



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

# **NORTH COAST REGIONAL PLAN**

## **INTRODUCTION**

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

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

## **A. WORKFORCE-CORRECTIONS PARTNERSHIPS**

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

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

## STAKEHOLDER ENGAGEMENT AND COMMUNITY OUTREACH EFFORTS

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

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

The clinics allowed for:

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

Future partnership and sub-contracting opportunities were explored during these meetings. Discussions included a review of a proposal that had been awarded: The National Health Emergency Dislocated Worker Opioid grant (NDWG); proposals that have been submitted: The Prison to Employment Initiative (P2E), and the Workforce Accelerator Fund (WAF); and others that are anticipated to be announced shortly: AB-1111 Removing Barriers to Employment Act: Breaking Barriers to Employment Initiative, and SB-1 Transportation Funding. The NDWG will

allow the HCWDB to subcontract with the Smart Business Resource Center to fund Substance Use Counselor certification training for 25 individuals, and to fund a minimum of 25 temporary jobs with Alcohol Drug Care Services, the Humboldt Recovery Center, and Waterfront Recovery Services. The P2E grant will provide a partnership with DHHS-ETD, who will take the lead in coordinating with Parole and Probation, and other community based organizations to offer career services to the formerly incarcerated and justice-involved population. Whenever possible, those eligible will be co-enrolled in other programs. The Westside Community Improvement Association (WCIA) is partnering with the federal Consumer Financial Protection Bureau (CFPB) to implement CFPB's Your Money, Your Goals financial literacy curriculum as a train the trainer model in Humboldt County. WCIA has institutional knowledge of local financial literacy needs through their previous work with the Humboldt Second Chance Program. WCIA will work with partners to build organizational commitment and train frontline staff in this model, so that financial literacy training will be sustainable. The Workforce Accelerator Fund will support the CareerHub application to provide texting services to Probation clients, foster youth through the Humboldt County Office of Education, and opportunity youth through the WIOA Youth program in Eastern Humboldt County. The texting application is proven to increase attendance, response rates and employment skills. The AB-1111 proposal will serve people with barriers, and an emphasis will be placed on people with disabilities. The SB-1 proposal will rely heavily on a partnership with the Building and Trades Council, while partnering with College of the Redwood's Community and Workforce Education, the Sheriff's Office, and other community based organizations.

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

The HCWDB and its stakeholders considered the regional plan update to be an important opportunity to connect workforce with law enforcement and corrections system partners with reinvigorated enthusiasm and support. While the AB-109 program has been ongoing, the Humboldt Second Chance Program was implemented in 2016, but lacked the funding to sustain it, so there has been a service delivery void since it ended. The North Coast Region aligns with the CWDB and embraces this collaborative opportunity to rehabilitate and make a positive

impact on the lives of formerly incarcerated and justice-involved individuals in Humboldt County once again. See Appendix B: Stakeholder Engagement and Community Outreach Efforts

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

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

### WORKFORCE – CORRECTIONS PARTNERSHIPS

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

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

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

### COLLABORATION AND SHARED CASE MANAGEMENT

The HCWDB is committed to targeting those with the greatest barriers to employment. The priority placed on building upward mobility for low income residents can be strengthened by

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

## DATA COLLECTION AND EVALUATION

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

## REGIONAL LABOR MARKET NEEDS, SECTOR PATHWAY PROGRAMS AND PARTNERSHIPS

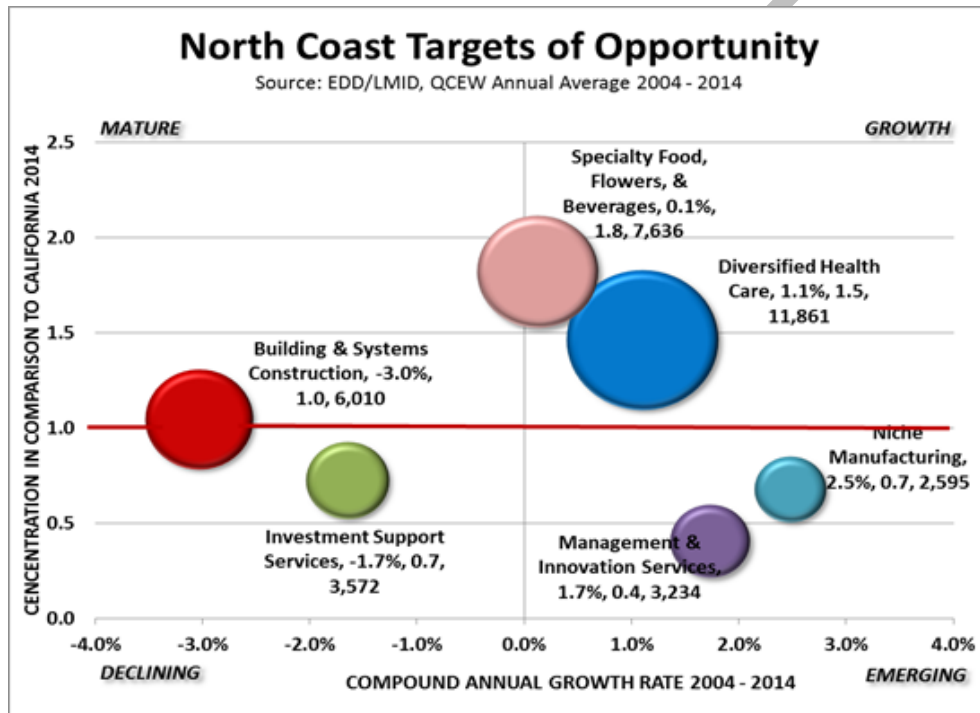
In the 3<sup>rd</sup> quarter of 2018, Humboldt County hosted 5,800 employer establishments. Additionally, in 2016 the county was home to 11,598 non-employer establishments, indicating a high level of entrepreneurial activity in the area when compared to the level of activity in adjacent counties. While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

### Targets of Opportunity

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

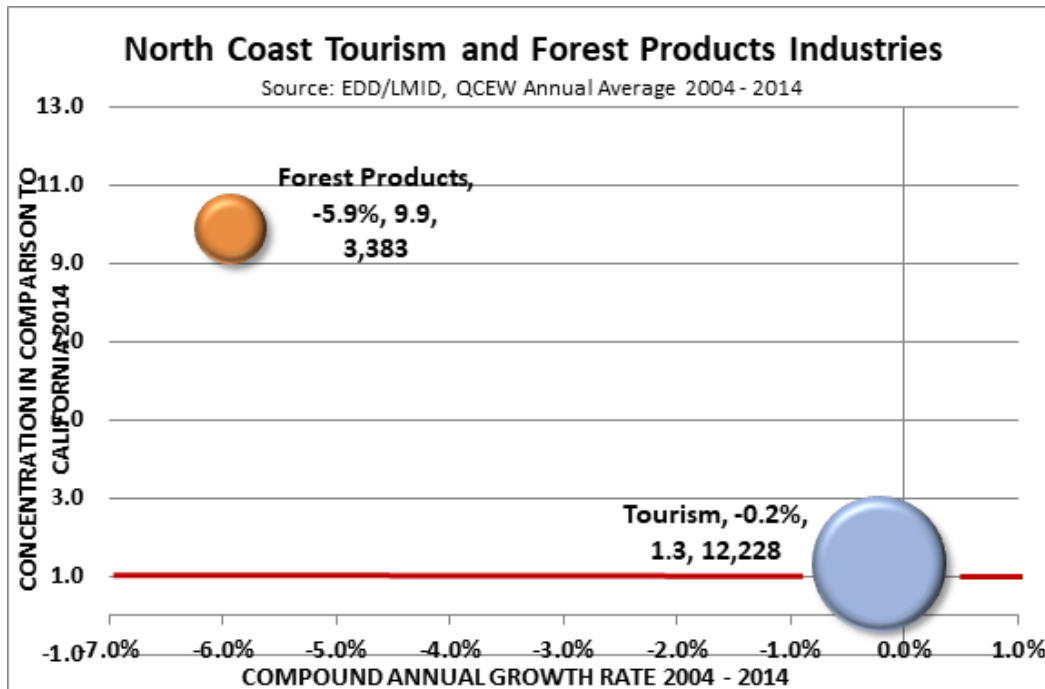
average statewide concentration of that industry; (4) career opportunity at the entry, mid and high wage levels. These industry clusters that met the above criteria were:

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



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

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



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

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

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



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

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

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

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

### Building Corrections Partnerships in Regional Sector Pathways

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

While many people lack the proper identification, required to obtain education or employment, staff within the HCCF meet with individuals prior to release to complete a Release of Information and an application for a Social Security Card, after which a temporary ID is provided. The temporary ID is used by the Social Security Department to issue a replacement card, which can

be sent to an address specified by the individual. Historically, a lack of driver's license or identification has been a huge barrier to employment. This is one small step towards education or employment. HCCF staff help incarcerated people prepare a release plan, that allows them to map their access to services upon release. Services often include assistance from the DHHS including CalFresh, CalWORKs and General Relief, case management, education, supportive services, earn and learn opportunities, and supportive services including career counseling, behavioral health counseling, a referral to a primary care physician for necessary medications, housing assistance, and transportation assistance.

### Identifying and Partnering with Employers

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

### Anticipated Changes to MOUs

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

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

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

Union, it was determined that the Laborers would be available to offer instruction. The first MC3 was offered in July 2018. The trainer traveled to Eureka from Sacramento to conduct this training at the College of the Redwoods.

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

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

## C. REGIONAL COORDINATORS AND ALIGNMENT INDICATORS

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

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

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

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## OTHER CHANGES TO REGIONAL PLAN

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

## Appendix A: Assessment of Need and Population Size

### Humboldt County Probation:

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

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

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

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

### California Department of Corrections and Rehabilitation

#### Division of Correctional Policy Research and Internal Oversight

##### Office of Research:

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

<b>Parole Population</b>	<b>Count</b>
PAL	5
In Custody	35
In Community	147
<b>Total</b>	<b>187</b>

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

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

**Humboldt County Department of Health & Human Services –**

**Employment and Training Division**

**AB-109 Data:**

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

Data Source: DHHS AB109

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

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

were 11 participants who secured job placements. In terms of long-term employment outcomes, 9 retained their placements. The reasons for job loss equated to 1 participant's death and 1 participant recidivated.

The reported wages for those who retained placements are:

2016 - 17	2017 - 18
Minimum wage: 16 participants	Minimum wage: 7 participants
\$13.00: 4 participants	\$15.00: 2 participants
\$15.00: 4 participants	\$18.00: 2 participants
\$16:00: 1 participant	
\$20.00: 1 participant	

Data Source: DHHS ETD

Demographic information

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

Data Source: DHHS ETD

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

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

Data Source: DHHS Social Services

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



## Appendix B: Stakeholder Engagement and Outreach

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

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

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

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

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

## Appendix C: Partner Services

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

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

**Appendix D: Regional Coordination and Alignment Indicators**

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

**DEMAND - DRIVEN SKILLS ATTAINMENT INDICATORS**

**Indicator A: Region has a team that jointly convenes industry**

**Assessment Level: Growing/Expanding/Scaling**

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

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



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

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

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

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

**Assessment Level: Growing/Expanding/Scaling**

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

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

**Assessment Level: Growing/Expanding/Scaling**

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

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

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

**Assessment Level: Operationalizing/Doing**

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

**UPWARD MOBILITY AND EQUITY INDICATORS**

**Indicator E: Region has shared target populations of emphasis**

**Assessment Level: Growing/Expanding/Scaling**

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

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

**Assessment Level: Growing/Expanding/Scaling**

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

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

**Assessment Level: Operationalizing/Doing**

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

**SYSTEM ALIGNMENT INDICATORS**

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

**Assessment Level: Operationalizing/Doing**

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

**Indicator I: Regional decision-making in formalized structures**

**Assessment Level: Growing/Expanding/Scaling**

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

**Indicator J: Regional organization and evaluation of performance**

**Assessment Level: Operationalizing/Doing**

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