department of Rehabilitation (DOR)
- Carl Perkins Career Technical Education, College of the Redwoods (CR)
- Community Services Block Grant, Redwood Community Action Agency (RCAA)



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- Native American Programs (Section 166), Northern California Indian Development Council (NCIDC)
- Title V, Older Americans Act, Experience Works (EW)
- Temporary Assistance for Needy Families, Department of Health and Human Services, CalWORKs Division
- Unemployment Insurance, Employment Development Department (EDD)
- Veterans, Employment Development Department (EDD)
- Trade Act, Employment Development Department (EDD)
- Migrant Seasonal Farmworkers, California Human Development (CHD)

Additional Partners approved by the HC-WDB and CLEO:

- Business Services, Humboldt State University, North Coast Small Business Development Center (NCSBDC)
- Business Services, Cardinal Services, Inc. DBA Sequoia Personnel Services (SPS)

Note: Additional Partners will be included in the service coordination portion of MOU and will be excluded from the shared resources and costs portion. When 'AJCC Partners' are referenced in this MOU and attachments, the roles of the Additional Partners will be specific to the scope of work outlined in the Business Services contracts between the agencies and the County of Humboldt Economic Development Division. SPS and NCSBDC are not included when 'required partners' are referenced.

Effective Dates and Term of MOU:

This MOU shall begin on July 1, 2016 and shall remain in full force and effect until June 30, 2020, unless sooner terminated as provided herein. This MOU shall be reviewed, at a minimum, every three years.

AJCC System Services:

AJCC's services as required by WIOA Law and to be provided by the AJCC Partners to this MOU are outlined in Attachment A, AJCC System Services.



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Responsibility of AJCC Partners:

The AJCC Partners agree to the responsibilities outlined below.

1. The AJCC Partners will participate in joint planning, plan development, and modification of activities to accomplish the following:
 - o Continuous partnership building.
 - o Adherence to state and federal requirements.
 - o Responsiveness to local and economic conditions, including employer needs.
 - o Adherence to common data collection and reporting needs.
2. Make the service(s) identified in Attachment A, the AJCC System Services, available to customers through the AJCC delivery system.
3. Participate in the operation of the AJCC, consistent with the terms of the MOU and requirements of authorized laws.
4. Participate in capacity building and staff development activities in order to ensure that all AJCC Partners and staff are adequately cross-trained.

Funding of Services and Operating Costs:

All relevant AJCC Partners (excluding additionally approved partners referenced on page 3) to this MOU agree to share in the operating costs of the AJCC system, either in cash or through in-kind services. The cost of services, operating cost, and infrastructure costs of the system will be funded by relevant AJCC Partners through a separately negotiated cost sharing agreement.

AJCC Partners will ensure that the shared costs are supported by accurate data, the shared costs are consistently applied over time, and the methodology used in determining the shared costs are reflected in the cost sharing agreement.

AJCC Partners agree to negotiate and implement a final cost sharing plan by December 31, 2017.



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Methods for Referring Customers:

An inter-partner and inter-agency referral process as required by WIOA and to be used by the AJCC Partners to this MOU is described in Attachment B, AJCC System Services Referral Agreement.

Access for Individuals with Barriers to Employment:

Humboldt County's AJCC, The Job Market, located at 409 K Street, Eureka, CA, is the primary physical location and access point for residents in the County. The Job Market is committed to providing priority of services to recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient when providing individualized career services and training services with WIOA adult funds.

The AJCC will ensure access for all individuals that qualify as an "individual with a barrier to employment." The term means, an individual, of one or more of the following populations:

- Displaced homemakers
- Low-income individuals
- Indians, Alaska Natives, and Native Hawaiians, defined in section 166 in WIOA Law
- Individuals with disabilities, including youth
- Older individuals
- Ex-offenders
- Homeless individuals, defined in section 41403(6) in the Violence Against Women Act of 1994, or homeless children and youths, defined in section 725(2) of the McKinney-Vento Homeless Assistance Act
- Youth who are in or have aged out of foster care
- Individuals who are English language learners, individuals who have low levels of literacy, and individuals facing substantial cultural barriers
- Eligible migrant and seasonal farm workers
- Individuals within 2 years of exhausting lifetime eligibility under Part A of title IV of the Social Security Act
- Single parents, including pregnant women
- Long-term unemployed individuals
- Such other groups as the Governor involved determines to have barriers to employment



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Humboldt AJCC partners ensure their policies, procedures, programs, and services are in compliance with the *Americans with Disabilities Act of 1990* and its amendments, in order to provide equal access to all customers with disabilities.

Shared Technology and System Security:

WIOA emphasizes technology as a critical tool for making all aspects of information exchange possible, including client tracking, common case management, reporting, and data collection. To support the use of these tools, each AJCC Partner agrees to the following:

- Comply with the applicable provisions of WIOA, Welfare and Institutions Code, California Education Code, Rehabilitation Act, and any other appropriate statutes or requirements.
- The principles of common reporting and shared information through electronic mechanisms, including shared technology.
- Commit to share information to the greatest extent allowable under their governing legislation and confidentiality requirements.
- Maintain all records of the AJCC customers or Partners (e.g. applications, eligibility and referral records, or any other individual records related to services provided under this MOU) in the strictest confidence, and use them solely for purposes directly related to such services.
- Develop technological enhancements that allow interfaces of common information needs, as appropriate.
- Understand that system security provisions shall be agreed upon by all AJCC Partners.

Confidentiality:

The AJCC Partners agree to comply with the provisions of WIOA as well as the applicable sections of the Welfare and Institutions Code, the California Education Code, the Rehabilitation Act, and any other appropriate statute or requirement that may apply to one or all of the AJCC Partners to assure the following:

- All applications and individual records related to services provided under this MOU, including eligibility for services and enrollment and referral, shall be confidential and shall not be open to examination for any purpose not directly connected with the delivery of such services.
- No person will publish, disclose use, or permit, cause to be published, disclosed or used, any confidential information pertaining to AJCC applicants, participants, or customers overall unless a specific release is voluntarily signed by the participant or customer.



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- The AJCC partners agree to abide by the current confidentiality provisions of the respective statutes to which AJCC operators and other AJCC Partners must adhere, and shall share information necessary for the administration of the program as allowed under WIOA law and regulation. The AJCC partner, therefore, agrees to share client information necessary for the provision of services such as assessment, universal intake, program or training referral, job development or placement activities, and other services as needed for employment or program support purposes upon the written permission from a participant outlined in Attachment C, AJCC Release of Information Form.
- Client information shall be shared solely for the purpose of enrollment, referral or provision of services. In carrying out their respective responsibilities, each party shall respect and abide by the confidentiality policies of the other Partners.
- These provisions shall be interpreted consistent with the California Public Records Act.

Non-Discrimination and Equal Opportunity:

The AJCC partner shall not unlawfully discriminate, harass or allow harassment against any employee, applicant for employment or AJCC applicant due to gender, race, color, ancestry, religion, national origin, veteran status, physical disability, mental disability, medical condition(s), age, sexual orientation or marital status. The AJCC partner agrees to comply with the provisions of the Fair Employment and Housing Act (Government Code Section 12990) and related, applicable regulations.

The AJCC partners will assure compliance with the Americans with Disabilities Act of 1990 and its amendments, which prohibits discrimination on the basis of disability, as well as other applicable regulations and guidelines issued pursuant to the Americans with Disabilities Act.

Grievances and Complaints Procedure:

The AJCC has established and will maintain a procedure for grievance and complaints as outlined in WIOA and described in Attachment D, Grievance and Complaint Procedure. The process for handling grievances and complaints will be applicable to customers when utilizing WIOA funded programs or services. These procedures will allow the customer or entity filing the complaint to exhaust every administrative level in receiving a fair and complete hearing and resolution of their grievance. The AJCC further agrees to communicate openly and directly to resolve any problems or disputes related to the provision of services in a cooperative manner and at the lowest level of intervention possible.



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AJCC Partners to this MOU who have established grievance and complaint processes pertinent solely to their own programs and funds will continue to use those processes when a complaint is being filed only with a Partner agency and not about the AJCC at large or to WIOA funded programs. AJCC Partners to this MOU will share information about how, where, and to whom to file complaints targeted for non-WIOA funded Partners of the AJCC.

American's with Disabilities Act and Amendments Compliance:

The AJCC Partners agrees to ensure that the policies and procedures as well as the programs and services provided at the AJCC are in compliance with the Americans with Disabilities Act and its amendments. Additionally, AJCC Partners agree to fully comply with the provisions of WIOA, Title VII of the civil Rights act of 1964, the Age Decimation Act of 1975, Title IX of the Education Amendments of 1972, 29 CRF Part 37 and all other regulations implementing the aforementioned laws.

Modifications and Revisions:

This MOU constitutes the entire agreement between the AJCC Partners and the HC-WDB and no oral understanding not incorporated herein shall be binding on any of the parties hereto. This MOU may be modified, altered, or revised, as necessary, by mutual consent of the parties, by the issuance of a written amendment, signed and dated by the parties.

Termination:

The AJCC Partners understand that implementation of the AJCC system is dependent on the good faith effort of every partner to work together to improve services to the community. The AJCC Partners also agree that this is a project where different ways of working together and providing services are being tried. In the event that it becomes necessary for one or more AJCC Partners to cease being a part of this MOU, said entity shall notify the other Partners and the HC-WDB, in writing, 30 days in advance of that intention. In the event that the HC-WDB determines that it is necessary for one or more AJCC Partners to cease being a part of this MOU, the HC-WDB shall notify the other AJCC Partners and said entity in writing, 30 days in advance of that intention.

EDD Premises:

During the term of this MOU, and as long as the AJCC is located within the local EDD building,



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all parties to this MOU who are co-located at The Job Market shall be required to have a space sharing agreement in place with the local EDD office regarding use of designated and common space for the purpose of conducting acceptable AJCC services as outlined herein.

Supervision/Day to Day Operations:

The day-to-day supervision of staff assigned to the AJCCs will be the responsibility of the site supervisor(s). The original employer of staff assigned to the AJCCs will continue to set the priorities of its staff. Any change in work assignments or any problems at the worksite will be handled by the site supervisor(s) and the management of the original employer.

The office hours for the staff at the AJCCs will be established by the site supervisor(s) and the primary employer. All staff will comply with the holiday schedule of their primary employer and will provide a copy of their holiday schedule to the operator and host agency at the beginning of each fiscal year.

Disciplinary actions may result in removal of co-located staff from the AJCCs and each party will take appropriate action.

Each party shall be solely liable and responsible for providing to, or on behalf of, its employee(s), and all legally-required employee benefits. In addition, each party shall be solely responsive and save all other parties harmless from all matters relating to payment of each party's employee(s), including compliance with social security withholding, workers' compensation, and all other regulations governing such matters.

Dispute Resolution:

The parties agree to communicate openly and directly to resolve policy, practice disputes or other problems at the lowest level, starting with the site supervisor(s) and staff. If issues cannot be resolved at this level, they shall be referred to the management staff of the respective staff employer and the operator, for discussion and resolution. Parties shall continue with the responsibilities under the MOU during any dispute. Disputes shall be resolved in a timely manner. If not able to resolve at these lower levels, disputed issues shall be submitted in writing to the AJCC Operators Consortium for a written decision. If this decision is not accepted by the disputing parties, then the parties may, within 30 days, appeal in writing to the HC-WDB Executive Committee. The HC-WDB Executive Committee shall attempt to resolve the dispute in a mutually satisfactory manner. If the HC-WDB Executive Committee is unsuccessful, it may engage the services of a local mediation service to assist. If mediation is unsuccessful, the HC-



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WDB Executive Committee shall select a local arbitrator acceptable to the parties involved. The arbitrator so elected may schedule and hold an arbitration hearing. The parties shall be bound by final decisions of the arbitrator.

Press Releases and Communications:

The pertinent AJCC Partners shall have the option to be included in any communicating with the press, television, radio or any other form of media when an AJCC Partner's specific duties or performance under this MOU is addressed. Participation of each party in press/media presentations will be determined by each party's public relations policies. Unless otherwise directed by the other AJCC Partners, in all communications, each party shall make reference to The Job Market or AJCC as a single system and only call out individual AJCC Partners as appropriate to the topic or issue being covered.

The AJCC Partners agree to utilize the AJCC logo developed by the State of California and the Local Board on buildings identified for AJCC usage. This also includes letterhead, envelopes, business cards, any written correspondence and fax transmittals.

Hold Harmless/Indemnification/Liability:

In accordance with provisions of Section 895.4 of the California Government Code, each party hereby agrees to indemnify, defend and hold harmless all other parties identified in this MOU from and against any and all claims, demands, damages and costs arising out of or resulting from any acts or omissions which arise from the performance of the obligations by such indemnifying party pursuant to this MOU. In addition, except for Departments of the State of California which cannot provide for indemnification of court costs and attorney's fees under the indemnification policy of the State of California, all other parties to this MOU agree to indemnify, defend and hold harmless each other from and against all court costs and attorney's fees arising out of or resulting from any acts or omissions which arise from the performance of the obligations by such indemnifying party pursuant to this MOU. It is understood and agreed that all indemnity provided herein shall survive the termination of this MOU.


[SIGNATURE PAGE FOLLOWS]




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In WITNESS THEREOF, the parties to this MOU hereby agree to the terms and execute this agreement, and the Chief Local Elected Official of Humboldt County, represented by the Chair of the Humboldt County Board of Supervisors hereby agrees to the execution of the this MOU, Attachment A, B, C, and D.

Dated 6-3-16, 2016

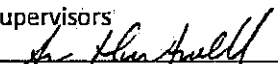
By: 
Evelyn Giddings, Vice Chair
Humboldt County Workforce Development Board

Dated 6/28/16, 2016

By: 
Mark Lovelace, Chair
Humboldt County Board of Supervisors

(SEAL)

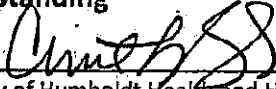
ATTEST:
Clerk of the Humboldt County Board
of Supervisors

By: 
Deputy



**Workforce Innovation and Opportunity Act
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Memorandum of Understanding**

Dated: 5-18-16 2016

By: 
County of Humboldt Health and Human
Services
Employment Training Division
Connie Beck, Director



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Dated: 5/19/2016, 2016

By: Emilia Bartolomeu
State of CA Employment Development
Department
Emilia Bartolomeu, Deputy Division Chief
Workforce Services Branch



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Dated: May 17, 2016

By: Keith Snow-Flamer
College of the Redwoods
Dr. Keith Snow-Flamer, Interim.
President/Superintendent



**Workforce Innovation and Opportunity Act
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Dated: May 27, 2016

By: 
Unemployment Insurance, State of CA
Employment Development
David Rangel, Employment Development
Administrator



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Memorandum of Understanding**

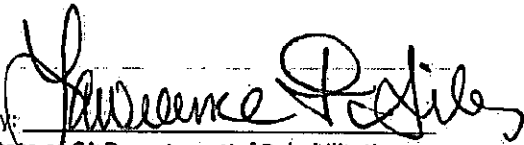
Dated: 5/25, 2016

By: Val Martinez
Redwood Community Action Agency
Val Martinez, Executive Director



**Workforce Innovation and Opportunity Act
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Dated: 05/25, 2016

By: 
State of CA Department of Rehabilitation
Lawrence Siler, Regional Supervisor



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Dated: May 17, 2016

By: Lolita Evans
Experience Works
Lolita Evans, Employment and Training
Coordinator



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Dated: May 27, 2016

By: Terry Coltra
Northern California Indian Development Council
Terry Coltra, Executive Director



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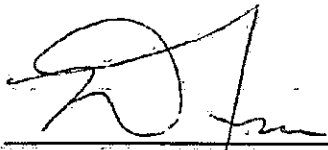
Dated: 6/01/ 2016

By: [Signature] for Steve Karp
North Coast Small Business Development
Center, a Program of Humboldt State University
Sponsored Programs Foundation
Steve Karp, Executive Director



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Dated: 5/19/16, 2016

By: 

Cardinal Services, Inc. DBA Sequoia Personnel
Services
Mike Freeman, Chair and Chief Strategic Officer



**Workforce Innovation and Opportunity Act
America's Job Center of CaliforniaSM
Memorandum of Understanding**

Dated: May 24, 2016

By: 
California Human Development
Christopher Paige, CEO



**AMERICA'S JOB CENTER OF CALIFORNIA (AJCC)SM
SYSTEM SERVICES**

JOB SEEKER		
<u>CAREER SERVICES</u>	DESCRIPTION	PROVIDING OPERATOR OR PARTNER(S)
Intake, Identification of Service Need and Referrals	<ul style="list-style-type: none"> • AJCC registration into CalJOBS and information and referrals to appropriate services based on indicated interest and service needs. • Client referral from partner agency sites as indicated from determining client interest, request or need. 	<ul style="list-style-type: none"> • AJCC intake: ETD and/or EDD – W-PA; • Partner program intake and referrals offsite: CalWORKs, CR, DOR, GR, EW, HCCCC, NCIDC, NCSBDC, RCAA, YPO
Eligibility Determination	<ul style="list-style-type: none"> • Collect data and verification documents to identify individuals who qualify for eligibility-based services – WIOA, TANF, General Relief, CalFresh, and/or Affordable Care Act programs. 	<ul style="list-style-type: none"> • WIOA Programs: ETD • Other Programs: DHHS/SSB, EDD – TAA, Veterans & YEOP, UI, DOR
AJCC Orientation	<ul style="list-style-type: none"> • An orientation workshop that provides an introduction to AJCC services and basic information on how to conduct an effective job search. • A required workshop for AJCC clients who want to use staff-supported services. 	<ul style="list-style-type: none"> • ETD and/or CR • EDD – W-PA through mandated workshops – IAW, PJSA, and REA
Initial Assessment of skills, aptitudes, abilities and support services needed.	<ul style="list-style-type: none"> • Provide WIOA clients with individual and/or group assessments. <ul style="list-style-type: none"> ○ Conduct evaluation to determine training and supportive service needs one-on-one. 	<ul style="list-style-type: none"> • ETD, YPO's • ETD, YPO's
Job Search and Placement Assistance	<ul style="list-style-type: none"> • AJCC self-serve computer-aided job search and job postings in lobby. • Staff-assisted job search; information regarding labor market and high-demand jobs; resume, cover letter and interview assistance; work-readiness workshops; career counseling; assistance with job placement. 	<ul style="list-style-type: none"> • ETD and/or EDD – W-PA • CR, ETD, EDD – W-PA, TAA, Veterans & YEOP, DOR, CalWORKs, EW, RCAA, and YPO's

Attachment A

Provision of Referrals and Coordination of Activities	Referrals are made to partner or other supportive service agencies to ensure for optimal assistance and success of job seeker clients.	<ul style="list-style-type: none"> All AJCC operators, partners and associated local services * Attachment B for the local AJCC referral process
JOB SEEKER		
<u>TRAINING SERVICES</u>	DESCRIPTION	PROVIDING OPERATOR OR PARTNER(S)
Provision of Training Program Funds and Performance Information	<ul style="list-style-type: none"> Inform WIOA clients about amount and purpose of training funds available to them, and program and education provider performance data. Similar information provided by Partner agencies regarding their programs. 	<ul style="list-style-type: none"> ETD, YPO's CalWORKs, DOR, EW, EDD – TAA
Provision of Information Regarding Supportive Services (SS) and Funds	<ul style="list-style-type: none"> Inform WIOA clients about supportive services and funds that can be provided to assist with their training success. Similar information provided by Partner agencies regarding their programs. 	<ul style="list-style-type: none"> ETD, YPO's CalWORKs, DOR, EW, EDD-TAA
Provision of Information Regarding other SS and Partner Programs	<ul style="list-style-type: none"> Inform WIOA clients about other program resources that they may qualify for to help them meet basic needs and assist in completing their training goals. Similar information provided by AJCC partner agencies to their clients. Make referrals to other agencies as appropriate. 	<ul style="list-style-type: none"> ETD, YPO's CalWORKs, DOR, EW, EDD-TAA ETD, CalWORKs, DOR, EW, YPO's, EDD - TAA
Comprehensive Assessments and In-Depth Interviewing and Career Counseling to Help Clients Determine Suitable Employment Goals and Career Pathway	<ul style="list-style-type: none"> Deliver/proctor assessments tool and counsel WIOA clients to help them select a high-demand job and career pathway; identify and work to alleviate any barriers to employment. Assist clients of other training programs with the same. 	<ul style="list-style-type: none"> ETD, YPO's CalWORKs, DOR, EW
Development of an Individual Employment Plan and Establish a Training Account	<ul style="list-style-type: none"> Assist WIOA clients, via individual counseling, to develop an employment plan that identifies a career goal, provides achievement objectives, and secures ancillary services to help meet their goal. Assist clients of other training programs with the same. 	<ul style="list-style-type: none"> ETD, EDD - TAA, YPO's CalWORKs, DOR, EW
Short-Term Pre-Vocational Services	<ul style="list-style-type: none"> Offer Basic skills training in literacy and numeracy as needed. Provide skills to assist in English language acquisition. Offer financial literacy workshops. Assist in attaining High School Diploma, 	<ul style="list-style-type: none"> CR, ETD CR CR, ETD, DOR CR, ETD

Attachment A

	<p>GED or another HSD equivalency preparation and testing.</p> <ul style="list-style-type: none"> • Provide information on Applying for UI Benefits. • Offer Life Skills and Work/Life Balance assistance. • Provide Work Readiness and Retention Skills Development Workshops and/or Group Counseling when appropriate. 	<ul style="list-style-type: none"> • EDD – W-PA, ETD • CR, ETD • CR, ETD
Internships and Work Experience Placement	<ul style="list-style-type: none"> • Develop job sites and place clients in a WEX training aligned with their employment goals. • Monitor and assist job site employer and client to ensure for successful outcomes. 	<ul style="list-style-type: none"> • CR, ETD, CalWORKs, DOR, EW • CR, ETD, CalWORKs, DOR, EW
On-the-Job Training Placements	<ul style="list-style-type: none"> • Develop job sites and place clients in an OJT aligned with their employment goals. • Monitor and assist job site employer and client to ensure for successful outcomes. 	<ul style="list-style-type: none"> • ETD, CalWORKs, DOR, EW
Out-of-Area Job Search and Relocation Assistance	<ul style="list-style-type: none"> • Provide job placement assistance to WIOA clients who have trained for a high-demand job out-of-area. • Assist WIOA client with a relocation plan and funds to support the plan. 	<ul style="list-style-type: none"> • ETD, EDD - TAA, YPO's, DOR • ETD, EDD - TAA, YPO's, DOR
Follow-Up Services	<ul style="list-style-type: none"> • Provide WIOA clients with continued career and retention counseling as needed for up to 12 months following employment. 	<ul style="list-style-type: none"> • ETD, YPO's

EMPLOYER, BUSINESS AND INDUSTRY		
<u>BUSINESS SERVICES</u>	DESCRIPTION	PROVIDING OPERATOR OR PARTNER(S)
Labor Exchange Services	<ul style="list-style-type: none"> • Provide basic and in-depth labor market and employment information. • Job posting assistance into CalJOBS and AJCC website. • Recruitment assistance including job fairs, resume searches, job announcements across AJCC partners. • Candidate screening via aptitude, skills and readiness testing, and interviews. 	<ul style="list-style-type: none"> • BizNet, EDD – LMID, W-PA, Veterans, YEOP, ETD, WDB • EDD – W-PA and Veterans • EDD – W-PA and Veterans, ETD • ETD, DOR
Business Assistance with Employment Related Questions	<ul style="list-style-type: none"> • Provide basic and in-depth labor market information regarding wages, job classifications, employment rates and in-demand industry sectors. • Provide answers and materials to employers regarding managing 	<ul style="list-style-type: none"> • BizNet, EDD - LMID, ETD, SPS, WDB • BizNet, EDD, NCSBDC, SPS

Attachment A

	<p>employees and regulations.</p> <ul style="list-style-type: none"> • Provide answers and materials related to small business and self-employment. • Information regarding wage subsidy programs. • Information regarding employment related tax credits. • Hiring and making accommodations for employees with disabilities. 	<ul style="list-style-type: none"> • BizNet, NCSBDC, ETD • ETD, CalWORKs, YPO's • ETD, EDD – W-PA and Veterans, CalWORKs • DOR
Business Assistance with HR Related Needs	<ul style="list-style-type: none"> • Employer workshops in hiring, interviewing and employee retention. • Assistance with job descriptions. • Workshops in recruitment, hiring and retention. 	<ul style="list-style-type: none"> • ETD, SPS, NCSBDC • ETD, EDD – W-PA and Veterans, SPS • ETD, SPS
Business Assistance with Layoff Aversion or Events	<ul style="list-style-type: none"> • Business analyses and assistance to avoid employee layoffs or closures. • Assistance with layoff and provision of information to dislocated workers. 	<ul style="list-style-type: none"> • NCSBDC, SPS, WDB • EDD, EDD – W-PA, DHHS/SSB, WDB staff
Training Services for Business Owners and/or Incumbent Workers	<ul style="list-style-type: none"> • Customer Service Training. • Customized Training for a specific company or industry sector. • Management/Supervisory and/or HR training. • Bookkeeping, financial reporting and business computing training. • Business plan development and business loan procurement assistance. • Monthly luncheon training/presentations and periodic seminars on labor and employment law, business regulations and compliance, Human Resource (HR) and other business related topics. 	<ul style="list-style-type: none"> • CR and/or ETD • CR and/or ETD • CR and/or ETD • CR, NCSBDC • NCSBDC • EDD – W-PA (via NEAC)

Acronym Key

AJCC – America’s Job Center of California™

BizNet – North Coast Small Business Development Center’s AJCC business help line

CalWORKs – California’s Temporary Assistance to Needy Families Program

CR – College of the Redwoods, a CA Community College

DHHS/SSB – Department of Health and Human Services, Social Service Branch

DOR – California Department of Rehabilitation

EDD – California State Employment Development Department

- W-PA-Wagner-Peyser Act
- LMID-Labor Market Information Division
- TAA-Trade Adjustment Assistance Act
- UI-Unemployment Insurance Benefits
- NEAC-North Coast Employer Advisory Council
- YEOP-Youth Employment Opportunity Program
- Veterans – EDD’s Job’s for Veterans State Grant (JVSG)

ETD – Humboldt County Employment and Training Division

Attachment A

EW – Experience Works, a workforce program for people ages 55 and older

GR – DHHS General Relief Program

HCCCC – Humboldt County Community Correctional Center, a multi-agency center for adjudicated clients

RCAA – Redwood Community Action Agency

NCSBDC – North Coast Small Business Development Center

SPS - Sequoia Personnel Services

TJM – The Job Market, local name for Humboldt’s AJCC

WDB – Workforce Development Board

WIOA – Workforce Innovation and Opportunity Act

YPO – Youth Program Operator (WIOA Youth Program)



AMERICA'S JOB CENTER OF CALIFORNIA (AJCC)sm SYSTEM SERVICES REFERRAL AGREEMENT

The required partners, hereafter, Parties, acknowledge the requirement for referrals and possible co-enrollment of clients between partnering agencies. The Parties recognize that referrals may be indicated at any point or stage of service during a client's use of the AJCC and have therefore agreed to the following processes to ensure referrals are made promptly and clearly between agencies. The Parties agree to maintain and modify these processes and any related forms as necessary.

Agency and Program Informational Reference

Parties will provide a summary of AJCC services to be provided by their agency as it pertains to the AJCC. This will be provided in a summary outline, in a format to be agreed to by partners, bullet-pointing each service followed by a brief description of the service. Any eligibility requirements to a specific program or service are to also be provided in the reference to assist partner staff in making correct referrals based on need and an understanding of basic eligibility. These program descriptions will be compiled into a desk reference for the staff of each agency.

Staff Cross-Training between Partner Agencies

Staff from each Partner agency involved in direct client services will be provided a desk reference (defined under Agency and Program Informational Reference) and cross-trained in the programs and services as outlined therein. Staff will also be trained in the referral process and how to determine when a referral is necessary.

Notice of New Program Opportunities, Services or Events

The Parties agree to share information about new services, workshops, activities or events between one another in a timely manner as they may relate to the AJCC mission and/or benefit of AJCC clients. Such announcements can be forwarded to the AJCC Senior Office Assistant (SOA) as a single point of contact. The SOA will post flyers and handouts as appropriate, forward the information via mass email to appropriate partner staff and/or place on the AJCC website as requested.

Service Request Referral Process

Because the Parties use several unique databases or other systems of client tracking, no common database platform is currently available in which the staff can interact. For this reason, the Parties have agreed to the following four forms of client referrals and staff training will be provided for each; phone, drop-in referrals; by appointment; and email without a prescheduled appointment.



AMERICA'S JOB CENTER OF CALIFORNIA (AJCC)sm
RELEASE OF INFORMATION

I, _____, have been informed that the Job Market is a consortium of partners including CalWORKS, the Employment Training Divisions of the Humboldt County Department of Health and Human Services, the California Departments of Rehabilitation and Employment Development, College of the Redwoods, Experience Works, North Coast Small Business Development Center, Cardinal Services, Inc. DBA Sequoia Personnel Services and the Redwood Community Action Agency. I give permission to these service providers to share oral or written information regarding my employment history, my job readiness, search and placement activities, educational enrollment information related to training funded by one of these agencies, or as necessary to meet other workforce supports I request through The Job Market.

I understand my personal identifying information shall not be subject to public disclosure beyond these partners. This release does not allow sharing any personal health information covered by the Health Insurance Portability and Accountability Act (HIPAA), nor any information not authorized above as covered by the Family Educational Rights and Privacy Act (FERPA) (except as provided by law in California Education Code Sections 76243 and 76244), California Welfare and Institutions Code Sections 5328 and 10850, Title 45 of the Code of Federal Regulations (CFR) Section 205.50(a), California Unemployment Insurance Code (UIC) Sections 1094 and 2111, the Information Practices Act (IPA), California Civil Code Sections 1798 through 1798.78 and the Wagner-Peyser Laws of 20 CFR Part 652 through Part 654.

I further agree to hereby release and hold harmless the Job Market consortium from any and all actions that may be taken by prospective employers regarding information I have shared regarding my work history, previous training, or other employment related information.

I understand I may cancel this release of information by written notification to Job Market staff at any time, except to the extent that action prior to my cancellation has been taken in reliance upon it.

X

(Customer Signature)

(Date)



Grievance and Complaint Procedure

For participants enrolled in the Workforce Innovation and Opportunity Act (WIOA) Title I Adult, Dislocated Worker or Youth programs who believe the Humboldt County Workforce Development Board (HC-WDB), one of its providers of services or any staff person has violated any provision of WIOA, state directives, or local policies and directives should follow these procedures to file a complaint.

Individuals wishing to file a complaint regarding an action, policy or treatment that impacts their participation in a HC-WDB program are encouraged to contact their WIOA program operator, case worker or vocational counselor to attempt to resolve the complaint informally through the recipient's own grievance process. HC-WDB shall be given immediate notice of any such complaint filed with the recipient that is being addressed. However, if the informal process does not resolve the complaint, individuals will have the right to file a formal complaint and be heard by the HC-WDB Equal Opportunity Officer.

Your written complaint should include the following:

- Full name, telephone number, and mailing address of the complainant;
- Full name, telephone number, and mailing address of the respondent;
- A clear and concise statement of the facts and dates describing the alleged violation;
- The provisions of the WIOA, the WIOA regulations, grant or other agreements under the WIOA, believed to have been violated;
- Grievances or complaints against individuals, including staff or participants, shall indicate how those individuals did not comply with the WIOA law, regulation, or contract; and
- The remedy sought by the complainant.

To file a written complaint locally, mail to:
Humboldt County Workforce Development Board
520 E Street, Eureka, CA 95501

The HC-WDB and staff of its providers of services are required to help you with your complaint, if you request assistance. You are entitled to receive a copy of the HC-WDB Grievance and Complaint policy.

HC-WDB staff will assist with an informal resolution. If an informal resolution cannot be reached, a hearing will be scheduled. Hearings on any grievance or complaint shall be conducted within 30 days of filing of a grievance or complaint.

Not later than 60 days after the filing of the grievance or complaint, the hearing officer shall mail a written decision to both parties by first class mail.

If a complainant does not receive a decision at the HC-WDB level within 60 days of the filing of the grievance or complaint, or receives an adverse or unsatisfactory decision, the complainant then has the right to file an appeal with the State.

The complainant may request a State hearing by submitting a written notice of appeal to:
Chief, Compliance Review Division, MIC 22-M
Employment Development Department
PO Box 826880, Sacramento, CA 94280-0001

Attachment D

Any person filing a complaint shall not be subject to restraint, coercion, reprisal, or discrimination by any HC-WDB or recipient staff. Complainants have the right to withdraw their complaints (in writing) at any time prior to the hearing. A complaint can be amended to correct technical deficiencies, but not to add issues.

I hereby certify that I have received and read this information on the HC-WDB Grievance and Complaint policy.

Applicants Signature: _____ Date: _____

Signature of Parent/Guardian (if applicant is under 18): _____

STATE of CALIFORNIA
LOCAL AREA GRANT RECIPIENT LISTING
 [WIOA Sections 107(d)(12)(B)(i)]

Humboldt County Workforce Development Board

ENTITY	ORGANIZATION	CONTACT (NAME/TITLE)	MAILING ADDRESS (STREET, CITY, ZIP)	TELEPHONE, FAX, E-MAIL
Grant Recipient (or Subrecipient if applicable)	County of Humboldt	Cindy Harrington Executive Director	520 E Street Eureka, CA 95501	707-476-4806 707-445-7219 charrington@co.humboldt.ca.us
Fiscal Agent	County of Humboldt	Debbie Damiano Administrative Analyst	Same as above	707-476-4808 ddamiano@co.humboldt.ca.us
Local Area Administrator	County of Humboldt	Kathy Bierbaum-Cota Program Coordinator	Same as above	707-445-6271 kbierbaum@co.humboldt.ca.us
Local Area Administrator Alternate	County of Humboldt	Cindy Harrington Executive Director	Same as above	Same as above

Signature: Virginia Bass 6/27/2017
 Chief Elected Official Date

If a Local Grant Subrecipient has been designated, please submit a copy of the agreement between the Chief Elected Official and the Subrecipient. The agreement should delineate roles and responsibilities of each, including signature authority.

E. Local Board Bylaws

BYLAWS **OF THE WORKFORCE DEVELOPMENT BOARD** **OF HUMBOLDT COUNTY**

ARTICLE I. AUTHORIZATION AND PURPOSE

- A. **AUTHORIZATION:** The Workforce Development Board (hereinafter WDB) of Humboldt County is established under Section 107 of the Workforce Innovation & Opportunity Act of 2014, Public Law 803-32, hereinafter referred to as the WIOA.
- B. **SCOPE:** By its composition, the WDB represents organizations, agencies, and representatives of business. The WDB shall, in accordance with Section 107 of the WIOA; conduct oversight with respect to the one-stop career system. The WDB shall also set policy for the local workforce development system.
- C. **PURPOSE:** The purpose of the WDB shall be to provide oversight of Humboldt County's comprehensive workforce development system consisting of workforce education and training, workforce preparation services, and economic development.

The WDB shall:

1. Develop and submit a local plan in partnership with the chief elected official.
2. Conduct Workforce Research and Regional Labor Market Analysis, including:
 - (A) Analyses of the economic conditions in the region, the needed knowledge and skills for the region, activities (including education and training) in the region, and regularly update such information;
 - (B) Assist the Governor in developing the statewide workforce and labor market information system, specifically in the collection, analysis, and utilization of workforce and labor market information for the region; and
 - (C) Conduct such other research, data collection and analysis related to the workforce needs of the regional economy as the board, after receiving input from a wide array of stakeholders, determines to be necessary to carry out its functions.
3. Convene local workforce development system stakeholders to assist in the development of the local plan, and in identifying non-federal expertise and resources to leverage support for workforce development activities.
4. Lead efforts to engage with a diverse range of employers and with entities in the region involved:
 - (A) to promote business.

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- (B) to develop effective linkages that support employer utilization of the local workforce development system.
 - (C) to ensure that workforce development activities meet the needs of employers and support economic growth by enhancing communication, coordination, and collaboration among employers, economic development entities, and service providers; and
 - (D) to develop and implement proven or promising strategies for meeting the employment and skill needs of workers and employers in demand industry sectors or occupations.
5. With representatives of secondary and postsecondary education programs, lead efforts in the local area to develop and implement career pathways within the local area by aligning the employment, training, education, and supportive services that are needed by adults and youth, particularly individuals with barriers to employment.
 6. Lead efforts in the local area to identify and promote proven and promising strategies and initiatives for meeting the needs of employers, workers, and job seekers in the local workforce development system.
 7. Develop strategies for using technology to maximize the accessibility and effectiveness of the local workforce development system for employers, and workers and jobseekers.
 8. In partnership with the chief elected official for the local area, conduct oversight for the local youth workforce investment activities, and ensure appropriate use and management of the funds provided.
 9. With the chief elected official, and the Governor, negotiate and reach agreement on the local performance accountability measures.
 10. Consistent with Section 121 of WIOA, and with the agreement of the chief elected official for the local area, designate or certify one-stop operators, and may terminate for cause the eligibility of such operators.
 11. Consistent with Section 123 of WIOA, identify eligible providers of youth workforce investment activities in the local area by awarding grants or contracts on a competitive basis, and may terminate for cause the eligibility of such providers.
 12. Coordinate activities with education and training providers in the local area, including providers of workforce investment activities, providers of adult education and literacy activities under Title II, and providers of career and technical education (as defined in Section 3 of the Carl D. Perkins Career and Technical Education Act of 1973).
 13. Develop a budget for the activities of the local board in the local area, consistent with the local plan and the duties of the local board, subject to the approval of the chief elected official.

14. Annually assess the physical and programmatic accessibility, in accordance with the Americans with Disabilities Act of 1990, of all one stop centers in the local area.
15. Comply with applicable federal and state laws and regulations.

ARTICLE II. MEMBERSHIP

- A. The WDB shall consist of the membership as outlined in the WIOA.
- B. A majority of members (51%) on the WDB shall be business owners, chief executives, and operating officers of businesses in the local area, particularly from the Target of Opportunity industries identified in the Humboldt County Comprehensive Economic Development Strategy (CEDS) and Local Strategic Plan. A minority of the business owners can be executives of non-profit organizations with employment opportunities that reflect the local area.
- C. Twenty percent (20%) shall be representatives of labor agencies.
- D. A representative of eligible providers of adult education and literacy services.
- E. A representative of higher education providing workforce investment activities in Humboldt County.
- F. A representative of local K-12 education.
- G. A representative of the state employment services under the Wagner-Peyser Act.
- H. A representative of an agency providing local services under Title I of the Rehabilitation Act of 1973.
- I. A representative of an economic and community development organization serving the local area.
- J. A representative of an agency providing federally funded services for low-income residents.
- K. A representative of the Board of Supervisors, with an alternate.
- L. A representative of a state elected official (Assembly or Senate) representing Humboldt County with an alternate.
- M. Up to three representatives of community-based organizations or businesses that provide the following:
 - i. Native American employment development
 - ii. Child care
 - iii. Employment of people with disabilities
 - iv. Serves youth employment, training or education
 - v. Trains people with barriers

The term community-based organization is defined as a private nonprofit organization that is representative of a community or a significant segment of a community which has demonstrated expertise and effectiveness in the field of workforce investment.

- N. Regarding the size of the WDB, the Humboldt County Workforce Development Board must meet the minimum WIOA membership requirements and reserves discretionary authority by the Board of Supervisors as local economic conditions indicate.
- O. Membership for the WDB shall be solicited through a publicized nomination process.
- P. Members shall be appointed by the Humboldt County Board of Supervisors, from a slate of qualified candidate(s) recommended by the WDB.
 - 1. Terms are for a two-year period (2), starting from date of appointment by the Board of Supervisors. Mid-term appointments run through the third June after appointment
 - 2. At the conclusion of a member's term, the member's position shall be treated as a vacancy, with the current member having the option to request consideration for appointment to an additional term. Reappointment requests will be considered along with any other nominations received for that vacancy.
 - 3. All vacancies are to be filled within 60 days of their occurrence, or as soon as possible.
- Q. Members may resign by signed written notice to the WDB Chair or Executive Director, who will notify the Executive Committee and the BOS.
- R. Members may be removed for any activity that interferes with or misrepresents the business of the WDB by a vote of two-thirds of the members present and voting at a WDB meeting in which a quorum has been established and where the action has been included on the agenda.
- S. Members shall automatically terminate their membership on the WDB for administrative reasons. The Executive Committee may reverse a termination of a member's term by a vote of two thirds of the Executive Committee members present and voting at an Executive Committee meeting in which a quorum has been established and where the action has been included on the agenda. The WDB membership will be notified at the next full WDB meeting.

Reasons for administrative termination may include:

 - 1. When a member is unable to represent the categorical seat to which (s)he is appointed,
 - 2. Failure to attend three (3) consecutive WDB meetings;

T. Membership is by person, not position, including the mandated partners. Each member shall have equal voting privileges, with each seat representing one vote. Proxy votes by representative or member are not allowed.

U. No member shall vote on any matter which:

1. Poses the appearance of a conflict of interest to that member or his/her business or organization; and/or
2. Would financially benefit such member or his/her business or organization.

V. Procedures for Dealing with Conflicts of Interest

If a member believes (s)he is in a potential conflict situation, (s)he should so advise the Chair, refrain from any discussion on the matter involving the conflict, and register an abstention on any subsequent vote.

Should the member participate in the discussion and/or vote on the matter, and it is later determined that a conflict situation existed; any agreements resulting from this involvement may be considered invalid. The WDB Chair, whose decision shall then be presented to the WDB for further action, shall initially make consideration of validity. Such action might include ratification of the agreement under such conditions as would make the agreement valid.

W. A member of the BOS shall have one vote at any WDB meeting using the designated BOS member or appointed BOS alternate. Annually, the BOS will specify the designated BOS WDB member and alternate. The BOS appointed alternate is authorized to vote in the absence of the appointed BOS WDB member.

ARTICLE III. ELECTIONS OF OFFICERS AND EXECUTIVE COMMITTEE MEMBERS

A. Officers

The WDB shall elect a Chair and a Vice Chair, who shall be selected from among the business representative members. Only voting WDB members may serve as officers of the WDB. The terms of the officers shall be one year commencing on July 1st. Following the Chair's term of office, the Vice Chair shall assume, upon election, the role of Chair with the WDB electing a new Vice Chair.

The Chair and Vice Chair may serve for no more than two (2) consecutive terms as Chair. The Chair elect and Vice Chair elect shall automatically have their membership extended, if necessary, to coincide with their term of office.

The Chair shall preside at all meetings of the full WDB and shall perform all duties incidental to the office of Chair.

B. Executive Committee Members

The Executive Committee shall consist of the Chair, the Vice Chair, the Board of Supervisor member of the WDB, and four (4) at-large members.

The Chair shall appoint a member of the WDB to serve on the Executive Committee in one at-large position.

The WDB shall also elect three (3) at-large members of the Executive Committee, at least one of whom shall be selected from among the private sector representative members, and one of whom shall be the liaison with the youth development program staff and operators. All elected at-large members shall serve for 2-year terms, commencing on July 1st. Terms will be staggered in order to support continuity on the Executive Committee.

C. Nomination Process

The Nominations Committee shall be an ad-hoc committee appointed by the Executive Committee, including two general members of the WDB. The Committee shall solicit nominations from the entire WDB membership, beginning in the first quarter of the calendar year. The committee shall submit the nominees for office to the WDB Chair, WDB Vice Chair, Business At-Large Executive Committee member, General At-Large Executive Committee member, and Youth At-Large Executive Committee member. The nominees shall be presented to WDB members at least fifteen (15) days prior to voting and posted as part of the final agenda. Elections shall be held one meeting prior to the last WDB meeting of its fiscal year.

At that meeting, after it is established that a quorum is present, nominees shall be presented to WDB members. Prior to voting the Chair shall take nominations from the floor. Voting shall be public according to the open meeting laws of the State of California. Officers are determined by a simple majority of the members present and voting at a WDB election meeting, and announced prior to close of the meeting.

D. Vacancies

In the event of a vacancy in the position of the Chair, the Vice Chair shall assume the duties of the Chair. In the event of a vacancy in the position of Vice Chair, the Business At-large member of the Executive Committee shall assume the role of Vice Chair for the remainder of the term.

The Vice-Chair shall preside in the absence or vacancy of the Chair, and perform such duties as delegated by the Chair.

In the event of a vacancy of both the Chair and Vice Chair, the Business At-Large elected member shall assume the duties of the Chair.

In the event of a vacancy in a position of an at-large Executive Committee member, the Chair shall appoint a replacement to serve out the designated term of that position. The

Chair has the option of appointing members for different term lengths in order to achieve or maintain staggering of terms.

ARTICLE IV. STAFF

- A. The WDB receives Executive Director and other staff support from the County of Humboldt.

ARTICLE V. MEETINGS

- A. Regular meetings (at least semi-annually) will be scheduled and announced at the beginning of each fiscal year. Special meetings may be called at the discretion of the Chair, as needed.
- B. All meetings of the WDB and its committees shall be called and held pursuant to the provisions of the Ralph M. Brown Act (Gov. Code Section 54950 et seq.).
- C. Agendas and minutes of regular and special WDB meetings shall be provided to members and, upon request, the public in a timely fashion.
- D. A simple majority of the members of the WDB shall constitute a quorum.

ARTICLE VI. COUNCILS AND COMMITTEES

- A. The WDB shall have an Executive Committee, the membership of which shall include the WDB Chair and Vice-Chair; the Board of Supervisors member as selected by the BOS; and four (4) at large members, per Article III.B. One at large member is appointed by the WDB Chair. The remaining three at large members are elected by the WDB membership, at least one coming from the private sector.
- B. The Executive Committee shall act on behalf of the full board on all matters of necessity between WDB meetings. That authority shall include:
 - a. Analyzing information from standing and ad hoc committees, and coordinating their work.
 - b. Setting agendas for WDB meetings.
 - c. Authorizing the WDB Chair to sign time-sensitive documents when full WDB approval is not feasible.
 - d. Reversal of automatic termination of WDB member terms for administrative purposes set forth in Article II. Membership. H.
 - e. Participation on ad hoc committees and work-groups as needed.

- C. Work of the WDB as identified in the strategic plan shall engage WDB members through workgroups or ad-hoc committees, defined as follows:
- a. The WDB or Executive Committee designates a work-group by (1) defining a set of specific outcomes, (2) determining a specific timeframe for deliverables, and (3) designating an Executive Committee member to participate on the work-group.
 - b. Staff organizes and facilitates workgroups. WDB members may serve as chair should the workgroup elect to have a chair to best accomplish the outcomes.
 - c. WDB members may Chair a workgroup, as best serves accomplishing the charge of the workgroup.
 - d. Workgroups do not have formal membership requirements, though at least one Executive Committee member participates on each workgroup. WDB members participate on a volunteer basis.
 - e. A maximum of three (3) workgroups may operate at any one time.
 - f. Workgroups shall report their results and recommendations to the Executive Committee and/or the Full WDB via members or staff.
 - g. Workgroups may meet at the call of the WDB Chair or the committee Chair.
 - h. Workgroup membership shall not constitute a majority of the membership of the WDB.

ARTICLE VII. ADOPTIONS AND AMENDMENTS

- A. These bylaws are hereby adopted upon two-thirds (2/3) vote of the WDB membership present at a meeting at which this item has been noticed and a quorum has been established.
- B. These bylaws may be amended, in part or in whole, by two-thirds (2/3) vote of the members present and voting at a regularly scheduled WDB meeting, at which a quorum has been established. Proposed additions and/or deletions to the bylaws must be provided to members at least fifteen (15) days before the meeting at which they are subject to vote.
- C. Adoptions or amendments of these bylaws may be proposed by any voting WDB member. Such adoptions or amendments must be presented in writing.

ARTICLE VIII. GENERAL PROVISIONS

- A. The WDB shall utilize Robert's Rules of Order as a framework to conduct its business.

- B. Nothing in these bylaws shall be construed to take precedence over federal, state or local laws or regulations.
- C. All WDB policies will be voted upon at a regularly scheduled WDB meeting.
- D. For purposes of these bylaws, "fiscal year" shall be defined as July 1 through June 30.

F. Program Administration Designee and Plan Signatures

PROGRAM ADMINISTRATION DESIGNEE AND PLAN SIGNATURES

This local plan 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 is submitted for the period of July 1, 2017 through June 30, 2021 in accordance with the provisions of the WIOA.

Local Workforce Development Board Chair



Signature

Dan Heinen

Name

Workforce Development Board Chair

Title

March 2, 2017

Date

Chief Elected Official



Signature

Virginia Bass

Name

Board Chair

Title

6/27/17

Date

Local Board Record of Comments

Section 108 of the *Workforce Innovation and Opportunity Act* requires the Local Boards to publish the local plan for public comment. The Local Workforce Development Board (Local Board) should include with their local plan submittal, all comments that have been received that disagree with the local plan, how the Local Board considered that input and its impact on the narrative in the local plan.

Please provide these comments in the following format:

Local Plan Section	Comment/Response
Section:	Comment: N/A
<u>NONE RECEIVED</u>	Local Board Response: N/A
Section:	Comment: N/A
<u>NONE RECEIVED</u>	Local Board Response: N/A
Section:	Comment: N/A
<u>NONE RECEIVED</u>	Local Board Response: N/A
Section:	Comment: N/A
<u>NONE RECEIVED</u>	Local Board Response: N/A

G. Summary of Public Comments Received That Disagree
With the Regional and Local Plan

**ATTACHMENT
Exhibit B**

Humboldt County Workforce Innovation and Opportunity Act Regional Plan, 2017-2021



Executive Summary

The Regional Plan set forth in this document reflect the vision, goals, strategies and activities of the Humboldt County Workforce Development Board and its regional partners. The Plan's creation was a collaborative endeavor that involved local workforce development and economic development partners, community based organizations, private sector/industry representatives, and other key partners.

Humboldt County is a sparsely populated region located on the Northern California Coast. The region's rural character and geographic isolation foster a community and culture of inter-reliance and cooperation demonstrated by the strong relationships and coordination among the workforce development partners. These partners work diligently to ensure services are comprehensive and streamlined by identifying and addressing gaps, and providing the community with a strong workforce development system.

Humboldt County's isolation presents unique challenges especially as it pertains to accessing resources. Funding and services are often more limited than those accustomed in more populated areas, therefore it is crucial for workforce development partners to work hard to coordinate funding and other resources. Additionally, the 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 onus of training and developing that workforce falls on the partners identified in this report.

Changes in the economic landscape of the county present unique community and workforce challenges. For over 150 years, many residents depended on the timber and fishing industries for employment. Both industries offered good paying, reliable jobs without requiring formal education or specialized skills. This allowed many residents to earn a good wage, support families, buy homes, and achieve a high quality of life. However, as these industries have declined, the employment opportunities have waned as well. Lower skilled and less educated workers are left with no choice other than to take jobs offering lower wages, which has compromised their ability to secure housing, support families, and achieve a comfortable standard of living.

To address the aforementioned challenges, county workforce development partners are committed to staying strongly aligned and will prioritize the *Targets of Opportunity*; which have been identified as the top six fast-growing, high wage-paying industries for the Redwood Coast region. These industries demonstrate the greatest career and entrepreneurship opportunity for local residents and include Diversified Health Care, Building & Systems Construction, Specialty Food, Flowers & Beverages, Investment Support Services, Management & Innovation Services, and Niche Manufacturing. Forest Products and Tourism are included as additional focus industries as they also offer high paying replacement jobs and opportunities for entrepreneurs.

In 2014, the region hosted 3,137 employer establishments and 11,450 non-employer establishments, indicating that small entrepreneurs play a large part in the regional economy. Partners foster and support this entrepreneurial spirit in many ways with education, training, and other supports. Additionally, local schools provide entrepreneurship education and business plan competitions to support creative students interested in pursuing an entrepreneurial path.

Building upon strong partnerships and fostering collaboration amongst partners will ensure that the Humboldt County Workforce Development Board will reach its goal of attaining a vital and thriving regional economy that includes trained workforce that meets the needs of local employers.



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REGIONAL PLAN

Provide a List of Regional Partners Who are Party to the Plan

- i. *Describe the geographic boundaries of the Regional Planning Unit and any plans to petition for a regional planning partner modification.*

Located on the isolated northern coast of California, Humboldt County is an extremely rural stand-alone regional planning unit that includes approximately 135,000 residents, 11 recognized Native American tribes, and seven incorporated cities. The county covers 3,568 square miles, includes a productive bay and harbor, and is located at the center of a five county Redwood Coast region—bound on the west by the Pacific Ocean; on the north by Del Norte county; on the east by Siskiyou and Trinity counties; and on the south by Mendocino County (all sparsely populated coastal mountain regions).

Humboldt has the largest population and workforce in the Redwood Coast region and generates the most new jobs and firms, but is located “behind the redwood curtain,” about 225 miles north of San Francisco and 350 miles south of Portland, which are the closest major cities. As previously noted, the county’s geographic isolation make it necessary for the area to grow and train most needed workforce locally. Currently, Humboldt County is a stand-alone region and does not have plans to petition for a regional partner modification at this time.

- ii. *List the regional partners who are party to the plan and describe their role in developing and implementing the regional plan.*

Partners who are party to the plan include the Humboldt County Workforce Development Board and the America’s Job Center of California partners; College of the Redwoods, North Coast Small Business Development Center, Sequoia Personnel Services, Redwood Community Action Agency, State of California Employment Development Department, Humboldt County Employment Training Division, CalWORKS, Department of Rehabilitation, Northern California Indian Development Council, and California Human Development.

Additional partners include agencies that support current and ongoing efforts, initiatives and grant projects; Humboldt State University, Humboldt County Economic Development Department, Humboldt State University College of eLearning and extended education, California Center for Rural Policy, State of California Labor Market Information Division, Humboldt County Probation Department, Humboldt County Office of Education, Northern Humboldt Union High School District, the Multi-Generational Center, Humboldt Made, Dream Quest, the Prosperity Network, Redwood Adult Education Consortium, and Doing What Matters, Strong Workforce.

The majority of the partners mentioned in this document are affiliated with the America’s Job Center of California. Others include youth program providers, economic development agencies, and education partners. The roles of the partners are described throughout the local and regional plans. Humboldt County agencies excel at developing partnerships and collaborations to develop and complete special projects.



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Throughout the planning process partner engagement occurred in several settings. A majority of the partners were invited to a regional planning session with the Executive Committee of the Humboldt County Workforce Development Board and provided feedback and direction for the Workforce Innovation and Opportunity Act Regional Plan. Others were engaged through one-on-one meetings or phone conversations, and some are party to a project mentioned in the plans. For example, the Workforce Development Board staff invited Deputy

Sector Navigators assigned to Humboldt County to meet with local education partners and industry leaders to learn more about projects and resources related to the *Strong Workforce Initiative*.

Generally, plan implementation will be coordinated through the America's Job Center of California system, the Workforce Development Board, Education partners, the Prosperity Network, and other appropriate partners for special grants and projects.

Regional Economic and Background Analysis

- i. *Provide a regional analysis of economic conditions including existing and emerging in-demand industry sectors and occupations, and employment needs of employers in existing and emerging in-demand industry sectors and occupations. A local area may use an existing analysis, which is a timely current description of the regional economy, to meet the foregoing requirements.*

In 2014, the region hosted 3,137 employer establishments and 11,450 non-employer establishments, indicating that small entrepreneurs play a large part in the regional economy. 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.

Targets of Opportunity

Targets of Opportunity Report 2007 (prepared by Collaborative Economics, Inc.) first identified the top six fast-growing, high wage-paying industries for the Redwood Coast region based on: (1) job growth; (2) wage growth; (3) firm growth; (4) exportation (increasing or higher than average concentration of jobs versus the State of California in the same industry); and (5) career progressions and demand occupations.

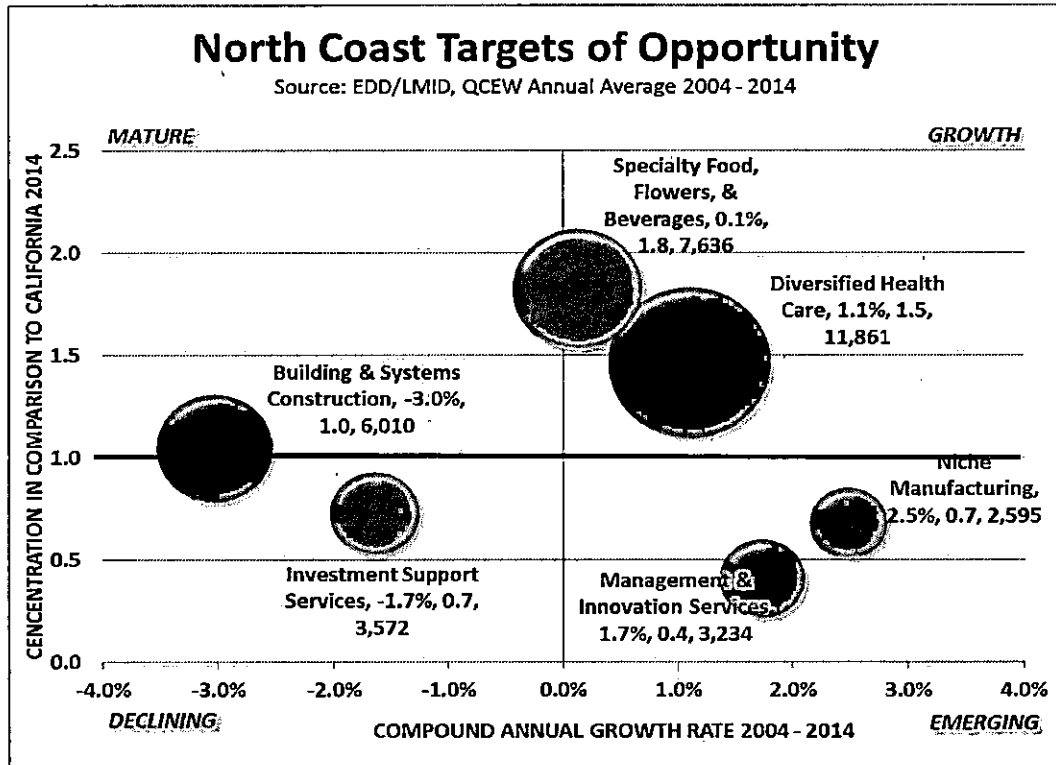
These industries, which demonstrated the greatest career and entrepreneurship opportunity, included:

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



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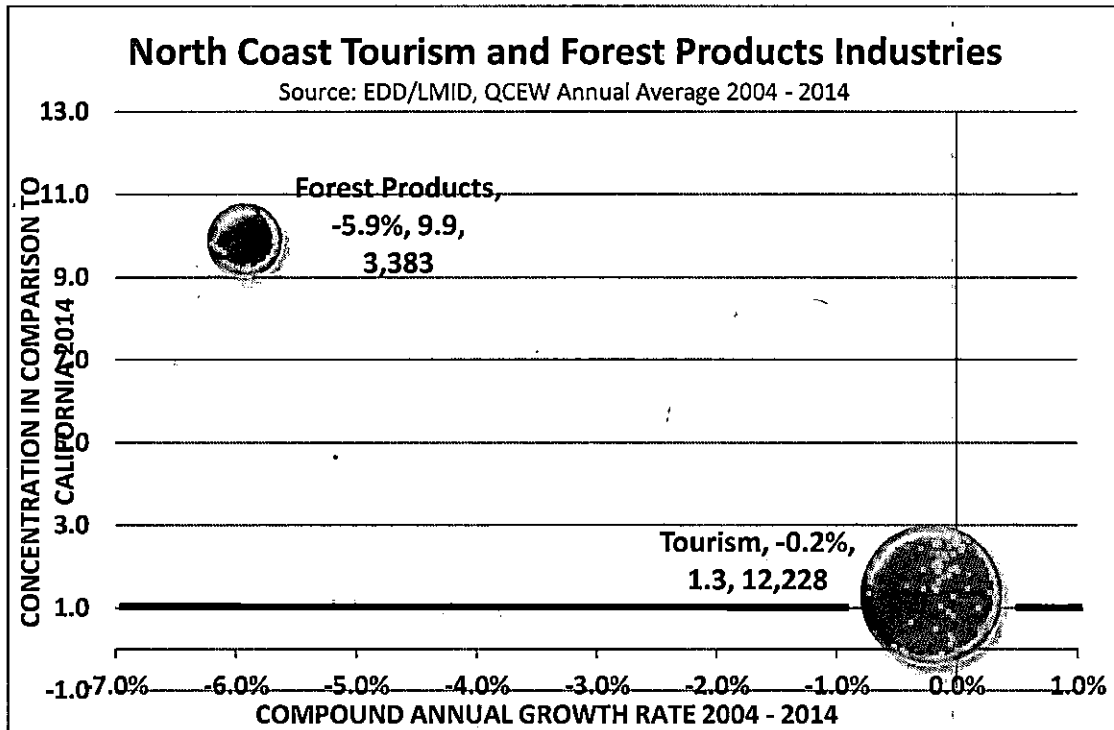
Interpreting the chart: The size of the bubble indicates number of cluster jobs. The horizontal axis indicates compound annual growth rate (CAGR) over the 2004 – 2014 period. The vertical axis indicates cluster concentration or competitive advantage in comparison to California.

Based on strategic planning sessions with industry leaders, partners, and the Humboldt County Workforce Development Board, Forest Products and Tourism were included as two additional industries making a significant impact on the regional economy. While these industries are not growing as fast as the six identified Targets, they can offer higher paying replacement jobs and opportunities for entrepreneurs. These industries are also considered exporters because they draw substantial capital into the region. The *Targets 2012 Report* recommends that all eight industries be the Target industries for economic and workforce development. An analysis of updated data (2016) conducted by the local Regional Labor Market Information Division confirmed that the original six Target of Opportunity industries, plus Forest Products and Tourism, still offer the greatest opportunity for residents.



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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. With respective concentrations of 1.30 and 9.86 in 2014, Redwood Coast Tourism and particularly Forest Products industries are more concentrated in the region than the State as a whole.

In addition to the industries identified as *Targets of Opportunity*, the region experienced economic growth in additional "major" industry sectors from May 2012-May 2016 (based on preliminary May 2016 figures). They include (parenthesis indicate + or - percentage change): Leisure and Hospitality (+9.6%); Education and Health Services (+9.3%); Construction (+6.3%); Manufacturing (5%); Government (+4.3%). The Farming and Information sectors experienced a decline (-10% and -33.3%, respectively) in the same period.

The region is also expected to experience high demand in the following industry subsectors, many of which are represented in the *Targets of Opportunity* (parenthesis indicates sum of new and replacement projected job openings 2012-2022):

Restaurants and Other Eating Places (2,018); Elementary and Secondary Schools (1,163); Individual and Family Services (549); Grocery Stores (510); Continuing Care Retirement Communities and Assisted Living Facilities for the Elderly (490); Management, Scientific, and Technical Consulting Services (438); Offices of Physicians (383); General Medical and Surgical Hospitals (334); Lawn and Garden Equipment and Supplies Stores (303); Building Material and Supplies Dealers (277).



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The Employment Development Department's Labor Market Information Division has also identified the following as Emergent Industry Sectors, which consequently offer emerging and in-demand occupations. Many of these are also represented in the *Targets of Opportunity* and include:

Continuing Care Retirement Communities and Assisted Living Facilities for the Elderly; Management, Scientific, and Technical Consulting Services; Miscellaneous Durable Goods Merchant Wholesalers; Lawn and Garden Equipment and Supplies Stores; Wired Telecommunications Carriers; Computer Systems Design and Related Services; Building Finishing Contractors; Personal Care Services; Foundation, Structure, and Building Exterior Contractors; and Other Specialty Trade Contractors.

High demand occupations identified as Middle-Skill, Middle-Wage or Higher jobs are anticipated to include the following, many of which are within the *Targets of Opportunity* (parentheses indicates number of anticipated job openings 2012-2022, and the median annual wage for 1st quarter 2016):

Heavy and Tractor-Trailer Truck Drivers (302, \$38,750); Registered Nurses (147, \$60,584); Firefighters (106, \$47,440); Forest and Conservation Technicians (95, \$28,964); Computer User Support Specialists (65, \$33,732) Medical Assistants (64, \$33,188); Dental Assistants (54, \$38,601); First-Line Supervisors of Production and Operating Workers (43, \$50,108); Telecommunications Equipment Installers and Repairers, except Line Installers (40, \$69,936); Licensed Practical and Licensed Vocational Nurses (34 \$39,969); First-Line Supervisors of Fire Fighting and Prevention Workers (27, \$74,709); Environmental Science and Protection Technicians, Including Health (26, \$37,829); Medical and Clinical Laboratory Technicians (20 \$30,794); Medical Records and Health Information Technicians (19, \$29,941); Environmental Engineering Technicians (16, \$48,424); Computer Network Support Specialists (13, \$52,327); Dental Hygienists (13, \$73,242); Civil Engineering Technicians (10, \$56,144); Radiologic Technologists (10, \$60,776); and Phlebotomists (10, \$32,861).

Source: Employment Development Department, Labor Market Information Division

- ii. *Provide an analysis of the knowledge and skills needed to meet the employment needs of the employers in the region, including employment needs in in-demand industry sectors and occupations.*

The diversity of the eight Target sectors provides employment opportunities for workforce who have a variety of specialized skills and those entering the workforce who can acquire skills through on-the-job training. Employers, however, have highlighted basic soft skills as valued across the industries, including general professionalism (e.g. arriving at work as scheduled and remaining productive throughout the workday). General communication skills are also valued across industries.

Education levels and skill levels needed for the sectors highlighted in the *Targets of Opportunity* vary widely, but an analysis of the top 10 fastest growing jobs across all Target sectors reveals that a majority of the jobs (calculated from the top 10 fastest growing jobs in each of the Target industries plus Forest Products and Tourism) require no more than a high school diploma (48%). This presents many employment opportunities with low barriers to entry. Unfortunately, a county unemployment rate of 4.7 percent (October 2016) creates a shortage of workers across most sectors. Over 16% of the population is age 65 or older, compared to 13.3 % in California, which adds to a shortage of ready and available workforce in the region.



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+Doctoral or professional degree	Master's	Bachelor's	Associates	Post-secondary, non-degree	Some college, no degree	High school diploma	Less than high school
1 7%	4 5%	9 11%	5 6%	6 11%		38 48%	16 20%

Education required, top ten fastest growing occupations among the 6 target industries plus Forest Products and Tourism.

Middle-skill occupations typically require more than a high school diploma, but less than a bachelor's degree. Middle-wage occupations make at least 80 percent of the area's median annual wage (\$34,556).

Skills needed for Top Middle-Skill, Middle wage or higher occupations across industries include:

Active learning, active listening, complex problem solving, coordination, critical thinking, equipment maintenance, instructing, judgment and decision making, learning strategies, management of personnel resources, mathematics, monitoring, operation and control, operation monitoring, operations analysis, quality control analysis, reading comprehension, repairing, science, service orientation, social perceptiveness, speaking, systems analysis, time management, troubleshooting, and writing.

Knowledge requirements for these occupations include:

Administration and management, biology, building and construction, chemistry, clerical, communications and media, computers and electronics, customer and personal service, design, education and training, engineering and technology, English language, geography, law and government, mathematics, mechanical, medicine and dentistry, personnel and human resources, philosophy and theology, physics, production and processing, psychology, public safety and security, sales and marketing, sociology and anthropology, telecommunications, therapy, counseling, and transportation.

The following are identified as Individuals with Barriers to Employment (parentheses reflects total population in the region): Ethnic Minorities (31,968); Households with Cash Public Assistance or Food Stamps (5,476); Population 18 and Over with Less Than a 9th Grade Level Education (2,720); Single Parent Households (9,137); Speak English Less Than "Very Well" (4,163); Youth Ages 10 to 24 (28,973).

Source: U.S. Census Bureau, 2010-2014 American Community Survey, 5-Year Estimates.

- iii. *Provide an analysis of the regional workforce, including current labor force employment and unemployment data, information on labor market trends, and educational and skill levels of the workforce, including individuals with barriers to employment.*

In a national study developed in 2015, almost nine out of 10 adults (88 percent) had at least a high school diploma or GED, while nearly one in three adults (33 percent) held a bachelor's degree or higher. Adults without a disability were more likely to hold a bachelor's or higher level degree than adults with a disability.



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In 2014, over 90 percent of Humboldt County adults held a high school diploma (more than the national average), but less than one-third (27.5 percent) held a bachelor's degree or higher.

In the last 20 years, Humboldt County reached a peak unemployment rate of 11.8 percent in January 2011. The County's unemployment rate in October 2016 was 4.7 percent, which is lower than the California

unemployment rate of 5.5 percent. While much of this can be attributed to the economic revival, a decrease in those in the County's labor force, from 65,110 in January of 2011 - to 63,260 in October 2016, may also be a factor.

- iv. *Provide an analysis of workforce development activities, including education and training, in the region. This analysis must include the strengths and weaknesses of workforce development activities and capacity to provide the workforce development activities to address the education and skill needs of the workforce, including individuals with barriers to employment, and the employment needs of employers. A significant share of the California population is foreign born, including several million individuals in the workforce who are limited English proficient. The following counties have a workforce that is at least 15 percent limited English proficient: Imperial, Monterey, San Benito, Los Angeles, Tulare, Merced, Santa Clara, Madera, Fresno, Orange, San Joaquin, San Mateo, Santa Barbara, Kern, Kings, Alameda, San Francisco, Napa, Stanislaus, San Bernardino, Ventura, Riverside, San Diego, Yolo, Sutter, Contra Costa, and Sacramento. RPUs containing one or more of these counties must assess and specify in their regional plans how they will address the needs of and provide services to those who are limited English proficient. These RPUs are required to provide an assessment of the need to provide services to and how services will be provided to limited English proficient individuals.*

Humboldt County currently hosts one comprehensive America's Job Center of California, located in downtown Eureka. The Employment Training Division, Redwood Community Action Agency, and College of the Redwoods are the three-agency operator consortium. The Employment Training Division has been a long-term operator at the America's Job Center of California and operates the Dislocated Worker, Adult, Eureka Youth, and Rapid Response programs. College of the Redwoods offers an opportunity to highlight education and directly bridge clients to vocational training and the college, as well as providing a computer lab on-site at the job center. Previously, additional funding allowed for satellite offices that provided services to residents in outlying areas. To restore access to services throughout the County, Redwood Community Action Agency is partnering within family resource centers throughout Humboldt to provide job center services to individuals outside the Eureka area. More localized services will also help to increase service access for clients lacking reliable transportation and/or childcare. In addition, the Workforce Development Board is allocating funds to youth programs in five county regions, which include: Eastern Humboldt, Southern Humboldt, Northern Humboldt, Eel River Valley, and Eureka. Through the job center and programs that reach outlying areas, training and education opportunities are provided to all communities in Humboldt.

The unemployment rate is exceptionally low and employers are experiencing a workforce shortage. The America's Job Center of California system is working with employers to develop creative solutions for workforce development and provide ongoing support for employee placement. The workforce system works closely with College of the Redwoods to identify and to respond to industry needs by developing short-term training certification courses through non-credit and community education. The Employment Training



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Division and College of the Redwoods have partnered for the last four years to provide custom trainings focused on the occupations that have the most demand as identified in the *Targets of Opportunity*. Further, the job center system uses labor market information to ensure trainings and programs focus on local in-demand career paths. The job center works with Humboldt State University to enroll clients and further support upward mobility and access to career pathways that lead to medium and high paying jobs. Humboldt State University's Academic and Career Advising Center references the *Targets of Opportunity* when advising students on career pathways and opportunities in the area, and uses the job center system when appropriate. In addition, Humboldt State University's College of eLearning and extended education offers opportunities to customize upper level management and other customized trainings for employers. Through the job center system, clients are informed about local opportunity and growing industries via workshops and one-on-one counseling sessions.

Businesses are actively engaged in Humboldt and the Humboldt County Workforce Development Board and staff, education partners, and the job center partners seek regular feedback on how to better respond to business and employer needs. A benefit of the unemployment rate being low is that it provides an opportunity to further develop and support business services and incumbent worker training. Enhanced business engagement will be done through a hybrid approach of surveys, routine assessments, and strategic deeper dive assessments. Based on analyses of the surveys and assessments, partners will be able to identify trends and respond effectively to industry needs. Through the work of North Coast Small Business Development Center and Sequoia Personnel Services (who comprise the Layoff Aversion team), a proactive approach will work to uncover need and risk factors of a business and provide resources and supports to prevent job loss and closure. This method differs from previous approaches that were more reactive than proactive. The proactive approach also includes intensive "deep dive" interviews of employers by Sequoia Personnel Services to learn of new trends in the local workforce and to uncover issues with which the partners in the America's Job Center of California can be specifically helpful. As an example, a number of new supervisors were referred to a workshop in first line supervision offered by the Education and Training Division through this process. Another key example of business engagement occurred when the job center took part in the Customer Center Design Challenge hosted by the California Workforce Development Board. As a result, job center staff created a Customer Experience Competition pilot project. Five businesses participated in the challenge and agreed to have their establishment's secret shopped by job center staff. The five businesses were then graded on several criteria of customer service. Customer service training is being offered to the businesses that rated low based on the analysis of the shopper feedback. Following the success of the pilot, the job center is launching a larger scale Customer Experience Competition in 2017 and a curated website of training is being developed to support employer training needs. To support incumbent worker training, the business services team offers the use of Employment Training Panel funds when necessary. The Workforce Development Board utilizes the California Workforce Association's contract and has successfully assisted many businesses.

The Humboldt County Workforce Development Board and Humboldt County Economic Development were awarded an AB 2060 Supervised Population Grant. The AB 2060 grant provides an opportunity to serve individuals with barriers to employment and is intended to reduce recidivism and provide support and pathways for the supervised population to re-enter education or employment after release. The program has been coined as the Humboldt 2nd Chance Program and employers are at the center of the model. Dave's Killer Bread Foundation is a key partner as the co-founder of Dave's Killer Bread and 30% of the company's employees are ex-offenders. The foundation provides a support system to employers to assist in recruiting,



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onboarding and retaining the ex-offender population. In January of 2017, the Workforce Development Board, Humboldt County Probation Department, Employment Training Division and the Dave's Killer Bread Foundation provided an employer recruitment event, to promote the program and invite employers to participate in the program as a Humboldt 2nd Chance Program worksite. Through employer engagement, education and training will be offered or developed to ensure employees have crucial skills the employer needs. College of the Redwoods and Employment Training Division are looking to bring a pre-apprenticeship program to Humboldt to support the Humboldt 2nd Chance Program. Workforce Innovation and Opportunity Act funds and grants are managed by the Humboldt County Economic Development Department, which further fuses economic development and workforce development efforts. In addition, the Prosperity Network, an active local network that includes over 60 representatives from various economic development agencies, hosts monthly meetings to discuss economic development needs and solutions for the region. A strategic planning session is scheduled for March 2017 to identify economic development priorities and strategies for solution implementation--workforce development is a likely priority for this network. Historically, Humboldt County's partners have excelled at collaborating and leveraging funds and resources to address the challenges of geographic isolation and limited funding sources. This dynamic continues to be a strength for the area.

Humboldt has long emphasized the need to serve and provide necessary employment resources to individuals with barriers. This population consists of 70% or more of the individuals receiving training services through the America's Job Center of California system locally. This is largely attributed to the significant integration across agencies serving the homeless, low-income, ex-offenders, Transitional Age Youth, individuals with disabilities, and long-term unemployed. The Workforce Development Board works routinely with all job center partners and youth providers to expand access to employment, training and education, and support services for eligible individuals, including those with barriers to employment.

Requirements for foreign born and 15% or more English proficient do not apply to Humboldt.

Required Content on Regional Sector Pathways

- i. *A description of the way planning partners, including local economic development agencies, assessed regional industry workforce needs, including a description of the data sources utilized, the industry leaders engaged, and the manner in which industry engagement took place, including a summary of any relevant convening activities, the dates partners met, who attended, and what was decided.*

The Humboldt County Workforce Development Board takes the lead on identifying and reporting on the Region's *Targets of Opportunity* using data purchased from the Employment Development Department's Labor Market Information Division. The process includes discussions with key industry leaders to assess, or "ground-truth", the data. During the 2012 process, industry representatives developed strategies to address the opportunities and challenges offered in each Target industry and subsequently, this information was incorporated into the Humboldt County Comprehensive Economic Development Strategy.

An update to the 2012 *Targets of Opportunity* report is currently in process. In response to user feedback, the 2016 update will provide updated data and supporting narrative in a simpler, more user-friendly format. Industry has confirmed during the period of August through September 2016, that the strategies identified in 2012 are still appropriate.



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Ongoing efforts to engage industry representatives and agency partners, and collect relevant information including workforce needs, contributed to this report. The Workforce Development Board often invites industry to discuss workforce needs through facilitated panel discussions during their board meetings. These discussions typically include industry, education, labor unions, America's Job Center of California partners, and the Workforce Development Board membership.

Throughout 2017, Workforce Development Board staff will utilize the Dun & Bradstreet Econovue data visualization and Customer Relationship Model (CRM) platform that is designed for workforce and economic development practitioners to recognize industry sector trends and provide outreach to local employers.

The Workforce Development Board staff, as a partner to the Prosperity Network, helps coordinate quarterly Business Leader Luncheons that provide feedback on industry challenges and opportunities in the area. Topics have included industry specific challenges related to cannabis, aviation, workforce, regulatory process, and more.

The Northcoast Employer's Advisory Council promotes strong partnership between the California Employment Development Department and the business community. The Northcoast Employer's Advisory Council includes local employer volunteers who provide information on employment-related issues to fellow employers. The opportunity enhances communication from the employer community to the Employment Development Department and America's Job Center of California system.

College of the Redwood's Career Technical Education faculty host bi-annual industry advisory group meetings to gather feedback on curriculum development and ensure the classroom equipment and certifications are up-to-date and relevant/responsive to industry needs. All Career Technical Education curriculum is reviewed and validated by industry representatives during these meetings. K-12 hosts annual Career Technical Education advisory meetings with industry representatives to ensure programs are responsive and relevant to local workforce needs.

The America's Job Center of California system uses the business services teams to gather input and respond to industry needs. This feedback guides the job center and College of the Redwoods in their development of short-term training cohorts that provide industry-valued certifications. Sequoia Personnel Services provides layoff aversion services for the job center system, markets the system's services to employers, and continually performs deep-dive assessments to understand and provide feedback to the system about employer needs.

From May to September 2016, Humboldt County Workforce Development Board staff, through the Slingshot initiative, surveyed and interviewed over 30 business owners and hosted industry focus groups to gather qualitative and quantitative data pertaining to workforce challenges. A consistent trend identified through the gathered data was a lack of qualified healthcare workforce and lack of access to healthcare as critical issues affecting economic development. In addition to presenting a general workforce challenge, this issue affects industries ability to attract and retain workforce in isolated, rural Humboldt County making it a significant infrastructure component. As a result, the million-dollar Slingshot initiative is focused on healthcare. Workforce Development Board Slingshot staff are partnering with an existing healthcare workforce working group consisting of 26 healthcare professionals that represent 15 agencies in Humboldt organized through the California Center For Rural Policy. The group is working toward finding unique solutions for healthcare challenges that stem from geographic isolation. In October 2016, the Slingshot staff and the healthcare working group began meeting and have determined that the Slingshot effort will implement regional strategies



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to address significant workforce and education shortfalls in the healthcare industry by focusing on K-14 healthcare career pathways development.

Education partners, including Humboldt County Office of Education and College of the Redwoods, have committed to supporting the healthcare project developed through the Slingshot initiative. Additionally, through the Strong Workforce Initiative, the Health and Science Pipeline Initiative and Health Exploration Summer Institute programs will be launched in 2017. The Health and Science Pipeline initiative will provide high school and community college faculty with lab kits they can use to incorporate medical teaching into existing curriculum, and the Health Exploration Summer Institute will provide summer intern programs at a local hospital.

- ii. *An analysis of the manner in which regional partners, including industry leaders, have determined, or will determine whether existing training and education programs in the region were/are meeting industry's workforce needs. This analysis should provide a description of any areas of identified training and education deficiency and what planning partners have committed to do to resolve relevant deficiencies.*

When the Humboldt Regional Occupations Program was phased out of the local school system, it created a perception within the business community that Career Technical Education courses were eliminated. To counter this false perception, in December of 2016, the Humboldt County Office of Education coordinated and hosted tours for the Workforce Development Board's Chair and staff at the local high schools to highlight operating Career Technical Education programs. The offerings are extensive; however, changes in the funding stream have caused shifts within programs and future funding is unpredictable. High school Career Technical Education programs must now report specific metrics to the State. To provide support to the K-12 system, Humboldt County Office of Education has assumed responsibility for six of those metrics, including business alignment.

Career Technical Education Pathway Programs are required to host industry advisory meetings to gather input from industry regarding current and anticipated workforce needs. In 2017, "Education at Work" will be launched to help facilitate and formalize relationships between the Humboldt County Workforce Development Board, the Humboldt County Office of Education/K-12, College of the Redwoods, both for-credit and non-credit, Adult Education, and the private sector to bridge the gap between industry and education. The Workforce Development Board will act as a Coordinating Council to facilitate efforts between industry and education. This formalized structure will help educators more readily understand and respond to industry needs. It will also provide more opportunities for students such as mentorships, career panels, on-the-job training, job shadowing, and more.

A database available to all Career Technical Education faculty will provide a platform to access industry volunteers for career panels, as well as identify opportunities for student job placement, job shadowing, mentoring, etc. College of the Redwoods and Humboldt County Office of Education will report to the Workforce Development Board quarterly and include the number of students benefitting from these programs and additional *Education at Work* outcomes.

Humboldt County Office of Education hosts an annual K-12 industry advisory meeting to gather industry feedback on workforce and training needs. Industry representatives review curriculum and provide



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recommendations on equipment upgrades and certifications that will ensure graduating students remain competitive in the workplace. College of the Redwoods' Career Technical Education programs also hosts industry advisory meetings bi-annually to review workforce challenges, training needs, and other recommendations to ensure their graduates are adequately trained to enter the workforce.

- iii. *A description of any existing career pathway programs in the region that have been identified as meeting leading and emergent industry sector needs. This description should specifically articulate the manner in which industry participated in the identification of relevant pathways.*

College of the Redwoods' Tech Prep programs provide for the integrated articulation of curriculum among secondary and post-secondary programs. Tech Prep programs provide academic and career technical preparation in identified career pathways. High school students can take courses that will transfer to certificate and degree programs at College of the Redwoods without paying any college tuition. Many local high schools provide dual-enrollment opportunities that allow students to co-enroll and receive both high school and College of the Redwoods credit for specific courses. Students receive college credit and a relationship with College of the Redwoods, which may encourage students to pursue higher education or vocational training upon high school graduation. Industry provides direct feedback on the existing and newly developed career pathways through the bi-annual industry advisory committee meetings.

College of the Redwoods Career Tech Education Career Pathways

Addiction Studies	Administration of Justice (AOJ)	Agriculture	Automotive Technology	Business
Business Technology	Computer Information Systems	Construction Technology	Dental Assisting	Digital Media
Drafting Technology	Early Childhood Education	Forestry & Natural Resources	Licensed Vocational Nursing	Manufacturing Technology
	Nursing	Restaurant Hospitality & Management	Welding Technology	

- iv. *A description of the work being done by industry, workforce boards, economic development agencies, and relevant faculty partners to recommend and implement any necessary adjustments to further develop career pathway programs that meet regional industry needs.*



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Feedback received from deep-dive assessments and focus groups has consistently indicated a need for more front line supervisor and upper management training. In response, the America's Job Center of California is working with College of the Redwoods to develop a front line supervisor training to be launched in 2017. The upper management training is being developed and may be provided through Humboldt State University's eLearning and extended education programs to provide specialized training that meet industry needs.

To assist education partners with career counseling, the Humboldt County Workforce Development Board staff is updating and customizing a one-page document called the "*Career Bullseye*". The *Career Bullseye* clearly highlights local workforce needs and career opportunities in the area. The *Career Bullseye* provides a snapshot of the *Targets of Opportunity*, local careers and companies within those targets, and average earnings for those occupations.

Humboldt Made is a non-profit organization that facilitates networking, collaboration, and promotes the sale of locally made products outside the region. The Humboldt Made organization has contributed to business growth and consequent job development for many of their members whose businesses fall into Niche Manufacturing and Specialty Food, Flowers and Beverage sectors.

The Workforce Development Board staff has initiated projects with the North-Far North Deputy Sector Navigators under the Strong Workforce Initiative. There are five targeted industries that include Humboldt as a region: Global Trades and Logistics; Healthcare, Small Business, Agriculture, and Advanced Manufacturing. Navigators representing Global Trades and Healthcare have completed site visits in Humboldt and project development is underway. Small Business, Agriculture, and Advanced Manufacturing visits are being scheduled.

Regional partners conducted an assessment of local efforts referenced previously and have determined that existing training and education programs meet many employer needs. Gaps, however, do exist and will be addressed over the next four years through formal strategic planning efforts.

Required Content on Industry-Valued Post-Secondary Credential Attainment

- i. *Identify the process used to determine industry-valued and recognized postsecondary credentials. Describe the process taken to ensure industry leads this discussion and process.*

As outlined previously, local partners employ practices to insure that educational opportunities, including industry-valued and post-secondary credentialing, are in line and responsive to industry needs using active industry engagement as described in previous sections. Education partners also regularly assess the *Targets of Opportunity* to identify credential programs, Career Technical Education courses, and pathways that will be supported and in demand in the region. Combined methods of industry engagement provide ongoing assessment and opportunities to address gaps and needs.

- ii. *Identify the manner in which regional partners, including industry leaders determined that the relevant credentials are actually industry valued.*

Education and training partners are committed to continuing these processes in order to remain current and responsive to industry needs and ensure that local workforce is gaining the industry recognized skills and



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credentials needed for local employment. In addition, the America's Job Center of California will continue to work with College of the Redwoods to provide short-term training cohorts to respond directly to industry demands.

- iii. *Identify the relevant training and education providers providing the credentials.*

Credentials are provided by Humboldt State University, College of the Redwoods, Career Technical Education high school courses, and various online Eligible Training Provider Lists and accredited training sites.

- iv. *Identify how the regional planning partners will establish regional goals for, and track attainment of, industry recognized credentials produced in each region, including each Local Board's contribution, and the total contribution of industry recognized credentials produced by the partners collectively in the RPU.*

Once guidance from the State is provided, regional partners will work together to develop goals and a tracking system. Most likely, the Humboldt County Workforce Development Board staff will develop the reporting template, request data quarterly, and report to the State. Current industry-recognized credentials are used in Humboldt from information provided through industry feedback and validation. Future development will continue to put industry at the center of evaluation to determine their value, including whether or not local employers use the industry-recognized credential to hire and promote. Partners will continue to respond to industry needs and offer credentialing opportunities to clients as appropriate.

Required Content on Accessibility and Inclusivity

- i. *A description of regional planning outreach efforts made to include stakeholders and CBOs representing the individuals from target populations that represent the demography of the region, including those groups who have experience serving or working with high-need and historically disadvantaged communities such as farmworkers, ex-offenders, those who are limited English proficient, out of school and/or disconnected and foster youth (including former foster youth). This description should include how and which groups (by name) were contacted and invited to participate in regional planning efforts.*

Partners serving the target populations, including high-need individuals, were included in the strategic planning process. This phase of the process included representatives from College of the Redwoods, the Department of Rehabilitation, the Humboldt County Probation Department, CalWORKS, the Employment Training Department, Transition Age Youth, Redwood Community Action Agency, The Ink People Center for the Arts, and Welfare to Work. Workforce Innovation and Opportunity Act Youth Program Operators that provide services and support in the five county regions for at-risk youth were included in planning.



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- ii. *A description of the manner in which AEBG consortia participated in the WIOA regional planning process.*

Representatives from the Redwood Adult Education Consortium also attended a strategic planning session. College of the Redwoods, who is on the Redwood Adult Education Consortium, works closely with the America's Job Center of California and provides ongoing Adult Education for the system. As previously mentioned, partner engagement occurred in several ways. A majority were invited to a regional planning session with the Executive Committee of the Humboldt County Workforce Development Board and provided feedback and direction for the Workforce Innovation and Opportunity Act Regional Plan. Others were engaged through one-on-one meetings or phone conversations, and some are party to a project mentioned in the plans.

- iii. *An analysis of the need for basic skills education in the RPU, including background on the demography and languages spoken in the region, as well as an enumeration of the estimated number of individuals being served regionally, the types of basic skills related services offered in the RPU, and an overview of the way the regional partners are working together to meet any unmet needs.*

Humboldt County, in general, and Eureka, specifically, have continued to experience a significant need for Adult Basic Education, Adult Secondary Education and High School Equivalency. Previously, the majority of the needs were met by Eureka City Schools; however, post-recession funding cuts and the emergence of the Adult Education Block Grant has required College of the Redwoods to assume a greater role in providing adult education in Humboldt and Del Norte Counties.

During the first year of Adult Education Block Grant implementation (2015/16 school year), 1,010 students were served. 75 percent of those students received Adult Basic Education, Adult Secondary Education, and/or High School Equivalency services. College of the Redwoods expects the demand for Adult Education services to increase in the 2016/17 and 2017/18 school years.

College of the Redwoods' Adult Education works with K-12 school districts, the America's Job Center of California, the Humboldt County Sheriff's Office, the Humboldt County Probation Department, local Native American tribes, the Humboldt County Office of Education, and other partners to identify and recruit individuals needing services. This outreach and collaboration increases College of the Redwoods' ability to reach and enroll adult re-entry students seeking to increase their skills and employability.

Twenty four (24) percent of the 1,010 students served through the Adult Education Block Grant in 2015/16 speak English as a second language, and the number of residents needing second language skills is growing. While the majority of those students' primary language is Spanish, a growing percentage of English as a Second Language students speak a primary language other than Spanish.

- iv. *An analysis of the way basic skills education will be integrated into regional sector pathways programs emphasized by the regional plan, including an analysis of any strategies to serve members of the regional population who have limited English proficiency.*



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Seven state-identified program areas drive College of the Redwoods' Adult Education planning and implementation, but the local Adult Education Block Grant Executive Committee oversees the development and approval of two annual plans and a three-year plan. To ensure Adult Basic Education, Adult Secondary Education, High School Equivalency, and English as a Second Language programs provide a foundation that leads to pathway integration, these plans emphasize integration of adult education classes with existing College of the Redwoods certificate and degree pathways. To succeed, it is essential that College of the Redwoods' Adult Education continues to coordinate with the Humboldt County Workforce Development Board to ensure local plans align and support each other.

- v. *A description of regional efforts to streamline and coordinate intake, assessment, and referrals of individuals needing basic skills remediation.*

College of the Redwoods has hired and trained three Navigators as part of College of the Redwoods' Adult Education three year plan. Navigators meet one-on-one with adult re-entry students throughout Humboldt and Del Norte Counties to help them develop academic plans specific to their needs and goals, and help them anticipate and address potential barriers to success. Navigators also provide student support as needed to increase student success in and after their program.

To improve communication protocols between various partners, College of the Redwood's Adult Education is exploring a web-based system that has been newly adopted by numerous Adult Education consortiums. College of the Redwoods' Adult Education plans to host an informational meeting to explore this software in early 2017.

College of the Redwoods' Adult Education has increased outreach and satellite programs in more remote communities to remove barriers, such as transportation and/or distance/time demands, to increase ease of access to services, and communicates and coordinates regularly with regional partners to discuss continuing integration with regional sector pathways and identify and address unmet needs

- vi. *An analysis of the ways in which RPU partners, including Local Boards, Community Colleges, Adult Schools, and AEBG consortia will ensure program and physical accessibility and participation in regional sector pathway programs for individuals with disabilities.*

College of the Redwoods' Adult Education currently offers classes in Eureka for adult students with disabilities, and is in the process of establishing similar classes for students in Del Norte County. A majority of these students attended special day classes in the K-12 system, and many are capable and ready to work. College of the Redwoods' Adult Education has established and will continue to build relationships with agencies that serve these students in order to streamline and coordinate intake, assessment, and referrals of individuals needing basic skills remediation.

A greater number of special education students transitioning from the K-12 system have specific learning disabilities that allowed them to take general education classes with some modifications. Many of these students struggle upon graduation from the K-12 system and need additional time and support when transitioning into a pathway program. Increasing College of the Redwoods' ability to serve these students will require formal analysis and planning. College of the Redwoods, Redwood Adult Education Consortium, youth program sites, and the America's Job Center of California are compliant with the Americans with Disabilities



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Act to ensure physical accessibility. The Humboldt County Workforce Development Board staff performs Americans with Disability Act compliance monitoring annually at all Workforce Innovation and Opportunity Act program locations.

- vii. *As appropriate, an analysis of the need for, and a description of the means by which regional partners will work together to place individuals enrolled in TANF/CALWORKS in regional sector pathway programs.*

Humboldt's Workforce Innovation and Opportunity Act Adult and Dislocated Worker programs are operated by the Employment Training Department. The Employment Training Department is fully integrated with related social services divisions, including CalWORKS, and provides many service activities required of CalWORKS' clients. This streamlines co-enrollment in Workforce Innovation and Opportunity Act programs, if necessary. Employment Training Department staff also works with CalWORKS' clients to inform and enroll them in existing pathway programs appropriate for their goals and employment plan. These sector pathway programs are available to all workforce partners.

- viii. *An analysis of the way regional program partners will work together to provide supportive services to individuals enrolled in regional sector pathways programs, including individuals from populations with barriers to employment. Regional plans should demonstrate how partners will work together to ensure a comprehensive provision of services that facilitate program completion.*

The Employment Training Department works closely with the Department of Rehabilitation, General Relief, Veterans' Services, Transition Age Youth, and Supervised Population programs – all programs serving individuals with barriers to employment. Coordination of effort, knitting of funding, and program plans that account for all the supports available to clients are managed through inter-agency referrals and co-case management of co-enrolled clients.

- ix. *A description of the role of CBOs, such as Independent Living Centers, in helping provide services to and integrating individuals with barriers to employment into region sector pathway programs, including participation in program development, outreach, and the provision of specialized supportive services for relevant target populations.*

Additionally, America's Job Center of California partners are familiar with community resources and work with various agencies and community based organizations to ensure referrals and necessary services are available to clients to provide support and ensure success. Referrals may provide homeless and housing services, alcohol and other drug counseling, domestic violence counseling, mental health supports, etc. Resources that serve as an integrated part of this workforce system include:

<http://www.humboldt.gov/DocumentCenter/View/54880>

<http://www.hnfr.org/resource-search-engine>

- x. *A description of the process Local Boards and their partners will use to retain individuals in relevant programs as they work their way through the career pathway progressing into livable wage jobs and careers.*



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The Humboldt County Workforce Development Board and partners will provide ongoing support and services through referrals, co-case management and enrollment, and careful monitoring of client needs. America's Job Center of California partners work together and with pertinent community based organizations to help clients stay focused and progressing through their chosen training and career pathways. Clients are supported throughout enrollment through completion and beyond to increase retention and success in securing livable wage jobs and careers.

This integrated system also allows community based organization participation in program development, outreach, and the provision of specialized supportive services for relevant target populations.

Required Content on Job Quality Considerations

- i. *Provide a description of the projected earnings of those employed in occupations directly related to the regional sector pathway programs emphasized in the regional plan.*

Niche Manufacturing

The Niche Manufacturing Sector anticipates 106 job openings annually. This industry is significant in that eight of the top 10 job opportunities pay more than the Federal Poverty level wages, while also requiring less than a college degree. This is significant because acquiring a degree can be a barrier for many, especially disadvantaged workers. Eight of the 10 fastest growing occupations in Niche Manufacturing do require short-to long-term on the job training, which does represent an employer investment in particular employees. More than half of the top 10 occupations pay more than the median annual wage.

Management and Innovation

This industry cluster offers multiple opportunities for jobs with 124 job openings annually that provide decent wages and benefits. Not surprisingly, each of the top 10 occupations with the most opportunity requires higher education, with five requiring at least a bachelor's degree and four requiring a master's degree or higher. Each of the top 10 fastest growing occupations pays more than the median wage.

Specialty Agriculture, Food and Beverage

Specialty Agriculture, Food and Beverage anticipates 202 job openings per year, and offers many opportunities for entry level and disadvantaged workers. None of the top 10 fastest growing occupations requires more than a high school diploma, with eight of the 10 requiring short- to mid-term on-the-job training. At least 50 percent of the top 10 positions offer wages above the federal poverty line.

This cluster seems to offer limited opportunities for upward mobility, as many of the positions are specialized with fewer skills that are transferable out of the specialized sector. Only one of the top 10 fastest growing occupations pays more than the median wage.



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Building & Systems Construction

This sector offers 227 openings annually, and only one (civil engineers) of the top 10 fastest growing occupations requires more than a high school diploma, requiring instead on-the-job or specialized training (e.g. plumbers). Each of the top 10 occupations also offers wages significantly above the federal poverty line. Eight of the top 10 also offer wages above the median wage for the area.

Diversified Health Care

With anticipated job openings totaling almost 500 annually (496), Diversified Health Care offers the greatest opportunity for workers and the biggest challenge for employers. Because almost half (225) of the openings require no more than a high school diploma, there are low barriers to entry; and because there are many career pathway opportunities, this industry cluster can be attractive to new and disadvantaged workers.

Unfortunately, despite the opportunities, this industry continues to be plagued by a shortage of qualified workers. For example, The Bureau of Labor Statistics projects that 526,800 more nurses will be needed by 2022 -- an increase of 19.4 percent from 2012 -- to help keep up with patient growth and replace those who leave (quoting the Washington Post, June 5, 2015) and the North Coast is no exception to this projected need.

Diversified Health Care also offers opportunities in the highest wage occupation in the region* as surveyed in the first quarter of 2016. Hourly wages for the top five are:

- Pediatricians, General, \$127.82
- Physicians and Surgeons, All Other, \$124.93
- Family and General Practitioners, \$79.51
- Dentists, General, \$76.92
- Internists, General, \$74.30

Note: LMI Data for Humboldt County is not available. Data for North Coast Region has been displayed for High Wage Occupations

Unfortunately, only three of the top 10 fastest growing occupations pay more than the median wage.

Investment Support Services

Seven of the ten top 10 fastest growing occupations in Investment Support Services require no more than a high school diploma, and only three requiring more than short-term, or no, on-the-job training. With 186 openings anticipated annually, this sector offers significant opportunity with low barriers to entry. All but one of the top 10 occupations also offers wages above the federal poverty level for a family of four, making this an attractive industry for entry-level, re-entry, and disadvantaged workers. Six of the 10 fastest growing occupations in this sector offer wages above the median for the area.

Forest Products Industry

Although the Forest Products industry does not meet all of the criteria as the rest of the *Targets of Opportunity*, for planning purposes it is being included as the industry is a significant employer on the North Coast. The industry is anticipated to have 146 openings, and half of the top 10 fastest growing occupations require no more than a high school diploma. Only one of the occupations identified offers wages below the



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Federal Poverty Level, increasing the attractiveness of this industry. Half of the top 10 fastest growing occupations for this sector offer wages higher than the median for the area.

Tourism

The Tourism industry sector is another significant employer in the region that does not meet all of the criteria of a Target of Opportunity; however, Tourism is included for its contribution to the local economy. The industry provides 230 jobs annually; however, half of the top 10 pay wages below the Federal Poverty Line. Nine of the top 10 require no more than a high school diploma (3 require less), offering many opportunities for entry level work and work experience. Four of the top 10 occupations offer wages above the median for the area.

ii. *Provide a comparison of the foregoing wage levels to the median wage in the relevant RPU.*

Seven of the top 10 fastest growing occupations provide wages below the 2016 Federal Poverty line (\$24,300 for a family of four) and only two provide wages above the median wage of \$34,556, indicating that these should not be considered long-term occupations but instead be used to provide foundational job experiences that allow workers to develop basic and soft skills, and provide a basis from which workers can seek opportunities to acquire higher skills and education.

In this light, all of these occupations meet the definition of a “job with good wages and benefits, defined as a placement in a job providing economic security or job placement in an entry-level job that has a well-articulated career pathway or career ladder to a job providing economic security” (CUIC Section 12013). While some of the occupations, such as personal care aide and registered nurse, have well-articulated career pathways to a job with economic security, each of the occupations provides foundational skills that will better qualify individuals for enhanced employment and income opportunities.

iii. *Provide a description of the way each of the Local Boards in the RPU will assist and prioritize working with employers who offer jobs with good wages and benefits, especially those employers who have a history of hiring high need or historically disadvantaged population, including from populations with barriers to employment.*

The *Targets of Opportunity* provides direction by focusing on the industries that offer the best overall opportunities in the region. Tools, such as the *Career Bullseye* handout mentioned previously, are developed to support career pathways and highlight local companies that fall within the Target industries and offer good wages. America’s Job Center of California partners use this data to work with employers, place clients at worksites, and support sector pathways. In addition, the Employment Training Department uses a database called Client Track to track and maintain records regarding employers who participate and support the Employment Training Department and other job center partner workforce programs, including Workforce Innovation and Opportunity Act, CalWORKs, Welfare to Work, Transition Age Youth, General Relief, and Supervised Population AB109 and AB2060 programs and clients. The database facilitates tracking of employer needs and requirements, employers who are willing to hire individuals with barriers to employment, client program enrollment, and employers providing Work Experience or on-the-job training placements. The program can also track and offer employer wages, job titles, benefits and, other information to assist staff in identify an appropriate match for clients.



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- iv. *Provide a description of the process Local Boards will take to implement incumbent worker training strategies to ensure progression along career pathways.*

The Humboldt County Workforce Development Board staff and job center partners are currently drafting an incumbent worker policy and strategy that will be presented to the Workforce Development Board for input. The policy is prioritized for completion and implementation in 2017, and will align with career pathways and industry needs. The Workforce Development Board takes advantage of the California Workforce Association's Employment Training Panel contract to provide local companies the opportunity to support incumbent worker training and take advantage of the Employment Training Panel program and funds.

Required Content on Regional Assessment

- i. *Provide a description of how the regional partners in the RPU will work together to track training-related employment for individuals entering the labor market.*

As previously described, the Humboldt County Workforce Development Board and partners work well together and have systems in place to track training-related employment. By design, Title I programs include this activity and report directly into the CalJOBS system. Additional meetings will take place to ensure the appropriate training-related employment is reported from College of the Redwoods and Humboldt State University.

A Description of the manner federal WIOA regional plan requirements not covered by the State Plan required content are being met

- i. *For any federal RPU A-H requirements not already met using regional plan content related to State Plan requirements, provide a description of how the relevant federal requirements are being met.*

Not applicable.



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