WORKFORCE INVESTMENT ACT LOCAL STRATEGIC WORKFORCE PLAN PROGRAM YEARS 2013–17

Local Workforce Investment Area:

Name: Humboldt County

Date of Submission: August 1, 2013

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Humboldt County
Workforce Investment Board

Shared Strategy for a Shared Prosperity

Local Strategic Workforce Development Plan 2013-2017

August 1, 2013

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EXHIBITS:

A. *Redwood Coast Targets of Opportunity Report 2012*
B. *Prosperity 2012: Comprehensive Economic Development Strategy*
C. List of businesses, labor representatives, and participants in the process
D. *Occupations of Opportunity Report 2007*

ATTACHMENTS:

1. Assurances
2. Title 1B Participant Summary
3. Title 1B Budget Plan Summary (Adult or Dislocated Worker)
4. Title 1B Budget Plan summary (Youth)
5. Section VIII: Negotiated Performance Levels
6. Comprehensive One-Stop Center Partner Listing
7. Section VII: Humboldt County Memorandums of Understanding for the One-Stop Partners and for the One-Stop Operators Consortium
8. State of California Local Area Grant Recipient Listing
9. Humboldt County WIB Bylaws
10. Humboldt County WIB Recertification Request
11. Program Administration Designee and Plan Signatures
12. Public comments received that disagree with the local plan
13. Humboldt Local Plan In Brief

SECTION I:

VISION, FOUNDATION, GOALS & SUPPORTIVE STRATEGIES

Vision

The Humboldt County Workforce Investment Board (HC-WIB) envisions the Humboldt County and Redwood Coast region as a dynamic and entrepreneurial rural region that is innovative with its natural and human resources. The HC-WIB focuses and synchronizes resources that support the industries that offer the greatest opportunity for our residents: *Targets of Opportunity*. The HC-WIB utilizes high quality economic data to catalyze leadership and collaboration locally and regionally, and to provide our residents with labor market information and training that prepares them for successful careers in the Target industries.

Foundation for Workforce & Economic Development Priorities

Prosperity 2012 is Humboldt County's Comprehensive Economic Development Strategy (CEDS), and serves as the foundation for Humboldt County's Local Strategic Workforce Development Plan (Plan). Prepared amidst the nation's Great Recession, Prosperity 2012 identifies the industry clusters that demonstrate the greatest opportunity for Humboldt County's residents, despite economic boom and bust cycles, and lays out the goals, strategies and actions to make the most of Humboldt County's assets, challenges and opportunities. The Prosperity 2012 process has been business led through Target industry leaders building the work plans for their industries and through their guidance on the Industry Leader Council. Over 450 people have participated in the formation of the Prosperity 2012 CEDS update: business owners in each Target industry, elected officials, tribes, community leaders and citizens.

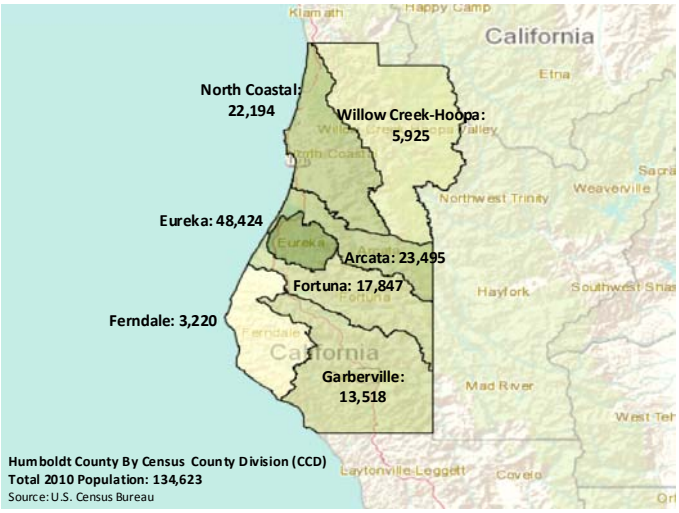
Located on the northern coast of California, Humboldt County is an extremely rural county of approximately 135,000 residents, including 11 recognized Native American tribes and 7 incorporated cities. Covering 3,568 square miles, the county includes a productive bay and harbor on the Pacific Ocean and stretches east into rugged, sparsely populated coastal mountains. The transportation distances and restrictions isolate Humboldt, resulting in an island-like economy. At the geographic center of the five-county Redwood Coast region—including neighboring counties Del Norte, Mendocino, Trinity and Siskiyou—Humboldt has the largest population and workforce and generates the most new jobs and firms in the region.

Redwood Coast Region of California

Economically and psychologically, Humboldt County has been through a painful economic bust of a dominant industry—the timber industry. In 1965, one sector of the industry, lumber manufacturing, employed 11,500 in Humboldt County. Today, the greater Forest Products industry provides about 4,000 in Humboldt and Mendocino counties, approximately 1,500 of which are self-employed. This is a huge change in less than one generation. Fortunately, Humboldt has assets that have drawn out and supported entrepreneurship that has grown a diverse economic foundation. Today, the Forest Products industry is one of several industries providing jobs with higher than average wages. The old story—"the timber industry is dead; there are no jobs here; our children are leaving"—looms large in people's minds. This old story creates a barrier for youth and adults to see and prepare for careers in the growth industries that are emerging.

Humboldt County's policy approach to economic and workforce development can be summed up in one tenet of the economic development strategy adopted and implemented since the late 1990s: "Listen to the needs and opportunities of base industries, as articulated by business owners and executives in the industries, and shape projects and programs to address their priorities."

From this policy, Humboldt County has consistently focused resources to listen to and address industry needs. Prior to the passage of the Workforce Investment Act in 1998, Humboldt County had begun to re-organize the "private industry council" and workforce system into one based on a "three-legged stool" of workforce development, economic development and education. In 2003, the Humboldt County Board of Supervisors moved administrative agency for WIA funds to the Economic Development Division; in 2006, they moved the fiscal agency as well. Since that time the Economic Development Coordinator (EDC) for the County has also served as the Workforce Investment Board Executive Director (HC-WIB ED). In Humboldt County, workforce development priorities are defined by direction of growing industries through economic development.



The HC-WIB membership categories are organized to attract and maintain representation from the Target industries. Workforce and economic development staff, programs, projects and funding are integrated and leveraged together from start to finish, utilizing the strengths of each to grow a healthier economy and labor market.

The integration of workforce into economic development has resulted in more strategic focus of workforce resources on high-growth, high-wage sectors. The HC-WIB commissioned and published the *Targets of Opportunity* report, leading the local and regional stakeholders to recognize emerging industries and re-direct resources to meet these industries needs. Prior to this, there was little coordination around industries outside of economic development and a lack of economic data upon which people could plan. *Targets of Opportunity* also tracked and articulated the evolution of industries for economic development, as we describe in detail below.

In 2007 the HC-WIB first applied the CA Economic Strategy Panel methodology to regional industry cluster analysis, resulting in identification of six fast-growing, high wage-paying industries for the Redwood Coast region. *Targets of Opportunity Report 2007* (prepared by Collaborative Economics, Inc.) used the following five criteria to evaluate and identify the industries in the region that demonstrate the greatest career and entrepreneurship opportunity: (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. Six industries met the criteria and combined grew jobs at 36% (versus the region at 8%), firms at 23% (versus the region at 1.5%) and wages at 20% (versus the region at 6%):

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

HC-WIB provided the 2007 *Targets of Opportunity Report* and data to the counties of the Redwood Coast region, including the NORTEC WIB (includes Trinity and Siskiyou counties of the Redwood Coast Region) and the Mendocino WIB. HC-WIB Executive Director and board members were invited and presented to the CA Workforce Investment Board on two occasions. Humboldt's approach and work on behalf of the Redwood Coast region has been used as a model in testimony to the US Congress, and for regions around California and the US. HC-WIB Executive Director and board members made hundreds of presentations in person, at regional and state conferences and on the radio primarily to business, workforce and economic development groups throughout the region. Several collaborative projects resulted from this work, and the Targets of Opportunity were used as a model for NORTEC, Mendocino economic development summit and several other WIB's in California. Redwood Coast Rural Action is a regional leadership group representing our region in state economic development conversations, and has utilized the Targets of Opportunity in the CA Economic Summit preparations.

Carrying through with the industry clusters of opportunity model, this year the HC-WIB published an update— the *Redwood Coast Targets of Opportunity 2012 Report*—for the Humboldt County Board of Supervisors (HC-BOS), which confirms that the original six Target of Opportunity industries still offer the greatest opportunity for our residents. Despite the impact

of the national recession, these industries grew jobs at 14%, while the region lost jobs at -6.1%; they also lost firms (-8.8%) at half the rate of region (-15.5%), and continued to increase real wages substantially (36% on average) versus the region (6.7%). (http://www.northcoastprosperity.com/content/targets-opportunity-2012-report-published)

Both *Targets* reports depict and analyze the economy of the Redwood Coast region (including Del Norte, Humboldt, Mendocino, Trinity and Siskiyou counties). Humboldt County lies at the geographic and economic center of this region.

The *Targets 2012 Report* was prepared by the HC-WIB Executive Director and the local Regional Labor Market Information Division (LMID) specialist from the CA Employment Development Department. Staff applied the Collaborative Economics original criteria to analyze the industries, but they also looked at the regional economic assets and identified two base industries as important to regional economy: *Forest Products and Tourism*. While these industries are not growing in all the same categories as the first six, they do offer opportunity in higher paying replacement jobs, potential for entrepreneurship, and they are exporters, bringing in substantial capital to our region. The *Targets 2012 Report* recommends that all eight industries be the Target industries for economic and workforce development.

Utilizing the *Targets Report 2012* as the data foundation, the HC-WIB lead the update of the county's Comprehensive Economic Development Strategy (CEDS), engaging and convening stakeholders to focus on the needs of the Target industries. The resulting Prosperity 2012 CEDS was adopted by Humboldt County Board of Supervisors as the County's CEDS in March 2013. (http://www.northcoastprosperity.com/content/prosperity-2012-adopted-ceds)

Prosperity 2012 Process & Results

Over 450 people participated in Prosperity 2012, a public engagement and planning process designed to engage industry leaders, jurisdictions, non-profit leaders and the public on multiple levels, so that people are well informed about the industry clusters driving our economy and able to be strategic in their deliberations, recommendations and actions to grow the economy. A detailed description of the process can be found in Attachment D: Overview of the Prosperity 2012 Process, and is summarized in these three phases:

Phase I (2010-2012): Gathering data and industry leader direction, in which economic data on the Target industries was updated and re-analyzed, and leaders in each Target industry met and developed strategic work plan for their industry. The work plans are contained in the 2012 Targets of Opportunity report. Native American Tribes also contributed through the Tribal Economic Development Network (TEDnet) strategy (Addendum F). This phase resulted in:

- Updated economic, industry and occupational trend data
- 8 strategic work plans for the Target industries

Phase II (January-December 2012): Public engagement process, in which the citizens, business and civic leaders and economic development professionals learned, discussed and proposed actions to advance the economy. Eighteen Citizen Action Teams (CATs) provided over 60 recommendations for action. The Industry Leader Council of approximately 12 business leaders from each of the Target industries evaluated and determined what actions will best help business grow in Humboldt. Cities, community service districts and the county prepared public works infrastructure projects. This phase resulted in drafts of the following four Prosperity 2012 CEDS documents:

1. Overall goals, strategies, challenges and assets;
2. An action plan that implements the strategies;
3. A prioritized list of infrastructure projects; and
4. A three-part evaluation methodology.

Phase III (January-March 2013): Three sponsoring, community-based boards—Headwaters Fund Board, Redwood Region Economic Development Commission & the Humboldt County Workforce Investment Board—will recommended the resulting CEDS for adoption by the Humboldt County Board of Supervisors, including:

- Redwood Coast Targets of Opportunity 2012 Report;
- Prosperity 2012 CEDS documents (listed above); and
- Addendums to the CEDS: overview of Prosperity 2012 process; CAT recommendations; Northern California Tribal Economic Development Network (TEDNet) Strategic Plan; participants in the process; citizen feedback; Humboldt 100 interviews.

Public Engagement Process

Three public boards of community leaders from government, business and non-profit sectors—Redwood Region Economic Development Commission (RREDC), the Headwaters Fund Board (HWFB) and the Workforce Investment Board (WIB)—sponsored Prosperity 2012.

- RREDC's board is a joint-powers authority and the board of directors includes elected officials from the county, each city, community service districts, special districts (like the Redwoods Community College District and the Humboldt Bay Harbor Recreation & Conservation Commission), and the Hoopa Tribe.
- The Headwaters Fund Board is a 7-member commission of the Humboldt County Board of Supervisors (HC-BOS), appointed to recommend uses for the $18 Million Headwaters Fund, which is dedicated to implement the County's CEDS.
- The WIB is a 30-member commission of the HC-BOS, appointed to oversee the workforce investment system and funding.

For Prosperity 2012, these three boards provided the key staff and hosted five joint-public meetings for deliberations throughout the process. These boards reviewed and recommended the CEDS for adoption by Board of Supervisors, and are integrating the strategy into their

policies and resource allocation decisions. The WIB served as the official CEDS Strategy Committee. (See the process overview, timeline and map in Addendum D.)

Private-Sector Led

Industry leaders provided direction through three mechanisms. First, a cross-section of leaders in each target industry developed **strategic work-plans** to characterize the challenges, opportunities of their industry, and how the industry is addressing them. These work plans identify key issues, quick wins, strategies and actions to address challenges and opportunities for each industry. Common themes among the 8 target industries formed the foundation of the Prosperity 2012 Action Plan, into which Citizen Action Team recommendations were integrated by the Industry Leader Council.

Second, the Headwaters Fund staff conducted one-on-one interviews with over 100 business and community leaders regarding their sense of how the economy is faring and how it can be developed. These **Humboldt 100 interviews** formed the starting list of topics around which 18 Citizen Action Teams formed to study and recommended over 60 actions for inclusion in the CEDS.

Third, an **Industry Leader Council** (ILC) formed to advise the refinement of the economic development strategy, focusing the action plan and defining an evaluation methodology. The ILC includes a dozen business owners from the Target industries and the full economy. The ILC was asked to apply their business acumen and knowledge of economic drivers in the Target industries to focus our strategy on the highest value actions. Their recommendations are incorporated as the Overall Goals, Strategies, Assets & Challenges; Action Plan; and Evaluation Methodology.

Additional input was actively cultivated and included from Native American tribes, jurisdictions, economic development organizations, community-based organizations, labor unions, education and general citizens.

Native American Tribal Input

In 2009-10, Humboldt County Economic Development Division commissioned the “Northern California Tribal Economic Development Network (TEDNet) Strategic Plan.” A member of County Economic Development staff and TEDNet staff (located in the Office for Community, Economic and Tribal Development at Humboldt State University) interviewed tribal leadership in each Native American Tribe in the county about their projects, programs and plans for economic development. This plan provides essential input into Humboldt County’s CEDS, and actions were integrated into the Prosperity 2012 Action Plan.

Jurisdictional Collaboration

The elected officials and staff of the county, cities and community service districts participated in four ways: (1) on the Board of RREDC and (2) in the Citizen Action Teams as described above;

as well as through (3) the Infrastructure Prioritization Committee led by RREDC; and (4) the Prosperity Network. The **Infrastructure Prioritization Committee** included staff from each jurisdiction and was facilitated by RREDC. The IPC prepared descriptions of economic development infrastructure projects within their jurisdiction. Together, the committee scored and prioritized the projects into a comprehensive list for inclusion in the CEDS.

Economic Development Organizations

One of the most valuable products of implementing 1999 *Prosperity*! *The North Coast Strategy* has been the **Prosperity Network** (PN), a collaboration of economic development agencies providing services and implementing projects across the county and region. Prosperity Network includes:

- Redwood Region Economic Development Commission (RREDC)
- Arcata Economic Development Corporation (AEDC)
- North Coast Small Business Development Center (NC-SBDC)
- Humboldt Area Foundation
- Redwood Coast Rural Action (RCRA)
- Humboldt State University (HSU)
- College of the Redwoods (CR)
- Humboldt County Office of Education (HCOE)
- City of Eureka
- City of Arcata
- County Economic Development (the Headwaters Fund and the WIB).

The PN met bi-weekly to design and guide the Prosperity 2012 process. Staff of partner agencies participated in and liaised to the Citizen Action Teams. Additionally, Redwood Coast Rural Action worked in the Redwood Coast region (Del Norte, Mendocino, Trinity, Siskiyou and Humboldt counties) to share strategies, data and collaborate on specific region-wide issues.

Community Based Organizations

- Northern California Indian Development Council
- Redwood Community Action Agency
- Changing Tides Family Services
- The Ink People Center for the Arts
- The Humboldt Area Foundation
- The McLean Foundation
- Redwood Coast Rural Action
- Redwood Coast Energy Authority
- Humboldt Made
- Arcata Chamber of Commerce
- Greater Eureka Chamber of Commerce
- Fortuna Chamber of Commerce

Labor Unions

Labor Union representatives participated in Prosperity 2012, as members of the WIB, in each meeting, and in the final prioritization that the WIB did for workforce actions. Additionally, the WIB Executive Director met with labor representatives to discuss apprenticeship programs, ways to increase them, the possibility of starting a new one for log scaling, and in the preparation for this Plan.

- Carpenter's Union Local 751
- CA State University Employee's Union
- Central Labor Council
- United Food and Commercial Workers (UFCW) International Union Local 101

Education

- College of the Redwoods
- Humboldt State University
- Humboldt County Office of Education
- Eureka City Schools
- Northern Humboldt Union School District

Citizen Engagement

Over 450 citizens of Humboldt County participated in five large public meetings (45-120 people) for Prosperity 2012 and through Citizen Action Teams and Business Leader Luncheons (See Exhibit C for list of participants).

As a result, Prosperity 2012 provides the context for business, non-profit organizations, education and governmental agencies to partner and pursue opportunities that benefit the Humboldt and Redwood Coast economy and community. Prosperity 2012 lays the foundation for accomplishing these desired outcomes:

1. **The community understands the economy and industries that are driving our economy.**
   - The industries and occupations with the greatest opportunity;
   - Economic assets of Humboldt County;
   - The data that best describes our economy; and
   - How everyone can participate in economic development.

2. **The sponsoring boards and jurisdictions understand:**
   - The community's priorities for economic development;
   - The proposed strategies and how they can implement them;
   - What each group of players—individual citizens, business, government and non-profits—can do to advance the economy; and
   - How the value to the community can be evaluated.

3. **The sponsoring boards and jurisdictions will be positioned to integrate the strategy into their policy and programmatic decisions, for instance:**
   - The Headwaters Fund Board grant and loan decisions;
   - The RREDC project and loan priorities;
   - City and county land use planning
   - City and county programmatic investments;
   - The Workforce Investment Board's local strategic plan, grant and programmatic focus.

4. **Local business and non-profit organizations will be able to apply the strategy in their policy, programmatic and investment decisions**.

Prosperity 2012 Action Plan Purpose

The purpose of the Prosperity 2012 Action Plan is to identify priority areas and involve government, business, non-profit and citizens in coordinated and individual actions that result in a more prosperous economy. People and organizations with capacity to affect the outcome can use the Action Plan as a tool to focus their efforts.

Input Sources

- Target industry cluster leaders and their work-plans;
- Tribal Economic Development Network (TEDNet) strategic plan;
- Citizen Action Teams;
- Prosperity Network;
- Industry Leader Council.

Implementation Opportunistic

Leaders will look for the moments when leadership, funding, and the community are ready. That right timing cannot be predicted. In some cases, the project is clear, in process and funded. In others, we know what we want, but we don't know exactly how to achieve it. The Prosperity 2012 planning process puts the needs and goals in our minds so that when a funding opportunity arises, leadership can take action and determine community readiness to move that ball.

All Business is Good

If your business is not in the Target industries, how do you fit in? The focus on the Target industries is strategic and long-term. Fundamentally, as clusters of export-oriented businesses, the Target industries tap global markets and drive growth in the local economy. Increasing the efficiencies and market opportunities of the Target industries means that those businesses will bring more new capital into the region, purchase more goods and services from local vendors,

attract talented staff, and employ more people with salaries to spend with businesses that focus on the local economy. Consider that…

- Improvements in business climate benefit all businesses.
- Many businesses are a hybrid of export & local sales, spanning multiple clusters.
- Workforce issues affect all businesses.
- Childcare is necessary for employees of all businesses.
- Entrepreneurship services are for all businesses.

Target Industry Work Plans

These are the fundamental source of the Action Plan, but do not replace the industry work plans (included in the Targets of Opportunity 2012 Report). Projects could still be formulated to address specific industry needs and opportunities.

Most importantly, the HC-WIB led the Prosperity 2012 process. The HC-WIB leadership resulted in alignment of key players and resources to prepare skilled workers for employment in competitive and emergent regional industry sectors and to fill skill gaps created by retirements. The *Targets 2012* report, page 114, builds on the Target industry cluster analysis in order to provide an overview of jobs and careers offering the greatest opportunity within the Target industries. This report supports the development of regional workforce and economic development networks to address workforce education and training priorities. Today, many public and private sector organizations, and citizens, throughout Humboldt County are applying their resources to implement the vision and actions of Prosperity 2012. The HC-WIB is utilizing Prosperity 2012 as the foundation for this strategic Plan.

Goals

1. ***Business & Industry Goal****:* Catalyze leadership to collaborate and focus attention on Target industry needs, particularly preparing a skilled workforce for successful careers in the Target industries.
2. ***Adult Goal***: Enroll 90% of Adults in training that leads to demand occupations in the Target industries. Demonstrate and articulate the career pathways of demand occupations in the Target industries.
3. ***Youth Goal***: Demonstrate and articulate the career pathways of demand occupations in the Target industries in order to increase the number of high school students, who graduate prepared for postsecondary vocational training, further education, and/or a career with advancement opportunities in the Target industries. Focus on at-risk youth and those from low-income communities.
4. ***System Alignment and Accountability Goal*****:** Support system alignment, service integration and continuous improvement in the utilization of Target industry data for evidence-based strategic planning, policy-making and deployment of resources within

the greater workforce system, as well as for guidance of youth and adult job seekers and employers.

Supportive Strategies

Strategy 1: Convene key stakeholders and actors in workforce and economic development regularly to innovate on solutions to workforce challenges, leverage resources, and collaborate on implementation.

- Target Industry Leader Council
- Redwood Region Economic Development Commission (RREDC)
- Arcata Economic Development Corporation (AEDC)
- North Coast Small Business Development Center (NC-SBDC)
- Humboldt Area Foundation
- Redwood Coast Rural Action (RCRA)
- Humboldt State University (HSU)
- College of the Redwoods (CR)
- Humboldt County Office of Education (HCOE)
- City of Eureka Economic Development
- City of Arcata Economic Development
- County of Humboldt
  - Industry, Economics & Workforce Development Unit
  - The Headwaters Fund
  - Department of Health and Human Services
- CA Department of Rehabilitation
- CA Employment Development Department
- Northern CA Indian Development Council
- NORTEC WIB
- Mendocino WIB

Strategy 2: Apply the regional clusters of opportunity model to identify the growing industry clusters and demand occupations in the region, to track economic trends, to provide useful analysis and tools, and to catalyze multiple resources in the community to maximize the opportunities that these industries offer and to overcome the challenges that they face operating in a rural region.

Strategy 3: Support California's strategic workforce development priorities by:

- Preparing skilled workers for employment in competitive and emergent regional industry sectors (Targets of Opportunity), and to fill skill gaps created by retirements.
- Supporting the development of local and regional workforce and economic development networks that address workforce education and training priorities.

SECTION II:

Economic & Workforce Information Analysis

Data Development and Analysis

In preparation of the Plan for Humboldt County, the HC-WIB gathered and analyzed data from reliable research entities to assemble a current snapshot of demographics and trends of industries and demand occupations in Humboldt County and the Redwood Coast region. Key sources included: United States Census Bureau, the California Employment Development Department-Labor Market Information Division, and the Bureau of Economic Analysis. Additional sources included the California Department of Transportation and Collaborative Economics. Humboldt's four neighboring counties—Del Norte, Mendocino, Siskiyou and Trinity—are used throughout to depict the region and for comparison. Additional data, from counties such as Lake, Shasta, Sonoma and Napa, are periodically added, where it appears useful in understanding the economic performance.
In order to verify and understand labor market data and projections, the HC-WIB consulted business owners and executives in the Target industries through an extensive process that resulted in strategic work-plans for each Target industry. These work-plans are part of the Target industry profiles included in the *Redwood Coast Targets of Opportunity Report 2012,* which provides detailed economic analysis of the region.

Business owners and executives also formed an Industry Leader Council, which reviewed the report and recommended priorities in the Prosperity 2012 Action Plan:

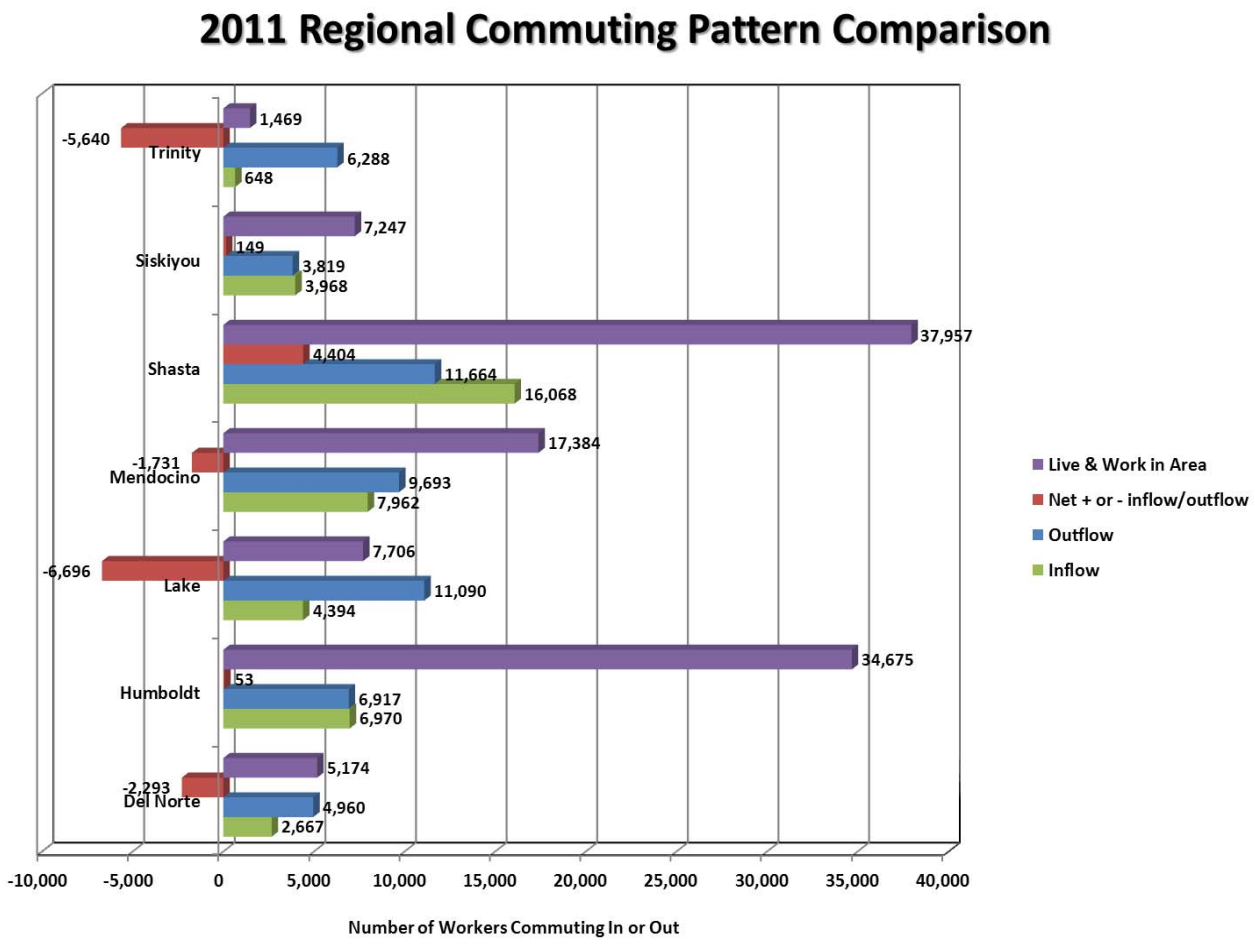
- Neal Ewald (Green Diamond Resource Company)
- Ken Musante (Eureka Payments)
- Mary Keehn (Cypress Grove Chevre)
- Dan Johnson (DANCO Group)
- Carlton Nielson (Nylex)
- Kyle Visser (ShredTec)
- Bruce Hamilton (Wildwood Manufacturing)
- Lane Strope (Times Printing)
- Ginger Weber (Premiere Financial Group)
- Jon O'Connor (North Coast Adventure Center)

Humboldt County & the Redwood Coast Region

Located on the northern coast of California, Humboldt County is an extremely rural county of approximately 135,000 residents, including 11 recognized Native American tribes and 7 incorporated cities. Covering 3,568 square miles, the county includes a productive bay and harbor on the Pacific Ocean and stretches east into rugged, sparsely populated coastal mountains. The transportation distances and restrictions isolate Humboldt, resulting in an island-like economy. At the geographic center of the five-county Redwood Coast region—including neighboring counties Del Norte, Mendocino, Trinity and Siskiyou— Humboldt also has

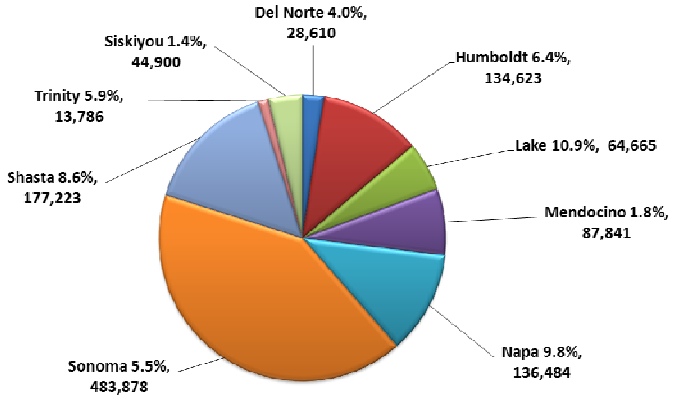
the largest population and labor force, and generates the most new jobs and firms in the region.

Commute patterns demonstrate how Humboldt functions as the center of the region; as well as how each gateway community sends workforce out to more urbanized counties surrounding the Redwood Coast. Humboldt is a net importer of workforce within the region.



Humboldt County's population is growing faster than its neighboring counties in the region. Total population increased from 126,518 residents in 2000 to 134,623 in 2010 for 6.4% growth between the decennials. The growth trend continues in the 2011 Census. The County is aging—albeit slowly with the median age increasing from 36.3 in 2000 to 37.1 in 2010. Humboldt has the lowest median age in the region.

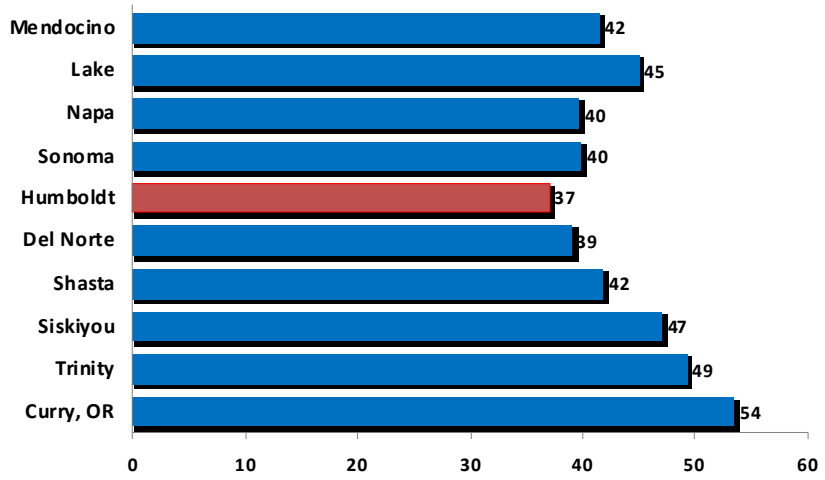
Regional Population and Growth Rate Comparison 2000 - 2010



Source: US Census State and County QuickFacts
California 2000-2010 percent change: 10%, Total California 2010 population: 37,253,956

In spite of the region's lowest median age, Humboldt's total Baby Boomer population is significant—and starting to age out of the work force. Born between 1946 and 1964, Boomers started turning 65 in 2011, they represent about 28 percent of the county's total population. Fortunate for Humboldt, there are relatively large population cohorts following the Boomers, especially in the 20-29 age group. As expected much of this age group is comprised of students at the university and college. They hold many part-time and seasonal jobs in the community. There is a strong trend of graduating students remaining and making Humboldt their home. This trend will be helpful in to fill jobs left vacant by retiring workers.

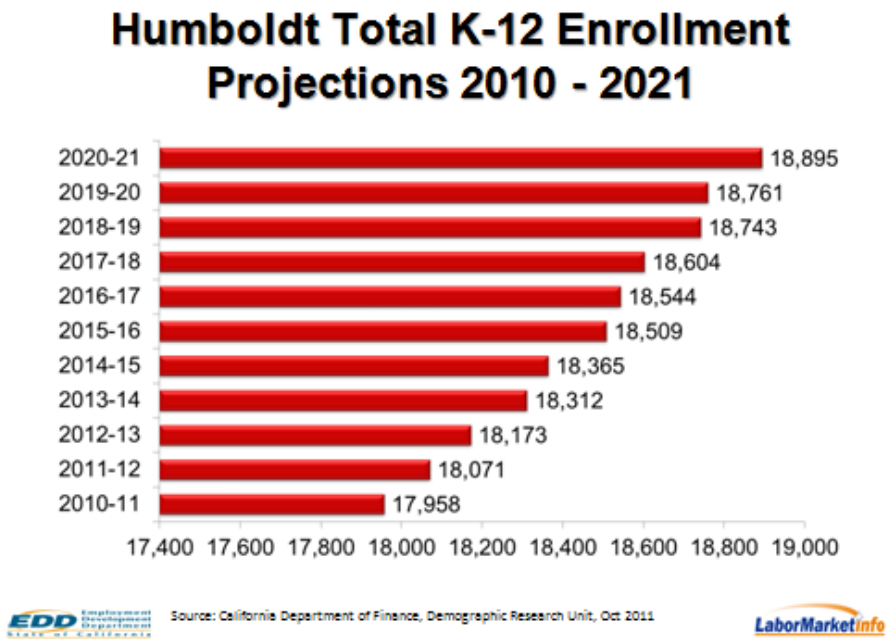
Regional Median Age Comparison



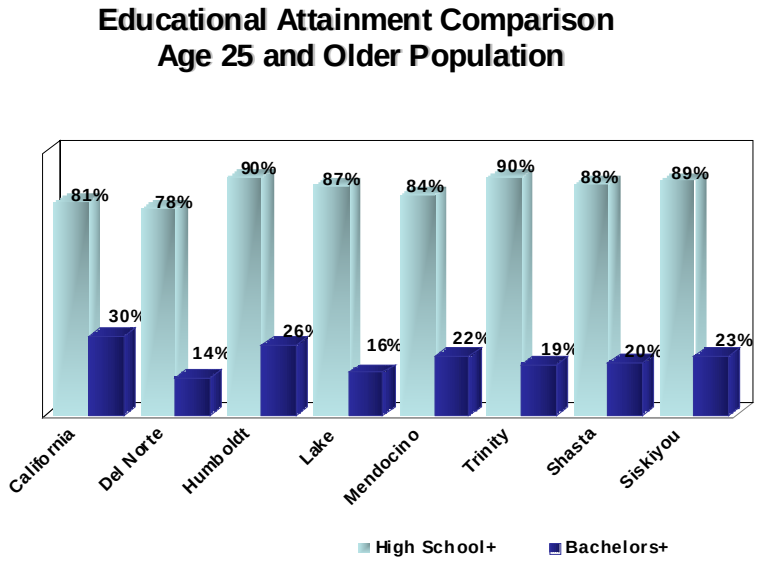
Source: US Census Bureau: DP-1

Again, unlike many rural and older counties in the region, Humboldt is projected to reverse a decade long trend of declining school enrollment. Area schools are

forecast to add a net 937 K-12 students through the 2021 term. While many of these students commence post-secondary school or training, many enter directly into Humboldt's work force.



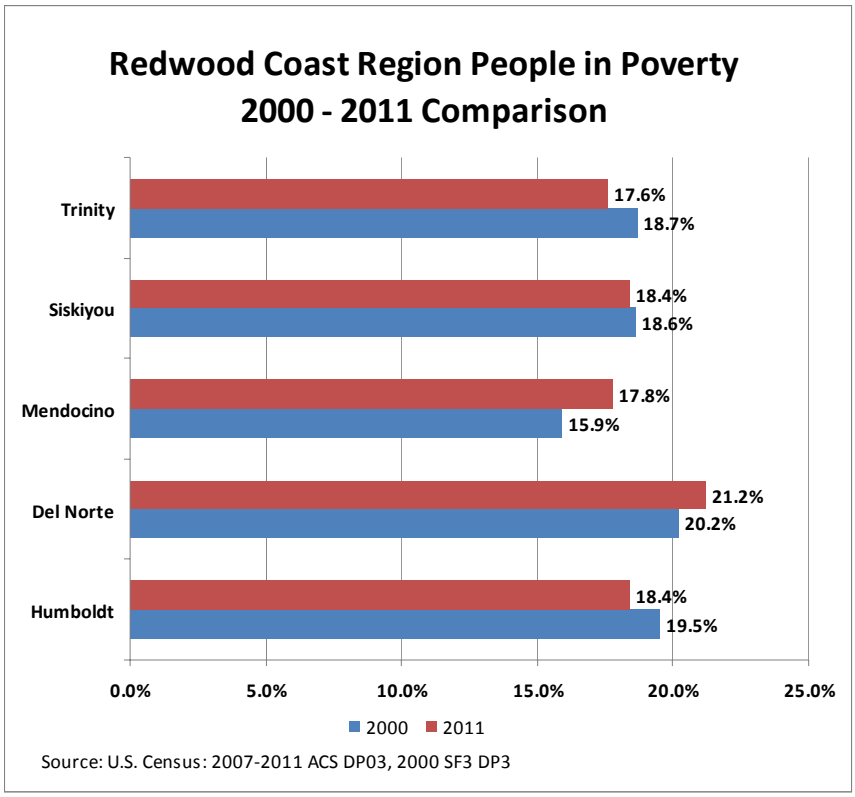
Humboldt residents have reached higher levels of educational attainment than surrounding counties. About 90% of the county's age 25 and older population have high school diplomas or GEDs and 26% have Bachelor's Degrees or higher.



Humboldt is becoming more diversified. The White share of total population shifted from 85% in 2000 to 82% in 2010. The White population grew by 2.6%, adding 2,741 residents. The other-than-white population, as a group, grew by 27.2% adding 3,741 residents. In terms of ethnicity, the Hispanic or Latino (of any race) population added 5,001 residents, a 61% increased between 2000 and 2010.

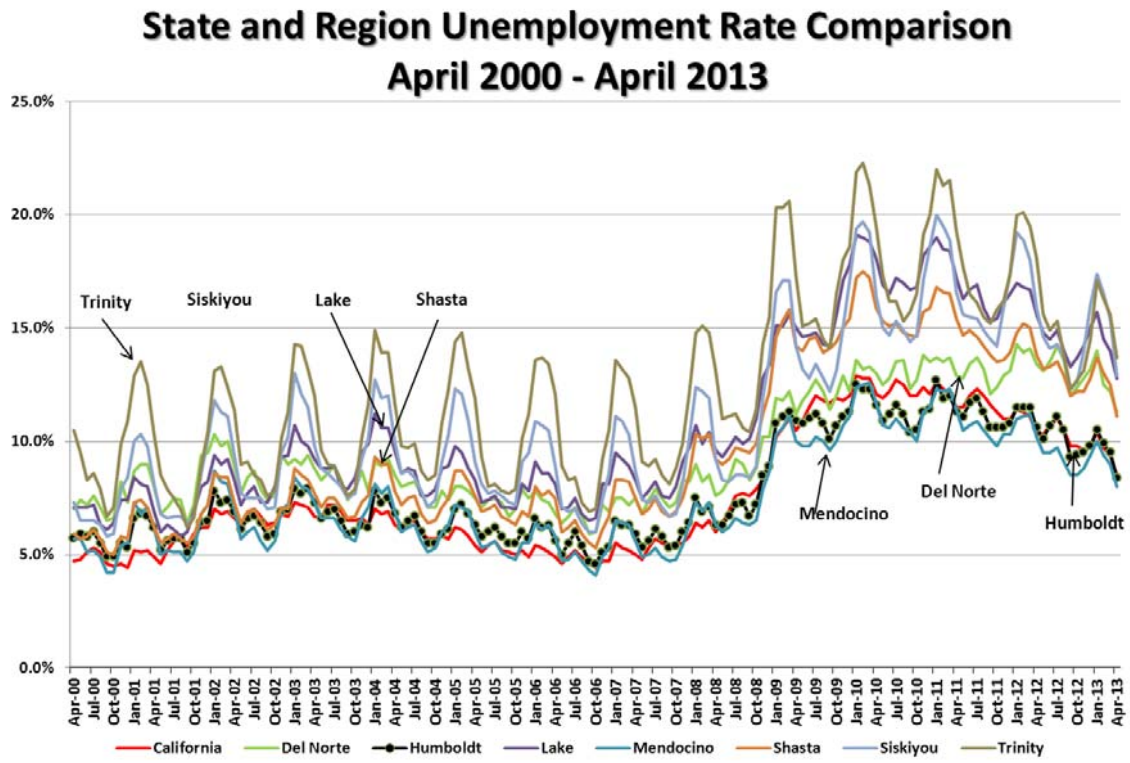
Nationally, rural county

poverty rates have been consistently higher than urban counties since the 1960s when the data first became available. The Redwood Coast region is not an exception to the national pattern. The 5-county average is 18.7%, over four percentage points higher than the state as a whole. At 18.4%, Humboldt County's poverty rate is down from a longtime average of 19.5%, but still the incidence of poverty in Humboldt is high. There is much that we do not know about regional poverty; however, we do know that lower average wages greatly impact the economic well-being of our residents. Many families in poverty hold down several jobs. One purpose of economic and workforce development is to increase economic opportunities for residents, identify higher wage industries with demand occupations, and provide tools such as training and education that prepares low-wage earners to succeed in new jobs with higher wages, so that they can move out of poverty.



Humboldt's population growth, educated workforce, and increasing diversity are all positive indicators that the county is countering the national "brain-drain" trend of talented rural work force moving to urban centers, and has the potential to address some economic causes of poverty.

Through the 1980's Humboldt County's unemployment rate spiked up into double-digits, tracking closely with drastic downsizing in the timber industry, and above the state of California's unemployment rate. With the national recession that started in 2007, Humboldt County demonstrates a more stable and diversified economy with an unemployment rate that has tracked closely at or below the state of California.



Economic Assets

Humboldt County faces persistent challenges—like geographic isolation, high poverty, and contracting historic industries—but also has bountiful opportunities. Humboldt County is a spectacularly beautiful place with talented, creative people who innovate and bootstrap both business and social solutions for the region and the world. Several assets cut across and define the upside of Humboldt County economically:

- A culture of entrepreneurship…people start businesses just to live here.
- Small town, rural quality of life anchors talented entrepreneurs in the region.
- Humboldt Bay provides a productive environment for aquaculture with expansion potential, the harbor a deep water port and essential facilities for the forest products industry, and together an asset for local and tourist recreation.
- Art is integral to Humboldt County's identity. Several times Eureka has been named one of the 100 Best Small Art Towns in America and said to be the place with the highest number of artists per capita in the United States. Not only do the visual and performing arts enhance the quality of life for residents, but they contribute to innovative businesses and vibrant communities. Arts, culture and design increase the

competitiveness of emerging and mature industries, deliver a better prepared workforce, and catalyze community revitalization.

- An exceptionally beautiful, natural environment where the Redwood forests grow to the edge of the Pacific Ocean.
- Highly productive agriculture land with a long growing season and many micro-climates. Stan Parsons of Harare, Zimbabwe, developer of the Ranching For Profit Schools in the US, Australia, Canada, South Africa and Zimbabwe called Humboldt County "one of the most productive ranching countries I have ever been involved in. It's also perhaps the most picturesque and the most beautiful." Humboldt County is one of the few places in the world where beef cattle can be finished on grass. Excellent quality wine grapes, flowers and many other products are produced here.
- Humboldt County has a unique and valuable asset in its abundance of water and an infrastructure to deliver that water for industrial use.
- Humboldt State University (HSU) and College of the Redwoods (CR) are both large employers (HSU the second largest) in the county, and both sell education to people who generally live outside the county, infusing the county with over $300 million annually. Additionally, the students that HSU and CR train talented people, many of whom become valued employees of local businesses, or start their own businesses.
- Highly productive forests for harvest and renewal. Humboldt County is one of the few places in the world that redwood grows well. Redwood is a premiere, niche wood product. Timberland owners are restoring the working forests and making investments that will keep merchantable trees growing for many years to come.

Challenges

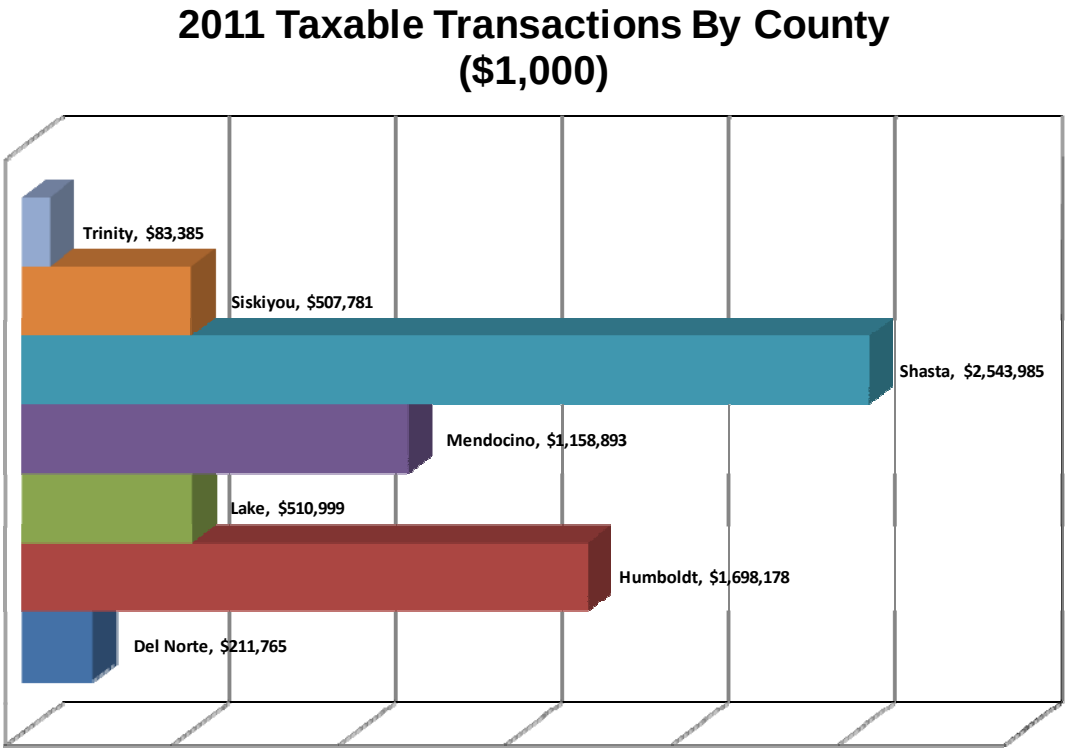
Isolation and lack of an efficient system for transporting goods and people limits the Humboldt County economy. The nearest major metropolitan area, San Francisco (SF), is approximately 6 hours drive to the south, and the Interstate 5 (I-5) corridor is 3-hours drive to the east. California State Highways 101 and 299 form the primary transportation infrastructure (connecting to the SF Bay Area and I-5), with approximately 2,200 trucks moving in and out of the county daily (estimate from the Caltrans data). At this time, these highways do not accommodate common-size trucks for moving goods (as established by the Surface Transportation Assistance Act-STAA).

Humboldt Bay is a deep water port and supports some barging and shipping of logs in and out of Humboldt Bay. Aging docks, loading equipment currently increase costs and limit the potential of bulk shipping as well as cruise ships. Railroad access was suspended by Surface Transportation Board in the late 1990's due to storm damage, also limiting the Harbor's ability to participate in the national transporation system. Maintenance of the deep water channel requires dredging.

The regional airport consistently supports one commercial airline flying full flights through San Francisco (SFO). Forcing all flights through SFO increases costs, delays and travel time. There is tremendous demand for a diversity of routes and airlines to suppport business, student, tourist and personal travellers.

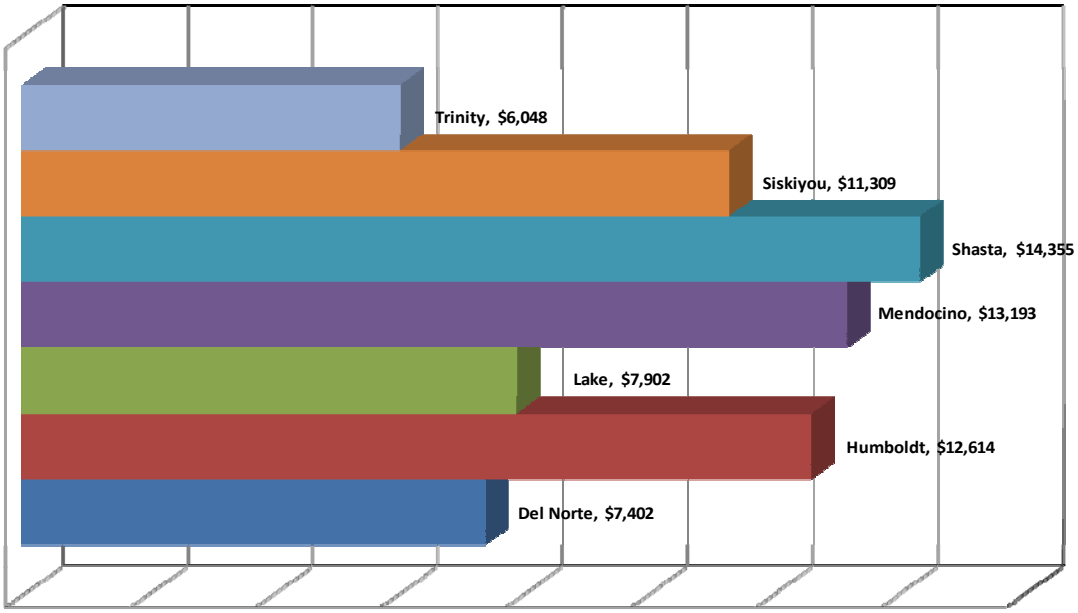
As a result, moving products and people in and out of Humboldt County remains extremely expensive. Our businesses cannot effectively compete in commodity markets, and must produce light, high-value, niche products that can easily be shipped on trucks. Excessive goods-movement costs have a dampening effect on wages and job creation.

Taxable transactions show the strength of Humboldt within the region, but also the effect of isolation.



Counties on the Interstate 5 corridor (Shasta) and closer to urbanized and wealthier counties (Mendocino) see higher taxable transactions per capita.

2011 Per Capita Taxable Transactions By County (2010 Population)



Higher-Wage, Faster-Growing Industries: Targets of Opportunity

The two Targets reports cover overlapping time periods (due to changes in data collection) from 1990 through 2009. The 2007 Target report used 1990 as the base year and 2004 as the comparative, a 15-year timeframe spanning an overall regional economic growth trend, which was driven at the end of the study by the early years of the nation's housing and credit bubble.

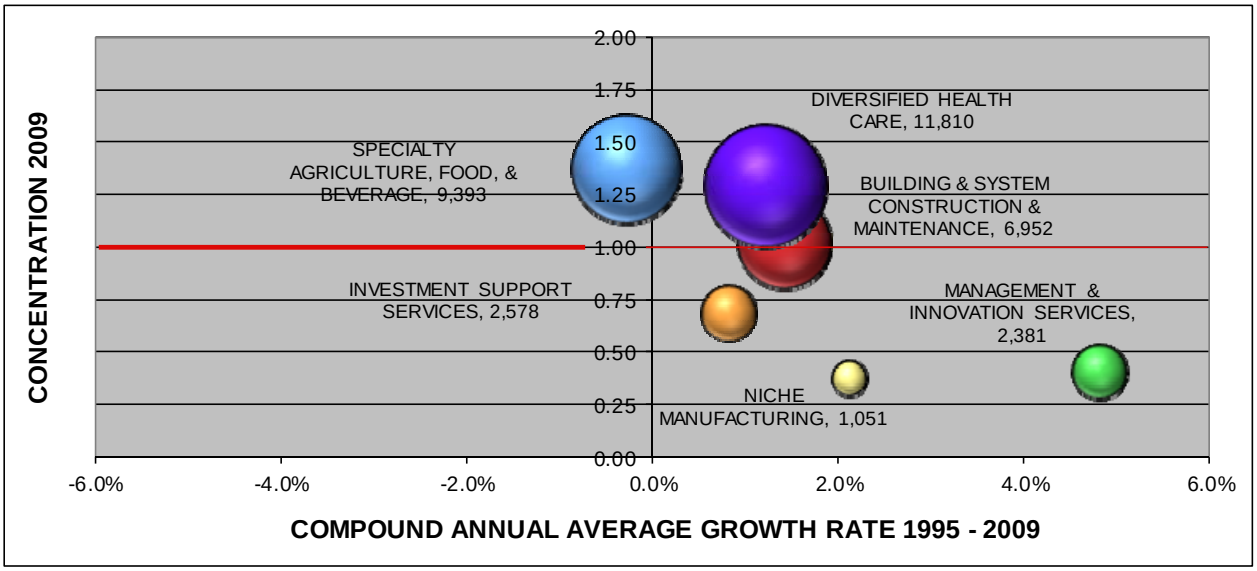
Using the US Bureau of Labor Statistics data, the updated *Redwood Coast Targets of Opportunity 2012 Report* takes a fresh look at which industries offer the greatest opportunity for the region, how the original six industries fared relative to the national economy's boom and bust cycle, and also identifies the industries projected to provided the greatest economic benefit within the Redwood Coast region moving forward. This update uses an overlapping timeframe, with 1995 as the base year and 2009 as the comparative (latest available data for the report). Unlike the original study, this period ends with the 2008-2009 housing bust and stock market collapse, which prompted the most recent national recession.

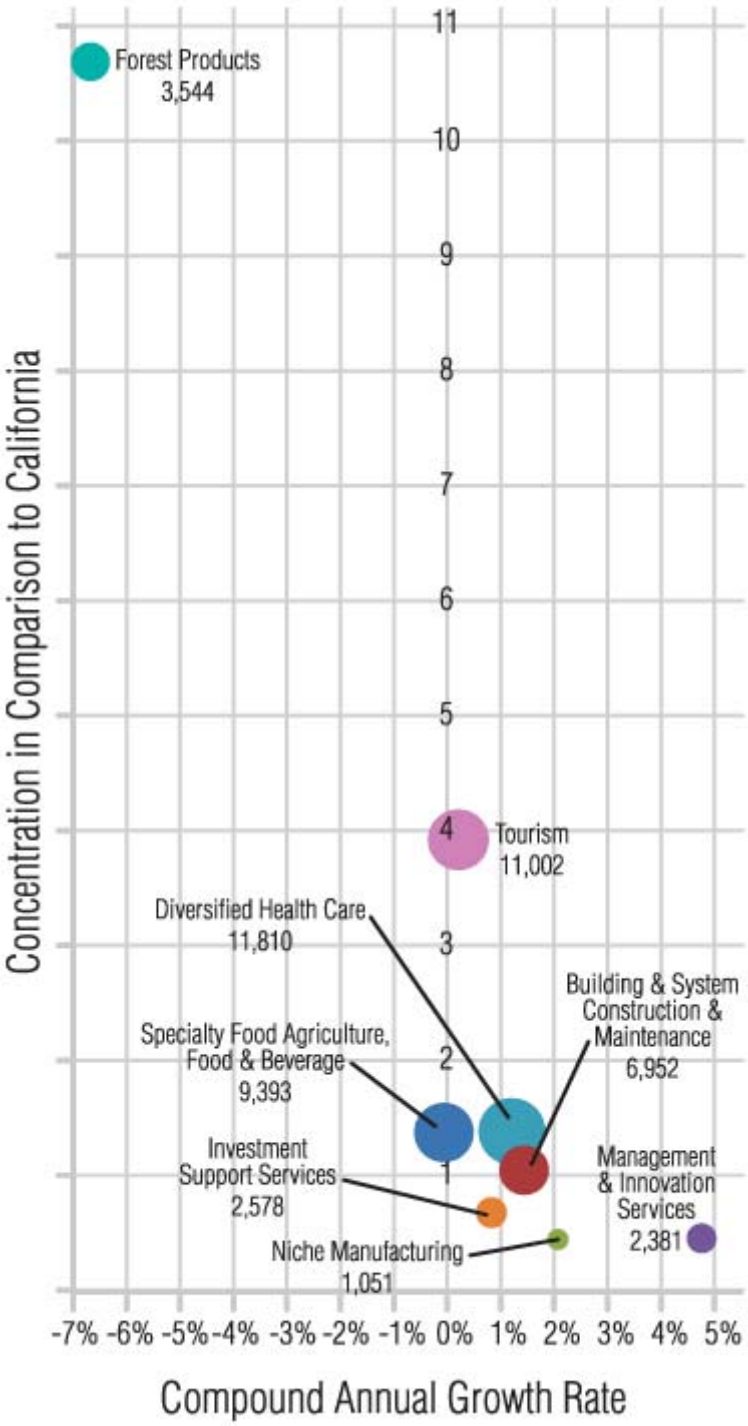
Taken together, the original and updated reports bracket three economic growth trends and their meltdowns: the early 1990's savings and loan financial crisis; the early 2000s dotcom crash; and the 2008-2009 housing bust and stock market collapse. Despite these major economic crashes and recoveries, the Target of Opportunity industries continued to grow jobs, wages and new firms, while the region as a whole lost.

The *Targets 2012 report* provides a complete analysis and profiles of the highest-wage, fastest-growing industries in the Redwood Coast region and Humboldt County. The report includes profiles each Target industry, including a description of the industry sectors and their economic performance 1995-2009, a chart of demand occupations with training requirements and median wage levels, and a strategic work plan, built by that industry's business leaders. It also includes a section called "the Occupations of Opportunity Summary" that discusses jobs in demand across all industries and the region as a whole. As such, the report is an important attachment incorporated into the Plan.

The six Target of Opportunity industries include:

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





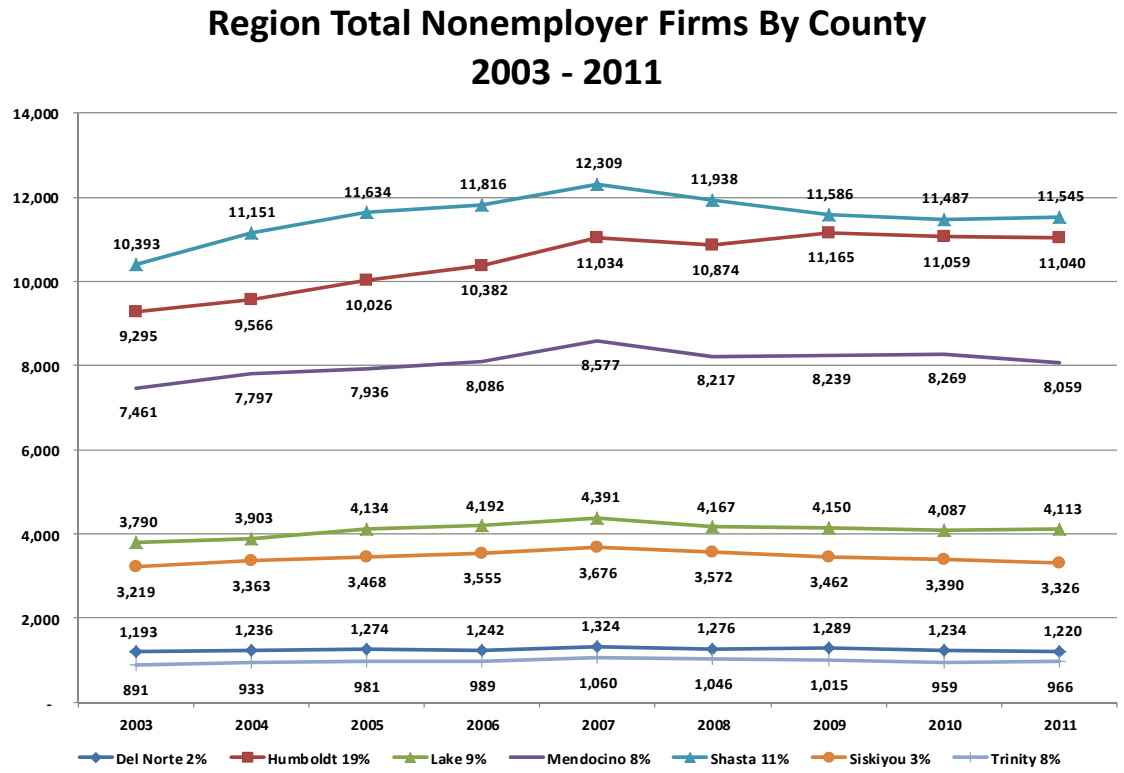
These industries grew jobs at 14%, while the region lost jobs at -6.1%; they also lost firms (-8.8%) at half the rate of region (-15.5%), and continued to increase real wages substantially (36% on average) versus the region (6.7%).

Additionally, there will be focus on two base industries—Forest Products and Tourism—for a total of eight Target industries.

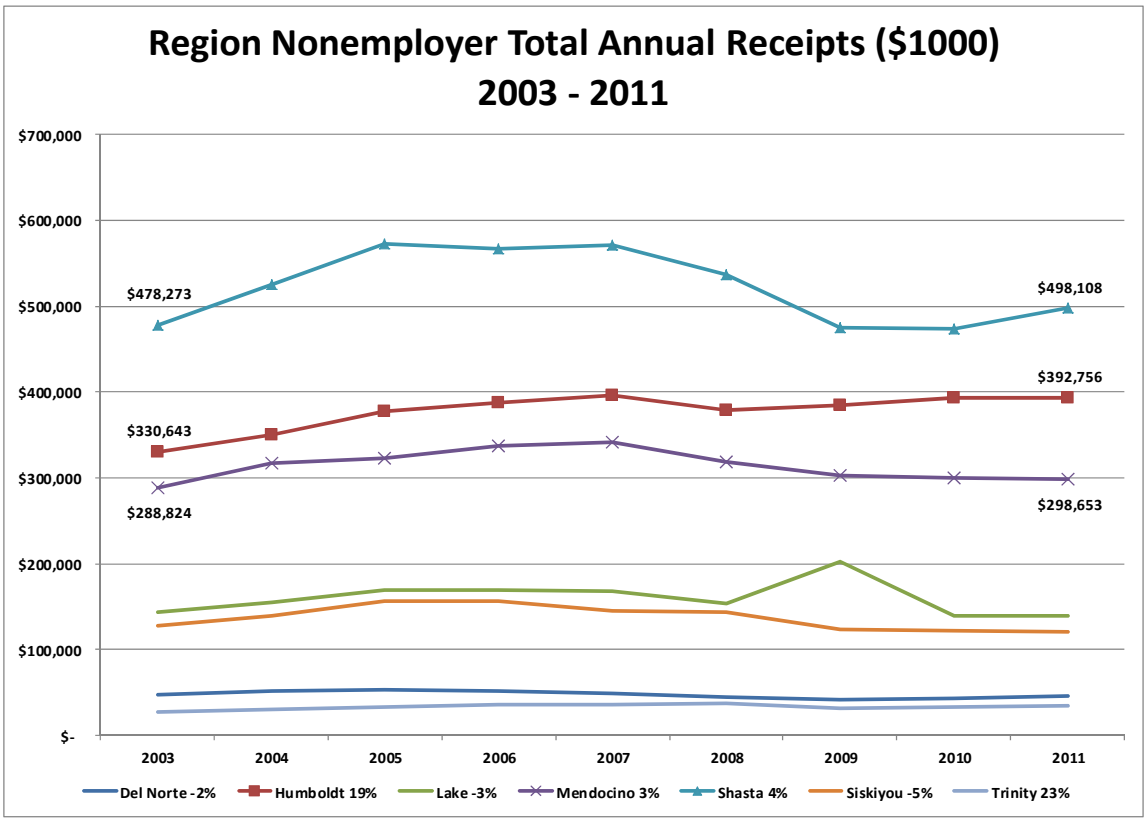
Updated data has become available since the publishing of the Targets 2012 report; however, it has not yet been analyzed in the Targets model by LMID. The HC-WIB will continue to produce updated reports with the latest data available and track the economic performance of these industries in the context of the regional and California economy.

Entrepreneurship

Humboldt County demonstrates strong entrepreneurship, birthing new firms faster than most counties in the north state. 2003-2011 Humboldt County saw 19% increase, 1,745 new firms, while the next closest county was Shasta at 11% with approximately a third larger population.



The annual receipts from non-employer firms mirror this positive trend. Non-employer trend data provides an indication of the future, as a significant percentage of these firms will become employers. The types of businesses starting up fall into the Targets industries (see pages 103-113 of the *Redwood Coast Targets of Opportunity Report 2012*).



Occupations of Opportunity

In September 2008, in follow up to the industry cluster analysis, the HC-WIB published an in-depth analysis of demand occupations, required workforce skills and knowledge individuals need in order to find employment in the priority sectors, called the *Occupations of Opportunity*. The *Redwood Coast Targets of Opportunity Report 2012* updates most of the analysis of occupations in the region on pages 113-135.

Of the total occupations in the economy, 289 (91%) are within the Target industries. The occupations within the eight Target industries are expected to generate 6,130 net new jobs (a 6.3% increase) by 2018, which is .6% higher than the region as a whole. The highest wage jobs tend to be in the Target industries, and in government. Six of the eight Target industries pay 29-47% higher than the regional average annual wages:

- Management & Innovation Services (47% higher)
- Niche Manufacturing (43% higher)
- Investment Support Services (31% higher)
- Forest Products (30% higher)
- Diversified Health Care (29% higher)
- Building & Systems Construction (29% higher)

The highest-paying industries are also the fastest growing—Management & Innovation Services saw a 94% increase and Niche Manufacturing saw a 33% increase in employment over the fifteen years of the Targets Report 2012 (1995-2009).

Industry Cluster	Average Wages Industry	Average Wages Region	Difference $	Difference %	Size Order
Management & Innovation Services	$ 43,940	$ 29,794	$ 14,146	47%	7
Niche Manufacturing	$ 42,366	$ 29,794	$ 12,572	42%	8
Investment Support Services	$ 38,886	$ 29,794	$ 9,092	31%	6
Forest Products	$ 38,591	$ 29,794	$ 8,797	30%	5
Diversified Health Care	$ 38,402	$ 29,794	$ 8,608	29%	1
Building & Systems Construction	$ 38,393	$ 29,794	$ 8,599	29%	3
Specialty Food, Flowers & Beverages	$ 27,929	$ 29,794	$ (1,865)	-6%	4
Tourism	$ 13,685	$ 29,794	$ (16,109)	-54%	2

While private sector job creation is the focus for economic development, not government jobs, local, state, federal and tribal government provides a significant number of higher wage jobs, and a source of job growth within Humboldt County. From 2001-2012, Humboldt saw total 646 net new local government jobs increase; however, the specific source is critical to understand this trend.

Education lost 581 jobs, Justice, Public Order, and Safety Activities lost 132, and Tribal Governments gained 738, at a rate of 340%. Without Tribal Government, the Local Government sector had a net loss of jobs (-92). Many jobs in Tribal Government stem from tribally-owned tourism businesses, and operate more like a private sector company than a local government entity.

Skills, Knowledge and Abilities

Given that the Target of Opportunity industries continue to offer the highest demand occupations in the region from the 2007 report to the 2012 report, it is likely that the occupational skills required have remained consistent. From the 2007 report, gateway skills required for all Redwood Coast Occupations of Opportunity include: Active Listening; Reading Comprehension; Speaking; Active Learning; Critical Thinking; Mathematics; and Writing. Detailed analysis of needed skills and educational attainment by industry is provided in the Occupations of Opportunity report. The HC-WIB will fully update the *Occupations of Opportunity* as an implementation action of this Plan, including

- Skills, specific knowledge and abilities necessary to secure jobs in the Target industries
- Gaps in skills and education of the population for the Target industries;

- An evaluation of the under-employment and jobs where targeted training will result in achievement of jobs with economic security or “self-sufficiency.”
- An analysis of the challenges associated with the local area residents attaining the education, skills and training needed to obtain employment;
- The ability of Humboldt’s workforce system to meet the skill needs of Target industry employers.

SECTION III:

Business Service Plan

GOAL #1: Business & Industry—Catalyze leadership to collaborate and focus attention on Target industry needs, particularly preparing a skilled workforce for successful careers in the Target industries.

Actions:

A. Establish an Industry Leader Council, based on the model in Prosperity 2012, which will keep the focus on regional workforce and economic development priorities for the Target industries, provide real-time perspective in the crafting and implementation of solutions, and advise on demand occupation skill training, incumbent worker training, and sector training projects.

B. Develop customized training programs for Target industries, such as business-to-business sales training, and financial services management training.

C. Provide advisory capacity to the community college and state university, which results in curriculum design for Target industry demand occupations.

D. Develop and promote a "local benefit policy" for public and private sector entities to increase access for locally-owned companies to compete in procurement.

E. Provide high quality information about the industries and economy:
   - Build a dashboard of economic performance that is updated regularly
   - Track and publish regular updates of Target industry economic performance
   - Design, collect and publish a business confidence survey
   - Develop a new Occupations of Opportunity report

F. Understand and provide useful information for business succession planning that averts sales to owners out of the area and a shut down of local operations.

G. Assess & evaluate effectiveness.

Narrative:

Listening to the Voice of Business & Industry

In Humboldt County multiple listening opportunities are created to determine employer needs. The Economic Development Coordinator (EDC) also serves as the HC-WIB Executive Director

(HC-WIB ED). Programs, projects and funding sources leverage and integrate economic and workforce development priorities seamlessly. The EDC/HC-WIB and staff have twice facilitated the development of industry cluster work-plans with the business owners and executives in the Target industries (current ones included in the Targets 2012 report). These work-plans are used to guide work in economic and workforce development.

Given the small population of Humboldt County, there are not many formal business associations, other than Chambers of Commerce. Chamber membership overlaps somewhat with Target industry executives, but not fully. This is one reason why Prosperity 2012 employed three methods for business outreach and engagement: Target industry strategic work-plans; Humboldt 100 interviews; and formation of the Industry Leader Council (see page 13 of Prosperity 2102). The Humboldt 100 interviews were conducted with over 100 business leaders throughout Humboldt County. The results of these interviews became the foundation list that 18 Citizen Action Teams took up and on which they made over 60 recommendations for improving the economy. The Industry Leader Council advised staff throughout the process and selected the final strategies and actions in the Prosperity 2012 Action Plan.

Prosperity 2012 identifies the value of and need for a continuing council of business owners and executives from the Target industries. The WIB will lead the establishment of an ongoing "Industry Leader Council" (ILC). The ILC will provide fresh and timely direction for policy, programs and projects. Additionally, business leaders will be convened as needed to understand and craft solutions to the challenges and opportunities they articulate.

Rapid Response & Layoff Aversion

In Humboldt County, the HC-WIB contracts with the North Coast Small Business Development Center (NC-SBDC) in order to keep the primary focus for Rapid Response on layoff aversion. The NC-SBDC is a stand-alone non-profit organization, and housed with the community college unlike many SBDC programs. NC-SBDC and Humboldt County Economic Development and WIB staff are co-located, along with the Redwood Region Economic Development Commission in the "Prosperity Center". This one-stop location for business services was established in 1999, and has been a busy hub of business assistance ever since.

The NC-SBDC pro-actively develops relationships with new and established business owners. These relationships are invaluable when the business faces a challenge that could result in staff reductions. The EDC/HC-WIB ED also taps relationships with business executives to support pro-active layoff aversion. The NC-SBDC provides quick answers to business questions, and referrals to more intensive services. On several occasions, these intensive services have helped the business to re-structure, and reduced the number of people laid off in the process. In all situations of layoff, the relationships often support Rapid Response services to be customized to the business situation, timeline and thereby, work with affected workers to have a plan in place prior to their last day with the company.

Program Year 2012-13, the Rapid Response program served 3,027 businesses as follows:

- 2,768 contacts under 15 minutes in duration (692 hours)
- 197 contacts under 60 minutes in duration (74 hours)
- 62 business client received layoff aversion assistance for one hour or more (312.5 hours)

HC-WIB collaborating with the Headwaters Fund Board to assess the vulnerability of companies to be sold/purchased by out of area firms and thereby operations shut down in Humboldt, or to be closed. Interviews of approximately 60 strong businesses, each with $1-5 million in annual payroll were conducted. A workshop for these businesses on how to plan for succession and choices that they can consider to keep new ownership and operations in Humboldt is planned for 2013. HC-WIB is also considering using *Financial Stress Scores* (subscription from Dun & Bradstreet) that predict the likelihood of a firm ceasing business without paying all creditor in full, reorganizing or obtaining relief from creditors under state/federal laws over the next twelve months. When scores indicate that a company may be in trouble, and a set of questions and solutions can be prepared to assist the business.

Individual Training Accounts

The County of Humboldt Department of Health & Human Services (DHHS), Employment Training Division (ETD) provides adult and dislocated worker services and is a member of the one-stop operator's consortium. DHHS/ETD incorporates the Individual Training Account (ITA) into the customer's Individual Service Strategy (ISS) as a cost disclosure and agreement. (See attached Policy and Procedure for details of the ITA approval and maintenance.)

Customized Training

In response to the Target industry identification, Prosperity 2012, reduced WIA funds and SB 734, Humboldt County DHHS/ETD allocates more funds to customized trainings focused on the demand occupations in the Target industries. College of Redwoods (CR), our local community college, is Humboldt primary training partner in the county and for customized training. CR provides a full package of training in a concentrated form where work-ready clients can be complete training in shorter timeframes with industry certification.

In the first year of this program, the trainings offered have been ones that are universally in demand across the regions Target industries. They have included Bookkeeping with an emphasis on payroll and purchasing and QuickBooks training; Maintenance Technician with OSHA certification; and First-Line Supervision.

Upcoming trainings include Business-to-Business Sales and Customer Service to meet the needs of our local wholesalers and manufacturers, and Auto/Diesel Technicians to meet the demand of local industries' shipping and fleet management needs.

Target industry priorities inform the development of curriculum for the customized trainings and define what skills and knowledge are needed for business growth and success. DHHS/ETD

and CR meet with business leaders to assess precise need and customize and develop curriculum as directly related to the need and to industry standards and certification, and will utilize the ILC for this purpose.

On-The-Job-Training (OJT)

Humboldt County uses OJT contracts with employers as a key method re-training clients to secure a living wage jobs. DHHS/ETD reserves funds specifically for OJT to be provided to customers needing the extra training time and focused in an occupational area where employers are willing to invest. DHHS/ETD job developers work very closely with local business and industry to find the best match and training opportunities for both the training client and the business. The DHHS/ETD job development team works in advance of the customized training calendar to identify and inform local business about these specialized trainings and to align customers and possible employers as early in the training process as possible.

Trade Assistance Act

Humboldt County has only not one situation where Trade Assistance Act (TAA) funding was applicable or practically usable in fifteen years. In 2008, TAA was considered for the closure of the pulp mill. Whenever it is applicable, HC-WIB will utilize TAA to serve dislocated workers.
Business Services in the One-Stop

The Humboldt County one-stop service center (center) is an integrated service model. Business services are integrated into the one-stop service center in Humboldt County in three ways. First, the NC-SBDC is a partner in the center and a member of the operator's consortium. Second, the NC-SBDC provides business development workshops and entrepreneurship training both at the center and at the Prosperity Center for business development. Third, both WIA staff and Wagner-Peyser staff provide several services consistently appreciated by business: job definition, job listing/posting, and pre-screening of applicants. Additionally, tax incentives and Cal Work's incentives are offered along with applicants that have qualified for those programs.

Job Fairs

The Humboldt County one-stop center provides two job fairs per year. These are planned in conjunction with several workforce partners including DHHS/ETD, College of the Redwoods, Humboldt State University, the local office of the CA Employment Development Department, Vietnam Veterans of CA, Department of Rehabilitation, Sequoia Personnel Service, Express Personnel, as well as leaders in local industry. These fairs may focus on a specific theme, such as health and safety or green industries, or may be broad based and comprehensive depending on the most immediate needs of local employers. In addition to these large scale job fairs, the Center also hosts individual business job fairs when a new company is coming to the area or hiring a significant number of employees.

With the inception of more customized training, the center along with College of the Redwoods has begun sponsoring two vocational training information fairs. These have been well received

and attended; they bring together job seekers, employers and the workforce system around high-demand jobs, the customized training options, and career pathways in the Target industries.

Recruitment, Listings and Placement

This has been a long standing service of the Humboldt center supported extensively by both DHHS/ETD staff and local EDD Job Service staff on site at the one-stop center. Employers are encouraged and supported in using the one-stop and the CalJOBs system for posting job openings. But beyond simply taking listings, one-stop staff can provide screening and testing services for local employers helping them to select the best qualified and appropriate match for their needs. One-stop center staff also provides workshops for local employers through a program entitled "Hiring the Best". This program includes a series of three workshops – Recruiting the Best, Interviewing the Best, and Retaining the Best. Employers may take one or all of the workshops as they need. The interview workshop has been particularly successful and praised by those who have attended it.

Labor Market Information

Current LMI data is provided and available to clients and employers upon request at the local One-Stop. The local One-Stop Center has an EDD LMI specialist on site. He periodically presents new data and research to the One-Stop staff on regional trends and growth industries keeping them well informed.

But more strategically, Humboldt use extensive LMI research to define Target industries and determine the highest-paying industries in the region. This information is used to define training and align other workforce programs to these industries. Information from LMI research along with industry partners provide the key analysis for what customized trainings will be developed each year, for identifying demand areas for the development of individualized plans, and for job development purposes.

Assessment Testing

DHHS/ETD vocational counselors use several assessment test as needed to help WIA clients in identifying their interests, aptitudes, skills and other job related strengths. Tests are provided both to customers as indicated and desired, as well as on behalf of employers in screen clients for specific positions. With WIA clients the key tests that may be used are CASAS to measure basic educational skills, Career Scope for interests and aptitudes, Emotional Intelligence to measure strengths and/or possible barriers to success in the work place and Keirsey Temperament Typing for career goal alignment to temperament.

The One-Stop Center and DHHS/ETD staff provides a 4-week workshop for CalWORKs Welfare-to-Work clients that utilize assessment testing to help focus and motivate these clients in their first week of Job Search efforts. This addition and use of extensive assessment has proven with this clientele as well as other general One-Stop clients to be a very effective aid to the client

process of identifying and securing appropriate training and fulfilling work. It is ETD's belief that solid assessments lead to better outcomes and long-term retention in a job.

Tax Incentives

Work Opportunity Tax Credit (WOTC) and Enterprise Zone tax credits are used as applicable and information provided to employers both through One-Stop Center outreach and during the job development process. These incentive programs are particularly useful when working with ex-offenders and CalWORKs clients.

Sectoral Skills

As mentioned above, local workforce efforts are very focused on sectoral skills and the demand of our regional high-performing industries. More and more customized trainings and career pathways are being developed across the workforce system to accommodate regional skills demands.

Employment Training Panel

DHHS/ETD partnered with the local community college to secure a multi-business ETP contract in order to provide more incumbent worker training in healthcare. While this initial contract was focused on the health industry, an additional contract is currently being considered to support local manufactures. Also ETD staff has helped individual local businesses secure an ETP contract when their training needs are extensive and their company a good candidate for a direct contract. We would like to see a bit more flexibility in the ETP program to allow more multi-business contracts for micro-enterprise entrepreneurs. This type of contract would be useful to smaller and more rural LWIA's.

Apprenticeship Programs

The workforce development system under the WIA legislation assists individuals to find work through short-term core and intensive services. If training is necessary to obtain employment, after core and intensive services, then these training services are occupational and industry-specific, typically short-term, 3-24 months in duration. Apprenticeship programs train individuals in a combination of classroom and on-the-job training that results in a journeyman-level of expertise, which typically take multiple years to complete.

Humboldt County assists labor unions and apprenticeship training programs to recruit by describing the options available, the benefits, how to qualify and the process to complete apprenticeship training. Apprenticeship programs are typically 4-5 years in duration, longer than WIA funds can support. Humboldt will utilize WIA funds to assist in the cost of the classroom training portion of the program, typically for the first year. We will assist in placing apprentices with a qualified employer, upon which the individual can be exited from the WIA program.

Unfortunately, there are no pre-apprenticeship and only one apprenticeship program currently operating in Humboldt, and the costs of travel discourage people from choosing the apprenticeship route. The Plumbers and Pipefitters Union operates a training center in Eureka. For all other trades, apprentices must travel to training centers in the SF Bay Area. The Building Trades Union training center is in Fairfield, Solono County; they currently have eight apprentices from Humboldt County enrolled. The Electricians Union has had apprenticeship training in Humboldt in the past, but currently their nearest training center is in Santa Rosa. College of the Redwoods has an electrician trainee program that qualifies graduates to pass the state certification. The UFCW 5 has a meat cutters apprenticeship program that is two years (first year classroom, second year on the job), but it is located in San Francisco.

The travelling distance and cost presents a barrier for individuals, particularly with the 25% training requirement. The strict definition of training in SB 734 limits our ability to use WIA funds (supportive services) to reimburse individual's travel costs, which is precisely the support they need to enroll in apprenticeships. Also, there are few employers here with union contracts and so most journeyman must travel and live temporarily near job locations. This fact of Humboldt's geographic isolation and the inherent costs of travel for apprentice training and journeyman work tend to result in people opting for other training methods.

HC-WIB actively looks for ways to work with labor unions and encourage apprenticeship, and here are three examples of that effort:

- There is a plumbing and pipefitting training center here, where individuals can complete some of their apprenticeship training. There is also a union contracted plumbing company headquartered in Humboldt County—MapleService—who can be a placement employer.
- Six workers dislocated from the closure of the pulp mill in 2008 were enrolled in an electrical apprenticeship training program, which required them to travel to the SF Bay Area. In this case, the individuals were willing and able to pay a portion of the extra costs of travel. Also, the HC-WIB had an Additional Assistance grant to support larger than average training and supportive service costs, and had identified an employer willing to hire the whole cohort after training.
- HC-WIB designed one grant training program for older youth around the pre-apprenticeship model, and included orientation to labor unions and the benefits of apprenticeship in the curriculum.
- HC-WIB utilized a Community-Based Job Training Grant to build welding and electrical training stations at the College of the Redwoods, so that apprentices could continue training modules in Humboldt, and avoid some travel to the Bay Area.

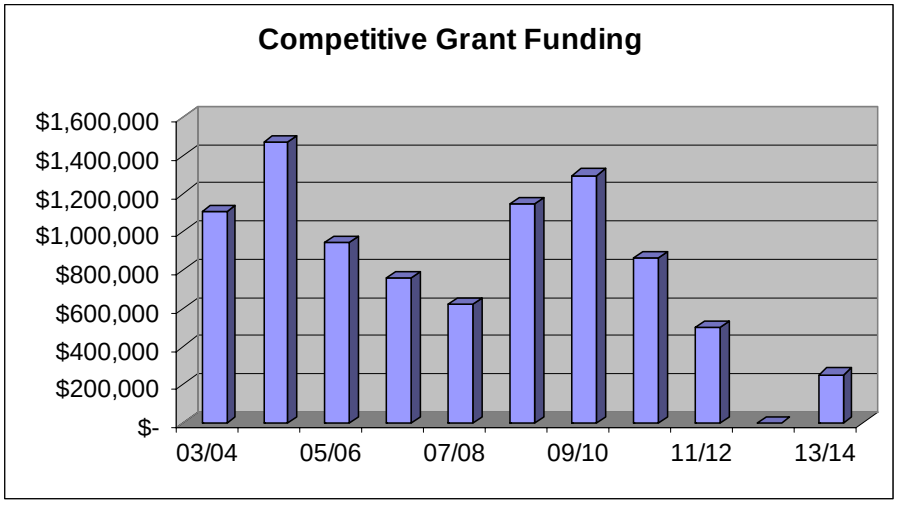
HC-WIB will continue to seek solutions that increase apprenticeship training and overcome the remoteness of our region.

Collaboration & Leveraging of Funding

Annually, Humboldt County LWIA is receiving approximately $1.5 million in WIA funds 2013-14, % of total WIA funds distributed to local areas in CA. Utilizing the flexibility of funding wherever possible, workforce funds here are matched and leveraged with economic development grants, both local and federal, including the following sources:

- National Emergency Grant (US Department of Labor);
- Rapid Response Special Projects (US Department of Labor)
- Community-Based Job Training Grant (US Department of Labor);
- Small Business Development Center (US Department of Commerce);
- CalWorks (US Department of Health & Human Services);
- Welfare-to-Work (US Department of Health & Human Services);
- Rural Business Enterprise Grant (US Department of Agriculture);
- Economic Adjustment (US Department of Commerce);
- Forest Service (US Department of Agriculture);
- CA Energy Commission (state);
- Pacific Gas & Electric (private);
- The Headwaters Fund (local government);
- The McLean Foundation (local private foundation);
- The Humboldt Area Foundation (local and national private foundation);
- The California Endowment (state private foundation);
- Community Development Block Grants (CA Housing & Community Development);
- Humboldt County Office of Education (local education);
- County of Humboldt Probation Department grant funding;
- County of Humboldt Economic Development Trust Fund (local government).

Through our primary program partner, DHHS/ETD WIA funds are routinely leveraged and braided with CalWorks and Welfare-to-Work, wherever clients can be assisted in this way. As WIA funding has decreased, the extensive skills and labor market knowledge of the vocational counseling staff has been re-purposed to serve CalWorks clients. In many cases, this re-purposing has resulting in positive changes to the client-service model and improved outcomes for CalWorks clients.



Humboldt County has produced extensive information on the high-

performing industries and defined the Redwood Coast region, sharing this information with our neighbors as a foundation for regional collaboration (Mendocino and NoRTEC WIBs, as well as other organizations in the individual counties). Humboldt has been effective in securing additional grant funding for strategic initiatives that serve both our LWIA and the region. We have applied on behalf of our smaller regional partners and shared funding and programs. Unfortunately, there are fewer grants to apply for, and the structure of the application process appears to benefit mega-regions that effectively call into question the regional model.

In the face of dramatically diminishing resources, Humboldt County WIB has remained committed to focusing on high-performing industries. HC-WIB will utilize the *Targets 2012 report* and publish a new demand occupations report to identify the training and educational barriers that hinder job creation in the regional economy; identify skill gaps in the available labor force that contribute to the lack of local business competitiveness; and invest in training and education programs that will contribute to job growth in our Target industries.

HC-WIB and HC-BOS also remain committed to regional collaboration and practical alliances for program delivery. One of the greatest challenges of the Redwood Coast region is the vast geography, and sparse population. The population centers for each of the counties within the region are hundreds of miles from each other. While on one view a consolidated region with one WIB appears to make fiscal and strategic sense, the actual delivery of services within the region is not likely to return any cost savings. Each county would continue to require a service center and the partners would be different county-to-county.

SECTION IV:

Adult Strategies

GOAL #2: Adults—Train 90% of Adults for demand occupations in the Target industries. Demonstrate and articulate the career pathways of demand occupations in the Target industries.

Actions:

A. Develop materials and methods for practitioners to utilize the Targets data to guide people to training and careers in the Target industries, such as:
   - Target industries poster with industry employment, firm and wage growth rates;
   - Ten sample demand occupation career progressions in Target industries;
   - Populate on-line career mapping tool.

B. Work with community college to:
   - Re-analyze their credit, noncredit and not-for-credit curriculum offerings for how they prepare students for demand occupations in the Target industries.
   - Address adult basic education needs to quickly and successfully transition adult students into postsecondary education, training or employment in Target industries.
   - Deliver training and education programs that prepare people for demand occupations in the Target industries, utilizing both credit and non-credit programs.

C. Publish update of Occupations of Opportunity report.

D. Support workforce training funding for self-employment.

E. Work with labor unions and the state to increase the use of apprenticeship training.

F. Assess & evaluate effectiveness.

Narrative:

Articulating Career Pathways

Focusing both training and individual adults on the demand occupations in the Target industries requires both coordination with the training providers, and high quality information about the Target industries that participants can apply to their own skills and abilities. Given that most people look at the economy through the lens of their own experience, that of their family and

friends, people tend to see the past, not the emerging industries. Believing an old story of the downturn of the Timber industry blocks people's ability to see the new industries that are growing in place of the old. This is the greatest barrier that HC-WIB has identified to preparing and placing dislocated workers and adults in demand occupations in the Target industries.

To address this barrier, HC-WIB has and will continue to develop materials and methods that demonstrate and articulate the career pathways of demand occupations in the Target industries. In 2012, HC-WIB purchased and set up an on-line career mapping program from Oregon, and will be collaborating with training and education institutions to populate the program. This will provide a way for individuals to explore and customize a career pathway utilizing training and education available locally. As well HC-WIB will update and produce materials that career, education and vocational counselors can use to help job seekers identify and pursue careers in the Target industries.

Focusing Training on Target Industry Occupations

In Humboldt County, there is one primary training institution: College of the Redwoods. The adult schools have been closed. Humboldt State University (HSU) provides an excellent opportunity for further advancement, but is generally a longer-term commitment than WIA programs are designed to support. In the past, both WIA and CalWorks programs would support individuals to complete a Bachelor's degree in Nursing at HSU; unfortunately, that department was eliminated at the university.

The College of the Redwoods (CR) has been a core partner and member of the HC-WIB since its inception. A past President served on the Executive Committee, and a senior administrator continues to serve on the WIB and Executive Committee. After the 2007 Targets of Opportunity report was published, CR conducted an internal analysis of the college's entire curriculum offerings in relation to the Target industries. CR identified where their curriculum trained for demand occupations in the Targets, as well as when those occupations paid at the lower, medium and high wage. Working together, HC-WIB and CR received a Community-Based Job Training Grant from the US Department of Labor for the Redwood Coast Training for Opportunity Program (RC-TOP). RC-TOP added 8 new training programs for the Target industries; all of which have been enrolled to capacity and produced high rates of placement among graduates. These programs are being sustained even through significant budget constraints and accreditation challenges at the College.

As the Adult schools have closed, HC-WIB has worked with CR to design concentrated trainings, under the College's non-credit structure. These are designed on a cohort model around high-demand skills. Adults can complete training in 2-8 weeks, and have an industry-valued certification and proven skills that make them more competitive for hire. Being under the non-credit structure, students can receive targeted basic education where it relates directly to the demand skills and occupations, and avoid longer remedial education requirements to enter credit-based postsecondary degree programs.

Participants are able to gain employment faster, and HC-WIB can be achieving a more efficient use of WIA training funds. CR staff has always worked closely with DHHS/ETD vocational counselors to provide complete funding packages to students, drawing on college funding sources, such as Pell Grants, first before WIA funds.

HC-WIB is currently working with CR to re-analyze their offerings vis-à-vis the Target industries and to identify gaps or areas where offerings could be better tailored to the labor market of the Redwood Coast region.

On-The-Job-Training (OJT)

Humboldt County uses OJT contracts with employers as a key method re-training clients to secure a living wage jobs. DHHS/ETD reserves funds specifically for OJT to be provided to individuals needing the extra training time, but are otherwise ready-to-work in an occupation for which employers are hiring. DHHS/ETD job developers work very closely with clients and with local business and industry to find the best match and training opportunities for both the training client and the business. The DHHS/ETD job development team works in advance of the customized training calendar to identify and inform local business about these specialized trainings and to align customers and possible employers as early in the training process as possible. In order to train the most possible individuals and to leverage in private sector funds, reimbursement for OJT is limited to 50%.

Special Needs Populations

In the past, Humboldt County had Disability Navigator. We used this grant-funded position to establish procedures that assist persons with disabilities, as well as to inform and educate the one-stop staff and vocational counselors so that persons with disabilities can easily access all services, and that the benefits of the Disability Navigator would be sustained after the grant program. Currently, there are minimal additional resources available for this population. We rely on relationships with our partners in the Department of Rehabilitation to provide additional assistance.

Veterans are referred to two excellent resources in Humboldt County: CA Employment Development Department veterans' service officer, and the Vietnam Veterans of California, a community-based organization that provides housing and re-integration support for veterans. Veterans are co-enrolled in WIA programs whenever they are ready and appropriate for intensive training and employment. Veterans receive priority access to training funds. Unfortunately, HC-WIB does not currently have any additional grant funds specifically for veterans.

DHHS/ETD has a cooperative agreement with the County Probation Department to provide vocational counseling and training to released offenders. DHHS/ETD has successfully implemented a work-readiness skills assessment and certification with this special population.

Strategic Rapid Response & Layoff Aversion

HC-WIB recognizes that business re-structuring and closures that result in layoffs are sensitive matters, held tightly within the company. We look for ways to pro-actively engage with employers, before they are facing such a possibility, in order to have a relationship of trust, and to take actions that prevent or minimize layoffs.

One such pro-active projects has been conducted in collaboration with the Headwaters Fund Board to assess the vulnerability of companies to be closed by the owner as a way to retire, or to be sold/purchased by out of area firms and thereby operations shut down in Humboldt. Interviews of approximately 60 strong businesses, each with $1-5 million in annual payroll were conducted. A workshop for these businesses on how to plan for succession and choices that they can consider to keep new ownership and operations in Humboldt is planned for 2013. This is a key action from Prosperity 2012 (C1). HC-WIB is also considering using *Financial Stress Scores* (subscription from Dun & Bradstreet) that predict the likelihood of a firm ceasing business without paying all creditor in full, reorganizing or obtaining relief from creditors under state/federal laws over the next twelve months. When scores indicate that a company may be in trouble, and a set of questions and solutions can be prepared to assist the business.

Apprenticeship Programs

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Unfortunately, there are no pre-apprenticeship and only two apprenticeship program currently operating in Humboldt, and the costs of travel discourage people from choosing the apprenticeship route. The Plumbers and Pipefitters Union operates a training center in Eureka. There is also a new electricians program approved by For all other trades, apprentices must travel to training centers in the SF Bay Area. The Building Trades Union training center is in Fairfield, Solono County; they currently have eight apprentices from Humboldt County enrolled. The Electricians Union has had apprenticeship training in Humboldt in the past, but currently their nearest training center is in Santa Rosa. College of the Redwoods has an electrician trainee program that qualifies graduates to pass the state certification. The UFCW 5 has a meat cutters

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HC-WIB will continue to seek solutions that increase apprenticeship training and overcome the remoteness of our region.

Collaboration & Leveraging of Funding

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SECTION V:

Youth Strategies

GOAL #3: Youth—Demonstrate and articulate the career pathways of demand occupations in the Target industries in order to increase the number of high school students, who graduate prepared for postsecondary vocational training, further education, and/or a careers with advancement opportunities in the Target industries. Focus on at-risk youth and those from low-income communities.

Actions:

A. Design the youth program around the Target industries;

B. Use applied learning methods;

C. Provide training and applied learning to earn certifications for multiple entry-level jobs with career potential in the Target industries; and

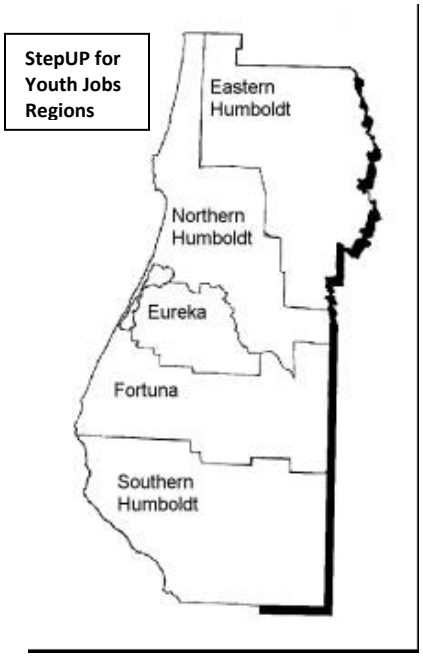
D. Stimulate and support youth entrepreneurship.

E. Assess and evaluate program for effectiveness.

Narrative:

Eligible Youth

Humboldt County has one of the highest concentrations of eligible youth in the State of California. In 2012, the most recent EDD data available shows that there are 6,425 youth age 14-24 at the lower living stand income level (LLSIL): Age 14&15: 870; Age 16-12: 3,405; Age 22-24: 2,150. In Kindergarten-12th grade, over 43% of students aged 5-17 were eligible for free or reduced lunches in 2012-13 according to the Humboldt County Office of Education.



Current Program

The Humboldt County Youth Council (HC-WIB/YC) has established the youth program—StepUP for Youth Jobs—in five regions to overcome the vast geography of the county. The regions cover both the urbanized and remote, rural areas of Humboldt County.

- Northern Humboldt region runs from Manila to Orick and east of Eureka;

- Eastern Humboldt region includes Willow Creek, Hoopa and Orleans, overlapping with several Native American tribal lands;
- Eureka region covers the metropolitan area around Humboldt Bay;
- Eel River valley region includes Fortuna, Ferndale, Rio Dell and Scotia; and
- Southern Humboldt includes the communities south, Redwood, Garberville and surrounds.

This regional model has significantly increased the number of youth served, over the past program delivery that was centralized out of Eureka, and has proven effective and essential to serve youth in the remote parts of Humboldt County. StepUP for Youth Jobs model has one several state and national awards, and is strongly supported by the HC-WIB and HC-BOS.

Currently, StepUP youth service providers are aligned with the school systems in the five regions. Services are delivered 40% to out-of-school youth and 60% to in-school youth. The school systems each provide significant in-kind and cash match to host and add value to the WIA programs.

StepUp for Youth jobs integrates closely with Jobs Corps, which is located in our one-stop service center. Appropriate youth are co-enrolled and counselors coordinate youth services with StepUP youth program operators. StepUP also integrates with the Transition Partnership Program (TPP) for youth with disabilities, located at the Humboldt County Office of Education. TPP counselors coordinate with StepUP youth program operators to utilize WIA resources effectively with the student's plans. StepUP youth program operators also coordinate services with probation officers to provide work-readiness training and work-experience to youth offenders.

The CA Conservation Corps (CCC) has been an excellent partner with StepUP. HC-WIB has contracted with the CCC to design and implement our Clean Energy training program, and several others. We have one CCC training center in Humboldt County and appropriate youth are placed with the CCC's for training regularly. Unfortunately, we currently do not have any additional youth grant funding to contract with the CCC for expanded programs.

Continuous Program Evaluation and Improvement

The HC-WIB YC has developed a quarterly report process that gives them a snapshot of the enrollment, training and placement occurring, as well as the experience of the participants. Objective and experiential data is collected quarterly from each regional youth program operator. This data is compiled in a report for the YC, and reviewed in their meeting. Each youth program operator brings enrolled youth to YC to share their experience. This process results in careful tracking of enrollments, exits, placements by region before they are rolled into Humboldt's overall performance, giving both the operators and the YC an opportunity to make changes along the way. It also demonstrates the innovative ways that each region is serving their youth, and supports the regions to share resources and successful approaches.

The HC-WIB/YC has seen exceptional success from the recent Career Technical Education (CTE) grant, which focused training around two themes: culinary and robotics. On average 5 out of 7 youth in the culinary programs became employed as a result, including a few starting a business, and all with education and career goals. All of the youth in the program received certificates and expressed enthusiasm and renewed engagement with career training. Additionally, the regions that participated in the CTE grant were able to effectively learn from each other and utilize each other's programs as a resource.

Program Re-Design Under Consideration

The HC-WIB Youth Council is currently considering designing the program around the theme of culinary arts to prepare youth for entry-level positions in the Specialty Agriculture and Tourism Target industries. In this program, youth will also receive training in the following areas that carry-out Strategy G: Improve regional capacity to train, attract and retain quality workforce from the Prosperity 2012 Action Plan (G2, G3, G6 G16, G17):

- Practical economics
- Experiential orientations with companies in the Specialty Agriculture and Tourism industries
- Entrepreneurship and business start up
- Aptitude assessments
- Career mapping for demand occupations within the Target industries

In our assessment of the labor market for culinary, Tourism and Specialty Agriculture industries (see occupational projections below), region-wide there are approximately 2,130 short, moderate and long-term job openings (new and replacement). Humboldt County's share is approximately 48% of the region (1,022 jobs). Of those, approximately 19% or 200 are culinary specific and in the broader application of the design theme under consideration, the program would prepare youth for 603 job openings. The annual average wages for these types of entry-level jobs is $21,763. When the individual moves up through experience and training into the next category, the average annual wage increases to $43,848.

Per the proposed model, youth will participate in aptitude assessments to recognize their strengths and how they relate to jobs and careers. The career mapping tool that we are building will be used at the end of the training to help youth discover and envision a career plan that builds on the entry-level skills and jobs they will be qualified from the program. For instance, a youth participant may demonstrate an aptitude for bookkeeping and accounting occupations. This youth would be shown career progressions that start could from a job in a restaurant doing front-end cash handling and lead to a career in accounting and fiscal management, with applying both on-the-job training and education.

2008-2018 Occupational Employment Projections
Redwood Coast Region & Humboldt County
Entry Level Occupations for Culinary, Tourism, Specialty Agriculture

SOC Code	Occupational Title	Annual Average Employment		Employment Change		Average Annual Job Openings			2010 Wages		Education and Training Levels [7]
		2,008	2,018	Number	Percent	New Jobs [2]	Replace-ment Needs [3]	Total Jobs [4]	Median Hourly [5]	Median Annual [5]	
35-2011	Cooks, Fast Food	800	810	10	125%	2	20	22	$9.09	$18,911	11
35-2012	Cooks, Institution and Cafeteria	310	300	-10	-323%	0	8	8	$12.35	$25,706	10
35-2014	Cooks, Restaurant	670	690	20	299%	2	17	19	$10.91	$22,688	9
35-2021	Food Preparation Workers	1,130	1,150	20	177%	1	41	42	$9.15	$19,047	11
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	2,180	2,430	250	1147%	25	46	71	$9.17	$19,090	11
35-3022	Counter Attendants, Cafeteria, Food Concession, and Coffee Shop	620	660	40	645%	4	46	50	$9.84	$20,474	11
35-3031	Waiters and Waitresses	2,050	2,080	30	146%	4	113	117	$9.08	$18,895	11
35-3041	Food Servers, Nonrestaurant	70	70	0	0%	0	1	1	$10.68	$22,219	11
35-9011	Dining Room and Cafeteria Attendants and Bartender Helpers	460	460	0	0%	0	20	20	$8.76	$18,209	11
35-9021	Dishwashers	620	650	30	484%	3	25	28	$9.02	$18,774	11
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	1,350	1,300	-50	-370%	0	26	26	$11.98	$24,921	11
37-2012	Maids and Housekeeping Cleaners	1,460	1,490	30	205%	3	26	29	$9.56	$19,877	11
39-3019	Gaming Service Workers, All Other	60	60	0	0%	0	3	3	$10.90	$22,665	10
39-3031	Ushers, Lobby Attendants, and Ticket Takers	30	30	0	0%	0	2	2	$9.19	$19,117	11

2008-2018 Occupational Employment Projections
Redwood Coast Region & Humboldt County
Entry Level Occupations for Culinary, Tourism, Specialty Agriculture

39-3091	Amusement and Recreation Attendants	240	230	-10	-417%	0	12	12	$9.18	$19,110	11
39-6011	Baggage Porters and Bellhops	30	30	0	0%	0	1	1	$9.34	$19,422	11
39-6021	Tour Guides and Escorts	40	40	0	0%	0	2	2	$13.39	$27,850	10
39-9011	Child Care Workers	710	720	10	141%	1	21	22	$10.51	$21,868	11
39-9021	Personal and Home Care Aides	3,640	3,830	190	522%	19	45	64	$10.35	$21,516	11
41-2011	Cashiers	3,770	4,130	360	955%	36	169	205	$10.05	$20,902	11
41-2021	Counter and Rental Clerks	730	790	60	822%	6	20	26	$9.45	$19,671	11
41-2031	Retail Salespersons	3,580	4,220	640	1788%	64	100	164	$10.02	$20,840	11
41-9041	Telemarketers	60	50	-10	-1667%	0	1	1	$9.26	$19,258	11
41-9099	Sales and Related Workers, All Other	110	140	30	2727%	3	3	6	$20.46	$42,544	10
43-3051	Payroll and Timekeeping Clerks	280	250	-30	-1071%	0	7	7	$16.37	$34,042	10
43-4051	Customer Service Representatives	740	900	160	2162%	16	23	39	$14.24	$29,619	10
43-4081	Hotel, Motel, and Resort Desk Clerks	510	600	90	1765%	10	17	27	$9.88	$20,542	11
43-4151	Order Clerks	130	110	-20	-1538%	0	4	4	$13.96	$29,041	11
43-4161	Human Resources Assistants, Except Payroll and Timekeeping	130	110	-20	-1538%	0	4	4	$17.37	$36,131	11
43-4171	Receptionists and Information Clerks	700	740	40	571%	4	19	23	$12.02	$24,997	11
43-5061	Production, Planning, and Expediting Clerks	80	90	10	1250%	1	2	3	$19.96	$41,505	11
43-5071	Shipping, Receiving, and Traffic Clerks	460	440	-20	-435%	0	11	11	$12.61	$26,246	11
43-5081	Stock Clerks and Order Fillers	1,130	1,250	120	1062%	12	26	38	$10.54	$21,935	11
43-5111	Weighers, Measurers, Checkers, and Samplers, Recordkeeping	70	80	10	1429%	1	2	3	$14.33	$29,800	11

2008-2018 Occupational Employment Projections
Redwood Coast Region & Humboldt County
Entry Level Occupations for Culinary, Tourism, Specialty Agriculture

43-9061	Office Clerks, General	2,150	2,240	90	419%	9	29	38	$12.63	$26,281	11
45-2092	Farmworkers and Laborers, Crop, Nursery, and Greenhouse	2,660	2,720	60	226%	6	72	78	$9.36	$19,477	11
45-2099	Agricultural Workers, All Other	140	140	0	0%	0	4	4	$13.61	$28,325	11
51-3011	Bakers	200	200	0	0%	1	5	6	$13.00	$27,037	9
51-3021	Butchers and Meat Cutters	230	240	10	435%	2	7	9	$15.48	$32,197	9
51-3092	Food Batchmakers	60	70	10	1667%	1	2	3	$11.97	$24,896	11
51-9023	Mixing and Blending Machine Setters, Operators, and Tenders	50	50	0	0%	1	1	2	$14.71	$30,594	10
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	90	90	0	0%	0	2	2	$11.48	$23,866	10
51-9111	Packaging and Filling Machine Operators and Tenders	400	360	-40	-1000%	0	7	7	$9.56	$19,873	11
51-9198	Helpers--Production Workers	130	130	0	0%	0	2	2	$10.67	$22,192	11
53-7064	Packers and Packagers, Hand	380	370	-10	-263%	0	6	6	$9.16	$19,067	11
	Total	35,440						1,257			

	Total Jobs Regions	48% Jobs in Humboldt
1) TOTAL REGION SHORT, MODERATE, AND LONG-TERM ANNUAL JOB OPENINGS:	2,130	1,022
2) TOTAL REGION CULINARY SPECIFIC SHORT, MODERATE, AND LONG-TERM ANNUAL JOB OPENINGS:	415	199
3) TOTAL REGION CULINARY SPECIFIC (PLUS) SHORT, MODERATE, AND LONG-TERM ANNUAL JOB OPENINGS:	1,257	603

Average wage for entry-level jobs: $ 21,763

Moving up the ladder into the next training/education categories, average wage: $ 43,848

SECTION VI:

Administration

GOAL #4: System Alignment and Accountability—Support system alignment, service integration and continuous improvement in the utilization of Target industry data for evidence-based strategic planning, policy-making and deployment of resources within the greater workforce system, as well as for guidance of youth and adult job seekers and employers.

Actions:

A. Convene and participate in the Prosperity Network, a collaboration of economic development agencies providing services and implementing projects across the county and region. Prosperity Network partners include:
   - Redwood Region Economic Development Commission
   - Arcata Economic Development Corporation
   - North Coast Small Business Development Center
   - Humboldt Area Foundation
   - Redwood Coast Rural Action
   - Humboldt State University
   - College of the Redwoods
   - Humboldt County Office of Education
   - City of Eureka
   - City of Arcata
   - The Headwaters Fund (County Economic Development Division)
   - Humboldt County WIB (County Economic Development Division).

   The PN meets bi-weekly to collaborate on the implementation of Prosperity 2012. Additionally, PN partners work in the Redwood Coast region (Del Norte, Mendocino, Trinity, Siskiyou and Humboldt counties) to share strategies, data and collaborate on specific region-wide issues.

B. Support and work with College of the Redwoods and Humboldt State University to analyze their curriculum offerings for how they prepare people for demand occupations in the Target industries.

C. Identify demand training areas where we could better meet the Target industry needs.

D. Craft solutions through curriculum changes, certificate and non-credit coursework, as well as internships, pre-apprenticeship and apprenticeship programs.

E. Build an on-line tool for career planning that includes all the local training providers including the private sector trainers, k-12 education, community college, university and union apprenticeships.

F. Integrate America's Job Center of California branding.

G. Convene one-stop partners and operators to determine best operating approach, given partner capacity.
   - Report to WIB and WIB make selection of operator.
   - Prepare new MOU for one-stop partners
   - Prepare new MOA for one-stop operators.

H. Assess & evaluate effectiveness.

Narrative:

The Humboldt County WIB engaged stakeholders in planning

The Prosperity 2012 process engaged community stakeholders in economic and workforce development planning across all sectors of the community. The Humboldt County WIB led the process as the official recommending body. Two public boards of community leaders joined the WIB—Redwood Region Economic Development Commission (RREDC) and the Headwaters Fund Board (HWFB)—in sponsoring Prosperity 2012.

- RREDC's board is a joint-powers authority and the board of directors includes elected officials from the county, each city, community service districts, special districts (like the Redwoods Community College District and the Humboldt Bay Harbor Recreation & Conservation Commission), and the Hoopa Tribe.
- The Headwaters Fund Board is a 7-member commission of the Humboldt County Board of Supervisors (BOS), appointed to recommend uses for the $18 Million Headwaters Fund, which is dedicated to implement the County's CEDS.

Together, these three boards provided the key staff and hosted five joint-public meetings for members and citizens to develop the CEDS. Over 450 people participated in the meetings (45-135 each) for Prosperity 2012 and through 18 Citizen Action Teams and Business Leader Luncheons. As a result, Prosperity 2012 provides the context for business, non-profit organizations, education and governmental agencies to partner and pursue opportunities that benefit the Humboldt and Redwood Coast economy and community.

An Industry Leader Council of a dozen business owners and top managers in the Target industries advised staff on what would be included in the final Action Plan, from the over 60 recommendations provided by Citizen Action Teams.

The sponsoring boards reviewed the draft CEDS published by the Industry Leader Council and staff and recommended it for adoption by Board of Supervisors. The WIB served as the official CEDS Strategy Committee and final recommending body to the Board of Supervisors. Each sponsoring board is also integrating the strategy into their policies and resource allocation decisions.

In addition, the HC-WIB supported two projects that resulted in significant input into Prosperity 2012 from tribal communities and youth:

- *The Tribal Economic Development Strategic Plan (TEDNet)*
- *Redwood Coast Youth Summit.*

Union Labor Participation

The following labor union representatives serve on the HC-WIB:

- Mariann Hassler, Carpenter's Union Local 751
- John Frahm, UFCW Local 101
- Mark Greenleaf, CA State University Employees Union
- Harriet Lawlor, Central Labor Council

The actual % of the HC-WIB that represents labor unions changes monthly. The HC-BOS appointed three new members in July 2013 and the % of union representation moved from 15% to 11%. The Central Labor Council has not been able to nominate additional representatives because any union representatives are not willing to serve on the HC-WIB. They cover such a large territory that they cannot make meetings or effectively cover another activity. In some cases, the HC-WIB has had to use an override clause in its bylaws in order to maintain labor union members who had repeated absences. Still, HC-WIB has had excellent quality participation from union representatives. Mariann Hassler, for instance, was elected and served on the HC-WIB Executive Committee for four years. She has also partnered with the HC-WIB on grants for training programs.

All union members participated in the Prosperity 2012 process, and the development of this Plan. Additionally, the WIB Executive Director met with union members to discuss specific projects and potential apprenticeship development. Union input and leadership is helping to shape two customized training programs and the local benefit policy, both specific actions within the Prosperity 2012 Action Plan.

Public Comment Process

Prosperity 2012, which provides the foundation of Humboldt County's Local Plan, was an open-year long public engagement process, wherein the citizens, business and civic leaders and economic development professionals learned, discussed and proposed actions to advance the economy. Eighteen Citizen Action Teams (CATs) provided over 60 recommendations for action. The Industry Leader Council of approximately 12 business leaders from each of the Target industries evaluated and determined what actions will best help business grow in Humboldt. Cities, community service districts and the county prepared public works infrastructure projects.

The sponsoring Boards all held public meetings to review the document and recommend them for adoption. Finally, there was a 30-day public comment period after the final draft documents

were published and before the Board of Supervisors when they were adopted as the Humboldt County CEDS on March 26, 2013.

In addition to the Prosperity 2012 public engagement process, the Humboldt County WIB discussed the Local Plan during the following public meetings:

- Executive Committee: March 7, April 4, May 2, June 6, July 18, and August 1, 2013.
- Full Workforce Investment Board: April 19 and June 21.
- Public Review & Comment Period: July 27-August 25, 2013
- Humboldt County Board of Supervisors: August 27, 2013.

Humboldt County's Local Plan was available for public comment for thirty (30) days prior to the Humboldt County Board of Supervisors reviewing and adopting the Local Plan at their regular meeting on August 27, 2013.

Humboldt County WIB Procurement Process:

The Humboldt County WIB procurement procedures includes four possible processes, each of which can be selected depending on the amount or type of thing being let for contract:

1. Small purchase (for purchases under $50,000);
2. Competitive sealed bid (for construction projects);
3. Competitive proposals (for purchases over $50,000 or significantly complicated); and
4. Non-competitive proposals/sole source (for urgent situations and when no more than one bidder responds).

Humboldt County WIB staff utilizes a set procedure and forms for documenting each purchase (see attached). Requests for competitive Proposals (RFP) are published in the local newspaper of general circulation and on the County's website, as well as being sent out via email. For purchases under $50,000, a small purchase process is used with scopes of work that are documented and. ids may be collected verbally, via email or published prices. Written contracts and purchase orders are executed for all purchases.

Humboldt County One-Stop System:

Humboldt County's one-stop has been called The Job Market, and for over 15 years, the Humboldt County WIB has appointed a consortium of agencies to operate The Job Market, including:

- County of Humboldt Employment Training Division;
- CA Employment Development Department;
- Eureka Adult School;
- Humboldt Regional Occupation Program;
- College of the Redwoods; and
- North Coast Small Business Development Center.

These agencies have each provided services and staff from their expertise to job seekers and employers. Partner agency participation in one-stop has been on a no-cash-exchanged basis, and the Resource Sharing Agreement reflects that each partner contributes services with value, but do not exchange funding. Services have been co-located at the Job Market location on K Street between Fourth and Fifth Streets, which is owned by CA Employment Development Department. Approximately 600-700 people utilize this location and receive 1,800-2,000 workforce services monthly.

In recent years, statewide budget cuts have virtually eliminated partners such as the adult schools, and severely limited the services and staffing that partner agencies can make available for locating at The Job Market. An example of one change that prompts a re-arrangement of resource sharing is that CA Employment Department has announced that they may begin charging rent to agencies providing services through this location.

The Humboldt County WIB will be working with current partners and operators of the one-stop system to re-evaluate operations and available partners for operating the one-stop center. The goal will be to ensure that a one-stop service center provides a comprehensive array of services to job seekers and employers, and that the operating consortium is made up of those agencies that are able to most meaningfully contribute to the system. Additionally, the Humboldt County WIB will participate in the re-branding of the one-stop system to “America’s Job Center.”

Responsibility for Disbursement of Grant Funds

The HC-BOS designated the Economic Development Division to manage all workforce funds, apply for and disperse grant funds. The Economic Development Coordinator serves as the HC-WIB Executive Director, staffing the WIB, providing strategic planning and execution, as well as fiscal and administrative oversight for the Humboldt workforce funding. The Employment Training Division of the Department of Health and Human Services (DHHS/ETD) in the County provides the primary program delivery for adult and dislocated worker programs, as well as operations of the one-stop in collaboration with four other operating agencies.

HC-WIB staff routinely procures services through an open, public process (according to Division procedure attached) that occurs at least every three years or sooner as needed. Rapid Response and Youth WIA funds are distributed to contractors outside the County of Humboldt through the procurement process every three years. The HC-WIB, typically through its Executive Committee given the timing of Rapid Response allocation notification, determines the distribution method for Rapid Response funding at least annually. The HC-WIB Youth Council makes the final selection of youth program operators and the funding distribution method. Additional grant funds are distributed through open procurement as they are identified or made available.

Humboldt WIB Process for Designation and Certification of the One-Stop

It is the policy of the County of Humboldt Economic Development Division (EcDev), on behalf of the HC-WIB, to conduct regular monitoring of all WIA grant-supported programs and projects in

the One-Stop system. The HC-WIB delegates authority for oversight and implementation of the one-stop system to the WIB Executive Committee. Monthly, the Executive Committee receives a report on usage and customer satisfaction, and uses the customer feedback to assess services and alignment with strategy and policy. Annually the Executive Committee reviews and sets performance measures, identifies opportunities for system capacity building, and reviews the compliance monitoring report. Bi-annually, the Executive Committee provides guidance to staff to conduct a review of each partner's role and contribution to the one-stop system, and reviews the report for recommendations.

List of services at One-Stop Service Center:

The following services are currently provided through the Job Market:

1. Core Services:
    a. Eligibility determination.
    b. Outreach, intake and orientation to services available.
    c. Initial assessment of skills, aptitudes, abilities and supportive services.
    d. Group job search and placement assistance including career counseling.
    e. Provision of employment data and labor market information.
    f. Provision of performance information including cost data related to all services provided.
    g. Provision of information regarding how the local area is performing on local performance measures.
    h. Provision of information regarding supportive services.
    i. Employment referral.
    j. Follow-up services for customers attaining employment, for not less than 12 months of date of employment.
2. Intensive Services:
    a. Comprehensive and specialized assessments of skill levels.
    b. Individual employment plans.
    c. Individual and group counseling.
    d. Case management.
    e. Short-term pre-vocational services.
3. Training Services:
    a. Occupational skills training.
    b. On-the-Job training.
    c. Entrepreneurial training.
    d. Skill upgrading.
    e. Employment/job readiness training.
    f. Adult education and literacy activities.
4. Employer Services:
    a. Preliminary screening of workforce referrals.
    b. Job description development.

c. Interviewing facilities.
d. Human resources management training.
e. Customized training.
f. Tax credit information and processing.
g. The CalJOBS labor exchange system.
h. Information and referral to assist employers in reducing, planning for or averting layoffs.
i. Custom design of information sessions to prepare employees for a layoff, to enroll in unemployment, re-employment and training services.
j. Delivery of information that is useful to employers and their effected employees in responding to a layoff, accesses re-training and job services.

WIB strategies for ensuring full range of services

Humboldt County WIB will be re-evaluating its one-stop system and how the full range of services are provided and made accessible, given dramatic changes in funding available to past and potential partners.

Small Business Support

In Humboldt County, most businesses qualify as small businesses. HC-WIB contracts with the NC-SBDC to provide entrepreneurship workshops at the one-stop center, and provides training support whenever a participant selects self-employment in their training plan.

Tribal Workforce Services

Workforce training and employment services are provided to 11 Native American tribes in Humboldt County through the Northern California Indian Development Council (NCIDC), which receives WIA funds directly from the US Department of Labor. The Executive Director services on the HC-WIB, the Executive Committee and the Youth Council. NCIDC has collaborated with HC-WIB on StepUP for Youth Jobs, providing a computer training lab at Hoopa High School for a StepUP training program, called “Digital Pathways.” That program was sustained at the school after WIA grant funding ended. DHHS/ETD vocational counselors co-enroll adults where appropriate.

Continuous Improvement

Implementation coordination and evaluation occur on several levels resulting in continuous improvement in program delivery for current market conditions. The Prosperity Network of economic and workforce development professionals meets bi-weekly to discuss and coordinate implementation of the Prosperity 2012 Action Plan, which is the foundation of Humboldt County's Local Plan. In these coordination meetings, the partners discuss current employer needs and ways to meet those needs. The Operators Consortium meets monthly as well to coordinate and respond to needs. Additionally, the WIB Executive Committee reviews one-stop service center usage reports monthly, providing feedback and direction to staff.
Bi-annually the WIB Executive Committee conducts an in-depth evaluation of the one-stop service center, partnership and operations. Operators are provided with feedback, and updates changes are integrated into the monthly report.

Diminishing Resources Impacting Services

Budget reductions at the state and federal level are effectively dismantling the one-stop system. In Humboldt County, several traditional and active partners have fallen away due to lack of funding or changes in the way that funding can be used:

- Adult Schools: Until 2011, we had three adult schools in Humboldt County, and two were key partners in the one-stop system, providing services and operating 3 additional satellite locations. Eureka Adult School maintained a computer lab, in which they provided drop-in resume preparation and job search assistance. Approximately 600 people per month utilized these services, which are now closed. The Northern Humboldt Adult school operated a satellite one-stop center in McKinleyville, which has now been closed.
- Regional Occupation Programs: Until 2013, the Humboldt Regional Occupation Program provided continuous computer training in the one-stop center. ROP can no longer serve adults, and has been re-focused completely on high school students. That training service has been eliminated from the one-stop service center.
- Senior employment services: Until 2010, Humboldt County had excellent, award-winning senior employment services located in the one-stop center. Since then, Experience Works has provided once a week services, sending a representative out of Redding. This representative has been appointed to the HC-WIB twice, but was never able to attend a meeting. Today, they are no longer providing any senior employment services in Humboldt County.
- Tribal education: The Hoopa Tribe operated a satellite one-stop center and provided job search assistance in the Hoopa Valley, but that service and center has been closed since 2010.

In the midst of a national recession and diminishing resources for people to train for the new skills required by emerging industries, the one-stop service center has maintained service levels. There are still 600-800 people utilizing Humboldt County's job center per month. Without other resources, it is the last place that people have to get assistance in finding a job, understanding the labor market and identifying career options that pay living wages. Unfortunately, having only one center in Eureka, presents a barrier for people living in the outlying areas of the county. For instance, Hoopa is a 2-hour drive from Eureka, Garberville about an hour and Orick also an hours drive from the urban center. There is minimal bus service and frequently no service from out-lying areas.

TIMELINE

GOAL	ACTION	BY WHEN
GOAL #1 BUSINESS & INDUSTRY		
A.	Establish the Industry Leader Council	June 2014
B.	Customized training programs	Annually
C.	Advise College of the Redwoods & Humboldt State University	Annually
D.	Develop "Local Benefit Policy"	June 2014
E.	Provide high quality information about the economy & Target industries:	
	▪ Build dashboard of economic performance	June 2014
	▪ Publish business confidence survey	June 2014
	▪ Publish new Occupations of Opportunity report	June 2015
	▪ Publish update of Target industry performance	June 2016
G.	Understand and provide information on business succession	June 2014
F.	Seek solutions to business succession challenges	December 2013
H.	Assess and evaluate effectiveness	Annually
GOAL #2 ADULTS		
A.	Develop materials and methods for practitioners to utilize Targets data to guide people to training and careers in Target industries.	
	▪ On-line career mapping tool	December 2014
	▪ Sample career progressions of Target demand occupations	December 2014
	▪ Target industries poster	June 2014
B.	Work with College of the Redwoods to:	June 2015
	▪ Re-analyze their curriculum and non-credit offerings for how they prepare students for demand occupations in the Target industries.	
	▪ Populate and utilize the on-line career mapping program.	
	▪ Address adult basic education needs to quickly and successfully transition adult students into postsecondary education, training or employment in Target industries.	
	▪ Deliver training and education programs that prepare people for demand occupations in the Target industries, utilizing both credit and non-credit programs.	
C.	Support workforce training for self-employment.	On-going
D.	Publish updated Occupations of Opportunity report	December 2014
E.	Identify with labor unions ways to increase use of apprenticeship training	June 2015
F.	Develop and deliver training for demand occupations	Annually
G.	Assess & evaluate program effectiveness	Annually

GOAL #3 YOUTH		
A. thru D.	Adopt new design for youth program around Target industries, using applied learning methods, entrepreneurship, career mapping and certifications for entry-level positions with career potential	November 2013
	Complete procurement for youth program operators	April 2014
	Implement new program design	July 2014
E.	Assess and evaluate program design	Annually
	Review program for changes	November 2016
GOAL #4 SYSTEM ALIGNMENT AND ACCOUNTABILITY		
A.	Convene and participate in the Prosperity Network	Monthly
B.	Support college and university to analyze their curriculum for how it prepares workforce for demand occupations in the Target industries	June 2016
C.	Identify demand training areas and gaps	June 2015
D.	Work with college and university to draft solutions to deliver demand training through curriculum changes, articulation agreements, non-credit offerings, apprenticeship	June 2017
E.	Build online tool for career planning	June 2014
F.	Integrate America's Job Center of California branding	June 2014
G.	Convene one-stop partners and operators to determine best operating approach, given partner capacity	October 2013
	• Report to WIB, WIB selection of one-stop operator	November 2013
	• New MOU for one-stop partners	June 2014
	• New MOA for one-stop operators	June 2014
H.	Assess and evaluate effectiveness	Annually

This timeline will be updated and modified annually as needed to accomplish the goals.