

# BUILDING SISKIYOU'S WORKFORCE



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## METHODS

### Development of the Siskiyou Occupational Advancement Roadmap

With a generous grant from the Ford Family Foundation the steering committee hired Great Northern Services as the project coordinator team, and Tatiana Bredikin, Meeting Mastery, as the strategic planning facilitator.

The steering committee guided the development of the roadmap. They met roughly monthly to plan the direction of the roadmap development, identify priorities, answer questions, make decisions, and determine next steps. Meetings were open to the community while voting was limited to members.

Initially, the strategic planning facilitator conducted individual interviews with steering committee members and other key stakeholders to identify their perspective on the roadmap, including the purpose, ideal outcomes, and potential goals, as well as current community strengths and challenges that would impact the success of the plan. The steering committee took that report and identified both working communication agreements and guiding principles for the project.

The process took early advantage of the annual CTE/BI (Career Technical Education/Business and Industry) input night to survey and gather information from business and industry members, educators, students and parents on employer and education needs. The electronic survey was then made available community-wide to employers, students, educators and job-seekers to expand the reach of the survey, include a greater diversity of participants and increase the quality of the results. Great Northern Services contractor, Paula Reynolds, presented to community service groups throughout the county and solicited additional survey participation and general input. She also conducted individual interviews and engaged in discussion with members of the business community and the community at large.

Steering committee members engaged in a working retreat in which they reviewed the data findings and identified plan priorities, as well as began the process of considering roadmap goals and objectives. The data informed and directed the development of the roadmap. Priority focal area work groups were established and met to propose goals and objectives. The steering committee discussed and revised the proposed goals and objectives repeatedly to ensure the roadmap was clear and simple enough to be usable as well as thorough enough to serve county-wide needs.

**18** community members served in the steering committee positions over the course of the roadmap development.

**900** community members, business people, educators, and students responded to surveys.

**6** high schools, one middle school, and College of the Siskiyous were represented in the surveys.

**80** people participated in CTE/BI night in 2018

**100+** people participated in CTE/BI night in 2019



## SWOT Analysis

### STRENGTHS

- Cohesiveness - united in purpose
- Community participation
- Community passion
- Sense of Place, “We are Siskiyou”
- Educational community commitment to CTE
- Financial and logistical support from foundations
- Workforce and career data and resources catalog (SOAR)
- College of the Siskiyous services and countywide reach

### WEAKNESSES

- Past planning efforts have not succeeded
- North/South county divide
- Large geographic size of the county
- Shrinking working age population
- Continuity of workforce development planning and implementation
- Diversity, equity, and inclusion
- Tribal participation and building relationships
- Confusion regarding various career and workforce projects

### OPPORTUNITIES

- Yreka as a hub of commerce and resources
- Government officials are supportive
- Collaboration between businesses and educators
- Emerging afterschool and mentorship programs
- Emerging businesses and industries
- Strong Workforce business-high school internship liaison programs
- Job services organization participation
- Existing and emerging career and college exploration programs
- Remote communities are engaged
- Service organizations are engaged
- New technology for drug testing

### THREATS

- Geographically dispersed nature of the community
- Economic instability
- Extremely high county-wide poverty rate
- Limited availability in skilled workers areas of interest
- Skilled talent exodus for perceived better opportunities
- Profoundly limited skilled labor pool
- Youth chronically lacking in work ethic
- Lack of life skills training and youth mentorship
- Challenges of in-house training
- High employee turnover
- Available training is not always directly related to local job opportunities
- High community drug abuse and inability to pass drug test



## RESOURCES

### Assets Map

The Roadmap planning team collected resource information (also referred to as an asset map) after assessing the asset map's purpose and audience, what to include, the process for gathering information, and how to present and maintain the information. Those questions are answered in this [asset mapping questionnaire report](#).

Community assets (resources) are documented and archived in an online share-able database. Please submit requests for detailed data [here](#). Resources information includes but is not limited to:

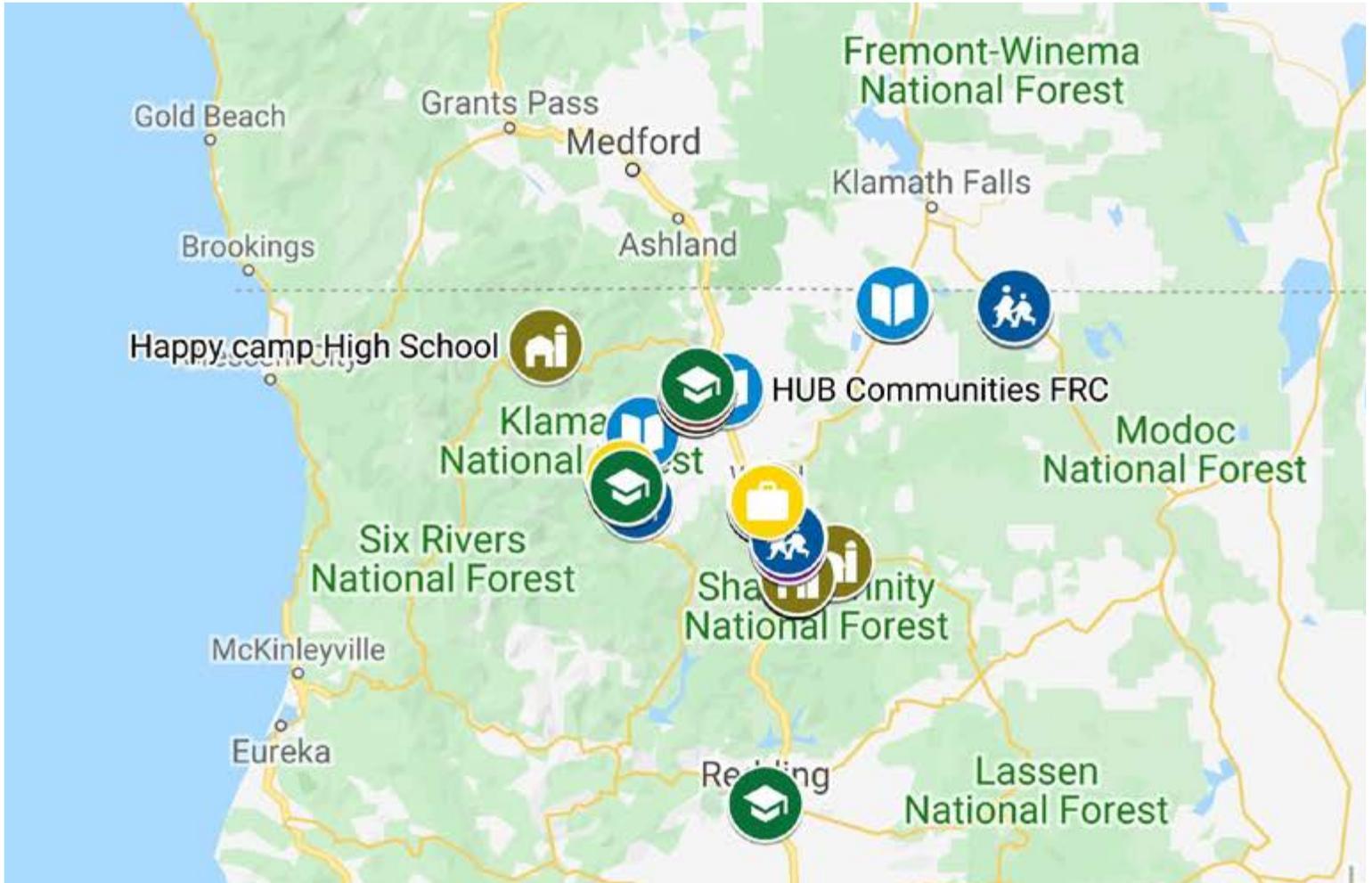
- [Adult Education Consortium](#)
- Agricultural clubs
- [California Conservation Corps](#)
- [California Employment Development Department, database](#)
- [Calendar of local education](#) and workforce meetings [Submit Meeting]
- Career and technical education programs at junior high and high schools and [College of the Siskiyous](#), community resource centers and job training centers.
- Centers of Excellence Small Business Labor Market Needs Assessment 2016 - Far Northern Region
- Chamber of Commerce community liaisons
- Children and youth services
- College and career exploration programs
- [College of the Siskiyous](#) CTE, veterans, disabled, career and job placement programs
- [Community expertise database](#) - partners and collaborators catalogued by areas of knowledge
- Community and family resource centers
- Disabled services
- Economic and community data
- Economic and community development organizations
- Educational institutions
- Employer training, hiring, and retention support services
- Employer and student surveys and data
- [First 5 Siskiyou](#)
- Government liaisons
- Internship/externship/job shadow partners and programs
- Job training and placement services
- Justice-involved services
- [K12 Strong Workforce Program](#)
- Local networks
- Media and advertising resources
- [NoRTEC Workforce Assets Map](#)
- Research and data resources
- ROP programs
- Rotary Club liaisons
- Senior services
- [Siskiyou County Health and Human Services Agency](#)
- Small business grants and loans
- Technical and planning assistance opportunities
- Youth and afterschool programs

Please visit [SiskiyouWorks.org](http://SiskiyouWorks.org) to request resources from the database.



# SISKIYOU COUNTY WORKFORCE RESOURCES

[CLICK HERE](#) to access link to interactive map



## Adult Education Services

 All items

## Employment Services

 All items

## College/Career Counseling

 All items

## Training Services

 All items

## CTE Programs

 All items

## Youth Programs

 All items

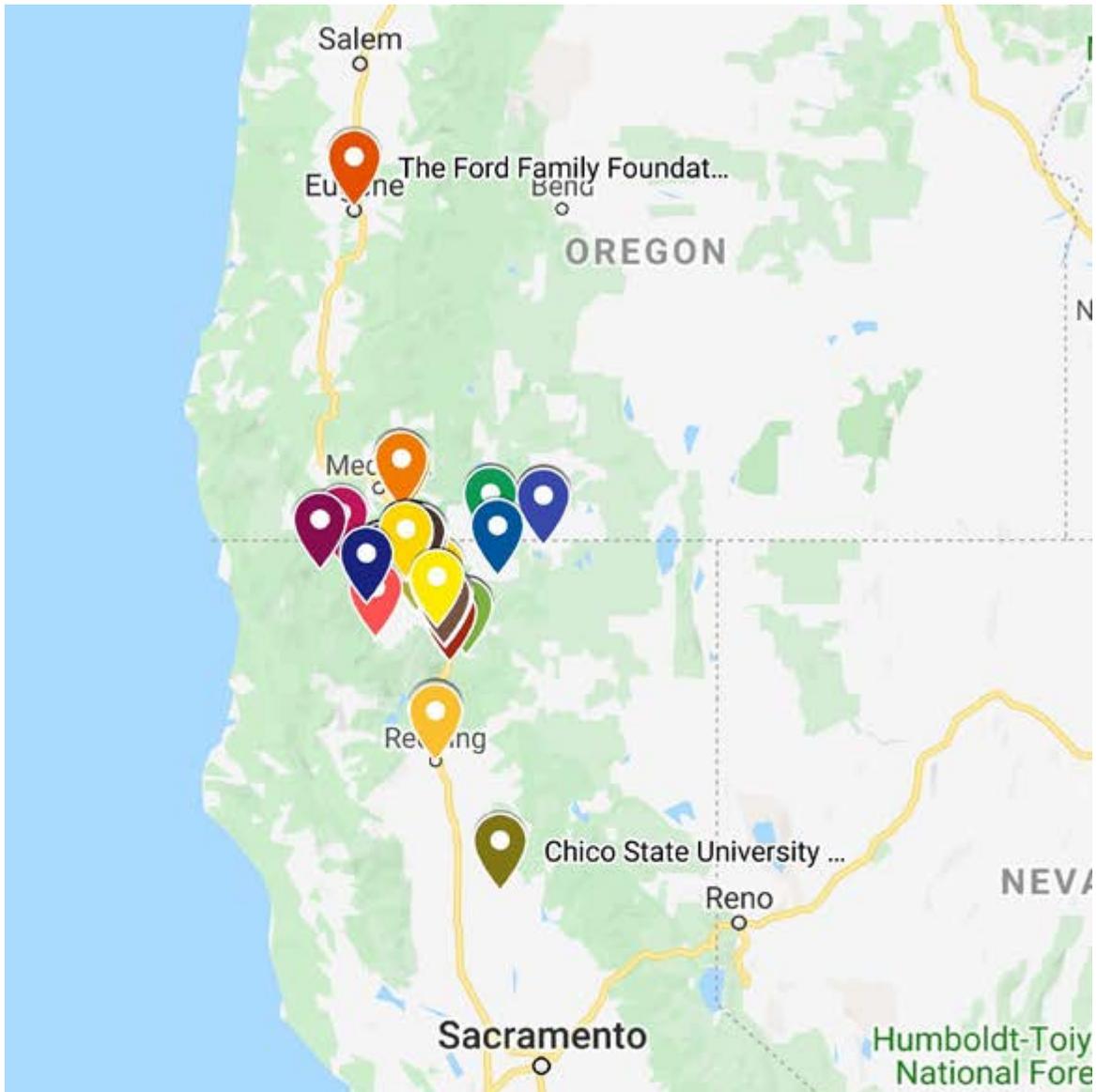
## Disabled Employment Services

 All items



## SiskiyouWorks PARTICIPATION 2019

[CLICK HERE](#) to access link to interactive map



- |              |          |                  |
|--------------|----------|------------------|
| Yreka        | McCloud  | Fort Jones       |
| Mount Shasta | Montague | Gazelle          |
| Etna         | Redding  | Greenview        |
| Weed         | Tulelake | Happy Camp       |
| Fort Jones   | Dorris   | Macdoel          |
| Dunsmuir     | Chico    | Seiad Valley     |
| Ashland      | Eugene   | Other / No value |



## SUPPORTING DATA

Types of data that have been compiled for the purpose of designing the Roadmap:

- Local and regional economic data:
  - ▶ Population demographics
  - ▶ Workforce trends and projections
  - ▶ Educational statuses and outcomes
  - ▶ Local employer hiring, training and retention needs and resources
- Business, educator, student and community interviews and survey results

Please contact [SiskiyouWorks](#) for detailed reports or referrals for the full dataset, links to sources, or to exchange local or regional data.

**Examples** of data used in developing the Roadmap:

### California Employment Development Department (EDD) [Siskiyou County Labor Market Report](#)

#### OCCUPATIONS WITH FASTEST JOB GROWTH

Social and Community Service Managers
Wholesale and Retail Buyers, except farm products
Environmental Technicians, Including Health
Instructional Coordinators
Physicians Assistants
Respiratory Therapists

### Northern Regional Training and Employment Consortium (NoRTEC) [Regional Labor Market Report 2016](#)

7,201 live and work in Siskiyou County

3,575 workers commute in

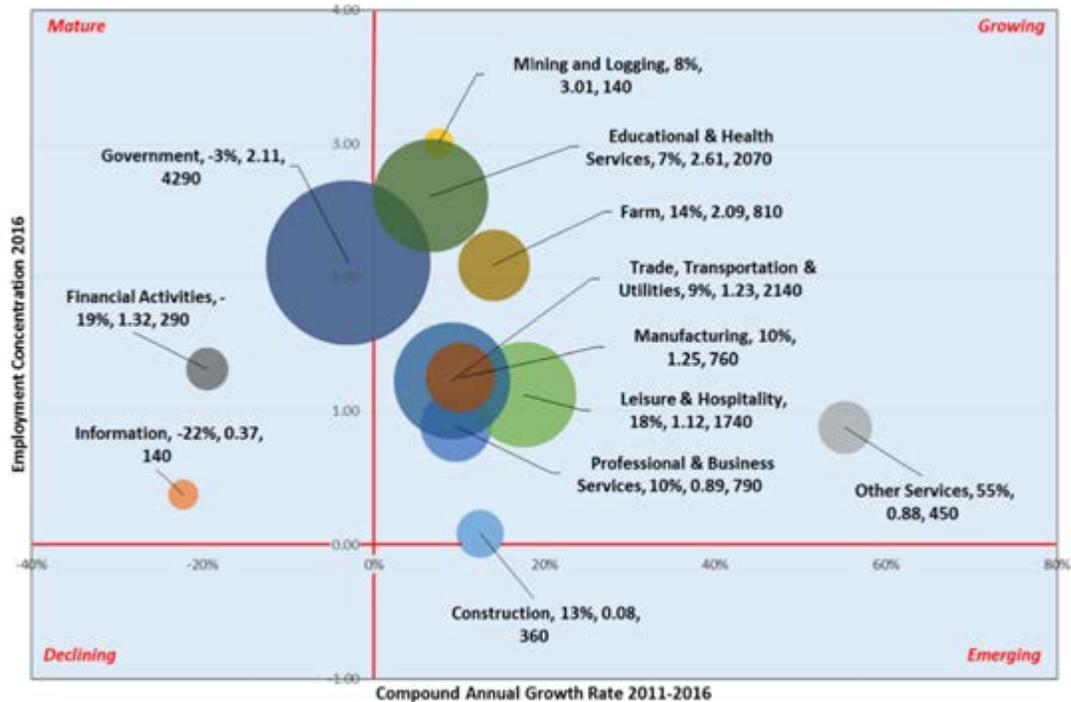
5,764 workers commute out

**NET LOSS: 2,189 workers**

[For information: siskiyouworks.org](http://siskiyouworks.org)



## Siskiyou Economic Development Siskiyou County Profile 2016 Industry Study



### Interpreting the Chart

- The size of the bubble indicates the size of employment (number of jobs).
- The horizontal axis indicates the compound annual growth rate, or employment change, over the study period. Growth to the right on the graph is positive.
- The vertical axis indicates the concentration of the industry in the region relative to the state. A concentration of 1.0 or higher indicates that the industry is more concentrated in the region than in the state.
- Industries in the right, upper quadrant showed growth over the last five years and a higher concentration in the region compared to California. An employment concentration higher than 1.0 indicates a region's competitive advantage and an area of specialized economic activity compared to the state. Regional industries that showed an employment concentration of 1.25 or higher are considered heavily concentrated compared to California. The following industries are regarded as heavily concentrated in Siskiyou County: Mining and Logging (3.01), Educational and Health Services (2.61), Government (2.11), Farm (2.09) and Manufacturing (1.25).
- The three industry sectors that saw the strongest employment growth were Other Services (55%), Leisure and Hospitality (18%) and Farm (14%).

## California Department of Education Siskiyou County Office of Education Profile 2019

### Student Population



For information: [siskiyouworks.org](http://siskiyouworks.org)



California Community Colleges K12 Strong Workforce Program  
Regional Labor Market Assessment 2019



**Healthcare Practitioner & Technical**

**Exhibit 39. Employment and projected occupational demand for healthcare practitioner and technical occupations, 2017-2022**

SOC	Occupation	2017 Jobs	5-Yr Change	5-Yr Projected % Change	5-Yr Projected Replacements	Annual Openings
29-1141	Registered Nurses	7,486	745	10%	1,943	539
29-2061	Licensed Practical and Licensed Vocational Nurses	1,465	95	6%	524	126
29-2052	Pharmacy Technicians	896	31	3%	350	77
29-2041	Emergency Medical Technicians and Paramedics	605	55	9%	184	51
29-2021	Dental Hygienists	625	2	0%	182	41
29-2071	Medical Records and Health Information Technicians	563	32	6%	170	41
29-1126	Respiratory Therapists	510	73	14%	124	40
29-2018	Clinical Laboratory Technologists and Technicians	452	40	9%	143	37
29-2056	Veterinary Technologists and Technicians	338	36	11%	136	35
29-2099	Health Technologists and Technicians, All Other	326	54	16%	106	32
29-2034	Radiologic Technologists	444	36	8%	117	31
29-2055	Surgical Technologists	281	27	10%	112	28
29-2053	Psychiatric Technicians	153	17	11%	61	16
29-2051	Dietetic Technicians	150	11	7%	59	14
29-2081	Opticians, Dispensing	133	10	8%	48	12
29-2032	Diagnostic Medical Sonographers	154	18	12%	41	12
29-2031	Cardiovascular Technologists and Technicians	101	9	9%	27	7
29-2057	Ophthalmic Medical Technicians	58	5	9%	23	6
29-9099	Healthcare Practitioners and Technical Workers, All Other	79	6	8%	20	5
29-2035	Magnetic Resonance Imaging Technologists	43	6	13%	12	3
29-2033	Nuclear Medicine Technologists	37	3	8%	0	3
29-9012	Occupational Health and Safety Technicians	25	3	13%	0	0
	<i>All Other Healthcare Practitioners and Technical Occupations</i>	55	2	4%	<i>Insf. Data</i>	<i>Insf. Data</i>
<b>TOTAL</b>		<b>14,977</b>	<b>1,317</b>	<b>9%</b>	<b>4,381</b>	<b>1,155</b>



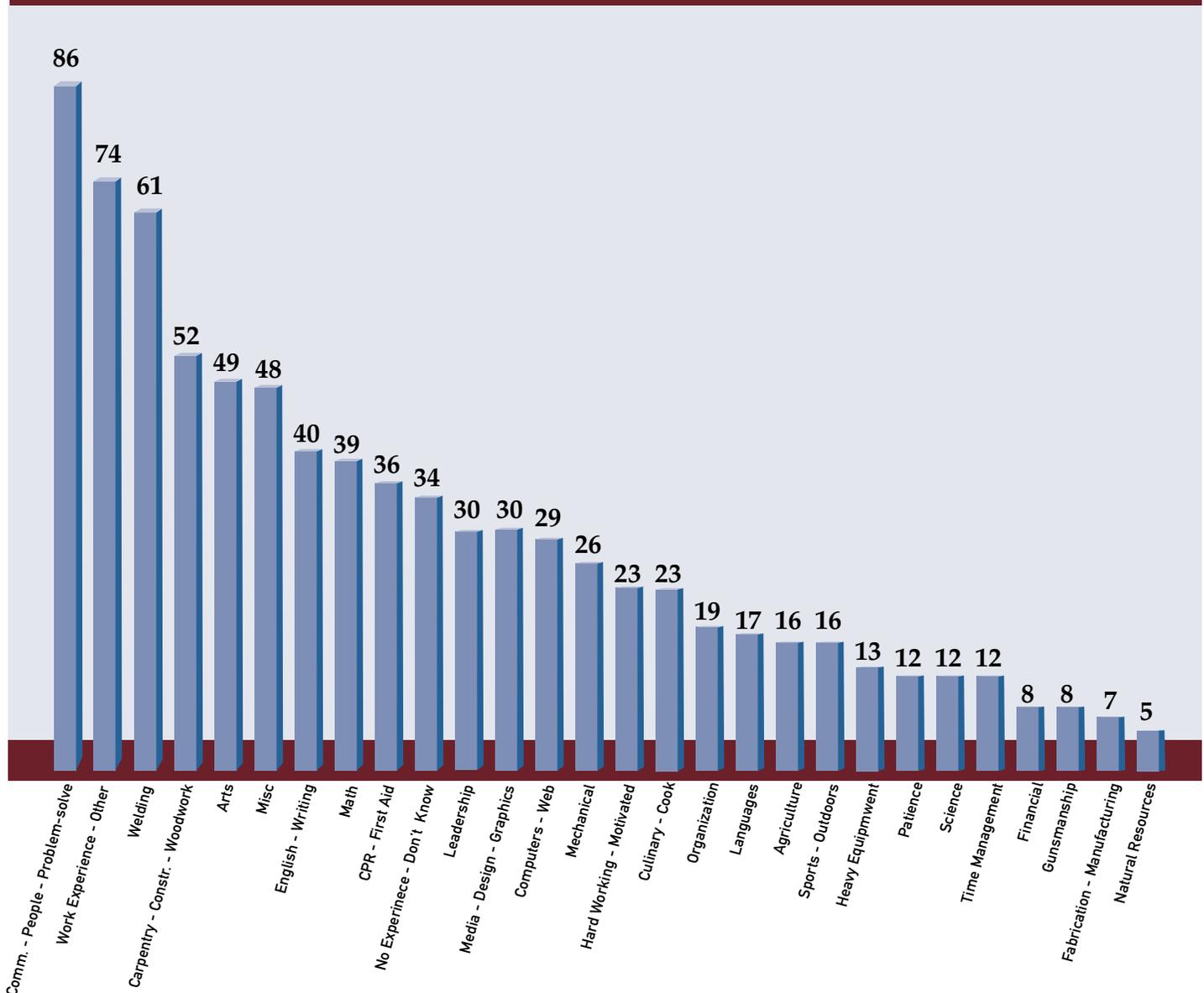
## Siskiyou Occupational Advancement Roadmap Community Surveys

Roadmap developers compiled community data and feedback to design the goals. This data includes student, educator, and employer surveys which represent a small section of Siskiyou County's population with approximately 900 responses. The numeric data gathered is not an accurate indicator of the entire population, however it provided some insights that mirror studies done by economic development and educational agencies. Every effort was made to reach diverse and underserved groups including remote communities. The most important information was community feedback provided in the form of essay answers within surveys, and personal interviews. This information is available upon request by contacting the [SiskiyouWorks](#) team.

### High School Student Survey

Over 600 students from six high schools and one junior high school responded. They chose multiple skills.

List the skills you already have or are currently learning:



For information: [siskiyouworks.org](http://siskiyouworks.org)



# SOAR AND SISKIYOU WORKS COMMITTEE AND ADVISORY PARTICIPATION

## Siskiyou Works Community Participation

Based on the Siskiyou Occupational Advancement Roadmap development team  
Updated 12/12/2019

Committee Sectors	Committee Members	Advisories	Pending		
<b>Business Sector</b> (4 seats) (north & south county) - Large & Small Employer - Trending Industries - Adult Ed - Intermediaries	<b>Career Technical Education (CTE)</b> K-12 (2 seats, rotating) - CTE Educator - Admin	<b>Career Technical Education (CTE)</b> Postsecondary - CTE Educator -Admin (2 Seats)	<b>Economic &amp; Workforce Development</b> (1 Seat, rotating)	<b>Government Representative</b> (1 Seat)	<b>Job Placement &amp; Employment Nonprofit</b> (1 Seat)
↓	↓	↓	↓	↓	↓
Agriculture <sup>2</sup> Rockside Ranch	Mount Shasta High School CTE Faculty	College of the Siskiyous Educator	Siskiyou County Economic Development Council	Siskiyou County Personnel Department	Siskiyou Training and Employment (STEP)
Manufacturing <sup>2</sup> -Pending	Siskiyou County Office of Education  AND	College of the Siskiyous Administrator	Jefferson Economic Development Institute (JEDI)	Government: City	College of the Siskiyous Counseling Department
Medical & Health <sup>2</sup> - Shasta Cascade Health Centers	<b>High School Superintendent</b>	College of the Siskiyous Apprenticeship <sup>3</sup>	Great Northern Services	Government: State CA Economic Development Department	Personnel Preference
<b>Natural Resources</b> -Pending	Butte County Office of Education Middle School Career Summer Camps	Adult Education Consortium <sup>4</sup>	Karuk Tribe	Government: Federal	Program Client
College of the Siskiyous	Dunsmuir High School CTE Faculty Robotics, GIS Programs	Butte Valley CRC <sup>4</sup>	Northern California Indian Development Council (NCIDC)	Government: Karuk Tribal Council	Siskiyou County Social Services
Construction <sup>3</sup>	Weed High School CTE Faculty Tiny House Project	Siskiyou Community Services Council	Quartz Valley Indian Community	Government: Quartz Valley Indian Council	Siskiyou Opportunity Center Mount Shasta
Fairchild Medical Center	Yreka High School CTE Faculty	Dunsmuir CRC <sup>4</sup>	Siskiyou Central Credit Union Young Entrepreneurs		Siskiyou Opportunity Center Yreka
Hospitality <sup>3</sup>		Family and Community Resource Center of Weed <sup>4</sup>	Siskiyou County Planning Commission		Southern Oregon Goodwill
IT Services <sup>3</sup>		First 5 Siskiyou <sup>4</sup>	The Northern Rural Training and Employment Consortium (NoRTEC)		Siskiyou County Probation
Manufacturing <sup>2</sup> - NorCal -Roseburg		Karuk Tribe			
Media, Design & Graphics <sup>2</sup>		Mt. Shasta Community Resource Center <sup>4</sup>			
Public Safety <sup>2</sup>		Quartz Valley Indian Community			
Retail <sup>3</sup>		Scott Valley Family Resource Center <sup>4</sup>			
Union Pacific Railroad					
US Agriculture Department		Siskiyou County Library <sup>4</sup>			
WalMart		Siskiyou County Sheriff's Office Veterans' Services			
		The HUB Communities Family Resource Center <sup>4</sup>			
		Tulelake/ell Family Resource Center <sup>4</sup>			

<sup>1</sup>EDD Employee Data

<sup>2</sup>YHS & MSHS CTE Industry Input Session

<sup>3</sup>Other Workforce Development Project Categories

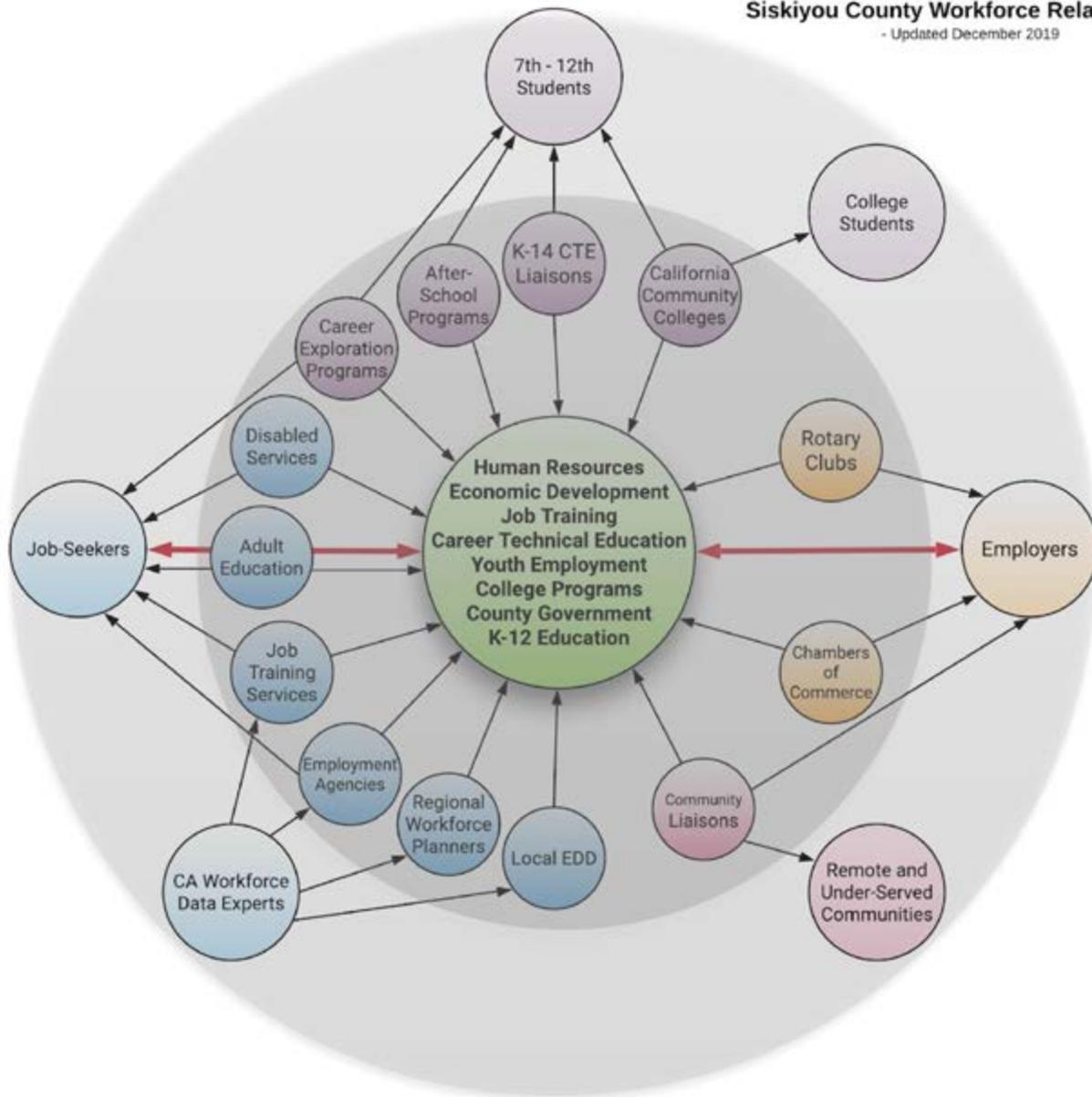
<sup>4</sup>Adult Education Pathways Partner

For information: [siskiyouworks.org](http://siskiyouworks.org)



# COMMUNITY RELATIONSHIPS DIAGRAM

**Siskiyou County Workforce Relationships**  
- Updated December 2019

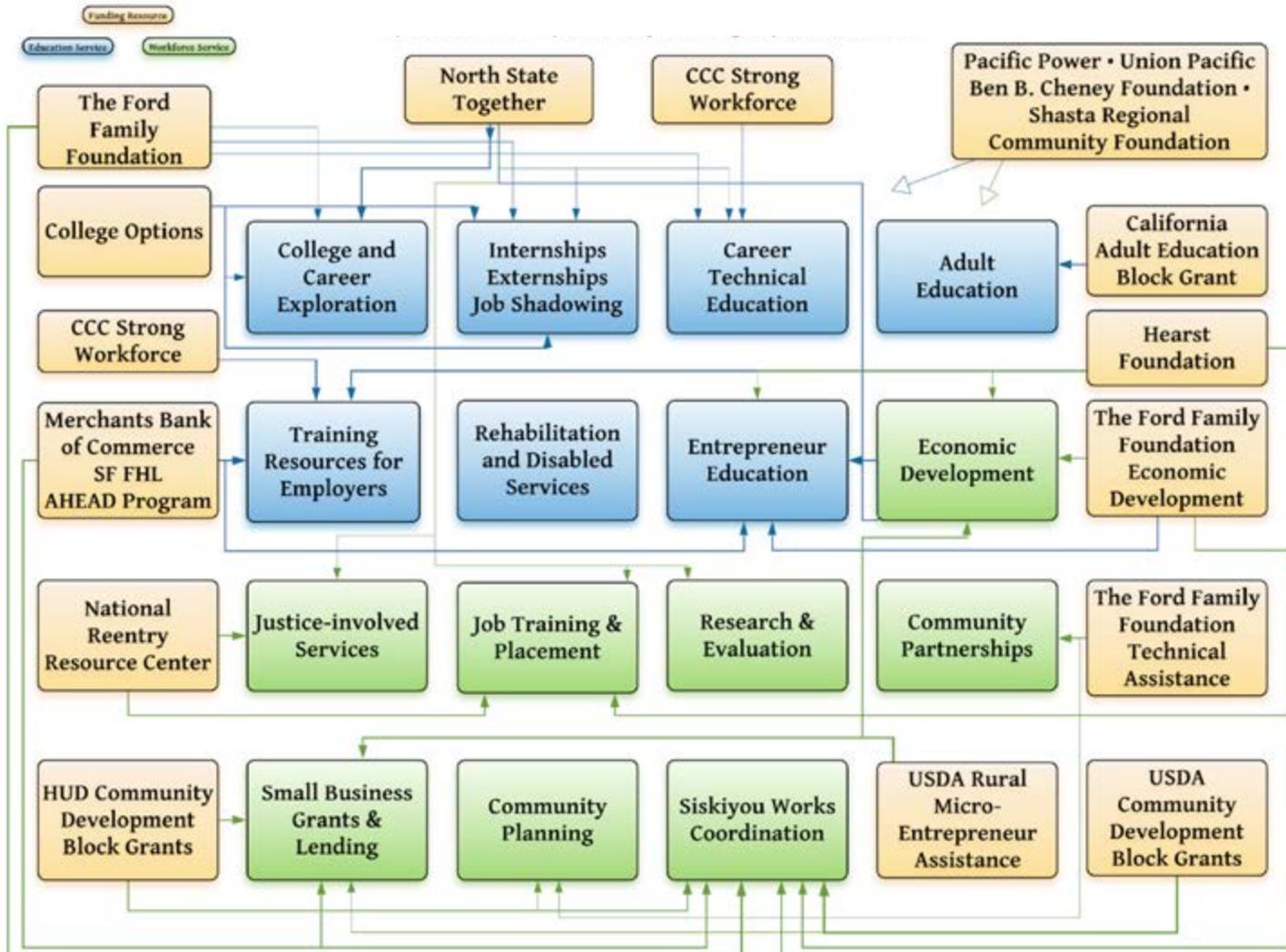




## FUNDING OPPORTUNITIES

### Siskiyou County Workforce and Career Technical Education Funding Resources

Updated 12/2019. Partial list - please visit [SiskiyouWorks.org](http://SiskiyouWorks.org) to request detailed information.





## GLOSSARY OF TERMS AND ACRONYMS

ACT	American College Testing
Apprenticeship	A system of training a new generation of practitioners of a trade or profession with on-the-job training and often some accompanying study. Apprenticeships can also enable practitioners to gain a license to practice in a regulated profession.
Asset map	An open-source database with the type and location of community resources.
BI	Business and Industry
CTE	Career and Technical Education is a term applied to programs that specialize in the skilled trades, applied sciences, modern technologies, and career preparation.
CCPT	<a href="#">California Careers Pathway Trust</a>
EDD	<a href="#">California Employment Development Department</a>
Internship	The position of a student or trainee who works in an organization, sometimes without pay, to gain work experience or satisfy requirements for a qualification.
Job shadowing	A type of career exploration, or training in which a student or new employee follows and observes a trained and experienced employee to learn about the work.
Life skills	A skill that is necessary or desirable for full participation in everyday life, and specifically in this roadmap, successful employment.
OJT	On-the-job-training. Subsidized training program.
SOAR	<a href="#">Siskiyou Occupational Advancement Roadmap</a>
Soft skills	Personal attributes that enable someone to interact effectively and harmoniously with other people. See Life Skills.
SWOT analysis	Strengths, weaknesses, opportunities and threats analysis. This is a framework for identifying and analyzing the internal and external factors that can have an impact on the viability of a project, product, place or person.
Technical skills	The abilities and knowledge needed to perform specific tasks. They are practical, and often relate to mechanical, information technology, mathematics, or science.
Work-based learning	Students learning and gaining experience at employer sites.
Work-based training	Employees receiving direct employment training on the job.
Workforce	The people engaged in or available for work, either in a country or area or in a particular company or industry.



## PARTICIPANTS

### Roadmap Development Steering Committee

*Research, coordination, outreach, and planning*

**Shawn Abbott** instructor, Business, [College of the Siskiyou](#)

**Emily Anderson-Moser** grants development officer, [College of the Siskiyou](#)

**Crystal Aston\*** field coordinator, [The Ford Family Foundation](#)

**Marie Caldwell\*** superintendent, [Scott Valley Unified School District](#)

**Roi Crouch\*** community development consultant, CommUNITY Consulting, LLC

**Rhonda Daws** assistant principal, [Yreka High School](#)

**Arielle Halpern** instructor, Biology, [Southern Oregon University](#)  
(formerly program manager, [Mt. Shasta Bioregional Ecology Center](#)  
and instructor, Biology)

**George Jennings\*** executive director, [Ore-Cal RC&DC](#)

**Hank Kearns\*** CEO, [Woolgatherer Carding Mill](#)

**Mark Klever** dean of career and technical education, [College of the Siskiyou](#)

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(formerly program manager, [Siskiyou Economic Development](#))

**Bright Nichols Stock\*** coordinator, College and Career Readiness, [Solano County Office of Education](#)  
(formerly [CTE Educator, Mt. Shasta High School](#)).

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**Miku Sodhi** Deputy CEO, [Shasta Cascade Health Centers](#)

**Craig Thompson** director, [Rockside Ranch](#)

**Christina Van Alfen** program grant manager, [College of the Siskiyou](#)

**Kermith Walters\*** superintendent, [Siskiyou County Office of Education](#)

\*Original steering committee members



## PARTICIPANTS

### Advisories

*Workforce, training, education, planning, research, and community development expertise*

**Jonathan Andrus** CEO, [Fairchild Medical Center](#)

**Renée Barr** [vocational services coordinator, Siskiyou Training and Employment Program](#)

**Brandon Criss** District 1 supervisor, [Siskiyou County Board of Supervisors](#)

**Anna Cleland** community builder, Cleland Consulting, LLC

**Dan Chianello** executive director, [Siskiyou Opportunity Center](#)

**Shannon Eller** director of adult education, [Adult Education Pathways](#)

**Evelyn Kent** community services administrative assistant, [Great Northern Services](#)

**Michelle Line** accreditation coordinator, [Siskiyou County Public Health](#)

**Michelle Michl** director of human resources, [Dignity Health Mercy Medical Center Mt. Shasta](#)

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**Nathan Rexford** research and assessment analyst, [College of the Siskiyous](#)

**Joan Smith Freeman** mayor, [City of Yreka](#)

**Danielle Smothers** administrative assistant, [Siskiyou Opportunity Center](#)

**Hannah Schneider** director, [Southern Oregon Goodwill](#)

**Nancy Swift** executive director, [Jefferson Economic Development Institute](#)

**Christina Van Alfen** program grant manager, [College of the Siskiyous](#)

**Barbara Wagner** mayor, [City of Mt. Shasta](#)

**Joanie Zarzynski** executive director, [Siskiyou Training and Employment](#)

*Hundreds of other community members have participated as advisories and in providing and facilitating community feedback. For a list of ongoing participants, please contact the SiskiyouWorks team.*

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## CAREER AND TECHNICAL EDUCATION BUSINESS AND INDUSTRY INPUT NIGHT (CTE/BII Night)

The 15th annual CTE/BII Night was held in November of 2019. Over 100 employers, educators, career and college exploration and human resources experts, students, parents, and administrators gathered at the Miner's Inn Convention Center in Yreka to share ideas and information to promote workforce initiatives in Siskiyou County. Local high school culinary arts students from multiple schools prepare and serve dinner each year.

To review summaries of community input from CTE/BII Night, please visit the information page at [SiskiyouWorks.org](#).

To receive occasional email notifications of upcoming workforce events, please visit the [contact form](#).

[For information: siskiyouworks.org](#)