

# Redwood Region RISE: Regional Strategies Community Feedback from Strategy Sessions

*Latest revision: August 29*

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Redwood Region RISE’s convening team has been thrilled to meet in-person with communities throughout our region in July and August to discuss our draft regional strategies and gather feedback to make sure our communities’ priorities are well-represented. These sessions have been a key opportunity to get a better sense of and help finetune RRRISE’s “**Regional Roadmap**”—our community and data-driven 10-year vision to bring good, sustainable jobs to Tribal Lands, Del Norte, Humboldt, Lake, and Mendocino Counties. The information below is a work in progress, showcasing community feedback gathered at the [Strategy Feedback Sessions](#).

Please reach out to [ccrp@humboldt.edu](mailto:ccrp@humboldt.edu) if you have any questions!

# 1. Cross Cutting Strategies

## 1. Broadband

### **Tribal Lands & Humboldt County**

- Data-driven assessment: the need for reviewing existing broadband studies and possibly conducting a meta-analysis to ensure that the needs of varying populations and priority communities are addressed in policies and strategies. Might this be something we could do as a component of a Catalyst study?
- Innovative last-mile solutions: Colby Smart emphasized the importance of innovative approaches like mesh networks for last-mile connectivity.
- Middle mile and last mile focus: Both Colby and Calder clarified that strategies should be sure to address both middle-mile and last-mile solutions, rather than just MM alone.
- Upload speeds: the importance of upload speeds was noted by both and is already included in the strategies in the focus on high-speed connections for various business needs.
- AI and data centers: While not explicitly mentioned in the final strategies, the potential importance of AI-driven content and data centers was noted by both and could be considered in the implementation of these strategies.
- Tourism applications: Both noted digital wayfinding and enhanced visitor experiences as an important reason to improve high-speed broadband availability, even in more remote areas.

*How can the proposed broadband strategy, particularly the Digital Equity Fund, be strengthened to close gaps in economic equity in rural and underserved areas of the Redwood Region? How might financing options to reduce the digital divide create and sustain pathways into quality jobs and family-sustaining careers in the technology sector and beyond?*

- More training opportunities accompanied by recruiting in local schools, particularly in hard to reach areas like Tribal Lands. Access to capital for construction and service work too.
- Increase connectivity in remote rural areas to access services-using technology (medical, social services, behavioral health)
- How do we make sure marginalized people have sufficient technology use training (Plain language, culturally appropriate, etc.)?
- What about people who are very low income?
- Libraries as a resource partner
- Importance of telehealth access in rural areas – provider desert

### Tribal Lands & Lake County

- *Comment from Amanda: Lake and Mendocino are the only two counties with broadband projects in the inventory.*
- Barriers to developing local wireless service provider companies include: (a) access to funding (b) cost for customers to buy equipment.
- Having line of sight is a challenge and running fiber is expensive. Public funding for the middle mile and local support for last mile providers will enable communities like Cobb Mountain to have access.
  - There are funding opportunities at the state level around this.
- At the latest Rural County Representatives of California (RCRC) meeting, an asset to leverage was discussed. A public-private partnership, one with Golden State Finance Authority, includes funding for eight rural counties with the highest need (including Lake County). Lake County BOS EJ Crandell and Sarah Balnick, the Economic Development Community Relations Manager are connected. It will expand the last mile connectivity. Education, health, the workforce, all branches of industry rely on broadband.
- Middletown Rancheria is involved with the Tribal Nations Grant Fund. Grants are available for those who work with local federally-recognized Tribes. There is the (1) equity grant, which is non-competitive, \$600k, and can be used for anything other than gaming. There is also an (2) impact grant, which is competitive, from \$1-3 million, and can be used for anything except gaming. These funding sources can be used for infrastructure.
  - Grant requirements for the impact grant are TBD.
  - Impact grant is for gaming Tribes. The equity grant is for Tribes that are limited-gaming.
  - Middletown Rancheria received two (or so) of the grants and built a community administration building.

### Tribal Lands & Mendocino County

- Middle Mile refers to a specific project (state initiative) that brings broadband to the Leggett area. A second set of funding continues to bring broadband up to other areas like southern Humboldt.

### Tribal Lands & Del Norte County

- Because federal funding has ended - a local program to ensure all students have broadband.
  - Training program partnership sustainability fund?

### **Zoom Strategy Feedback Session**

- Connection with comment from Workforce Development Feedback – Need both electricity and broadband for jobs through Zoom.

## **2. Entrepreneurship**

### **Tribal Lands & Humboldt County**

- People were not familiar with what the current trends and projected growth are in this area.
- Soft cost funding
- Business Structures
- Centralized operations for small businesses (accounting, marketing)
- Access to mentors, hands-on opportunities, apprenticeships
- Some examples of current successful entrepreneurs:
  - Wrangletown, Holly Yashi, Food businesses (Brio, Arise, etc.)
- Potential growth areas:
  - Machinists (Marine Terminals will need to produce small parts)
  - Computer/IT (There will be a need for people with the skills to help support technical assistance and run the various programs)
  - Art organization, music organizations
    - These bring money to our region (concerts, festivals, etc.)
    - Our region has also received funding from state and federal agencies to support these groups
  - Focus on expanding microenterprises and small businesses.
- Soft cost funding
- Business Structures
  - Centralized operations for small businesses (accounting, marketing)
- Access to mentors, hands-on opportunities, apprenticeships

There was a lot of discussion about what is appealing about being an entrepreneur/self-employed

- They are problem solvers!
- Anyone can be an entrepreneur!
  - People are excited and have great ideas; it's important to support them.
- Jobs need to be accessible and customizable for people with disabilities, elderly, women, single parents, etc.
- Flexibility in the workplace is important (not everyone wants or can work in an office; 40/hours per week, etc.)
- Support part-time and alternative work environments. It would be amazing if we had Universal Basic Income!

- Current policies should be revisited (especially for craft kitchens, etc.). Policies and regulations are not achievable.
- It's important to include more education at early ages around financial literacy—including building credit, saving money, budgeting, etc.

*How thoroughly do the strategies adequately address the potential impacts of climate change on targeted industries and occupations?*

- With renewable energy, there should be a decrease in reliance on natural gas.
- There is some concern about having access to power and what the cost would be for the community
- We should invest in people (not necessarily systems)
- We should invest and research what entrepreneurial engagement and involvement current is, maintain local control over the research, and tailor the support to specific needs/areas (It shouldn't be a cookie cutter approach)
- Remove the barriers to the Public Utilities Commission (PUC). It would be nice to have direct access to them, more frequent/regular connection with them—not only 1 or 2 work sessions
- Programs should not be based on population→Rural and remote regions are often left out of the conversation.

### **Tribal Lands & Lake County**

- When thinking about entrepreneurship, we should be thinking about employee owned and operated businesses, nonprofits, food hubs, and other ideas to build and share resources.
- Entrepreneurship funding is needed for start up businesses, especially for BIPOC and Native communities. Additional training is needed for things like Etsy, constructing an LLC properly, doing taxes. This should be incorporated into grant funding.
  - People are receiving services now through Community Development Services, Lake EDC, and Lake County SBDC.
- I was told by the county to get a major use permit to do a biogas project, which is putting a bag in the ground and accumulating gas. People can only be as creative as the county will let them.
- Shasta and Tehama counties have had success through integrating their Office of Education. They have CTE courses on business, welding, manufacturing, robotics, culinary, etc. They are also building an entrepreneurship arm. Encouraging students to explore online businesses through local colleges and EDC. They are creating spaces for high school students and industry leaders to meet and generate pathways.
- A priority population is those moving through re-entry systems (criminal justice, those with substance use disorders). These people need someone to advocate for them so they can grow their skills and increase their resiliency.

### Tribal Lands & Mendocino County

- *(Reflecting on the 72% of businesses being small businesses in the region)* The region will get more out of their investment for the workforce if we try to stabilize and protect our larger employers.
  - If we enhance entrepreneurship and small businesses, we are creating more fragile businesses.
- Collaboration shortened the supply chain.
- We need to create a culture of cooperation and collaboration. Instead of doing a new thing, how do we reinforce what we already have? Existing businesses of all sizes need support.
  - Collaboration has improved from my perspective, however we still have a mountain to climb. Breaking down silos is a continuous effort. When people leave positions, they create gaps in knowledge which require continuous improvement to bridge.
- Workforce strategies aren't for small businesses, they are for the county, and other larger employers. There has to be a place for smaller businesses and larger industries.
  - We need to be aware of legacy businesses that are holding up communities.
- Larger employers may not exist in smaller towns like Willits, hence why smaller businesses in Willits are failing and need assistance. These businesses are failing because the cash flow is gone in the community.
- As we create new businesses, we need to realize that younger generations will also create their own businesses (through instagram or Ebay). These are tied to broadband, although they won't necessarily need employees.
- Entrepreneurship is complex, you want the entrepreneurial mindset to live in governmental and healthcare agencies. This allows bureaucratic or traditional businesses to grow.
  - There is one common path that all entrepreneurs are led to (seek a loan, acquire capital, then pay off debt). It would be helpful to tease which businesses need which types of help.
- When we discuss entrepreneurship, we should look into factors that created a culture of tourism and a dependence on it. It has led to an emphasis on big business and wineries that dominate land. I hope Mendocino County politicians are looking at their mistakes while developing the county, and that people can be heard. It feels like you need to fight through filters to talk to someone.

### Tribal Lands & Del Norte County

- We need to think about entrepreneurship through expanding SBDC services and other alternatives outside of government entities as they have limits. People hit barriers through SBDC.
  - Some people need more hands-on help, SBDC doesn't offer that.
- Funding support isn't everything.
- Business incubator with financial, marketing, and designer specialists.

### Zoom Strategy Feedback Session

- Apprenticeships for entrepreneurial endeavors and skilled trades.
- Entrepreneurship could look like locally produced goods for export.

## 3. Food Security and Access

### Tribal Lands & Humboldt County

- USDA Processing no meats for Region.
- Tax meats that are not grown/raised/farmed in this region - use that tax money to support local endeavors.
  - This might have been implemented based on business licenses.
- Ease of process
  - Lobby to transition commodity subsidization to regenerative farming process.
  - Policy work to provide small farmers access to subsidies and funding (incentivizing them) → making more for products.
- Food hubs = disaster resilience (disaster planning → food systems)
- Investing in local, small farmers.
- Culturally appropriate food availability.
  - Do our food systems support this?
- Conduct a fully cycle analysis
  - Incorporate access (for priority communities, including those with disabilities), special diets (for priority communities, including those with disabilities), accommodating preferences.

### Tribal Lands & Lake County

- Community gardens are important, although there are few around. Some farmers deliver foods, but they are expensive (\$30 a week) and have to charge that to continue to serve. Seniors and individuals with disabilities cannot afford this. Can we develop a system to get them nutritious foods at a reduced rate?
  - SNAP organic designation is costly.
  - We need to work with garden projects to incorporate edible and Native elements, those that are less water intensive.
- For all California schools (K-12), every student gets a free nutritious breakfast and lunch.
- It's easier for parents to buy foods that are unhealthy as they are cheaper than meat and vegetables. These are people who have difficulties with food security but we rarely notice. This ties into health.

- Farmers markets are more difficult in rural areas, access and transportation and funding are gaps for conducting these in city and town centers.
  - Butte County does farmers market circuits, using E-busses and shuttles to pick up at remote schools. This could include local and strategic routes weekly (ex. One in Middletown, Ukiah, Clearlake). We could promote more indigenous foods, and help ranches that are going under. Tribal event centers like at the Twin Pines Casino could be a hub.
- Some farmers markets in Mexico require no monetary exchange. If we work together and bring access to community gardens, can we also make building housing accessible. This is all based on outreach. Could we discuss this with Bonnie Lockhart from Mendocino College.
  - A big obstacle is getting everyone involved.
- Lake is an Ag county but is primarily market-based. Lake County produces pears at a high rate, but the trees were converted to walnut trees for wine. We do not have enough farmers to provide one school one meal on one day. There isn't enough food production in the county. We have livestock but no processing plant (can't go up to Humboldt anymore). There is nowhere in Lake that would meet the designation of food desert except for Spring Valley.
  - Have the Clearlake Gleaners Organization and the USDA commodities supplemental food program, but that requires ID which is a barrier. There is the Redwood Empire Food Bank (most Tribal nations either have their own food bank or use Redwood Empire).
  - The Lake County farmers market has fewer and fewer Lake County farmers.
- At a policy level, we need to raise the standards of Medi-Cal, as we are cutting out people through the current standards.
- Clearlake has a ban on farmers markets, which should be lifted. If we innovate on community gardens, and have major counties and sectors in zones individually working, they could grow different items and barter between them.
- Mobile WIC is a really innovative idea, as well as Meals on Wheels. These are the types of folks to have at events centers once a week or farmers markets. Incentivize folks, subsidize garden gift cards to use.
- Rural areas can think about using drone delivery.
- At an events center in Lake County, adaptive culinary and exercise programs are operating for those with disabilities. They have a community garden.
- Let's use farming and working lands to address substance use and mental health issues in our county. Bring in people through the justice system to learn skills instead of having them pick up trash.
  - Juveniles can link up with schools to support youth and seniors that experience food insecurity. Maybe the elderly population can also get involved with farming.
- Coordinate AI w/ transportation, food, and power.



### Tribal Lands & Mendocino County

- Cultural fire and food sovereignty go hand in hand.

### Tribal Lands & Del Norte County

- Workforce development and food access go hand in hand. We need to bring farmers here and encourage food production in the county. This ties into disaster resiliency and housing (to feed ourselves in times of need and provide housing for ag workers).
- Prior to COVID, the food bank would educate community members on how to prepare healthy food. This influences families to eat better and feel better.
- Alexander Dairy works with Walmart to assist with power outages. Walmart can use cooling trailers to store food. Alexander Dairy supplies 350 thousand eggs a day and has cuts to provide to local stores and people who need food. They also produce milk and have stock supplied since it gets processed in the bay area.
  - These resources are available in the case that the 199 or 101 close down.
- Access to Ag land and farmworker development are important. We need local farmers to have local food.
- Co-op opportunities in outlying communities like Smith River, Gasquet, Klamath.

### Zoom Strategy Feedback Session

- Think through financial incentives for agricultural producers to bring down local food prices, while simultaneously making local producers more successful and viable.

## 4. Social Determinants of Health

### Tribal Lands & Humboldt County

- **Physical Environment promotes Social and Cultural Wellness:** We are lacking physical spaces for prevention activities. This can look like spaces for “poverty sports” or sports that have a low floor of entry (just need a hoop for basketball, just need a level field for soccer. Community gardens are another example, they can provide mental and physical health benefits. They also provide spiritual and emotional benefits (ex.promoting cultivating culturally appropriate food.)
  - Community resilience hubs are another example of a space that creates opportunities for people to build/establish hyper-local networks.
- **Equity in Built Environment:** Certain areas of the built environment of the county needs to be enhanced (ex. Areas of Hoopa look like skid row). Think about this using broken windows theory. Nobody is maintaining the infrastructure. How can we

incentivize the community to care for themselves and their environment – and generate social capital along the way (ex. Jefferson community center)

- **Schools as a nexus for SDOH:** Link community school processes and funding with SDOH. (ex. Clean clothes for students was a barrier for attendance, Zoe Barnum allows students to do laundry at school to address needs).
  - Put behavior therapists, social workers, counselors, and tutors in schools to support students.
  - There is a need to plant seeds to address issues – the community lacks funding and people power to address everything in the SDOH. Leverage outdoor education (metric = hours of outdoor time during school) as a protective factor against ACEs.
  - Emphasizing arts (although funding is bleak) in schools as it promotes Socio-Emotional Learning (SEL) and wellness. Saw a huge reduction in SEL for students during the pandemic. – upstream approach to art and cultural endeavors (grassroots/human centered)
- Increase awareness and data about the relationship between culture, cultural power, and health.
- Ensure equity for disinvested populations (ex. People with disabilities are more likely to have compounding health issues and more difficulties accessing care).
- **Alignment with local priorities and efforts:** Humboldt County Public Health has a CHA and CHIP which can be assessed with the prioritized efforts of neighboring counties.

### **Tribal Lands & Lake County**

The Social Determinants of Health strategies have significant overlap with the Health and Caregiving Sector strategies.

### **Tribal Lands & Mendocino County**

The Social Determinants of Health strategies have significant overlap with the Health and Caregiving Sector strategies.

### **Tribal Lands & Del Norte County**

- The county has high opioid death rates. Not just use rates.
- Through social services, we should have a counselor to work on hoarding issues, which are prevalent in the county. Some people need basic support for living skills.
- Education is huge for our community, especially for young children. The teacher workforce needs to be developed and it will improve the mental wellbeing of the community as they support parents. We have a district wide shortage of teachers, more accessible housing is important but education is as well.
- Network within region(s), our community may be able to solve the issues they are familiar with.

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- Missing in these strategies connected to SDOH are women’s health services/care, or childcare/birthcare.
- Look into streamlining duplicative services where we struggle to maintain (healthcare providers as an example) rather than adding new services / operations.

## 5. Housing

### Tribal Lands & Humboldt County

- Housing has the highest correlation with life span. And touches all other themes (broadband, workforce, healthcare, entrepreneurship, etc).
- We should be exploring less conventional structures, materials, and programs.
- Jefferson Project- work with ( ) to repair aging housing stock.
- Flipping raises costs.
- How can folks enter the market and build equity?
- There are challenges with the housing trust model: cap on gains?
- Condos: insurance can be hard to get, but a good first time opportunity.
- AirBnb is a problem- removing units from available stock.
- Need disaster safe locations
- Integrated and inclusive housing, making sure people with disabilities have units across income levels.
- Tension between “wall street” and owner occupied- housing as an investment vs as a fundamental human need. But how can we restrict that? Ordinances? Lenders? Local purchase policies?
- UC Davis program on housing with innovative materials.
- Structural plan?

### Tribal Lands & Lake County

- Homeowner insurance is a barrier across the state.
- Discussions at the state level are progressing around California Reinforcement / Redevelopment law.
  - Includes regional affordable housing.
  - Assembly Bill 1746 has died, so no redevelopment funding.
- There is a project in Lake County (Scotts Valley Housing Project) where old hotels in disrepair were bought and turned into apartments.
- Discussion around a USDA funding opportunity (more information written on pads).
- Resident protection policies, working with people with disabilities and families with disabilities. In Sacramento, people were evicted from homes because of family

members with disabilities. Now they are living in their cars. How can we protect these families?

- Comments about manufactured housing and safety concerns. Health and safety requirements are notably remiss for these homes.
  - There was disagreement about the danger of manufactured homes. Someone worked on Tribal housing grants through HUD, and can attest to the standards of these homes.
- Middletown Rancheria is working with Housing and Community Development (HCD) on five grants. They are finding many barriers around Tribes inability to meet state requests based on the way they operate. There has been much back and forth around this and a lot of red tape. Many Tribes have pulled out of NHCT grants because of this.
- County zoning and planning is another barrier for Tribes. The Rancheria turned in architectural designs that were approved, but due to turnover in the department, they ended up being rejected because of new staff members. We were told we needed flat roofs.
- How can we bring zoning requirements down? There are so many legalities.
  - Policy and procedure requirements for grants are also high.
- The county CoC needs to be included if we intend to change policy and procedure.
- Middletown Rancheria is rebuilding the only apartment building in the town that burnt down in the Valley fire. 40% of their employees were housed there, and were taken in by the rancheria (via a hotel) until finding another safe place to live. This project helps the Tribe and the community.
- Middletown Rancheria created their first housing needs assessment, including surveying everyone working at the casino. A more collaborative effort could show proof and need of a policy and procedure change around housing.
- Using mobile home parks is a good strategy. HUD will front costs for low income residents, allowing them to take an old mobile home and move it into a park. There is a county rule that anything that is 10 years old or older cannot be moved.
- People lose fire resistance with a quonset hut.
- Building a tiny house is so expensive, people don't have the 300-400k required, the county needs to be more realistic about what residents can afford.
- Building permits have been weaponized, you cannot do anything the county doesn't want. I have built up sustainable construction and solar. 3D printers can bring the ability to print in rural areas. 3D printing uses polymer that is fire resistant. A machine costs under 100k. You can use local materials on the ground and mix it with cement to make your house. We need to push back on the state to allow this.
  - Mendocino's ballot measure K: people can build what they want and the county can't interfere as the person is fully liable.
- There is a project submitted in the inventory about turning trash into building materials.

### Tribal Lands & Mendocino County

- Mendocino is geographically large with around 70k people in total. There is so much space not being used, the county should relax permitting to set up housing that is beautiful and affordable in areas that are continuously preserved. This includes temporary housing for people coming to get trained.
  - The only way you can find a place to rent is if you know someone. This process excludes Black people, meaning they can only find housing in more rundown areas. Black people are three times poorer in Mendo than outside the county.

### Tribal Lands & Del Norte County

- Interesting things are happening, like taking plastic out of the ocean and melting them into construction materials. However plastic during fires is hazardous.
- Storage containers are fireproof and could be used.
- People are using shot-crete.
- They are doing this in Coos Bay, but HUD is changing policy to cover trailers in mobile home parks.
- Maybe pushing people into owning homes isn't a good idea if they cannot maintain them.
- A bridge is needed for those with HUD housing vouchers who cannot pay for security deposits to use the vouchers.
  - Del Norte has bridge programs for that.
- Alexander Dairy provides housing for employees and they are able to own the homes over time. This is primarily for seasonal workers.
- Farm worker housing is needed.
- Houses with too much plastic are very hazardous during fires. For this reason I am very hesitant to support 3D printed houses.
- Storage container homes that are fireproof. Shotcrete homes, Rent to own with HOD, and bridge programs to help with deposit. w/HUD.

### Zoom Strategy Feedback Session

- Policy around number of vacation rentals vs. long term housing percentages.

## 6. Transportation

### Tribal Lands & Humboldt County

**Public transit** is always framed as a solution that needs to be in place for low income people. We need to shift the narrative on this- public transit is a climate solution that we should ALL be using. More ridership from people of all backgrounds would help improve service and

schedules and make transit more financially sustainable. Currently, there are gaps in service, unannounced schedule changes, and making connections/trip chaining is all but impossible. In Arcata the service is only designed for students, inconsistent and unreliable for other groups in the community. We need multi factor accessibility to improve transit for our riders with disabilities. Also need better coordinated regional planning to make sure transit lines run to new housing areas. Want to expand microtransit...

**Workforce/transit:** In rural, remote, tribal areas public transit is not a solution. One employer reported having to cosign auto loans for new hires, or take staff in to get their driver's licenses.

**Roadways:** New methods to hardpack roads helps reduce dust and maintenance. We should support tribes to get more folks trained for working construction/ on road infrastructure...and provide more capital for equipment. Local tribes have gravel and concrete but CalTrans and Forest Service aren't buying from them (maybe to help with procurement readiness).

**Supply Chain Infrastructure:** We should be making more strategic use of our ports for moving goods to and from the bigger markets. There are concerns that with new activities with Offshore Wind there won't be capacity to do regular shipping which we need given the state of the roads. Subsidies for airships for biomass and emergency access? Also could use mechanisms for better coordination of trucking- trucks shouldn't be going out or returning empty.

### **Tribal Lands & Lake County**

- Walkability and safety are important. Middletown Rancheria has recently finished a path that goes from the Twin Pines casino almost to town. This was a joint project between CalTrans and California Highway Patrol (CHP) over the last seven years. This was prompted by fatalities on the road in front of the casino. This was a community inspired project.
- Middletown Rancheria has a boys and girls club. The Tribe has a huge focus on Tribal youth and children having transportation to extracurricular activities. Tribal members are so busy that transportation is difficult. Having an electric vehicle would help, however grants that would cover it aren't prevalent anymore.
  - Including transportation for Tribal members who have doctor's appointments.
- Having Tribal eco-tourism would be economically beneficial for Tribes and the county (ex. A tourist route for individuals to come and go to different reservations and lands).
- Stacking functions is a good strategy. This could look like a bus that can park in a neighborhood and provide access to WiFi and be a cooling center. Recent cooling centers have had no attendance, and it was found out that barriers to attendance are that people don't want to leave their house and they don't have transportation.
- A mobile van for community members to shower, do laundry, give baths to animals, get haircuts, would be great. This could be used to provide services to individuals

experiencing homelessness at encampments. Many college students shower in local gas stations, these services could be for them. This can help people out of crisis mode.

- There is agreement on this. Negative rhetoric around people experiencing homelessness impacts how connected services are (ex. Having government issued phones, but not being able to use them because of a lack of charging stations. NIMBYism still exists and there is a lack of understanding about the complexity of what organizations are doing to address the problem. Regional policies and procedures that connect county Continuum of Cares (CoCs) would be strong.
- It would be great for the county to own places to charge and repair electric cars. We will rely more heavily on electricity for transportation moving forward.
- There is work happening in conjunction with Tribes, County of Del Norte, Crescent City, Community Colleges, and the Office of Education on mobility hubs. These hubs could allow people to plug in and stay, as they can connect with other community services (libraries, including WiFi).
  - Looking at USDA grants around clean transportation options. Similar to CORE grants where USDA works with municipalities and collaboratives to fund large van routes connecting services around education, health, food, art, culture, etc.
  - RCRC, the private industry, and Tribes are working to get a mobility hub here. It will be able to charge commercial rigs as well.
- Lake County Transit is coming to the Twin Pine Hotel, in agreement with PG&E, to operate a cooling center during Public Safety Power Shutoffs (PSPS).
- We should look at larger cities for transportation ideas (ex. Shared bikes that are free to use for those enrolled in SNAP through EBT).
- The physical infrastructure around roads needs work in order to make biking safe. Pedestrians are hit and killed often.

### **Tribal Lands & Mendocino County**

- There is a desire to have more information around Lake County transit and hydrogen buses.

### **Tribal Lands & Del Norte County**

- There is no public transportation on Sundays. Other days, buses stop everyday at five, which makes things tough for workers.
- Medical transportation is needed, local elderly cannot get to dialysis, most often people need to go into Oregon for this.
  - There is a group who was doing this, an out of region person contracted through the Del Norte Healthcare District.
- There is a sign up process for a medical shuttle, but access is still difficult for folks. Especially those based in Klamath as they cannot get to pick up spaces.
- The Hmong community has trouble with accessibility. They can find transportation from friends and community members, but gas isn't cheap.

- Partnership provides transportation but that requires insurance which is also a barrier.
- Create a bike bridge across Elk Creek connecting the parkway with Elk Valley Road.

### Zoom Strategy Feedback Session

- Mendocino County has a lot of [roadside fuel programs](#) already in process.

## 7. Workforce Development

### Tribal Lands & Humboldt County

- **Workforce “disaster preparedness”:** We’ve got a shortage of people interested/working in “disaster careers”, as well as a general lack of knowledge in this area. In order to prepare for climate change, we want to take a proactive approach and make (future) workers aware of the broad–and growing–range of possibilities in this field. Examples are: construction, cleanup of sites, engineering, ensuring people know to build housing away from “disaster-prone areas”.
- **Equity:** Ensure close collaboration with communities of color and Tribal entities, especially small business owners.
- **Workforce training: Disabilities:** Considering our elevated rates of folks with disabilities in our region, it will be crucial to adequately train people with (mental) disabilities so they can meaningfully participate in the workforce, and get paid fairly. Do not give up on them! Flexibility in roles will be key to ensure people with disabilities can thrive within an organization: they might not be able to do a certain task, but then can definitely do something else. Generally speaking, people with disabilities are forced to use their own money to meet their basic needs. This puts them economically at a disadvantage.
- What about people who provide direct services, who are more likely to experience challenges related to poverty?
- We need more (care for) **caretakers** in the region! These folks are a crucial support system for many, and often caretakers have trouble paying for childcare, transportation etc.
- Enable **smaller businesses** to compete with larger employers, so that they can offer good benefits and be more competitive.
- A great workforce development strategy would be a platform/tool/resource to facilitate/bring volunteers together. For instance a free community sign-up webpage where **volunteers** can be matched with jobs. Accessible means to advertise will be key.
- Leadership development programs! We need more good, “home-grown” leadership in the region.



- A great avenue to advance workforce development is **forestry training programs and awareness models** to motivate landowners to address fire dangers. There's money available to build environmental resilience, but not enough people to (have the knowledge and access to) do the work. We need training centers, collaborations with construction companies, the trades, unions, including Tribal entities!
- Facilitation of **apprenticeship programs**.
- Oftentimes, workforce development centers around "crisis management". We can be one step ahead through investment in early education → homegrown workforce pathways. One easy way to spark interest and open pathways is "bring your kids to work-days."
- The region needs to invest in workforce training to develop hempcrete renovation buildings and panel installations. The Indigenous Habitat Institute is working to find "demonstration opportunities" to show its effectiveness. These offer great training opportunities as well. Connecting with and transferring knowledge to communities should be a key component of any workforce development strategy.

### Tribal Lands & Lake County

- Trauma-informed approaches to workforce development are helpful to bring back to county BOS.
- Lake County is experiencing a healthcare worker crisis, and a healthcare sector partnership is forming to address it. Sutter Lakeside Hospital is creating a simulation and learning center for practical learners for various healthcare education programs.
- It would be helpful to provide resources and training dollars to those who are out of work due to the closure of small businesses.
- We can work with individuals with disabilities through the CA Departments of Rehabilitation (DOR).
- *Comment from David: Managerial and C Suite workers need workforce development opportunities too. Managers need skills to employ engagement strategies, studies have shown the value of this.*
- Partnering with organizations that incorporate Diversity, Equity, and Inclusion (DEI) strategies will be important for workforce development. We need to understand what organizations are doing currently (ex. Tracking data, weeding out implicit bias, creating healthy workplace environments, removing toxic workplace environments) and what they can do to better embed DEI.
  - We also need to understand: (a) cultural competency and how it is implemented (b) white privilege in the workplace and how it impacts BIPOC individuals.
- The Lake County Office of Education offers a program called Teach Lake County, where people can earn their teaching credential with a focus on working with impoverished communities. An example of this focus is having teachers engage with Indigenous families to better understand and serve them.

- Humanoid robots are being utilized in other places of the world. It is harder for people to plant a billion trees. Let's look at workforce development through a different lens.
- Long standing challenges and gaps are present through regions themselves. The Northern Rural Training and Employment Consortium (NoRTEC) is a powerhouse for economic and workforce development. They have an economic development executive committee and work closely with community colleges. They focus on housing, childcare, transportation, and education challenges (cross-cutting). Lake, Humboldt, and Mendocino aren't included in NoRTEC. We should be coordinating with NoRTEC, I'd love to see regional lines and gaps close, especially to support those with disabilities.
  - *Wendy Zanotelli with SMART workforce is on the voting block.*
- An electric vehicle infrastructure transportation and development grant was submitted with Middletown Rancheria. The plan is to have full integration with career pathways, high schools, and career colleges. The focus will be on advanced manufacturing, clean energy, and transportation. There will be a regional hub, inclusive of Napa Valley.
- For UC Colleges, if someone is enrolled in a Tribe, they get tuition for free. It's an opportunity for education that won't jeopardize their quality of life.
- For upper management positions, longstanding and dedicated workers without schooling get bypassed by those with degrees. It's important to elevate experience just as we do education.

### **Tribal Lands & Mendocino County**

- *(Related more toward Economic Development broadly)* Cita Williams forwarded Mendocino County data covering highest ranked occupations, industry tables organized by jobs, analytics for job postings over the past three months.

### **Tribal Lands & Del Norte County**

- Idea: trade development that creates tiny homes.
- Alexander Dairy is looking for local people since they spend a lot to hire people out of the community.
- Increase the number of paid internships for high school students during the school year.
- Agriculture Workforce Development
  - CTE in schools.
  - Hands on opportunities.
- Increase connection and accessibility. The school district is developing its social emotional learning and community school systems in connection with community partners.
  - Perhaps hire folks to strengthen connections, and increase accessibility for everyone in the community.
  - These students will be the future workforce.

- Promote non-profit and community organizations to facilitate and run home economic and leadership programs/activities, like the Hmong Cultural Center does cooking classes and others do arts and crafts and gardening. But we always lack funding to keep them going consistently.
  - We need problem solvers and independency folks.
- Generally support food production and processing facilities as value added opportunities.
- Foster retention of existing businesses by facilitating a sales or transfer of established businesses (ex. Blueberry hill organic blueberries and dr bruhn's optometrist).

### Zoom Strategy Feedback Session

- Apprenticeship and scholarship programs for skilled fields. I've worked with many skilled field workers who have nobody underneath them.
- Childcare is a wraparound service that can be built into training services & employment.
- Exporting and producing local goods is an opportunity for workforce development.
- We all use electricity now for Zoom meetings and the jobs created from development of microgrids could be a huge boost.
- Not seeing much evidence of Tribal leadership (more than just identifying where Tribes might fit) within the cross-cutting strategies.
- Work-based learning: internships and apprenticeships at the HS level open to all students within the school day directly linked to labor market information (LMI).

## 2. Sector Strategies

### 1. Arts, Culture, and Tourism

#### Tribal Lands & Humboldt County

- When thinking about tourism, we need to make sure to balance the tourism sector (in each region) with housing needs
- Something to consider: are we looking to increase the number of visitors, or the amount of money they spend?
- Generally speaking, tourists spend more on cultural events than outdoor recreation. We need to advance cultural tourism!
- Reinvest in campgrounds through leveraging private investment
- Invest in hospitality training for service providers (service industry)
- The region should invest in the restaurant service industry using a career pathway lense/mindset. These jobs are not always/shouldn't always be considered

temporarily! They can be very meaningful pathways. → change the narrative around “survival jobs”: these jobs require skills!

- Long term vs. transient staff in service sector
- Increase pay (and benefits) for service providers – so they can save for retirement
- We need collective health insurance in the arts, culture, and tourism industry → regional buying power (health insurance in particular... Possibly also event insurance?)
- Healthcare workforce pipeline: partner with arts, culture sector for mental health service expansion
- The arts, culture, and tourism sector needs affordable housing and access to healthcare!
- Art is about economic benefits AND individual and community wellbeing. You can't/shouldn't quantify its purpose entirely.
- Our region should OWN the redwoods (we should leverage our strengths)
- Hidden gem
- The cannabis industry collapse means our region has less disposable income on average
- We need to focus on preventing “pass-through tourism”
- Invest back in infrastructure (roads, signage)
- Great Redwoods Trail, guided tours. There's currently a regulation being considered to ban concessions in our parks. We need legislative solutions!
- We need to invest in cultural housing and develop “proof of concept” as a way to showcase how to live sustainably → mix with cultural assets
- Create awareness (a taste for) cultural and indigenous foods (as part of a “wraparound” cultural experience) → culinary tourism
- We have no hostels north of Sacramento and south of Oregon. This is a bottleneck we need to address
- Yurok Hempcrete Plank has cabins – State Park
- Create fewer barriers to enter for tourists (transportation options, easy permits, ability to bring concessions to state parks)
- Entrepreneurship: support incubators, organizations. We need to identify the entrepreneurial needs and proactively connect people in the arts, culture, and tourism industry to social goals
- Who is an artist? Anyone!
- People with disabilities as cultural assets

### **Tribal Lands & Lake County**

- Lake County is home to four Tribal casinos, which are valuable to tourism and are the larger group employer in the county. Tribal engagement with different tourism boards is good for the community; local (Lake County Tourism District), regional (North Coast Tourism Council), state (California Tourism Board), and nation-wide [American Indian Alaska Native Tourism Association (AIANTA)].

- Middletown Rancheria is building a small cultural museum for the community and working with the Middletown Art Council. There will be water tanks in town with Pomo Indian basket designs on them. The majority of the funding for this is from the National Endowment of the Arts (which has been listed in large publication mediums).
  - Pomo basketry, coming out of Lake County, are the most sought after and expensive type of baskets in the whole world.
- Tech should be incorporated into tourism. States and Counties have QR codes that people scan (with place-based hotspots to do so) to see pictures of how areas looked like in the past vs. current day. This can be incorporated into eco-tourism.
- Tolowa Nation is doing a tour walk along the coast.

### **Tribal Lands & Mendocino County**

- There has been an emphasis in Mendocino on promoting tourism over anything else. There is a lack of engagement towards locals. The opinion that providing housing to locals isn't as important as tourism.
- My main goal is to have a culture more open to Black people in Mendocino, the county doesn't know how to create a welcoming culture.
- There is a change happening in the tourism space in Mendocino. We no longer want to put out color glossy marketing pieces that bring people into the area. We are trying to find a real way to have tourism be a compliment and not an extractive detriment. There is a way to find balance, it's not just about marketing and bringing people here, these conversations will continue and require strength, courage, and humility. If we continue, we will make progress.
- It's a good idea to align tourism with community initiatives. Artists can speak to a wide audience. Let's get the community involved with the messaging.
- West Business Development Center is doing an Artist in Action series. Let's expand this on a regional scale around the business or art. Training artists to be entrepreneurs.
- We need to be careful about how increases in tourism decreases housing stock, due to AirBnB. How can we enhance tourism through hotels, rather than second and third homes. Some municipalities have set boundaries around a maximum amount of time they can have homes open for tourists.
  - There is a line to tow as this could also be considered entrepreneurship.
- We need to incorporate creative place keeping as much as creative place making.
- There is a balance between community wellbeing and tourism. How are we making the community richer and providing for them through tourism?
- The goal is to develop an influx of people to arts, culture, and local food which will support local artists.
- Investing in parks and trails/family friendly spaces will benefit the community. Investing in physical infrastructure.
- Solicit folks who work from home in cities to not just visit but also move up here. Our region is where people can raise families.

- Ukiah can be an outdoor recreation hub. Other areas of the county (Laytonville, Covelo) need trails considering how much land they encompass.
- There are nine independently operated FRCs in Mendocino. Through our RISE project, we have been helping to organize local events. In order to get a liquor license or other permits, you have to be sponsored. Nonprofits step up and engage, but at the cost of their own funding. There are no grants for this.

### **Tribal Lands & Del Norte County**

- Idea: partner with Cal Poly Humboldt to develop pressure pads that activate for elk traffic crossing. You would impact traffic safety and create a tourist destination.
- With Crescent City, you can have access to live near the beach. I worry about becoming a gem because that comes with development. Developmental dyads will be important for the local community.
- We should evaluate the proportion of vacation homes here. I understand it is lucrative and is connected to entrepreneurship but it takes housing away from people who need it and live in the area.
  - Some communities have policies where you can add a VRBO where you also have an ADU unit for locals.

### **Zoom Strategy Feedback Session**

- No feedback for Arts, Culture, and Tourism

## 2. Health and Caregiving

### **Tribal Lands & Humboldt County**

- Cultural concepts around how we talk about health and wellness. A culture of health and cultural humility.
  - Includes the workforce, training, undoing assumptions about certain groups.
- Lack of dental providers.
  - Incentivization of Denti-Cal providers.
- Community Health Outreach Workers (CHOW) and wellness coaches are an on-ramp to more opportunities in the medical profession.
  - CHOWs and wellness coaches can fill in workforce gaps.
- The region is and continues to become more desirable to live because it is a climate refuge.
- Lack of access to traditional practices.
  - Substance Use Disorder (example)
- Professional learning model – access to learning and training (connected with arts and culture).

- Explore topics and models through the California Center for Integrated Studies.
- Support people to continue to work while seeking certification and degrees.
- “Home Sharing” for medical providers.
- Communities of Practice: sharing of strategies, coalescing for joint advocacy, sharing trauma-informed processes.
- Direct Service Providers (DSP) workforce deserves resources
  - Sector is fundamentally disinvested.
  - Create a different baseline for support. A healthy workforce to support direct service providers. .
- Respite care
  - Access to work, access to a job.
- A holistic approach to wellness
  - How do the arts bridge this? – cross sector (art therapy, comprehensive therapy).
  - Access to the outdoors and physical health opportunities.
  - Worker retention (quality of life) – redefine this for workers and the community. It isn't defined by the agency but by the individual.
- A prescriptive arts model – prescribe certain activities to increase health.
- Preventative care program that would assist medical professionals.
  - Our model for this is broken without the workforce to provide it.
- Cal-AIM capacity: can this work as a hub for administration?
- Live Well Humboldt – a whole personed approached
  - Train the workforce to see this
  - DSP community removes barriers to succeed.
- Connecting Electronic Health Records is a technology infrastructure need.

### **Tribal Lands & Lake County**

The Health and Caregiving Sector strategies have significant overlap with the Health and Caregiving Sector strategies.

### **Tribal Lands & Mendocino County**

- *Question from Leigh: Is there a strategy or something that is working in Mendocino County that we should be centering and elevating?*
- Mendocino Office of Education and Mendocino College hosted a healthcare summit with the sole purpose of breaking down silos. Had the first event in Lake County, and one in Mendocino is in the planning stage. They would like RRRISE to be included in this. 85 people showed up and worked on important collaborative efforts. This included many representatives (ex. Superintendent of schools).
- Our region has desirable and vibrant communities. Doctors stay and practice here because they are called to working with Rural and Tribal communities. We need to emphasize the purpose and passion of the work when recruiting.

- The hospital on the Mendocino Coast has put a lot of money into recruitment, and found out that recruitment is more effective when they present a cause for why working in our region is important.
- Some countries are moving to mobile units for healthcare infrastructure with success. They can go to communities where transportation and scheduling are difficult.
- On the intersection between housing and doctors, can every county provide an incentive around housing to healthcare providers (ex. Programs for traveling nurses to rent houses)?
- Diversify from having monopolies controlling all the hospitals in a county.

### **Tribal Lands & Del Norte County**

- Need more doctors, a podiatrist, an optometrist, and dentists here.
- Summer school classes and baby sitting would help, childcare with jobs too.
- I've heard from doctors that they are leaving since their spouses are bored. There is no shopping and they don't like the outdoors.
- Speaking with locals here, they have explained many different issues. I notice that housing is expensive/hard to find. Then childcare for families is lacking. The education system is sad.
  - It's hard to grow a family here as there are no opportunities for kids here. It feels like we are doing a disservice to them by being here.
- We are a training ground for dentists, but then they leave.
- Community members do not want to access preventive care because they feel shamed by their physicians. Burnt out healthcare workers are struggling to communicate with patients, and that creates a cycle where families feel shamed and don't access care.
- Job corps for this area?
- Connect youth and seniors for cross training skills.

### **Zoom Strategy Feedback Session**

- Look into streamlining duplicative services where we struggle to maintain (healthcare providers as an example) rather than adding new services / operations.

## 3. Renewable and Resilient Energy

### **Tribal Lands & Humboldt County**

- No feedback for Renewable and Resilient Energy

### **Tribal Lands & Lake County**

- No feedback for Renewable and Resilient Energy



### Tribal Lands & Mendocino County

- I am concerned that, with the offshore energy windmills out of Humboldt Bay, Mendocino County will just be a conduit to it. We will be on the road from Humboldt to the Bay Area. How can we also benefit from this? Even if it is providing meals for workers.
  - Can build houses in the meantime and design them as energy efficient as possible.
- We should include decommissioning strategies for wind turbines. How do we fix them if they break? It is important to keep funding for this just in case.
- I wish there were more microgrids. It will be important to get off the macrogrid.
- Are we planning on using alternate energy generation, such as solar?
  - We consider all super insulation methods, including 3D printing and hempcrete.
- The Ukiah campus (Mendocino College?) has a sustainable construction and energy trade course.
- Why is it so difficult to get alternative building structures permitted, such as compostable toilets?
- Involve more assistive agencies like DOR (Department of Rehabilitation), people with disabilities, or IEP's.

### Tribal Lands & Del Norte County

- We have found that since we don't have a large population, coming up with money for microgrids is hard. Maybe we should use broken down houses, and create a workforce of people to retrofit houses.
  - There are many businesses downtown that can be restored for people to operate.
- New offshore wind facilities need to include plans for repair and recovery of wind turbines as they are damaged or reach end of service life.
- Keep solar powers off the ground so we can still use the land underneath.

### Zoom Strategy Feedback Session

- Connection of developing microgrids as a Renewable and Resilient Energy and Workforce Development strategy.

## 4. Working Lands and Blue Economy

### Tribal Lands & Humboldt County

- Working Lands are Working Neighborhoods!

- Land Trust models
- We should work with our Tribal partners, businesses, local jurisdictions, private sector
- →How do we incentive this? (EX. B Corp)
- →How do we share the (limited) resources that are currently available?
- Messaging Component
  - We need to identify the pathways for engagement and connection
  - It would be good to identify and support mentorships and support systems (which should be customized to different groups.)
  - It is helpful to have knowledge of projects in our region, communicate and connect with partners.
- No biocides in our working lands!
- Strive for a closed loop system of food
  - It will take communication and cooperation to achieve this.
  - Good communication between the suppliers and groups/organizations/Tribes, etc.
  - Use “waste” for other purposes (food, gardens, etc.)
  - Not everything necessarily should “just be composted”
  - Ensure that soil health is continuously built
- We should understand the value of carbon sequestration.
- Policies need to be revisited (they are outdated or no longer relevant)  
Ex. Growing hemp in our region
- It could be beneficial to collaborate with other regions.

*How effectively do the proposed strategies create and sustain pathways into quality jobs and family-sustaining careers and/or improve job quality and wages in sectors that do not offer quality jobs?*

- Tribal partnerships with fishing (Tribes can move projects forward with less regulatory hurdles)
- Subsistence fishing (leads to healthy lifestyles and healthy families)
- Knowledge-sharing will benefit our whole community
- The offshore wind encompasses 4,000 square miles (turbines will be 200 miles offshore). How do we mitigate the impacts on fishing? We need to avoid, minimize, and mitigate the impacts.
- Our region has food distribution/transportation issues.
  - Our region needs to support the groups doing the work and advocate for them.
  - We need to expand on what we have and build on what we know is working.
- Cultural Fire Management Council
  - They provide training, transportation, childcare, housing, and recruitment
- The Catalyst funding is important!
  - How can we model what we learn from this process?
- Our region needs more education to get the youth involved and excited about working lands.

- This includes teaching them more skills, giving them the tools needed to succeed, capital, etc.

### **Tribal Lands & Lake County**

- Utilizing propagation plants is good for working lands and contributes to eco-tourism.
- Lake County has combustible plants, so propagating fire resistant plants and removing invasive species will be important.

### **Tribal Lands & Mendocino County**

- Blue Economy:
  - My organization is part of the River Watershed Project. When I first started, I was living in Oakland and reflected on the clean environment up here (ability to swim in bodies of water). How can we give youth in cities some ownership or stake in clean water activities? How can we have them come visit, get involved, and benefit from it?
    - The science center runs youth programs during the summer.
    - Boys and Girls club in Mendocino also has opportunities.
    - What about the connection with the Skunk Train? A comment about discussions with the General Manager about the waterfront.
- Working Lands:
  - Mendocino College received their first apprenticeship grant in regenerative agriculture. They are partnering with organizations on the coast and envision having more coastal farms, and overall, practicing regenerative agriculture.
  - There is decent demand for vocational education/apprenticeships in vocations like welding or manufacturing. There have been efforts to connect with the community college about the value of this. Farms will need maintenance.
  - Land access is expensive here, as well as having people hired on working lands. How can the process of land transference and giving land back become easier? (ex. Large tracts are unaffordable).
    - Land might become accessible in the future relating to the fallout of the wine industry.
  - Mendocino County has facilitated meetings around land access, how people can get capital to buy land. There are working groups still meeting on this topic.
  - There is a group of folks who are not native who work on restoration projects. Certain cannabis farms not shut out by the industry could be better utilized as multi-use farms rather than mono-crop farms. Our group would love to be involved in a process like this to teach what we have learned about land ownership and farming.

- We should explore the idea of leasing to own financing projects. Allowing someone to rent and have them work into ownership to create generational wealth in our communities.
- Important to talk about restoration economy projects, meaning making use of all materials coming out of forest thinning projects. Pull buildings and alternative methods for building; changing building codes to create affordable housing.
  - The state is finally discussing fire protection after the millions lost on putting fires out.
  - Communities are cognizant of how housing situations can change in a day.
- Ownership of working lands (forests and farmlands) is very important. Currently, ownership is increasingly consolidated and absentee. Strategies should be developed to create more local ownership.
- Here is a good place to add language priorities from our First Nations Peoples.

### **Tribal Lands & Del Norte County**

- It is the how, not the cow that leads to climate change. How can Humboldt and Del Norte collaborate on a joint effort for harvesting. Maybe through the farm bureaus?
  - Developing processing plants (slaughterhouses) for meats.
- The right way is for cattle to be born here, raised here, and composted here.
- From a solid waste perspective, we need better ways to deal with dead animals. Some ranchers bury on site, but for methane production we need another way.
- (Blue Economy) Work is being done to set up an introduction to fisheries program for the schools. This includes looking for funding for a second processing facility for students to identify species, cook, and handle them. Regulation from Fish and Game can help with these efforts.
  - The course would start off with general education (processing, fishing, environmental elements, and law enforcement). Then capstone courses come after to help put students into careers.
- (Climate-related) Carbon sequestration happens fastest in trees and near shore coastal environments. Re-establishing our kelp forest, the habitat of sea otters, composting to ag lands. I think we are well positioned to leverage ourselves.

### **Zoom Strategy Feedback Session**

- No feedback for Working Lands and Blue Economy.