

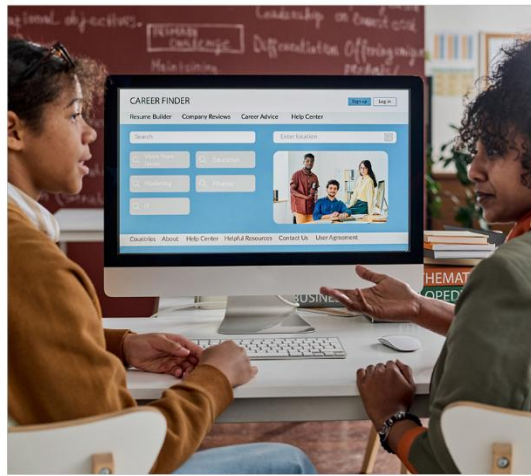


DRAFT FOR PUBLIC COMMENT

WIOA LOCAL PLAN

Northern Rural Training and Employment Consortium (NoRTEC)

PY | 2025–2028



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Introduction

The Northern Rural Training and Employment Consortium (NoRTEC), also known as the Workforce Development Board (WDB), provides oversight, guidance and direction of federal Workforce Investment and Opportunity Act (WIOA) funds in the 11-county region of Butte, Del Norte, Lassen, Modoc, Nevada, Plumas, Shasta, Sierra, Siskiyou, Tehama, and Trinity Counties.

MISSION:

Develop strategic partnerships and solutions that meet the workforce needs of businesses and jobseekers, promoting the economic growth of the region.

VISION:

Partners combining their diverse strengths to support healthy and thriving communities.

This WIOA Local Plan for Program Years 2025 – 2028 is organized in accordance with requirements outlined in the CA Employment Development Department’s (EDD) Workforce Services Directive 24-09.

Major highlights and themes of the local plan include:

- **Physical Presence in all 11 counties:** NoRTEC intends to operate 13 American Job Centers of California (AJCCs), with at least one service location in each of the 11 counties that make up NoRTEC’s service region.
- **Priority populations:** While NoRTEC’s programs and services are universally accessible to residents and employers in the 11-county region, NoRTEC AJCCs and service providers will continue to prioritize veterans, individuals on public assistance, English language learners, individuals involved in the justice system, opportunity youth, and individuals with disabilities, while also being responsive to needs that arise from those impacted by natural disasters.
- **Rural service delivery:** Through mobile services, partnerships, and digital literacy and technology investments, reaching rural populations will continue to be a major focus of NoRTEC and its service provider partners from 2025 to 2028.
- **Responding to business needs:** NoRTEC’s experience supporting businesses through hiring, upskilling, and layoffs will continue to be a critical service to the community as employers navigate environmental and climate changes, shifts in federal spending priorities, and changes in local economic conditions.
- **Alignment with California Jobs First:** From 2025 to 2028, NoRTEC will pursue opportunities to connect training expenditures, service delivery policies, and partnership efforts to the California Jobs First (CJF) activation plans in Natural Resources, Agriculture, Tourism, and Healthcare.
- **Revenue diversification:** NoRTEC and its partners will continue to explore opportunities to bring more funding into the region, with specific targets including competitive state and federal apprenticeship grants, National Emergency Grants (NEG), CalFresh E&T, Employment Training Panel funds, and more.



WIOA Local Plan

Coordination and Memorandums of Understanding

In April 2022, NoRTEC led the development of the [2022-2025 MOU](#) that includes an Infrastructure Financing Agreement (Attachment A) that describes how the AJCCs infrastructure will be paid for and how partner agencies will work together to provide shared services to common customers. Below is a list of MOU signatories, which is inclusive of all required MOU partners that have a presence in NoRTEC’s 11-County service region.

NoRTEC Memorandum of Understanding Partners	
WIOA Title I Adult, Dislocated Worker, and Youth Programs	Alliance for Workforce Development SMART Workforce Center Job Training Center of Tehama County
WIOA Title I Native American Programs (Section 166)	California Indian Manpower Consortium, Inc.
WIOA Title I Migrant and Seasonal Farmworker Programs (Section 167)	California Human Development Corporation
WIOA Title II Adult Education and Literacy Programs	Nevada Joint Union High School District Oroville Unified School District Plumas Unified School District Sierra County Office of Education
WIOA Title III Wagner-Peyser Programs	California Employment Development Department
WIOA Title IV Vocational Rehabilitation Programs	California Department of Rehabilitation
Title V Older Americans Act Programs	AARP Foundation, The Senior Community Service Employment Program
Trade Adjustment Assistance (TAA) Programs	California Employment Development Department
Veterans Programs	California Employment Development Department
Unemployment Insurance Program	California Employment Development Department
Temporary Assistance for Needy Families (TANF)/CalWORKs	Butte County Department of Employment & Social Services Lassen County Board of Supervisors (Health & Social Services Agency) Modoc County Board of Supervisors Nevada County Department of Social Services Plumas County Department of Social Services Sierra County Department of Social Services Del Norte County Department of Health & Human Services Shasta County Board of Supervisors Siskiyou County Board of Supervisors Tehama County Department of Social Services Trinity County Health and Human Services

As part of the MOU development process, the partners developed the following mission statement and key goals:



MOU Mission Statement:

NoRTEC's mission is to bring together workforce development, educational, economic development and other employment services in a seamless customer-focused delivery network that enhances access to program services and improves long-term employment outcomes.

MOU Shared Goals:

- Helping businesses find skilled workers and access other support services, including education and training, for their current workforce;
- Providing an array of employment and business services and connecting customers to work-related training and education;
- Continuing to align investments in workforce, education, and economic development to regional in-demand jobs;
- Reinforcing partnerships and strategies to provide job seekers and workers with high quality career services, education and training, and supportive services needed to get good jobs and stay employed;
- Continuing to plan, coordinate, and provide services in an integrated manner to maximize the utilization of resources and ensure there will be no "wrong door" for customers seeking services from the system;
- Measuring customer satisfaction and continuously improving services based upon customer feedback; and
- Designing and continuously improving a system that reflects statewide/regional economic development strategies and is responsive to industry sectors in the region.

NoRTEC leads quarterly check-in activities to gather responses on activities and fulfillment of MOU responsibilities. Check-ins include virtual meetings, emails, surveys and one on one meetings. NoRTEC has established this MOU partnership group and is currently beginning meetings to discuss potential updates to the MOU.



Co-Enrollment and Common Case Management

NoRTEC's 11 counties cover over 32,000 square miles and represent approximately 24% of the land area in California. Due to the size and rural population of the local workforce investment area, few mandatory partners are physically co-located within the AJCC. Below are three co-location arrangements:

- Alliance for Workforce Development (AFWD), the AJCC service provider in Oroville, is located with Butte County Department of Employment and Social Services.
- Staff of the SMART Business Resource Center, the AJCC services provider in Del Norte County, is located with CalWORKs and the California Department of Rehabilitation.
- AFWD, the AJCC service provider in Alturas is located with TEACH, a community-based organization that provides housing, transportation, food, childcare, and senior services information and services to residents and clients.

At these AJCCs, service provider staff work with partner staff to refer clients, conduct joint orientations about available services and provide case management that is participant-centered and goal-oriented. AJCC case managers enter eligible client information into CalJOBS, including:

- Comprehensive assessments of skill levels, employment history, strengths, weaknesses, earning potential, employment goals, geographical area in which the client is willing and able to work, barriers to employment and services needed. Assessment tools include the DiSC profile assessment, Strengths Finder, O-Net, Holland's Theory of Career Choice, My Next Move, Myers Briggs, Elevations (skills, personality, and values), and Prove-It.
- Preparation of a competency-based IEP agreed upon by the client and career advisor, which includes employment goals, service plan, strategies to overcome identified barriers and action items with deadlines for both the client and career advisor.
- NoRTEC service provider staff conducts an exit interview with the participant to develop an action plan for follow up services for 12 months after WIOA program exit. Follow-up services, including interpersonal communication skills, work site safety, and financial planning skills are also provided. Other planned follow-up services consist of additional career planning and counseling; contact with the participant's employer (if needed), including assistance with work-related problems that may arise; peer support groups; information about additional educational opportunities, and information about supportive services available.

These activities are conducted by AJCC staff, often in coordination with MOU partner staff who also document required activities, case notes, and service codes in their respective system of record. In the AJCCs where partners are not collocated, our teams use technology and strategies outlined in the following section to provide joint-services and referrals for co-enrollment, as appropriate.



Focus for PY 2025-2028

While joint-case management and co-enrollment is written into our MOU and referenced in AJCC service provider contracts, it continues to be a challenge to understand how many customers are co-enrolled across fundings streams, programs, and partners.

Going forward, NoRTEC plans to regularly track the number of co-enrolled clients across WIOA Title I, NEG, and other special projects overseen by NoRTEC in CalJOBS (phase 1), followed by efforts to integrate and share data with other MOU partners to better understand and track co-enrollment progress (phase 2).

Access to Services in Remote Areas

In each county, partners reflect the unique populations and communities they serve. The large distances between towns and population centers in NoRTEC's service area make service delivery challenging. Drawing on lessons from the Covid-19 pandemic, our AJCC and Youth providers continue to offer services via Zoom, phone, email, and other platforms. Examples of the virtual services and workshops include:

- WIOA orientation
- Case management check ins and zoom calls
- Secrets to a Successful Interview
- DIY: Resume Workshop
- Prepare for a Virtual Job Fair and Job Search Like a Pro

NoRTEC and its partners have experienced the benefits and successes of enhanced websites, live chat features, and increased virtual appointments, services, workshops, and job fairs.

Broadband access and connectivity are significant issues in the region; community input sessions held by the California Jobs First High Road Training Consortium in 2024 emphasized reliable connectivity remains a top issue for many residents and families.¹

NoRTEC's AJCC continuous improvement plans require each AJCC to conduct an analysis of customers who are using AJCC virtual services and provide a written summary by the end of 2025. Each AJCC is in the process of completing this analysis, with common themes, barriers, and opportunities serving as a focus for future investments, fund development strategies, and policy and practice change.

¹ California Jobs First North State Regional Plan Part 2 (September 2024). <https://sierrainstitute.us/new/wp-content/uploads/2024/11/North-State-Strategies-main-10-31-24.pdf>



Focus for PY 2025-2028

In PY 2025 – 2028, supporting digital literacy and access in our region is a major priority, and NoRTEC is actively pursuing funds to expand digital literacy and access. Successful efforts to secure funds that will be rolling out in the next program year include:

- Secured \$300,000 in partnership with CSU Chico from the California Public Utilities Commission (CPUC) to address gaps in broadband access, digital literacy, and virtual services. This project is focused on ELL and justice-impacted populations.
- Awarded \$1,000,000 from the Workforce Accelerator 12 grant program from the California Workforce Development Board to identify ELL populations who have completed basic English and digital literacy coursework ready and interested in specialized training for a career in manufacturing.

NoRTEC is in the process of implementing Cell-Ed, engaging and accessible learning and live coaching platform designed to reach low-literate, low-resourced populations. Many of NoRTEC’s customers live in rural areas with limited broadband and may have limited computer typing and digital literacy. Many of these residents have smartphones. Cell-Ed is designed for these populations, requiring minimal bandwidth to provide “mobile-first” content and connection opportunities to deliver digital literacy, ESL, Vocational ESL, basic adult education, and sector specific trainings in bite-size learning modules. NoRTEC plans to serve 600 residents over the next several years through the Cell-Ed platform.

Coordination of Supportive Services.

NoRTEC’s 13 AJCCs provide a network of support that includes specific organizations in each county to help meet the full-service needs of each client. These services include public agencies, youth development and empowerment organizations, education and training institutions, economic



development organizations, community-based organizations, tribal organizations, and organizations serving those involved in the justice system.

In addition to NoRTEC's employment and training services, AJCCs and their partners support individuals with barriers to employment by providing information and support with the following supportive services:

- Assistance with transportation
- Child and dependent care
- Housing
- Educational testing
- Reasonable accommodation for individuals with disabilities
- Legal aid services
- Referrals to healthcare, including behavioral health services
- Support with work attire and work-related tools.

Additionally, NoRTEC and its partners can assist with books, fees, school supplies, and other necessary items for students enrolled in postsecondary education classes as well as payments and fees for employment and training-related applications, tests, and certifications. NoRTEC and its AJCC service providers have a network of relationships with other community partners to refer individuals to supportive services when they are not available through the AJCC.

To promote customer-centered services and interactions with residents, each service provider is required to map the customer journey through their AJCC's for different customer personas. These mapping exercises take staff through the experiences of each customer from the point they first hear about NoRTEC's services, to CalJOBS registration, WIOA orientations, enrollment, basic services, individualized services, training services, job placement, and retention. At each point in the journey, NoRTEC and its partner identify potential gaps in the customer journey and use NoRTEC's Asset Inventory ([link](#)) to identify partners that could help provide the needed services.

Physical Accessibility and the Americans with Disabilities Act of 1990

In the delivery of its programs, NoRTEC's Equal Opportunity and Nondiscrimination Policy states no one shall be excluded from participation, denied benefits, subjected to discrimination, or denied gainful employment because of race, color, religion, sex (including pregnancy, childbirth, and related medical conditions, transgender status, and gender identity), national origin (including limited English proficiency), age, disability, or political affiliation or belief, or against beneficiaries on the basis of either citizenship status or participation in any WIOA Title I-financially assisted program or activity.



NoRTEC has taken the following steps to provide an accessible, welcoming experience for individuals with disabilities:

- AJCC providers are required to ensure all staff have received sufficient training in how to serve people with disabilities through training and certification through the Association of Community Rehabilitation Educators (ACRE);
- WIOA participants and staff may request medically necessary accommodation by putting their request in writing, which will be reviewed and responded to by the EO Officer and/or Executive Staff of NoRTEC or service provider staff, within a reasonable timeframe;
- Programs and activities shall be conducted in the most integrated setting appropriate for qualified disabled individuals; and
- Programs and services, when viewed in their entirety, shall be accessible.

In October of 2024, the NoRTEC AJCCs completed Baseline Certification for each AJCCs. WIOA regulations outline three key requirements for AJCC certification: 1) effectiveness of the AJCC, 2) physical and programmatic accessibility for individuals with disabilities, and 3) commitment to continuous improvement. A summary of the items identified in the certification process include:

- Locations are convenient for customers with adequate parking and accessible by public transportation.
- Staff honor and accommodate diversity and are comfortable and adept in working with all types of individuals, including those with disabilities, cultural differences, and all individuals with barriers to employment.
- The AJCC uses the principles of universal and customer-centered design to ensure materials are available to individuals regardless of their range of abilities, mobility, age, language, learning style, intelligence, or educational level.



- The AJCC ensures that individuals with disabilities can access virtual services in a manner that is comparable to the access available to others.
- Staff work with local organizations that serve individuals with disabilities to continually assess how to improve the accessibility and layout of the AJCC to ensure it meets the needs of the customers it serves.
- Staff are trained in how to best assist those with disabilities and share best practices with each other, including how to use assistive technology and accessibility features on the computers in resource rooms for improving access for people with disabilities.

Below are the certifications for each of the 13 AJCCs in the NoRTEC region:

- [Butte County - Alliance for Workforce Development AJCC \(Chico\)](#)
- [Butte County - Alliance for Workforce Development AJCC \(Oroville\)](#)
- [Del Norte County - SMART Workforce Center AJCC \(Crescent City\)](#)
- [Lassen County - Alliance for Workforce Development AJCC \(Susanville\)](#)
- [Modoc County - Alliance for Workforce Development AJCC \(Alturas\)](#)
- [Nevada County - Alliance for Workforce Development AJCC \(Grass Valley\)](#)
- [Plumas County - Alliance for Workforce Development AJCC \(Quincy\)](#)
- [Shasta Smart Workforce Development Center AJCC \(Redding\)](#)
- [Sierra County - Alliance for Workforce Development AJCC \(Sierraville\)](#)
- [Siskiyou County - SMART Workforce Center AJCC \(Yreka\)](#)
- [Siskiyou County - SMART Workforce Center AJCC \(Weed\)](#)
- [Tehama County - Job Training Center of Tehama County AJCC \(Red Bluff\)](#)
- [Trinity County - SMART Workforce Center AJCC \(Weaverville\)](#)

In addition, all Job Centers developed Continual Improvement Plans. The Baseline Certification and Continual Improvement Plans for all NoRTEC AJCCs are reviewed annually and each provider reports out on progress against the plans for NoRTEC staff each month. These plans can be found here:

- [Job Training Center of Tehama County](#)
- [Alliance for Workforce Development](#)
- [SMART Workforce Center](#)

Equal Opportunity Officer

NoRTEC has a designated Equal Opportunity (EO) Officer that is responsible for addressing equal opportunity issues that arise related to access, inclusion, and applicable provisions of the Americans with Disabilities Act. The EO Officer provides EO training to NoRTEC and AJCC staff throughout the region. The EO training consists of a review of the laws and provisions as well as opportunities for staff to view and evaluate scenarios where EO violations may be occurring.

The EO Officer also completes a review of EO compliance by WIOA service providers each year. Service providers complete an annual Compliance Monitoring Checklist each year, providers must have proper EO signage in place, and their facilities must be accessible to individuals with disabilities following ADA guidelines. They must also demonstrate how they are able to provide services for people with



disabilities or those who need translation or interpretation assistance. The NoRTEC EO Officer also reviews the availability of assistive technology at all AJCC sites.

State Strategic Partner Coordination

County Health and Human Services Agencies and CalFresh Employment and Training services

NoRTEC, county-level CalFresh partners, and the local AJCCs work together to provide clients receiving CalFresh with workforce services. NoRTEC has referral partnerships in each of the 11 counties for individuals on CalFresh and CalWorks who are interested in employment and training opportunities offered by WIOA. Together, our AJCC service providers have decades of meaningful and impactful contracting, partnerships and co-enrollments that have allowed for clients to receive supportive services, subsidized employment and cash aid while the AJCC funds classroom training, tuition and required materials.

CalFresh partners have expressed a desire for more subsidized employment opportunities for their clients, as well as more on-the-job training opportunities. Human Service Agencies (HSAs) in the region refer clients to the AJCCs for job search assistance, training, and supportive services. In addition to the AJCCs, CalFresh entities partner with colleges, Probation Departments (for employment and training services at their day reporting center), and the Child Abuse Prevention Council. For the subset of CalFresh recipients who also receive General Assistance/Relief, county HSAs also have dedicated staff to work with those individuals on their employment goals.

Focus for 2025 - 2028

Several of the counties in NoRTEC's service area have opted into the CalFresh Employment and Training (CalFresh E&T) voluntary programming, including Shasta and Trinity Counties. NoRTEC and interested counties plan to explore partnerships to enroll more AJCC clients into CalFresh and to identify and pursue partnerships to expand voluntary E&T programs with non-federal funds eligible for 50% federal reimbursement.

Additionally, CalWORKs has been a primary funder for Main Street Productions, an AJCC operated social enterprise in Tehama County that provides job training skills in a real-world production and retail environment to 14 clients at any given time.

Local Child Support Agencies

Local Child Support Agencies (LCSA) for NoRTEC's eleven counties continue to meet regularly and work together to serve non-custodial parents looking for work.

Many LCSAs work closely with the AJCC staff in their areas. For example, in Tehama County, child support clients are required to attend workshops at the AJCC in Red Bluff and AJCC instructors verify attendance. Some child support case managers have received or will receive training on AJCC resources



and programs, and some LCSAs are working with their AJCCs to set up or improve the referral process between them.

Two of the major barriers to employment for child support clients, as identified by partners, are criminal records and a lack of transportation. The LCSAs do not have the resources to provide motivational tools or supportive services directly. This need is a focus for our revenue diversification and partnership efforts with justice serving organizations, expungement clinics, and innovations in rural transportation options through grant funded programs and partnerships.

Competitive Integrated Employment Blueprint

The NoRTEC region falls under two Department of Rehabilitation (DOR) districts: The Redwood Empire District and the Northern Sierra District. A Local Partnership Agreement (LPA) is in place between DOR and NoRTEC. NoRTEC meets with the Competitive Integrated Employment Blueprint partners on an ongoing basis.

Serving individuals with disabilities continues to be a focus for NoRTEC and its regional partners. In 2024 NoRTEC and its service providers partnered with Far Northern Regional Center and Department of Rehabilitation (DOR) to identify staff credentials that would increase the organization's ability to serve people with disabilities.

All staff at the Job Training Center of Tehama County have received sufficient training in how to serve people with disabilities through the Association for Community Rehabilitation Educators (ACRE), and NoRTEC is working with our other service providers to expand ACRE certifications across our entire network.

English Language Learners, Foreign Born, and/or Refugees

NoRTEC coordinates with community-based organizations and local partners who serve individuals who are English Language Learners (ELL), foreign born, and/or refugees.

The primary provider of services to migrant seasonal farm workers in the area is California Human Development (CHD) which offers employment and living assistance services to low-income farmworkers, farmworker family members, and other residents with limited English proficiency in NoRTEC's counties. CHD creates paths and opportunities for migrant/seasonal farm workers seeking greater self-sufficiency, independence and dignity through education, training, criminal justice alternatives, housing, and other services. Working together with County Human Service Agencies (HSAs), WIOA, EDD, DOR and other onsite partners, CHD provides outreach, intake, and orientation to employment services available through the AJCCs in each county. NoRTEC serves on the CHD board and a representative of CHD sits on NoRTEC's board to ensure partnership efforts are coordinated across the two organizations.

We are also working to increase the number of incumbent worker trainings offered in Manufacturing and Food Production, with a particular focus on English Language Learners. Through the AJCC network, we help employers recruit and train their bilingual and limited English workforce through ELL focused On-the-Job (OJT) training contracts, bilingual skills testing, and bilingual onboarding toolkits for manufacturing employers. We are also incorporating Cell-Ed curriculum and services into this offering through NoRTEC's Accelerator grant to connect ELL workers to jobs in manufacturing.



Each AJCC is also developing a formal policy and practices to serve non-English speaking clients, which must be approved by June 30th, 2025. The policies will include a list of bilingual contacts and/or bilingual employees, their languages and ability level. The policy will be implemented no later than July 1, 2025, with the goal of making NoRTEC AJCC's more welcoming and accessible for individuals with limited English proficiency.

Focus for 2025-2028

NoRTEC has recently secured \$300,000 in partnership with CSU Chico from the California Public Utilities Commission (CPUC) to increase broadband access, digital literacy, and virtual services. This project is focused on ELL and justice impacted populations, as well as other populations impacted by the “digital divide”.



Providing Services to Veterans

NoRTEC's service providers are involved in County veteran collaboratives that include state, federal, local, and community-based organizations that support veterans. For example, the Tehama County AJCC team participates in the Tehama Veteran's Collaborative, an informal association of organizations serving the veteran population. The group meets monthly to share information and updates about services, trends and changes to client needs, and program partnership opportunities. Each AJCC's veteran liaison participates and works with county-level veteran's coalition members to receive and provide two-way referrals, including a specialized referral form that can be used by AJCC staff to fast track WIOA enrollment and service plan development.

Future collaborations could include more formal referrals, co-case management data sharing agreements and regularly scheduled career center hours.



Environmental Sustainability

The primary way NoRTEC is engaging with climate and environmental sustainability strategies is by supporting the California Jobs First sectors related to Natural Resources alongside the 150 partners involved in the Far North CJF High Road Transition Collaboration (HRTC) described in further detail in our regional plan.

One example of this effort relates to sustainable business and conservation efforts related to the region's large forests, a key growth area for the North State. In response to wildfire events and drought, ongoing investment in healthy forest management is expected to continue. Public sector efforts will likely expand fire management and fire training centers. Forest product businesses, such as biomass energy and innovative wood products, are expected to grow. The North State is also a key region for renewable and clean energy generation, including biomass energy, solar energy, and geothermal, with innovations in carbon capture and energy storage technologies on the horizon.

The NoRTEC team will be looking for opportunities to support the following strategies related to this sector in the years ahead, which include the following plans outlined in California Jobs First regional plan:

NoRTEC will support the following North State California Jobs First strategies:

- **Strategy 1 (NR):** Restoration activities must be increased and prioritize both burned landscapes and remaining green forests. Time is of the essence.
- **Strategy 2 (NR):** Train and support workers to conduct environmental analyses and produce environmental documents (NEPA required for federal land projects and CEQA for private land) to ensure projects are tied to prioritized restoration projects and timber and biomass is made available for community scale producers.
- **Strategy 3 (NR):** Create a regenerative (circular) economy that produces value-added wood products that are sold locally, regionally, statewide, and beyond.²

WIOA Title I Coordination

Digital Fluency and Distance Learning

NoRTEC and its service providers continue to invest in training and professional development to improve our system's ability to serve people through technology and distance learning. These include professional development related to:

- **Cell-Ed Implementation:** NoRTEC is in the process of implementing Cell-Ed, an engaging and accessible learning and live coaching platform designed to reach low-literate, low-resourced populations. Many of NoRTEC's customers live in rural areas with limited broadband and may have limited computer typing and digital literacy. NoRTEC will be rolling out a series of partner

² California Jobs First North State Regional Plan Part 2 (September 2024). <https://sierrainstitute.us/new/wp-content/uploads/2024/11/North-State-Strategies-main-10-31-24.pdf>



training courses to help service provider staff provide services through Cell-Ed, with the goal of serving 600 residents through the platform with digital literacy, ESL, and job readiness trainings.

- **Distance Learning Best Practices:** Our service providers continue to use Zoom and other online tools to connect with clients, hold workshops, and conduct orientations. Specific examples of courses and trainings service provide staff have completed include “An Educator’s Guide to Teaching Over Zoom”, “Leading and Learning: Effectively Leveraging Experiences in the Pandemic”, “Reimagining Workforce Services for a Virtual World”, “Protecting Your Office 365 Data in a Remote Work Environment”, “Higher Education Zoom Opportunities This Week and in the Future”, “Mock Virtual Hiring Event”, “Customer Service Virtual Training”, and “Career Advising Fundamentals”. As we continue to provide remote and distance services, this training will continue.
- **Week-long online essentials bootcamp:** Additionally, frontline staff will continue to attend an annual week-long Training Online Essentials program through the University of California San Diego. The training is virtual, and staff learn fundamental strategies and tools to support online lessons and workshops.

Cultural Competencies and Trauma-Exposed Populations

Our customers have diverse lived experiences, cultural backgrounds, and identities. The catastrophic fires in recent years have had a significant impact on the region, and many staff have been directly impacted themselves. NoRTEC understands that our staff must have empathy and trust-building skills to connect with clients and support them on their first or next step in their career journey. Below are the types of training and professional development we are focused on in these areas:

- **Empathy and trauma informed care:** Trainings for staff include “Understanding & Working with Survivors of Trauma”, “First 5 Trauma Informed Practices”, “Customer Service Success with Angry and Challenging Customers”
- **Working with different cultures and identities:** Trainings include “Managing across generations”, “LGBTQ+ Inclusion”, “Disability services”, “Mental Health First Aid”, “Working with Individuals Experiencing Homelessness”, and “Serving Pregnant and Parenting Teens”
- **Additional competencies and skills:** “Trainings include Suicide Intervention Training” and “Preventing Violence, Harassment, and Discrimination in the Workplace”.

Direct service staff have attended training and professional development opportunities at the North State Adverse Childhood Experience (ACEs) VIRTUAL Summit, hosted by Northern ACEs Collaborative (NAC), a division of the Population Health Innovation Lab (PHIL), a program of the Public Health Institute. The virtual summit included presentations and breakout sessions led by experts to address the following objectives: raising awareness of the disproportionate high rates of Adverse Childhood Experience (ACE) scores in the North State of California; increasing participant understanding of the effects of ACEs on individuals and communities leading to a more trauma-informed region; providing a platform for relationship building through dialogue and information sharing; and providing both short-term and long-term solutions to addressing ACEs and the linkages to the Social Determinants of Health.



Rapid Response and Layoff Aversion Activities

Our rapid response services require the Business Service Representative to build relationships with the local business community and proactively reach out to businesses facing challenges. Rapid response and layoff aversion services are provided through NoRTEC's AJCC service providers. Alongside partners, NoRTEC serves businesses and workers at risk of or affected by layoffs through two primary services:

- **Layoff Aversion:** Business Service Representatives (BSRs) build relationships with local businesses and monitor early warning signs of economic distress, including cash flow issues, local economic slowdowns and uncertainty, and workforce challenges. Through onsite visits or virtual meetings, BSRs engage with employer representatives to assess how NoRTEC and its partners may be able to support in areas related to marketing and outreach, business process improvement opportunities, succession planning, employee training, and eligibility for layoff-aversion programs, such as the EDD Work Sharing Program. Based on these assessments, BSRs offer tailored solutions, including skills training, feedback, economic development partnerships, and referrals to relevant community organizations. By connecting businesses with these resources, the program supports companies in retaining workers and averting potential closures.
- **Layoff Assistance:** When layoffs or closures are unavoidable, the rapid response program provides immediate support the employer and affected workers. Rapid Response teams—comprising AJCC provider staff, Employment Development Department (EDD) staff, and community partners such as local colleges and organizations—are quickly organized to deliver a full spectrum of services. For displaced workers, this includes on-site orientations to learn about WIOA Title I services, job fairs, and re-employment services, as well as guidance in accessing unemployment benefits, retraining, and upskilling options. NoRTEC provides this information in both English and Spanish, and has language interpretation available for Japanese, Hmong, Mien, Spanish, and Portuguese-speaking though staff members and a paid Language Line Services.

NoRTEC's Rapid Response Capabilities

Recently, staff at AJCC located in Tehama County responded to the substantial reduction of Andersen & Sons Shelling in Vina, CA affecting over 300 employees. Staff quickly translated all Rapid Response materials into Spanish, establishing cohort-based case management services, and offered expanded supportive services such as housing and utility bill support for displaced workers.

Following the devastating Dixie Fire, which impacted multiple counties in our services area, NoRTEC and its service providers, along with EDD, swiftly mobilized to secure National Dislocated Worker Grant (NDWG) funding and continues to provide case management, supportive services, training services, and follow up activities to these residents.

Adult and Dislocated Worker Activities

Each of NoRTEC's 11 counties has at least one physical AJCC offering adult and dislocated worker employment and training activities. Within the NoRTEC local workforce investment area, there are 13 AJCC facilities. Our services are provided include:



- **Basic Career Services:** All participants have access to a series of opportunities including information on relevant employment trends, job referrals, job placement, and workshops. Each AJCC includes a menu of job seeker services for customers to access that are either self-directed or staff-assisted group services (e.g., workshops). Individuals who access self-service options are registered in the CalJOBS system but are not enrolled in the WIOA program.

- **Individualized Career Services:** When self-directed services are not sufficient to assist a job seeker with obtaining work, an AJCC staff member will work with individuals one on one to enroll them in the WIOA Adult and/or Dislocated Worker program. Services begin with an assessment of the skills, abilities, and aptitudes of the job seeker which informs the development of an Individual Employment Plan (IEP). The IEP is a blueprint, developed and agreed upon by the job seeker and the case manager, which outlines the activities the job seeker will focus on to take their next career step. The IEP also includes a plan for remediating barriers to employment the participant might be facing such as dependent care challenges, transportation, behavioral health needs, and access to broadband. If the individual is in need of further training, the IEP will outline where the training will be accessed and how it will be paid for (e.g., an Individualized Training Account, Pell grants, Board of Governor’s (BOG) waivers). AJCC case management staff support the individual through their IEP service plans, maintaining consistent contact with the individual at least every 30 days. Once the participant obtains employment, a follow-up plan to outline the services and support the individual may need to be successful in their new role and remain employed.

- **Training Services:** If an individual is unable to obtain or retain employment through self-directed or staff-assisted career services, NoRTEC can further support them through training services and funds. These services include:
 - **On-the-Job Training Program (OJT):** In most cases, the OJT program reimburses employers up to 50% of the wages for an individual for a limited time to cover the costs of onboarding, training, and additional supervision.³

 - **Individualized Training Account (ITA):** Covers up to \$10,000 of tuition for a participant to attend a training course on the Eligible Training Provider List to get education and training, often leading to an industry-recognized credential⁴.

 - **Contracted or Customized Training:** Cohort based training with an institution of higher education (contracted training) and/or to meet the special requirements of an employer or group of employers (customized training).

 - **Incumbent Worker Training:** NoRTEC can also provide training funds through any of the above programs to support incumbent workers (e.g., individuals currently employed) to

³ See NoRTEC WIOA Policy Statement, On-the-Job Training. Last Updated June 15, 2023.

<https://www.ncen.org/images/documents/policies/OJT-WIOA.pdf>

⁴ See NoRTEC WIOA Policy Statement, Individual Training Accounts. Last Updated February 2, 2022,

<https://www.ncen.org/images/documents/policies/ITA-WIOA.pdf>



gain skills and certifications needed to advance in their career. Eligible individuals must be earning less than a self-sufficient wage, which is 175% of the Lower Living Standard of Income Level (LLSIL) for the NoRTEC region or have a specific offer for a promotion or different job with a higher wage in which they have a gap in skills that can be addressed through specific, training that can be completed within 6-months.⁵

Training investments are typically reserved for occupations that are in demand in the NoRTEC service area or in an area outside NoRTEC where the participant is willing to relocate.

Priority of Service

Individuals enrolled in the WIOA Adult and Dislocated Worker programs must meet eligibility criteria outlined in NoRTEC's Policy Statement for WIOA Adult and Dislocated Worker Programs. The policy describes the region's priority of services for (A) Veterans and Eligible Spouses, and (B) Public Assistance Recipients, Low Income, and Basic Skills Deficient Adults. NoRTEC applies priority of service in the following order for the Adult program:

1. Veterans and eligible spouses (also known as "covered persons") who meet the mandatory priorities (public assistance recipient, other low-income individuals, and individuals who are basic skills deficient) must receive the highest level of priority for WIOA programs and services.
2. Individuals who are not veterans or eligible spouses (also known as "non-covered persons") who are on public assistance, are low-income individuals, or are basic skills deficient receive the second level of priority for WIOA programs and services.
3. Veterans and eligible spouses ("covered persons") who are not public assistance recipients, low income, or basic skills deficient, receive the third level of priority for WIOA programs and services.
4. Individuals who are not veterans or eligible spouses (also known as "non-covered persons") who are not on public assistance, are low-income individuals, or are basic skills deficient receive the fourth level of priority for WIOA programs and services.

This priority of service comes into play when there are limited funds for individualized services or training services.

DESCRIPTION OF SERVICES

Basic Career Services

Basic Career Services are "universal services" and do not require eligibility determination or enrollment into the WIOA program. These career services are delivered by AJCC staff either through orientation workshops or one-on-one engagement. Some of the services can also be accessed on the CalJOBS website or other online or virtual platforms that do not carry any per user costs and undue burden on staff to serve additional users. Basic career services include, but are not limited to:

- Determination of whether an individual is eligible to receive assistance under the WIOA Adult, Dislocated worker, or Youth programs;

⁵ NoRTEC WIOA Policy Statement. Self-Sufficiency Standards and the Provision of Training Services to Employed Workers. <https://www.ncen.org/images/documents/policies/Self-Sufficiency-WIOA.pdf>



- Outreach, intake, and orientation to the information and other services available through the AJCCs and their partners;
- Initial assessment of skill levels (including literacy, numeracy, and English language proficiency), aptitudes, abilities (including skills gaps), and supportive service needs;
- Labor exchange services, including job search and placement assistance, career counseling (if needed) which includes provision of information on in-demand industry sectors and occupations, and provision of information on nontraditional employment;
- Provision of referrals to and coordination of activities with other programs and services, including programs within the AJCC delivery system, and when appropriate, other workforce development programs;
- Providing labor market information, such as job posting data, wages, career pathways, job growth statistics and trends, in-demand skills, and education requirements in the NoRTEC region;
- Providing outcome and cost data on training services by program type and provider (e.g., California's ETPL (eligible training provider list), providers of adult education services under Title II of WIOA, providers of vocational rehabilitation services under Title I of the Rehabilitation Act of 1973);
- Referrals to supportive services or assistance, including childcare, child support, medical or child health assistance available through Medi-Cal (covered California) and the Children's Health Insurance Program, benefits CalFresh and CalWorks program, and other program information;
- Provision of information and assistance regarding filing claims for unemployment compensation, including meaningful assistance to individuals seeking assistance in filing a claim;
- Assistance in establishing eligibility for programs of financial aid assistance for training and education programs not funded under WIOA.

Individualized Career Services

These staff assisted, individualized services require WIOA eligibility and enrollment and are accessed through NoRTEC's 13 AJCCs. Individualized Career Services include:

- Comprehensive and specialized assessments of the skill levels and service needs of adult and dislocated workers, including diagnostic testing and use of other assessment tools, and in-depth interviewing and evaluation to identify employment barriers and appropriate employment goals;
- Development of an individual employment plan to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve a client's employment goals, including the provision of information on eligible providers of training services and career pathways to attain career objectives;
- Group and individual counseling;
- Career planning;
- Short-term prevocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct to prepare individuals for unsubsidized employment or training;
- Internships and work experiences that are linked to careers;
- Workforce preparation activities that help an individual acquire a combination of basic academic skills, critical thinking skills, digital literacy skills, and self-management skills, including



competencies in utilizing resources, using information, working with others, understanding systems, and obtaining skills necessary for successful transition into and completion of postsecondary education, training, or employment;

- Financial literacy services;
- Out-of-area job search assistance and relocation assistance;
- English language acquisition and integrated education and training programs;
- Follow-up services, including counseling regarding the workplace, for participants placed in unsubsidized employment for up to 12 months after the first day of employment, as appropriate.

Training Services

These services are accessed in-person at any one of NoRTEC's 13 AJCCs for individuals enrolled in WIOA that may be made available to employed and unemployed adults and dislocated workers who:

- An AJCC partner determines, after an interview, evaluation, or assessment, and career planning, are:
 - Unlikely or unable to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previous employment through career services;
 - In need of training services to obtain or retain employment leading to economic self-sufficiency or wages comparable to or higher than wages from previous employment; and
 - Have the skills and qualifications to participate successfully in training services.
- Select a program of training services that is directly linked to the employment opportunities in the NoRTEC region, or in another area to which the individual is willing to commute or relocate.
- Are unable to obtain grant assistance from other sources to pay costs of such training, including such sources as G.I. Bill funds, California community college board of governor's waiver (BOG), Employment Training Panel funds, Trade Adjustment Assistance (TAA), and Federal Pell Grants, or require WIOA assistance in addition to other sources of grant assistance.

Training services include, but are not limited to:

- Occupational skills training (provided through an Individual Training Account), including training for nontraditional employment, and apprenticeships;
- On-the-Job training (OJT);
- Incumbent worker training;
- Programs that combine workplace training with related instruction, which may include cooperative education programs;
- Training programs operated by the private sector;
- Skill upgrading and retraining;
- Entrepreneurial training;
- Transitional jobs;
- Job readiness training provided in combination with services described in training services listed above;



- Adult education and literacy activities, including activities of English language acquisition and integrated education and training programs, provided concurrently or in combination with services described in items training services listed above;
- Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training.

Follow-up Services

In some cases, Adult and Dislocated Workers may be provided up to 12 months of follow up services after the first day of employment. Staff maintain monthly contact and continue with quarterly follow-ups for at least 12 months and can provide coaching, referrals, and other support to individuals who have exited the program.



Youth Workforce Investment Activities

The goals of NoRTEC’s youth programs are to improve long-term employability; enhance educational, occupational, and citizenship skills; encourage education completion; increase employment and earnings; and reduce future dependence on social service programs for youth participants.

Youth services are available at all 13 of our AJCs and provided by our three service providers, co-located at the AJCs for the following:

- Job Training Center of Tehama County (Tehama County)
- Alliance for Workforce Development (Butte, Lassen, Modoc, Plumas, Nevada, Sierra Counties)
- SMART Workforce Center (Del Norte, Shasta, Siskiyou, Trinity Counties)

Youth services are provided at each AJCC, and the program is focused on out-of-school youth (OSY). When an individual enters the AJCC who may be eligible for WIOA Youth services, staff collect information on their age, service needs, and goals to determine if they would be best served with youth or adult services.

Those 18-24 year olds that have few/no barriers to employment and a positive work history may be served through the AJCC’s adult program. Sixteen and 17 year olds, and 18-24 year olds that have severe barriers to employment and/or a poor work history are typically referred to the Youth program.



The majority of youth enrolled in the program will be economically disadvantaged (up to 5% may be not economically disadvantaged, but must have one or more barriers to employment), and all will have one or more of the following barriers to employment:

- Basic skills deficient
- High school dropout
- Involved with the juvenile or adult justice system
- Homeless or housing insecure
- Pregnant or parenting
- Involved in the foster care system
- Disability
- Requiring additional assistance to enter or complete an educational program or to secure or retain employment.

The Youth program consists of the following elements:

- Tutoring, study skills training, instruction, dropout prevention and recovery strategies that lead to a secondary school diploma or its recognized equivalent (including a recognized certificate of attendance or similar document for individuals with disabilities) or for a recognized postsecondary credential;
- Alternative secondary school services, or dropout recovery services, as appropriate;
- Paid work experiences, such as internships, on-the-job training, or summer employment opportunities;
- Pre-apprenticeship programs
- Occupational skills training, with a priority for training programs that lead to recognized postsecondary credentials that align with in-demand industry sectors or occupations within NoRTEC's service area;
- Education offered concurrently with workforce preparation activities and training for a specific occupation or occupational cluster;
- Leadership development opportunities, including community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors;
- Supportive services;
- Adult mentoring (for not less than 12 months);
- Follow-up services (for not less than 12 months, as appropriate);
- Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate;
- Financial literacy education;
- Entrepreneurial skills training;
- Career awareness, career counseling, and career exploration services; and
- Activities that help youth prepare for and transition to postsecondary education and training.

Through collaboration with county offices of education, community colleges, and career technical education programs, NoRTEC connects youth to short-term vocational programs and work-based learning opportunities in high-demand industries. We ensure that each participant has a plan for completing secondary education and addressing any basic skills deficiencies before advancing to training



or employment opportunities. By partnering with adult education programs throughout our service area, we also provide GED preparation courses and tutoring to help youth achieve recognized educational credentials.

The process for youth engagement includes:

- **Intake and eligibility:** All youth that are referred for the program meet with a staff member, and if they are eligible for services, that team member generally becomes their case manager for their duration of their participation in the program, including follow-up. The development of this relationship is crucial to the success of the youth and the program. Following eligibility sign off, the assessment process begins, reviewing the path for each youth.
- **Assessment:** Youth case managers use an assessment interview to address background information including social, behavioral, and substance abuse issues, financial circumstances, academic history, work history, basic skills, work readiness skills, and occupational skills. The youth client also completes interest, aptitude, and personality assessments to help them determine which career industry/pathway is a good choice for them to pursue. Current and relevant labor market information is always explained to the youth and is used as an important component in the guidance and development of an occupational training plan.
- **Individual Service Strategy (ISS):** The information gathered during the initial assessment period is used to produce the Individual Service Strategy (ISS). The ISS is used to ensure participants contribute to the development of their plan and have the opportunity to learn self-advocacy skills, ensuring a higher level of buy-in and accountability. Upon completion of each incentivized and planned activity, the youth may also be eligible for a cash incentive.
- **Supportive Services:** Our supportive services cover a wide range of needs, including transportation assistance, such as bus passes or bicycles for those without reliable transportation, and providing cell phones or phone cards to ensure youth can stay connected with employers or program staff. We also support participants in acquiring work-appropriate clothing, tools, and materials needed for job placements or work experience programs. For youth engaged in formal training, we provide essential items like books, testing fees HS Equivalency or GED exams, and specialized tools required for occupational skills training.
- **Skill remediation (if necessary):** Basic skills deficiencies are often addressed prior to placing the youth in a work site learning opportunity. In some cases, a plan is developed to work concurrently on educational attainment and work-based learning goals. In some instances, an incentive may be available when educational goals are completed.
- **Placement:** A key component of NoRTEC's youth programs is the strong linkage to local employers. Through collaboration with Business Services teams, youth participants can be placed in paid work experience, OJTs, and job shadowing. Youth are also enrolled, or "placed" in college, apprenticeships, or vocational training programs.
- **Follow-up Services:** Youth are provided up to 12 months of follow up services after the first day of employment. Staff maintain monthly contact and continue with quarterly follow-ups for at least 12 months and can provide coaching, referrals, and other support to individuals who have exited the program.



Youth Programming

Three examples of partnerships and innovations to serve youth with barriers to employment, including youth with disabilities and with limited digital literacy include:

- Our service provider, AFWD, has strategic collaboration with the Department of Rehabilitation (DOR). Through co-located staff, youth with disabilities receive individualized support, including access to Disabled Student Programs and Services (DSPS) at community colleges. We have established a network of employers who are committed to providing meaningful work experiences for young people with disabilities. Employers such as State Parks, Café 116, Lassen County Fairgrounds, and the Lassen County Sheriff's Office have been instrumental in offering accessible and supportive work environments. These partnerships ensure that our clients not only gain valuable work experience in accommodating environments for young people with disabilities, but also develop the skills needed to succeed in high-demand industries.
- In 2021, NoRTEC service provider Job Training Center founded the Tehama County CTE Coalition. It has increased NoRTEC's ability to build community partnerships, develop a common understanding of local employer hiring needs and preferences, developed information sharing and training for staff from multiple organizations serving common customers, and developed meaningful joint grant applications to bring more resources to Tehama County. The CTE Coalition meets each month to discuss current and future projects. Attendees often leave these collaborations with comments such as, "I didn't know they did all that" or "I have an idea of how to make this system better." Members have one-on-one follow-up meetings to strengthen the partnerships, including formalizing referral systems, sharing resources, and improving program effectiveness for targeted industry sectors. This coalition has set up Shasta College's first end-to-end CTE program offered in Tehama County and submitted a joint proposal of 12+ partners to build a youth Registered Apprenticeship.

Focus for 2025-2028

NoRTEC has secured \$400,000 from the Division of Apprenticeship standards to stand up youth apprenticeships with rural health care providers, starting with Certified Nursing Assistants. Going forward, we will be partnering with CJF partners, the North Far North Regional Consortium that oversee the Strong Workforce programs for the California Community College programs, and K-12 school districts to advance youth apprenticeship.

Digital Literacy and Fluency

As with all populations served by NoRTEC and its service providers, digital literacy and fluency are critical for youth and young adults. 16 to 24 year olds in NoRTEC's service area experience the same challenges related to digital literacy, access to broadband, and learning skills for professional online and remote communications.



To address this, NoRTEC is moving forward with the Implementation of Cell-Ed, an engaging and accessible learning and live coaching platform designed to reach low-literate, low-resourced populations. Many of NoRTEC’s youth customers live in rural areas with limited broadband and may have limited computer typing and digital literacy but have smartphones. Cell-Ed is designed for these populations, requiring minimal bandwidth to provide “mobile-first” content and connection opportunities to deliver ESL, Vocational ESL, basic adult education, and sector specific trainings in bite-size learning modules.

Focus for 2025-2028

NoRTEC has recently secured \$300,000 in partnership with CSU Chico from the California Public Utilities Commission (CPUC) to increase broadband access, digital literacy, and virtual services. This project is focused on ELL and justice impacted populations, as well as other populations impacted by the “digital divide”.



Procurement and Disbursal of Grant Funds

NoRTEC has been designated and is responsible for the disbursal of WIOA funds under WIOA Section 107(d)(12)(B)(i)(III). The RFP process involved a set of rules to safeguard fair and objective decision-making when awarding grant funds to a winning bidder. NoRTEC’s procurement policy⁶ complies with applicable federal, state and local requirements, i.e., Title 2 Code of Federal Regulations (CFR) Part 200.

⁶ NoRTEC Policy Statement. Procurement of Equipment and Related Services. Updated July 23, 2019.
https://www.ncen.org/images/documents/policies/Procurement_Policy.pdf



NoRTEC is currently in procurement process for AJC Adult, DW, and Youth Career Services with a focus on purchasing the best and most cost-effective service for the greatest number of residents in the region. The NoRTEC board has appointed an ad-hoc committee to lead the proposal review process, assisted by NoRTEC staff. The Guiding Principles developed by the NoRTEC board for the procurement include:

- Greater access to the workforce system
- Greater number of clients enrolled
- Lower overhead expenditure
- Emphasis on employer engagement and service.

Notice of the RFP was legally published in local newspapers within all 11 counties and all RFP material was posted on NoRTEC's website. The RFP contained the following sections: RFP Purpose and Schedule, Background, Proposal Format and Rating Criteria, Disclaimers and General Provisions. Following its release, a bidder's conference was held providing prospective bidders an opportunity to request clarification regarding the RFP's programmatic specifications from NoRTEC's staff. All questions and answers from the conference were posted on NoRTEC's website.

After proposals were submitted, proposal components (i.e., technical narrative, performance, budget, cost allocation/indirect cost proposal, organizational capabilities) were rated by an impartial Selection Committee free of conflicts of interest with any organization's bidding on the proposal. Interviews with the top respondents were scheduled with the NoRTEC Executive Committee. Entities not recommended by the WDB for a contract to deliver the solicited services received a letter from the Director of Program Administration notifying that entity of its appeal rights under NoRTEC's appeal process.

Final contracts with the selected vendors are expected to be negotiated and in place beginning July 1, 2025.

AJCC Operator and Career Services Providers

NoRTEC is the WIOA Title I grant recipient and administrative entity representing the Local Workforce Development Area comprised of a consortium of eleven counties: Butte, Del Norte, Lassen, Modoc, Nevada, Plumas, Shasta, Sierra, Siskiyou, Tehama, and Trinity.

NoRTEC selects AJCC Operators and Career Services providers through competitive procurement processes. The current AJCC Operators/Career Services Providers for the region are:

- **Job Training Center** of Tehama County;
- **SMART Workforce Development Centers** in Del Norte, Shasta, Siskiyou, and Trinity Counties; and
- **Alliance for Workforce Development** in Butte, Lassen, Modoc, Nevada, Plumas, and Sierra Counties.

An RFP for One Stop Operator was issued in October of 2024. Racy Ming & Associates won the RFP process and was awarded in November of 2024 for a period of one year, with two additional option years. The One Stop Operator's scope of work includes:

- Assist in implementing updates to policies and procedures in response to regulations and/or guidance changes applicable to the administration and operation of the AJCC system;



- Assist in supporting the implementation of the local workforce plan;
- Conduct the certification review of Comprehensive and Affiliate locations and continual improvement plans for each AJCC.
- Assist NoRTEC staff with establishing new mandated partner MOUs (June 2025);
- Assist NoRTEC staff with ensuring the implementation of partner services and contributions agreed upon in the AJCC Partner Agency MOUs;
- Coordinate the ongoing provision of services as articulated in the MOUs;
- Encourage increased Partner participation;
- Assist in identifying and implementing updates to MOUs as needed;
- Other duties that may help align, coordinate and integrate NoRTEC programs and services in accordance with NoRTEC policies and federal and state guidance.

On a quarterly basis, the One Stop Operator connects with NoRTEC staff and partners on the status of partner contributions outlined in the MOUs, including reconciling partner contributions and infrastructure costs and other topics related to AJCC partnerships, facilities, and policies.



Appendix A: California Jobs First North State High Road Transition Collaborative Members

North State CA Jobs First High Road Transition Collaborative (HRTC) 2024 Members			
3Core, Inc.	City of Tulelake	Lassen County Healthcare Education Collaborative	Sierra Buttes Trail Stewardship
Advancing Modoc Youth	City of Willows	Lost Sierra Food Project	Sierra County
Axiom Theater	Collines Pine Company	McConnell Foundation	Sierra Nevada Alliance
Butte County Association of Governments (BCAG)	Colusa County Chamber of Commerce	Modoc County	Sierra Nevada Conservancy
Butte County CTE	County of Butte	Modoc Harvest	Sierra Strong
Butte County Local Food Network	County of Glenn	Nexus Beef	Siskiyou Arts Council
Butte County Resource Conservation District	Cradle to Career Siskiyou	NoRTEC	Siskiyou Economic Development Council
Butte Fire Safe Council	Crown H. Cattle Company	North State Labor Council	Stonewall Alliance
Butte Glenn Community College	CSU Chico Ecological Reserve	North State Together	Superior CA Econ Development
Butte Small Business Development Center	CSU Chico Office of Tribal Relations	North Valley Hispanic Chamber of Commerce	Susanville Indian Rancheria
CA Heritage Youthbuild Academy	Dignity Health	Northern CA Resource Center	The Watershed Center
California Alliance for Community Composting	EB3 Development	Oroville Southside Community Improvement Association	Trinity Arts Council
California Labor Federation	Expect More Tehama	Paradise Chamber of Commerce	Trinity County
Center for Regenerative Ag, CSU Chico	Fall River Resource Conservation District	Pit River Tribe	Trinity County Superintendent of Schools
Chabin Concepts	Farmelot Farms	Plumas County	Trinity River Lumber Co.
Chico Chamber of Commerce	Feather River Resource Conservation District	Professor Food Science, CSU Chico	Trinity Together
Community Housing Improvement Program (CHIP)	Five Counties Central Labor Union	Rural County Representatives of CA	Trinity County Community Development Corporation
City of Alturas	Ford Family Foundation	Reach Higher Shasta	Modoc Cooperative Extension
City of Coming	Glenn 2 Greatness	Red Bluff Chamber of Commerce	USDA Forest Service
City of Redding	Glenn County Resource Conservation District	Resource Conservation District of Tehama County	Viva Downtown Redding
City of Shasta Lake	Golden Valley Community Broadcasters	Shasta Arts Council	Western Shasta Resource Conservation District
Guillion Brouhard Development	Healthcare Alliance of Northern California	Shasta College	Work Training Center
Healthy Rural California	Hill County Community Clinic	Shasta County Office of Education	Youth for Change
Hospital Council	IBEW Local 340	Shasta Economic Development Corp	
Job Training Center	Lassen Chamber of Commerce	Shasta-Tehama-Trinity Joint Community College District	



Appendix B: Additional Engagement

Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
Virtual Regional and Local Plan Workshop A (March 17th, 9am)	Email notification to individuals in NoRTEC's network	Leaders and partners from community colleges, sector partnerships, academic institutions, community based organizations, and service providers	<p>Key discussion themes included:</p> <ul style="list-style-type: none"> • The plan should dive into population trends at each age group, race/ethnicity, and other factors to get a clear understanding of how the region is changing. • Developing plans and support systems for individuals and industries affected by federal layoffs, cuts to federal healthcare (MediCaid) and other entitlement programs (e.g., SNAP) will be important. It will be critical our region plans for these impacts. • Encouragement to continue to align with planning and research processes, such as the Adult Education planning process (June 2015), the community college COE for labor market information, and the California Jobs First structure and efforts going forward. • Getting deeper, qualitative data on employer needs and experience requirements would be helpful to supplement the regional job posting data. • Apprenticeship expansion is welcome and needed, but it can be difficult to pursue funding or expansion in the traditional occupations overseen by the California Apprenticeship Committee (CAC). NoRTEC's focus should be on supporting apprenticeships in non-traditional occupations overseen by the Interagency Committee on Apprenticeship (IACA). • It will be critical for NoRTEC and its partners to continue to "tell the story" of impact and using data and personal stories.
Virtual Regional and Local Plan Workshop B (March 17th, 3pm)			
Lassen County Community Workshop (In Person)	Local experts were convened to identify communities and community names based on the U.S. Census Block Group boundaries, and to write narrative assessments of communities in their county that they knew well. These local	Residents, workers, community based organizations, education partners, and small businesses	<p>These engagements, conducted as part of the California Jobs First HRTC efforts, highlighted the following major themes in 2024:</p> <ul style="list-style-type: none"> • Many attendees shared that the region is in long-term economic, and population decline, resulting in limited opportunities for residents, jobseekers, and small businesses. • While healthcare and government make up most of the jobs, a priority to attract and revise other industries (e.g., natural resources, tourism, manufacturing) is needed.
Modoc County Community Workshop (In Person)			
Plumas County Community Workshop (In Person)			
Siskiyou County Community Workshop (In Person)			



Mode of Outreach	Target of Outreach	Summary of Attendance	Comments
Tehama County Community Workshop (In Person)	experts then used email, phone, and verbal announcements to invite attendees to in person community workshops.		<ul style="list-style-type: none"> • Fire recovery is ongoing from major 2021 and 2022 fires. Recognition of additional forest fire management • Youth to work programs and programs to encourage young adults who leave the region for college or career to stay in the region are needed • Need for greater networking and information sharing across government and community service providers • Desperate need for affordable workforce housing • Reliable internet and broadband issues can be a challenge for workers, remote service delivery, and businesses.
Butte County Community Workshop (In Person)			
Shasta County Community Workshop (In Person)			
Trinity County Community Workshop (In Person)			
Quarterly California Jobs First HRTC meetings in 2024	~100 organizations and agencies providing discussions on regional priorities and key investment areas.	See appendix A for full list.	NoRTEC participated in the CJF HRTC meetings and used the discussions and dialogue from the HRTC partners through 2024 to inform this plan. Specifically, the HRTC developed the CJF region plan in September 2024 (link) that informed the sectors, priority investment areas, and focus for NoRTEC's planned focus areas from 2025 to 2028.



Appendix C: Public Comments

From March 26th, 2025, to April 24th, 2025, a draft version of this plan was available on NoRTEC's website, www.ncen.org, for review and public comment. NoRTEC sent out emails to partners that attended input sessions and the California Jobs First program (Appendices A and B), as well as other stakeholders and partners to notify them of the draft plans and inviting input.

Input and public comments were captured via a survey ([link](#)) and are catalogued below:

[INSERT PUBLIC COMMENTS]



Appendix D: Signature Page

This local plan is submitted for the period July 1, 2025, through June 30, 2028, in accordance with the provisions of WIOA.

Local Workforce Development Board Chair

Signature

Susan Marie

Name

Chair

Title

Chair of the NORTEC Board

Date

Chief Elected Official

Signature

Ric Leutwyler

Name

Chair

Title

Trinity County Board of Supervisors

Date



Attachment 1: MOUs, AJCC Certifications, and Continuous Improvement Plans

In April 2022, NoRTEC prepared and executed the 2022-2025 MOU that includes an Infrastructure Financing Agreement:

- [AJCC MOUs, 2022 – 2025](#)

Below are the certifications for each of the 13 AJCCs in the NoRTEC region:

- [Butte County - Alliance for Workforce Development AJCC \(Chico\)](#)
- [Butte County - Alliance for Workforce Development AJCC \(Oroville\)](#)
- [Del Norte County - SMART Workforce Center AJCC \(Crescent City\)](#)
- [Lassen County - Alliance for Workforce Development AJCC \(Susanville\)](#)
- [Modoc County - Alliance for Workforce Development AJCC \(Alturas\)](#)
- [Nevada County - Alliance for Workforce Development AJCC \(Grass Valley\)](#)
- [Plumas County - Alliance for Workforce Development AJCC \(Quincy\)](#)
- [Shasta Smart Workforce Development Center AJCC \(Redding\)](#)
- [Sierra County - Alliance for Workforce Development AJCC \(Sierraville\)](#)
- [Siskiyou County - SMART Workforce Center AJCC \(Yreka\)](#)
- [Siskiyou County - SMART Workforce Center AJCC \(Weed\)](#)
- [Tehama County - Job Training Center of Tehama County AJCC \(Red Bluff\)](#)
- [Trinity County - SMART Workforce Center AJCC \(Weaverville\)](#)

In addition, all Job Centers developed Continual Improvement Plans. The Baseline Certification and Continual Improvement Plans for all NoRTEC AJCCs are reviewed annually and each provider reports out on progress against the plans to NoRTEC staff each month. These plans can be found here:

- [Job Training Center of Tehama County](#)
- [Alliance for Workforce Development](#)
- [SMART Workforce Center](#)

