



## WIOA REGIONAL PLAN

North State Regional Planning Unit: 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 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.

### 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 Regional 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 takeaways of the plan include:

- **The NoRTEC region’s population continues to decline.** In 2023, 699,327 lived in the 11-county region, down 19,325 people from 2018. The largest declines from 2018 to 2023 were in Lassen (-8.5%), Del Norte (-5.3%) and Butte (-4.9%). An aging population will likely result in this downward trend continuing over the next five years.
- **Higher unemployment, lower labor force participation than statewide averages.** 52% of the population is either working or looking for work, well below the 62% statewide average. The region’s unemployment rate in 2023 was 5.6%. Plumas County had the highest unemployment rate (7.3%), while Nevada County had the lowest (3.9%).
- **Government and healthcare jobs play a major role in the economy.** 21% of all jobs in the region are in the public sector and 18% of in healthcare and social assistance. Statewide, only 14% of jobs are in government and 14% are in healthcare and social assistance.
- **NoRTEC has selected eight priority sectors.** These include Agriculture, Healthcare, Hospitality, Information Technology, Manufacturing, Construction, Professional Services, and Public Services which continue to advance employer-led, sector partnerships in each industry.
- **Alignment with California Jobs First.** In 2025, NoRTEC will explore how to crosswalk the above sectors and the individual occupations in each to the four sectors named in the CJF, which include Natural Resources (including sustainable manufacturing and production), Agriculture, Tourism, and Healthcare to provide partners and staff with a clear throughline between NoRTEC’s current sectors and the four identified by CJF.
- **Priority populations:** While NoRTEC’s programs and services are universally accessible to residents and employers in the 11-county region, the NoRTEC region will continue to prioritize veterans, 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.

## WIOA Regional Plan

This regional plan is being submitted on behalf of the North State Regional Planning Unit. This RPU consists of one local board – the Northern Rural Training and Employment Consortium (NoRTEC) – which serves the 11-county region of Butte, Del Norte, Lassen, Modoc, Nevada, Plumas, Sierra, Shasta, Siskiyou, Tehama, and Trinity Counties.

### INPUT INFORMING REGIONAL PLAN

#### Updated Labor Market Information

NoRTEC used Lightcast, a leading labor market analytics tool, to pull, analyze, and visualize demographic, labor market, and economic data. Lightcast uses a mix of publicly available data sets, public job postings, and other economic modeling to develop labor market estimates for the 11-county region. Data for this report was retrieved from Lightcast in February of 2025.

NoRTEC also used the Bureau of Labor Statistics’ dataset known as the Local Area Unemployment Statistic to determine historical labor force, employment, and unemployment LMI by county and the state of California. Data for this report was retrieved from the BLS online database in February of 2025.

#### NoRTEC Board Strategic Plan

In 2023 and 2024, NoRTEC conducted a SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis and developed a strategic plan<sup>1</sup> the will guide the organization’s priorities and activities. The NoRTEC board, after multiple committee and full board planning sessions, landed specific objectives in the following categories:

- Services delivered
- Branding
- Funding
- Cultural health
- Partnership development
- Rural county advocacy
- Organizational effectiveness.

The next steps and focus areas found in those plans were considered and included as part of this regional plan, as appropriate.

#### North State California Jobs First Planning Process

This regional plan draws heavily on the multi-year process to gather community and partner input on the California Jobs First Regional Investment Initiative (CJF), formerly the Community Economic

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<sup>1</sup> NoRTEC Strategic Plan Executive Summary, Updated Feb. 9<sup>th</sup>, 2024.  
<https://www.ncen.org/images/documents/meetings/2023-2024/NoRTEC%20Strategic%20Planning%20Document%202.14.2024.pdf>



Resilience Fund (CERF). The primary planning and governance structure of the regional CJF effort is called the North State High Road Transition Collaborative (HRTC), which was formed in 2022. NoRTEC is one of over 150 organizational partners that have been involved in the HRTC, which also includes:

- Business and Industry Representatives
- WIOA Title, I Service Providers
- Industry Sector Partnerships
- State Agencies
- County Human Services agencies
- Community Colleges and Universities
- County Offices of Education, K-12 Education, Career and Technical Education, and Adult Education
- Economic Development Agencies

A full list of the organizations involved in the HRTC can be found in Appendix A.

In September of 2024, the HRTC published the North State Regional Plan Part 2, which is used and referenced throughout this plan.<sup>2</sup> To produce this report, the HRTC convened workshops in North State counties to assess the capacity of individual communities in the region, including addressing diverse kinds of internal and external stresses, including heat events, wildfire, social discord, and more. Community capacity is made up of five types of capital: cultural capital, financial capital, human capital, physical capital, and social capital. Feedback and input from these sessions were incorporated into the September 2024 phase 2 report.

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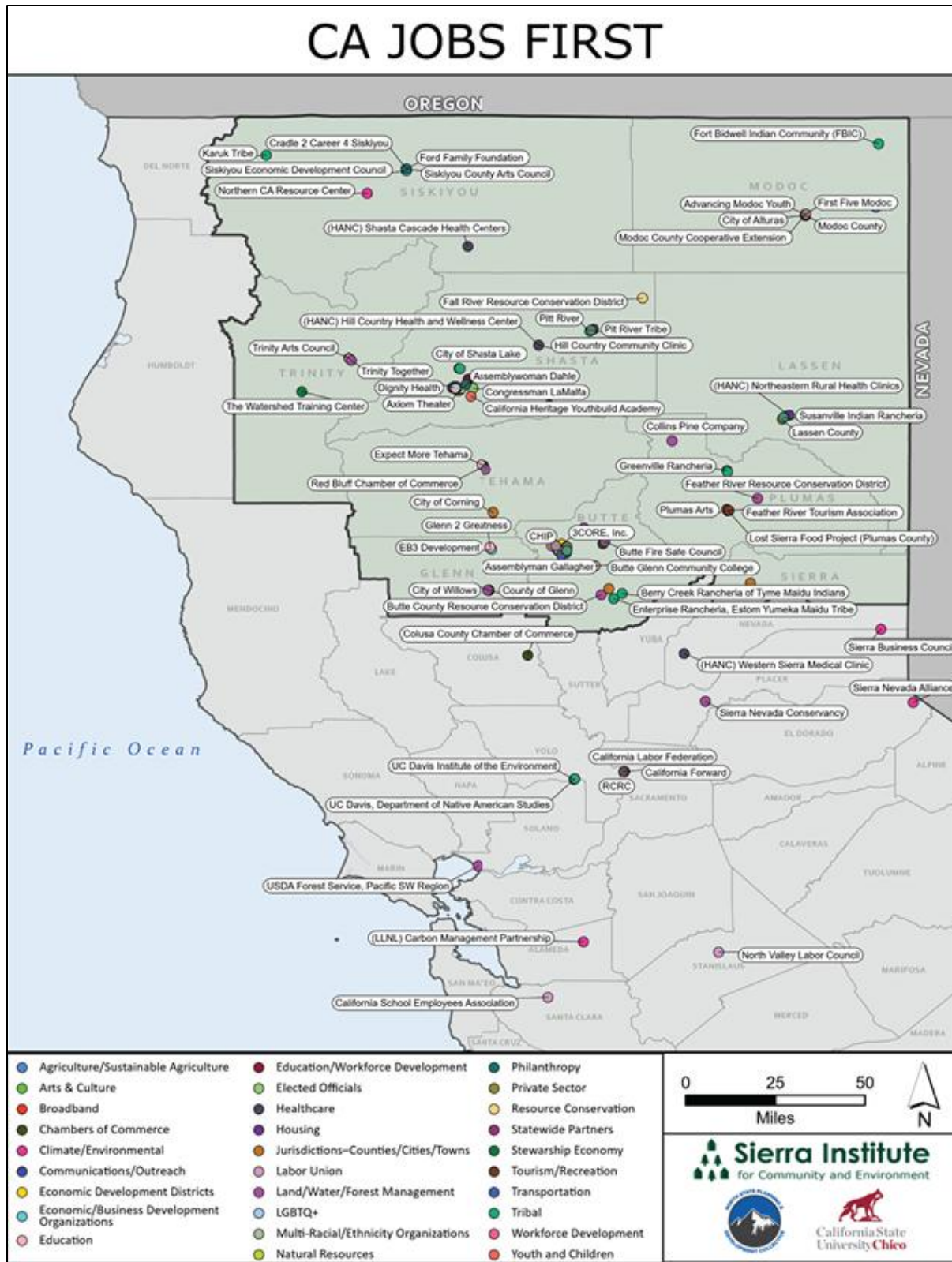
**NoRTEC has drawn on the data collected and the CJF planning and input process to inform this plan to ensure alignment between WIOA Title I investments and the regional economic development priorities. The HRTC will continue to be the regional planning structure NoRTEC uses to align regional sector strategies.**

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<sup>2</sup> 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>



Figure 1: Overview of HRTC Planning Partners



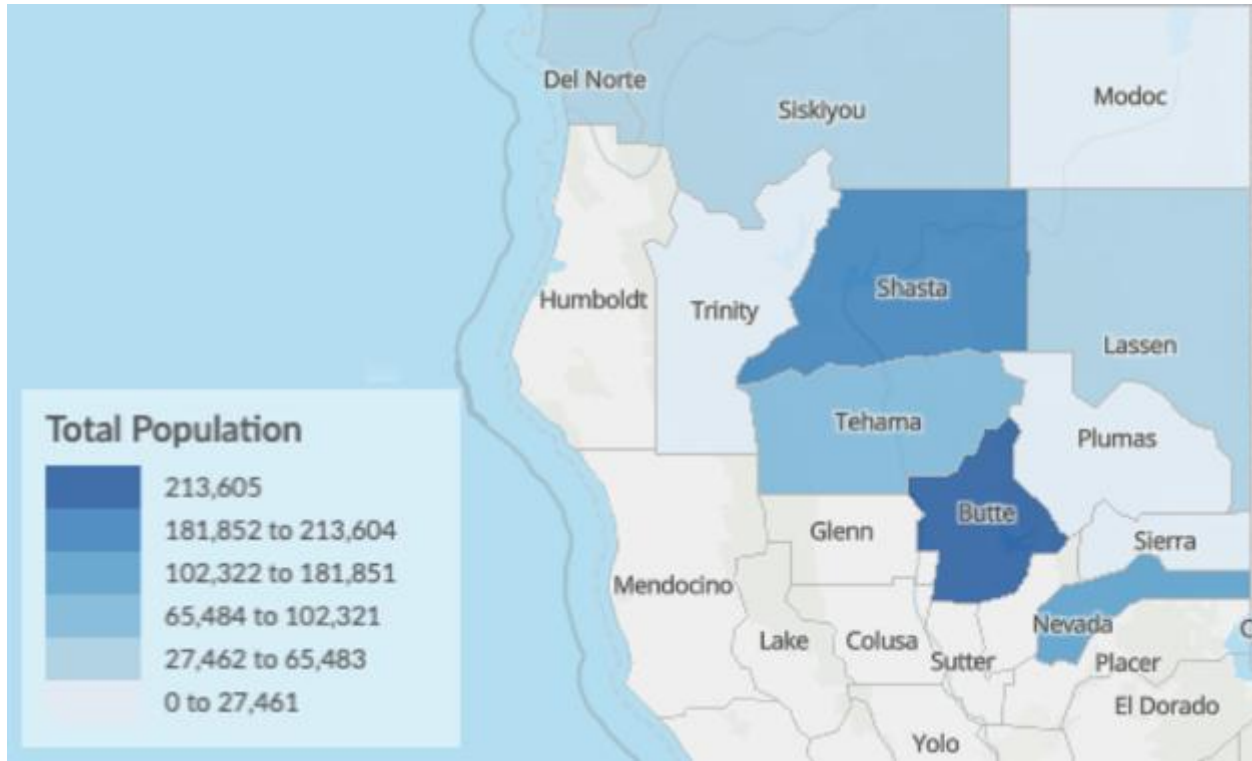
Source: The Sierra Institute for Community and Environment, Regional Plan Part 2, September 2024



## REGIONAL LABOR FORCE AND WORKFORCE CHARACTERISTICS

Overall, there are 696,825 people living in the 11-county region with the majority of residents living in Butte County (29.6%), Shasta County (25.8%), and Nevada County (14.6%).

**Figure 2:** Population Density By County, 2024



Source: US Census Population Estimates, 2024

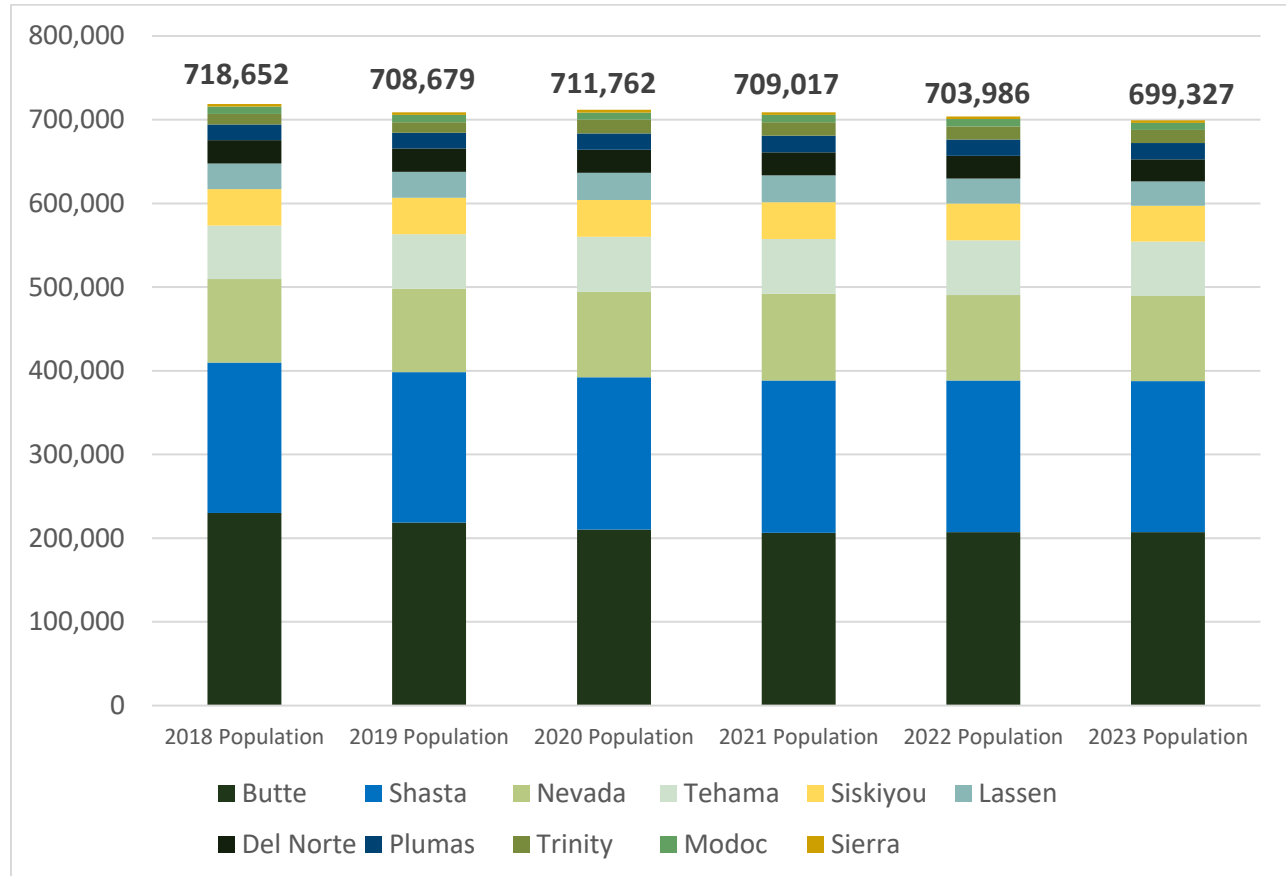




## Population

As illustrated in Figure 3, the region's population has declined by over 19,000 people (2.7%) over the past five years. The three most populous counties are Butte (207,172), Shasta (180,366), and Nevada (102,037). By 2028, Trinity County is projected to experience the highest population growth at 16%, followed by Sierra County with a 9.4% increase. In contrast, Lassen (-8.5%), Del Norte (-5.3%), and Butte (-4.9%) counties are expected to see population decline during the same period.

**Figure 3: Population by County, NoRTEC Region, 2018-2023**



Source: Lightcast 2025.1; QCEW Employees, Non-QCEW Employees, and Self-Employed

Figure 4 presents the 2023 population distribution by age group for residents in the NoRTEC region. The largest age cohorts are individuals aged 35 to 54 (23.1%) and those 65 and older (23.0%), both of which experienced population growth between 2018 and 2023. The largest population declines were in age cohorts 55-64 (-14.8%), 20-34 (-6.6%), and youngest residents aged 0-5 (-12%).



**Figure 4: Population Change by Age, NoRTEC Region, 2018-2023**

	2023 Population	2018-2023 Change		2023% of Cohort
<b>Under 5 years</b>	34,394	(4,685)	(12.0%)	4.9%
<b>5 to 19 years</b>	123,691	319	0.3%	17.7%
<b>20 to 34 years</b>	129,880	(9,179)	(6.6%)	18.6%
<b>35 to 54 years</b>	161,669	1,103	0.7%	23.1%
<b>55 to 64 years</b>	88,930	(15,447)	(14.8%)	12.7%
<b>65 years and over</b>	160,763	8,564	5.6%	23.0%
<b>Total</b>	<b>699,327</b>	<b>(19,325)</b>	<b>(2.7%)</b>	<b>100%</b>

Source: Lightcast 2025.1; QCEW Employees, Non-QCEW Employees, and Self-Employed

Figure 5 presents the 2023 population distribution by Race & Ethnicity for residents in the NoRTEC region.

In 2023, the racial and ethnic composition of the NoRTEC region was predominantly White (72.3%), followed by Hispanic (14.0%), Two or More Races (6.6%), Asian (3.2%), American Indian or Alaskan Native (2.2%), Black (1.5%), and Native Hawaiian or Pacific Islander (0.2%). Over the past five years, the White, non-Hispanic population experienced the most significant decline at 7%, while the Hispanic population saw the largest growth, increasing by 12%.

**Figure 5: Population Change by Race/Ethnicity, NoRTEC Region, 2018-2023**

	2023 Population	2018-2023 Change		2023% of Cohort
<b>White</b>	505,671	(35,766)	(6.6%)	72.3%
<b>Hispanic</b>	98,019	10,564	12.1%	14.0%
<b>Two or More Races</b>	46,011	4,230	10.1%	6.6%
<b>Asian</b>	22,709	2,106	10.2%	3.2%
<b>American Indian or Alaskan Native</b>	15,054	(382)	(2.5%)	2.2%
<b>Black</b>	10,276	(149)	(1.4%)	1.5%
<b>Native Hawaiian or Pacific Islander</b>	1,587	72	4.8%	0.2%
<b>Total</b>	<b>699,327</b>	<b>(19,325)</b>	<b>(2.7%)</b>	<b>100.0%</b>

Source: Lightcast 2025.1; QCEW Employees, Non-QCEW Employees, and Self-Employed

As shown in Figure 6, Counties that experienced the greatest increase in population from 2018-2023 include Trinity County (+3,072), Nevada County (+2,565), and Tehama County (+992). Butte County experienced the greatest decrease in population during that time (-23,158). Population growth in the NoRTEC region is concentrated in individuals 65 years and over, or those traditionally not in the labor force. Younger workers aged 20-34 experienced a decline of 9,179 individuals over the last five years. Only Trinity County experienced population growth in this age cohort during that time. However, individuals aged 35-54 represent a population increase of 1,103.



**Figure 6: County Population Change by Age, NoRTEC Region, 2018-2023**

	Under 5 years	5 to 19 years	20 to 34 years	35 to 54 years	55 to 64 years	65 years and over	Total Change
<b>Butte</b>	(2,010)	(2,331)	(4,836)	(3,505)	(6,638)	(3,838)	<b>(23,158)</b>
<b>Del Norte</b>	(212)	(156)	(874)	(208)	(563)	809	<b>(1,204)</b>
<b>Lassen</b>	(156)	164	(1,316)	(741)	(457)	709	<b>(1,797)</b>
<b>Modoc</b>	(125)	(26)	(110)	(99)	(188)	232	<b>(316)</b>
<b>Nevada</b>	(243)	218	(254)	1,842	(2,565)	3,567	<b>2,565</b>
<b>Plumas</b>	(137)	59	(220)	204	(539)	934	<b>301</b>
<b>Shasta</b>	(1,199)	1,092	(1,121)	2,319	(2,763)	2,372	<b>700</b>
<b>Sierra</b>	(24)	69	(18)	121	(36)	127	<b>239</b>
<b>Siskiyou</b>	(415)	(15)	(549)	315	(1,309)	1,254	<b>(719)</b>
<b>Tehama</b>	(203)	633	(76)	205	(406)	839	<b>992</b>
<b>Trinity</b>	39	612	195	650	17	1,559	<b>3,072</b>
<b>Total</b>	<b>(4,685)</b>	<b>319</b>	<b>(9,179)</b>	<b>1,103</b>	<b>(15,447)</b>	<b>8,564</b>	<b>(19,325)</b>

Source: Lightcast 2025.1; QCEW Employees, Non-QCEW Employees, and Self-Employed



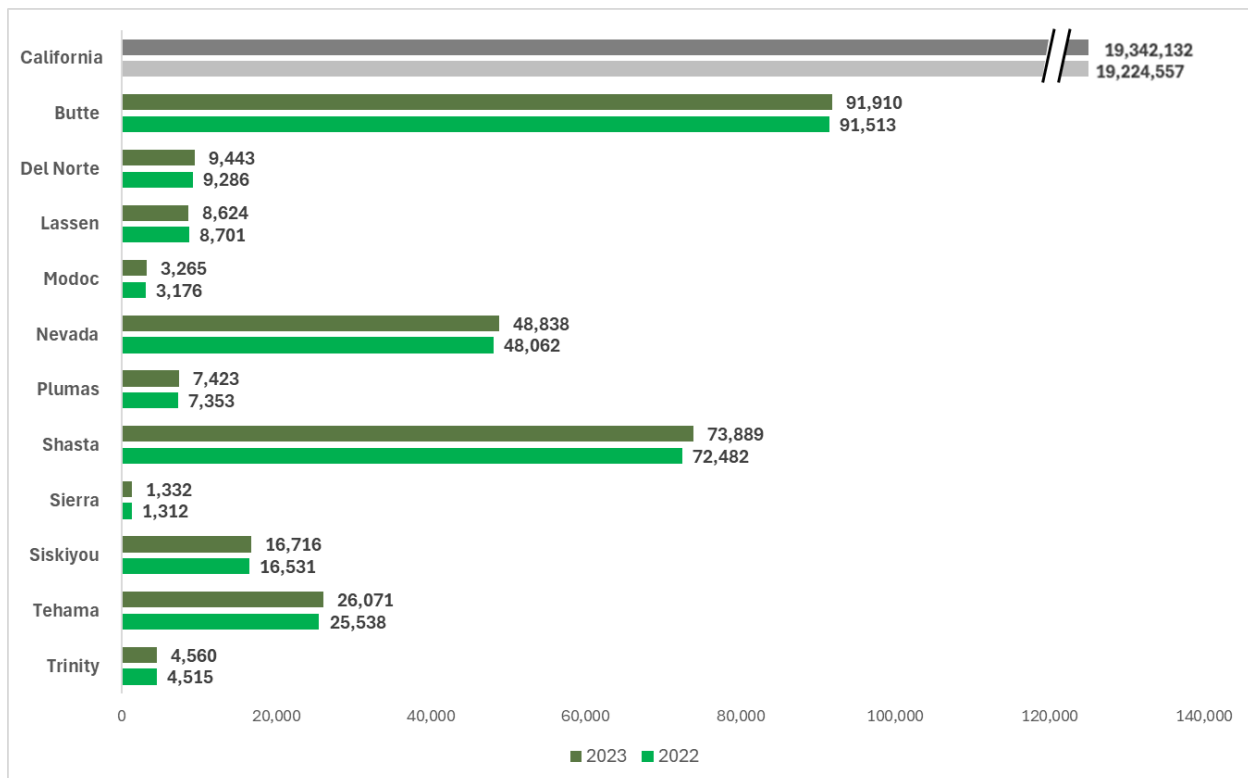


## Employment

In 2023, the regional labor force participation rate, which describes how much of the population is active in the economy, either working or searching for work was 52%, which represented a slight increase from 51% in 2022. In comparison, California’s labor force participation rate in 2023 was 62.1%.

Figure 7 shows that most counties in the region saw slight growth in their labor forces. However, Lassen County was an exception, experiencing a 1% decrease with a loss of 77 workers. Shasta County experienced the highest growth, with an increase of 1,407 workers in its labor force.

**Figure 7: Labor Force Size by County, NoRTEC Region & California, 2022-2023**



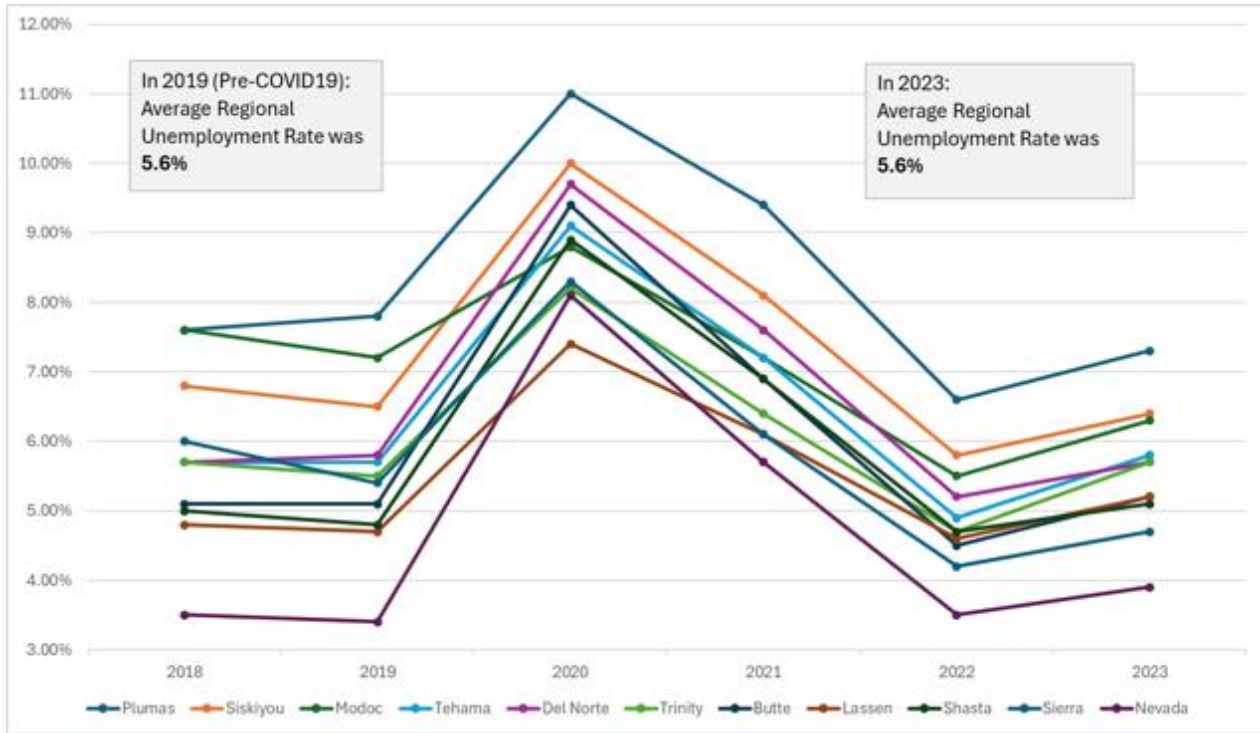
Source: Bureau of Labor Statistics: (2023). Local Area Unemployment Statistics [County Tables]. Retrieved from <https://www.bls.gov/lau/tables.htm>

In 2023, the NoRTEC region had over 276,000 employees. When including the more than 15,000 unemployed individuals in the region, the total labor force reached over 292,000 workers.

As shown in Figure 8, the average unemployment rate in 2023 across the NoRTEC region was 5.6%, which is slightly higher than the 2022 average of 4.9% and equal to 2019 pre-pandemic rate. Of NoRTEC’s 11 counties, Plumas County has the highest unemployment rate, with a 2023 average of 7.3%. In recent years, the county with the lowest average unemployment rate has consistently been Nevada County, 3.9% in 2023.



**Figure 8: Unemployment Rate by County, NoRTEC Region, 2018-2023**



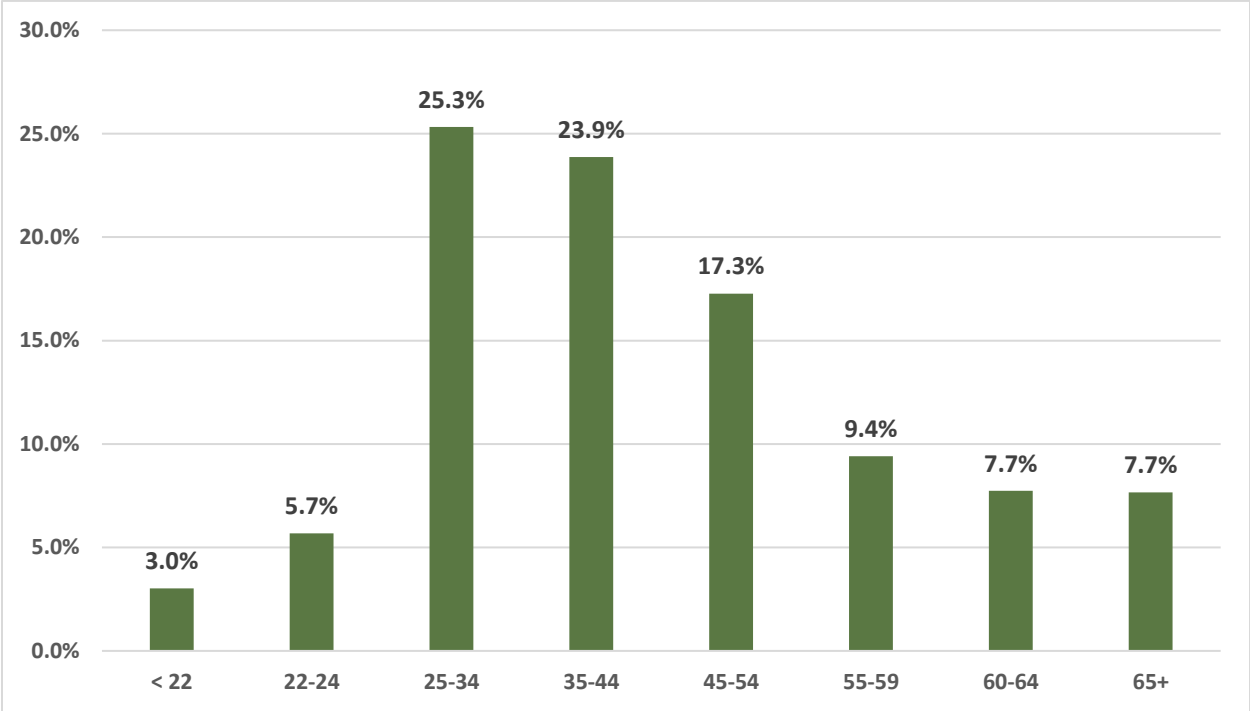
Source: Bureau of Labor Statistics: (2023). Local Area Unemployment Statistics [County Tables]. Retrieved from <https://www.bls.gov/lau/tables.htm>





As shown in Figure 9, the total number of unemployed in the region was 15,783 and individuals between the ages of 25-34 faced the highest percentage of total unemployment (25.3% of total), followed by 35-44 (23.9%). Combined, these age groups represent a significant portion of the labor force, particularly in terms of the talent pipeline.

**Figure 9: Share of Total Unemployment by Age Category, NoRTEC Region, Jan 2025**

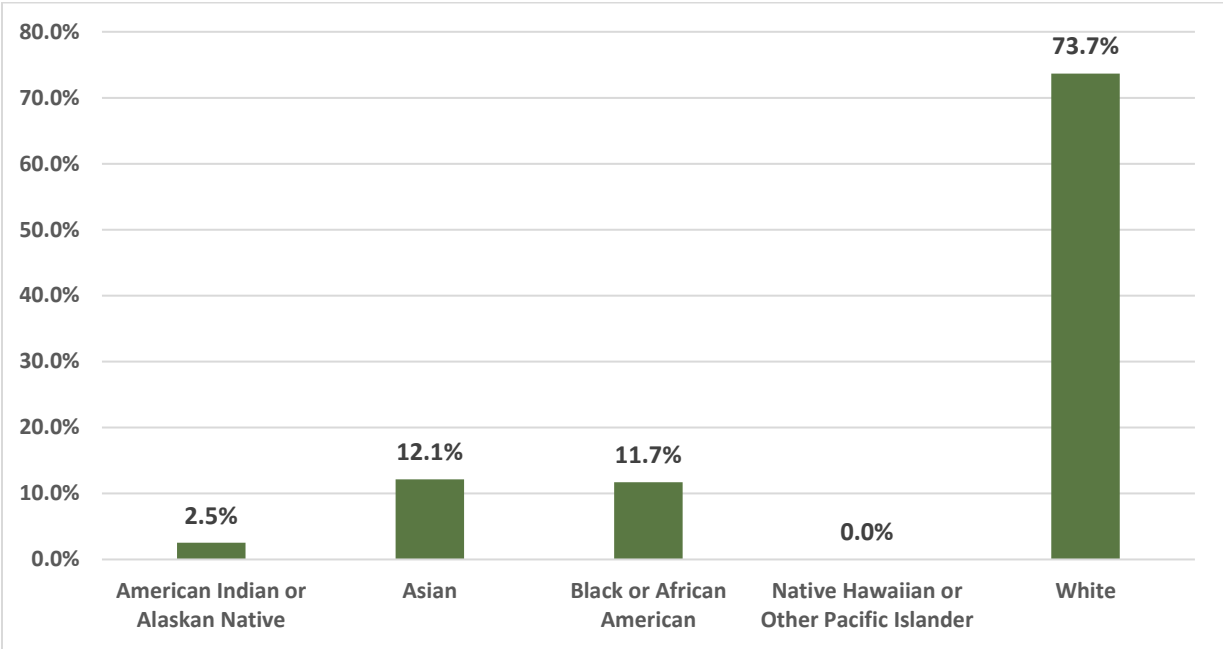


Source: Lightcast 2025.1; QCEW Employees, Non-QCEW Employees, and Self-Employed

As shown in Figure 10, White individuals in the labor force had the highest proportion (73.7%) of the 15,783 total unemployment. They were followed by Asian (12.1%), Black or African American (11.7%), American Indian or Alaskan Native (2.5%), and Native Hawaiian or Other Pacific Islander, who recorded no unemployment.



**Figure 10:** Share of Total Unemployment by Race Category, NoRTEC Region, Jan 2025



Source: Lightcast 2025.1; QCEW Employees, Non-QCEW Employees, and Self-Employed

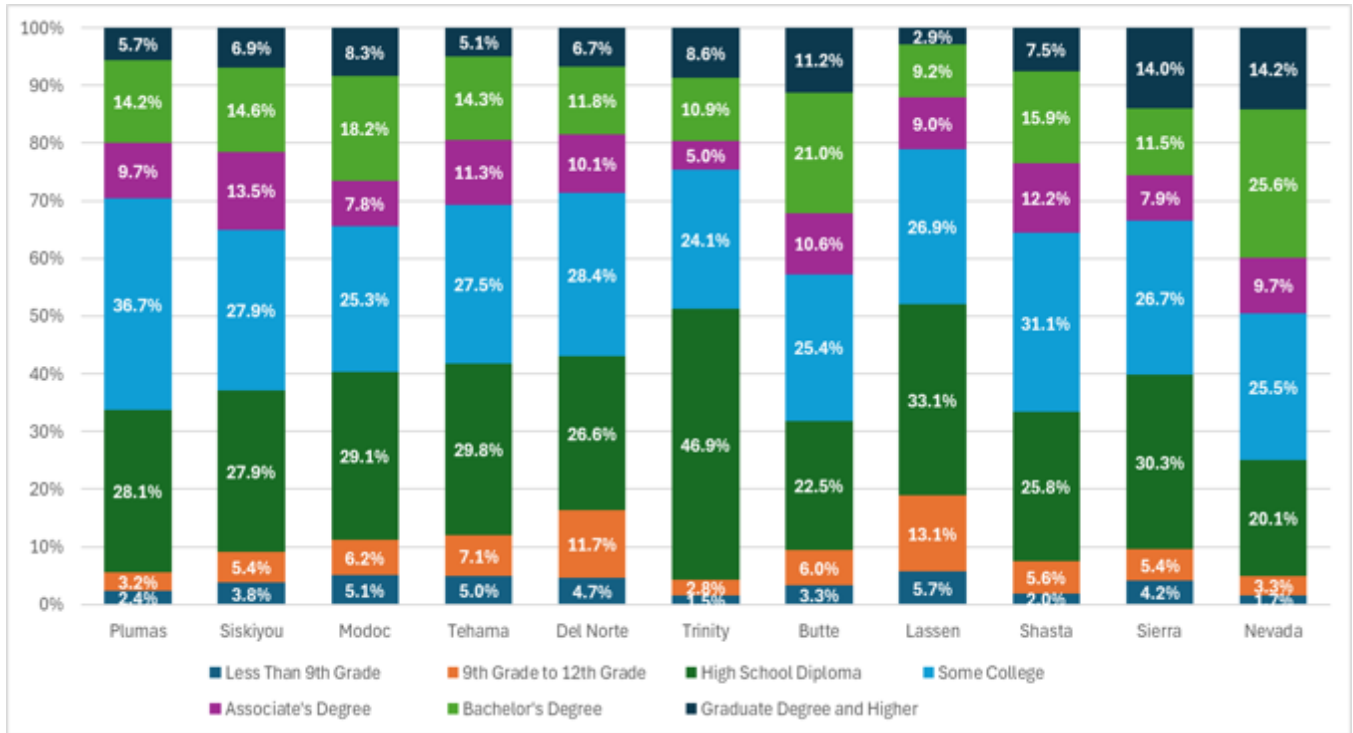
Knowing certain populations are under-represented in our programs, we created an Equity and Access Working group made up of service provider staff that represent all of our communities across the 11 counties. Through this group we were able to form deeper partnerships with other agencies to complement our work (like California Human Development), we also diversified our funding to help funnel populations to our centers. For example, the CPUC funded digital literacy program focused on ELLs and justice impacted individuals and the WAF 12 focusing on ELLs (identified through the digital literacy program) that would be good fits for careers in manufacturing related careers. As an example.

### Education Attainment

Figure 11 represents the highest level of education attained for the 494,044 that are aged 25 and older as a percentage for each NoRTEC county. Notably, the share of individuals whose highest level of education was a High School Diploma or Some College were largest across all counties with Trinity having the highest share of individuals with High School Diploma and Plumas having the highest share of individuals with some college education. Nevada county having largest share of individuals with a bachelor’s degree at 25.6%.



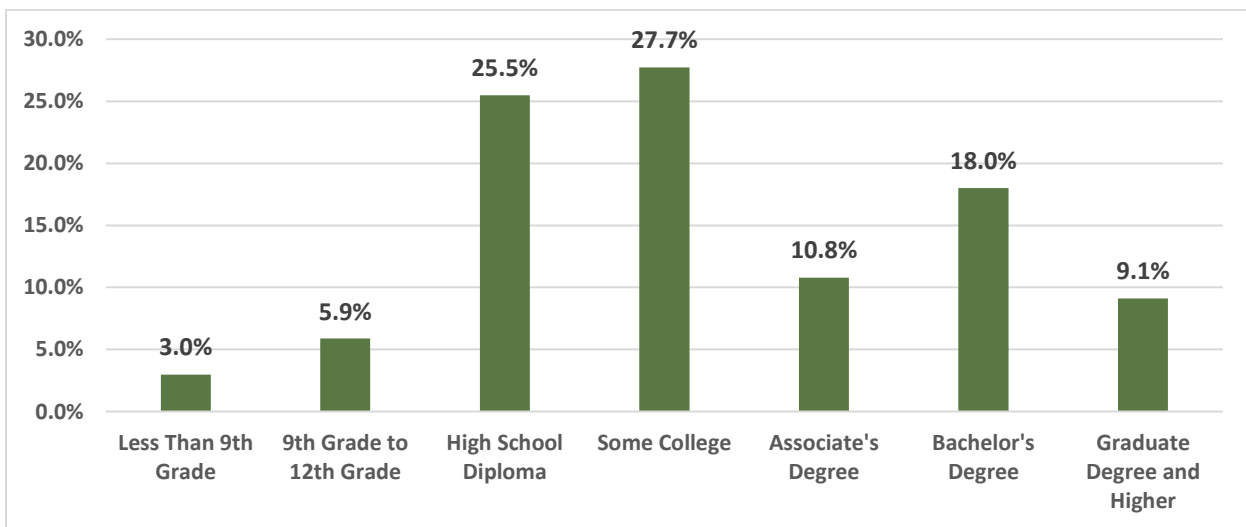
**Figure 11: Educational Attainment by County, NoRTEC Region, Jan 2025**



Source: Lightcast 2025.1; QCEW Employees, Non-QCEW Employees, and Self-Employed

Figure 12 indicates that over a quarter of individuals have some college education as their highest level of education achieved, at 27.7%. Similarly, 25.5% have completed high school or equivalent as their highest level of education. Nearly 30% of individuals hold a bachelor's degree or higher, with 18% possessing a bachelor's degree and 9.1% having attained education beyond a bachelor's degree.

**Figure 12: Educational Attainment, NoRTEC Region, Jan 2025**

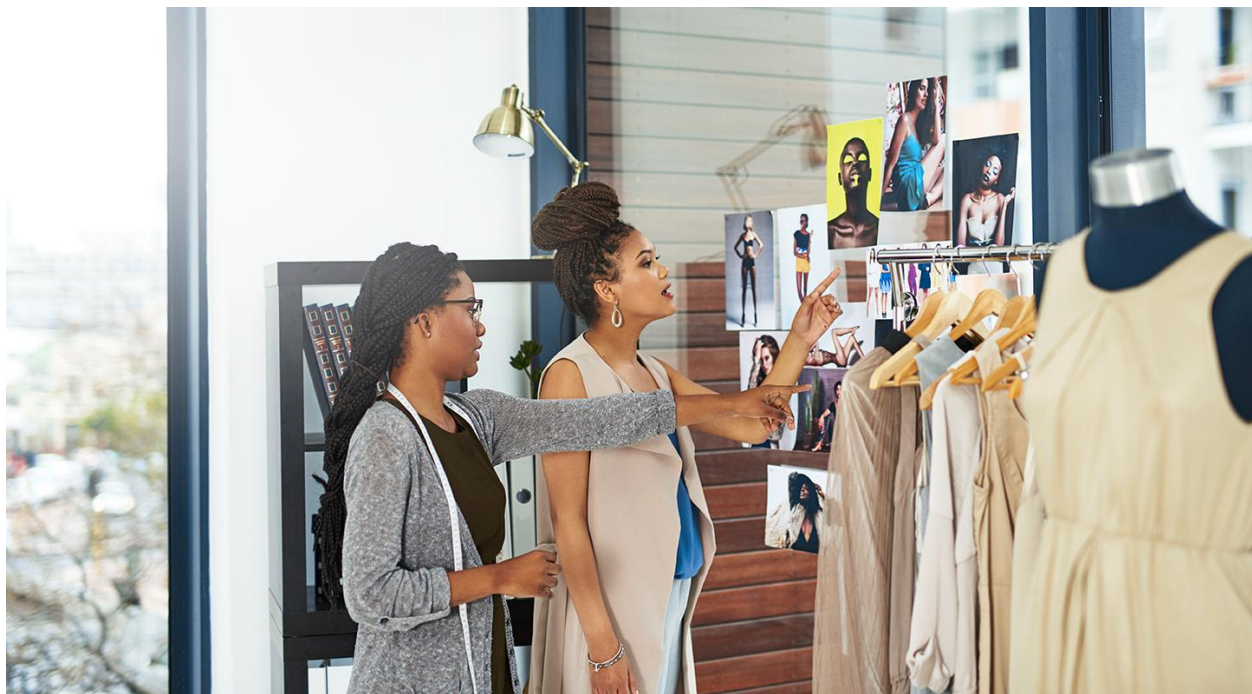


Source: Lightcast 2025.1; QCEW Employees, Non-QCEW Employees, and Self-Employed



## Industry Analysis

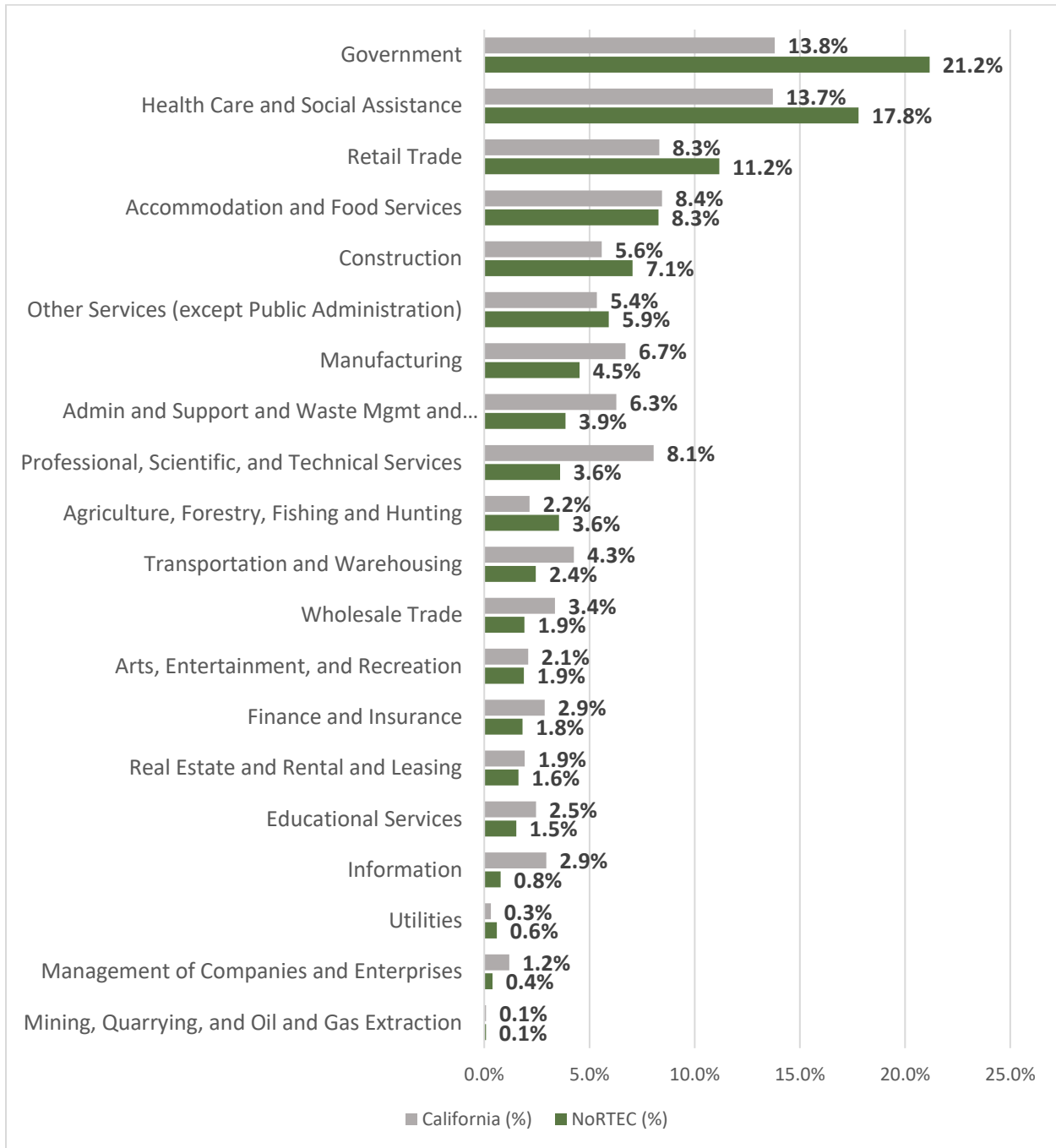
The industry mix of the NoRTEC region is characteristic of the types of jobs, skills, and education and training requirements needed by regional employers. The North American Industry Classification System (NAICS) codes are used to classify businesses into industry sectors. These codes are structured in a way that allows for increasing specificity from broader categories to more detailed ones. A 2-digit NAICS code represents a broad sector, grouping together industries that share similar processes or outputs, such as Manufacturing or Healthcare. As more digits are added, up to a maximum of six, the classification becomes more specific. A 6-digit NAICS code represents a very specific industry within the broader sector, detailing the particular goods or services provided. For example, within the broad 'Retail Trade' sector (2-digit code), there could be a specific industry like 'Florists' identified by a 6-digit code. This system helps in analyzing economic data by providing both general overviews and detailed insights.



As shown in Figure 13, total jobs in Government, Health Care and Social Assistance, and Retail Trade represent a greater share of all jobs in NoRTEC region. Notably, these industries as well as Construction and Utilities have higher proportions as compared to California. A heavy reliance on certain sectors in the NoRTEC region can be positively or negatively impactful, which is why significant consideration is placed on emerging sectors based on recent labor market trends and employer feedback. NoRTEC shares [occupational outlook reports](#) with regional employers every quarter to assess the region's labor market and economy. NoRTEC responds accordingly to ensure employer needs are addressed and provided. This regular check-in has allowed NoRTEC to be nimble in industry response as well as good predictors of labor market changes.



**Figure 13: Industries as Percent of Total Jobs (2-Digit NAICS), NoRTEC Region & California, 2023**

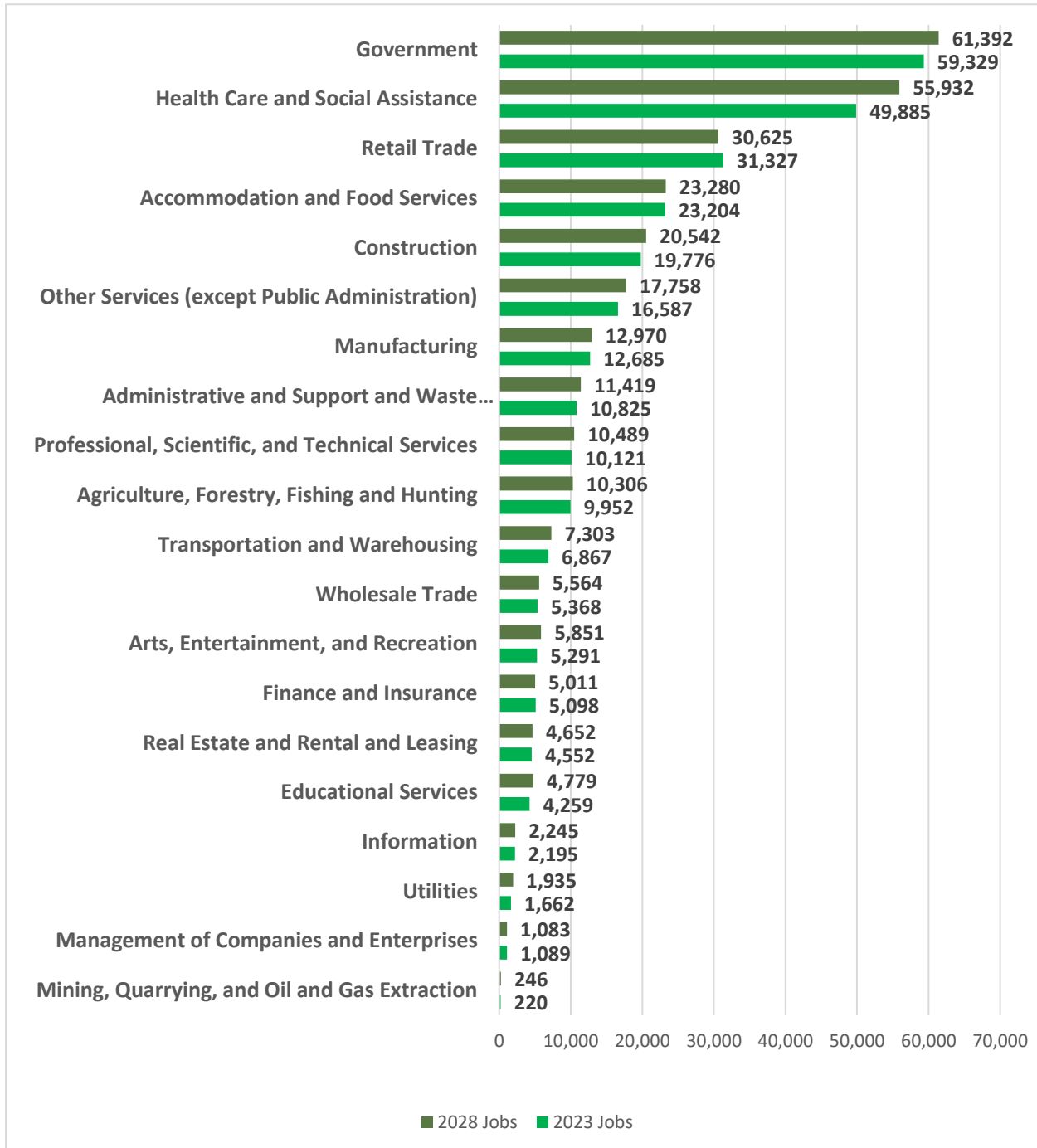


Source: Lightcast 2025.1; QCEW Employees, Non-QCEW Employees, and Self-Employed



As shown in Figure 14, the top industries in 2023 included Government (59,329 jobs); Health Care and Social Assistance (49,885 jobs); Retail Trade (30,625 jobs); Accommodation and Food Services (23,204 jobs); and Construction (19,776 jobs). Projections over the next five years indicate continue growth for all industries with the exception of Finance and Insurance (-1.7%); Retail Trade (-2.2%); and Management of Companies and Enterprises (-0.5%)

**Figure 14: Industries Job Totals (2-Digit NAICS), NoRTEC Region, 2023-2028**



Source: Lightcast 2025.1; QCEW Employees, Non-QCEW Employees, and Self-Employed



## Industry Jobs

In 2023 there were 280,290 jobs across the specified 20 industries in NoRTEC region. By 2028, these industries are expected to grow by 13,092 jobs, an increase of 4.7%. The industries with the highest projected job growth are Health Care & Social Assistance, which is expected to add 6,047 jobs, and Government, which is projected to add 2,063 jobs by 2028.

As shown in Figure 15, average annual earnings for industries in the NoRTEC region range from \$31,378 for Accommodation and Food Services to \$215,140 for Utilities. Health Care and Social Assistance had an average earning of \$67,429, and Government had an average earning of \$91,798. Government has the highest average earnings per job among the top twenty industries in the NoRTEC region.

Industry Location Quotient (LQ) measures the concentration of jobs within an industry in a specific region relative to the national average. An LQ of 1.00 indicates that the industry's job concentration is equal to that of the nation. LQs exceeding 1.25 are used as a benchmark to identify industries that are particularly strong contributors to a region's economic base. In this analysis, Sectors with an LQ greater than 1.25 include Utilities (1.50); Government (1.48); and Health Care and Social Assistance (1.40); Agriculture, Forestry, Fishing and Hunting (3.09).

**Figure 15: Industries Overview (2-Digit NAICS), NoRTEC Region, 2023-2028**

Description	2023 Jobs	Job Change (2023-2028)		Avg. Earnings Per Job	2023 LQ
Government	59,329	2,063	3%	\$91,798	1.48
Health Care and Social Assistance	49,885	6,047	12%	\$67,429	1.40
Retail Trade	31,327	(702)	(2%)	\$48,515	1.16
Accommodation and Food Services	23,204	76	0%	\$31,378	0.95
Construction	19,776	766	4%	\$79,448	1.21
Other Services (except Public Administration)	16,587	1,171	7%	\$40,664	1.23
Manufacturing	12,685	285	2%	\$78,185	0.59
Administrative and Support and Waste Management and Remediation Services	10,825	594	5%	\$50,537	0.66
Professional, Scientific, and Technical Services	10,121	368	4%	\$88,522	0.49
Agriculture, Forestry, Fishing and Hunting	9,952	354	4%	\$68,859	3.09
Transportation and Warehousing	6,867	436	6%	\$73,430	0.55
Wholesale Trade	5,368	196	4%	\$85,622	0.54
Arts, Entertainment, and Recreation	5,291	560	11%	\$37,042	1.08
Finance and Insurance	5,098	(86)	(2%)	\$102,693	0.42
Real Estate and Rental and Leasing	4,552	100	2%	\$68,916	0.90
Educational Services	4,259	520	12%	\$43,104	0.64
Information	2,195	50	2%	\$80,600	0.42
Utilities	1,662	273	16%	\$215,140	1.93



Management of Companies and Enterprises	1,089	(5)	(0%)	\$110,847	0.24
Mining, Quarrying, and Oil and Gas Extraction	220	25	12%	\$110,411	0.24

Source: Lightcast 2025.1; QCEW Employees, Non-QCEW Employees, and Self-Employed

### Top 20 Sub-Industry (6-Digit NAICS) Jobs Data

As presented in Figure 13 in prior sections, using the 2-digit NAICS code to identify the top Industries, the following section will provide a deeper analysis into specific sectors within those industries using the 6-digit NAICS.

Figure 16 presents job data for the top twenty sectors within their specific industry based on the greatest number of 2023 jobs. In 2023, the top sectors in terms of number of jobs included Local Government, Excluding Education and Hospitals (19,556 jobs); Elementary and Secondary Schools (Local Government) (17,051 jobs); Services for the Elderly and Persons with Disabilities (11,727 jobs); General Medical and Surgical Hospitals (11,676 jobs); and Full-Service Restaurants (7,731 jobs). Sectors within the Government (2,107) and Health Care & Social Assistance (2,712) had the highest projected growth in the number of jobs by 2028.

Sectors that are more concentrated in the NoRTEC region compared to the nation (LQ above 1.25) include Colleges, Universities, and Professional Schools (Local Government) (3.69); Crop Production (3.28); Services for the Elderly and Persons with Disabilities (3.06); New Single-Family Housing Construction (Except For-Sale Builders) (2.82); Local Government, Excluding Education and Hospitals (2.08).

To determine how much of a region’s jobs growth can be attributed to national economic trends, industry-specific changes, and regional factors, we analyzed the competitive effect (CE) index which is the growth or decline of a sector that is unique to the NoRTEC region as compared to national growth in these sectors. Sectors with the largest positive CE include Colleges, Universities, and Professional Schools (Local Government) (+758 jobs); Hotels (except Casino Hotels) and Motels (+360); Private Households (-96 jobs); New Single-Family Housing Construction (except For-Sale Builders) (+434 jobs); Religious Organizations (-335 jobs).



**Figure 16: Industries Overview (6-Digit NAICS), NoRTEC Region, 2018-2028**

Sub-Industry	2023 Jobs	2018 – 2023 Change		2023 - 2028 Change		Avg. Earnings Per Job	LQ	CE
<b>Accommodation and Food Services</b>								
Full-Service Restaurants	7,731	(1,048)	(12%)	(160)	(2%)	\$32,513	0.88	(848)
Limited-Service Restaurants	7,252	(468)	(6%)	(68)	(1%)	\$27,766	0.96	(788)
Hotels (except Casino Hotels) and Motels	2,807	360	15%	61	2%	\$39,394	1.12	513
Snack and Nonalcoholic Beverage Bars	2,726	434	19%	89	3%	\$26,919	1.75	(262)
<b>Administrative and Support and Waste Management and Remediation Services</b>								
Landscaping Services	3,112	79	3%	64	2%	\$48,167	1.51	(103)
Agriculture, Forestry, Fishing and Hunting								
Crop Production	4,694	(566)	(11%)	10	0%	\$65,117	3.28	(685)
<b>Construction</b>								
New Single-Family Housing Construction (except For-Sale Builders)	2,500	434	21%	(25)	(1%)	\$66,425	2.82	279
<b>Government</b>								
Local Government, Excluding Education and Hospitals	19,556	243	1%	939	5%	\$96,797	2.08	95
Elementary and Secondary Schools (Local Government)	17,051	(383)	(2%)	1,001	6%	\$81,105	1.44	(548)
State Government, Excluding Education and Hospitals	7,360	(596)	(7%)	(285)	(4%)	\$99,014	2.01	(553)
Federal Government, Civilian, Excluding Postal Service	4,732	(194)	(4%)	(51)	(1%)	\$126,313	1.19	(569)
Colleges, Universities, and Professional Schools (Local Government)	3,779	758	25%	632	17%	\$67,094	3.69	960
Colleges, Universities, and Professional Schools (State Government)	2,977	(669)	(18%)	(129)	(4%)	\$87,040	0.69	(569)
<b>Health Care and Social Assistance</b>								
Services for the Elderly and Persons with Disabilities	11,727	(469)	(4%)	2,835	24%	\$23,062	3.06	(3,202)
General Medical and Surgical Hospitals	11,676	(386)	(3%)	(238)	(2%)	\$109,212	1.45	(850)
Offices of Physicians (except Mental Health Specialists)	4,018	(455)	(10%)	33	1%	\$128,959	0.86	(895)
Nursing Care Facilities (Skilled Nursing Facilities)	2,956	(183)	(6%)	81	3%	\$60,913	1.26	172
<b>Other Services (except Public Administration)</b>								
Religious Organizations	2,617	(18)	(1%)	156	6%	\$27,831	1.03	241
Private Households	2,526	(96)	(4%)	(58)	(2%)	\$17,528	1.02	367
<b>Retail Trade</b>								
Supermarkets and Other Grocery (except Convenience) Stores	6,197	385	7%	(61)	(1%)	\$46,823	1.44	221

Source: Lightcast 2025.1; QCEW Employees, Non-QCEW Employees, and Self-Employed



## Occupations

### *Standard Occupational Classification (SOC) Data*

Previous sections have included jobs data within Industries and Sectors. The Standard Occupational Classification (SOC) system assigns unique six-digit codes to categorize and define specific job types, based on the tasks and duties performed. This standardized coding ensures consistent tracking and analysis of job data across various industries and sectors. It's crucial to distinguish that occupational descriptions in the SOC system differ from job titles found in job postings or descriptions, which are often less standardized. The level of detail in occupation classification is determined by the number of digits used: the first two digits of the SOC code identify the broad occupational category or sector, reflecting a hierarchy that provides increasing specificity and granularity as more digits are included

Figure 17 presents the top 20 occupations sectors (2-digit) based on the total number of jobs in 2023. The occupational sectors include Office and Administrative Support Occupations (29,402 jobs); Food Preparation and Serving Related Occupations (23,466 jobs); Sales and Related Occupations (23,445 jobs); Healthcare Support Occupations (22,482 jobs); and Educational Instructional and Library Occupations (19,906 jobs). All of these occupation sectors are projected to experience job growth over the next five years with the exception of Sales and Related Occupations (-1%).

Occupational sectors with the largest number of annual openings include Food Preparation and Serving Related Occupations (4,582 openings); Healthcare Support Occupations (4,257 openings); Office and Administrative Support Occupations (3,479 openings); and Sales and Related Occupations (3,344 openings).

Average hourly wages range from \$18.41 for Food Preparation and Serving Related Occupations to \$60.41 for Healthcare Practitioners and Technical Occupations. Occupations with the greatest projected increase in jobs (Healthcare Support Occupations; Food Preparation and Serving Related Occupations; and Office and Administrative Support Occupations) have average hourly wages ranging from \$18.41 to \$23.78.





**Figure 17: Occupational Sector (2-Digit SOC) Overview, NoRTEC Region, 2023-2028**

Description	2023 Jobs	% Job Change (2023-2028)	Avg. Hourly Earnings	Avg. Annual Openings
Office and Administrative Support Occupations	29,402	0%	\$23.78	3,479
Food Preparation and Serving Related Occupations	23,466	1%	\$18.41	4,582
Sales and Related Occupations	23,445	(1%)	\$25.45	3,344
Healthcare Support Occupations	22,482	16%	\$18.57	4,257
Educational Instruction and Library Occupations	19,906	8%	\$35.68	2,216
Management Occupations	19,285	6%	\$53.18	1,796
Transportation and Material Moving Occupations	19,097	5%	\$22.84	2,704
Healthcare Practitioners and Technical Occupations	16,505	6%	\$60.41	1,165
Construction and Extraction Occupations	15,239	4%	\$31.52	1,542
Business and Financial Operations Occupations	12,076	6%	\$41.48	1,166
Building and Grounds Cleaning and Maintenance Occupations	11,315	4%	\$21.00	1,664
Installation, Maintenance, and Repair Occupations	10,716	4%	\$29.98	1,096
Production Occupations	9,778	3%	\$25.13	1,190
Personal Care and Service Occupations	9,418	6%	\$20.83	1,875
Protective Service Occupations	7,276	4%	\$35.25	930
Community and Social Service Occupations	7,147	13%	\$30.63	844
Farming, Fishing, and Forestry Occupations	6,457	2%	\$20.48	1,043
Life, Physical, and Social Science Occupations	4,827	2%	\$40.26	514
Arts, Design, Entertainment, Sports, and Media Occupations	4,345	6%	\$36.84	535
Computer and Mathematical Occupations	3,152	8%	\$47.28	257

Source: Lightcast 2025.1; QCEW Employees, Non-QCEW Employees, and Self-Employed

### Standard Occupational Classification (SOC) TOP 20

Figure 18 shows the top 20 occupations that offered the most jobs in the region within the occupational sectors as shown in the above Figure 13. The top occupations include Home Health and Personal Care Aides (14,884 jobs); Cashiers (7,171 jobs); Fast Food and Counter Workers (6,843 jobs); Retail Salespersons (5,681 jobs); and Registered Nurses (5,520 jobs). Of the top 10 occupations, four do not require any formal educational credential and seven require only short-term on-the-job training. Average hourly wages for the top 20 range from \$16.31 for Home Health and Personal Care Aides to \$50.43 for General and Operations Managers.

Only seven occupations in the table below require some level of post-secondary education. These include Teaching Assistants, Except Postsecondary; Bookkeeping, Accounting, and Auditing Clerks;



Heavy and Tractor-Trailer Truck Drivers; Elementary School Teachers, Except Special Education; Registered Nurses; Postsecondary Teachers; and General and Operations Managers.

**Figure 18: Top 20 Occupational Overview, NoRTEC Region, 2023-2028**

Description	2023 Jobs	% Job Change (2023-2028)	Average Hourly Earnings	Typical Entry Level Education	Typical On-The-Job Training
<b>Building and Grounds Cleaning and Maintenance Occupations</b>					
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	3,675	6%	\$20.09	No formal educational credential	Short-term on-the-job training
Landscaping and Groundskeeping Workers	3,134	4%	\$21.42	No formal educational credential	Short-term on-the-job training
Maids and Housekeeping Cleaners	3,062	1%	\$19.41	No formal educational credential	Short-term on-the-job training
<b>Construction and Extraction Occupations</b>					
Construction Laborers	2,864	5%	\$27.24	No formal educational credential	Short-term on-the-job training
<b>Educational Instruction and Library Occupations</b>					
Elementary School Teachers, Except Special Education	3,995	7%	\$41.99	Bachelor's degree	None
Teaching Assistants, Except Postsecondary	3,844	6%	\$19.91	Some college, no degree	None
Postsecondary Teachers	2,897	10%	\$50.43	Doctoral or professional degree	None
<b>Food Preparation and Serving Related Occupations</b>					
Fast Food and Counter Workers	6,843	1%	\$16.94	No formal educational credential	Short-term on-the-job training
Waiters and Waitresses	3,201	(2%)	\$19.92	No formal educational credential	Short-term on-the-job training
<b>Healthcare Practitioners and Technical Occupations</b>					
Registered Nurses	5,520	5%	\$62.38	Bachelor's degree	None
<b>Healthcare Support Occupations</b>					
Home Health and Personal Care Aides	14,884	22%	\$16.31	High school diploma or equivalent	Short-term on-the-job training
<b>Management Occupations</b>					
General and Operations Managers	3,332	11%	\$55.91	Bachelor's degree	None
<b>Office and Administrative Support Occupations</b>					
Office Clerks, General	4,937	0%	\$21.14	High school diploma or equivalent	Short-term on-the-job training



Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	3,173	0%	\$23.38	High school diploma or equivalent	Short-term on-the-job training
Bookkeeping, Accounting, and Auditing Clerks	2,945	0%	\$26.09	Some college, no degree	Moderate-term on-the-job training
<b>Sales and Related Occupations</b>					
Cashiers	7,171	(5%)	\$17.51	No formal educational credential	Short-term on-the-job training
Retail Salespersons	5,681	1%	\$20.01	No formal educational credential	Short-term on-the-job training
<b>Transportation and Material Moving Occupations</b>					
Stockers and Order Fillers	4,271	4%	\$19.40	High school diploma or equivalent	Short-term on-the-job training
Laborers and Freight, Stock, and Material Movers, Hand	3,168	7%	\$19.29	No formal educational credential	Short-term on-the-job training
Heavy and Tractor-Trailer Truck Drivers	3,046	4%	\$26.37	Postsecondary nondegree award	Short-term on-the-job training

Source: Lightcast 2025.1; QCEW Employees, Non-QCEW Employees, and Self-Employed

## Occupations in Targeted Sectors

NoRTEC collects occupational data each quarter to assess in-demand skills and occupations within each of its targeted sectors. The tables in the following section identify the occupations within each sector that experienced the greatest increase and decrease in jobs over the last year (2022-2023). Also in each table is a list of the top ten technical skills employers have identified in job postings within each respective sector.

### Agriculture

From 2022 to 2023, the number of jobs in the agriculture industry decreased by -1.6%. The number of job postings for this sector in 2023 was 1,455, an increase of 496 from the year prior.

**Figure 19: Agriculture Sector Profile, NoRTEC Region, 2022-2023**

Greatest Increase in Employment		Top Technical Skills of All Occupations in Sector
Farmworkers, Farm, Ranch, and Aquacultural Animals	+88 jobs	<ul style="list-style-type: none"> <li>• Forestry</li> <li>• Agriculture</li> <li>• Project Planning</li> <li>• Production Equipment</li> <li>• Hydraulics</li> <li>• Hand Tools</li> <li>• Machinery</li> <li>• Rangeland Management</li> <li>• Mills</li> <li>• Fire Suppression Systems</li> </ul>
Agricultural Workers, All Other	+61 jobs	
Logging Workers, All Other	+29 jobs	
<b>Greatest Decrease in Employment</b>		
Farmworkers and Laborers, Crop, Nursery, and Greenhouse	-278 jobs	
Agricultural Equipment Operators	-55 jobs	
Logging Equipment Operators	-28 jobs	



Source: Lightcast 2025.1; QCEW Employees, Non-QCEW Employees, and Self-Employed

### Construction

From 2022 to 2023, the number of jobs in the construction industry experienced a 0.7% increase. As rebuilding efforts continue from wildfires and severe storms, the region continues to need skilled construction professionals in key fields to build (and re-build housing), public infrastructure projects, and support natural resources management.

**Figure 20: Construction Sector Profile, NoRTEC Region, 2022-2023**

Greatest Increase in Employment		Top Technical Skills of All Occupations in Sector
Electricians	<b>+63 jobs</b>	<ul style="list-style-type: none"> <li>• Construction</li> <li>• Continuous Improvement Process</li> <li>• Carpentry</li> <li>• Safety Standards</li> <li>• Accounting</li> <li>• Balancing (Ledger/Billing)</li> <li>• Case Management</li> <li>• Vehicle Insurance</li> <li>• Community Mental Health Services</li> <li>• Marketing</li> </ul>
Operating Engineers and Other Construction Equipment Operators	<b>+45 jobs</b>	
Project Management Specialists	<b>+40 jobs</b>	
Greatest Decrease in Employment		
Carpenters	<b>-111 jobs</b>	
Helpers--Electricians	<b>-40 jobs</b>	
Cost Estimators	<b>-29 jobs</b>	

Source: Lightcast 2025.1; QCEW Employees, Non-QCEW Employees, and Self-Employed

### Healthcare

The healthcare industry experienced a 3.4% increase in jobs from 2022 to 2023. The number of job postings for this sector in 2020 was 23,978, a decrease of 363 from the year prior.

**Figure 21: Healthcare Sector Profile, NoRTEC Region, 2022-2023**

Greatest Increase in Employment		Top Technical Skills of All Occupations in Sector
Home Health and Personal Care Aides	<b>+658 jobs</b>	<ul style="list-style-type: none"> <li>• Nursing</li> <li>• Medical Records</li> <li>• Cardiopulmonary Resuscitation (CPR)</li> <li>• Surgery</li> <li>• Medical Terminology</li> <li>• Nursing Care</li> <li>• Billing</li> <li>• Radiology</li> <li>• Acute Care</li> <li>• Emergency Departments</li> </ul>
Nursing Assistants	<b>+196 jobs</b>	
Substance Abuse, Behavioral Disorder, and Mental Health Counselors	<b>+187 jobs</b>	
Greatest Decrease in Employment		
Orthopedic Surgeons, Except Pediatric	<b>-97 jobs</b>	
Neurologists	<b>-68 jobs</b>	

Source: Lightcast 2025.1; QCEW Employees, Non-QCEW Employees, and Self-Employed



### Hospitality

The hospitality industry experienced a -1.5% decrease in jobs from 2022 to 2023. The number of job postings for this sector in 2020 was 5,802, a decrease of 1,714 from the year prior.

**Figure 22: Hospitality Sector Profile, NoRTEC Region, 2022-2023**

Greatest Increase in Employment		Top Technical Skills of All Occupations in Sector
Fast Food and Counter Workers	<b>+315 jobs</b>	
Bartenders	<b>+81 jobs</b>	
Dancers	<b>+61 jobs</b>	
Greatest Decrease in Employment		
Food Preparation Workers	<b>-286 jobs</b>	
First-Line Supervisors of Food Preparation and Serving Workers	<b>-277 jobs</b>	
Cashiers	<b>-158 jobs</b>	

Source: Lightcast 2025.1; QCEW Employees, Non-QCEW Employees, and Self-Employed

### Information Technology and Digital Media

The industry experienced a 1.2% increase in jobs from 2022-2023. The number of job postings for this sector in 2020 was 620, a decrease of 1,857 from the year prior.

**Figure 23: Information Technology and Digital Media Sector Profile, NoRTEC Region, 2022-2023**

Greatest Increase in Employment		Top Technical Skills of All Occupations in Sector
Producers and Directors	<b>+36 jobs</b>	
Web and Digital Interface Designers	<b>+25 jobs</b>	
Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	<b>17 jobs</b>	
Greatest Decrease in Employment		
Editors	<b>-54 jobs</b>	
Telecommunications Line Installers and Repairers	<b>-34 jobs</b>	
Broadcast Announcers and Radio Disc Jockeys	<b>-31 jobs</b>	

Source: Lightcast 2025.1; QCEW Employees, Non-QCEW Employees, and Self-Employed



## Manufacturing

The manufacturing industry experienced a -2.4% decrease in jobs from 2022 to 2023. The number of job postings for this sector in 2020 was 2571, a decrease of 331 from the year prior.

**Figure 24:** Manufacturing Sector Profile, NoRTEC Region, 2022-2023

Greatest Increase in Employment		Top Technical Skills of All Occupations in Sector
Miscellaneous Assemblers and Fabricators	<b>+68 jobs</b>	<ul style="list-style-type: none"><li>• Merchandising</li><li>• Marketing</li><li>• Business Operations</li><li>• Project Management</li><li>• Selling Techniques</li><li>• Warehousing</li><li>• Pharmaceuticals</li><li>• Forklift Truck</li><li>• Pallet Jacks</li><li>• Automation</li></ul>
Sawing Machine Setters, Operators, and Tenders, Wood	<b>+33 jobs</b>	
Bartenders	<b>+30 jobs</b>	
<b>Greatest Decrease in Employment</b>		
Welders, Cutters, Solderers, and Brazers	<b>-62 jobs</b>	
Cabinetmakers and Bench Carpenters	<b>-56 jobs</b>	
Machine Feeders and Offbearers	<b>-48 jobs</b>	

Source: Lightcast 2025.1; QCEW Employees, Non-QCEW Employees, and Self-Employed





### Professional Services

The professional services industry experienced a -1.5% decrease in jobs from 2022-2023. The number of job postings for this sector in 2020 was 5,588, a decrease of 5,078 from the year prior.

**Figure 25: Professional Services Sector Profile, NoRTEC Region, 2022-2023**

Greatest Increase in Employment		Top Technical Skills of All Occupations in Sector
Veterinary Assistants and Laboratory Animal Caretakers	+27 jobs	<ul style="list-style-type: none"> <li>• Project Management</li> <li>• Construction</li> <li>• Marketing</li> <li>• Auditing</li> <li>• Merchandising</li> <li>• Billing</li> <li>• Accounting</li> <li>• Biology</li> <li>• Business Development</li> <li>• Finance</li> </ul>
Photographers	+25 jobs	
Physicists	+18 jobs	
<b>Greatest Decrease in Employment</b>		
Actors	-37 jobs	
Veterinary Technologists and Technicians	-31 jobs	
<b>Greatest Decrease in Employment</b>		
Designers, All Other	-18 jobs	

Source: Lightcast 2025.1; QCEW Employees, Non-QCEW Employees, and Self-Employed

### Public Services

The public services industry experienced a 1.9% increase in jobs from 2022-2023. The number of job postings for this sector in 2020 was 2,884, a decrease of 1,552 from the year prior.

**Figure 26: Public Services Sector Profile, NoRTEC Region, 2022-2023**

Greatest Increase in Employment		Top Technical Skills of All Occupations in Sector
Teaching Assistants, Except Postsecondary	+233 jobs	<ul style="list-style-type: none"> <li>• Social Work</li> <li>• Rehabilitation</li> <li>• Law Enforcement</li> <li>• Mental Health</li> <li>• Accounting</li> <li>• Case Management</li> <li>• Office Equipment</li> <li>• Psychology</li> <li>• International Laws</li> <li>• Economics</li> </ul>
Teaching Assistants, Postsecondary	+218 jobs	
Fast Food and Counter Workers	+96 jobs	
<b>Greatest Decrease in Employment</b>		
Firefighters	-399 jobs	
Postsecondary Teachers	-247 jobs	
<b>Greatest Decrease in Employment</b>		
Protective Service Workers, All Other	-40 jobs	

Source: Lightcast 2025.1; QCEW Employees, Non-QCEW Employees, and Self-Employed



## REGIONAL INDICATORS

NoRTEC will be focused on the following two regional indicators in this plan period.



The region has a process to communicate industry workforce needs to supply-side partners.

### CURRENT ACTIVITIES:

- **Quarterly occupational outlook reports:** NoRTEC updates a series of reports for each priority sector that includes unique regional job postings trends, top employers, top skills, and earnings certifications. NoRTEC distributes these reports to AJCC staff, community college partners, training organizations on the ETPL, county health and human service agencies, K-12 school districts, and other workforce and community partners.
- **Sector partnerships:** NoRTEC works closely with ISPs in Manufacturing, IT/Digital Media, Healthcare, Tourism and Hospitality, and IT & Entrepreneurship industry led partnerships where businesses in each sector meet to discuss common talent needs and challenges. NoRTEC documents this input and communicates it out to education and community partners to help bridge the gap between existing programs and current and future needs of employers participating in the sector partnerships.
- **California Jobs First:** Through HRTC, NoRTEC has shared demand data with over 100 agencies and partners to help inform the four sectors listed in the CJF plan.
- **Business Services Practice Changes:** Beginning in March 2023, NoRTEC BSR staff have been entering the NAICS codes of employer clients that are engaging with NoRTEC into CalJOBS. Our business services representatives will begin to specialize in priority sectors. We are currently working to develop goals on repeat customers and new engagements by NAICS codes. Going forward, we will be reporting these metrics to the board, and as appropriate, to other partners.

### LESSONS LEARNED AND PROGRESS UPDATES:

- **Regional Alignment Takes Time, But it's Worth It:** Participating in the CJF process has provided NoRTEC with a much broader framework, more partners, and a wider lens on NoRTEC's regional role in inclusive economic development. While NoRTEC communicates occupational demand at the job level (e.g., SOC codes), many economic development partners are focused on investments at the NAICS level.
- **Funding Conveners for Industry Sector Partnerships (ISP) is Challenging:** NoRTEC is involved with multiple ISPs and in some cases, funds conveners to set up meetings, set agendas, and follow up on next steps. This is important work, but it is challenging to budget for this activity without taking away from core services. NoRTEC will look to partner more deeply with CJF on this going forward.



### FUTURE PLANS:

- **Aligning Occupational Outlooks with CJF:** NoRTEC will be producing quarterly occupational outlooks that can help NoRTEC’s service providers, ETPL providers, and other partners see occupations that line up to the four California Jobs First target sectors that include natural resources, (which includes sustainable manufacturing and production), healthcare, tourism, and agriculture.
- **Data dashboard:** NoRTEC is exploring building a data dashboard to integrate WIOA Title I, NEG, and other funded projects and data systems in a way the shows outcomes rolled up into sector priorities. This will provide NoRTEC and its partners with regular data on how well the system is supporting the sector priorities laid out in this report. NoRTEC is currently exploring the feasibility of this.



**The region has policies supporting equity and strives to improve job quality.**

Current activities: NoRTEC’s engagement on regional policy and practice change related to equity and job quality is primarily done through the CJF High Road Training Collaborative. As noted in the CJF Strategy Report published in September 2024, many of the fastest growing and most widely available jobs in the region do not pay living wages (e.g., Home Health Aides), and the:

***“The region lacks both the enterprises and the skilled workforce required to advance the four sectors, limiting the growth of family sustaining jobs. The best way to achieve the region’s and the state’s health, environmental, and climate goals is with high-value businesses capable of providing careers for residents in historically marginalized and disinvested communities”<sup>3</sup>***

Lessons learned and progress update: N/A – this is a new regional indicator.

### FUTURE PLANS:

- **Involvement in the CJF:** To advance this indicator, NoRTEC will remain in the HRTC process as they develop and submit CJF activation plans for all four sectors identified – Natural Resources, Healthcare, Tourism, and Agriculture.
- **Data dashboard on outcomes, with a focus on job quality and equity:** NoRTEC is also exploring the feasibility of analyzing program participant data, disaggregated by race/ethnicity, county, age, gender, and other factors to understand what pathways are most likely to lead to placement in a quality job. This analysis can help inform regional policy and practice.

<sup>3</sup> [www.csuchico.edu/\\_assets/documents/office/nspd/north-state-ca-jobs-first-rpp2.pdf?\\_gl=1\\*r363wn\\*global\\_ga\\*MjM1NDA4MDQuMTczODI4MjIzNw.\\*global\\_ga\\_VM2YX7L78G\\*MTczODI4MjIzNy4xLjEuMTczODI4MjM1NC42MC4wLjA](http://www.csuchico.edu/_assets/documents/office/nspd/north-state-ca-jobs-first-rpp2.pdf?_gl=1*r363wn*global_ga*MjM1NDA4MDQuMTczODI4MjIzNw.*global_ga_VM2YX7L78G*MTczODI4MjIzNy4xLjEuMTczODI4MjM1NC42MC4wLjA)



## FOSTERING DEMAND-DRIVEN SKILLS ATTAINMENT

Communicating the skill, competency, and educational needs, requirements, and preferences of employers (demand) to education and training providers (supply) in the NoRTEC region is one of NoRTEC’s primary roles. We accomplish this in three ways:

- Selecting priority industries
- Developing and participating in sector-based initiatives
- Communicating with regional employers

### Selecting priority industries

NoRTEC has identified the following eight in-demand industry sectors and/or occupational pathways for the region based on labor market information and multiple board planning and input discussions over the last several years. These industries are all experiencing continued growth in jobs in the region and are expected to continue growing over the next five years.

**Figure 27: Projected Job Growth By Targeted Sector, NoRTEC Region, 2023-2028**

Priority Industry	Total Jobs (2023)	% Growth (2023-2028)	Change in Jobs (2023 - 2028)
Healthcare	49,885	12.1%	6036
Public Services	59,329	3.5%	2077
Construction	19,776	3.9%	771
Hospitality	28,495	2.2%	627
Professional Services	10,121	3.6%	364
Agriculture	9,952	3.6%	358
Manufacturing	12,685	2.2%	279
Information Technology	2,195	2.3%	50

Source: Lightcast 2025.1; QCEW Employees, Non-QCEW Employees, and Self-Employed

NoRTEC remains focused on these same industries. Going forward, a major focus of NoRTEC is to align our programs, research activities, training investments, and employer outreach on the four sectors identified through the California Jobs First HRTC planning process, which includes the following:

- **Natural Resources:** The forests and watersheds of the North State encompass the Northern Sierra and Cascade, provinces providing unique aesthetic and cultural values to residents and visitors. These provinces support diverse habitats, a vibrant recreation and tourist economy, an essential wood products industry, and diverse ecosystem services that are vital to all Californians. The Upper Sacramento, McCloud, Pit, and Feather watersheds are critical water sources for California’s multi-billion-dollar agricultural sector and provide water to a major portion of California’s population. North State streams host some of the last of the free-running salmon populations in California. All or portions of eight national forests lie in the region, encompassing a majority of the North State landscape, with three of the forests (Klamath, Plumas, and Shasta-Trinity) recently receiving priority funding from the federal government for wildfire mitigation.



Forest Sector activities are 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. Expansion of fire management and fire training centers is also expected. In addition, forest product businesses, such as biomass energy, sustainable manufacturing, and innovative wood products and production, are expected to increase as a result of forest health work and provide areas of growth for the region. The North State is also a key region for renewable and clean energy generation, including biomass energy, solar energy, geothermal, and more, which build on the region's space, infrastructure, and natural resources while striving toward the State's climate goals. Innovations in carbon capture and energy storage technologies are also well suited to the region. These innovations have the potential to increase need and demand for local manufacturing suppliers for specialized equipment and tools to manage and sustainably use the region's vast natural resources.

- **Agriculture:** The North State region is home to significant agricultural productivity for California and beyond. While large-scale farm and ranch operations control a large portion of the market, small- to medium-sized producers and manufacturers are the backbone of many communities in the region, especially those that are geographically isolated. Agricultural operations are adapted to the wide diversity in the region's terrain, weather, and land use—from expansive and highly productive valleys that drain to near sea level, to rolling foothills and upland meadows. Much of Northeastern California has been developed around the Sacramento River, the state's largest river and lifeblood for agricultural production and value-added processing.

Total value of agricultural production in 2019 was roughly \$4.5 billion (\$4,453M), a 35% increase from 2010. Most recently, agricultural production increased 6.2% from 2022 to 2023<sup>4</sup>. The highest-valued commodities in Northern California were rice (\$900.4M), almonds (\$773.0M), and walnuts (\$719.3M). The highest valued commodities in the mountain dominant counties were hay (\$202.9M), cattle (\$158.6M), and nursery plants and products (\$158.2M). While farm production expenses increased by some 15% between 2010 and 2019, net farm income increased by 27%.

- **Tourism:** The Tourism Sector has the opportunity to engage with the agriculture and natural resources sectors through guided tours; biking, hiking, and equestrian trails; and other outdoor activities. The Tourism sector also has the opportunity to expand the industry's workforce by partnering with Tribal leadership to enhance connection between Indigenous resource management practices and climate- and market-based solutions. Tribal-led tourism activities can increase employment, reduce poverty, empower local communities, spur cultural revival, and allow for a sustained relationship between land, nature, and Tribal partners.

The Tourism sector can operate as the nexus between hospitality services, visitor experiences, and climate and natural resource preservation. Tourism can put stress on local land use, including the depletion of local natural resources and increased pollution and waste. Eco-tourism is a rapidly growing industry, with potential benefits for both the environment and the economies of tourist destinations. Training can take a cross-sector approach integrating transferable skills: customer service, biology and biological assessments, GIS mapping, arts and culture, Tribal representation, public administration, restaurants and hospitality, recreation, and management-track positions.

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<sup>4</sup> Houk, Eric. The Contribution of Agriculture to Northeastern California Economy in 2019 (csuchico.edu), 2024.



- **Healthcare:** Healthcare is a top employer in the North State region, employing nearly 50,000 workers. However, the region lacks a sufficient health workforce and must increase health workforce supply to meet the needs of its residents. The North State’s aging population continues to fuel growth in healthcare jobs; healthcare employment in the region is expected to grow by 12% over the next five years, three times faster than any other industry (figure 27). Areas of focus include nursing, residential care, behavioral health (e.g., addiction counselors and social workers), and allied health, especially at rural-serving health organizations.

**In 2025, NoRTEC will work toward building detailed subsector skills report that identifies related priority occupations, in-demand skills, credentials, certifications, and existing training programs in the region as well as potential gaps and opportunities in career pathways related to these four CJF industries.**

**In 2026 and beyond, we will work with employer industry groups and HRTC partners to help individuals enter these career paths through awareness, career coaching, training funds, and employer outreach.**

## Sector Initiatives

NoRTEC is also a leader in Next Generation Industry Sector Partnerships (ISPs), a sector strategy to coordinate and align workforce, education, economic development, and other public and community partners to support an industry. A Next Gen IP is a partnership of businesses, from the same industry and in a shared labor market region, who work with economic development, education, workforce development, and community organizations to address the overall competitiveness needs of the targeted industry.

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**NoRTEC funded the startup activity and convening for the below ISPs and now participate in them on an ongoing basis. NoRTEC continues to financially support the convening activity of the Grow Manufacturing Initiatives through the California Manufacturing Technology Consulting group, or CMTC.**

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There are currently six Industry Sector Partnerships in the NoRTEC Region:

- **Butte County Grow Manufacturing Initiative (GMI):** The Butte County Grow Manufacturing Initiative was created to address a lack of skilled labor in the North State – a major barrier to industry growth. The initial project was the North State Manufacturers Directory. The Directory serves as a connection point for businesses to build a local supply chain, collaborate on innovation, and share technology. GMI has grown in scope and projects, including advocacy and outreach to educators and students. This creates a pipeline of local talent trained in the latest technology. GMI members include manufacturers, suppliers, financial institutions, training, education, business service, and private organizations. The partnership is housed at NoRTEC.



The Butte County GMI partners with companies, organizations, and individuals to create jobs and strengthen communities in the North State. It also works to connect educators and manufacturers through several activities designed to inspire STEM education and engineering pathways for Northern California students. The partnership's goal is to connect middle and high school students with valuable, real-world experiences both inside and outside the classroom. This is accomplished through a mix of classroom presentations, events, job shadowing opportunities, and manufacturing plant tours.

The GMI works with educators to bring local engineers, technicians, and machine operators directly to the classroom. The presenters engage with students, give advice, and share their experiences in a real-world engineering career. The Butte County GMI sponsors scholarships, mentorships, and site visits to help develop the next generation of innovators and manufacturers.

GMI has a [YouTube Channel](#), with [Manufacturing Tours Playlist](#) for virtual facility tours. NoRTEC is currently looking to expand the GMI work to surrounding counties outside of Butte, while still maintaining the local relevancy and connections that make these groups impactful.

- **Nevada County Tech Connection (NCTECH):** The vision of NCTECH is to create a culture of innovation, creativity, and global problem solving that supports a diverse economy and a sustainable future for Nevada County. The Nevada County Economic Resource Council serves as the primary convenor for the partnership and is responsible for expanding and sustaining the partnership. The partnership supports and promotes the regional tech industries, small businesses, and entrepreneurs by supporting and connecting initiatives that develop, retain, and attract tech talent and businesses to Nevada County. NCTECH also provides tech education and resources to the community.

The partnership has a "Manufacturing Task Force" that meets quarterly to survey changing needs and requirements of the business community. Using the information to assist new and struggling businesses in the county. The "Talent Task Force" assists with local workforce needs by attending job fairs and assisting with training programs which includes internships at the high school and college level. The partnership has a Google form that employers can fill out and provide feedback on critical or hard to fill positions as well as provide feedback on events, indicate interest in initiatives, and share comments, questions, or advise for how NCTECH can best serve the local tech and manufacturing community.

- **Nevada County Valley Contractors Workforce Foundation:** NoRTEC service providers participate in the Valley Contractors Workforce Foundation, a 501c3 corporation to provide skills training and education for the benefit of the construction industry. Currently, members of the construction contractors, Sierra College, Paradise High School, and AJCC staff work together to help youth and adults interested in the construction trades go through the Construction Fundamental's Bootcamp, then places them on worksites rebuilding homes and ADUs after the devastating wildfires that impacted the town of Paradise and the surrounding areas.
- **Rural Healthcare Collaborative:** The Covid-19 pandemic only accelerated the healthcare workforce shortages in the NoRTEC region. These meetings are convened by the Health Alliance of Northern California (HANC), with NoRTEC and its service providers partners, including the Alliance for Workforce Development (AFWD) and the SMART Business Resource Center participate. NoRTEC is now working with the South Bay WIB and the California Opportunity Youth



Apprenticeship (COYA) grants to explore apprenticeship programs across the region with interested healthcare providers.

- **Siskiyou Rural Tourism/Hospitality:** The Siskiyou Economic Development Council is the convener for the partnership and is responsible keeping the partnership on track and moving forward to accomplish the goals of the businesses in the partnership. NoRTEC service provider partners participate in these convening that supports the promotion of the region through their “Discover Siskiyou” initiative.
- **ChicoSTART’s:** growTECH is an established and self-sustaining industry-led partnership led by ChicoSTART, whose mission is to empower entrepreneurs, startups, and small businesses throughout Northern California by fostering a thriving entrepreneurial ecosystem and providing the resources, training, and the shared workspace space they need to succeed. NoRTEC and its service providers support the following growTECH programs:
  - **Chico’s open source consortium** – a partnered effort with CSUC and local business where students work with tech business teams to develop open source libraries.
  - **Project based work Butte / CSUC** – an effort that brings together student teams to work on technology projects for technology business teams.
  - **Internships Butte/CSUC** – this effort facilitates a strong internship placement opportunity for students to startups and tech-based business.
  - **Tech job placement for software teams** – this effort provides creative job placement programs, talent matching.

## Communicating with regional employers

NoRTEC is the only WDB in the RPU. This allows our team to have a single point of contact with regional employers. AJCC business service representatives (BSRs) are assigned to each employer and are responsible for meeting that employer’s hiring and talent needs throughout their engagement with NoRTEC. Each local area includes a Business Services team and several AJCC Centers are equipped with a Business Resource Center for use by the business community. Working in partnership with its education, economic development, and industry association partners, the Business Services team provides the following business services to employers:

- **Business Start-Up Assistance/Services:** Job postings, referrals, customized recruitment, interview facilities, information on personnel policies, employee benefits, business loans, tax incentives, training, marketing, labor law information, workers compensation information, business start-up checklist, access to Business Resource Center.
- **Business Expansion Assistance/Services:** Job postings, referrals, customized recruitment, interview facilities, information on personnel policies, employee benefits, business loans, tax incentives, training, marketing, labor law information, workers compensation information, e-commerce, internships, OJT, access to Business Resource Center.
- **Business Retention Assistance/Services:** Services listed above under Business Expansion assistance plus employer workshops (topics tailored to the needs of local business), business networking, referrals to lending sources, referrals to partner agencies.



- **Business Information Exchange:** Sharing of information through networking, workshops, one-on-one customized training, on-site business visits, resource libraries, internet-based training, labor market information, newsletters, employer forums, and job fairs.
- **Human Resource Support/Services:** Consultation/assistance with personnel policies and employee handbooks, development and review of job descriptions, annually updated information on labor law changes and how to obtain legal assistance, consultation/assistance with interviewing, hiring and termination of workers, customized recruitment, hiring/termination forms and checklists.
- **Employee Recruitment Assistance/Services:** Job Postings, customized recruitment, ad creation and media placement, job descriptions, interview questions, prescreening, interviewing, new hire orientation development, job fairs.
- **Employee Training Services:** Skill upgrades, internships, classroom training, internet-based training, OJT, customized training.
- **Layoff Assistance:** “Rapid response” orientations of available services to laid-off employees, assistance for employers with required documentation for termination, layoff letters, and separation forms, information on federal and state regulations with respect to terminating employees.
- **Public Policy Information:** Helping businesses stay up to date with regulatory changes (via e-mail, newsletters, and through discussion with Business Service Representatives, annual reports to local business service organizations and County Board of Supervisors, workshops (topics tailored to local business needs).

NoRTEC staff and contractors also share information regularly with partners about job leads, jobs orders, and employer needs so that employers interested in engaging with the public workforce and education system are not confused by multiple organizations and individuals reaching out and our team is able to connect them with the appropriate services. These include:

- Community college CTE job developers
- County CalWORKs Welfare-to-Work job developers
- Small Business Development Centers (SBDCs)
- Economic development agencies
- Chambers of commerce
- Other members involved in the HRTC.



**FUTURE PLANS:** NoRTEC is exploring building a data dashboard, which may be made available to the public, which integrates WIOA Title I, NEG, CDBG, and other funded projects and data systems in a way the shows outcomes rolled up into sector priorities. This will provide NoRTEC and its partners with regular data on how well the system is supporting the sector priorities laid out in this report. NoRTEC is currently exploring the feasibility of this.



## ENABLING UPWARD MOBILITY FOR ALL CALIFORNIANS

### Quality Jobs

Each of the priority sectors identified by the NoRTEC – public service, construction, hospitality, professional services, agriculture, manufacturing, and information technology - are growing and have opportunities for individuals at various levels of education and experience (figure 27). NoRTEC will be primarily focused on working with employers in these sectors through the ISPs to develop career pathways to jobs that:

- Pay a living wage, or have a pathway to living wages within 2 years
- Offer health insurance and retirement benefits
- Provide physically and psychologically safe work environments and cultures.

Additionally, NoRTEC is committed to advancing job quality strategies identified in the CJF strategy for each of the four sectors listed below:

**Figure 28:** California Jobs First Job Quality Efforts in Four Target Sectors

Sector	CJF Equity and Job Quality Strategy
Natural Resources	Natural Resources strategies focus on building local economies and supporting resource management, sustainable manufacturing and production businesses. NR Strategies outline economic development in industries with a diverse set of job types, opportunities for cross training to ensure year-round work and multiple career ladders.



<b>Agriculture</b>	Agriculture strategies focus on increasing and improving awareness of and access to the variety of positions within the sector. Educational institutions in the North State continue to increase the availability of curriculum and training beginning in high schools. Diversification of crops supports year-round production cycles and reduces employment seasonality.
<b>Tourism</b>	Tourism strategies support the expansion of this industry through leveraging existing projects and providing access to entry-level training that leads to pathways for upskilling and transferring to higher-wage jobs either within the tourism or natural resources sectors. Additionally, integrating tourism with the arts and culture sector encourages economic growth, job creation, and entrepreneur development, increasing job access and quality for North State residents.
<b>Health</b>	Health Strategies highlight local workforce development programming focused on pathways to the profession for local individuals to access good paying medical jobs. They also focus on contextually driven strategies, like extension nursing education and a regional medical training center to keep talent local. To improve job quality and build in workforce standards in a practical, contextually specific way, H Strategies recommend partnering with organizations that provide context-based training with clear pathways for career and wage progressions.

## Target Populations and Service Strategies

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 and all Service Providers provide services to the broadest populations possible utilizing the universal access approach outlined in WIOA.

Additionally, NoRTEC and its partners have tailored initiatives for individuals that have additional challenges participating and advancing in the region’s labor market, including:

- **Justice Involved Individuals:** NoRTEC’s eleven counties cover most of the NNE part of the state, and although distinctly rural and less populated than other regions of California, it is home to an estimated 11,000 people actively involved in the justice system. This number does not include those who have employment opportunities hindered by old convictions/incarcerations though they completed their terms of supervision or incarceration. NoRTEC’s AJCCs have strong working relationship with the Department of Parole Operations staff in all counties. Our service providers receive referrals from prison, jail, and other law enforcement agencies who forward to staff members and reach out to potential clients to engage them in services.

Below are our key priorities through special grant funds (e.g., P2E, Project RESTORE) and our core WIOA services



- Integrate and partner with substance use disorder programs as part of our case management teams
  - Outreach to employers on the Fair Chance Act
  - Providing group activities and cohort style training, workshops, and service delivery
  - Expand transition job opportunities through the Butte County “back to work” program.
- **English Language Learners:** We are also working to increase the number of incumbent worker trainings in Manufacturing and Food Production, with a particular focus on English Language Learners. Through the AJCC network, we have established an expertise in helping employers expand their talent acquisition strategies to include the bilingual and limited English workforce as well as providing technical assistance in recruitment and language acquisition. Specifically, services have included ELL OJTs that incorporate English Language skill acquisition into an OJT training plan, Bilingual skills testing to standardize compensation increases for incumbent workers, customized talent acquisition and onboarding strategies and toolkits for manufacturing employers, use of NoRTEC’s digital literacy mobile application services for language acquisition, and most recently Tehama County’s involvement in NoRTEC’s Accelerator grant that seeks to connect ELL workers to jobs in manufacturing while providing comprehensive supports and talent acquisition toolkits.

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**NoRTEC 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”.**

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- **Individuals with disabilities:** 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 using a people-centered approach and allow for entering into future financial contracts with both organizations. The staff credentials were deemed to be highquality, industry-recognized and meet the minimum qualifications to serve clients from both agencies. All client-facing staff have since been certified and are beginning to implement the training received in client delivery at one of our AJCCs and we are looking to expand this certification to our other two service providers.
- **Opportunity Youth:** In addition to core WIOA youth programs, 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.
- **Veterans:** While veterans receive a priority of service at all AJCCs and our three service providers all have partnerships with veteran serving organizations, a particular focus for NoRTEC



going forward will be on homeless and at-risk veterans. Based on 2023 data from CalMatters, California is home to one third of all homeless veterans in the US. Rising housing costs and lack of supply make this a particular problem in NoRTEC's region and will be a focus for NoRTEC going forward.

- **Ready to respond to individuals impacted by natural disasters:** Catastrophic wildfires in the North State are burning forests faster than they can be maintained or restored, with high severity burns damaging vegetation, soil, and ecosystem processes. The 21st century has seen a dramatic increase in fire severity, acres burned, and destructive fires. Smoke and fires affect all communities in the North State. The impact of large-scale wildfire affects urban areas throughout California, threatening the health of all Californians. Our region has also experienced devastating winter storms, and we expect that to continue over the next 5 years.

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**Since 2020, NoRTEC has received or requested over \$4M in national emergency grant and other funding related to wildfires and severe storms. We expect this to continue; meeting the workforce needs of businesses and workers impacted by natural disasters will continue to be a priority going forward.**

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## Climate and 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.

Forest Sector activities are 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. Expansion of fire management and fire training centers is also expected. In addition, forest product businesses, such as biomass energy and innovative wood products, are expected to increase as a result of forest health work and provide areas of growth for the region. The North State is also a key region for renewable and clean energy generation, including biomass energy, solar energy, geothermal, and more, which build on the region's space, infrastructure, and natural resources while striving toward the State's climate goals. Innovations in carbon capture and energy storage technologies are also well suited to the region.

The NoRTEC team will be looking for opportunities to support the following strategies related to this sector in the years ahead, which include:

- **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 manufactures value-added wood products that are sold locally, regionally, statewide, and beyond.



In addition to 8 other strategies focus on forest and watershed management that would support jobs through climate mitigation, energy innovation, conservation, and sustainability projects.

## Equity and Economic Justice

NoRTEC defines workforce equity as, *“the unbiased, impartial inclusion of individuals in the workforce regardless of gender, race, or ethnicity so that all individuals have equitable access to high quality jobs that provide safe and healthy working environments with opportunity for growth.”* Equity requires building economic opportunity and mobility for those who have been marginalized, disadvantaged, and/or denied opportunity. By living up to this definition, NoRTEC will ensure equal access to the regional sector pathways, earn-and-learn opportunities, supportive services, and other service strategies by:

- Promoting opportunities, events, and information-sharing in diverse languages with content that resonates directly with the population
- Engage community- and faith-based partners who may have a trusted relationship with these individuals to serve as “Community Workforce Representatives”
- Continually evaluate outcomes and make improvements to how services are delivered

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**NoRTEC is currently exploring the creation of an integrated program outcome dashboard, disaggregated by race/ethnicity, age, gender, and county to understand potential disparities in outcomes and to discuss opportunities to improve WIOA and other NoRTEC program outreach and impact for groups NoRTEC and its partners is not serving as well as the overall population.**

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Additionally, NoRTEC’s participation in the equity and job quality strategies as part of the California Jobs First effort described in the “Quality Jobs” section above will also be a major focus.

## ALIGNING, COORDINATING, AND INTEGRATING PROGRAM AND SERVICES

### Regional Service Strategies

As the North State Regional Planning Unit is made up of one local area, regional services strategies mirror those cooperative/collaborative initiatives described in the local plan. 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. AJCC partners are committed to administering our independently funded programs as a set of integrated streamlined services to job seekers and employers, by:

- Helping businesses find skilled workers and access other 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, working toward no "wrong door" for customers seeking services from local government programs and partners;
- 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.

In addition to the MOU partners providing the numerous programs, NoRTEC understands that there are many other community agencies and organizations in the 11-county area that are providing valuable workforce development services. To promote a comprehensive system approach, the WDB sees that each of these community organizations has a valuable role to play in the workforce system. NoRTEC launched the [Workforce Asset Service Directory](#) to catalog the organizations that may be appropriate or beneficial for collaboration and alignment.

Information and data sharing is a key part of the regional partner MOU. AJCC partners have committed to principles of common reporting and sharing information through electronic dissemination and shared technology. Partners share data to the greatest extent allowable under governing legislation and confidentiality requirements. To aid in sharing, partners work together to develop enhancements to current technology to improve common interfaces. Partners ensure that shared data is used only for its strictly intended purpose, as increased data sharing must be done with the highest level of confidence that security is maintained.

Finally, NoRTEC will remain engaged in the California Jobs First HRTC governance and committee structure that helps inform how strategies and State funds from the California Jobs First initiatives are distributed throughout the region.



**Figure 29:** California Jobs First Governance High Road Transition Collaborative Planning Structure



## Regional Administrative Cost Arrangements

As the North State Regional Planning Unit is made up of one local area, administrative costs and strategies are the same as described in the local plan. NoRTEC and the AJCC MOU partners developed a consolidated system-wide budget for the network of comprehensive AJCCs. 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 provides AJCC Operators and Career Services providers in a competitive process. The current AJCC Operators and Career Services Providers for the region are:

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



# 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
<b>Virtual Regional and Local Plan Workshop A (March 17<sup>th</sup>, 9am)</b>	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"> <li>• 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.</li> <li>• 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.</li> <li>• 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.</li> <li>• Getting deeper, qualitative data on employer needs and experience requirements would be helpful to supplement the regional job posting data.</li> <li>• 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).</li> <li>• It will be critical for NoRTEC and its partners to continue to "tell the story" of impact and using data and personal stories.</li> </ul>
<b>Virtual Regional and Local Plan Workshop B (March 17<sup>th</sup>, 3pm)</b>			
<b>Lassen County Community Workshop (In Person)</b>	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"> <li>• Many attendees shared that the region is in long-term economic, and population decline, resulting in limited opportunities for residents, jobseekers, and small businesses.</li> <li>• 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.</li> </ul>
<b>Modoc County Community Workshop (In Person)</b>			
<b>Plumas County Community Workshop (In Person)</b>			
<b>Siskiyou County Community Workshop (In Person)</b>			



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"> <li>• Fire recovery is ongoing from major 2021 and 2022 fires. Recognition of additional forest fire management</li> <li>• 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</li> <li>• Need for greater networking and information sharing across government and community service providers</li> <li>• Desperate need for affordable workforce housing</li> <li>• Reliable internet and broadband issues can be a challenge for workers, remote service delivery, and businesses.</li> </ul>
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 ( <a href="#">link</a> ) 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 25<sup>th</sup>, 2025, to April 23<sup>rd</sup>, 2025, a draft version of this plan was available on NoRTEC's website, [www.ncen.org](http://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.

NoRTEC received two public comments, captured via a survey ([link](#)):

**Comment 1 (Received March 25<sup>th</sup>, 2025):** *“What efforts are being made to increase educational attainment, or to bring training services to rural areas?”*

**Comment 2 (Received April 23<sup>rd</sup>, 2025):** *“More than CA Jobs First, I think more emphasis should be put on the CEDS individually and collectively for the counties. The CEDS is much more in line with individual county needs, and it gives a great regional strategy. Secondly, it appears that the population projections are not in line with the CA Department of Finance's 'Demographic Research Unit', where the projections are more dismal, unfortunately. Not enough emphasis is put on manufacturing - specifically, light manufacturing. Many of the counties used to be production oriented, i.e. mining, timber, ranching etc. Now it is all about services, which don't typically pay well. I must ask, who is getting rich on tourism?”*

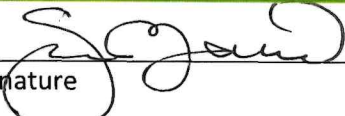


## Appendix D: Signature Page


### North State Regional Planning Unit Regional Plan

This regional plan represents the NoRTEC Workforce Development Board's efforts to maximize and coordinate resources available under Title I of the Workforce Innovation and Opportunity Act. This regional 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

