



**Northern Rural Training and  
Employment Consortium (NoRTEC)**

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**North State Regional Planning Unit  
Regional Plan Modification 2018-19**

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**March 2019**

**Prepared for:**

**NoRTEC Workforce Development Board**

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## **Introduction**

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The Northern Rural Training and Employment Consortium (NoRTEC), also known as the Workforce Development Board (WDB), provides oversight, guidance and direction for the federal Workforce Investment and Opportunity Act (WIOA) in the 11-county region of Butte, Del Norte, Lassen, Modoc, Nevada, Plumas, Shasta, Sierra, Siskiyou, Tehama and Trinity Counties. NoRTEC's mission is to develop strategic partnerships and solutions that meet the workforce needs of businesses and jobseekers, promoting the economic growth of the region. As part of that mission, one of NoRTEC's goals is to promote open communication among local and regional workforce partners to create a shared vision and regional strategy. Cultivating a network of partners and promoting aligned and collaborative efforts is critical for success, especially because of the large geographic area and diversity of the NoRTEC region.

This two-year regional plan modification, as required under WIOA (29 US Code 3123), is organized in accordance with requirements outlined in the Employment Development Department's (EDD) Workforce Services Directive 18-01 and presents data on the incarcerated and justice involved populations, and the system of services currently in existence, as well as identified gaps.

To fulfill the requirements of the directive and to ensure robust community input, NoRTEC hosted multiple stakeholder discussion sessions throughout its counties as well as a listening session outside of traditional business hours. Invitees included organizations listed in the State's Directory of Planning Partners as well as additional local organizations and justice partners across the eleven counties. In addition to personalized email outreach and invitations, session announcements were submitted to the California Workforce Development Board, posted in the America's Job Centers of California (AJCCs), and posted on the NoRTEC website. Individuals were also able to join the meetings via conference call. Please see the appendix for a complete list of invitees, meeting dates and other documentation related to community engagement.

Since the original regional strategic plan was submitted in 2016, large portions of NoRTEC's region were impacted by the November 2018 Camp Fire in Butte County, the most damaging wildfire in California's history. Indeed, the Camp Fire occurred in the middle of the local and regional plan modification process. The Camp Fire impacted the ability of some partners to participate or complete their follow through in a timely manner, including the provision of client population data. Please see NoRTEC's local plan for a more detailed description of the impact of the Camp Fire.

## **Assessment of Need and Population**

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NoRTEC's 11 counties are home to over 712,000 Californians and covers over 32,000 square miles which represents approximately 24% of the land area in California. NoRTEC has a total of 9,975 justice-involved individuals, which is broken down by county in the Attachment section of this report. Data from the CDCR's *2017 Outcome Evaluation Report: An Examination of Offenders Released in 2012-13* (updated June 2018) provides the number of individuals released from state

custody as well as their one, two and three-year re-conviction rates. The three-year re-conviction rate for the region based on fiscal year 2012-13 was 49%, higher than the statewide average for the same fiscal year of 46.1%. Another CDCR report, *Offender Data Points: Offender Demographics for the 24-month Period Ending December, 2017* provides the numbers released in 2016 by county of commitment.

Updated demographic information on the supervised sub populations for each county is being collected. A break-down of county arrest demographics is provided as an attachment. While the overall picture of arrests in the region (attached) reflects the demographics of the general population, it also gives a clear indication where efforts to reduce recidivism and provide support for sustainable employment are needed. The majority of arrests, which in some cases are duplicates, are of white males over the age of thirty. Drilled down, the data suggests that those between the ages of thirty and thirty-nine are the perpetrators of most of the crime in our region. Data acquired through county convenings overwhelmingly confirms that this is true, as well as the fact that across the region, 75 – 95% of these arrestees are addicted to illegal substances.

### **Parole Demographics**

According to CDCR, Shasta, Butte and Tehama counties will receive the bulk of parole releases to NoRTEC counties for the current calendar year. However, even the smallest counties will receive at least 5 – 10 parole releases. The majority of the justice-involved population in the region are county supervised probationers and those on post-release Community Supervision or Sheriff’s office work crew/Alternative Custody programming. These supervision and programming types lend themselves to all law enforcement officers (Deputy, Sheriff, Probation, etc.) working within multiple agency partnerships to ensure that the job seeker has access to all needed resources. Plans are created to address the counseling, substance abuse, vocational and life skills needs of the client and create a pathway to assist them in becoming self-sufficient. Each county has a minimum of one program that provides connections to the resources for employment and other resources within the community.

The below table reflects the number of self-identifying formerly incarcerated (FI) clients served by the region through WIOA in the last two years.

	<b>Rollover number</b>	<b>Enrolled During Year</b>	<b>Exited</b>	<b>Employed 2<sup>nd</sup> Quarter after Exit</b>	<b>Employed 4<sup>th</sup> Quarter after exit</b>
<b>NoRTEC</b>					
<b>7/1/16-6/30/17</b>	51	51	98	68	68
<b>7/1/17-6/30/18</b>	4	254	187	86*	54*

*\*Note: Incomplete data – for full follow-up data set will not be available for another 6-8 months.*

Californians for Safety and Justice's research report, *Repairing the Road to Redemption in California*, found that 76% of individuals with a criminal conviction have experienced barriers to success, including 46% who have experienced difficulty in finding a job and 35% who have experienced difficulty with obtaining an occupational license. Access to gainful employment is strongly correlated with a reduced likelihood that people re-entering society from the criminal justice system will return to crime. Communities with higher employment rates experience lower crime rates and lower rates of recidivism (Schmitt, J., & Warner, K. 2010. *Ex-Offenders and The Labor Market*. Washington: Center for Economic and Policy Research.) However, employers are less likely to hire a candidate with a conviction history. Studies show that an estimated 72% of U.S. employers use background checks to screen their applicants and many are unwilling to hire applicants with convictions. (Duane, M., La Vigne, N., Lynch, M., & Reimal, E. (2017). *Criminal Background Checks: Impact on Employment and Recidivism* (p. v). Urban Institute.) Input from stakeholders and staff experience is consistent with these research findings on barriers for individuals in reentry. Based on research, stakeholder input and the challenges specific to the NORTEC area, the following list identifies needed supports to ensure success for this population:

*Supportive Services to Address Multiple Barriers to Employment* – Formerly incarcerated (FI) individuals often need supportive services in order to be successful in job training and initial employment. Furthermore, they may need support in navigating and coordinating the system of services. Housing and drug treatment were identified as pressing needs in the NORTEC region.

*Meaningful job training*– FI individuals need assistance with getting onto career pathways and out of dead end, low wage jobs. For those who are incarcerated, pre-release training can provide them with a head start in finding a sustainable career pathway.

*On-the-job training and receptive employers* - FI individuals need the opportunity to prove themselves to employers. Many employers are wary of hiring FI individuals regardless of their actual skills sets. OJT offers a chance to develop a track record of successful employment to help overcome stigma.

*Supportive community* - Without trusted family and friends and other forms of community, FI individuals have trouble with reentry, especially after long sentences. Isolation can lead to limited opportunities as well as feelings of depression and hopelessness. FI individuals also need to hear success stories so that they know success is possible.

### **NORTEC's Vision for Success**

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NORTEC's vision for serving justice involved individuals is for a system that seamlessly serves individuals while in custody and post release in order to assist them in accessing occupations and career pathways that lead to self-sufficiency and reduced recidivism.

NORTEC plans to implement this service for justice involved job seekers by encouraging and supporting the replication of the service delivery model currently in place in Butte County that was established between the Alliance for Workforce Development, Inc. and the Butte County

Probation Department. This best practice partnership has a proven process that, if replicated, will result in reduced recidivism, decreased substance abuse by program participants, and increased job retention in other areas. Successful outcomes will be achieved by utilizing evidenced based practices such as cognitive behavior interventions, instituting daily contact in shared case management and allowing law enforcement partners take the lead role in the client's case plan.

Training for AJCC staff across the eleven county region will include instruction on the [Ascend](#) program curriculum, motivational interviewing and assistance from the staff involved in the Butte partnership. Direction and technical assistance will include setting up a "warm hand-off" referral system that is similar in each AJCC, provision of wrap-around case management training and guidance on how to develop multi-disciplinary team meetings. Career pathways and training opportunities will be researched and developed in each local area with the justice involved job seeker in mind. Work with local education agencies will be geared toward the development of shorter term, credential-based vocational training which will result in skill attainment that allows each job seeker to be placed in industry positions with clear career pathways, and in employment opportunities that pay sustainable wages.

When possible, work with clients will begin pre-release and will be followed up by post-release supports that will best serve those individuals facing the great challenges to employment. NoRTEC believes in a "big 3" approach which allows (1) for law enforcement entities to lead efforts and plan creation for each job seeker, and (2) that AJCC staff will provide supports for the individual to meet court-ordered requirements and working with life sustaining programs (drug treatment, housing, child care) (3) while concurrently making progress toward employment goals. This approach has been developed in order to best serve those individuals facing the great challenges to employment.

### **Services – Who, What, When, and How of Regional Alignment**

As described above, the vast majority of FI individuals face a number of barriers to their success, including substance use, mental health issues, poverty, homelessness and the lack of stable housing, lack of transportation, limited educational attainment and limited work history. In addition, they must address the stigma of their conviction records. NoRTEC is committed to assisting those with the greatest barriers to employment and working with a broad coalition of agencies and partners to ensure that clients are able to access comprehensive wrap around services, some of which are detailed above. The P2E implementation and supportive services grants will help the region further strengthen this infrastructure and system of services.

With funding available for additional staff training, mechanisms can be put in place to assist and support the justice-involved in the most rural, remote and lowest populous counties. Although roughly half of NoRTEC's counties have minimal programming services, law enforcement relationships and supervision cross county lines and regions. CDCR and Parole have numerous staff in our region that provide custody and control to multiple counties. These relationships will

be fostered by America's Job Center of California<sup>SM</sup> (AJCC) staff in each county to provide the warm hand-off referrals and other job seeker supports mentioned above. A substantial investment will need to be made in the areas of collaborative staff training, travel for staff in all counties to provide/receive technical assistance, provision of case management training and instruction on Prison to Employment rules and regulations and the setting up of a structured framework in each county for implementation of the grant. While numbers are low, the needs of the population and requisite supportive services are extremely high. Appropriate housing is one of the most prominent, and costly, needs in the region. Allowances must be made for the costs related to housing, which is both scarce and expensive in most of the region's communities. Often, creative housing solutions are necessary.

NoRTEC service providers and local law enforcement officials work together in almost every county with the following agencies/entities: Behavioral Health, Day Reporting Centers/Workshops, local education agencies, drug and alcohol counseling centers and low income or sober living housing providers. Additionally, several counties have informal referral processes between the AJCC staff and law enforcement. A few counties have partners that do not exist in other areas, including GEO Group in Shasta, internal vocational training in Tehama, and the Cal-Trans Back2Work program in Butte County. Currently, pre-release activities occur in Butte and Lassen county Juvenile Halls, the Plumas County Jail and in coordination with the Male Community Re-entry Program in Butte.

Based on early discussions during the research and planning stage and according to the Prison to Employment input sessions that have been held across the region, the partnerships that exist between AJCC staff and programming currently serve less than 10% of the supervised populations in the region. With adequate funding, NoRTEC could serve roughly 60% of the supervised adult population of the designated population with basic career and resource and referral services. Of the total number of justice involved job seekers in the region, NoRTEC plans to enroll 20-40% in training and employment activities under Prison to Employment. The Butte County model would be used as a template for creation and expansion of services as progress is made through local partnerships. The model has proven to be a foundation from which other law enforcement agencies and programs can look to for agency staff collaboration and other successful outcomes. Expansion of services and working relationships has already occurred into other supervised populations in Butte County.

### **System of Supportive Services Available**

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A consistent "marketing" campaign will occur across the region to make justice-involved job seeker aware of the services available to them. An AJCC staff member in each county will be designated to be the point of contact for local law enforcement agencies and other partner staff to refer clients. It will be recommended that where feasible, an AJCC staff member may be housed for certain time periods at a law enforcement facility or office. Flyers will be created to address marketing needs toward prospective clients, partners and employers.

Justice involved job seekers enrolled in WIOA programs may receive supportive services such as work clothing, payment of DMV fees and other ancillary items that are extremely low cost in nature. NORTEC's current provisions for provider's supportive service budgets in the eleven counties do not allow for the financial needs of the average justice involved client. These needs often include housing assistance, court ordered classes, payment of court fines/fees, drug treatment, clothing and work supplies. The ability to provide temporary housing support and residential drug treatment (including sober living environments), is a critical function of any successful employment program for the justice involved. According to local law enforcement officials, approximately 10-15% of the supervised population in Butte County is eligible for AB 109 supportive services, leaving more than 85% with no available economic assistance of that type. Court ordered treatment classes, such as Domestic Violence, DUI and Theft Awareness, can cost \$40- 50 a session, and require anywhere from two to fifty-two sessions to complete. These orders alone, and the inability to pay for the required costs, can cause justice-involved job seekers to spend more time in jail or under supervision and lose out on job opportunities. P2E funding would allow for an increase in the supportive service resources that will make a substantial difference in the daily lives and long-term outcomes of these individuals. NORTEC plans to include a twelve month follow up period after exit from the program to provide a safety net for financial setbacks, as well as consistent case management supports for changes in life circumstances.

### **Data sharing**

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With AJCC staff on site in probation offices and other law enforcement facilities, access to programming changes, updates, and offerings will occur more frequently. When partner staff, including AJCC staff, are providing pre-release activities, the interaction with law enforcement officials is increased in both time and content. At the local level, having shared staffing arrangements and Multi-Disciplinary Team meetings will encourage more thorough sharing of data regarding potential clients. For job seekers supervised by the Division of Adult Parole Operations officers, AJCC staff will contact CDCR and/or DAPO to ensure receipt of the Offender Overview Form for each applicant. This form includes data that is releasable to providers including education, training and work history that occurred within CDCR facilities. The California Prison Industry Authority will also release data of any training received from their division to AJCC staff.

All clients benefiting from the P2E Initiative will be enrolled in CalJobs for data collection purposes. Data sharing will enhance the client experience and ensure efficient use of resources, by limiting repetition in service delivery. Butte County AJCC staff have developed a working relationship with the Probation Department's Data Analysts office, that could be replicated in other counties. More progressive counties collect more data than required. AFWD has also tracked data through the WIOA Youth and Accelerator programs that includes numbers/outcomes that CalJobs doesn't. NORTEC also plans to gather and track data region wide as implementation of P2E occurs.

## **Relationship to Regional Labor Market Needs, Regional Sector Pathway Programs, and Regional Partnerships**

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Building off best practices identified by current service providers, key partners will establish connections from in-custody services to post-release AJCC centers located in each of the 11 counties. We expect to replicate, where possible, in-custody and mandatory participation workshops and referral services provided by several of the region's providers. As an example, Butte, Lassen, Plumas and Modoc counties currently have pre-employment services in place. Marketing will include resource and referral information disseminated by facilities prior to or at time of release. Designated staff at each AJCC will provide information and training for law enforcement officials and departments. Designated Prison to Employment AJCC staff will also attend Probation and Community (PAC) meetings to meet in person with justice involved individuals who are required to attend. NoRTEC and/or AJCC staff will attend each county's Community Corrections Partnership meetings to discuss services, learn local issues and expectations and stay apprised of changes to each community's services. By connecting to the workforce system, the programs that serve re-entering individuals will be able to connect participants to the broader system of workforce services including sector pathways. This will allow clients to build upon the skills and employment gains that they gained while incarcerated or in treatment post-release.

Labor market information, provided and updated by NoRTEC, will be utilized in each of the counties to assist staff and partners in developing specific pathways that exist in local industries. The job market differs greatly across the rural vs. populated and diverse topographical areas within the region. In many counties, AJCC staff sit on Regional Occupation Program and Community College Advisory Committees, which are a source for both training need and local employment information. Labor market information will be incorporated into all Multi-disciplinary team meetings, forums and pre-employment workshops for clients. Vocational assessments will be utilized and results reviewed, taking local and regional employment opportunity data into consideration. Career pathways will be explained to partners and participants in ways that encourage understanding of training and supportive service needs required to achieve sustainable employment outcomes.

## **Business Services**

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Business Service Representatives are an integral part of P2E implementation. AJCC business services staff will be trained to competency in program related topics such as the Ascend curriculum, for a better understanding of the needs of the population, as well as employer specific supports such as the Work Opportunity Tax Credit and Fidelity Bonding. The Business Services staff will become responsible for disseminating information to the business community in a way that encourages their interest in participating as an employer/trainer. AJCC staff including Business Service Representatives will use tools such as job fairs and career fairs to build community support and job seeker interest. Outcome data will be shared with employers to

provide a platform for discussions about serving the justice involved population, both best practices and areas where specific attention and support is needed.

Industries that NORTEC service providers work with that are friendly to, or even specifically supportive of, justice-involved job seekers are manufacturing, welding, construction, warehouse, manufacturing, retail, food service and government (state parks). Due to the rural and culturally “traditional” nature of many of our smaller communities, it is unlikely that participating employers would wish to be part of a business list or directory that leaves the local AJCC offices or is made public. That is not to say that we have not built support from our employer partners. To the contrary, we have employers in each of the eleven counties that are willing participants in the efforts to reduce recidivism in their community. One particularly interested employer in Butte County has an informal agreement with the AJCC to hire eighty justice involved young adults (18-30 years old) over a three-year period. Training for both case managers and business service representatives will help to expand the number of employers that participate in the Prison to Employment program.

### **Coordination with other Partnerships**

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AJCCs will continue to interface with all state and federally funded initiatives and projects to obtain useful information regarding working with the justice involved job seeker. Best practices have been developed within the NORTEC region through multiple Accelerator projects funded to increase employment retention outcomes, explore the “gig” economy for clients with criminal records and reduce recidivism in Butte County.

As an example, for the last six years and four cycles of Accelerator funding, NORTEC, AFDW (AJCC), and Butte County Probation have developed a partnership to serve youth ages 17-24 who have been incarcerated and/or are on probation. AFDW and Probation Department employees work together to choose appropriate clients to be enrolled in WIOA and work together to develop training plans and coordinate services. The goal of the partnership is to provide holistic services to participants with a goal of helping them meet the terms of their probation, reduce recidivism, obtain a diploma/GED (if needed) and obtain employment in an occupational area of interest to the participant. Data from the first five years of this partnership show the program has been successful, compared to national averages. 68% of participants have earned a diploma/GED (compared to 12-38% nationally), 53% were employed after exit from the program (compared to 30% nationally) and 20% were arrested/convicted after exit from the program (compared to 64-74% nationally). The cooperative relationship between workforce development and probation is responsible for much of the program’s success, but emphasizing a need for a diploma/GED and then providing opportunities to attain it along with a paid, work-based learning experience have dramatically helped with the reduction of recidivism rates. Youth who are presented with opportunities to obtain real jobs in an area of occupational interest are more likely to turn their lives around.

These include open and constant lines of communication with partners, utilizing technical assistance when necessary from state advisors, collaborative trainings among partner agency staff, and researching and implementing current best practices. NoRTEC also will encourage AJCC staff to communicate with grantees from other regions regarding successful practices. Current staff at some AJCCs in the region have been in contact with many other providers of similar services all over the state and nation, and this practice is highly supported.

### **Corrections-Workforce Partnership Agreement**

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Regional corrections partners and NoRTEC service providers agree that the P2E program will reduce recidivism and achieve the three policy objectives of the state workforce plan, consistent with the NoRTEC Strategic, Regional and Local Plans to foster demand-driven skills attainment, enable upward mobility and align, coordinate and integrate programs and services. Partners have initiated discussions around roles and responsibilities, relevant career pathways, earn and learn strategies, supportive services and integrated service delivery. In addition, discussions are taking place regarding cross-system data capacity. Given the logistical challenges of the multiple agencies and eleven-county NoRTEC region, the process of engaging local partners in the development of formal MOUs could be administratively difficult. NoRTEC will take into consideration the needs of each locality, the partners which participate in collaborative efforts, and the population which they serve. Multi-disciplinary team meetings will be mandatory and will ensure that, whether or not a partner or group of partners has an MOU, that the protections of an MOU (no duplication of services, partners maintain responsibility for their role, etc.) exist.

### **Case Management and Coordination of Supportive/Direct Services**

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Multi-Disciplinary Team meetings, established and hosted by the AJCC staff designated for P2E activities, will be established in each county, if not already in place. These meetings are both a forum for partners to report program updates, funding changes, collaborative training opportunities, etc., as well as an avenue for all partners involved in a co-served client's case plan to staff their progress towards education, counseling, employment and law enforcement goals. Daily or weekly communication is encouraged and technological solutions will be utilized to keep all partners apprised of changes to a client's plan or circumstances. These meetings can be formalized with attendance of all parties expected, and will be held monthly. Notes will be taken using a mutually decided on confidentiality agreement and will be made available to those who cannot attend. Each partner will be expected to share only information which is relevant and influential to the client's employment plan (drug testing results, progress on educational goals, completion rate of court-ordered classes, housing permanency issues, etc.). Each county will need to develop a system for the exchange/release of information between parties, such as a universal release of information. Information shared will be only that which is pertinent to the client's planned outcomes and measurements of progress. Duplication of services will be avoided when these agencies routinely meet to discuss client situations and program funding availability. It will be encouraged that the local law enforcement agency supervising the client will have the

lead role in the client's case plan, and that partner agencies that are responsible for the provision of basic human needs and life supports will be involved when needed. The client will be expected to make progress toward pre-employment and employment goals only when both the requirements of each entity and the provisions under the other partner programs are being met.

NoRTEC will address any staff and partner development needs in order to ensure that staff are well equipped to serve FI individuals. Training topics may include motivational interviewing techniques; enhanced awareness of community resources; and better understanding between Probation, Parole and workforce system partners on how their respective systems work and how to make effective referrals.

### **Multi-Craft Core Curriculum (MC3) Pre-Apprenticeship Partnerships**

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NoRTEC attends regular meetings with the North Valley Contractors Exchange (NVCE), Shasta Builder's Exchange (SBE), industry leaders, workforce partners and education to discuss workforce shortages and skills gaps for various construction occupations including carpentry, framing, cement, electrical, HVAC, plumbing and sheet metal workers. The common theme of the meetings is that field experience via paid internships should be incorporated with training. Industry has been reluctant to adopt the MC3 curriculum due to lack of local apprenticeship programs and because effective programs are embedded in large public works or commercial-scale infrastructure projects that are usually bid upon and awarded to large construction companies from the San Francisco Bay Area. However, due to the recent devastation created by the Camp Fire in Butte County and in anticipation of the extensive clean-up, new construction and infrastructure that will be required for recover, discussions between NVCE, Butte County Office of Education and Butte College have begun around creating an accelerated training course for the construction industry. In addition, NoRTEC is concurrently scheduling regional partner meetings to discuss how to establish an SB1 Pre-Apprenticeship program in the region. Training for existing contractors in the NoRTEC region will benefit our local workforce in the residential reconstruction process in Shasta and Butte Counties.

In the interim, NoRTEC service providers continue to provide career assessment and testing, case management, supportive services, GED, occupational skills, pre-apprenticeship training and on-the-job training to enrolled participants to prepare them for emerging jobs in the construction sector. In addition, NoRTEC will continue to recruit labor leaders to serve on the WDB and engage in regional conversations around the development of a career pathway for the construction sector so youth, veterans and adults can enter and progress in a wide variety of construction occupations and trades.

### **Regional Coordination and Alignment Indicators - Self-Assessment**

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Please see Attachments for the regional self-assessment on the Coordination and Alignment Indicators.

## ATTACHMENTS

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- A. Regional Justice Involved, Release and Re-Conviction Population Data
- B. 2017 County Arrest Demographic Data
- C. Regional Self-Assessment on the Coordination and Alignment Indicators
- D. Documentation of Outreach Process
- E. Record of Public Comments Received

## ATTACHMENT A

REGIONAL JUSTICE INVOLVED RELEASE  
AND RE-CONVICTION POPULATION DATA

## Regional Justice Involved Population

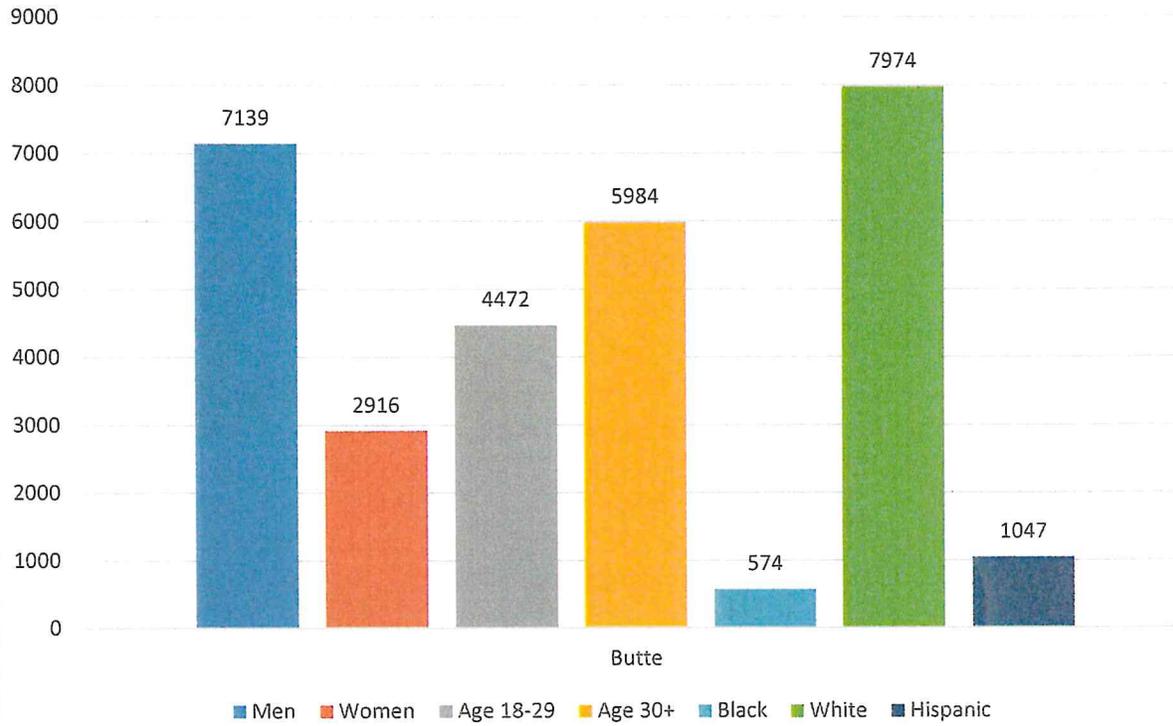
	county probation 2017	CDCR 2014	unsentenced 2014	sentenced 2014	% of total offenders in region
Plumas	330	0	34	15	3.8%
Del Norte	800	25	44	54	1.2%
Butte	2347	416	367	224	33.6%
Shasta	821	863	246	83	20.2%
Sierra	n/a	9	3	2	0.1%
Modoc	89	0	14	16	1.2%
Trinity	214	0	34	20	2.7%
Siskiyou	866	83	76	20	10.5%
Nevada	662	0	196	32	8.9%
Lassen	380	32	54	68	5.4%
Tehama	854	197	105	80	12.4%
TOTAL	6563	1625	1173	614	100.0%

## Regional Release and Re-Conviction Population

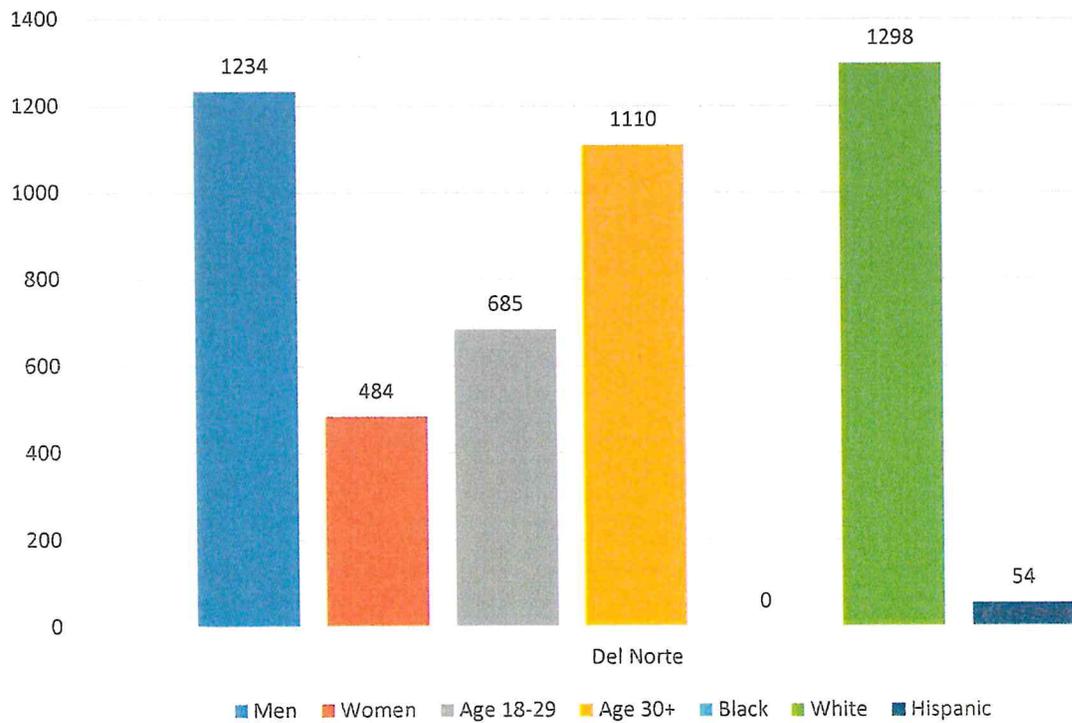
	released from CDCR 2017	3 year CDCR re-convictions
Plumas	18	1
Del Norte	41	11
Butte	327	162
Shasta	312	160
Sierra	1	1
Modoc	7	5
Trinity	8	2
Siskyou	59	22
Nevada	32	11
Lassen	23	13
Tehama	125	57
TOTAL	953	445

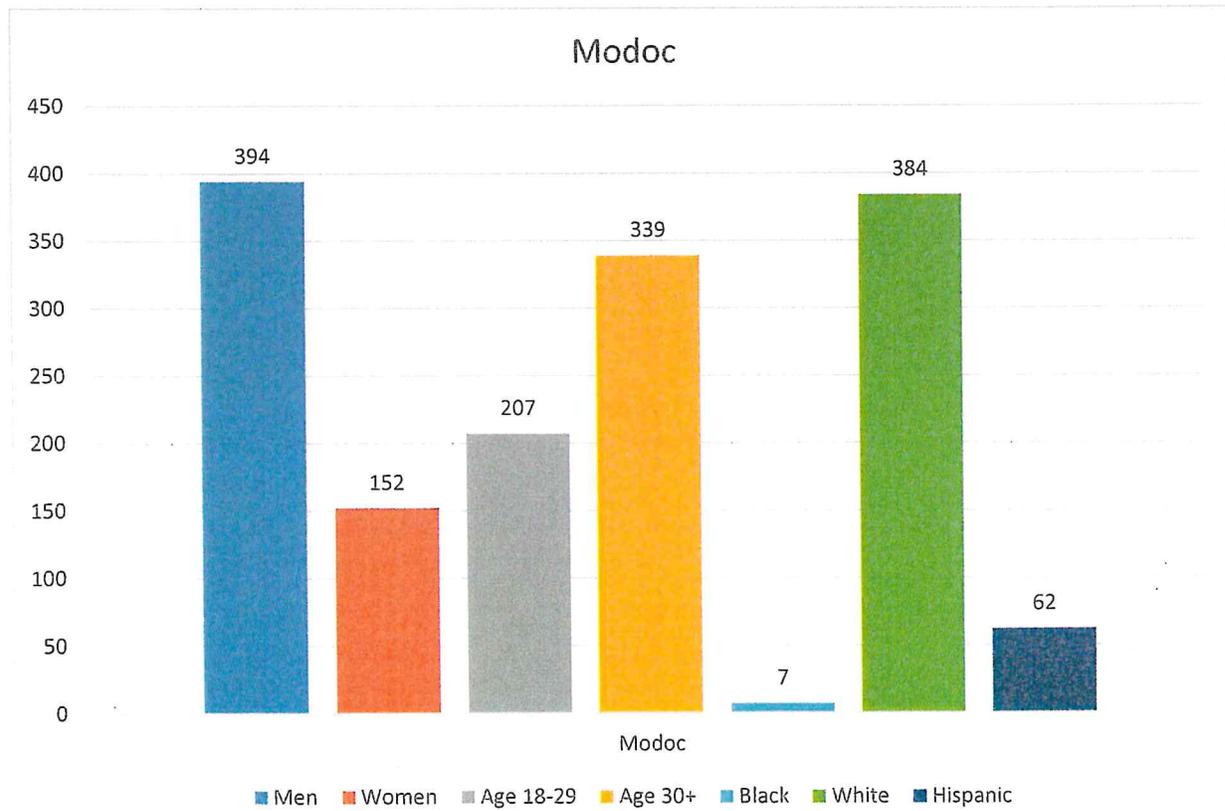
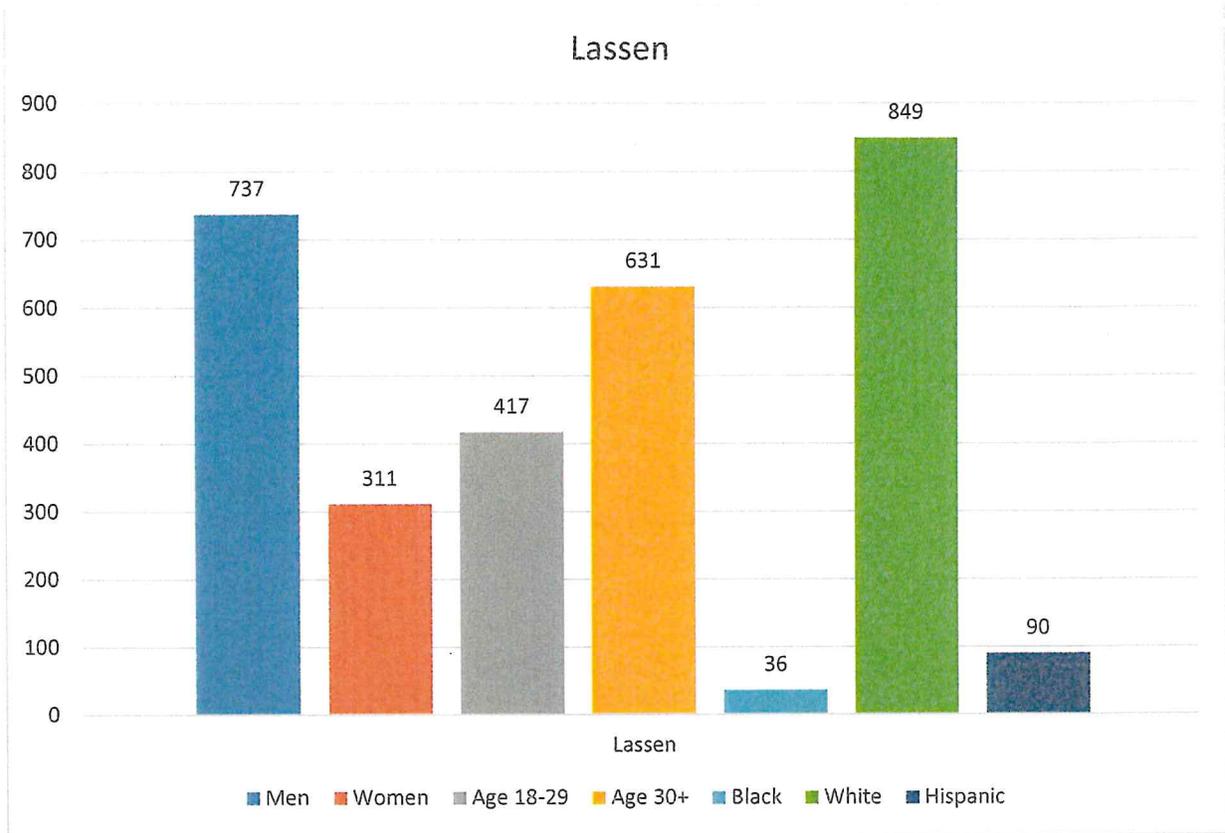
**ATTACHMENT B**  
**2017 COUNTY ARREST DEMOGRAPHIC**  
**DATA**

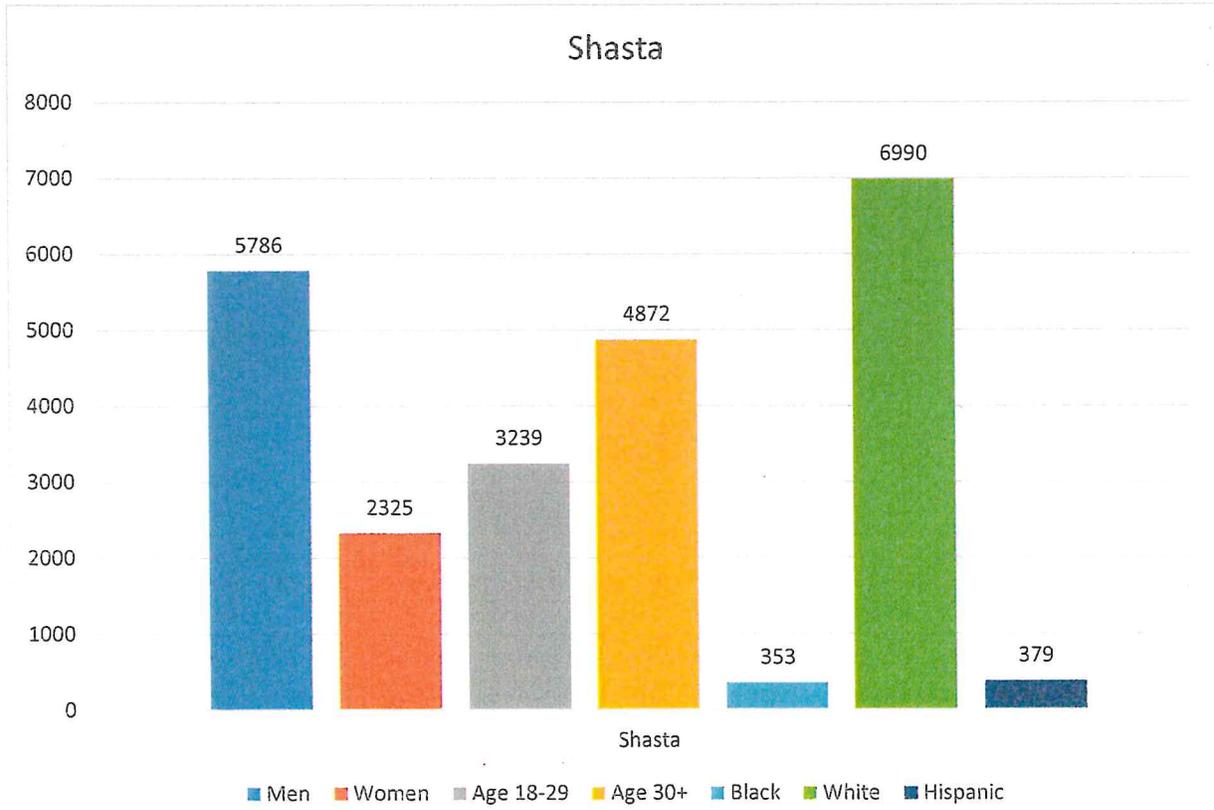
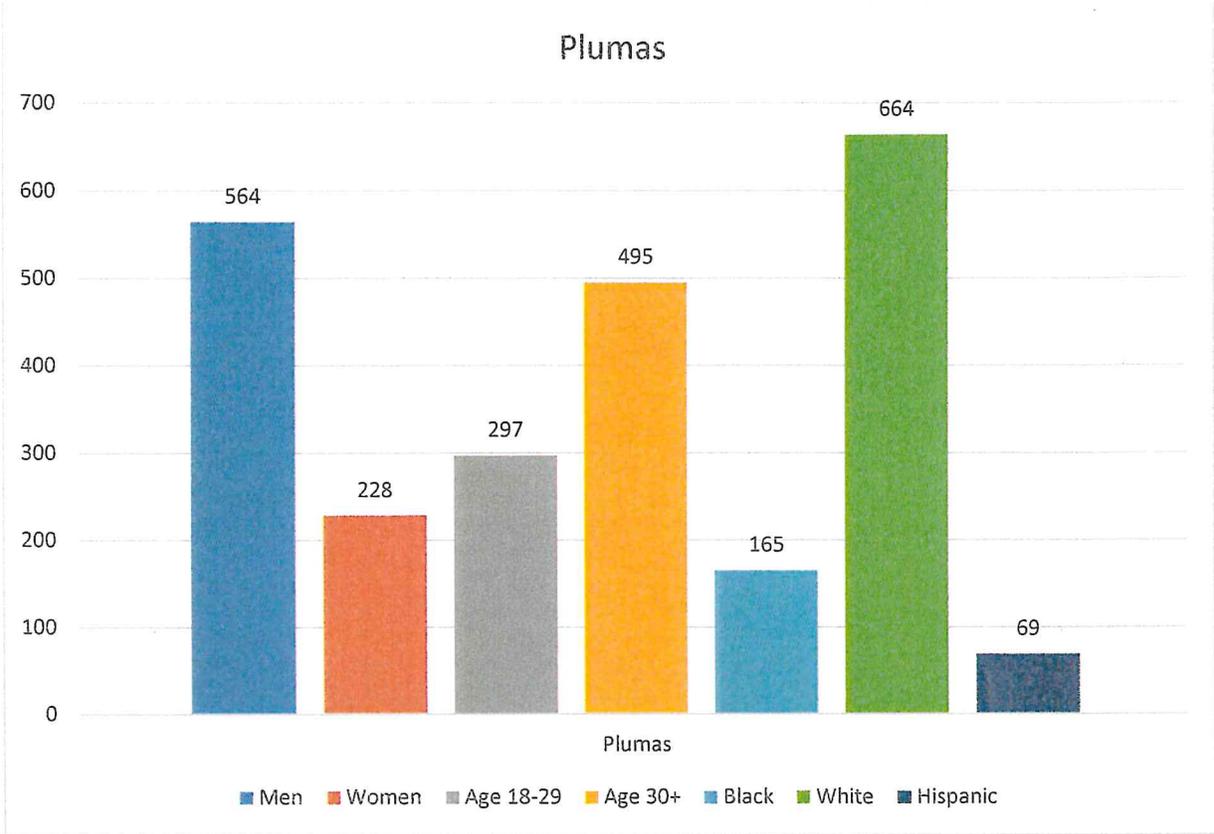
### Butte



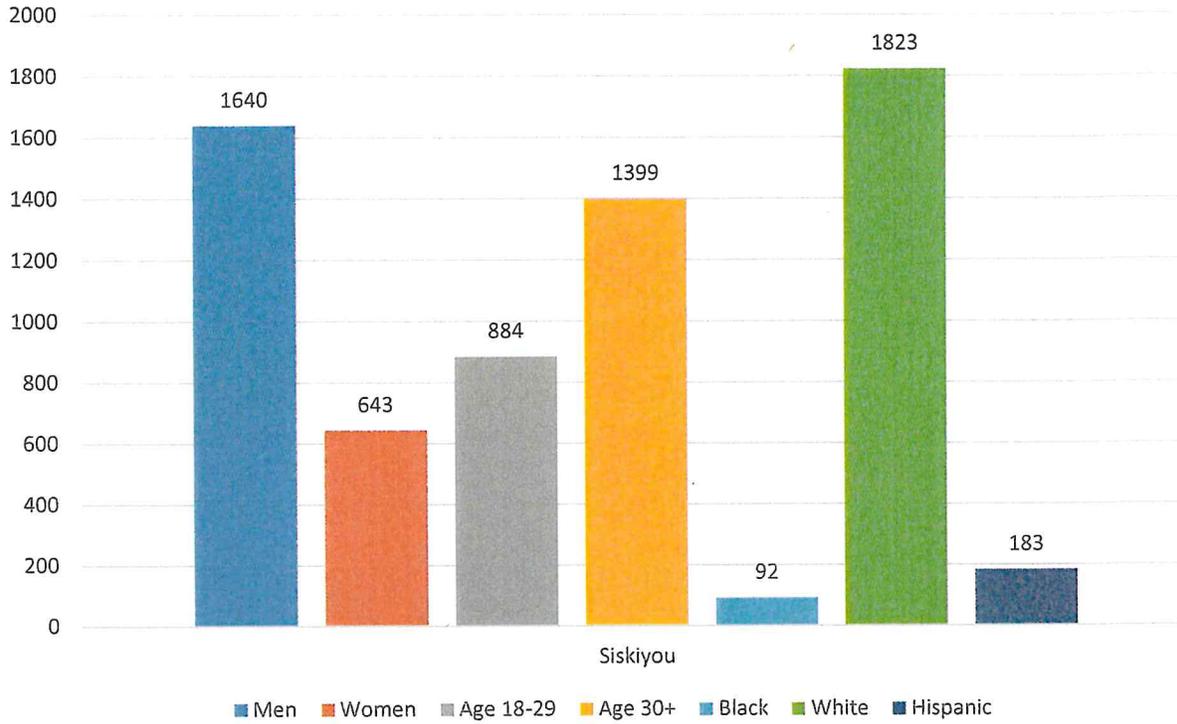
### Del Norte



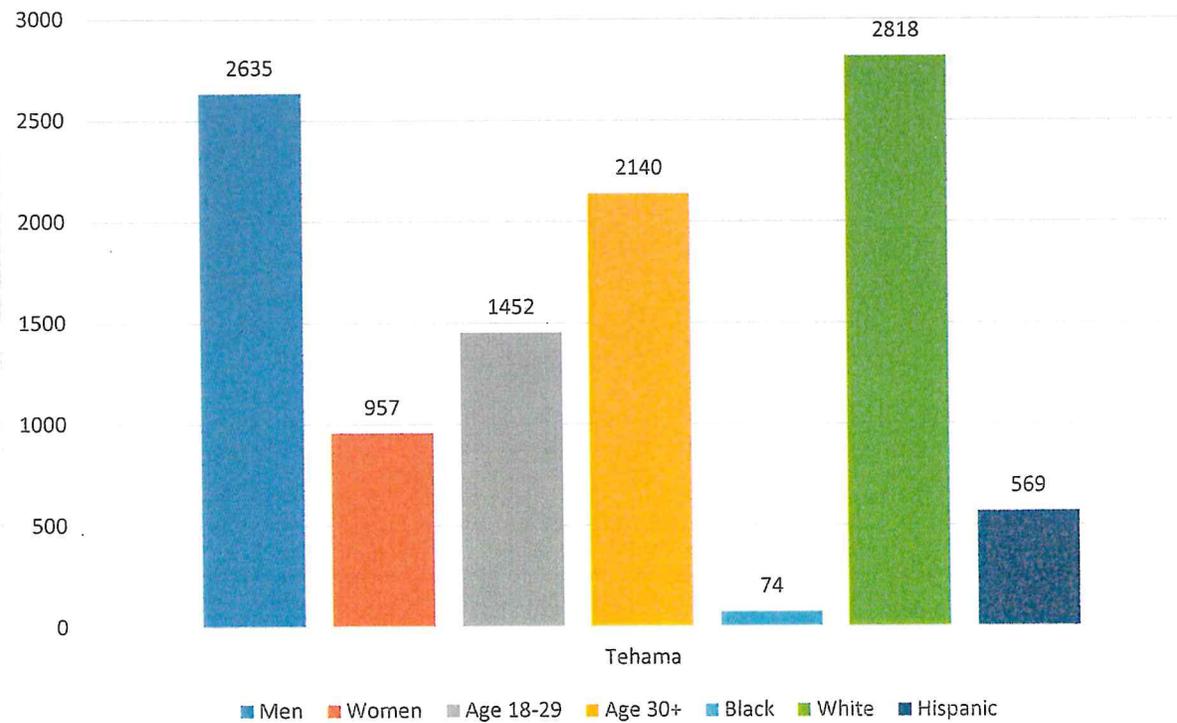




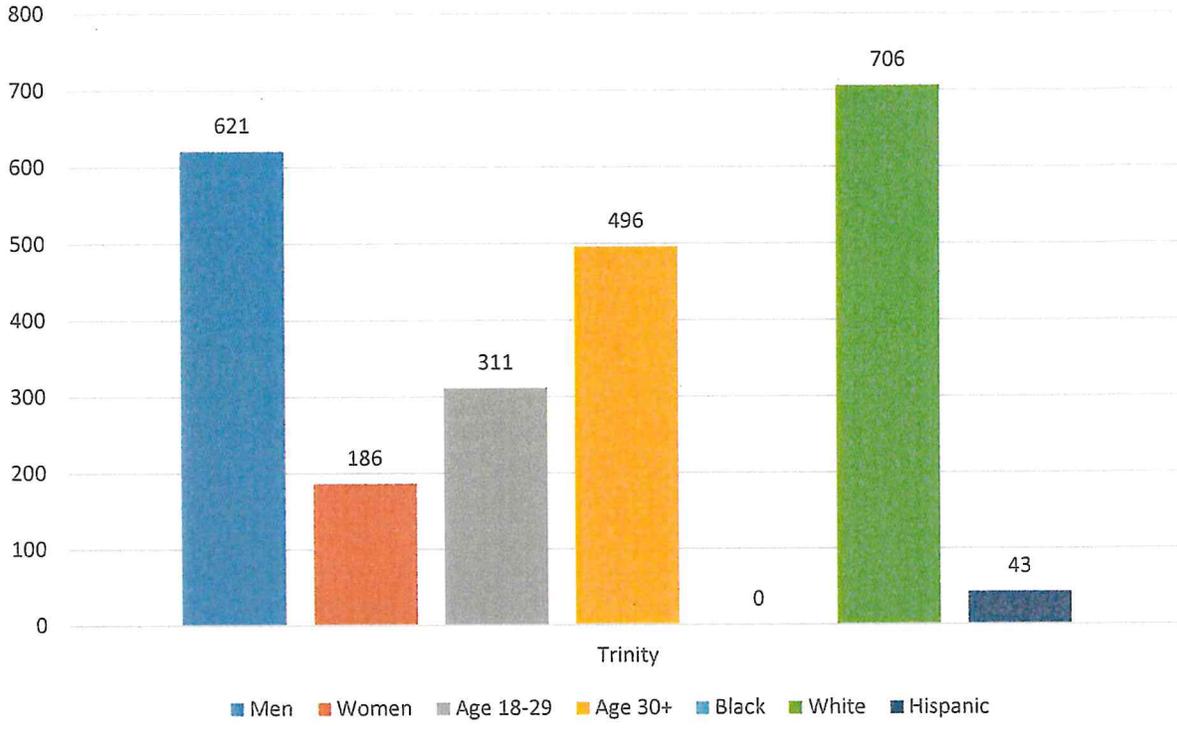
### Siskiyou



### Tehama



# Trinity



ATTACHMENT C  
REGIONAL SELF-ASSESSMENT ON  
COORDINATIO AND ALIGNMENT DATA

## NoRTEC Indicators of Regional Coordination and Alignment Indicators and Regional Plan Implementation Outcomes

### Demand Driven Skills Attainment Indicators

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

<b>Assessment Levels: Operationalizing/Doing</b>
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All of the relevant partners meet at least a few times a year to discuss industry sector needs, with industry champions and sector experts and are engaged in a planning process that will result in a regional approach to meeting industry's workforce needs.
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<b>Assessment Questions:</b>
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<b>What industries/sectors meet in the region?</b>
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NoRTEC is supporting the development and enhancement of existing Industry Sector Partnerships in the priority sectors of Agriculture, Health Care, IT and Digital Media and Advanced Manufacturing.
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<b>Who are the industry champions including unions where applicable for each industry sector?</b>
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<b>Chicostart/growTECH</b> , the IT/Entrepreneurship Industry Sector Partnership champions: <a href="#">growTECH Member Directory</a> .
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A sample of growTECH Industry Partner champions include:
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- |   |
|---|
| <ul style="list-style-type: none"><li>• Wendy Porter, Chicostart Managing Director</li><li>• Bethanne Ponci, Quorum Technologies Executive</li><li>• Kevin Kinell, VP Product &amp; Engineering at Work Truck Solutions</li><li>• Brad Ledford, CTO College Scheduler, entrepreneur representative</li><li>• Bob Clark, Wonderful Media VP Technology</li><li>• Kevin Kinell, VP Engineering Work Truck Solution</li><li>• Geoff Lawson, Software Architect Build.com</li><li>• Mark Sorensen, Founder Social Media High Rise</li><li>• Mark Vos CTO, Lulus</li><li>• Dan Gonzales, Fifth Sun</li><li>• Jeff Sierra, Design By Humans</li><li>• Stephen Phillips, Theia Interactive</li><li>• Andrew March Entrepreneur Partner, Compini</li><li>• Brian Ausland, Founder, Navigation North</li></ul> |
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<b>Nevada County Tech Connection Digital Media Partnership</b> includes business leaders from the following companies <a href="#">Nevada County Tech Connection Business Leaders</a> .
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The primary business champions of the Nevada County Economic Resource Council Connected Communities effort are:
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- Jonathan Palmer – President of Autometrix
- Michael Anderson (Advocacy Chair) – CEO of ClientWorks
- James Hipkin (Marketing Chair) – CEO of Red8 Interactive
- Andy Casano – CEO of Nevada City Engineering
- Eric Gibbons – General Manager of High Sierra Electronics.

A sampling of some additional technology businesses that have been involved through volunteering, mentoring and providing resources include Telestream, AJA, Grass Valley, A Belden Brand, Smart Light Systems, Shawna Hein Designs, Augmntr and Traitware.

**The Agricultural Industry Sector Partnership** champions include:

- Michael Vasey – Lindauer River Ranch/ Partnership Chairman
- Cody McCoy/Deb Taylor – Bell Carter Foods
- Zach Kennedy – Andersen & Sons Shelling
- Melvin Ward – Sunsweet Growers
- Mark Gilles – Sunsweet Dryers
- Brendan Flynn – Pacific Sun Farms
- Bardin Bengard – Bengard Ranch
- Matt Anchoydoguy – Anchoydoguy & Co
- Eric Borrer – Tehama Angus Ranch
- Bruce & Nathan Lindauer – Lindauer Farm Management
- Hal Crain – Crain Ranch
- Bill Crain – Crain Walnut Shelling
- Ted Crain - Crain Ranch
- Greg Long – Long Ranch
- Mike Wallace – Crain Walnut Shelling
- Garry Vance – G & G Farms
- Doug Thomas - Crown Nurseries
- Maria Vieyra -Driscoll Strawberries
- Bob Steinacher – Maywood Farms

**Grow Manufacturing Industry Partnership Advisory Board** industry champions for the Butte GMI can be found at [www.growmanufacturing.com](http://www.growmanufacturing.com). A sample of the champions include:

- Megan Enyeart, Rumiano Cheese Company/Fifth Sun
- Ravi Saip, AirSpray
- Charles Richards, CA Division of Apprenticeship Standards
- Joe Greene, CSU Chico
- Mark Quillin, Roplast
- Jeff Scholberg, Cal Plant I
- JJ Berndt, Lifetouch
- Dave Keontopt, Lifetouch
- Julie Aguiar, The Training Place

- Shawn Volland, The Training Place
- Jeremy Fishel, SynTouch
- Nick Repanich, CA Megatronics Center
- Tim Vandeutti, Safepath
- JD Tenuta, Fifth Sun
- Glen Leg, Chico Baja
- Eric Johnson, Lifetouch
- Terra Ayers, Transfer Flow
- Terry Allread, Weiss McNair
- Rob Guettler, Weiss McNair
- Jaymes Clements, Fifth Sun
- David Walburn, Weiss McNair
- James Nevers, RCBS

**Grow Manufacturing Industry Partnership Advisory Board** industry champions for the Shasta GMI includes:

- Knauf Insulation – Eric Long (Potential Business Champion)
- Sierra Pacific Industries - Becky Roe (Potential Business Champion)
- Southern Aluminum Finishing – Sam Heier (Potential Business Champion)
- Captive Aire- Michelle Clement
- McHale Signs – Pat Corey
- SECO – Ray Raines
- B&D Precision – Bill Bollinger
- Cloudwise Academy – Jake Hinton
- Maas Energy- Justin Cole
- Crystal Geysers- Luke Genthe
- West Coast Paper- DJ Lauf
- Valley Industrial Communications- Eric Marler
- Voorwood Industries- Adam Voorwood
- Sof-Tek- Dan Morrow

A complete list of industries involved in Shasta GMI can be found at <https://www.shastagmi.com/welcome-to-gmi/>

#### **Rural Healthcare Industry Sector Partnership/Collaborative**

The collaborative team is made up of private and public healthcare providers, community based organizations, workforce development, community development, education and training providers, social service agency, law enforcement and regional health care alliances. The collaborative startup was funded by Lassen County Health and Social Services. Partners currently involved include: Lassen County Health and Social Services, Public Health, Behavioral Health, Veteran’s Service office, Probation, Lassen Community College, Alliance for Workforce Development, Inc., Northeastern Rural Health Clinics and

Banner Lassen Medical Center.

**How were the lead organization(s) and sector experts responsible for convening employers identified?**

Industry Sector Partnership conveners were identified because they are trusted by business and public partners, have the ability to facilitate Partnerships (keeping them focused and action-oriented) and are process-oriented. All of the Partnership conveners have a strong private sector understanding of the industry they represent and have extensive knowledge of the workforce and education regional partners. All sector experts/conveners attend NoRTEC sponsored regional peer sharing trainings and Next Generation Industry Sector Partnership events. The success of Butte GMI initiated inquiries from other industry associations who were interested in replicating the Partnership model.

**What activities take place during a convening/meeting?**

All IS Partnerships hold quarterly Advisory/Steering committee meetings that review progress made towards implementing their yearly action plan, including specific sub-committee task force updates. In addition, networking sessions are held throughout the year to recruit new members, address certain topics and to hold informative industry updates. For example, at the recent GMI meeting, industry decided to address the workforce shortage by initiating a shared recruitment strategy. In addition, they are addressing the need for mid-management/data-analytic specific workforce and impacts to manufacturing from the Camp Fire. Agendas, progress on work plans, meeting minutes and sign-in sheets from all meetings are submitted as part of the Partnership reporting requirements.

**How frequently do convenings/meetings occur? Who attends each convening?**

Partnerships meet quarterly. The Advisory Board, new industry and steering committee members attend each meeting. Usually the support partners attend the annual "goal setting" meeting and networking session. New members are invited to attend networking session and sub-committee task force meetings. Some of the meetings are attended only by industry leaders while others are attended by regional education and workforce partners.

**What new Industry Recognized Credentials and/or Apprenticeship programs will result from the Industry Sector convenings/meetings? Have the partners identified existing credentials offered in the region that meet industry needs?**

NoRTEC recognizes that credential attainment is a primary goal for individuals looking to be more marketable in the local economy. Industry leaders and regional partners are in the process of determining which industry valued and recognized post-secondary credentials are most in demand in the region. The focus of this conversation has taken place through industry convenings and through the SlingShot sector partnership initiatives. While there are many support partners that are a part of these meetings, the focus is on the industry employers and industry champions lead discussions. Partners present information and data for feedback and validation, but will ensure that participating employers are ultimately the ones making decisions and determinations of need. In addition, all Partnerships are required to maintain and updated list of industry specific workforce needs by identifying critical occupation and hard to fill positions (part of their yearly work plan). Part of the 2019 goal for each Partnership will be to map out career pathways that will illustrate industry occupations and educational resources for the region.

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

Assessment Levels:	
Operationalizing/ Doing	Regional partners identified same priority sectors, occupations with most openings. Employer champions from one or more of the targeted sectors, including labor where workers are represented, are leading the effort to create industry advisory committees, and relevant regional partners have agreed to use advice in planning/implementing sector strategies and developing curriculum to teach skills necessary for employment in target sectors.

Assessment Questions:	
<p><b>How does the region identify demand occupations and sectors, and who are the partners engaged in this process?</b></p> <p>As part of the WIOA Regional and Local planning process and Strategic Plan development, the Workforce Development Board engaged regional education and workforce partners to determine priorities for the region. Partners, businesses and community members were invited to participate in input sessions and nearly 300 businesses were also surveyed about their workforce needs.</p> <p>Partners engaged in this planning process include:</p> <ul style="list-style-type: none"> <li>• 450 Business and Industry Representatives</li> <li>• Department of Rehabilitation</li> <li>• Community College Regional Consortia Partners: Butte College, Feather River College, Lassen College, Shasta College, and College of the Siskiyous</li> <li>• Adult Education Block Grant Regional Consortia Partners: Siskiyou, Shasta-Tehama-Trinity, Feather River, Lassen/Butte-Glenn, North Coast</li> <li>• Economic Development Agencies: Northeastern California SBDC (CSU-Chico – Sacramento District), NEC SBDC at JEDI, NECSBDC at Shasta-Cascade, Northeastern SBDC at Butte College, north Coast SBDC Crescent City County Offices of Education: All 11 Counties; COE that will provide Technical Assistance (Butte)</li> <li>• K-12 Education</li> <li>• Career and Technical Education</li> </ul> <p>A full Regional Labor Market Profile and Industry Sector Analysis was completed throughout planning process to provide a comprehensive analysis of the regional economy and workforce. This analysis was a key piece of background information used by the WDB to identify its strategic priorities for this plan – including priority sectors and in demand occupations. The full report can be found on NoRTEC’s website at <a href="http://www.ncen.org/index.php/our-region/about-our-region">http://www.ncen.org/index.php/our-region/about-our-region</a>. In addition NoRTEC provides quarterly Occupational Outlooks for in-demand sectors which can be found on the NoRTEC website at <a href="http://www.ncen.org">www.ncen.org</a>.</p>	
<p><b>How are resources pooled to meet the identified demand?</b></p>	

NoRTEC is in the process of implementing career pathway strategies to fulfill the employment needs of priority sectors. Strategies employed to meet this demand include the following:

- Map career pathways for each identified industry sector.
- Work with educational partners to incorporate soft skill training into career programs.
- Educate youth on local opportunities and career pathways through connections with employers for exposure and mentorship.
- Promote the value of work-based learning to employers and facilitate increased participation.
- Increase and improve distance learning opportunities and access.
- Identify the career expectations and desires for each generational group and customize approaches accordingly

Industries are working through Partnerships to have better connections with education and provide input on curriculum, sponsor career events/expos, regional career fairs and to sponsor internships and job shadowing.

**Provide 1-3 examples in how demand was identified and resources pooled to meet this demand.**

1. In response to industry needs that were identified at a rural Healthcare Partnership convening, Alliance for Workforce Development is developing a special distance program for RNs in coordination with Butte College/Healthcare Collaborative. The program will commence in Fall.
2. Critical Occupations and Hard to Fill Positions are developed for each industry Partnership. This information is used by education to fulfill training needs in response to industry. This information is disseminated to our workforce partners, students (K-12) during career fairs, tours, industry Expos and participants during career exploration at our AJCCs.
3. Each Industry Partnership is identifying industry specific soft-skills.
4. NoRTEC, regional education partners (DSNs, Community Colleges, etc.) and California State University, Chico Center for Economic Development are taking the above information and mapping out career pathways for the priority sectors of agriculture, IT, healthcare and advanced manufacturing.

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

Assessment Levels:	
Learning/ Experimenting	One-Stop Operators/AJCC Service providers in a region are connected to Industry Sector Committees, and training is provided to staff and partners on industry workforce needs.

Assessment Questions:

**Who are the supply-side partners engaged at the regional level, and how does the region ensure understanding by staff and partners of targeted industry sectors and job quality framework?**

A complete listing of NoRTEC's workforce partners can be found at the following link: [NoRTEC Regional Workforce Partners](#). The partners include, but are not limited to:

- Department of Rehabilitation
- Community College Regional Consortia Partners: Butte College, Feather River College, Lassen College, Shasta College, and College of the Siskiyous
- Adult Education Block Grant Regional Consortia Partners: Siskiyou, Shasta-Tehama-Trinity, Feather River, Lassen/Butte-Glenn, North Coast
- Economic Development Agencies: Northeastern California SBDC (CSU-Chico – Sacramento District), NEC SBDC at JEDI, NECSBDC at Shasta-Cascade, Northeastern SBDC at Butte College, north Coast SBDC Crescent City
- County Offices of Education: All 11 Counties; COE that will provide Technical Assistance (Butte)
- K-12 Education
- Career and Technical Education

The region ensures understanding by staff and partners of targeted industry sectors and job quality framework by promoting open communication among local and regional workforce partners. NoRTEC disseminates information to staff and workforce partners by:

- Convening sector conversations and partnerships in key regional industries
- Mapping career pathways and providing quarterly occupational outlooks
- Monthly newsletters

The regional communication strategy is place on our website at [www.ncen.org](http://www.ncen.org)

**What training/professional development opportunities are available to front-line staff on targeted sectors and job quality?**

NoRTEC provides specific Business Engagement, Labor Market Information updates and quarterly Occupational Analysis training to all front-line staff throughout the year. In addition, other topic specific training is held on-site and via webinars for all AJCC centers.

**How do the services provided by the AJCC and regional partners prepare job candidates to meet the needs of targeted industry?**

NoRTEC and its partners are promoting industry sector partnerships and other sector strategies as a way of effectively identifying the needs of businesses in the region's priority industries. NoRTEC's AJCCs provide supportive services for customers to ensure that they can overcome obstacles to completing training or staying in a job within a targeted industry. Staff at the AJCCs are well-trained on the services that are available through the AJCC or other means in the county and surrounding areas to offer to those who are in need. NoRTEC and its partners promote a participant-centered philosophy, which includes integration of

services wherever possible. Partners in the AJCCs have documented processes to refer among programs and to share participant data to the extent that is possible. All NoRTEC Service Providers have established partnerships throughout the service area to offer participants access to a more comprehensive array of services. Through monthly meetings with Industry Sector conveners, career counselors at the AJCCs provide job seekers with in-depth information about the skill requirements and credentials needed for successful entry into the career field of targeted industry. Career counselors also provide clients with information on the availability of training courses and activities, appropriate work based learning opportunities, labor market information about job demand and wages, assessments that will be useful in determining skill weaknesses and strengths, local employment opportunities and other important information. NoRTEC provides regional occupational outlooks in each of the identified priority sectors, which include in-demand occupations at multiple education levels. These will be used as a starting point for career pathway development, expanding this information to include education and training opportunities to progress from one position to the next. They are also validated by regional employers to ensure the data is comprehensive and a true reflection of regional employment needs.

**How do One-Stop Operators, AJCC service providers, and other supply-side partners ensure that services are aligned to reduce duplication and redundancy? Give examples.**

NoRTEC's AJCC service providers and supply-side partners share client information to ensure that intake, assessment, program or training referrals, job development or placement activities and other services are streamlined and easy for the customer to navigate, whether for basic skills deficient customers or other. AJCC case managers enter eligible client information into the CalJOBS system. CalJOBS can track multiple grant programs including WIOA Title I, Wagner Peyser, TAA and other grant programs. All AJCC Service Providers refer clients to partner agencies and other services any time they are available and appropriate and have established partnerships throughout the service area. These partnerships include EDD, Department of Health and Human Services, Office of Education (ROP), Adult Education/Literacy, Butte Community College, Shasta Community College, Lassen Community College, Feather River Community College, Sierra College, College of the Redwoods, Experience Works, local economic development entities and other community based organizations who provide valuable services to the individuals accessing services at the AJCC's. Local partner meetings are an example of this collaboration. The meetings are held each week to discuss partner activities and to ensure non-duplication of services. The partners provide valuable input on workforce preparation issues and needs.

In addition, NoRTEC and its Service Providers work with education and training institutions in the region to ensure that they are on the same page about information related to labor market supply and demand. For example, Tehama County Job Training Center has current staff participation on Shasta College Advisory Committees in Agriculture, Healthcare, Health Informatics, Industry, Technology, Career Technical Education, and Business. Additionally, the AJCC in Tehama County has partnered with the Northern California Adult Education Planning Consortium, an entity tasked with realigning Adult Education under AB86 in Tehama, Shasta, Trinity and Siskiyou Counties. The goal of these partnerships is to share

relevant Labor Market Information, employer hiring trends, job availability data, best practices for effective work-based learning, and career ladder information.

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

Assessment Levels:

<b>Learning/ Experimenting</b>	Region is working to understand job quality and high road employment practices and is committed to creating and implementing a job quality policy.
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Assessment Questions:

**Does the region have a job quality policy and make a distinction between better jobs and worse jobs?**

NoRTEC does not have a job quality policy. Each of the priority sectors that were identified by the NoRTEC WDB have opportunities for individuals at various levels of education and experience. Wages in the NoRTEC region tend to be lower than neighboring regions, and the WDB acknowledges that some of the occupations within its priority sectors may not meet the State Board’s definition of good jobs. However, because of this, the WDB is focusing heavily on a career pathways approach within regional sectors to ensure that upward mobility is available, even if an individual’s first step on a career pathway is not one that immediately provides economic security and benefits. NoRTEC has created occupational outlooks for each of the WDB’s priority sectors showing more detailed information about occupations that are growing within the region at different levels of education and experience. While NoRTEC understands and agrees that jobs with good wages and benefits are the ideal target and that higher wage positions are what will enable economic growth for communities and residents, they also see the low-skilled, low-wage positions as opportunities for young, early career or inexperienced workers to gain experience and workplace exposure. NoRTEC will be focusing its efforts on career pathway development to ensure that if jobseekers are not able or ready to find high wage positions, they are at least able to find a position that enters them into a clearly articulated career pathway with opportunities for growth and upward mobility. NoRTEC and its partners are committed to ensuring that customers are educated and aware of the career pathways that are available in the region.

**Are business engagement resources targeted to employers who value job quality?**

Industry sector partnerships/sector strategies are used as a strategy to engage businesses in the WDB’s priority sectors of Manufacturing, Healthcare, Agriculture, Hospitality/Tourism and Information Technology. The goal of this approach is to improve labor market outcomes for all job seekers in the targeted occupation and industry by becoming involved in the practices and policies that influence the conditions of that industry. The Industry Sector Partnerships actively seek out ways to collaborate with regional partners – employers, consumers, community organizations, educational institutions, legislators – to influence and improve the systems that affect training, recruitment, hiring, compensation, job retention and promotion within an industry. By seeking to form collaborative relationships with key

partners, it is possible for industry-based initiatives to improve job prospects for workers, increasing the quality of jobs for the region.

**Does the region assist business customers with internal/incumbent worker skills and retention?**

NoRTEC and its partners work through business services representatives and industry convenings to ensure that employers are aware of the benefits of work-based learning and including incumbent worker training as part of a larger career pathway. This has required a greater focus on relationship building with business customers as opposed to transactional services. Staff works to keep in regular contact with businesses, especially those utilizing incumbent worker training funds, to ensure that there is a progression for those individuals receiving training.

**Does the region reward employers who are treating their workers with care and provide disincentives for employers with high turnover and pay low wage/no benefits?**

NoRTEC does not have a system in place to reward specific employers. However, as career pathway development continues, NoRTEC and its partners will work to identify the employers who are providing the greatest opportunities for local jobseekers, including those with barriers, and target these entities for more exposure and input. A key component to identifying these employers is to have strong business services representatives who are experts and specialize in specified target sectors, enabling them to speak the same language as the industry employers and cultivate stronger relationships. NoRTEC will continue to gather information from individual businesses to identify these type of employers and prioritize their engagement and service.

## Upward Mobility and Equity Indicators

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

Assessment Levels:	
<b>Learning/ Experimenting</b>	Analysis of population in need is conducted by all partners in separate plans and each partner separately implements programs to meet the needs.

Assessment Questions:	
<b>What are the target populations identified in the regional plan?</b>	
Youth	
<b>Is there agreement by all regional supply-side partners to target these populations?</b>	
Yes	
<b>Have regional supply-side partners developed any process to evaluate participation by target populations?</b>	
Not yet achieved	
<b>What are the baseline (current) service levels to target populations?</b>	
Unknown	

**Have regional partners established service goals for target populations? If yes, what are they?**

In process – not yet achieved. Private funding will be required for participant wages. NoRTEC is now focusing on youth in the criminal justice system (P2E Program).

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

Assessment Levels:

**Learning/  
Experimenting**

Local Boards in a region have executed an MOU that includes referral agreements, infrastructure cost sharing and commitment to target population of emphasis described in local/regional plans.

Assessment Questions:

**Have relevant regional partners entered into a Memorandum of Understanding (MOU) to share customers, services and costs?**

Not yet achieved.

**List funding streams that are shared/pooled to provide services, training, and education to meet target population needs.**

CMTC, CTE, Strong Workforce and California State University, Chico. Partners are working together on a regional industry-specific soft skills training curriculum, increasing industry connections with youth via industry tours and expos and establishing train-the-trainer events for instructors. In addition, education is working with industry partnerships to create valid career pathways for students and adults.

**If funding is not directly administered by Local Boards, please indicate levels of shared/pooled funding resources administered by regional partners.**

n/a

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

Assessment Levels:

**Learning/  
Experimenting**

Regional partners are participating in goal-setting discussion regarding shared/common case management strategies and shared responsibility for services and outcomes?

Assessment Questions:

**What shared/common case management strategies or goals does the region use to remove barriers to employment and develop shared responsibility of services and outcomes?**

Through implementation of AJCC MOUs with our partners, in addition to new partnerships included as part of the Local Plan update process, we have developed referral processes with partner agencies that cross-agency trainings are taking place and that agreement from all partners customers will received streamlined service with “no wrong door” for customers.

**Has the region used evidence based practices and/or customer centered design to develop their strategies? If yes, describe.**

Through the AJCC Comprehensive Hallmarks of Excellence evaluations and implementation plans, all centers are revisiting universal access based around customer centered design. Best practices are shared among partners. Implementation Plans are being evaluated yearly for improvement.

**List the partners who share strategy by type of strategy and the number of customers currently participating in shared/common case management strategies.**

We are in the process of developing shared/common case management processes and subsequent metrics to evaluate impacts.

**Provide examples of services and outcomes that exemplify shared responsibility for removing barriers to employment, providing services and ensuring quality outcomes.**

Over six years and four cycles of Accelerator funding, NoRTEC, AFDW (AJCC), and Butte County Probation have developed a partnership to serve youth ages 17-24 who have been incarcerated and/or are on probation. AFDW and Probation Department employees work together to choose appropriate clients to be enrolled in WIOA and work together to develop training plans and coordinate services. The goal of the partnership is to provide holistic services to participants with a goal of helping them meet the terms of their probation, reduce recidivism, obtain a diploma/GED (if needed) and obtain employment in an occupational area of interest to the participant. Data from the first five years of this partnership show the program has been successful, compared to national averages. 68% of participants have earned a diploma/GED (compared to 12-38% nationally), 53% were employed after exit from the program (compared to 30% nationally) and 20% were arrested/convicted after exit from the program (compared to 64-74% nationally). The cooperative relationship between workforce development and probation is responsible for much of the program's success, but emphasizing a need for a diploma/GED and then providing opportunities to attain it along with a paid, work-based learning experience have dramatically helped with the reduction of recidivism rates. Youth who are presented with opportunities to obtain real jobs in an area of occupational interest are more likely to turn their lives around.

**Has the region provided training to frontline staff on common case management strategies? If yes, list trainings and numbers in attendance/partners participating.**

NoRTEC has been working with AJCC staff through both the WIA and WIOA programs to develop common case management strategies and ensure ongoing quality services through policy development/implementation and on-site monitoring of case management services to participants. Education is on-going and the following case management training was delivered between May 2018 and March 2019:

1. Disability Etiquette and Awareness Training, 35 attendees, AJCC case management staff
2. Consumer Self-Disclosure of Disability and Related Barriers, 22 attendees, AJCC case management staff
3. Working with Individuals with Hidden Disabilities, 22 attendees, AJCC case management staff

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| <p>4. Working with Targeted Populations (Offenders), 28 attendees, AJCC case management staff</p> <p>5. From Courtroom to Breakroom: What Happens in Between? (Working with Offenders), 80 attendees, AJCC case management staff (delivered in February and March)</p> |
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### System Alignment Indicators

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

Assessment Levels:	
<b>Learning/ Experimenting</b>	Relevant partners have executed a One-Stop MOU that includes commitment to sharing customers, providing shared services, referral agreements, infrastructure cost sharing for the AJCC system.

Assessment Questions:	
<b>Does your region have shared/pooled administrative systems or processes? If yes, what are the systems/process?</b>	
No	
<b>Describe the administrative efficiencies that your region has identified that will reduce duplication, streamline processes, save money, and/or improve program outcomes.</b>	
Centralized MIS staff	
<b>Does your region have MOUs or agreements in place to share resources, streamline administrative processes, and/or improve program outcomes?</b>	
n/a	
<b>Does your region have a plan to unify the regional partners approach to engaging employers?</b>	
As previously mentioned, NoRTEC employs a sector strategy approach based on the Next Generation Industry Sector Partnership model. Through multiple regional trainings, our partners have agreed to employ this model of business engagement. One example of this coordination was the most recent annual California State University Chico Center for Economic Development Annual Forecast event – which was centered around Industry Sector Partnerships and how to support this effort regionally.	

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

Assessment Levels:	
<b>Growing/ Expanding/ Scaling</b>	Formal decision making council/structure is operating within the region with participation by industry champions, labor and workforce leaders, written agreements have been developed to ensure regional cooperation and communication and the development of shared, quantifiable goals, regional data aggregation, and evaluating progress towards those goals.
Assessment Questions:	

<p><b>Is there a formal structured regional leadership council/structure operating in the region? If yes, what is it called, how often does it meet and who participates in it?</b></p> <p>NoRTEC Workforce Development Board meets quarterly. The Governing Board is comprised of elected officials from each of the 11 counties while the WDB is comprised of industry leaders, education and economic development representatives. See <a href="https://www.ncen.org/index.php/workforce-development-board/workforce-development-board-roster">https://www.ncen.org/index.php/workforce-development-board/workforce-development-board-roster</a> for more information.</p>
<p><b>Does the leadership council have dedicated staff? Is it funded using shared/pooled resources?</b></p> <p>Yes, NoRTEC is supported by an Executive Director, Deputy Director, Fiscal Officer, IT and full time administrative staff members that serve the 11 county region.</p>
<p><b>Has the leadership council agreed to regional goals, and does it evaluate and report progress towards these goals?</b></p> <p>In 2017 NoRTEC adopted a Strategic Plan, Regional Plan and Local Plan. The Plans are implemented and evaluated yearly.</p>

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

Assessment Levels:	
Learning/ Experimenting	Relevant regional partners meet at least once per year to discuss negotiating regional performance measures with the California Workforce Development Board (State Board), and they use standard performance measures as the basis for evaluating local and regional performance.

Assessment Questions:	
<p><b>How will the region qualitatively assess/evaluate progress towards meeting regional industry and occupational demand?</b></p> <p>All Industry Sector Partnerships, as described above, will be providing Hard to Fill and Critical Occupations information from the various priority industries in the region. This information will be compared with the regional Occupational Outlooks, creating a constant feed-back loop, ensuring the employment outlook and industry needs are “industry valid.” We are in the process of working with our industry champions, education and workforce partners to understand regional demographics and workforce/education/training gaps, as well as developing career pathways for each industry to ensure workforce needs will be met.</p>	
<p><b>Have the regional partners determined regional goals for increasing the number of industry-recognized credentials and apprenticeships available in the region? How will, or how might, these outcomes be tracked numerically and categorically?</b></p> <p>NoRTEC and its partners are in the process of determining which industry valued and recognized post-secondary credentials are most in demand in the region. Currently, the WDB has not yet officially prioritized or emphasized specific credentials as the process of gathering feedback from employers is still on going. However, the WDB has identified five priority industries in which these discussions will take place – Manufacturing, Healthcare, Information Technology, Agriculture and Tourism. Within these industries, RPU partners will identify certificates, degrees, licenses, certifications and other short-term credentials</p>	

available for the most in-demand occupations to serve as a starting point for discussion with employers. The focus of this conversation takes place through industry convenings through the SlingShot sector partnership initiatives. While there are many support partners that are a part of these meetings, the focus is on the industry employers and industry champions lead discussions. Partners will present information and data for feedback and validation but will ensure that participating employers are ultimately the ones making decisions and determinations of need. This process will be on-going.

**Does the region have a numeric goal of placing participants in sector-based occupations? If so, list the sectors and occupations, numeric goal(s), and the number to-date in attaining that goal (baseline).**

Not yet. This is in process.

**Is the region piloting employer engagement performance measures? If yes, what are they?**

No

**Have the Local Boards met to discuss WIOA performance negotiations and how negotiations might align with other regional goals/measures?**

n/a

ATTACHMENT D  
DOCUMENTATION OF OUTREACH  
PROCESS



REGIONAL PLAN COMMUNITY ENGAGEMENT DOCUMENTATION

Partners were personally invited to input sessions through email and phone calls. Invitees included those required by EDD Directive as well as additional community partners with interests in workforce development. In addition to individual outreach; notices of the public meetings were posted on websites of service providers and partners; aired on the radio and posted in physical locations in each county. Local service providers each determined the best modes of communication and outreach for the preferences of each county and utilized multiple channels to ensure the highest participation.

Date	Meeting	Agenda Link	Invited Participants
October 17, 2018	Public Input Listening Session	<a href="#">Public Notice</a> <a href="#">Agenda</a>	Public Notice Posted <u>Meeting Attendees:</u> Cade Mattis, State Parole Donna Stevenson, Roplast Industries Travis Sanchez, BCOE Back to Work Traci Holt, AFWD Luis Moreno, AFWD Jeff Osels, Oroville Adult Education
November 16, 2018	Reentry Shasta	<a href="#">Agenda</a>	Jeremy Kenyon, Shasta County Chris Ormsby, Geo Group Randy Abney, California Department of Corrections and Rehabilitation Debbie Morris, Butte County Office of Education Joseph Eldridge, California Department of Corrections and Rehabilitation Tracie Neal, Shasta County Debbie DeCoito, Smart Business Resource Center Ruby Fierro, Shasta County M. Biggers, Shasta County Jennifer Cross, California Department of Corrections and Rehabilitation Ronald Kimberling, Butte County Tim Rogers, Trinity County



		<p>Danielle Caito, Geo Group          Carol Ulloa, Shasta County</p>	
<p>November 19,          2018</p>	<p>Reentry          Plumas</p>	<p>Erin Metcalf, Plumas County          Traci Holt, AFWD          Cade Mattis, California Department of Corrections and Rehabilitation          Ronald Kimberling, Butte County          Greg Hagwood, Plumas County Sheriff's Department          Deborah Norrie, Plumas County Courts          David Hollister, Plumas County          Tony Hobson, Plumas County Behavioral Health          Abramson Law          Stephanie Tanaka, Plumas County          Sherrie Thrall, Plumas County</p>	<p><a href="#">Agenda</a></p>
<p>December 18,          2018</p>	<p>Reentry          Tehama</p>	<p>Kathy Sarmiento, Tehama County Job Training Center          Dave Hencratt, Tehama County          Cade Mattis, California Department of Corrections and Rehabilitation          Randy Abney, California Department of Corrections and Rehabilitation          Richard Muench, Tehama County Probation          Nathan Elliott, California Department of Corrections and Rehabilitation          William Harrison, California Department of Corrections and Rehabilitation          Ronald Kimberling, Butte County          Greg Ulloa, Tehama County Probation          Valerie Lucero, Tehama County Health Services          Connie Ocampo, Job Training Center          Jennifer Cross, California Department of Corrections and Rehabilitation          Wayne Barley, Butte County</p>	<p><a href="#">Agenda</a></p>
<p>January 30,          2019</p>	<p>Reentry Del          Norte</p>	<p>Shellie Weiling, California Department of Corrections and Rehabilitation          Lonnie Reyman, Del Norte County          Erik Apperson, Del Norte County          Jonathan Nelson, Del Norte County          Ronald Kimberling, Butte County</p>	<p><a href="#">Agenda</a></p>



			<p>Christy Hernandez, Del Norte Workforce Center  Amanda Sharp, Del Norte Workforce Center  Joanie Zarzynski, Siskiyou Training and Employment Center</p>
<p>February 5, 2019</p>	<p>Reentry Lassen</p>	<p><a href="#">Agenda</a></p>	<p>Cade Mattis, California Department of Corrections and Rehabilitation  Jennifer Sommerfield, Lassen County  Ronald Kimberling, Butte County  Lassen County Sheriff  Dean Growdon, Lassen County  David Woginrich, Lassen County  Ashley Lewis, California Department of Corrections and Rehabilitation</p>
<p>February 25, 2019</p>	<p>Reentry Nevada</p>	<p><a href="#">Agenda</a></p>	<p>Michael Ertola, Nevada County  Ronald Kimberling, Butte County  Alex Gammelgard, Grass Valley Police Department  Shannon Moon, Nevada County  Phebe Bell, Nevada County  Steven Sinclair, Nevada County  Angelina Coffey, Nevada County  Tex Ritter, Nevada County  Jeff Goldman, Nevada County  Ken Klein, Nevada County  Traci Holt, AFWD  Jessica Walker, AFWD</p>
<p>Rescheduled</p>	<p>Reentry Siskiyou</p>	<p><a href="#">Agenda</a></p>	<p>TBD</p>

ATTACHMENT E  
RECORD OF PUBLIC COMMENTS  
RECEIVED  
*(TO BE INSERTED)*