

Community Development Summary

Kirk Girard, Community Development Services Director

Departmental Summary	2002-03	2003-04	2004-05	2005-06	2006-07	2006-07	Increase/ (Decrease)
	Actual	Actual	Actual	Adopted	Request	Adopted	
Departmental Revenues							
Attributable to Department	\$3,160,024	\$3,177,666	\$6,265,650	\$8,075,450	\$11,232,038	\$11,074,088	\$2,998,638
General Fund Support	848,054	797,752	754,168	844,092	1,513,682	1,514,102	670,010
(To)/From Non-GF Fund Balance	266,540	(88,816)	42,394	1,800,268	(2,297,566)	(2,297,566)	(4,097,834)
Grand Total Revenues	\$4,274,618	\$3,886,602	\$7,062,213	\$10,719,810	\$10,448,154	\$10,290,624	(\$429,186)
Expenditures							
Salaries & Benefits	\$2,230,457	\$2,348,767	\$2,624,446	\$2,965,290	\$3,814,144	\$3,814,144	\$848,853
Supplies & Services	611,803	557,017	549,158	545,495	897,317	804,817	259,322
Other Charges	1,580,063	1,150,901	4,351,137	7,713,098	6,313,460	6,248,430	(1,464,669)
Fixed Assets	18,814	13,306	11,986	36,793	25,400	25,400	(11,393)
Expense Transfers	(166,520)	(183,389)	(474,513)	(540,866)	(602,166)	(602,166)	(61,300)
Total Expenditures	\$4,274,618	\$3,886,602	\$7,062,213	\$10,719,810	\$10,448,154	\$10,290,624	(\$429,186)
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Departmental Staffing (FTE)	41.00	41.00	50.25	57.46	60.34	60.34	2.88

Community Development Summary

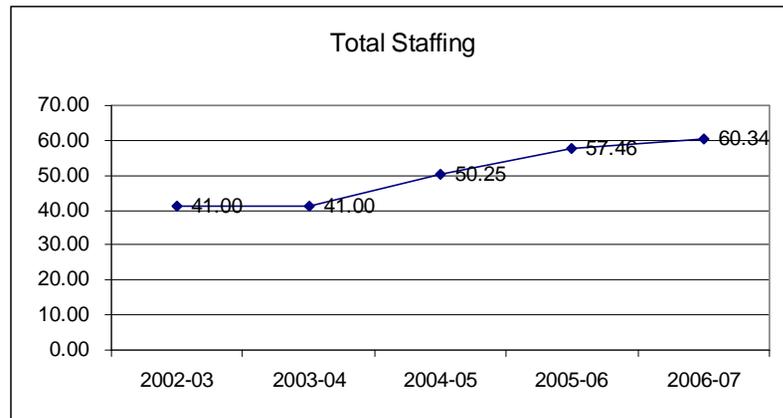
Kirk Girard, Community Development Services Director

The Community Development Services Department includes the following budget units:

- 1100 262 Building Inspections
- 1100 277 Planning
- 1100 284 LAFCO
- 1120 275 Economic Development
- 1120 286 Headwaters Fund
- 1120 287 Workforce Development
- 1120 288 Redevelopment

Mission

In partnership with the people of Humboldt, and under the guidance of policy makers, the Community Development Services Department applies professional community development skills, consistent with regulations, to promote the welfare of our citizens, the growth of our businesses and the sustainability of our communities.



Goals

1. Create a unified permit center to best serve the community.
2. Improve customer service through a formalized training program, education and increased staff.
3. Install an Updated Automation System, allowing better tracking and permitting services to the public.
4. In an effort to streamline permit processing, offer expanded self help services, permit express lane and on-line applications to our customers.
5. Continue 24 hour call back policy to best serve the community.

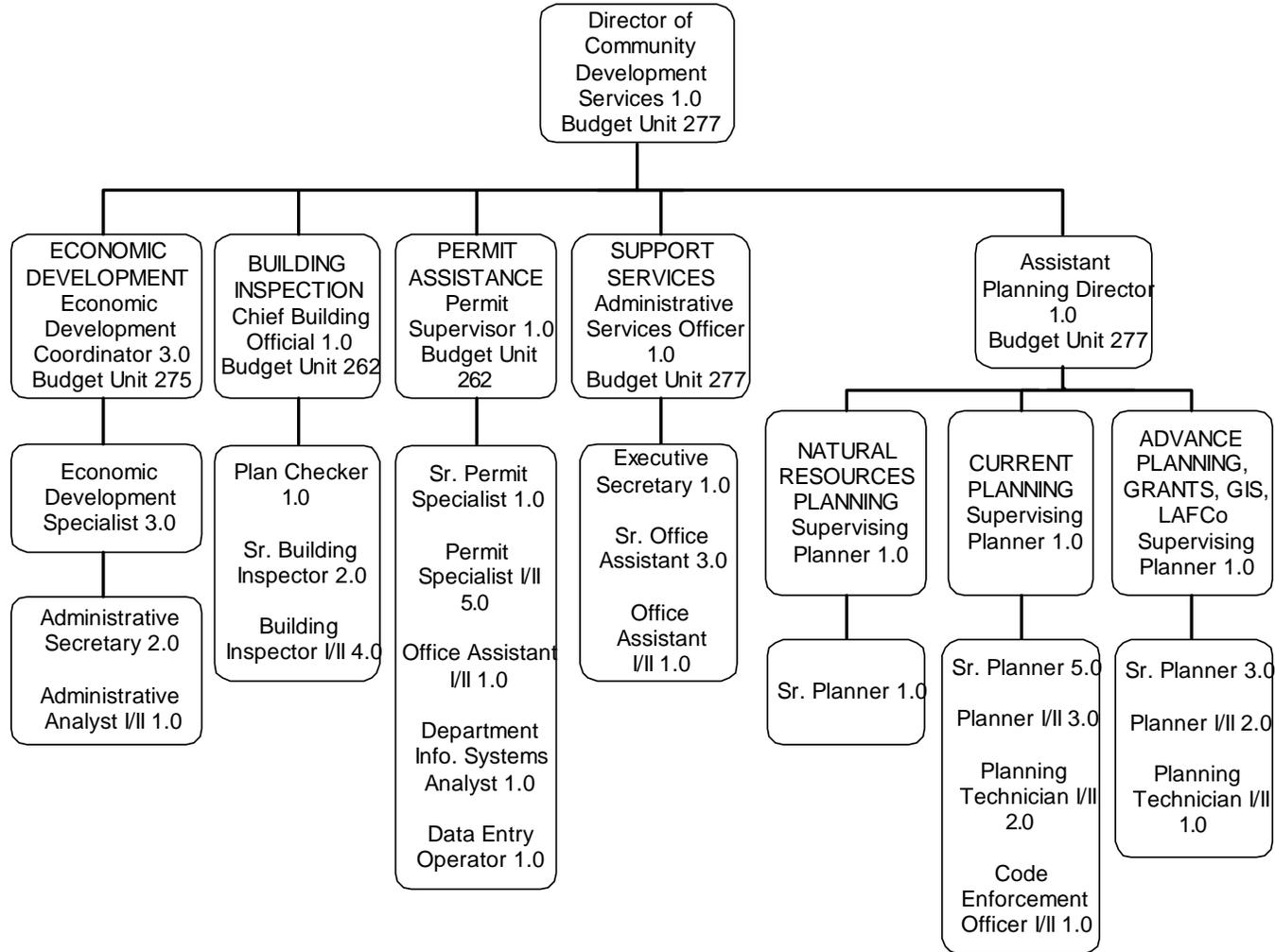
Performance Measures

1. <i>Description of Performance Measure:</i> Issued Building Permits					
<i>FY 2004-05 Actual</i>		<i>FY 2005-06 Estimate</i>		<i>FY 2006-07 Projected</i>	
4,210		3,698		3,954	
<i>Describe why this measure is important and/or what it tells us about the performance of this budget unit:</i> Data is used in estimating monthly revenues & budget calculations. Data is shared with Economic Development and accessed in acquiring available grants.					
2. <i>Description of Performance Measure:</i> Pre-Site Inspections					
<i>FY 2004-05 Actual</i>		<i>FY 2005-06 Estimate</i>		<i>FY 2006-07 Projected</i>	
772		662		717	
<i>Describe why this measure is important and/or what it tells us about the performance of this budget unit:</i> Data is used in maintaining appropriate staffing levels, projected workloads and budget calculations.					
3. <i>Description of Performance Measure:</i> Completed Plan Checks					
<i>FY 2004-05 Actual</i>		<i>FY 2005-06 Estimate</i>		<i>FY 2006-07 Projected</i>	
1,552		1,233		1,393	
<i>Describe why this measure is important and/or what it tells us about the performance of this budget unit:</i> Data is used in maintaining appropriate staffing levels.					
4. <i>Description of Performance Measure:</i> Number of Planning Projects Reviewed					
<i>CY 2002 Actual</i>	<i>CY 2003 Actual</i>	<i>CY 2004 Actual</i>	<i>CY 2005 Actual</i>	<i>CY 2006 Projected</i>	<i>CY 2007 Projected</i>
208	275	299	219	240	240
<i>Describe why this measure is important and/or what it tells us about the performance of this budget unit:</i> This is the primary workload measurement for the Planning Division. It is an indicator not only of the workload facing the department, but of the level of construction and development activity in the County.					

5. <i>Description of Performance Measure:</i>		Average Number of Days to Review Planning Projects			
<i>CY 2002 Actual</i>	<i>CY 2003 Actual</i>	<i>CY 2004 Actual</i>	<i>CY 2005 Actual</i>	<i>CY 2006 Projected</i>	<i>CY 2007 Projected</i>
103	112	146	108	78	78
<p><i>Describe why this measure is important and/or what it tells us about the performance of this budget unit:</i> The average number of days that staff spends reviewing planning projects is a customer service measure. A long turnaround time can frustrate the client and may also result in a higher project cost to the customer.</p>					

Building Inspection Division Workload Data					
	2003	Actual 2004	2005	Estimated	
				2006	2007
<u>Building Permits Issued</u>					
New Single-Family Residences	262	310	307	350	293
Single Family Additions/Alterations	566	541	539	551	548
Multi-Family Residences (total units)	6	37	4	38	16
Mobile Residences	40	58	40	57	46
<i>Total Permits Issued:</i>	874	946	890	996	903
<u>Value of Building Permits Issued</u>					
New Single-Family Residences	\$22,954,097	\$26,521,448	\$26,246,206	\$29,943,571	\$25,240,585
Single Family Additions/Alterations	7,331,758	7,892,789	8,371,202	8,038,682	7,855,690
Multi-Family Residences	335,675	1,581,049	318,451	1,623,779	760,910
Mobile Residences	430,070	669,405	491,737	693,000	530,403
	\$31,051,600	\$36,664,691	\$35,427,596	\$40,299,032	\$34,387,588

Organizational Chart:



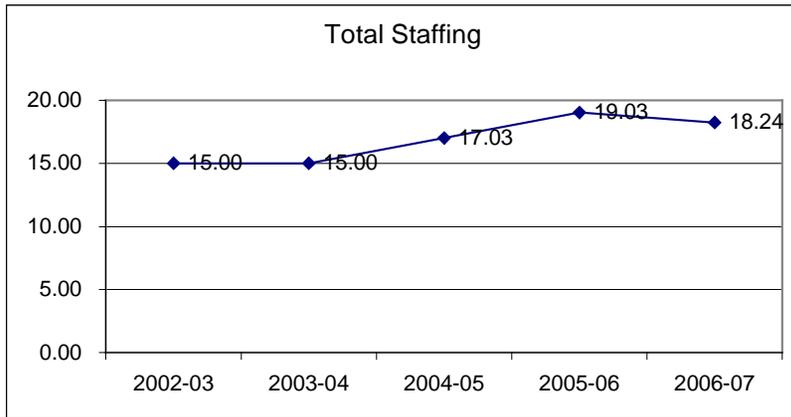
1100 - General Fund	2002-03 Actual	2003-04 Actual	2004-05 Actual	2005-06 Actual	2006-07 Request	2006-07 Adopted	Increase/ (Decrease)
Revenues							
Licenses & Permits	\$858,644	\$855,119	\$947,998	\$993,353	\$1,149,212	\$1,149,212	\$155,859
Charges for Services	10,300	11,816	10,716	9,664	8,000	8,000	(1,664)
Other Revenues	180	634	53	233	0	0	(233)
Trust Fund Revenue	0	0	0	0	43,062	43,062	43,062
General Fund Support	147,820	153,101	169,041	176,037	211,813	211,813	35,776
Total Revenues	\$1,016,943	\$1,020,670	\$1,127,807	\$1,179,288	\$1,412,087	\$1,412,087	\$232,800
Expenditures							
Salaries & Benefits	\$769,336	\$792,105	\$896,157	\$947,790	\$1,177,878	\$1,177,878	\$230,089
Supplies & Services	129,368	131,149	128,123	137,337	154,263	154,263	16,926
Other Charges	104,032	107,796	111,884	112,169	112,688	112,688	518
Fixed Assets	14,207	5,791	7,814	8,782	6,000	6,000	(2,782)
Expense Transfer	0	(16,171)	(16,171)	(26,791)	(38,742)	(38,742)	(11,951)
Total Expenditures	\$1,016,943	\$1,020,670	\$1,127,807	\$1,179,288	\$1,412,087	\$1,412,087	\$232,800
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Allocated Positions	15.00	15.00	16.00	18.00	18.00	18.00	0.00
Temporary (FTE)	N/A	N/A	1.03	1.03	0.24	0.24	(0.79)
Total Staffing	15.00	15.00	17.03	19.03	18.24	18.24	(0.79)

Building Inspections (1100 262)

Kirk Girard, Community Development Services Director

Purpose

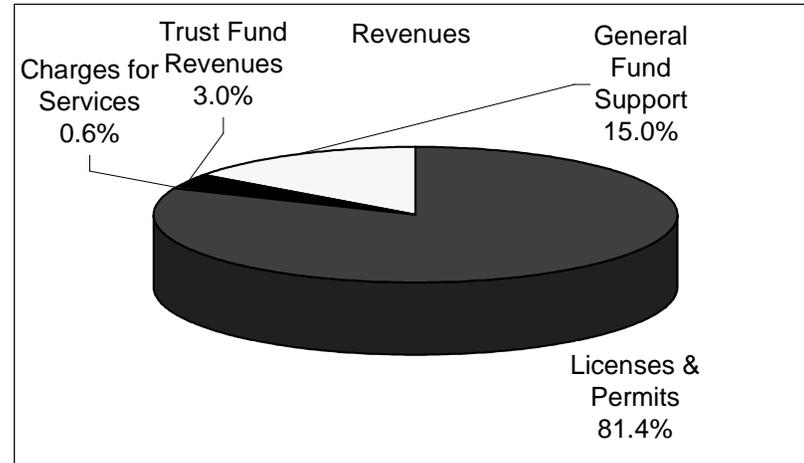
The authority requiring the County to provide a permitting and building inspection program is the Health and Safety Code, the Business and Professions Code and the California Administrative Code.



Major Budget Changes

Salaries & Employee Benefits

- \$129,232 General salary and benefits increases.
- (\$14,000) Decrease in extra-help expenditures.



Services & Supplies

- \$10,000 Increase in transportation and travel costs due to increased gasoline prices.

Fixed Assets

- \$6,000 4 replacement computers

Cost Reimbursements

- \$11,951 Increase in reimbursements for Building Inspection staff working at Planning Counter.

Building Inspections (1100 262)

Kirk Girard, Community Development Services Director

Revenues

- \$16,659 Increase in construction permit fee revenue due to workload growth.

Program Discussion

The adopted FY 2006-07 budget totals \$1,412,087. General Fund revenues comprise \$211,813, or 15.0%, of that amount.

The workload of the Building Inspections Division can be divided into four primary categories: Inspection Division, Permit Processing, Plan Checking and Public Information.

Inspection & Violations

The second major function of the Building Inspection Division is field inspections, and the continued efforts of each inspector to work with people to resolve violations. The inspector inspects all facets of new construction, additions, and remodels from the beginning to the end of the project. They interpret and enforce the Model Codes, State Energy Standards, and local ordinances.

Building Inspectors also perform Planning investigations, check building plans, perform health and safety inspections, check structures for conformance with their business licenses, and investigate alleged violations, as well as provide information in the field to owners, contractors and other professionals.

Permit Processing

Permit Specialists process building permit applications, interpret zoning regulations, and verify completeness of applications. The Permit Specialists determine and apply appropriate regulations for each proposed project from a variety of planning and building regulations, codes, and ordinances. These staff members are responsible in meeting with both the permit applicants and the general public to advise them of what will be required, review their applications, obtain the required approvals, calculate permit fees, and determine fees applicable for other departments. They issue the permits and maintain the required records.

The Building Inspection Division process permits and approvals and collects fees for the following departments: Environmental Health, the Real Property Division of the Public Works Department, and the Planning Division. In addition, Building Inspection collects development impact fees and special drainage program fees for the McKinleyville Community Service District, and also collects developer fees for McKinleyville Union School District, Hydesville Elementary School District, and Pacific Union School District.

Plan Checking

The Plan Checker verifies the applicant meets the requirements for each type of plan check and that the plans meet all related codes and ordinances. He notes and/or discusses all required corrections with owners/applicants, engineers and contractors.

Building Inspections (1100 262)

Many plan check options are available to the applicant in this process (Regular Check, Fast Check, Modified Two-Story and Conformance). For example, residential plans, and plans for projects that do not require complex engineering are checked in-house. The “fast check” review is available for single story conventionally framed residential buildings and is used to expedite the plan review process. Building Inspection has a “modified review” option to expedite plan check reviews for two-story conventionally framed residential buildings.

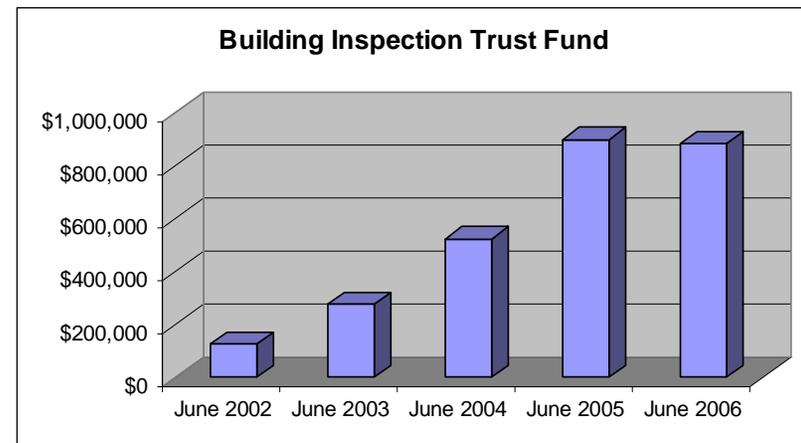
Complex plans, and most commercial and industrial construction plans, are sent out to one of four private-sector firms for review.

Public Information

Public Information is provided by all staff members, covering a wide variety of information for multiple departments. A key source in providing accurate and current information is the Division's multi-department suspense system and referral process. The suspense system provides opportunity for outside departments (Environmental Health, Public Works, Planning Division, Fire and Water Districts) to put on record in one central location any pertinent information regarding specific assessor's parcels. The availability of this centralized information allows the Permit Specialist to make the permit applicant aware, at the very beginning of the permit process, of any special requirements, problems or issues noted from any of the above departments. Public information is provided by several sources; e-mail, office contact, telephone service, written correspondence, and in the field.

Building Inspection Trust Fund

In years of high building activity, any revenue from building permits that is not fully expended for the building permit program is held in the Building Inspection Trust Fund #3564 to be used to fund the program in years when building activity is low. A long-term agreement with the builders' association is that Building Inspection fees will not constitute more than 85% of the Building Inspections budget. Including a transfer of Trust Fund revenues of \$43,062 to balance the budget, Building Inspection Fees constitute 84% of the FY 2006-07 budget. The Trust Fund's balance has grown from \$126,810 in June 2002 to a high of \$900,285 in June 2005, with a slight decrease to \$885,213 as of June 2006.



2005-06 Accomplishments

1. Completed department-wide customer service training; Established regular customer service refresher sessions as part of staff meetings.
2. Updated and created new public information handouts on Plan Check Information and Biological Determinations for “Other Wet Areas” and developed forms for Customer Service Surveys and Service Complaint Forms.
3. Completed construction plans and accepted bids for office remodeling project.
4. Reviewed several software options to upgrade the current Building Division automation system.

5. Created and maintained a complaint reporting and tracking system.

2006-07 Objectives

1. To provide superior personal customer service.
2. To complete the re-organization within the Department and Division as discussed and approved by the Board.
3. To complete the conversion of storage space to office space, accommodating the growth of the Division.
4. To complete the process of upgrading or replacing the Building Division’s automation system.
5. To complete the process of converting stored documents to digital imaging.

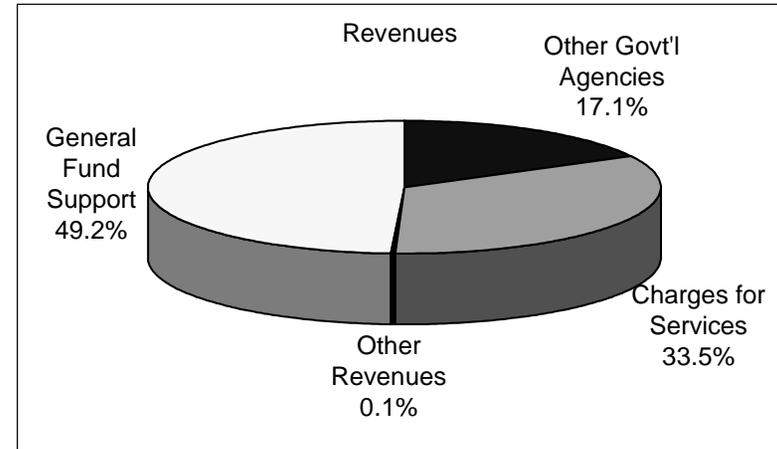
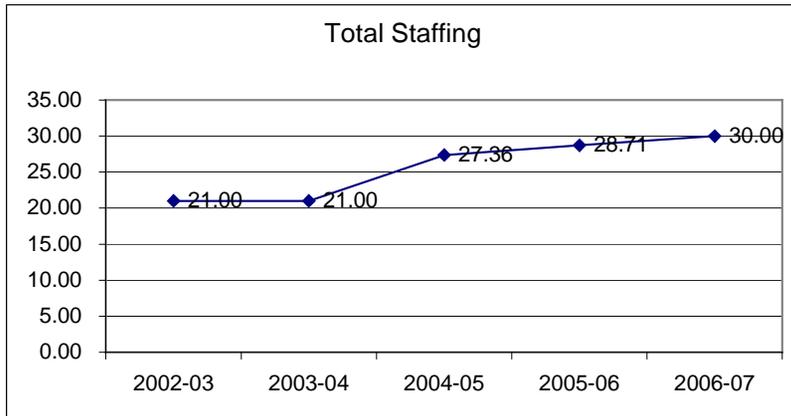


1100 - General Fund	2002-03 Actual	2003-04 Actual	2004-05 Actual	2005-06 Actual	2006-07 Request	2006-07 Adopted	Increase/ (Decrease)
Revenues							
Other Govt'l Agencies	\$165,621	\$280,011	\$260,390	\$146,212	\$449,308	\$449,308	\$303,096
Charges for Services	577,756	574,600	673,487	867,593	878,901	878,901	11,308
Other Revenues	34,825	2,415	2,895	1,603	1,850	1,850	247
General Fund Support	691,884	636,110	576,644	662,289	1,290,159	1,290,159	627,871
Total Revenues	\$1,470,086	\$1,493,136	\$1,513,416	\$1,677,697	\$2,620,218	\$2,620,218	\$942,522
Expenditures							
Salaries & Benefits	\$1,172,778	\$1,253,287	\$1,373,077	\$1,530,225	\$2,028,940	\$2,028,940	\$498,715
Supplies & Services	392,883	319,383	227,842	168,433	466,506	466,506	298,073
Other Charges	49,380	60,097	47,314	90,671	309,280	309,280	218,609
Fixed Assets	0	0	0	24,984	19,400	19,400	(5,584)
Expense Transfer	(144,955)	(139,631)	(134,818)	(136,616)	(203,908)	(203,908)	(67,292)
Total Expenditures	\$1,470,086	\$1,493,136	\$1,513,416	\$1,677,697	\$2,620,218	\$2,620,218	\$942,522
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Allocated Positions	21.00	21.00	25.00	25.00	29.00	29.00	4.00
Temporary (FTE)	N/A	N/A	2.36	3.71	1.00	1.00	(2.71)
Total Staffing	21.00	21.00	27.36	28.71	30.00	30.00	1.29

Purpose

The Planning Division is responsible for planning and facilitating land use development based on the policies of the General Plan, Community Plans, County Codes and Ordinances as well as State and Federal regulations. Planning works with many facets of the community to gather comments regarding proposed developments and provide input into the formation of policies and plans to guide the development of the County. The Planning Department is comprised of three sections: Support Services, Current Planning, and Advance Planning, Grants and Computer Services.

State planning law is codified within Government Code Section 65000. The Department also implements other State and federally mandated programs including flood hazard protection, geologic and/or seismic safety, timber production zoning, administration of Williamson Act contracts and Coastal planning and permitting authority.



Major Budget Changes

Salaries & Employee Benefits

- \$200,387 General salary and benefits increases.
- \$63,001 New Senior Planner for LAFCO municipal service review studies.
- \$251,987 Full-year cost of Executive Secretary, Planner, Senior Planner, and Supervising Planner added mid-year.
- (\$142,864) Decrease in extra-help expenses due to addition of new staff.
- (\$10,000) Decrease in overtime expenses.

Services & Supplies

- \$100,000 Increase in professional and specialized services for Proposition 50 infrastructure planning and Federal Emergency Management Agency (FEMA) consultant services.

Fixed Assets & Capital Improvements

- \$1,000 Two replacement monitors
- \$8,400 Seven laptop computers for Planning Commissioners
- \$4,500 Three computers for new staff
- \$4,000 Replacement microfilm converter/scanner/printer
- \$1,500 Three workstations for new staff

Revenues

- (\$194,092) Decrease in General Plan User Fee revenue.
- \$339,000 New Proposition 50 Infrastructure Planning, Multi-Hazard Mitigation, and Flood Mitigation Grants
- (\$100,000) Decrease in Countywide Fire Planning revenue.

Program Discussion

The Community Development-Planning Department consists of three main functions: Current Planning Division, the Advanced Planning Division and the Support Services Division.

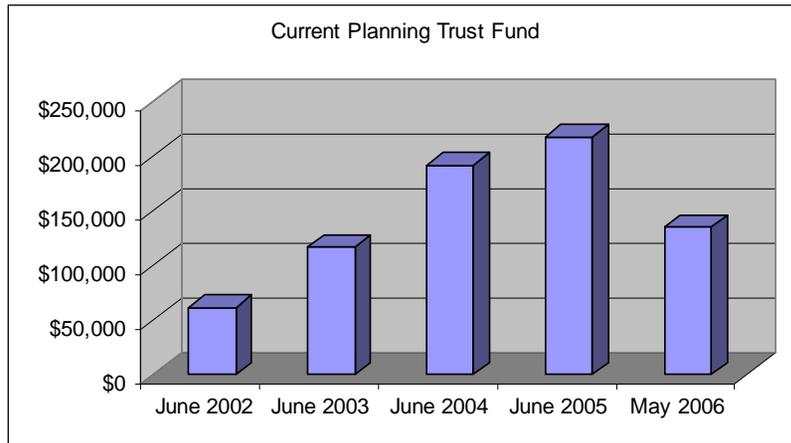
Current Planning

Current Planning Division's principal work is processing permit applications, such as subdivisions, lot line adjustments and use permits. Approximately 20 land use permits are processed per month. In addition, Current Planning provides public information, operates a code enforcement program, reviews building applications and business licenses, and assigns addresses and street names.

The Division is reforming the permitting process under the guidance of the Board-appointed Permit Reform Committee. This includes staff additions, program modifications and a possible reorganization of the Building and Planning Divisions. These reforms will be implemented throughout FY 2006-07.

Permit fees provide the majority of revenue for Current Planning. Revenues in excess of the amount needed for current-year expenditures are placed in the Current Planning Trust Fund #3697 as a hedge against low-revenue years. The Current Planning Trust Fund's balance grew steadily for the three years, from \$61,556 in June 2002 to \$217,425 in June 2005, then decreased to \$165,139 as of June 2006. No transfers from the Current Planning Trust Fund are anticipated

for FY 2006-07.



Advance Planning

The Advance Planning Division prepares and updates the General Plan and Land Use and Development codes, including Community Plans, Housing Element and Local Coastal Plans. Staff provides citizen advisory committee support and public information related to advance planning. Specialists within Advance Planning provide information services support to the entire department; including geographic information system (GIS) support, database and network management, and web page production and maintenance. Advance Planning also implements an advanced planning and resource management grant program.

Advance Planning will be managing four distinct program initiatives in FY 2006-07:

County of Humboldt 2006-07 Budget

Community Planning – This workgroup is preparing Urban Study Area Reports, the Agriculture and Forest Elements of the General Plan, the balance of the General Plan Update and the General Plan Environmental Impact Report.

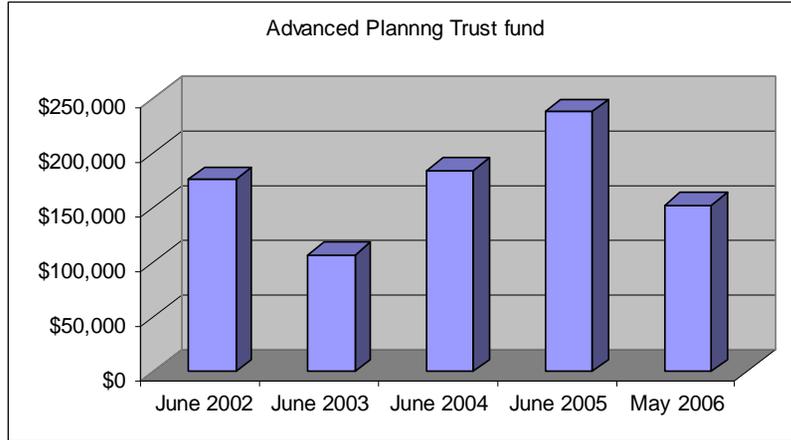
Plan Implementation – This workgroup will continue managing the Williamson Act Preserve Program, the Countywide Fire Department and Fire Safe Council grant program, and the County-wide Conservation Easement program. The group will also prepare the County-wide Hazard Mitigation Plan, establish a Municipal Advisory Committee in McKinleyville, and work on McKinleyville Town Center Zoning Ordinance.

GIS and Technical Support – With a Headwaters Fund grant, the GIS Group will make the County GIS system accessible to the public through the internet. The GIS group is also updating County reference maps and supporting the Current Planning Division in permit application support mapping.

Resource Planning – A Supervising Planner is being hired to staff this workgroup. Work will include implementation of the Proposition 50 Integrated Regional Water Management Plan Grant and support for North Coast water resource initiatives.

The Advance Planning Division also has a trust fund (#3698), derived from valuation fees on construction permits and GIS product sales. The Advance Planning Trust Fund’s balance has fluctuated over the last several years, from \$175,405 in June 2002 to a low of \$107,065 in June 2003. The balance was \$237,408 as of June 2005, but since then has declined to \$151,960 as of June 2006. No transfer of funds from the

Advance Planning Trust Fund is anticipated in FY 2006-07.



Support Services

The Support Services Division performs fiscal and accounting functions, provides clerical support, assists in the processing of permits, and acts as the recording secretary to the Planning Commission and the Local Agency Formation Commission (LAFCo).

2005-06 Accomplishments

1. Processed 319 planning permit applications to decision. This represents a 40% increase over FY 2002-03 permitting levels.
2. Re-organized the Division into regional planning assignments to improve the planners' judgment and

analysis of permit applications. Planning staff now work on projects from their assigned planning areas.

3. Conducted a formal customer survey and established a complaint handling system.
4. Formed an Applicant Support Group to implement a number of permit process reforms, including specialized permit process programs.
5. Launched an internet-based GIS system to document and update the County's housing inventory.
6. Completed the County Fire Plan.

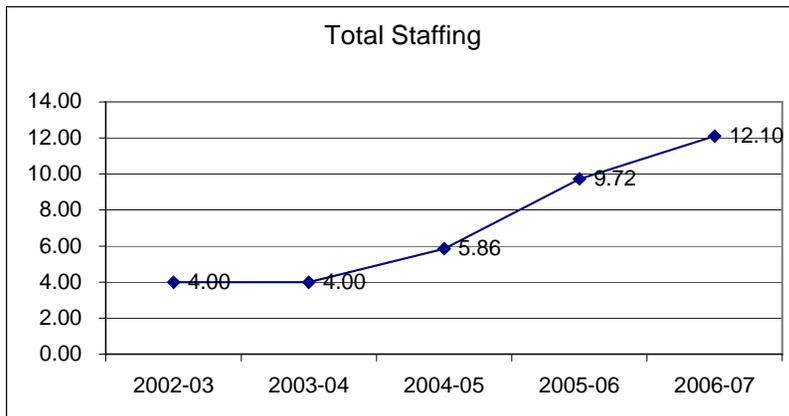
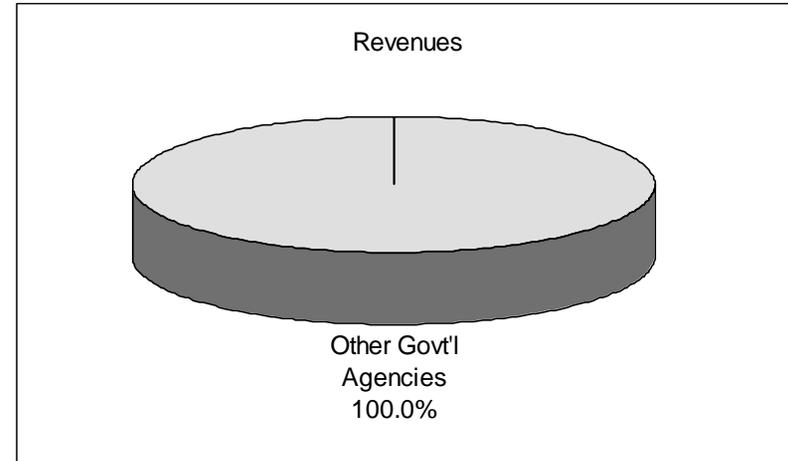
2006-07 Objectives

1. To implement further permit process reforms as recommended by the Permit Reform Committee.
2. To complete drafts of the General Plan Update and Environmental Impact Report.
3. To complete the department's restructuring as recommended by the Permit Reform Committee and adopted by the Board.
4. To develop a full-service web-based GIS system in partnership with the Cities of Eureka and Arcata.
5. To complete the Local Hazard Mitigation Plan in partnership with local cities.

1120 - Economic Development Fund	2002-03 Actual	2003-04 Actual	2004-05 Actual	2005-06 Actual	2006-07 Request	2006-07 Adopted	Increase/ (Decrease)
Revenues							
Other Gov't Agencies	\$1,486,491	\$1,292,775	\$2,200,063	\$3,178,017	\$5,219,487	\$5,219,487	\$2,041,470
Other Revenues	0	0	0	70,770	0	0	(70,770)
(To)/From Non-GF Fund Balance	235,957	(58,233)	(91,394)	1,467,006	0	0	(1,467,006)
Total Revenues	\$1,722,447	\$1,234,542	\$2,108,669	\$4,715,792	\$5,219,487	\$5,219,487	\$503,695
Expenditures							
Salaries & Benefits	\$283,718	\$239,085	\$355,211	\$487,275	\$607,325	\$607,325	\$120,050
Supplies & Services	85,049	97,482	87,999	99,732	95,469	95,469	(4,263)
Other Charges	1,370,638	918,048	1,984,811	4,491,177	4,876,209	4,876,209	385,032
Fixed Assets	4,607	7,515	4,172	3,027	0	0	(3,027)
Expense Transfer	(21,565)	(27,587)	(323,524)	(365,419)	(359,516)	(359,516)	5,903
Total Expenditures	\$1,722,447	\$1,234,542	\$2,108,669	\$4,715,792	\$5,219,487	\$5,219,487	\$503,695
Staffing							
Allocated Positions	4.00	4.00	4.00	6.00	9.00	9.00	3.00
Temporary (FTE)	N/A	N/A	1.86	3.72	3.10	3.10	(0.62)
Total Staffing	4.00	4.00	5.86	9.72	12.10	12.10	2.38

Purpose

The Economic Development Division works to strengthen the economy of Humboldt County. It promotes private-sector investments by helping businesses overcome constraints and access resources. It redevelops and builds community infrastructure to promote business development, affordable housing and the elimination of depressed living conditions. In addition, the Economic Development Division manages three separate budget units: the Headwaters Fund (#286), the Workforce Investment Act Fund (#287), and the Redevelopment Agency (#288).



Major Budget Changes

Salaries & Employee Benefits

- \$94,356 General salary and benefits increases, including full-year costs of 3 Economic Development Specialist positions added mid-year 2005-06.
- (\$35,203) Decrease in extra-help expenses.

Other Charges

- (\$1,202,001) Net decrease HOME program expenditures.
- (\$41,500) Net decrease in Community Development Block Grant (CDBG) program expenditures.

Economic Development (1120 275)

Kirk Girard, Community Development Services Director

- \$110,000 Net increase in revolving loan fund activities for housing and economic development.

Expense Transfers

- \$47,721 Net increase in cost reimbursements from Headwaters Fund, Workforce Investment Board, and Redevelopment.

Revenues

- (\$2,500,000) Close-out of HOME program in Redway.
- \$1,500,000 New HOME program grants in Willow Creek and Orick.

Program Discussion

The Economic Development Division works to strengthen the economy of Humboldt County. It promotes private-sector investments by helping businesses overcome constraints and access resources. It redevelops and builds community infrastructure to promote business development, affordable housing and the elimination of depressed living conditions. It strengthens the County's workforce through the activities of the Workforce Investment Board.

Within the Economic Development Division are three programs that are primarily funded with state and federal grants: affordable housing development, business & workforce development, and infrastructure development.

County of Humboldt 2006-07 Budget

The Division secures funding and commissions studies that will lead to future economic development projects. The division has a several economic development grant and loan programs to stimulate business investment. The division has a variety of affordable housing programs: first-time homebuyer, owner-occupied rehabilitation, and multi-family/senior projects. Programs expand and change year to year, as grant funding and revolving loan funds allow. The Division works with service districts and other jurisdictions to secure gap funding for infrastructure projects.

The majority of Economic Development's activities are funded through state and federal grant sources. However, some administrative and management labor, service and supply costs cannot be charged to external grants. Non-recoverable costs can include grant acquisition, coordination with cities and economic development organizations, business information and assistance, program management, unanticipated special projects and implementation of County sponsored programs. The FY 2006-07 budget for the Economic Development Division assumes contributions from three separate budget entities: the Headwaters Fund, the Redevelopment Agency, and the Workforce Investment unit. These funds will augment the projected \$5 million in federal and state grant revenue.

Federal funds may be cut by approximately 10% in the next federal fiscal year to help fund Hurricane Katrina clean-up and the Iraq war. This is not expected to affect the Economic Development Division's funding until FY 2007-08.

The Economic Development Division also manages the functions of three additional budget units: the Headwaters

Economic Development (1120 275)

Fund (#286), the Workforce Investment Board (#287), and the Redevelopment Agency (#288).

The overarching goals of the Economic Development Division remain the same as in prior years:

- Economic development and infrastructure planning.
- Promoting the growth of industry clusters.
- Building local capacity for coordinated economic development initiatives.
- Obtaining grants and leveraging economic development funds.
- Developing and redeveloping rural communities.
- Assisting economically depressed populations and areas.
- Strengthening the county workforce.

There will be three key focuses in Economic Development in FY 2006-07: (1) infrastructure planning, (2) affordable housing, and (3) brownfields assessment, clean-up and remediation.

Deterioration and a lack of rural infrastructure has been identified as a core constraint to future economic and housing development within the County. The Economic Development Division will work more closely with the County's Planning

County of Humboldt 2006-07 Budget

Kirk Girard, Community Development Services Director

Division and other jurisdictions to specify rural infrastructure needs and secure funding. Adoption of the Redevelopment Agency 5-year Implementation Plan will allow crucial funding for future infrastructure investments. The funding for this work will come through existing and future grants as outlined in the Redevelopment Agency budget (#288).

With the housing costs soaring, the County has seen a decrease in the availability of affordable housing. This is a detractor to attracting and retaining a qualified workforce. While part of the problem is lack of infrastructure, natural market forces are also a factor. The Economic Development Division will work closely with the County's Planning Division to evaluate regulatory initiatives that could encourage private sector investment in affordable housing.

The Economic Development Division plans to focus planning efforts on once-active industrial sites that now lie fallow, which will take the pressure off of greenfield development. These sites, once used for timber and fishing, dot the county landscape. The development of these sites is complicated by perceived or real toxins. The Division has received federal grants to assess, inventory, and clean-up sites. The Division plans to work closely with private developers and other jurisdictions in an effort to begin clean-up efforts.

2005-06 Accomplishments

1. Successfully secured grants totaling over \$4.9 million for a variety of studies, projects, and programs.

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Economic Development (1120 275)

Kirk Girard, Community Development Services Director

2. Completed a variety of studies: Orick Wastewater Feasibility, Samoa Industrial Park Feasibility, Dairy-Tourism Industry Cluster Marketing, and a Section 504 Accessibility Study.
3. Assisted the Humboldt County Court Appointed Special Advocates in acquiring their building. CASA has served over 150 children living with 57 families (7 homeless).
4. Assisted 5 low-income families in rehabilitating and/or acquiring their first homes.
5. Completed studies and documents for consideration of adoption of the Redevelopment Plan and designation of the Redevelopment project area.

2006-07 Objectives

1. To secure over \$4.0 million in grant funding to assist businesses and people through economic development, affordable housing, and workforce development programs.
2. To complete a 20-unit multi-family low-income housing development in Redway, nine Habitat for

- Humanity Homes, and aid five low-income families with rehabilitations and/or home acquisitions.
3. To acquire a refrigerated truck for the Food Bank and obtain one year of operating funds for the Multiple Assistance Center.
4. To complete a number of business and industry cluster development projects such as a business leader luncheon series, celebration of entrepreneurship, Education & Research industry cluster workplan, industry cluster-based micro-entrepreneur program, State of the Industry Reports, and to updated the economic information on the Division's website.
5. To stimulate industry cluster growth through grants, loans and projects of the Headwaters Fund.
6. To complete several workforce development projects such as implementation of human resources business and enhanced layoff aversion services at the Job Market; reports on labor market and economic changes; the Redwood Coast Nursing Career Training project; and to launch the newcomer's Employment and Advancement Project.

Headwaters Fund (1120 286)

Kirk Girard, Community Development Services Director

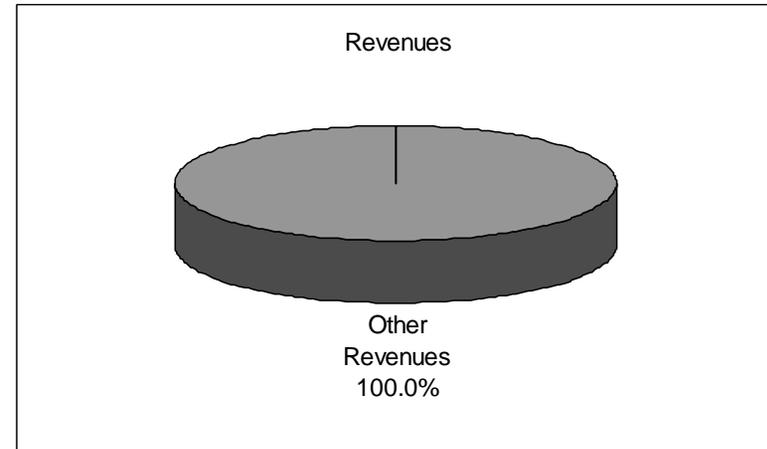
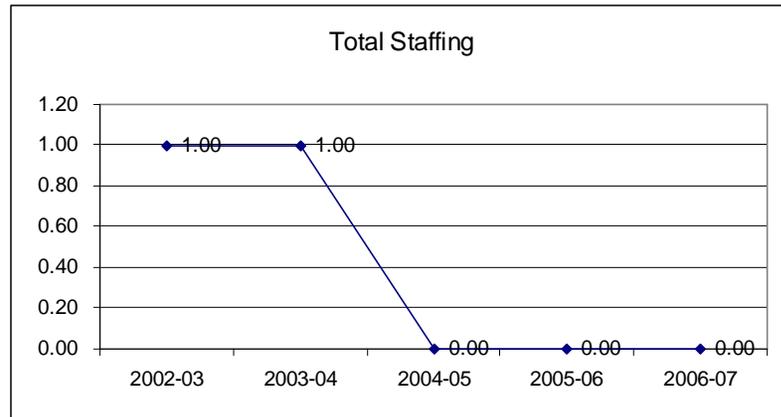
1120 - Economic Development Fund	2002-03 Actual	2003-04 Actual	2004-05 Actual	2005-06 Actual	2006-07 Request	2006-07 Adopted	Increase/ (Decrease)
Revenues							
Other Gov't Agencies	\$0	\$30,583	\$0	\$0	\$0	\$0	\$0
Other Revenues	0	107,522	221,129	341,819	419,253	419,253	77,434
(To)/From Non-GF Fund Balance	30,583	(30,583)	5,500	74,571	0	0	(74,571)
Total Revenues	\$30,583	\$107,522	\$226,629	\$416,390	\$419,253	\$419,253	\$2,863
Expenditures							
Salaries & Benefits	\$4,626	\$64,290	\$0	\$0	\$0	\$0	\$0
Supplies & Services	841	5,925	1,964	5,341	38,253	38,253	32,912
Other Charges	25,116	37,307	224,666	411,049	381,000	381,000	(30,049)
Total Expenditures	\$30,583	\$107,522	\$226,629	\$416,390	\$419,253	\$419,253	\$2,863
<hr/>							
Allocated Positions	1.00	1.00	0.00	0.00	0.00	0.00	0.00
Temporary (FTE)	N/A	N/A	0.00	0.00	0.00	0.00	0.00
Total Staffing	1.00	1.00	0.00	0.00	0.00	0.00	0.00

Headwaters Fund (1120 286)

Kirk Girard, Community Development Services Director

Purpose

The Headwaters Fund Unit implements the programs and projects of the Headwaters Fund. The Headwaters Fund is overseen by the Headwaters Fund Board and, ultimately, the Board of Supervisors.



Revenues

- (\$14,679) Decrease in drawdown from Liquidity Fund.
- \$40,000 Increase in income from Community Investment Fund.

Major Budget Changes

Services & Supplies

- \$22,500 Increase in professional and specialized services for legal services and loan underwriters.

Program Discussion

The Headwaters Fund Unit works to implement and monitor the Headwaters Fund programs. The Unit facilitates and enables the strategic funding of projects and organizations that foster community economic development in Humboldt County.

The Headwaters Fund is a public fund for the advancement of economic and community development in Humboldt County. The Headwaters Fund offers business loans, loans/grants for

Headwaters Fund (1120 286)

Kirk Girard, Community Development Services Director

infrastructure projects, and economic development grants via the following three programs:

The **Revolving Loan Fund** makes loans to businesses and non-profit organizations in Humboldt County. These loans fill gaps in the market for available financing, while maintaining sound banking practices. Eligible loans must demonstrate a minimum job creation/retention or economic development potential. Loan applicants apply directly to contracted financial institutions, not the Headwaters Fund itself.

The **Community Investment Fund** (CIF) is a loan and grant program for infrastructure and related projects that will result in permanent and tangible economic benefits to the community.

The **Grant Fund** provides grants for projects benefiting base industries in Humboldt County. Non-profit organizations and government jurisdictions in Humboldt County are eligible to apply.

In 1999, the state and federal governments purchased the 3,000-acre old-growth Headwaters Grove. While this landmark acquisition preserved internationally significant forest habitat, it also removed significant timber resources from Humboldt County's economy.

Local officials and community leaders argued that the Headwaters acquisition should include an appropriation to offset local economic losses. A local effort resulted in a combined \$22 million state and federal appropriation to the County of Humboldt.

County of Humboldt 2006-07 Budget

On October 19, 1999, the Board of Supervisors voted to reserve the bulk of the funds for the "economic prosperity and quality of life for all Humboldt County residents". In December 2002, the Board adopted a final *Headwaters Fund Charter* that outlines the purpose and structure of the Fund.

The mission of the Headwaters Fund is to use the values, principles, and strategies of the County's Comprehensive Economic Development Strategy, currently known as *Prosperity! The North Coast Strategy*, to:

- Support the growth of specified industry clusters and increase the number of sustainable jobs that pay near or above the median income.
- Enhance the County's quality of life through social and environmental projects that promote healthy communities and which protect and enhance the natural environment.

The Economic Development/Headwaters Fund Division of the Community Development Department is responsible for implementation and monitoring of Headwaters Fund programs. The Division facilitates the strategic funding of projects and organizations that foster community economic development within Humboldt County. The Division supports the Headwaters Fund Board, a community board that, along with the Board of Supervisors, oversees the programs and policies of the Headwaters Fund. The Division is funded through income from the Headwaters Trust Fund(s).

2005-06 Accomplishments

1. A grant for advocacy to improve highways and lower transportation costs for businesses has helped lead to the U.S. House of Representatives allocating \$8 million to improve Highway 299; the Governor’s Office of California has proposed an additional \$146 million for the project.
2. Secured Horizon Airlines flights from Arcata to Los Angeles, a benefit for many local businesses; passenger use of the Arcata airport has grown to a record 110,300 in 2005, a 12% increase from 2004 levels.
3. Granted funds to the College of the Redwoods Teaching Kitchen, so the College now offers degree and certificate programs in Restaurant and Culinary Management. The program served over 230 students in 2005 and continues to grow.
4. Provided a short-term loan of \$3.6 million to help finance a new water system for the City of Rio Dell; this joint Headwaters/Rural Community Assistance Corporation loan will help fund a new transmission and supply system that will improve water quality and pressure while reducing costs and shortages.
5. Loaned \$277,000 loan to the County Redevelopment Agency to assist in the start-up of the proposed agency. If enacted, the Redevelopment Agency is slated to

become the largest county-wide funding source for business infrastructure and economic development.

6. Granted \$200,000 for the Eureka Fishermen’s Terminal Project to provide needed dock space and facilities for the fishing industry. The project will remove blight, provide key infrastructure for value added and specialty fish processing, and serve as the cornerstone for an estimated \$3.5 to 5 million in private development.

2006-07 Objectives

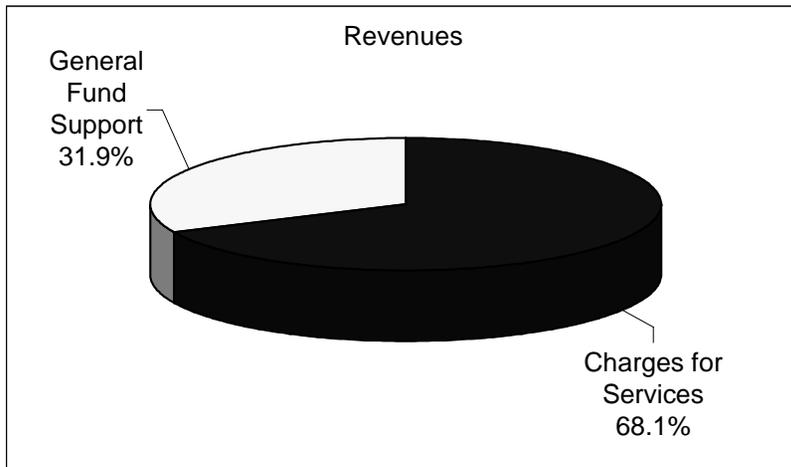
1. To work with RREDC and AEDC to provide \$500,000 in loan funding for local businesses.
2. To identify opportunities to use \$250,000 of the Grant Fund to help facilitate community projects administered by non-profit organizations and government jurisdictions in Humboldt.
3. To continue to identify lending and granting opportunities within the CIF, making at least one new loan.

Local Agency Formation Commission (1100 284) Kirk Girard, Community Development Services Director

1100 - General Fund	2002-03 Actual	2003-04 Actual	2004-05 Actual	2005-06 Actual	2006-07 Request	2006-07 Adopted	Increase/ (Decrease)
Revenues							
Charges for Services	\$26,207	\$22,191	\$18,516	\$23,922	\$183,872	\$25,922	\$2,000
General Fund Support	8,350	8,541	8,483	5,767	11,710	12,130	6,363
Total Revenues	\$34,558	\$30,732	\$26,999	\$29,689	\$195,582	\$38,052	\$8,363
Expenditures							
Supplies & Services	\$3,661	\$3,078	\$2,065	\$2,245	\$97,350	\$4,850	\$2,605
Other Charges	30,896	27,653	24,934	27,443	98,232	33,202	5,759
Total Expenditures	\$34,558	\$30,732	\$26,999	\$29,689	\$195,582	\$38,052	\$8,363
<hr/>							
Allocated Positions	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Temporary (FTE)	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Total Staffing	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Purpose

The Humboldt County Local Agency Formation Commission (LAFCo) is a State mandated agency (Government Code Section 56325) whose purpose (Government Code Section 56001) is to discourage urban sprawl and to encourage the orderly formation and development of local governmental agencies based upon local conditions and circumstances. LAFCo’s membership is comprised of two County supervisors, two City Council members, two elected representatives of special districts, and one public member. Commission membership also includes an alternate for each category of voting members.



Program Discussion

LAFCo reviews and approves or disapproves all proposals for changes in the boundaries of cities and special districts in the county. Such changes include annexations, detachments, city incorporations, district formations, or dissolution of a city or district.

LAFCo is also required to determine and adopt the "Sphere of Influence" of each local governmental agency in the county. The sphere of influence is defined as a plan for the probable ultimate physical boundary and service area of the affected agency. This planning tool is used by the Commission, the affected agency, county departments state and federal agencies, and concerned citizens to determine when and where various services will be available. California Government Code (GC) §56425f mandates that spheres of influence for all local agencies in Humboldt County be updated “as necessary, not less than once every 5 years.”

GC §56430 mandates that LAFCo “conduct a service review of the municipal services provided in the county” and shall “comprehensively review all of the agencies that provide the identified service or services.” In doing so, LAFCo follows the LAFCo Municipal Service Review (MSR) Guidelines released by the Governor’s Office in October 2002.

Staff support for LAFCo is provided by Community Development’s Planning Division (#277); these costs are then charged out to the LAFCo budget. Humboldt County, the cities, and the special districts all provide a share of the funding

for LAFCo. Pursuant to GC §56381(b), the County pays for 1/3rd of LAFCo's annually adopted budget. LAFCo adopted its FY 2006-07 budget on May 24, 2006.

During FY 2006-07, LAFCo staff will be working with cities and districts that deliver sewer and water services to complete a coordinated infrastructure planning effort. This work is essential to preparing and finalizing their Municipal Service Review reports. This effort will be funded primarily with Prop 50 funding, will not increase LAFCo's budget beyond FY 2005-06 levels, and will continue to maintain a budget at or below pre-AB 2838 adoption levels.

These activities will require that LAFCo staff continue to participate in the review of agency services to ensure that the MSRs and draft Spheres of Influence are consistent with LAFCo mandates. In addition, LAFCo will be managing a multi-year work program to update all sphere of influence reports in concert with the County General Plan Update and local agency infrastructure/service planning.

Unfunded Supplemental Funding Request

LAFCo requested an additional \$157,950 for additional staffing resources and consultants to prepare the remaining Municipal Service Reviews for those cities and special districts that have not already completed them. This amount would have been fully funded by the respective governmental entity. Those cities and/or districts that wish to contract with the

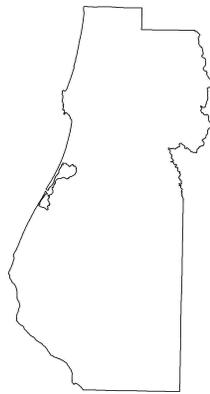
County to do the work will develop a legal agreement with Community Development, which will then be brought to the Board for approval.

2005-06 Accomplishments

1. Completed draft Municipal Service Reviews for the Hydesville, Loleta, Manila, Orick, Redway and Willow Creek Community Service Districts, and the Alderpoint and Hydesville Water Districts. The Humboldt CSD, Garberville Sanitary District, Humboldt Bay Water District and the City of Ferndale have also completed Draft MSRs.
2. Completed a draft County Fire Plan that will support preparation of Draft MSRs for the remaining 12 Fire Districts in the county.
3. Began work, in conjunction with cities and urban districts, in preparing a Master Infrastructure Plan for the most populated areas of the County. The service delivery data that will be collected will support the preparation of draft MSR reports for all these agencies.
4. Continued to collect base infrastructure and level of service data for transportation, fire protection and emergency medical aid, sewer, water and other essential services, and has digitized much of this data as part of the County General Plan Update. Consequently, the majority of the Municipal Service Review data collection, analysis and digitizing work

that has been done to date has been funded as part of the County General Plan Update program.

5. Pursued use of Prop 50 funding to complete the coordinated infrastructure planning work that will enable the adoption of Municipal Service Review Reports and Sphere of Influence Updates.
6. Met with the cities and urban districts, and reached an agreement to designate a legislative and staff liaison to ensure the completion of the Master Infrastructure Plan.
7. Participated in the February 2006 Affordable Housing Summit. Several mini-education sessions focused on infrastructure development and financing.



2006-07 Objectives

1. To continue infrastructure planning work with the local cities and districts and complete the Master Infrastructure Plan. This work will support local cities and districts in drafting their final MSRs. It will also require that the Commission participate in the review of agency boundaries to insure that the MSRs and draft Spheres of Influence are consistent with LAFCo mandates.
2. Worked with the State Housing & Community Development Department (HCD) and the County Planning Directors Association in crafting language for a proposed State legislative change to support a coordinated approach to infrastructure planning called the “Infrastructure Planning Pilot Project”. The Department has requested pilot project status and grant funding from HCD to further support Humboldt County’s efforts.

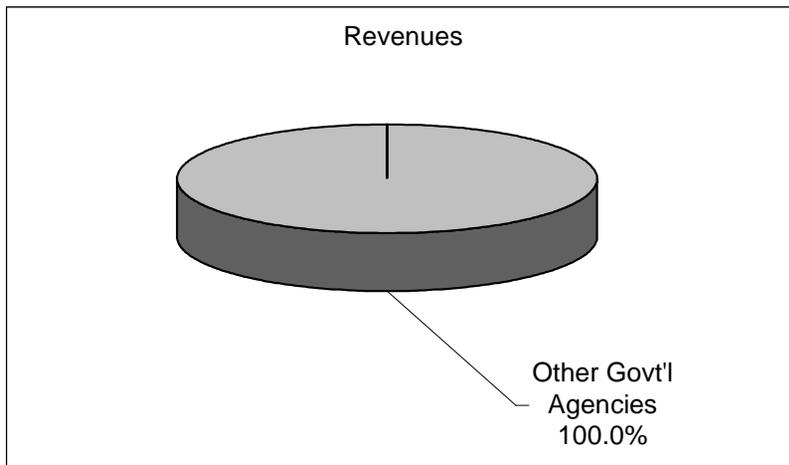
1120 - Economic Development Fund	2002-03 Actual	2003-04 Actual	2004-05 Actual	2005-06 Actual	2006-07 Request	2006-07 Adopted	Increase/ (Decrease)
Revenues							
Other Govt'l Agencies	\$0	\$0	\$25,438	\$0	\$0	\$0	\$0
Other Revenues	0	0	0	0	50,000	50,000	50,000
(To)/From Non-GF Fund Balance	0	0	145,894	255,052	0	0	(255,052)
Total Revenues	\$0	\$0	\$171,333	\$255,052	\$50,000	\$50,000	(\$205,052)
Expenditures							
Supplies & Services	\$0	\$0	\$94,937	\$119,077	\$4,051	\$4,051	(\$115,026)
Other Charges	0	0	76,395	135,976	45,949	45,949	(90,027)
Total Expenditures	\$0	\$0	\$171,333	\$255,052	\$50,000	\$50,000	(\$205,052)
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Allocated Positions	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Temporary (FTE)	N/A	N/A	0.00	0.00	0.00	0.00	0.00
Total Staffing	0.00	0.00	0.00	0.00	0.00	0.00	0.00

Redevelopment Agency (1120 288)

Kirk Girard, Community Development Services Director

Purpose

The purpose of the Redevelopment Agency is to eliminate blighting influences through replanning and redevelopment of selected project areas. The Agency is authorized pursuant to the Community Redevelopment Law of the State of California (Health and Safety Code Section 33000 et seq.).



Major Budget Changes

Services & Supplies

- (\$45,000) Decrease in professional and specialized services.

- (\$60,729) Decrease in administrative charges from Planning and Economic Development Divisions.

Revenues

- (\$75,481) Elimination of loan from Headwaters Capital Improvement Fund.
- (\$25,000) Elimination of Brownfields Grant.
- (\$8,447) Decrease in economic development set-aside funds.

Program Discussion

The Redevelopment Agency was formed by ordinance in December 2002 in response to the need for economic development in deteriorating communities affected by the downturn in resource-based industries. If the Board of Supervisors adopts a formal Redevelopment Plan, the Agency will use incremental property tax increases to leverage state, federal, and private funds for community and economic development. The Redevelopment Agency will work with selected communities to stimulate economic and community development. Its goal is to build community infrastructure to promote business development, affordable housing and the elimination of depressed living conditions. Another goal is to promote private-sector investments by offering a variety of loan and other programs.

Redevelopment Agency (1120 288)

Kirk Girard, Community Development Services Director

The Redevelopment Agency plans to provide funding for economic development & housing projects. During the first three to four years after adoption, including FY 2006-07, there will be few projects as the Agency will be paying back set-up loans and demonstrating performance in order to issue a Bond in year 4 or 5. Expenses will be lower in FY 2006-07 because the Agency is formed and is now waiting for demonstrated performance in order to do projects. There will be some work in setting up the advisory board, initial administrative procedures and accounting, and planning or resource development.

If the County's Redevelopment Plan is adopted by the Board of Supervisors, the Redevelopment Agency's mission will be to implement the Redevelopment Plan. This includes administering tax increment financing to implement a variety of economic development projects and programs. The first Five-Year Implementation Plan is focused on infrastructure development to facilitate future economic and housing growth.

The Redevelopment Plan targets redevelopment areas in the six communities of Alton/Fields Landing, Glendale, Manila/Fairhaven/Samoa, Orick, Redway, and Willow Creek. During the adoption phase, the Redevelopment Agency was funded by loans and grants.

This nascent Redevelopment Agency will have three major tasks:

- Adoption of the Redevelopment Plan – including public outreach and meetings.

- Issuance of a Bond to pay back existing debt and securing financing to implement the Five-Year Implementation Plan.
- Phasing-in dedicated staff to implement redevelopment projects. Staff support for the Redevelopment Agency is currently provided by the Economic Development Division. The proposed new staffing would include a full-time project manager to manage economic development projects and a housing project manager to implement the redevelopment housing set-aside. Initially, these positions will be grant funded as part of the Economic Development Division (#275).

2005-06 Accomplishments

1. Published Draft Environmental Impact Report, responded to comments and published Final Environmental Impact Report.
2. Published final Redevelopment Plan.
3. Published final Report to the Board of Supervisors on the Humboldt County Redevelopment Plan.
4. Completed several additional reports for the public regarding redevelopment and conducted numerous public meetings to share findings of reports: Independent Fiscal Analysis, and (tentatively) the Fire Impacts Mitigation Report.

Redevelopment Agency (1120 288)

Kirk Girard, Community Development Services Director

5. Presentation of the final Redevelopment Plan to the Board for consideration in June 2006.

2006-07 Objectives

1. To set up administrative and accounting systems.

2. To form the Redevelopment Advisory Committee.
3. To initiate planning and additional resource development for key projects identified in first five-year Implementation Plan.



Workforce Investment (1120 287)

Kirk Girard, Community Development Services Director

1120 - Economic Development Fund	2002-03 Actual	2003-04 Actual	2004-05 Actual	2005-06 Actual	2006-07 Request	2006-07 Adopted	Increase/ (Decrease)
Revenues							
Other Gov't Agencies	\$0	\$0	\$1,904,326	\$2,442,264	\$2,829,093	\$2,829,093	\$386,829
Other Revenues	0	0	640	0	0	0	0
(To)/From Non-GF Fund Balance	0	0	(17,606)	3,639	(2,297,566)	(2,297,566)	(2,301,205)
Total Revenues	\$0	\$0	\$1,887,360	\$2,445,903	\$531,527	\$531,527	(\$1,914,376)
Expenditures							
Supplies & Services	\$0	\$0	\$6,228	\$13,330	\$41,425	\$41,425	\$28,095
Other Charges	0	0	1,881,132	2,444,614	490,102	490,102	(1,954,512)
Expense Transfer	0	0	0	(12,040)	0	0	12,040
Total Expenditures	\$0	\$0	\$1,887,360	\$2,445,903	\$531,527	\$531,527	(\$1,914,376)
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Allocated Positions	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Temporary (FTE)	N/A	N/A	0.00	0.00	0.00	0.00	0.00
Total Staffing	0.00	0.00	0.00	0.00	0.00	0.00	0.00

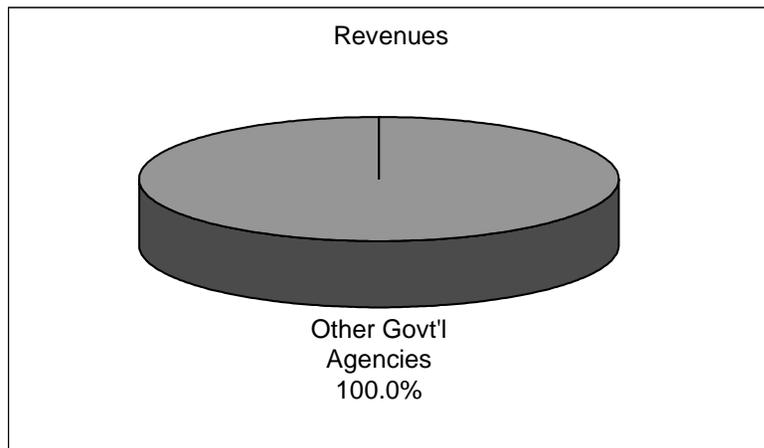
Workforce Investment (1120 287)

Kirk Girard, Community Development Services Director

Purpose

The Workforce Investment Division serves as the Workforce Area Administrator, Fiscal Agent, and staff to the Workforce Investment Board (WIB). The Workforce Investment Division receives Workforce Investment Act (WIA) grant funds allocated to the local area, and is responsible for financial reporting to the state and the WIB, state monitoring and auditing, oversight of service providers, contract supervision, processing invoices and reimbursements and fund management.

As fiscal and administrative agent staff for WIA funds and the WIB appointed by the Board of Supervisors, the unit oversees WIA formula funds and integrates economic and workforce development programs to better serve the needs of employers in Humboldt County.



Major Budget Changes

Services & Supplies

- \$9,000 Increase in insurance costs.
- \$4,000 Increase in professional memberships in statewide organizations for resource and rural policy development.
- \$8,000 Increase in professional and specialized services for training for program operators.
- (\$2,945) Decrease in fees for promoting services, website design, and costs of conducting Board meetings.
- \$5,625 Increase in training and travel expenses for training and participation in state grant programs.

Other Charges

- \$40,000 Increase in centrally-allocated costs.
- \$76,845 Increase in charges from Economic Development division for staffing costs associated with administering WIB grant funds.

Workforce Investment (1120 287)

Kirk Girard, Community Development Services Director

Revenues

- (\$46,966) Decrease in Groundfish Disaster Grant carry-over funding.
- (\$28,095) Decrease in Disability Navigator funding.
- \$625,068 Increase in Nurse Workforce Initiative carry-over funding.
- (\$15,453) Decrease in WIA adult program funding.
- (\$113,090) Decrease in WIA youth program funding.
- (\$227,403) Decrease in dislocated worker funding.
- (\$629,507) Decrease in rapid response funding.
- (\$147,038) Decrease in miscellaneous funds.

Program Discussion

The Workforce Investment Unit secures and oversees funding for workforce training programs, employer services delivery, and workforce projects to benefit local industry clusters. This includes the WIA-mandated One-Stop System for Workforce, represented in Humboldt County by the Job Market.

Services include:

- ❖ Workforce policy development through the Humboldt County Workforce Investment Board.
- ❖ Resource development for key strategic initiatives to improve the workforce system and workers' ability to meet the needs of employers and industry growth.
- ❖ Information, education, and training to employers that enhances Human Resources management efficacy, improves incumbent worker skills to meet industry demand, increases job openings, and averts layoffs.
- ❖ Information, education, and training to workers and job seekers that encourages lifelong learning and technical skills improvement for local industries and employers.
- ❖ Retraining and re-employment services for dislocated workers and long-term unemployed workers.
- ❖ Counseling, training, mentoring, and supportive services to at-risk youth to increase their opportunities for successful employment as adults.

2005-06 Accomplishments

1. Secured the \$500,000 funding for the Newcomers Employment and Advancement Project from the Governor's 15% Discretionary WIA funds.
2. Helped 240 participants re-train and re-enter the workforce after a permanent layoff.
3. Offered information and assistance to permanently laid-off workers prior to their termination dates at both Pacific Lumber Company and Yakima.
4. Established the Worklife Alliance for childcare, which is seeking private-public solutions to childcare shortages in Humboldt County.

2006-07 Objectives

1. To successfully complete the Redwood Coast Nursing Career Training Program.
2. To raise an additional \$500,000 for workforce, industry cluster and employer service programs and services.
3. To produce useful reports on the economy and labor market of the north coast that help citizens and policy makers direct resources to grow our economy.
4. To disseminate public education that informs and engages the public significant issues affecting our workforce and economic productivity.

