



WORKFORCE DEVELOPMENT BOARD OF VENTURA COUNTY

EXECUTIVE COMMITTEE MEETING

Thursday, August 8, 2019
8:00 a.m. - 9:30 a.m.

United Food and Commercial Workers, Local 770 (UFCW) Meeting Room,
816 Camarillo Springs Road Camarillo

AGENDA

- | | | |
|-----------|---|----------------|
| 8:00 a.m. | 1.0 Call to Order and Agenda Review | Tracy Perez |
| 8:02 a.m. | 2.0 Public Comments
<i>Procedure: The public is welcome to comment. All comments not related to items on the agenda may be made at the beginning of the meeting only.</i> | Tracy Perez |
| 8:06 a.m. | 3.0 WDB Chair Comments <ul style="list-style-type: none">• Introduction of Guests | Tracy Perez |
| 8:10 a.m. | 4.0 Consent Item <ul style="list-style-type: none">4.1 Approve Executive Committee Minutes: July 11, 2019 | Tracy Perez |
| 8:15 a.m. | 5.0 Financial Report and Committee Discussion <ul style="list-style-type: none">5.1 Financial Status Report: June 2019 – Year End | Bryan Gonzales |
| 8:35 a.m. | 6.0 Action Items <ul style="list-style-type: none">6.1 Recommendation that the Workforce Development Board of Ventura County recommend County Board of Supervisors approve the State-Approved Ventura County Workforce Innovation and Opportunity Act (WIOA) Regional and Local Workforce Development Plans Update for Program Years 2017-2021 – Two Year Modifications6.2 Recommendation that the Executive Committee of the Workforce Development Board of Ventura County (WDB) recommend to the WDB the creation of a Standing Committee for Finance and Resource Development6.3 Creation of Ad Hoc Committee to Research on WDB Models | Rebecca Evans |
| 9:00 a.m. | 7.0 WDB Administration <ul style="list-style-type: none">• On the Calendar:
<u>September 3-5, 2019</u>
Meeting of the Minds in Monterey Conference | Rebecca Evans |

California Workforce Association

- WDB Meeting Agenda for August 22, 2019
- WDB Planning Meeting for October 24, 2019

9:25 a.m. **8.0 Committee Member Comments**

Committee
Members

9:30 a.m. **9.0 Adjournment**

Tracy Perez

Next Meeting

Sept 12, 2019 (8:00 a.m.-9:30 a.m.)

United Food and Commercial Workers, Local 770

816 Camarillo Springs Road, Camarillo, CA



WDB Executive Committee Meeting

Thursday, July 11, 2019

8:30 a.m. - 9:30 a.m.

United Food and Commercial Workers, Local 770 (UFCW)
816 Camarillo Springs Road (Meeting Room/Suite A), Camarillo

MINUTES

Meeting Attendees

Executive Committee

Tracy Perez (WDB Chair)
Peter Zierhut (Vice Chair)
Gregory Liu (Immediate Past Chair)
Alex Rivera
Patty Schulz
Tony Skinner
Jesus Torres

WDB Administration

Norman Albances
Rebecca Evans, Executive Director
Patrick Newburn
Ma Odezza Robite

Guests

Bryan Gonzales (HSA Fiscal CFO)
Chris Vega (HSA Fiscal)
Yvonne Jonason
(Employment Training Panel)

1.0 Call to Order and Agenda Review

Tracy Perez called the meeting to order at 8:10 a.m. No changes were made to the agenda.

2.0 Public Comments

No public comments.

3.0 WDB Chair Comments

Tracy Perez welcomed and thanked the committee for their attendance.

4.0 Consent Items

- 4.1 Approve Executive Committee Minutes: May 9, 2019
- 4.2 Receive and File: WDB Committees Meetings Update

Motion to approve the Consent Items: Greg Liu
Second: Alex Rivera
Motion carried.

5.0 Financial Report and Committee Discussion: Financial Status Report May 2019 and WIOA 2019/2020 Budget Plan Discussion

Chief Financial Officer Bryan Gonzales, from HSA Fiscal, presented the Financial Status Report (FSR) for Fiscal Year 2018-2019, reflecting year-to-date expenditures from July 1, 2018 through May 31, 2019 (92% into the Fiscal Year).

2018-2019 WIOA Budget Plan Expenditures

The Committee reviewed and discussed the Financial Status Report (FSR) for Fiscal Year 2018-2019, reflecting year-to-date expenditures from July 1, 2018 through May 31, 2019.

The status of expenditures at 92% into the fiscal year was:

<u>WIOA Core Funds</u>	<u>2018-2019 Plan</u>	<u>YTD Expended</u>	<u>% Expended vs. Plan</u>
Dislocated Worker	2,173,639	1,866,728	86%
Adult	1,878,974	1,772,307	94%
Youth	1,698,427	1,419,630	84%
Rapid Response	286,970	269,601	94%
<u>WIOA Non-Core Funds</u>			
High Performing Board	54,838	54,838	100%
CWDB Regional Capacity Bldg.	186,685	185,125	99%
Regional Organizer	13,711	12,139	89%
Workforce Accelerator 6.0	235,793	141,467	60%
Regional Plan Implementation	257,519	200,144	78%
Prison to Employment	47,500	45,382	96%
National Dislocated Worker (NDWG) 2018 Wfc. Dev.	142,211	3,806	3%
National Dislocated Worker 2018 Temp. Jobs	-	-	0%

High Performing Board: Pursuant to California Unemployment Insurance Code (CUIC) Section 14200(c), the California Workforce Development Board (State Board) has established standards for certification of high-performing Local Workforce Development Boards (Local Board). CUIC Section 14200(d) requires a portion of the Governor's discretionary fund to be made available for the purpose of providing incentives to high-performing Local Boards. Term 12/1/2016 – 12/31/2018. Pending recertification notice.

CWDB Regional Capacity Building/ Regional Training Coordinator: Focuses on the professional development of staff and partners in the One-Stop System. Plan and implement regional and statewide trainings identified in the Statewide Training Plan. Implement a skill gap analysis for workforce professionals, identifying training priorities and developing ongoing training and capacity-building initiatives. Multiple program year grant term 3/1/2017 – 3/31/2019.

Regional Organizer: Funds to augment our continuing support for regional organizing and regional plan implementation. The WDBVC will support efforts for program alignment across core programs and will all mandatory partners. Regional Organizing activities in Ventura County will help facilitate the importance of fostering demand-driven skills attainment; enabling upward mobility for all; and aligning, coordinating and integrating workforce development programs. Multiple program year grant term 3/1/2017 – 3/31/2019.

Workforce Accelerator 6.0: STEPS Connection does not enroll participants, however; it seeks to strengthen partnerships to create an integrated and responsive "One-Stop" support services system; develop tools/resources to strengthen participation and employment outcomes; conduct a support service gap analysis; and develop a "best practice" guide. Program year grant term 2/1/2018 – 7/31/2019.

Regional Plan Implementation: Assists with WDBVC support leadership structures, improve staff capacity and training, strengthen sector initiatives, more fully integrate career services offered by AJCC partners, and help to build sustainable investments. Subcontracts awarded the Agency and to EDC-VC. Program year grant term 1/1/2018 – 6/30/2019.

Prison to Employment Initiative (P2E): Planning Grant Round 1 awarded \$47,500; Direct Services Grant Round 2 (implementation of plan) to be submitted on 2/15/19. Ventura Regional Plan to provide employment and supportive services to formerly incarcerated and justice-involved individuals. Emphasis on regional coalition with employers, labor, CBO's, CDCR, Sherriff, and local agencies. Governor Brown and State legislature funded \$37 million over three-year grant term 10/1/2018 – 3/31/2020.

National Dislocated Worker Grant (NDWG) 2018 Workforce Development: Planning Grant Round 1 awarded \$47,500; Direct Services Grant Round 2 (implementation of plan) to be submitted on 2/15/19. Ventura Regional Plan to provide employment and supportive services to formerly incarcerated and justice-involved individuals. Emphasis on regional coalition with employers, labor, community based organizations, California Department of Corrections and Rehabilitation, Ventura County Sheriff Office, and local agencies. Governor Brown and State legislature funded \$37 million over three-year grant term 10/1/2018 – 3/31/2020.

National Dislocated Worker Grant (NDWG) 2018 Temporary Jobs: Grant description will be provided at the next meeting.

WIOA Training Expenditures

As shown in the table below, the summary of WIOA training expenditures, as of July 1, 2018 to March 31, 2019 indicated appropriate spending against the required Adult/Dislocated Worker training expenditure targets (75% into the Fiscal year) and against WIOA core grants across the overlapping federal two-year grant cycles.

	Core Grant <u>FY 16-18</u> (Due 10/1/18)	Core Grant <u>FY 17-19</u> (Due 10/1/19)	Core Grant <u>FY 18-20</u> (Due 10/1/20)
Total Adult and Dislocated Worker Formula Fund Allocations	4,014,468	3,728,337	3,654,508
Training Expenditure Requirement	1,204,340	1,118,501	1,096,352
	30%	30%	30%
Formula Fund Training Expenditures	810,112	701,097	750,165
Leveraged Resources			
• Total Leveraged Resources Used Toward Training Expenditures	460,403	380,348	177,808
• Maximum Allowed Leveraged Resources (10%)	401,447	372,834	365,451
Total Leveraged Resources Used Toward Training Expenditures	401,447	372,834	177,808
• Total Amount Spent on Training	1,211,559	1,118,501	883,403
• % of Training Requirement Met (Final goal = 100%)	101%	100%	81%

Bryan Gonzales presented the financial report summary highlights as shown:

2018-2019 WIOA Budget Plan Expenditures

1. FY 2018-19 Financial Status Report – 7/1/18-5/31/19
 - a. Report Period 7/1/18-5/31/19
 - b. 92% through the fiscal year
 - c. Summary Chart – provides a visual view of magnitude of grants and expenditures to date
 - d. Actual to Plan
 - i. Core Grants
 1. Total expenditures are in line in most Core Grants.
 - a. Youth salaries and benefits at 101% of actual to budget.
 - i. Time allocations are in the process of being reviewed and will be updated as required.
 - ii. Other Grants
 1. Smaller size of the grants can result in significant % swings overall.
 2. Grants have varying contract ending dates.
 - a. Special attention needs to be paid to these ending dates when evaluating grant to date spend percentages.
 3. High Performing Boards (WDB-1080)
 - a. Grant performance period ended 12/31/18. 100% of available funds were spent during contract period.
 4. Regional Capacity Building (AFS-1087; 1090)
 - a. Contract ended 3/31/19.
 - b. Salaries and Benefits are at 101% of actual versus plan. This amount contains adjustments from prior fiscal year.
 - c. Direct Program costs ended at 116% of actual to plan.
 - i. Current YTD amount includes \$3.5K of expenditures on VOS Greeter Project.
 - d. Despite excess actual to plan spending, contract covered all costs incurred.
 5. Regional Organizer (WDB-1089)
 - a. Contract ended 3/31/19.
 - b. Program spent 89% of actual to planned costs.
 - i. Unused costs pertained to travel and administrative costs not incurred.
 6. Workforce Accelerator 6.0 (AFS-1117)
 - a. Overall actual to plan total amounts is at 60%, which is a 6% increase from last month.
 - i. A no-cost extension through 9/30/19 has been approved by EDD.
 - b. Salaries and Benefits currently at 77%.
 - i. Working with Program to monitor spend rate to ensure maximum grant funds utilized.
 - c. Direct Program/WIOA amounts currently is at 27%.
 - 9 Contract of approximately \$65K for consultant to provide tools, resources, and facilitation of stakeholder meetings signed and implemented. As

work is completed by CWA, expenditures will increase.

7. Regional Plan Implementation (WDB-1122)
 - a. Overall spend to Plan percentage is 78%
 - b. Salaries and Benefits are at 123% of actual to budgeted amounts.
 - i. Total grant still allows for \$5K in salaries and benefits to be charged.
 - ii. Working with program staff to ensure funds are not overspent.
 - c. Direct Program costs are at 69%.
 - i. Program staff will continue to work with EDC-VC and The Agency to monitor spend to agreement amounts.
 8. NDWG 2018 Temporary Jobs (WDB-1140)
 - a. Staff began time studying to this grant in April.
 - b. Goodwill is anticipated to start its billing within the next few months.
 - e. Paid & Accrued – provides the breakout of actual paid and accrued expenditures
 - f. Training Report
 - i. 17-19 Grants (Due 10/1/19)
 1. 100% of training requirement met as of 5/31/19.
 2. Have until 6/30/19 to meet this requirement.
 - ii. 18-20 Grants (Due 10/1/20)
 1. 81% of training requirement met as of 5/31/19.
 2. Have until 6/30/20 to meet this requirement.
2. FY 2018-19 WIOA Budget Plan (Presented at 2/14/19 WDB Executive Meeting – Year to Date Expenditures
- a. Updates to Plan consist of:
 - i. No updates for 5/31/19.
 - b. Prison to Employment – Contract effective 10/1/18-3/31/20. \$19K in costs were paid as of 1/31/19. An additional \$11K in consultant services were processed in February, which fully expended consultant's contracted amount.
 - c. Row 26 Boys and Girls Club: Core Program – Historically, costs have been low at the beginning of the fiscal year and increased as the year progresses. Current fiscal year is following this pattern and expenses are now at 74% which is consistent with expectations. Contracts and Grants will continue to monitor spending.
 - d. Row 31 ITA/OJT – This fiscal year, low training expenditures will be addressed in part with a shift of \$100,000 from Dislocated Worker to Adult where there is higher demand. Current FY 18/19 training expenditures first applied to line 32, "FY 17/18 ITA/OJT Committed 17/18 Spent in 18-19", with the balance applied to Line 31, "ITA/OJT (30% required-10% leverage)".
 - e. Row 36 Contractual Services
 - i. NDWG Temporary Jobs Component of \$125K expected to start spending within the next few months.
 - f. Overhead/Administration
 - i. Row 46 Insurance – Underbudgeted. Small line item amounts can result in a significant % variance. Will be adjusted for FY 2019-20 Budget.
 - ii. Row 51 Books and Publications – Underbudgeted. Budget reduction at beginning of the year should have been increased as grant funding increased. Will be adjusted for FY 2019-20 Budget.
 - iii. Row 52 Office Equip...<5000 – Overbudgeted. Small line item amounts can result in a significant % variance. Will be adjusted for FY 2019-20 Budget.

- iv. Row 53 Mail Center-ISF - Underbudgeted. Small line item amounts can result in a significant % variance. Will be adjusted for FY 2019-20 Budget.
- v. Row 55 Copy Machine – Overbudgeted. Small line item amounts can result in a significant % variance. Will be adjusted for FY 2019-20 Budget.
- vi. Row 57 Computer Services – Underbudgeted. Costs include CalJOBS annual software license charges. Will be adjusted for FY 2019-20 Budget.
- vii. Row 59 Storage Charges-ISF – Underbudgeted. Small line item amounts can result in a significant % variance. Will be adjusted for FY 2019-20 Budget.
- viii. Row 60 Mileage Reimb.-Staff Only – Overbudgeted. Small line item amounts can result in a significant % variance. Will be adjusted for FY 2019-20 Budget.
- ix. Row 61 Conferences/Seminars-AFS – Does not include “grant specific” travel that has been moved to row 40.
- x. Row 62 Conferences and Seminars WDB Staff – Underbudgeted. Budget reduction at beginning of the year should have been increased as grant funding increased. Will be adjusted for FY 2019-20 Budget. Does not include “grant specific” travel that has been moved to row 38. Will be adjusted for FY 2019-20 Budget.
- xi. Row 64 Attorney Fees – Overbudgeted. Small line item amounts can result in a significant % variance. Will be adjusted for FY 2019-20 Budget.

6.0 WIOA Implementation

6.1 Discussion of the Finance and Resource Development Committee

Rebecca Evans stated the need for a staff/committee to focus on looking for grant opportunities. This committee will be called: Finance and Resource Development Committee. Many Boards have a Finance Committee which reports to their Executive Committee. The role of this new committee will look at the monthly FSR and for any opportunity for resource development. That committee will report to the Executive Committee and can be subject to approval by Executive Committee.

A committee member asked if it will be subject to a vote. Rebecca Evans replied that they will review the WDB Bylaws. She suggested that the chair of the Finance and Resource Development Committee should be the current WDB Vice Chair and that there should be five members of that committee.

A committee member suggested that the members of the F&RD committee should be trained in Finance.

A committee member commented that we won't know who the next WDB Vice Chair will be each year until after officer elections.

Patrick Newburn commented that as per Bylaw's, the WDB Chair and Vice Chair should not be a chair of any Committee.

A committee member said that he will support to change the WDB Bylaw's and that the Vice Chair should chair the Finance and Resource Development Committee.

Rebecca Evans asked why can't the Chair and Vice Chair be the Chair of any committee.

A Committee member commented that the Vice Chair doesn't necessarily have to be an expert.

Patrick Newburn said that the WDB Chair and WDB Vice Chair are ex-officio of any committee that they would like.

A committee member commented that he will support action to choose someone with a financial background. The WDB Vice Chair can be the Vice Chair of the Finance and Resource Development Committee.

Tracy Perez said she will support the latter.

A committee member commented that the Chair of the Finance and Resource Development Committee does not need to be the CFO to seek out grant opportunities. He suggested to invite people to contribute to sit in the Committee.

Rebecca Evans said that will help meet the standard of transparency.

Tracy Perez underscored the importance of hunting for more grant opportunities.

Patrick Newburn suggested that the members of the Finance and Resource Development Committee should be appointed by the Board of Supervisors such that members will attend Ethics training, Form 700 training, among others.

Rebecca Evans commented that other Boards with financial experts still experience questions about their Financial Statements. The Finance and Resource Development Committee will serve as a place to ask finance-related questions.

In summary, Rebecca Evans informed the group that she will bring back an action item for next meeting such that Finance and Resource Development Committee will be a standing committee, that the current WDB Vice Chair will be a member of that committee, that the Chair of the Committee will be appointed by the WDB Board, and that there will be monthly meetings for that Committee.

Vice Chair suggested to include the roles of the members of the committee.

6.2 Discussion of the upcoming Planning Meeting in October 2019

Rebecca Evans informed the attendees that by August 2019, they will bring in a summary of what are required for the local and regional plans and to present local sector data.

7.0 WDB Administration

Rebecca Evans provided updates on:

- WDB/WIOA Grants Updates: Rebecca Evans reported that she received update from the state regarding the NDWG that the State needs to spend the minimum amount before securing the second wave of funding

A Committee member asked if there is any press release or any blog or audio clip that can be shown or heard regarding P2E and NDWG grants. Rebecca Evans said that these can be topics for the Workforce Wednesday radio interviews. Patrick Newburn commented that we already did Radio Shows in the past regarding these two grants. Tracy Perez informed the she can share the news since she is a panel member for the upcoming State of the Region.

- Introduction of New Staff Member

Rebecca Evans introduced Norman Albances as the new WDB Manager. Norman Albances gave a short introduction. The attendees warmly welcomed Norman to his new role in WDBVC.

Rebecca Evans informed the attendees of the vacancy as a result of transfer of previous WDB manager, Talia Barrera and that they already extended job offer to the selected applicant.

- Introduction of New WDB Officers

Rebecca Evans briefly informed the attendees of the new WDB officers and she expressed that she is excited to work with both the new WDB Chair and Vice Chair.

8.0 Committee Member Comments

Patty Schulz provided updates regarding status of WDB membership. She informed the attendees that Captain Doug King recently retired, new WDB member, Laura Martinez' appointment is set for July 23rd for the Board of Supervisors to approve the recommendation, and Stan Mantooth's appointment to Programs Committee will be by August. Currently there are twenty-five voting members and three non-voting members. With the appointment of Laura Martinez, it will become twenty-six voting members and four non-voting members if there will be a replacement for Capt. King from the Naval Base.

Peter Zierhut asked about what happened to the discussion held last year at a WDB meeting regarding looking at the WDB structure and opportunities for the board to increase its funding and go after other grants and funding. In addition, he asked if the board is still considering a 501(c)(3) and/or 501(c)(4) and having a study into the benefits of this structure due to the decrease in core funding.

Rebecca Evans informed the attendees that the WDB agreed to look into this after an Executive Director was in place. Now is an opportune time to look into other models. Action was put on hold last year because they waited for the new Executive Director to come in. Additionally, Rebecca has learned of models in other regions where WDB staff work within a municipal government and the WDB also has a non-profit established to diversify funding.

Tracy Perez suggested to explore the idea. A committee member suggested to explore the pros and cons of the idea since it could be a cause of concern for the WDB staff.

A committee member asked if the allocation will go with the organization or stay with the organization. Rebecca Evans replied that the County assured the county employees that they will be offered the same level of employment if they want to stay in the county.

Peter Zierhut asked on how to bring back the discussion about that topic. Rebecca Evans offered options and stated the Board Chair can request an Ad Hoc Committee to examine it or ask for staff to research on it.

Tracy Perez asked if all members have the consensus to explore that topic.

Rebecca Evans said we can bring back the discussion for next month and to include it as an Agenda Item.

Patrick Newburn commented that if there is a need to set up an Adhoc Committee, then it has to be brought to the full Board/WDB.

Rebecca Evans recommended to bring the item to the August Executive Committee and the August WDB Agenda and report to the full Board.

Rebecca Evans informed the attendees about the BOS Study session scheduled to present July 31st.

9.0 Adjournment

Motion to adjourn at 9:30 a.m.: Peter Zierhut

Second: Alex Rivera

Motion carried.

Next Meeting

August 8, 2019 (8:00 a.m.-9:30 a.m.)

United Food and Commercial Workers, Local 770

816 Camarillo Springs Road (Meeting Room), Camarillo



**WORKFORCE DEVELOPMENT BOARD OF VENTURA COUNTY
EXECUTIVE COMMITTEE**

August 8, 2019

WDB COMMITTEES' REPORTS AND UPDATES

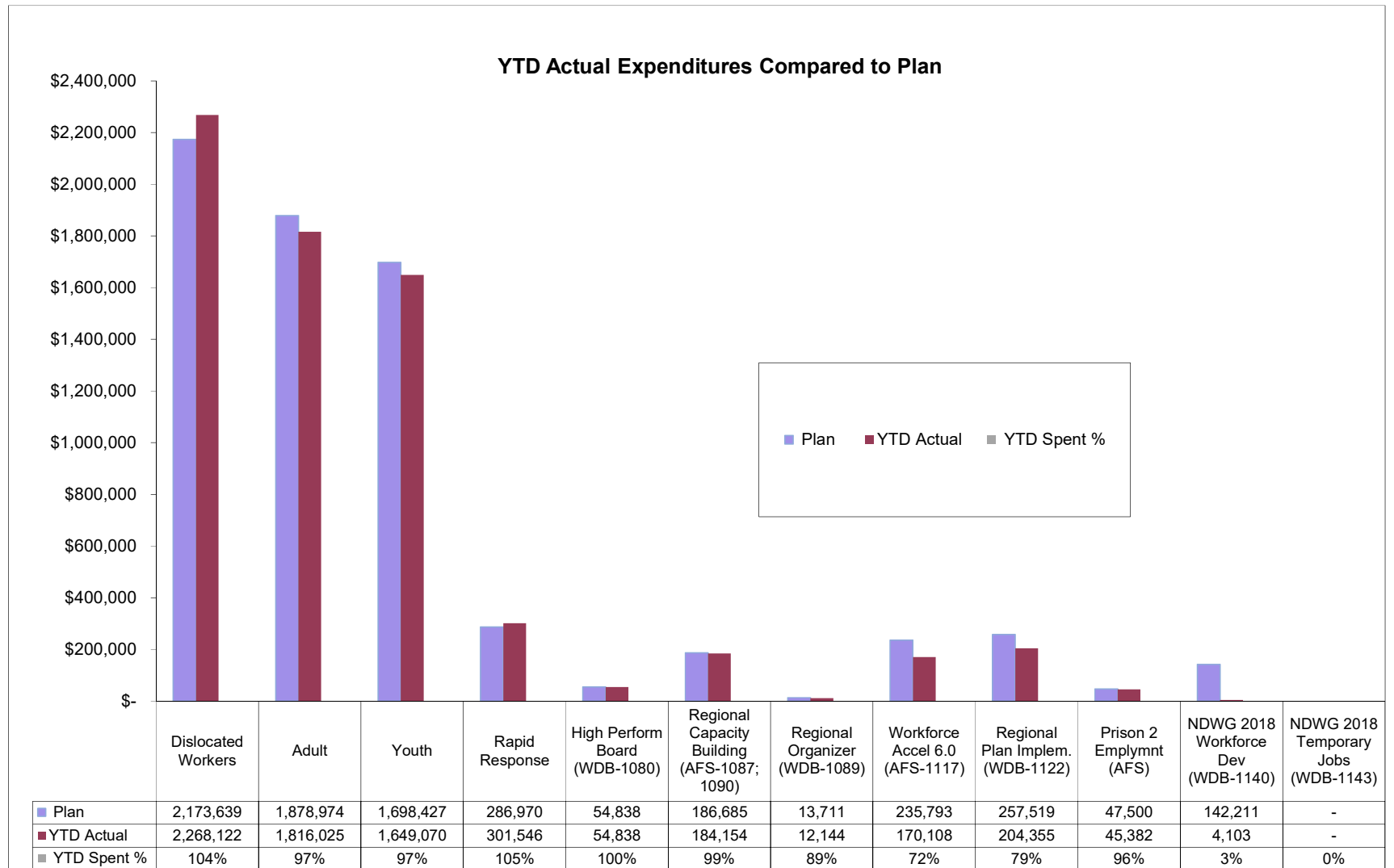
<u>Committee</u>	<u>Next Meeting Date</u>	<u>Committee Report Update</u>
• Business Services Committee	TBD	Committee report from the <u>May 14</u> meeting will be provided at the next Executive Committee meeting.
• Clean/Green Committee	September 27, 2019	Committee report from the <u>July 26</u> will be provided at the next Executive Committee meeting.
• Healthcare Committee	August 9, 2019	Committee report from the <u>May 3</u> meeting will be provided at the next Executive Committee meeting.
• Manufacturing Committee	August 15, 2019	Committee report from the <u>June 27</u> meeting will be provided at the next Executive Committee meeting.
• Membership Committee	August 6, 2019	Committee report from the <u>June 4</u> meeting will be provided at the next Executive Committee meeting.
• Outreach Committee	September 18, 2019	Committee report from the <u>July 23</u> meeting will be provided at the next Executive Committee meeting.
• Programs Committee	August 7, 2019	Committee report from the <u>April 24</u> meeting will be provided at the next Executive Committee meeting.



FINANCIAL STATUS REPORT for FISCAL YEAR 2018-2019

Year to Date Expenditures from 7/01/18 to 6/30/19 (100% into the Fiscal Year)

Submitted on: August 8, 2019



FINANCIAL STATUS REPORT for FISCAL YEAR 2018-2019													
Year to Date Expenditures from 7/01/18 to 6/30/19 (100% into the Fiscal Year)													
Name of Grants	Salaries and Benefits			Direct Program/WIOA Special Projects			Other Operating Expenses			Total			
	Plan	YTD Actual	%	Plan	YTD Actual	%	Plan	YTD Actual	%	Plan	YTD Actual	%	Plan Balance
Core Grants:													
Dislocated Worker	1,416,993	1,491,842	105%	503,168	490,637	98%	253,478	285,644	113%	2,173,639	2,268,122	104%	(94,483)
Adult	1,141,987	1,037,979	91%	495,428	569,495	115%	241,559	208,552	86%	1,878,974	1,816,025	97%	62,949
Youth	216,956	226,055	104%	1,262,000	1,254,727	99%	219,471	168,288	77%	1,698,427	1,649,070	97%	49,356
Rapid Response	126,181	135,144	107%	114,000	118,126	104%	46,789	48,276	103%	286,970	301,546	105%	(14,576)
Other Grants:													
High Perform Board (WDB-1080) (12/1/16-12/31/18)	47,985	53,616	112%	-	-	0%	6,852	1,223	18%	54,838	54,838	100%	0
Regional Capacity Building (AFS-1087; 1090) (3/1/17-3/31/19)	136,645	137,351	101%	27,200	30,655	113%	22,840	16,149	71%	186,685	184,154	99%	2,531
Regional Organizer (WDB-1089) (3/1/17-3/31/19)	9,034	9,027	100%	3,000	1,556	52%	1,677	1,561	93%	13,711	12,144	89%	1,567
Workforce Accel 6.0 (AFS-1117) (2/1/18-9/30/19)	136,645	118,118	86%	70,300	34,815	50%	28,848	17,176	60%	235,793	170,108	72%	65,685
Regional Plan Implem. (WDB-1122) (1/1/18-9/30/19)	54,514	72,557	133%	171,500	115,552	67%	31,506	16,246	52%	257,519	204,355	79%	53,164
Prison 2 Employment (WDB) (10/1/18-3/31/20)	-	-	0%	47,500	45,382	96%	-	-	0%	47,500	45,382	96%	2,118
NDWG 2018 Temporary Jobs (WDB-1140) (12/6/18-12/31/20)	15,767	3,609	23%	125,852	-	0%	592	494	83%	142,211	4,103	3%	138,108
NDWG 2018 Workforce Dev (WDB-1143) (12/6/18-12/31/20)	-	-	0%	-	-	0%	-	-	0%	-	-	0%	-
Reg Organizer/ Training Coordinator (WDB-1144) 4/1/19-9/30/20	20,117	11,345	56%	4,800	-	0%	3,473	1,553	45%	28,390	12,897	45%	15,493
Slingshot 2.0/ Regional Plan Implem. (WDB-1145) (4/1/19-9/30/20)	-	-	0%	-	-	0%	-	-	0%	-	-	0%	-
Total WIOA Grants	\$ 3,322,824	\$ 3,296,641	99%	\$ 2,824,748	\$ 2,660,944	94%	\$ 857,085	\$ 765,161	89%	\$ 7,004,657	\$ 6,722,745	96%	\$ 281,912

FINANCIAL STATUS REPORT for FISCAL YEAR 2018-2019												
Year to Date Expenditures from 7/01/18 to 6/30/19 (100% into the Fiscal Year)												
	Salaries and Benefits			Direct Program/Client Expenses			Other Operating Expenses			Total		
	Paid	Accrued	YTD Total	Paid	Accrued	YTD Total	Paid	Accrued	YTD Total	Paid	Accrued	YTD Total
CORE GRANTS:												
Dislocated Worker	1,491,842	-	1,491,842	432,449	58,188	490,637	247,645	37,999	285,644	2,171,936	96,187	2,268,122
Adult	1,037,979	-	1,037,979	454,065	115,430	569,495	180,808	27,743	208,552	1,672,852	143,173	1,816,025
Youth	226,055	-	226,055	992,580	262,147	1,254,727	145,901	22,387	168,288	1,364,536	284,534	1,649,070
Rapid Response	135,144	-	135,144	105,694	12,432	118,126	41,854	6,422	48,276	282,692	18,854	301,546
OTHERS:												
High Perform Board (WDB-1080)	53,616	-	53,616	-	-	-	1,222	-	1,222	54,838	-	54,838
Regional Capacity Building (AFS-1087; 1090)	137,351	-	137,351	30,655	-	30,655	16,149	-	16,149	184,154	-	184,154
Regional Organizer (WDB-1089)	9,027	-	9,027	1,556	-	1,556	1,561	-	1,561	12,144	-	12,144
Workforce Accel 6.0 (AFS-1117)	103,250	14,868	118,118	24,989	9,826	34,815	14,891	2,285	17,176	143,129	26,979	170,108
Regional Plan Implem. (WDB-1122)	72,557	-	72,557	83,245	32,307	115,552	14,085	2,161	16,246	169,887	34,468	204,355
Prison 2 Employment (WDB)	-	-	-	45,382	-	45,382	-	-	-	45,382	-	45,382
NDWG 2018 Temporary Jobs (WDB-1140)	3,609	-	3,609	-	-	-	428	66	494	4,038	66	4,103
NDWG 2018 Workforce Dev (WDB-1143)	-	-	-	-	-	-	-	-	-	-	-	-
Total WIOA Grants	\$ 3,281,773	\$ 14,868	\$ 3,296,641	\$ 2,170,614	\$ 490,330	\$ 2,660,944	\$ 665,891	\$ 99,269	\$ 765,160	\$ 6,118,278	\$ 604,467	\$ 6,722,745

WIOA Training Activity Summary (Expended and Leveraged)

(based on annual report "Summary of Leveraged Resources - Attachment 6 - page 35 of WSD12-3)

Year to Date Expenditures from 7/01/18 to 6/30/19 (100% into the Fiscal Year)

Rpt Line #	Program Year Funding and Traing Expenditures	14-16 Grants (Due 10/1/16)	15-17 Grants K698402 (Due 10/1/17)	16-18 Grants K7102079 (Due 10/1/18)	17-19 Grants K8106696 (Due 10/1/19)	18-20 Grants K8106696 (Due 10/1/20)
4)	Adult and Dislocated Worker Formula Fund Allocations	4,092,349	4,133,724	4,014,468	3,728,337	3,663,412
5)	Training Expenditures Required	1,023,087	1,240,117	1,204,340	1,118,501	1,099,024
	<i>Training Expenditures % Required</i>	25%	30%	30%	30%	30%
6)	Formula Fund Training Expenditures	1,128,877	941,344	810,112	701,097	879,384
	Leveraged Resources					
	- Total Leveraged Resources	425,933	348,361	460,403	380,348	197,908
	- Maximum Allowed Leveraged Resources (10%)	409,235	413,372	401,447	372,834	366,341
7)	- Total Leveraged Resources Used Towards Training Expenditures	409,235	348,361	401,447	372,834	197,908
8)	Total Amount Spent On Training (should equal/exceed Line 5)	1,538,112	1,289,705	1,211,559	1,118,501	1,032,723
	% of Training Requirement Met (final goal is 100%)	150%	104%	101%	100%	94%

9)	Leveraged Resources Detail (notes)					
	(a) Pell Grant	135,654	150,761	46,245	124,433	45,157
	(b) Programs Authorized by the Workforce Innovation and Opportunity Act	-				
	(c) Trade Adjustment Assistance (EDD)	-				
	(e) Match Fund from Employers, and Industry Associations (OJT 50%)	290,279	197,600	355,201	255,915	354,638
	Total	425,933	348,361	401,447	380,348	399,795
	Legends/Coding for Source/Type of Leveraged Resources: 9a) = Pell Grant 9b) = Programs Authorized by the Workforce Innovation and Opportunity Act (specify) 9c) = Trade Adjustment Assistance 9d) = Dept of Labor National Emergency Grants 9e) = Match funds from employers, industry, and industry associates (specify) 9f) = Match funds from joint labor-management trusts (specify) 9g) = Employment Training Panel grants					

NOTES:

Early in the year, the "% of Training Requirement Met..." shown above may appear to "understate" the degree to which the organization is actually accomplishing its planned training goals (i.e. the organization is likely doing better than it looks here). This is because the training expenditures shown in this report do NOT include costs related to two areas of current year training activities that are in the current year Plan:

- 1) Current year training activities (in current year Plan) that have been paid with prior year grant funds
- 2) Current year training activities (in current year Plan) that have been committed to but not yet paid

FY 2018-19 WIOA BUDGET PLAN																			
(Presented at 2/14/19 WDB Executive Meeting; Updated with RO/RTC and Slingshot Grant Information)																			
		Dislocated Worker	Adult	Youth	Rapid Response	High Perform Board (WDB-1080)	Regional Capacity Building (AFS-1087; 1090)	Regional Organizer (WDB-1089)	Workforce Accel 6.0 (AFS-1117)	Regional Plan Implem. (WDB-1122)	Prison 2 Employment (WDB)	NDWG 2018 Temporary Jobs (WDB-1140)	NDWG 2018 Workforce Dev (WDB-1143)	Reg Organizer/ Training Coordinator (WDB-1144)	Slingshot 2.0/ Regional Plan Implem. (WDB-1145)	FY 18-19 Plan	Year to Date Expenditures from 7/01/18 to 6/30/19 (100% into the Fiscal Year)	FY 17-18 Actual	
						12/1/16-12/31/18	3/1/17-3/31/19	3/1/17-3/31/19	2/1/18-9/30/19	1/1/18-9/30/19	10/1/18-3/31/20	12/6/18-12/31/20	12/6/18-12/31/20	4/1/19-9/30/20	4/1/19-9/30/20				
Revenue Projection:																			
FY18-19 Grants	-2.5%	2,051,956	1,502,552	1,635,823	297,362	54,838	205,000	85,714	250,000	350,000	47,500	333,333	477,071	157,300	180,000	7,628,449		8,120,805	
FY18-19 Mgmt. Reserve:(3% DW, Adult, Youth)		(51,299)	(37,564)	(40,896)	-	-	-	-	-	-	-	(191,120)	(477,071)	-	-	(797,950)		(168,412)	
Transfer DW to Adult		(100,000)	100,000	-	-	-	-	-	-	-	-	-	-	-	-	-		(535,838)	
Grant balance rollover		-	-	-	-	-	-	-	-	-	-	-	-	(128,838)	(180,000)	(308,838)			
Spent in prior years		-	-	-	-	-	(14,943)	(70,377)	(7,136)	(86,246)	-	-	-	-	-	(178,702)		(751,770)	
Balance rolled over from prior year grants:																			
FY17-18 Mgt Reserve		64,278	49,059	55,075	-	-	-	-	-	-	-	-	-	-	-	168,412		314,017	
Additional rollover - Salaries Savings/		2,603	122,116	5,881	-	-	-	-	-	-	-	-	-	-	-	130,600		75,875	
Overhead Saving/(Overage)		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-		1,198	
FY 17-18 Unspent Direct expense		188,904	117,598	56,044	-	-	-	-	-	-	-	-	-	-	-	362,546		214,232	
ITA/OJT Committed FY17-18 Spent in FY18-19		19,668	42,428	-	-	-	-	-	-	-	-	-	-	-	-	62,097		71,524	
Total Available Grants to be Spent		2,176,110	1,896,189	1,711,927	297,362	54,838	190,057	15,337	242,864	263,754	47,500	142,213	-	28,462	-	7,066,614		7,341,631	
Grants %		30.8%	26.8%	24.2%	4.2%	0.8%	2.7%	0.2%	3.4%	3.7%	0.7%	2.0%	0.0%	0.4%	0.0%	100.0%			
AFS FTEs Assigned to the programs		11.27	8.79	0.36	0.83	-	1.30		1.30	-	-	0.15	-	-	-	24.00		26.00	
% Direct FTES Allocated to Grants		47.0%	36.6%	1.5%	3.5%	0.0%	5.4%	0.0%	5.4%	0.0%	0.0%	0.6%	0.0%	0.0%	0.0%	100.0%			
% Admin Staff Allocated to Grants		29.8%	28.0%	23.00%	5.00%	6.0%	0.0%	1.2%	0.0%	7.0%	0.0%	0.0%	0.0%	0.0%	0.0%	100.0%			
Expenditure Projection:																			
Salaries and Benefits:																			
AFSWIOA (24 regular filled + 0.7 fixed term + 2 vacancies)	2,522,683	1,184,610	923,933	37,840	87,243	-	136,645	-	136,645	-	-	15,767	-	20,117	-	2,542,800	2,529,737	99%	2,439,988
WDB Admin (6 filled +.75 be filled+buydown)	778,765	232,383	218,054	179,116	38,938	47,985	-	9,034	-	54,514	-	-	-	-	-	780,025	766,904	98%	830,764
Salaries Reduction	-															-		-	
Subtotal Salaries and Benefits		1,416,993	1,141,987	216,956	126,181	47,985	136,645	9,034	136,645	54,514	-	15,767	-	20,117	-	3,322,824	3,296,641	99%	3,270,752
Direct Expenses:																			
Grant Specific Contracts																			
EDC-VC Business Services		-	-	-	95,000	-	-	-	-	100,000	-	-	-	4,800	-	199,800	166,215	83%	85,374
Boys and Girls Club: Core Program		-	-	604,000	-	-	-	-	-	-	-	-	-	-	-	604,000	597,506	99%	574,662
PathPoint: Core Program		-	-	604,000	-	-	-	-	-	-	-	-	-	-	-	604,000	593,214	98%	569,302
AFS-CalWORKs Activities		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	0%	39,969
Subtotal - Contracted Program Expense		-	-	1,208,000	95,000	-	-	-	-	100,000	-	-	-	4,800	-	1,407,800	1,356,935	96%	1,269,308
Client Expenses:																			
ITA / OJT (30% required - 10% leverage)		390,000	375,000	-	-	-	-	-	-	-	-	-	-	-	-	765,000	817,852	107%	629,969
ITA / OJT Committed 17-18 Spent in 18-19		19,668	42,428	-	-	-	-	-	-	-	-	-	-	-	-	62,096	62,096	100%	71,524
Others/Childcare/Trans - JTA		20,000	20,000	-	-	-	-	-	-	-	-	-	-	-	-	40,000	30,872	77%	32,187
Subtotal - Client Expense		429,668	437,428	-	-	-	-	-	-	-	-	-	-	-	-	867,096	910,820	105%	733,680
Other Allocated/Contracted Expenses																			
Contractual Services	166,500	-	-	-	-	-	24,000	-	65,000	24,500	47,500	125,852	-	-	-	286,852	155,277	54%	-
Outreach - theAgency	185,000	52,500	40,500	45,000	12,000	-	-	-	-	35,000	-	-	-	-	-	185,000	184,525	100%	214,957
Outreach/Conference -WDB (\$12K RPI Conf.)	47,000	12,000	12,000	7,000	4,000	-	-	-	-	12,000	-	-	-	-	-	47,000	41,325	88%	40,213
WDB Expense - Non Staff	8,000	4,000	2,000	2,000	-	-	-	-	-	-	-	-	-	-	-	8,000	9,578	120%	10,806
Outreach/Meeting/Conf-AFS	20,000	5,000	3,500	-	3,000	-	3,200	3,000	5,300	-	-	-	-	-	-	23,000	2,485	11%	-
Subtotal - other allocated expense	426,500	73,500	58,000	54,000	19,000	-	27,200	3,000	70,300	71,500	47,500	125,852	-	-	-	549,852	393,189	72%	307,226
Subtotal- Program/Clients Expenses		503,168	495,428	1,262,000	114,000	-	27,200	3,000	70,300	171,500	47,500	125,852	-	4,800	-	2,824,748	2,660,944	94%	2,310,214
Total Direct Program Expense		1,920,161	1,637,415	1,478,956	240,181	47,985	163,845	12,034	206,945	226,014	47,500	141,619	-	24,917	-	6,147,572	5,957,585	97%	5,580,966
Overhead/Administration:		29.58%	28.19%	25.61%	5.46%	0.80%	2.67%	0.20%	3.37%	3.68%	0.00%	0.07%	0.00%	0.41%	0.00%	100.0154%			
Communication/Voice/data	75,000	22,183	21,141	19,208	4,095	600	1,999	147	2,525	2,757	-	52	-	304	-	75,011	64,249	86%	72,428

			High										Regional	NDWG 2018	NDWG 2018	Reg Organizer/	Slingshot 2.0/	Year to Date Expenditures from 7/01/18 to 6/30/19 (100% into the Fiscal Year)		FY 17-18 Actual	
			Dislocated Worker	Adult	Youth	Rapid Response	Perform Board (WDB-1080)	Regional Capacity Building (AFS-1087; 1090)	Regional Organizer (WDB-1089)	Workforce Accel 6.0 (AFS-1117)	Regional Plan Implem. (WDB-1122)	Prison 2 Employment (WDB)	Temporary Jobs (WDB-1140)	Workforce Dev (WDB-1143)	Training Coordinator (WDB-1144)	Regional Plan Implem. (WDB-1145)	FY 18-19 Plan				
A	Insurance	14,043	4,154	3,958	3,596	767	112	374	27	473	516	-	10	-	57	-	14,045	18,409	131%	14,122	
	Facilities Maint.	95,090	28,126	26,804	24,353	5,192	761	2,534	186	3,201	3,496	-	66	-	385	-	95,105	94,402	99%	118,793	
	Membership and dues	12,350	3,653	3,481	3,163	674	99	329	24	416	454	-	9	-	50	-	12,352	11,282	91%	13,213	
	Education allowance (consolidated with line 64+65	0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
A	Indirect cost recovery(County A87)	98,670	29,186	27,813	25,270	5,387	789	2,630	193	3,322	3,628	-	68	-	400	-	98,686	82,146	83%	96,026	
A	Books and Publication	2,000	592	564	512	109	16	53	4	67	74	-	1	-	8	-	2,000	15,548	777%	2,414	
	Office Equip./Supp. & Furniture/Fixtures<5000	20,000	5,916	5,638	5,122	1,092	160	533	39	673	735	-	14	-	81	-	20,003	8,119	41%	24,934	
A	Mail Center - ISF	6,000	1,775	1,691	1,537	328	48	160	12	202	221	-	4	-	24	-	6,001	7,124	119%	7,643	
A	Purchase Charges - ISF	3,800	1,124	1,071	973	207	30	101	7	128	140	-	3	-	15	-	3,801	3,645	96%	3,906	
A	Copy Machine - ISF	9,000	2,662	2,537	2,305	491	72	240	18	303	331	-	6	-	36	-	9,001	2,586	29%	8,993	
A	Information Tech - ISF	10,000	2,958	2,819	2,561	546	80	267	20	337	368	-	7	-	41	-	10,002	7,295	73%	8,133	
A	Computer Services Non ISF	2,000	592	564	512	109	16	53	4	67	74	-	1	-	8	-	2,000	28,056	1403%	1,959	
	Building Lease/Rental	95,000	28,100	26,779	24,330	5,187	760	2,532	186	3,198	3,493	-	66	-	385	-	95,015	89,283	94%	120,493	
A	Storage Charges - ISF	5,000	1,479	1,409	1,281	273	40	133	10	168	184	-	3	-	20	-	5,001	7,916	158%	8,661	
	Mileage Reimb. - Staffs only	26,000	7,690	7,329	6,659	1,420	208	693	51	875	956	-	18	-	105	-	26,004	20,346	78%	26,150	
	Conference/Seminars - AFS Staffs	8,000	2,366	2,255	2,049	437	64	213	16	269	294	-	6	-	32	-	8,001	10,435	130%	15,469	
	Conference and Seminars - WDB Staffs	10,000	2,958	2,819	2,561	546	80	267	20	337	368	-	7	-	41	-	10,002	26,275	263%	14,371	
A	Fiscal/HR/BTD/ET (HSA)	350,000	103,529	98,659	89,637	19,110	2,796	9,328	685	11,782	12,868	-	242	-	1,419	-	350,054	264,899	76%	336,136	
	Attorney Fees	10,000	2,958	2,819	2,561	546	80	267	20	337	368	-	7	-	41	-	10,002	2,453	25%	5,789	
	Other misc. Admin Services	5,000	1,479	1,409	1,281	273	40	133	10	168	184	-	3	-	20	-	5,001	693	14%	5,620	
Subtotal Overhead			856,953	253,478	241,559	219,471	46,789	6,852	22,840	1,677	28,848	31,506	-	592	-	3,473	-	857,085	765,160	89%	905,252
Planned Total Grant Expenses				2,173,639	1,878,974	1,698,427	286,970	54,838	186,685	13,711	235,793	257,519	47,500	142,211	-	28,390	-	7,004,657	6,722,745	96%	6,486,218
A	Admin Rate for State Reporting		7%	7%	7%	9%	7%	7%	7%	7%	7%	0%	0%	0%	7%	0%	7%				
	Admin Rate (State Reported + Other)		12%	13%	13%	16%	12%	12%	11%	12%	12%	0%	0%	0%	12%	0%	12%				
Work in Progress: Grant Balances				2,471	17,215	13,500	10,392	-	3,372	1,626	7,071	6,235	-	2	-	72	-	61,960			

Actual Spend Through 6/30/19	2,268,122	1,816,025	1,649,070	301,546	54,838	184,154	12,144	170,108	204,355	45,382	4,103	-	12,897	-
% of Actual to Budget (100% Through the Fiscal Year)	104%	97%	97%	105%	100%	99%	89%	72%	79%	96%	3%	0%	45%	0%
Unspent Through 6/30/19	(92,012)	80,164	62,857	(4,184)	0	5,903	3,193	72,756	59,399	2,118	138,110	-	15,565	-



TO: EXECUTIVE COMMITTEE

FROM: REBECCA EVANS, EXECUTIVE DIRECTOR

DATE: AUGUST 8, 2019

SUBJECT: RECOMMENDATION THAT THE WORKFORCE DEVELOPMENT BOARD OF VENTURA COUNTY RECOMMEND COUNTY BOARD OF SUPERVISORS APPROVE THE STATE-APPROVED VENTURA COUNTY WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA) REGIONAL AND LOCAL WORKFORCE DEVELOPMENT PLANS UPDATE FOR PROGRAM YEARS 2017-2021 – TWO YEAR MODIFCATIONS

BACKGROUND

Under WIOA, a biennial update of regional and local plans is required in order to ensure plans remain current and account for “changes in labor market and economic conditions or in other factors affecting the implementation of the local plan” (29 U.S. Code § 3123). The California Workforce Development Board (State Board) has also made changes to the State Plan, which require that Local Boards update their plans to keep them consistent with the policy direction of the State Plan. Pursuant to the State Plan modifications submitted to the U.S. Department of Labor in the spring of 2018 and approved on June 11, 2018, the State Board provided guidance to Local Boards on the requirements associated with local and regional planning modifications. (Regional and Local Plans PY 17-21- Two Year Modifications, WSD-18-01)

The Directive (WSD-18-01) for the local and regional plan modification includes conditions and processes for stakeholder engagement during the regional and local plan modification process and the following:

- Required and elective regional plan modifications to align, coordinate, and integrate reentry and workforce services to the formerly incarcerated and other justice-involved individuals.
- Required and elective local plan modifications arising from regional or local partnerships with county human service CalFresh programs.
- Required and elective local plan modifications arising from regional or local partnerships with Local Child Support Agencies (LCSAs) to provide workforce services to unemployed, underemployed, and payment-delinquent non-custodial parents.
- Required and elective local plan modifications arising from regional or local partnerships with programs that serve individuals with disabilities, including detail on strategies to implement Competitive Integrated Employment.
- Required and elective local plan requirements pertaining to services for English Language Learners, the Foreign Born, and Refugees.
- Required regional plan content detailing compliance with State Plan guidance and state law relating to Multi-Craft Core Curriculum (MC3) pre-apprenticeship partnerships.
- Required regional self-assessment using Indicators of Regional Coordination and Alignment.

The draft Regional and Local Plans were approved by the Workforce Development Board of Ventura County on March 14, 2019. The plans were submitted to the State Board on March 15, 2019. On April 30, 2019, the State Board approved the Regional Plan. On June 12, 2019, the State Board conditionally approved the Local Plan. In the conditional approval, the State Board requested revisions regarding our coordination with partners

regarding English Language Learners the Foreign Born, and Refugees. On July 19, 2019, the revised Local Plan was submitted and was approved by the State Board on that same day.

DISCUSSION

The Workforce Development Board followed the plan modification public process and stakeholder engagement as defined in WSD18-01. The Regional and Local Plan Modification includes information gathered from numerous stakeholder/public meetings.

If you have questions or need more information, please call Rebecca Evans WDB Executive Director, at (805) 477-5306.

SECTION 2 – REGIONAL PLAN UPDATE

Introduction

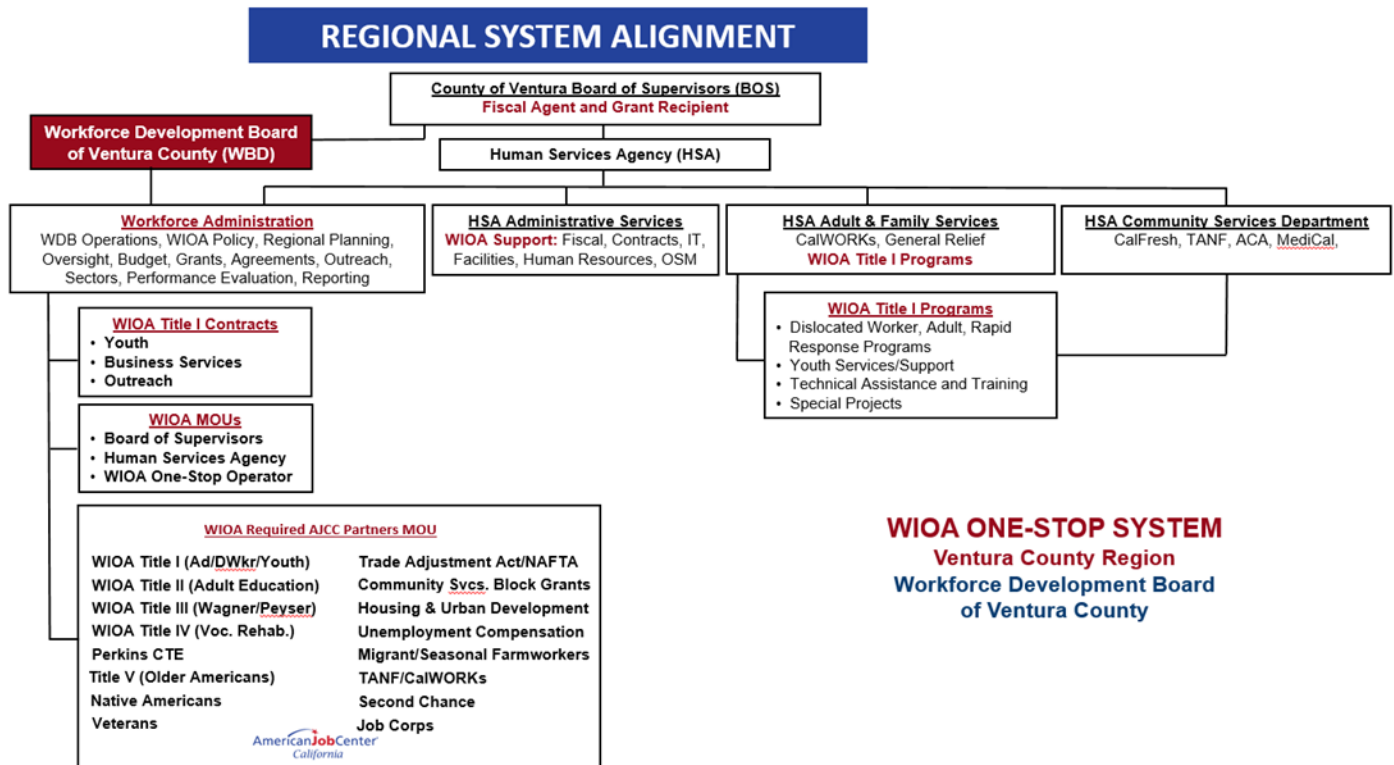
The Ventura County Board of Supervisors is the governing body that oversees the County's Human Services Agency, in which the activities of the Workforce Development Board of Ventura County (WDBVC) are embedded. The WDBVC is a separate, independent board appointed by the Board of Supervisors, and is the Regional Planning Unit for Ventura County. In February 2017, WDBVC submitted a four-year **WIOA Regional Plan** to the California Workforce Development Board. That plan, in tandem with a **WIOA Local Plan** submitted at the same time, outlined the County's vision, objectives and strategies for supporting an appropriately-skilled workforce ready and able to meet the changing business needs of area employers. In the Regional and Local Plans, and consistent with the goals and objectives outlined in the CWDB's State Plan, *"Skills Attainment for Upward Mobility; Aligned Services for Shared Prosperity,"* the Board described three primary policy objectives: fostering demand-driven skills attainment by aligning regional education programs with industry sector needs; enabling upward mobility for all Ventura County residents; and aligning, coordinating and integrating programs and services to economize limited resources.

That four-year Regional Plan was developed over a period of six months, with the participation of several dozen agencies and organizations as well as many private individuals, in a total of 75 public meetings. All of those organizations and individuals, and many others, were invited to participate in the development of this update to the Regional Plan. Some participated in a series of focused planning meetings regarding the P2E initiative; others attended an evening meeting to review the plan update process, the State Board's priorities, and new regional collaborations. The result is this **Two-Year Regional Plan Update** which addresses CWDB's guidance and expectations while meeting the County's need to make plan adjustments and modifications in response to conditions in the region.

To augment the stakeholder input collected in the series of meetings described above, WDBVC engaged the services of a consulting firm with particular expertise in re-entry services for justice-involved populations. CausalIMPACTS facilitated six of the planning meetings, compiling and inviting a list of 170 individuals, representing more than 51 unique organizations serving justice-involved individuals in the region. CausalIMPACTS also designed and implemented a stakeholder survey, an employer survey, one-on-one interviews with 21 practitioners, and focus groups with justice-involved individuals.

A detailed description of WDBVC's regional plan update process is included as **Attachment A: Stakeholder Engagement and Community Outreach Efforts**. The Local Board has a strong track record of community engagement, and supports the state's desire to do more than simply comply with public notice requirements. To ensure that the interests of customers were central, the WDBVC utilized the California Workforce Association's approved provider list to identify a consulting firm with specific expertise in community engagement, the Corporation for a Skilled Workforce. The consultant first met with WDBVC staff in November 2018; a series of meetings began the following month, some of them public, some internal working sessions, culminating in an evening public meeting on January 31, 2019, which in turn triggered a 30-day public comment period. WDBVC and its stakeholders view this regional plan update process as a welcome opportunity to connect the workforce and corrections systems in a way that has not been done before. We support the state in this goal, and look forward to working together to make a real difference in the lives of justice-involved residents of Ventura County.

SECTION 2 – REGIONAL PLAN UPDATE



Workforce-Corrections Partnerships

A number of workforce-corrections partnerships currently exist in Ventura County, most of them focused on a particular program or a specific referral relationship between two or more agencies. The Human Services Agency’s Adult and Family Services Department has long partnered with the Ventura County Probation Agency and the Ventura County Sheriff’s Office to support a series of initiatives aimed at the reintegration of ex-offenders. The **Re-Entry Council**, which originally formed in connection with a Workforce Accelerator Fund grant, has served as the primary vehicle for coordinating many of these efforts.

This Regional Plan Update heralds a new and more comprehensive level of partnership, one which endeavors to bring the workforce development system as a whole in alignment with the needs of all justice-involved Ventura County residents. It incorporates and builds upon existing partnerships, and proposes an expanded, revitalized and staff-supported Re-Entry Council as the centerpiece of a genuinely wholistic workforce-corrections partnership.

The VCWDB is fully committed to not only offering but *targeting* services to those who face the greatest challenges in the labor market. The priority placed on building upward mobility for low-income residents means an emphasis on reaching and serving those with low educational levels and/or limited prior work experience. Women who have not previously worked outside the home are a priority target population. People with criminal records face perhaps the greatest challenges of all in the labor market,

SECTION 2 – REGIONAL PLAN UPDATE

with the stigma of incarceration on top of the usual educational barriers, skills deficits, and support service needs. As the county's provider of Medi-Cal, CalFresh and General Relief services, the Human Service Agency is in a position to bring access to those programs and supports to the incarcerated and post-release population.

The new focus on trying to reach the general population of Ventura County CalFresh recipients, discussed in detail in WDBVC's Local Plan Update, reflects an unprecedented emphasis on targeting workforce services to low-income residents. Individuals who currently have no income, or are working in low-wage jobs, are a priority, and the WDBVC Local Plan Update outlines a strategy of designing and offering "earn and learn" opportunities, such as apprenticeship, OJT and other forms of paid training, as a key response. Similarly, the WDBVC's P2E Plan incorporates models which provide trainees with income while they are in training. WDBVC sees the commitment to connect the workforce and corrections systems and the commitment to serve low-income residents as part-and-parcel of the same imperative: moving the needle on poverty in Ventura County.

Under the leadership of the Re-Entry Council and the WDBVC, Ventura County has piloted several programs targeting justice-involved individuals, primarily as iterations of the **Specialized Training and Employment Project for Success (STEPS)** program. Historically, between 2016 and 2018, the STEPS programs have averaged a 50% job placement rate. At present, the STEPS-Adult program serves 92 AB109 individuals annually, while the STEPS-Youth program serves another 79 non-AB109 individuals age 16-24.

Given the track record and relationships established over the various incarnations of STEPS, the WDBVC anticipates utilizing a portion of P2E funding (and other new funding that may become available) to continue to build the capacity of the STEPS model. At the same time, there is a widely-recognized need to go beyond STEPS, to offer broader opportunities and to reach more of the non-AB109 population. WDBVC intends to address this by using **an RFP aimed at community-based providers** with a proven track record of connecting this population to employment, and anticipates awarding a significant portion of P2E funding through this process.

Ventura County's P2E stakeholders have been meeting since August, 2018, and have identified multiple barriers, challenges and needs, including housing for ex-offenders, more sober-living and drug treatment options, more paid training, and more opportunities for direct placement into employment. While there are a number of organizations in the county providing social services and various kinds of hard- and soft-skills training for ex-offenders, there are relatively few that offer paid training, OJT, or direct job placement. In accordance with the P2E Regional Plan, which was prepared in tandem with this regional update and is included as Attachment 4, following the Local Plan Update, the WDBVC and its numerous corrections and community partners are proposing several new initiatives, beginning with an expanded and revitalized Re-Entry Council and financial support for a community-based approach to connecting ex-offenders with employment.

Ex-offenders face many of the same barriers to employment experienced by low-income residents in general (low educational levels, lack of training, lack of work history), as well as additional barriers created by the simple fact of their criminal record. Most employers are reluctant to take a chance on someone with a record. Even something as basic as the lack of a driver's license, state identification card, or a specific professional license becomes a huge obstacle. To overcome these barriers, ex-offenders need a comprehensive support system of educational enhancement, skills training in high-

SECTION 2 – REGIONAL PLAN UPDATE

demand occupations, earn-and-learn opportunities, case management, and support services ranging from mental health counseling and housing assistance to transportation and post-placement career guidance.

At present, these services are provided through a handful of relatively small community-based programs and fall short of reaching all of those who could use such assistance. P2E funding gives WDBVC and its corrections partners the opportunity to move beyond individual programs to create a comprehensive *system* which offers workforce and supportive services to each incarcerated individual – while they are still incarcerated – and follows them, via a ‘warm’ hand-off immediately upon release, with all of the supports they are likely to need to be successful on the outside. Ventura County’s P2E proposal includes funding for academic and career counseling, transportation vouchers, books, uniforms, equipment, and assistive technology for people with disabilities. Supportive services must be necessary, reasonable, and employment-related, and will be targeted to those most in need by starting outreach (more accurately: ‘in-reach’) 60-90 days prior to release.

The **State Parole** and **County Probation** offices, partners in the Re-Entry Council for several years, have been actively involved in the development of this Regional Plan Update and the P2E Regional Plan. The state’s focus on using these plans to establish stronger connections between the workforce system and the corrections system presents us with a welcome opportunity to take that partnership to a new level. All of the stakeholders involved in this plan update process agree that providing workforce services to individuals while they are still incarcerated is the best way to ensure success. Certain policies restricting service for “short-timers” currently prevent providers from reaching a significant portion of the incarcerated population, but stakeholders are pursuing modifications to those rules. Even individuals who won’t be incarcerated for long could benefit from meeting with a career counselor, and perhaps participating in a brief work-readiness training. Those who face longer sentences can receive more in-depth educational services or job skills training.

At present, intake and case management needs for the justice-involved population are handled by trained staff at the AJCC, typically as part of the enrollment process for one of the STEPS programs. Individuals are assessed for educational levels, skills, and interests, and are guided toward the program or service that is most appropriate for their needs. Case managers receive records from the corrections facility regarding the education and training each individual received during incarceration, and are able to base an Individual Employment Plan on that foundation.

One gap that has been highlighted during this regional planning process concerns justice-involved individuals who are served by the AJCC, but who are not necessarily enrolled into one of the specific STEPS program targeted to that population. Many justice-involved individuals receive basic career counseling at the AJCC, and are assisted with resumes and pointed toward services and job openings, but are not counted in the totals of justice-involved individuals served, simply because they are not part of STEPS.

In the future, as a result of agreements developed during this plan update process, the AJCC will track all self-identified justice-involved individuals, not just those enrolled in specific re-entry programs, and will share data with partners regarding overall service to the target population. Data regarding all justice-involved individuals will be tracked in accordance with the state’s new performance reporting requirements, and will be shared on an ongoing basis among all partners to ensure accountability and continuous improvement. Data sharing agreements and client release of information will allow Parole

SECTION 2 – REGIONAL PLAN UPDATE

and Probation to share appropriate data with partners, ensuring that users have access to information as appropriate.

Once a justice-involved individual has been placed in a job, it becomes imperative to protect the investment that has been made in that person by providing them with all of the supportive services they need to be successful. It is critical to follow up with those new employees, and with their employers, on a regular basis to ensure that misunderstandings or minor issues do not become major problems leading to loss of employment. WDBVC knows from experience that a significant number of ex-offenders placed in employment will encounter post-placement workplace or home-life issues, and is committed to assisting both the worker and the employer to ensure a successful transition to long-term employment.

The WDBVC has fully embraced the strategy of focusing on regional industry sectors as a way of meeting employer needs and advancing Ventura County job-seekers. The WDBVC's WIOA Regional Plan outlines four sector committees, which form the backbone of its work to match job-seeker skills and employer needs. These include the **Manufacturing Committee**, the **Clean/Green Committee**, the **Health Care Committee**, and the **Business Services Committee**.

Ventura County's Specialized Training & Employment Project for Success, or **STEPS**, has evolved through various iterations and funding streams over several years. The initial STEPS-Adult (AB109) and STEPS Youth (Youthful Offender Block Grant) programs were funded by the **Probation Department**. The STEPS-Adult program served 132 individuals between July 1, 2017 and November 30, 2018. The STEPS-Youth program served 71 individuals during that same time frame. (At present, the two programs are serving 92 and 79, respectively.)

WDBVC's first **Accelerator** (Workforce Accelerator Fund) grant allowed WDBVC to improve the STEPS-Adult program through a strategic planning process that led to strengthened partnerships. A second Accelerator grant was utilized to develop marketable training services for ex-offenders to improve entry into the labor market by addressing the workforce needs of local manufacturing employers. WDBVC and partners developed a six-week 90-hour fee-based Manufacturing Readiness Skills Training Program at Ventura Community College and explored other funding options to expand the training.

A new funding opportunity eventually became available through **Forward Focus** (AB2060). Stakeholders had determined that ex-offenders required immediate engagement in program services, ongoing employment coaching/counseling and a responsive supportive services system; any significant delay or gap in services negatively impacted their participation. A delay in starting classes, a lack of spouse/family support, a lack of transportation or a long wait list for mental health/drug treatment services contributed directly to the drop-out rate. Those fully engaged in employment or in OJT, however, demonstrated eagerness to learn and stuck with the program. Completion and job placement rates for STEPS have improved over time as the components described above have been added to the model.

STEPS Connections, funded under Accelerator 6.0, expanded prior Accelerator activities from the adult AB109 ex-offender population to include 35 STEPS-Youth participants (16-24) while also bringing in additional partners. STEPS Connections does not independently enroll participants; instead it strengthens partnerships to support an integrated and responsive system for this population, creates tools and resources to strengthen participation and employment outcomes, and has developed a "best practice" guide to share the lessons learned during the project.

SECTION 2 – REGIONAL PLAN UPDATE

STEPS Connections included funding for a lead Employment Services Specialist who operates as an “ex-offender Navigator” for the system and coordinates with STEPS-Youth and STEPS-Adult, which has been critical in identifying issues and creating strong working relationships, given that STEPS-Youth is located at the Probation office while the navigator works at the America’s Job Center of California (AJCC) and has access to information affecting youth participation. STEPS-Youth provides supportive services and has access to other services as appropriate from the AJCC. STEPS-Youth program staff offer Job Readiness Workshops, case management and other employment services at Probation’s new Youth Day Reporting Center.

STEPS Connections creates a comprehensive and integrated “One Stop” supportive services system for ex-offenders by strengthening provider relationships. The Re-Entry Council, created under the initial WAF 1.0 project and now expanded through this Regional Plan Update process, plays a key role in developing and supporting this system. The members of the council are key stakeholders in positions that can influence system change, including leaders of organizations that fund organizations providing support services to the ex-offender population. Their input in this project, together with that of industry representatives, will play a key role in driving system change. They include the Chief Deputy, Probation; Todd Road Jail Commander, Sheriff’s Department; Field Services Manager, EDD-WS; Director of Workforce Services, Goodwill Industries; Interface Children and Family Services; HSA Manager and Ex-Offender administrator, and representatives from several other nonprofit organizations. Since the ultimate objective is to improve marketable skills for the labor market, employers will continue to have strong representation on the expanded Re-Entry Council. The revamped Council plans to meet bi-monthly, and to hold quarterly cross-training sessions for member organization staff and others on a range of corrections/workforce-related topics.

The Todd Road Jail, operated by the Ventura County Sheriff’s Office and serving male inmates, is currently the site of a successful **food handler training program**. Discussions pursuant to this Regional Plan Update and the drafting of Ventura County’s P2E Regional Plan have resulted in an agreement to utilize P2E funding to enhance that program with additional employer-validated credentialing, and to replicate the model in a new field: **landscaping and grounds maintenance**.

Another need identified during this planning process involves the information provided to ex-offenders describing resources and supports available to them as they re-enter. Stakeholders prioritized the creation of a standard **Re-Entry Toolkit**, to be handed to each individual, with clearly-written materials describing the various programs and services they are entitled to, not just as ex-offenders but as residents of Ventura County. These files and documents will also be backed up in a digital record, allowing individuals to access their paperwork even if they misplace the hard copies. Ex-offenders need to understand that they are not ‘on their own,’ and that there is in fact a system of supports and a network of providers that welcomes them.

Long waitlists and an apparent shortage of approved **sober living options** for ex-offenders, both AB109 and non-AB109, was highlighted as a significant gap during the planning process. At present, only two providers are contracted by the Ventura County Probation Agency, limited to AB109 clients; both generally have long waiting lists. Other options, however, do exist in the community. As a result, WDBVC is proposing, as part of its P2E Regional Plan, a vetting process to expand the list of approved providers through master agreements and micro-contracts with pre-approved vendors.

SECTION 2 – REGIONAL PLAN UPDATE

WDBVC strongly supports apprenticeship and pre-apprenticeship models as a pathway for low-income residents, including ex-offenders, to achieve income mobility. To have value, pre-apprenticeship programs must by definition lead to an approved apprenticeship. Ventura County embraces the **High Road** approach, and currently has one Multi-Craft Core Curriculum program, developed in partnership with the building trades, at the Architecture, Construction & Engineering Charter High School in Camarillo. During the development of this Regional Plan Update, the WDBVC met with multiple unions and Ventura Community College to discuss starting a new MC3 program. The college had already been exploring the idea, and with the support of the unions and the WDBVC, was encouraged to pursue it as an MC3 model. The new pre-apprenticeship program, focused on entry-level residential building skills, will be reviewed by the WDBVC, with an anticipated start date of Spring 2019.

The Community College District is a primary partner in the Ventura County workforce development system, with a heavy emphasis on designing programs that meet employer needs by ensuring students develop the basic and advanced skills required for family-sustaining employment. Integrated education programs, such as the pre-apprenticeship program currently in development, combine literacy, numeracy, civics and job skills in a model that accelerates learning gains. In addition to residential building, occupations include care-giving, entry-level manufacturing/assembly, and a Spanish-language agricultural supervisor training program that incorporates ESL. The community colleges complement the basic education services offered at the Adult Schools by bringing advanced technical instruction to the table, with a commitment to ensuring that all students successfully meet basic English and math standards by the end of their first year of college.

WDBVC conducted extensive, in-depth labor market analysis to identify the sectors it prioritized for workforce development services, and has organized its committee structure around those sectors. The Manufacturing Committee, the HealthCare Committee, the Business Services Committee and the Clean/Green Committee all focus on providing Ventura County job-seekers with the skills needed by employers in those sectors. Board and committee meetings are public, and stakeholders are actively engaged, in an ongoing basis, in reviewing LMI data, verifying it with employers in each sector, and designing services that keep pace with the needs of both sets of customers: job-seekers and employers. Partners receive their information about priority industry sectors through participation in this committee structure, and use the committees to provide input into the Board's decision-making. For example, Ventura Community College has a robust and sophisticated labor-market analysis operation of its own, which it routinely brings to the table in discussions with the Board. Going forward, re-entry placement data, by sector and wage, will be incorporated into regular reports to each of the sector committees.

Successful provision of workforce services to the justice-involved population requires applying an additional lens to our labor market analysis. Identifying high-growth industries with good wages is critical, but it is equally essential to understand the business practices in each sector regarding the hiring of individuals with criminal records. As part of the P2E Regional Plan process, CauseIMPACTS conducted an analysis of labor market data and re-entry challenges for Ventura County and concluded that while some sectors are less corrections-friendly than others, there are significant opportunities to expand employer engagement in this area. Manufacturing and Clean/Green are two sectors where employers have shown a willingness to consider ex-offenders, and are experiencing labor shortages that could work to the benefit of the re-entering population. It is also possible that some good jobs for ex-offenders may be found in industries, such as culinary, that have not been selected as high-growth focus areas by the

SECTION 2 – REGIONAL PLAN UPDATE

board; it will be important to remain flexible and adaptable in order to take advantage of such opportunities as they arise.

Health care is another sector worth exploring, with many job openings in positions with good wages. Most health care employers, however, have blanket policies against hiring individuals with criminal records. This has the effect of shutting many individuals out of positions they have the aptitude for, jobs they could perform well if given the chance. There are examples in other parts of the country where workforce partners have induced health care employers to adopt more rational and nuanced hiring policies, whereby low-level offenses are not treated the same as violent crimes, and are not cause for automatic rejection. Given the strength of this sector, and the potential it holds for job-seekers, the WDBVC and the Re-Entry Council intend to explore with individual employers, and with the sector as a whole, the possibility of piloting more flexible HR policies in Ventura County. We would welcome the state's leadership on this issue, as it will take a major public challenge to change the business practices of such an enormous industry.

Through its STEPS programs, and related efforts, WDBVC has compiled a list of several dozen employers who have expressed willingness to hire formerly-incarcerated or justice-involved individuals. The number who are actively hiring, of course, is much smaller, and STEPS historically has relied on 8-10 relatively reliable employer partners. Clearly, if the workforce system is to serve more justice-involved job-seekers, it needs to dramatically expand employer outreach. A lengthy list of employers who are theoretically "felon-friendly" is fine, but it is the actual hiring (and retention) of employees that counts. Moreover, while some employers are willing to have it publicly known that they hire ex-offenders, others are willing to make such hires only on the condition that it *not* be made public. What is needed is a strategy for accommodating the wishes of both kinds of employers.

Employer outreach for the P2E planning process highlighted the fact that many businesses are not actually clear about their own hiring policies. Local employers who were part of large chains often did not know their headquarters' official position on hiring people with criminal records. Some employers seemingly assume they cannot hire ex-offenders, and screen them out as a matter of course, without ever having pursued the matter. And as indicated above, many are simply uncomfortable even discussing the topic. However, the economy and the labor market are pushing more employers to rethink their policies, creating potential new opportunities for the population. The combination of low unemployment and high demand makes this the ideal time to educate employers.

This Regional Plan Update, in accordance with the P2E Regional Plan, proposes the creation of a new **Employer Outreach and Marketing** position which will centralize Ventura County's approach to recruiting employers and educating them about the benefits of hiring ex-offenders. At present, multiple organizations conduct their own independent business outreach on behalf of job-seekers with criminal records, sometimes through partners in the workforce system. While loosely connected, these separate approaches are not always effective in assuring lateral partner-to-partner communication or achieving positive employment outcomes, and run the risk of alienating employer partners.

Instead of having multiple agencies and organizations independently approaching the same employers on behalf of re-entering clients, WDBVC proposes to utilize P2E funding to implement an efficient, coordinated and centralized effort which respects the needs, and the valuable time, of our employer partners. Convincing an employer to take a chance on an ex-offender is a prospect that cannot be taken lightly; it requires concerted and thoughtful effort by a highly professional and trusted staff. The

SECTION 2 – REGIONAL PLAN UPDATE

employer needs to know that the candidates they are considering have been educated, trained and vetted, and that the organization standing behind them will continue to do so well after they are hired.

Appealing to the social conscience of employers has its place, but the real key to engaging significant numbers of employers is convincing them that hiring ex-offenders makes good business sense. Fortunately, there is plenty of evidence indicating that ex-offenders tend to become extremely loyal and highly-valued employees, reducing turnover costs and contributing measurably to the bottom line. Since the best messenger for this kind of news is often another employer, we will utilize employer champions to help their peers understand the tangible benefits of hiring individuals with criminal records.

Included in those benefits, of course, are the state and federal tax incentives, credits and other benefits to which employers who hire ex-offenders are entitled. Most employers do not know about these incentives, and even when they have heard about them, they tend to assume that the bureaucratic ‘red tape’ involved will cost more than it is worth. For example, few employers surveyed are aware of the Department of Labor’s bonding program, which protects employers for the first six months of an ex-offender’s tenure. Again, other employers are probably best-positioned to deliver this message, so we will enlist our current employer partners to help us craft simple, self-explanatory marketing materials.

Multi-Craft Core Curriculum Pre-Apprenticeship Partnerships

The Workforce Development Board of Ventura County strongly supports the state’s emphasis on apprenticeship and pre-apprenticeship models as vehicles for residents to achieve income mobility. By definition, pre-apprenticeship only works if it is connected to actual apprenticeship opportunities; otherwise, it is not really “pre-apprenticeship.” Ventura County embraces the Multi-Craft Core Curriculum model, and currently has a strong MC3 program, developed in partnership with the International Brotherhood of Electrical workers and related trades, which operates at the Architecture, Construction & Engineering Charter High School in Camarillo, moving Ventura County residents into living wage apprenticeships leading to well-paid journeyman positions.

In June of 2018, the WDBVC met with the Laborers International Union, the International Brotherhood of Electrical Workers, and the Community College District to discuss starting a new MC3 program. The community colleges had been exploring something similar, and with the encouragement of the unions and the WDBVC, were convinced to pursue it under the Multi-Craft Core Curriculum. The new program will focus on entry-level residential building skills, with an English-Language Learner component. The unions have worked with the community colleges over the past several months to collect the required information from the various building trades. The new pre-apprenticeship program will be reviewed by the WDBVC shortly and is anticipated to start this Spring.

On behalf of both MC3 programs, the WDBVC and its partners will focus on recruiting participants from underrepresented populations such as women, veterans and justice-involved individuals. Going forward, the Board will remain engaged with the MC3 programs and their labor partners to ensure that the

SECTION 2 – REGIONAL PLAN UPDATE

workforce system fully supports the apprenticeship model, and that participants have access to all of the services to which they are entitled.

Regional Coordination and Alignment Indicators

As both a local workforce area and a region, Ventura County is perhaps spared some of the complexities faced by multi-county regions, as well as by counties containing multiple workforce boards.

Nevertheless, the regional planning process that WDBVC has engaged in, starting with passage of WIOA and continuing through the implementation of Regional Planning Units, has pushed the Board to think more regionally, and to address itself to the broader systemic questions raised in the ongoing regional planning process.

An updated Indicators of Regional Coordination and Alignment document is attached. It suggests that while Ventura County, by virtue of having worked collectively on things like sector strategies for many years, is ahead of the curve in some areas, there is still work to be done on other aspects of regionalization.

For example, the regional plan update process has highlighted the fact that while job quality has been a concern of the WDBVC for many years, as reflected in numerous programmatic decisions and priorities, the Board does not have a comprehensive job quality policy. The discussions around justice-involved individuals, CalFresh recipients, and other low-income county residents pursuant to this plan update have likewise sparked conversations about whether WDBVC should establish, as a region, specific target populations beyond the broad priority-of-service populations specified in WIOA.

It is worth noting that WDBVC does regularly partner with our contiguous regions. For example, Ventura County is a partner in the Los Angeles region's Slingshot initiative, focused as it is on one of our key industries, health care. Many of our services reach into Santa Barbara/Mid-Coast Region, and some of our residents participate in programs there. Notably, the nearest day-reporting center for adult probationers is located in Santa Barbara, requiring ex-offenders to travel there on a regular basis – a situation the WDBVC can partner in efforts to remedy.

Other Changes to Regional Plans

No other changes to the current four-year regional plan are contemplated. The devastating Woolsey and Hill fires have had a major impact on county services in general, and on the activities of the Workforce Development Board, but it is too soon to know the exact impact on the local/regional economy or labor market.

SECTION 2 – REGIONAL PLAN UPDATE

Appendix A: Community Engagement and Outreach

The Workforce Development Board of Ventura County strongly supports the efforts of the California Workforce Development Board to not just comply with but in fact exceed the requirement of the Brown Act. Stakeholder engagement in the Regional Plan Update process began early, in June 2018, with a convening of corrections partners by the WDBVC to discuss the Prison to Employment planning process. That led to the engagement of CauseIMPACTS to conduct a community planning process, as well as the engagement of Corporation for Skilled Workforce to bring that corrections partnership work into the Regional Plan Update process. For nearly six months, from November to March, the two consulting firms worked to together to ensure broad stakeholder input and consistency across the various planning documents.

A planning meeting with the AJCC Director and staff of the STEPS Program took place on December 11th. It was followed on January 9th by a kick-off meeting of more than 40 corrections, workforce and community stakeholders, the first of several “P2E Partner Coalition” meetings. CauseIMPACTS conducted intensive outreach for this series of sessions, contacting more than 140 organizations, including those provided by CWDB. Numerous individual phone calls and reminders were used to ensure attendance and participation by each category of partner outlined in the state directive, including CDCR/State Parole, Ventura County Sheriff’s Office/County Probation, training providers, other local service providers, labor unions, community colleges, and community-based organizations. Several employers attended the kick-off meeting and participated in subsequent workforce/corrections conversations.

The next meeting of the corrections-workforce coalition group was on January 30th. The following evening, January 31st, a public meeting was held at the AJCC to outline both the Regional and Local Plan updates for interested parties; an email invitation was sent to 3,832 individuals, organizations and employers. Because the local and regional planning processes were held in tandem, stakeholders such as the Division of Child Support Services and CalFresh were able to participate in both, adding important voices to the discussion of serving justice-involved individuals and low-income residents in general.

The Re-Entry Council met on February 6th, with a presentation by CauseIMPACTS on the regional planning work. A ‘Town Hall’ meeting devoted specifically to the workforce-corrections partnership was held on February 13th, with invitations sent to 3,743 individuals, organizations and employers. On March 6th, the final public meeting was held prior to plan submission. As the attached notices indicate, the State Board was informed of all public meetings. Throughout this intensive planning process, multiple draft documents were produced and reviewed by stakeholders and other interested parties, who were given various opportunities to vote on priorities.

In addition to the meetings described above, stakeholders were engaged by means of a stakeholder survey, an employer survey, a focus group of justice-involved individuals, and individual interviews with service providers and corrections officials. These conversations added depth to the planning process, and identified several new opportunities for collaboration. In total, 91 individuals representing 51 unique organizations participated in the regional planning process.

SECTION 2 – REGIONAL PLAN UPDATE

Appendix B: Workforce/Corrections Partnership

[Note: much of the material included in this Appendix is derived from WDBVC’s **Prison to Employment Regional Plan**, which is included in its entirety as the final Appendix to this combined Regional and Local Plan Update document.]

As noted in the Prison to Employment legislation and elsewhere, the term *“justice involved”* refers to *individuals who are on parole, probation, mandatory supervision, or post-release community supervision and are supervised by or are under the jurisdiction of, a county or the California Department of Corrections and Rehabilitation. This also includes individuals who are on county informal probation, county deferred entry of judgement, or any other county diversion programs such as drug courts, veterans courts, community courts or other specialty courts.* There are nearly 34,000 actively justice-involved individuals in Ventura County. In addition, there are an estimated 42,000 formerly-incarcerated individuals living in the county, bringing the potential overall target population to approximately 76,000. Since the stigma of incarceration is real and long-lasting, it is critical to focus on both groups.

- **33,561** actively justice-involved individuals in Ventura County
- Extrapolating from national figures, an estimated **42,000** “formerly incarcerated” individuals
- **76,000 currently or formerly justice-involved** individuals in Ventura County

The vast majority of actively justice-involved individuals are already living in the community, including 737 on active state parole, 26,165 on County probation, and 3,175 in County diversion programs. Adults on probation comprise the single largest justice-involved subpopulation in the County, accounting for 76% of the total figure. An additional 3,850 individuals from Ventura County are currently detained, including 1,662 in County jail and 1,822 in CDCR state prison facilities. The table on the next page summarizes data on the size of the current justice-involved population in Ventura County. Analysis of the size and demographic characteristics of Ventura’s justice-involved population reveals a number of interesting trends:

- **79%** of the active justice-involved population are adults on probation
- **76%** of justice-involved individuals in Ventura County are men
- **60%** of the justice-involved population are Hispanic and/or White men of prime working age (25-50 years old)

The majority of the justice-involved individuals in Ventura County are adults between the ages of 25-50 years old (66%), followed by 18-24 year-olds (16%). These groups represent individuals of prime working age who are a potential source of employees for local businesses looking to address labor shortages.

SECTION 2 – REGIONAL PLAN UPDATE

- **African-Americans and Latinos/Hispanics are noticeably overrepresented** compared to their percentage of the general population:
 - African-Americans make up 2.3% of the overall population in Ventura County, but account for 4.7% of the justice-involved population.
 - Hispanics/Latinos make up 42% of the county population, but account for 62% of the justice-involved population.

Justice-Involved Population in Ventura County			
	<i>Total</i>	<i>Youth</i>	<i>Adults</i>
<i>On Diversion</i>			
In County Diversion Programs	3,175	466	2,709
<i>On Supervision</i>			
On Probation	26,165	610	25,555
On Parole	737	0 ¹	737 ¹
<i>In Detention</i>			
In County Jail (Detention only)	1,662	85 ²	1,577 ²
In State Prison	1,822	7 ²	1,815 ³
TOTAL Justice-Involved	33,561	1,168	32,393
<p><i>All data is for 2018 calendar year, via data reported to causeIMPACTS, Jan 2019, unless indicated.</i></p> <p><i>[1] As of Dec 2018 via CDCR DAPO figures reported to causeIMPACTS, Dec 2018. Note, there are no youth on parole in the state of California. All juvenile offenders released from DJJ facilities go to County probation agencies</i></p> <p><i>[2] As of Dec 2016 via CJCJ raw data files at http://casi.cici.org/about.html#download</i></p> <p><i>[3] As of Feb 2019 via CDCR Office of Research reported to causeIMPACTS, Feb 2019.</i></p>			

The majority of justice-involved individuals are from Oxnard, the county’s most populous city. Adult probationers account for nearly 80% of the 32,393 justice-involved adults in Ventura County. The majority are on formal probation, as opposed to AB-109 realignment sentence types such as Post-Release Community Supervision or Mandatory Supervision. After Probation, the next largest category is Diversion, at 8% of justice-involved adults. The County Superior Court offers a number of diversion opportunities for those with minor criminal convictions. In 2018, there were 2,709 adults in Diversion or “deferred entry” in Ventura County, including 74 on work-release programs and 93 in Veterans Court.

The majority of justice-involved individuals in Ventura County (76%) are men. Hispanics (54%) and Caucasians (37%) constitute the majority of the population. Racial minority groups are overrepresented

SECTION 2 – REGIONAL PLAN UPDATE

in both County and state corrections systems. African Americans make up only 2.3% of the county's population, but 4.7% of the justice-involved population – more than double their representation in the general population. Likewise, individuals of Hispanic/Latino heritage make up 42% of the county's population, but 62% of the justice involved population. The majority (66%) of the justice-involved population in Ventura County are adults between the ages of 25-50, followed by 18-24 year-olds (16%) – individuals of prime working age, and a potential source of workers for employers facing labor shortages.

There are over 1,100 justice-involved youth in Ventura County, accounting for 3.5% of the total justice involved population. Consistent with state and national trends, the juvenile justice-involved population in Ventura County has decreased significantly in recent years. Between 2008 and 2016, the number of juvenile arrests, probation-involved youth, and the population in juvenile detention all decreased by more than 50%. The majority of justice-involved juveniles in Ventura County are under County supervision or diversion.

As of December 2018, there were 466 youth in county diversion programs. There were 479 youth committed to County facilities in 2018, including commitment to both juvenile halls and camps. Most of those committed were not incarcerated long-term. Very few youth from Ventura County are detained in state Department of Juvenile Justice facilities, and there are no youth on parole in the county, as all youth released from state supervision are released to the County Probation Agency.

These data suggest a number of needs and barriers that must be addressed in order to achieve successful re-entry. A good job, of course, is paramount. Individuals are almost always in need of immediate income upon leaving incarceration. While it may be necessary for some to start with a relatively low-wage, part-time, or temporary position, it is essential that they move fairly quickly into the kind of job that allows them to support themselves, and often a family as well. Failure to access such a career path is likely to lead to recidivism. Similarly, paid training – whether apprenticeship, OJT, or another type of earn-and-learn model – will need to be a cornerstone of reaching the justice-involved population.

Ex-offenders, as the data show, reflect a broad range of demographics, and are likely to have many of the same issues and challenges faced by low-income job-seekers in general. Added to this, however, is the stark transition from being incarcerated to being out in society, compounded by the stigma much of society places on those with criminal records. Re-entering individuals, therefore, require very focused and hands-on support as they make that transition. They need to begin receiving services and guidance while still incarcerated, and that support needs to move alongside them as they re-enter society. Ideally, they should go directly from jail or prison to a re-entry service provider's office. As one provider put it: "Even a weekend can be fatal." Those providers must then closely track the individual's progress for several months, as they find housing, receive services, obtain employment, and attempt to meet employer expectations. Providers need to follow-up with employers regularly to ensure things are going well, and must be ready to intervene on behalf of the employer when they are not. Individuals who out of necessity may have started out in a low-wage job must be offered assistance in taking the next step toward a sustainable career.

CDCR projects that there will be **576 individuals released to Ventura County from state prison during calendar year 2019**. This represents a dramatic decrease from the average of 1,900 per year prior to realignment, but is still a significant number of felony offenders in need of re-entry services. The

SECTION 2 – REGIONAL PLAN UPDATE

demographics suggest that there is a pronounced need for programs and services that can connect large numbers of justice-involved individuals with well-paid employment. This will require increasing the number of employers who are willing to take a chance on an ex-offender, and significantly expanding those programs that are able to connect ex-offenders to employment. In order to do this successfully, however, it will also be necessary to build a continuum of support services, starting during incarceration and continuing well after release, to ensure that each individual has the help they need to make the transition from prison to a career.

The process of requesting, collecting, retrieving, and analyzing corrections data is time intensive and convoluted. There are multiple agencies that hold pieces of the data, prohibitive rules about data sharing, and antiquated data systems. Further complicating the analysis, data is also not easily shared across county departments, or within the state across jurisdictional lines. The Probation Department and CDCR complied with data requests for this update, but the collection process highlighted a few key needs. Corrections departments and the courts need a centralized, shared database through which they can track, collect, and report data. Corrections partners have been encouraged to collect and track a few additional data points, such as education level and employment status.

Employment the key to reducing recidivism among justice-involved individuals. Unfortunately, limited real-time data on employment trends among the justice-involved population of Ventura County are available. Both CDCR-DAPO and the County Probation Department reported that they do not have reliable figures on the employment and unemployment rates of people in supervision, as this data is not always updated in real-time to the central reporting system by individual officers. For example, CDCR-DAPO reported that 137 of 737 (18.6%) active parolees in Ventura County were unemployed in December 2018. This conservative estimate is already over four times higher than the current Ventura County unemployment rate of 3.8%. The true disparity is likely even greater.

Enhanced data collection and reporting on employment rates can help make a case for workforce training and programming. Moreover, this kind of data will be essential in the evaluation of existing and future workforce programs for the justice-involved. More resources must be dedicated to providing justice-involved individuals with access to upward mobility jobs in Ventura County in order to improve such outcomes. As the county's labor force continues to slowly decrease and the labor needs of local industry continue to grow, the justice-involved population represents a key untapped pool of local talent that can help meet the demands of regional industry and address some of the county's overarching workforce challenges.

As noted in the plan update narrative, the AJCC has not historically tracked justice-involvement for all customers. Individuals referred into a specific re-entry program, such as STEPS, are entered as justice-involved in CalJobs, but ex-offenders who do not end up in a re-entry program are not tracked or counted as justice-involved. This makes it impossible to give an accurate assessment of the extent to which the workforce system, writ large, is serving the justice-involved population. We know such individuals are being served, in resume workshops, work readiness programs, and individual career counseling, in part because many of them self-identify, but we cannot currently say how many are served each year. We can say that the **STEPS-Adult program is serving 92** justice-involved individuals, and the **STEPS -Youth program 79**, but that is only one slice of the AJCC's service to justice-involved individuals. An average of 50% of participants in these programs have historically been placed in employment.

SECTION 2 – REGIONAL PLAN UPDATE

The expansion anticipated under P2E will allow us to serve non-AB109 populations, which is expected to bring that rate closer to, for example, the overall 78% job placement rate achieved by the Manufacturing Readiness Skills Training program. Going forward, this information will be collected and tracked for all customers who indicate justice-involvement, and reviewed by the WDBVC and its committees.

The expanded and revamped **Re-Entry Council** will be the vehicle through which workforce and corrections partners will facilitate information-sharing to evaluate need and ensure progress on outcomes. The regional plan update process, and the prospect of P2E funding, has brought partners together in a way that is unprecedented, and we will continue that momentum through the Re-Entry Council in the future.

As noted in the narrative, Ventura County is proposing to use P2E funding to create a new position which will **centralize employer outreach and marketing for justice-involved individuals**. The goal is to avoid having the same handful of re-entry-friendly employers being contacted multiple times by multiple parties. Expanding the number of willing employers will be critical; this requires educating them about the various opportunities available to them: the Work Opportunity Tax Credit, the state's New Employment Tax Credit, federal bonding offered by EDD. Employers also need to be educated about their obligations under the Fair Chance Hiring act and other laws affecting the hiring of ex-offenders. Employers who have successfully hired and retained ex-offenders will be enlisted in helping other employers understand the further benefits of hiring this population, including the well-documented fact that workers who feel that someone has 'taken a chance' on them are likely to develop a strong loyalty and commitment to that employer, reducing turnover, increasing retention, and positively impacting the bottom line.

The new P2E plan also includes developing an **active catalog of willing employers**. At present, there is a fairly long list of area employers who are theoretically 'felon-friendly,' most of whom are not actively hiring ex-offenders. At the same time, there are approximately eight employers who consistently hire graduates of the STEPS program; other programs have developed their own handful of willing employers. What is needed is a list of several dozen employers who are actually hiring ex-offenders. This will require strong employer outreach to identify friendly employers who may not yet be on our radar but who do have a history of hiring ex-offenders; a number of area restaurants, for example, are likely to fall into this category. It will also require identifying those potentially-friendly employers who can be convinced if provided with some information and assistance in accessing the tax credits and bonding described above. Discretion will be important, as not all willing employers will be comfortable having the general public know that they hire ex-offenders.

SECTION 2 – REGIONAL PLAN UPDATE

Appendix C: Regional Coordination and Alignment Indicators

DEMAND-DRIVEN SKILLS ATTAINMENT INDICATORS

Indicator A: Region has a team that jointly convenes industry

Assessment Level: As a single-county local workforce area and region, Ventura County has some distinct advantages in regional coordination, along with some unique challenges. WDBVC has adopted a robust sector strategy, with strong industry champions and employer-led board committees in Health Care, Advanced Manufacturing, Business Services, and Clean/Green industries, including active participation by relevant education, training and service providers, as well as organized labor. As such, the region meets the **Growing/Expanding/Scaling** level.

Indicator B: Region has shared sector/occupation focus and shares/pools resources to meet demand in region.

Assessment Level: Again, Ventura County's one-board region means that it has been working toward this goal for a number of years. Sector committees are indeed business-led, in all four targeted industry sectors. In Health Care, WDBVC has worked as part of the Los Angeles Slingshot partnership to expand the Care Coordinator training program in Ventura County. Colleges and training providers are working with the Board and committees to address the needs of employers, although we still have a ways to go in this regard. Job quality has been a focus; a common tool has not yet been devised. We assess ourselves as being at the lower end of **Growing/Expanding/Scaling**, with some work yet to be done.

Indicator C: Region has a process to communicate industry workforce needs to supply-side partners.

Assessment Level: Ventura County considers itself to be **Operationalizing/Doing** in this category. Partners do have processes to identify and communicate workforce needs, and to orient staff regarding the four industry sector strategies; the AJCC and its partners do offer appropriate work-readiness services. However, work remains to be done to ensure that all supply-side partners actual understand, incorporate and act upon the information provided. Job quality needs to be addressed in a more comprehensive and detailed manner.

Indicator D: Region has policies supporting equity and strives to improve job quality

Assessment Level: Again, Ventura County is in the **Operationalizing/Doing** level in this category. While equity and job quality are long-standing goals, they have not been fully articulated into comprehensive policy. The WDBVC established a self-sustaining wage rate of \$27.85 per hour for individuals (\$15.00 in OJT), but has not defined an across-the board job quality policy. Despite this, business engagement staff do pay attention to job quality in assessing employers.

SECTION 2 – REGIONAL PLAN UPDATE

UPWARD MOBILITY AND EQUITY INDICATORS

Indicator E: *Region has shared target populations of emphasis*

Assessment Level: Ventura County assess itself to be in the **Learning/Experimenting** phase of this category. While the region targets all of the various priority populations identified in the Workforce Innovation and Opportunity Act, it has not identified more specific target populations. This Regional Plan Update process, however, has sparked conversations about the targeting of services to justice-involved individuals and low-income food assistance recipients as a means of impacting poverty. These discussions now need to move into the operationalizing/doing phase.

Indicator F: *Region deploys shared/pooled resources to provide services, training, and education, to meet target population needs*

Assessment Level: Ventura County considers itself to be in the **Operationalizing/Doing** stage of development in this regard. While significant pooling of resources occurs in the operation of the AJCC, that depth of collaboration does not yet extend more widely in the workforce development system. However, discussions are underway, for example with CalFresh and corrections partners, about the possibility of pooling resources in the future.

Indicator G: *Region utilizes shared, common case management strategies such as co-enrollment, navigators, and/or multi-disciplinary teams to develop shared responsibility for providing services and ensuring quality outcomes*

Assessment Level: With its emphasis on customer-centered design, training for front-line staff, and genuine partner involvement, Ventura County sees itself as being in the **Growing/Expanding/Scaling** stage of development in this category. Multi-disciplinary partners share case management strategies, including co-enrollment, in order to provide career navigation support for job seekers, and as such, share responsibility for achieving high-quality outcomes.

SECTION 2 – REGIONAL PLAN UPDATE

SYSTEM ALIGNMENT INDICATORS

Indicator H: *Region has shared/pooled admin systems and/or processes for achieving administrative efficiencies and program outcomes*

Assessment Level: As a one-county region/local workforce area, it is a bit difficult to place Ventura County in this category. The region does indeed have a formal structure in place, and does not require a new regional administrative intermediary. However, opportunities for regional administrative efficiencies do exist, and are under discussion. For this reason, Ventura County considers itself to be in the **Operationalizing/Doing** level for this category. Partners are using CalJobs for regional training coordination.

Indicator I: *Regional decision-making in formalized structures*

Assessment Level: Again, as a one-county region, Ventura County has an advantage in this regard. A formal decision-making structure is in place, with strong industry champions and the input of organized labor and workforce service providers. Ventura County is in the **Growing/Expanding/Scaling** stage of regional development in this regard.

Indicator J: *Regional organization and evaluation of performance*

Assessment Level: Ventura County places itself in the **Operationalizing/Doing** level of this category. Regional partners do meet on a regular basis to discuss the work, but are only beginning to use the regional coordination indicators to assess the status of our regional work. Work remains to be done to help partners who have been working together for years as a local workforce area to see themselves as part of a regional strategy as well.



Michael Rossi, Chair ■ Tim Rainey, Executive Director ■ Gavin Newsom, Governor

April 30, 2019

Dear Ms. Melissa Livingston,

The Regional Plan Modifications submitted on behalf of the Ventura Regional Planning Unit (RPU) have been reviewed and evaluated for compliance with the regional planning requirements outlined in [Workforce Services Directive WSD18-01](#).

On behalf of the California Workforce Development Board (CWDB), your Regional Plan Modification has been approved. I want to thank you for your efforts to meet the goals outlined in the California Workforce Development Strategic Plan by facilitating a planning process that supports the Governor's vision of an effective and aligned regional workforce system. The plan submitted by your RPU demonstrates that you and your partners are involved in developing solutions to workforce challenges in your region.

If you have any questions, please contact Marissa Clark at Marissa.Clark@cwdb.ca.gov.

Sincerely,

A handwritten signature in black ink, appearing to read 'Tim Rainey'.

Tim Rainey, Executive Director

SECTION 3 – LOCAL PLAN UPDATE

Introduction

In February 2017, the Workforce Development Board of Ventura County (WDBVC) submitted a four-year **WIOA Local Plan** to the California Workforce Development Board. That plan, in tandem with a **WIOA Regional Plan** submitted at the same time, outlined the County's vision, objectives and strategies for supporting an appropriately-skilled workforce ready and able to meet the changing business needs of area employers. In the Local Plan, which remains in effect through 2020, the Board described three primary policy objectives: fostering demand-driven skills attainment; enabling upward mobility for the Ventura County workforce; and aligning, coordinating and integrating programs and services to economize limited resources. These are consistent with the goals and objectives outlined in the California Workforce Development Board's State Plan, *"Skills Attainment for Upward Mobility; Aligned Services for Shared Prosperity."*

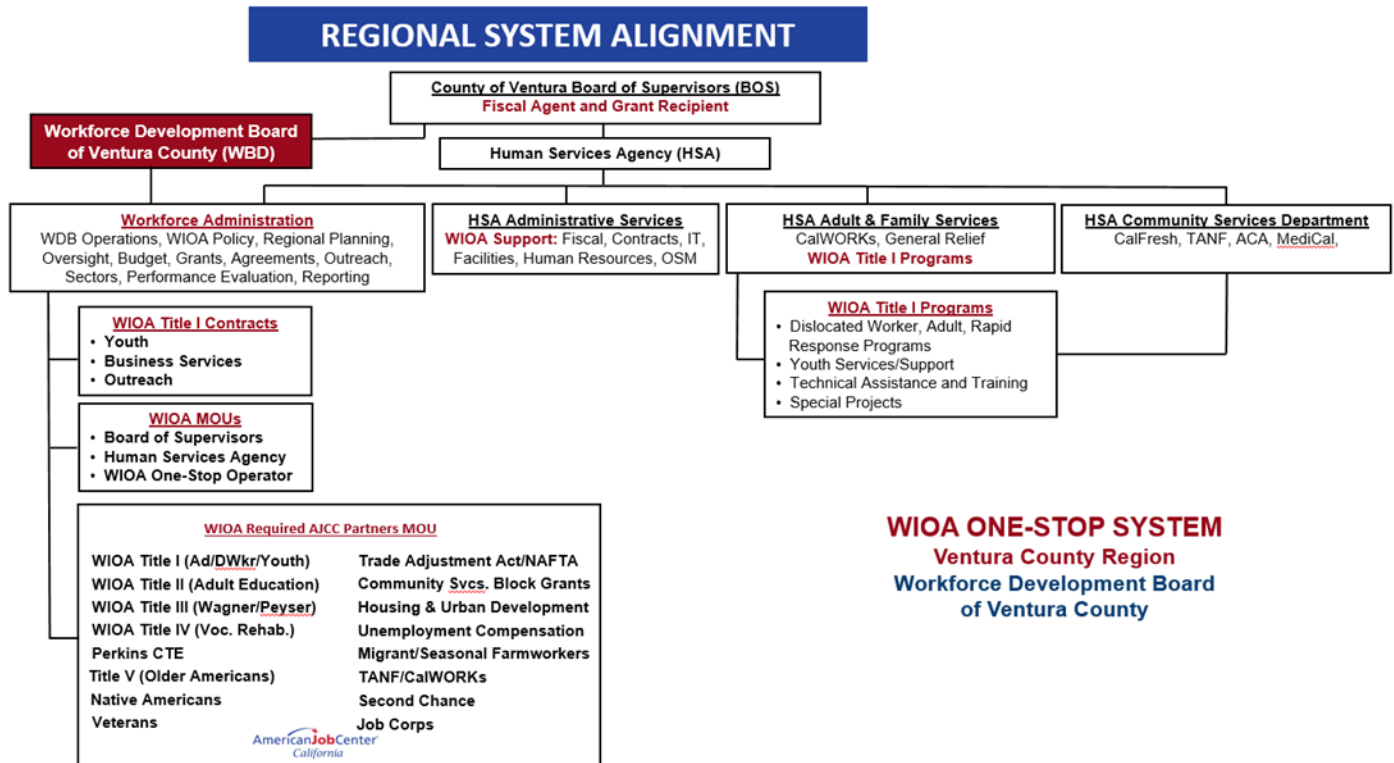
A total of nineteen AJCC partner organizations signed Memoranda of Agreement in accordance with that plan, and have subsequently worked closely to build an integrated and fully-aligned workforce development system in Ventura County. The AJCC's co-located partners, which include EDD, HSA/CSD and CalWORKs/TANF, have identified ways to deliver services efficiently and effectively through the use of shared data systems and in-person collaboration on items such as staff coordination, joint training, and the delivery of workshops to shared populations. Each of the mandated partners has relationships with multiple community-based organizations that have themselves become integrated into the AJCC constellation of services for specific target populations; new CBOs are solicited on an ongoing basis as appropriate.

The four-year Local Plan was developed over a period of six months, with the active participation of several dozen local agencies and organizations, as well as many private individuals, in a total of 75 public meetings. Each of those organizations and individuals, as well as many others, were invited to participate in the development of this two-year update to the Local Plan; email invites were sent to 3,832 individuals, organizations and employers. Some participated in an evening meeting to review the plan update process, the State Board's priorities, and new local collaborations. Others provided written material or took part in one of several smaller meetings on specific topics related to the plan updates. The result is a Two-Year Local Plan Update which addresses CWDB's guidance and expectations while meeting the County's need to make plan adjustments and modifications in response to local conditions.

A detailed description of WDBVC's plan update process is included as **Attachment 1: Stakeholder Engagement and Community Outreach Efforts**. The Local Board has a strong track record of community engagement, and supports the state's desire to do more than merely comply with public notice requirements. Toward that end, the WDBVC utilized the California Workforce Association's approved provider list to identify a consultant with specific expertise in community engagement, the Corporation for a Skilled Workforce (CSW). CSW first met with WDBVC staff in November; a series of meetings began the following month, some of them public, some internal working sessions, culminating in an evening public meeting on January 31, 2019, which in turn triggered the first of two public comment periods.

SECTION 3 – LOCAL PLAN UPDATE

WDBVC and its stakeholders view this plan update process as a welcome and unprecedented opportunity to address poverty in Ventura County in a meaningful and measurable way by focusing the workforce system on the needs of those most in need of its services. We support the state in this goal of generating upward mobility, and look forward to working together to make a real difference in the lives of low-income residents of our county.



CalFresh E&T Partnership

The centerpiece of this Local Plan Update is a new working relationship between the WDBVC and Ventura County Human Service Agency's CalFresh operation. While past collaborations in this arena have centered on relatively small, specific target populations (CalWORKs participants; work-mandated General Relief recipients), the new partnership outlined in this document reflects an overarching agreement to focus on meeting the needs of the overall CalFresh population (60,000 individuals; 30,000 adults).

Ventura County has a significant structural advantage in this regard, as both the Workforce Development Board and CalFresh operate under the county umbrella, have worked together for years, and already have co-located services at the AJCC. While the partnership envisioned here takes that collaboration to a new level, with a much broader focus, it does not require a new MOU or other formal partnership, as both entities are already obligated to work together as county entities within the Human Service Agency, and are already convinced of the benefit of doing so. A simple internal county operating agreement, spelling out expectations and objectives, is anticipated.

SECTION 3 – LOCAL PLAN UPDATE

Given the eligibility requirements for CalFresh, it serves well as a proxy for “low-income,” and is thus central to the County’s efforts to impact poverty. Although priority-of-service already exists for recipients of public assistance and other low-income individuals, WDBVC and the Human Service Agency see this new relationship as an opportunity to ensure that the workforce development system actually contributes to a measurable reduction in poverty in the region.

Beginning in late 2018 and continuing through the submission of this document, the Ventura County Human Service Agency and its CalFresh E&T partners have participated actively in the development of the two-year local plan update, working closely with WDBVC staff to identify ways to better serve the CalFresh population and low-income residents generally. While coordination efforts have grown in recent years, and a Memorandum of Understanding already exists between the Human Service Agency and the AJCC, this Local Plan Update represents an expansion of that collaboration and a strong commitment to meeting the needs of low-income Ventura County residents. The stakeholders appreciate CWDB making this a priority, encouraging local collaboration and supporting deeper integration at the county level.

Following an initial meeting with Ventura County Human Service Agency leadership in December 2018, the WDBVC invited community-based organizations, service providers, community colleges and county departments to an evening meeting in January to outline the process, review the current plans, and discuss the priorities for the two-year update. Over a dozen organizations and agencies attended that meeting. The WDBVC views each of these organizations as partners in the development of the update, and therefore in the workforce development system going forward.

A detailed assessment of Ventura County’s CalFresh population and its needs related to workforce development is included as **Attachment 2: CalFresh Partnership**. It shows that there are more than 30,000 adults receiving CalFresh benefits in the county, and that a significant portion of that total could benefit from greater access to workforce development services.

One noteworthy finding is that 43% of CalFresh households receive employment income yet still have incomes low enough to qualify for food assistance. Some work in very low-wage jobs, insufficient to lift their families out of poverty; others work part-time, whether by choice or not. In any case, working part-time, at low wages, or not working at all, our strategies for successfully serving such individuals will need to include a range of “earn and learn” options. While some may be able to maintain their employment during training, many will not, particularly those working irregular shifts. Few jobs can accommodate intensive education or training schedules, yet few people can afford to go without income for the length of time it takes to complete a job training or education program.

WDBVC’s current four year WIOA Local Plan strongly supports the “earn and learn” approach of combining training and education with compensated applied learning opportunities. The success of such models depends on sustained employer engagement, and, often, the engagement of organized labor as well. The Board has identified eight apprenticeship programs in the region, and is working to expand that number.

More than 16% of the population of Ventura County is limited English proficient; most of those are Spanish-speakers. Among the CalFresh population, 26% of households are Spanish-speaking. Outreach to Spanish-speakers has long been a priority for WDBVC, and will continue to be a focus as we explore outreach strategies for CalFresh recipients. The Ventura County Adult Education Consortium, which includes the Community College District, the eight Adult Schools, and the Ventura County Office of Education, is already working with WDBVC to expand ESL services, including both literacy and numeracy classes as well as short-term training combined with contextualized literacy instruction.

SECTION 3 – LOCAL PLAN UPDATE

Coordination of intake and assessment for core programs was identified in the four-year WIOA Local Plan as a system priority, with co-enrollment as a key strategy. The WDBVC and its partners are now looking at ways to efficiently align intake and enrollment practices beyond those core programs to encompass other partners, while still respecting the needs and requirements of each program. The process of developing this Local Plan Update has highlighted several areas where small modifications in intake procedures could bring significant benefits for individual customers, and for the workforce development system as a whole.

For example, this plan update process has underscored the need for a modification in the intake protocol of the AJCC. While many AJCC customers are CalFresh recipients, AJCC staff have not historically been asked to enter CalFresh information into CalJobs. As a result, it is not possible to accurately gauge the current level of service to CalFresh recipients. Going forward, the AJCC will track CalFresh participation, and – equally important – will assist customers who are CalFresh-eligible but not enrolled to access that critical benefit.

WDBVC has an active Outreach Committee which continuously enhances awareness of and access to workforce development services. New outreach strategies to reach the CalFresh population will be developed and implemented as needed. WDBVC will partner with CalFresh and the Human Services Agency to develop a marketing and outreach campaign specifically aimed at CalFresh recipients. In addition, building on the base established through our existing TANF/CalWORKS partnership, CalFresh will become a standing agenda item at the AJCC's bi-monthly Partners meeting. Through this venue, we will ensure collaboration at both the policy level and the day-to-day practice of front-line staff, sharing diagnostic and performance data on an ongoing basis. Regular, structured communication between partners aimed at addressing pressing, concrete issues through collaborative problem-solving will be essential to making this broadened partnership work.

As the current four-year Local Plan states, services provided by program partners in support of program core competencies facilitate the braiding of resources to ensure access to a comprehensive menu of services tailored to individual needs. The WDBVC and local CalFresh officials are exploring options for braiding or blending funding to better serve low-income residents. CalFresh E&T funds can't be used to pay tuition, so one possibility under consideration is for WIOA to cover an individual's tuition, while using CalFresh funds to offer generous (but necessary) support services.

Support services are critical to the success of low-income job-seekers. Under current policies, dependent on the availability of funding, program participants are eligible for transportation assistance, books and training supplies, tools required for employment, clothing, and vision/optical services, among other things. Need-related payments are allowed for WIOA-funded training only, and certain other limitations apply. Braided funding could permit some of those limitations to be lifted, allowing the flexibility to provide critical supports that can mean the difference between success and failure. Through their MOUs, the nineteen AJCC partners have agreed to integrate service delivery and braid resources to ensure access to a comprehensive menu of services tailored to each individual's needs. CalFresh and Child Support Services are now part of this ongoing effort to collaborate for the benefit of our mutual clients.

The Human Service Agency is currently exploring a procurement to select qualified providers to pilot a new SNAP 50% reimbursement program in Ventura County. This will involve identifying providers who are already offering eligible workforce services to CalFresh recipients using non-federal funding, and then assisting those providers in documenting that service and incorporating it into the local CalFresh plan, as well as the SNAP E&T Plan the state submits to the United States Department of Agriculture's Food and Nutrition Service each August. Toward this end, the Human Service Agency is hosting a

SECTION 3 – LOCAL PLAN UPDATE

webinar in March 2019 led by the Seattle Jobs Initiative, national pioneers of the SNAP E&T 50% reimbursement model.

The County's goal is not to create a new 'siloed' program targeting CalFresh recipients, but instead to use all available resources to build a unified, comprehensive workforce system that serves all residents in need, including low-income food-assistance recipients. This means creating access for low-income residents to the sector-based pathway programs established by the WDBVC in Manufacturing, Health Care, Clean/Green and Business Services. It also means providing them with the support services necessary to ensure their retention in those programs, and their successful progression into family-sustaining careers.

VCHSA has worked with community-based organizations for many years to serve at risk populations with barriers to employment by aligning training, education and supportive services. Current CBO partners include Goodwill Industries, El Concilio, Food Share, Mixteco Indigenous Community Outreach Program (MICOP), United Way, Clinicas Del Camino Real, and Gold Coast Veteran's Foundation. Multiple opportunities are anticipated for additional CBOs to respond to RFPs for future services.

SECTION 3 – LOCAL PLAN UPDATE

Department of Child Support Services Partnership

As with CalFresh, the local Department of Child Support Services has played a major role in developing this Local Plan Update. DCSS has worked hard in recent years to transition from a punitive approach toward non-custodial parents to a more supportive one, and in doing so, had already begun to build bridges to the workforce development system and the AJCC. DCSS staff realize that most non-custodial parents are inevitably going to view them as enforcers of child support obligations, rendering them less-than-ideal messengers for the benefits of workforce development services. At the same time, DCSS workers understand that well-paid employment is the only real way for such parents to reach the point where they can in fact support their families. DCSS has therefore fully embraced the notion of a close working partnership with WDBVC, and contributed a number of the new ideas contained in this document.

DCSS participated in the January 31st evening meeting, as well as a series of planning discussions from December through March, and provided WDBVC with a wealth of data regarding non-custodial parents in Ventura County. The data show that there are 17,621 non-custodial parents currently being tracked by DCSS. More than half identify as Hispanic; slightly under 15% are primarily Spanish-speaking. The exact overlap with the 30,000 adults receiving CalFresh is not yet known, but it is assumed by both CalFresh and DCSS to be significant.

There are a number of barriers presented by non-custodial parents, as discussed in **Attachment 3: Department of Child Support Services Partnership**. These include the typical barriers found among low-income job-seekers in general, along with inevitable disincentives built into the child support system, including the fact that a significant share of any new income is likely to go to cover arrearages in child support. Successfully reaching this population requires acknowledging those issues and, where possible, crafting flexible approaches. Appendix C also identifies a number of services and supports that are necessary in order for non-custodial parents to be successful in meeting their parental obligations and in securing long-term, well-paid work.

In the past, DCSS caseworkers have provided individual non-custodial parents with written information about workforce services, as well as referrals to the AJCC for anyone interested. While this has proven helpful to some individuals, it has not happened in a systematic or comprehensive way, and has not resulted in large numbers of non-custodial parents seeking workforce services. The process of developing this Local Plan Update has clarified for all parties the need for a closer collaboration between WDBVC and DCSS.

Going forward, what is needed is a more wholistic collaboration which works closely with each individual, responds quickly to their needs or to changes in their situation, builds confidence and satisfaction with their work/life balance, and tracks them from initial enrollment to successful placement in a good job and beyond. An aggressive income maximization approach, along with ample opportunities for paid training, will necessarily be a key strategy for meeting the needs of non-custodial parents and their families. More generous transportation assistance could also make a difference for many individuals. For those with criminal records, a well-vetted ‘felon-friendly’ employer list, as discussed in our Two Year Regional Plan Update, is essential.

Through this plan update process, the WDBVC, DCSS and related partners have agreed that they will meet regularly, and will share information on a monthly basis, regarding progress toward the goal of

SECTION 3 – LOCAL PLAN UPDATE

reaching all non-custodial parents with information about workforce services, as well as any issues that arise. WDBVC will partner with DCSS and the Human Services Agency to develop and implement marketing and outreach strategies to reach this population. DCSS will participate in AJCC Partner meetings as well. Participants who have been placed in jobs will be tracked and supported for one year to ensure job retention, and provided with quick assistance in the event of job loss. The WDBVC and DCSS have agreed to pilot this collaboration for an initial target group of at least 50 non-custodial parents, with the DCSS caseworker and the AJCC counselor communicating directly with each other, the client, the service provider(s), and the employer on an ongoing basis. Maximizing the use of the temporary garnishment-reduction option, and/or reducing the amount owed in arrears, will be a critical incentivizing element of the strategy.

Creating a comprehensive system of services for noncustodial parents will require both a strong relationship between WDBVC and DCSS leadership and a close ongoing working relationship at the front-line staff level. The issues presented by the population will become a cross-training topic for AJCC staff; DCSS staff must become skilled at raising the issue of employment with clients and at effecting a warm referral to a career counselor at the appropriate point. Low-wage employment is insufficient to solve the non-custodial parent's financial dilemma. Both agencies must work together to ensure that noncustodial parents find their way into the kinds of jobs that can actually allow them to support themselves and their families.

There are currently no eligibility criteria for workforce services that would prevent the WDBVC or the AJCC from providing services to non-custodial parents, and no plans to enact such criteria. According to DCSS, a primary obstacle to participation for this population appears to be a desire among some noncustodial parents to avoid earning a reportable income. In this sense, motivation is a significant factor for at least some non-custodial parents. While some can be compelled, through job search orders, to participate in workforce services, a more successful strategy is likely to be educating participants about opportunities to find employment at wages high enough to actually allow them to support their families. Outreach strategies will therefore focus on helping non-custodial parents understand the benefit of participating in workforce services that can lead to family-sustaining jobs.

Time and distance are two significant obstacles to the partnership envisioned here between the WDBVC and DCSS. Ventura County comprises 1,873 square miles, and includes multiple urban areas as well as significant unincorporated and/or agricultural land. Offices are spread out between Ventura, Oxnard, Camarillo and Simi Valley. Bringing staff physically together on a regular basis is challenging. Even finding the time for everyone to participate in regular conference calls is difficult, pitting the time constraints of everyone's 'day job' against the need for frequent conversations between partners. Minimizing these challenges does not make them go away; the solution will lie in creating efficient and effective structures. Some information, such as routine updates, can be handled by email or newsletter. Conference calls, and especially in-person meetings, should not be devoted to simple updates, but rather to actual work tasks and decision-making. Ensuring the best use of everyone's valuable time will be essential.

Retention in programs is obviously critical to success in the labor market. This starts with a thorough and accurate assessment, to make sure that people are being placed in appropriate programs for which they are ready. Wrap-around case management and support services are necessary to ensure that minor issues don't develop into major crises. Active job placement, followed by strong post-placement support, will similarly serve to make sure that job placements stick, or (in the event they don't) that follow-up placement happens in a timely manner.

SECTION 3 – LOCAL PLAN UPDATE

Existing partnerships, while somewhat limited and ad hoc, have enabled DCSS, the AJCC and the WDBVC to begin working together, and have formed the basis on which this new partnership is being built. What is new going forward is that there will be an operating agreement between those parties, both to try some immediate collaborations and to work together over time to expand those efforts. DCSS is exploring the possibility of placing a satellite team at the AJCC part-time; likewise, the AJCC will experiment with conducting outreach to non-custodial parents attending child-support hearings at the courtroom, as well as at the DCSS genetic testing room and lobby. DCSS has added a link to its website informing participants about the AJCC, and more such on-line connections are in the works. Additional stakeholders include Ventura County's three community colleges, the network of adult education providers, and a range of community-based organizations and social enterprises that touch this population. Possibilities to braid funding to better serve non-custodial parents are under discussion.

Historically, Goodwill Industries has been the CBO with the strongest track record of serving the non-custodial population in Ventura County. Community-based organizations play a key role in Ventura County's workforce development system, and are routinely made aware of opportunities to seek funding or participate in other ways in workforce efforts. It is anticipated that the new emphasis on reaching more low-income residents, including non-custodial parents, will lead to new openings for CBOs to participate.

The stakeholders involved in developing this plan have reached agreement that they need to bring their intake and referral processes into alignment with each other in order to be effective. A shared mailbox, calendar, and MS Access database have been proposed, and are currently under review to ensure they meet privacy and related concerns. Joint staff-training webinars are also in development.

As noted above, DCSS has agreed to work with the WDBVC and the AJCC to identify tools and incentives that can be used to encourage non-custodial parents to participate in workforce development programs. While there are some enforcement tools that can be used in this regard, such as court orders, both CSS and the WDBVC are focused on developing more positive incentives. The goal is to help non-custodial parents understand and accept the opportunity being presented to them: the chance to prepare for, and obtain, employment at wages that can actually allow them to meet their family financial obligations. Incentives such as gift cards and small bonuses for completing programs are helpful tools, but the real, long-term motivating factor is the pride inherent in being able to step up and provide for one's family.

SECTION 3 – LOCAL PLAN UPDATE

Competitive Integrated Employment Updated Partnership

A very active partnership currently exists between the workforce system, the Department of Rehabilitation, and community-based providers on Competitive Integrated Employment. DOR has had a seat on the WDBVC for many years, as well as representation on multiple board committees, and is already a core partner in the AJCC, resulting in a great deal of attention being paid to job-seekers with intellectual, developmental, and other disabilities. WDBVC is committed not just to compliance with the Americans with Disabilities Act, but to making every effort to provide accommodation for the needs of every person with a disability.

The Oxnard/Ventura and Thousand Oaks branches of DOR's Santa Barbara District, Tri-Counties Regional Center, the Ventura County Office of Education, local school districts, non-public schools, and more than fifty community partners, such as Goodwill, PathPoint, Jay Nolan Community Services and the ARC of Ventura County, work closely to meet the needs of people with disabilities. A new partnership is underway to bring the College of the Canyon's "Uniquely Abled" program to Camarillo.

The Workforce Development Board played a lead role in developing the Local Partnership Agreement, with the board's DOR representative serving as a principal author. AJCC and other workforce staff have been trained on topics such as: *What is DOR*; *Who does DOR serve*; and *Disability Etiquette*. The 'Windmills' program has been used to explore and improve attitudes towards people with disabilities. DOR staff are out-stationed 2 days a week at the AJCC. There is, however, room to expand staff training specific to ID/DD, and to repeat the training for new staff as they come aboard.

There are multiple points of contact between DOR and the workforce system. At the highest level, the two supervisors of the Oxnard/Ventura branch of DOR share this responsibility, the supervisor of the Ventura unit serving on the Workforce Development Board and its subcommittees, and both supervisors representing DOR at various AJCC events and meetings. Other DOR staff participate as well, on youth teams and other working groups. Outreach to employers occurs through DOR and its vendors, such as Goodwill, PathPoint, and Jay Nolan, which offer supported employment services and intensive job coaching for individuals placed in jobs.

As noted, work is currently underway to bring the "Uniquely Abled" program, serving individuals on the autism spectrum, to Ventura County. Another projected enhancement involves job fairs for individuals with developmental disabilities, which currently happen twice a year at the Ventura County Office of Education; the new plan is to bring at least one of these on site at the AJCC. As discussed above, there is also a need to take ID/DD training further, in the spirit of providing truly integrated services.

SECTION 3 – LOCAL PLAN UPDATE

Provisions to English Language Learners, the Foreign Born and Refugees

English Language Learners – primarily Spanish-speakers, but several other languages as well – have historically made up a significant portion of Ventura County’s population, and thus have long been a focus of the WDBVC’s outreach and service efforts, as reflected in both the four-year Local Plan and this two-year update. More than 41% of the county’s population is Hispanic/Latino, and slightly over 16% report limited English language ability. The CalFresh population is 26% Spanish-speaking (32% of all individuals). Non-custodial parents served by the Department of Child Support Services show similar demographics: 51% are Spanish-speaking; 14% speak Spanish only.

The organizations invited to participate in the plan update process included several organizations that exclusively or primarily serve the Latino community, as well as the Community College District and the eight adult education schools in the county, which have for some time prioritized services to the limited-

English population. Many other service providers in the county reach this population, and were among those included in the initial email invitation for the January 31st evening meeting and subsequent planning meetings.

Many immigrants and refugees visit the AJCC for services, especially those who are Migrant Seasonal Farmworkers (MSFW), who receive public assistance including CalFresh, CalWORKs or who are Dislocated Workers. Since CalWORKs and Career Services staff (Title I) are under the Adult Family Services Department, both programs are co-located in the AJCC. Interested ELLs, immigrants, and/or refugees who visit the AJCC are screened for a variety of services including WIOA Title I eligibility or CalWORKs. Participants who are interested and enrolled in programs such as WIOA Title I or other core WIOA programs, may have access to supportive services, career and training services.

In all its programs and activities, the WDBVC works to ensure that English Language Learners, refugees and the foreign-born are welcomed, accommodated, and provided with any specific additional assistance necessary for their success. Translation services are always available upon request. Several of our staff at the AJCC are certified in Spanish and/or use Video Remote interpretation service, Stratus, to assist customers who are deaf/hard of hearing or who require translation services in other languages besides Spanish. Access to these services is easily reached using an iPad.

Through its partnership with WIOA Title II in the region, WDBVC is currently braiding resources to coordinate service delivery to English learners, immigrants and refugees. For example, the Oxnard Adult School began offering free ESL classes on site at the AJCC, with a focus on preparation for vocational English, mock interviews, post-secondary preparation, and employment. WIOA Title II also provide the following classes tailored to this population:

- Integrated English Literacy Civics (IELC) that addresses employment needs, which includes training on Soft Skills and Digital Literacy
- Integrated Education and Training (IET) that includes vocational training courses with ELL support that leads to industry-recognized credentials

SECTION 3 – LOCAL PLAN UPDATE

If staff determine that a customer needs these particular classes, staff will refer the customer to their nearest Adult Education provider. WDBVC will continue to strengthen its partnership with Oxnard Adult School and possibly explore bringing in IELC and/or IET classes into the AJCC.

The WDBVC has identified healthcare, manufacturing, clean/green and business services as a priority sectors for the Ventura County Region. The WDBVC's dedicated sector committees determined that there is a strong demand for occupations in these sectors; specifically, the need for Certified Nursing Assistants due to changes to State legislation in staffing ratios at Long Term Care facilities. English learners, immigrants and refugees can be trained to address this challenge. The following training courses have been identified that may be suitable for the targeted population:

- Ventura Training Institute's Home Health Aid Program and/or Acute Care CNA Programs
- Trinity School of Nursing's CNA Program and/or Home Health Aide Program
- Oxnard Adult School and Ventura County Office of Education's Vocational English as a Second Language (VESL) – Health Careers Program

For those participants who have foreign education completed, AJCC staff can assist with connecting the participant to a credential evaluation. A credential evaluation compares academic and professional degrees earned in one country to academic and professional degrees earned in another.

As previously indicated, the CalWORKs program and WIOA Title I services are under the Adult Family Services department, which operates the AJCC through a joint relationship. Both programs are co-located within the AJCC and jointly manage services provided to the public. Many CalWORKs recipients are immigrants, refugees and/or English Language Learners. This organizational structure enhances collaboration between CalWORKs and WIOA which creates savings through shared infrastructure and staff resources. CalWORKs and AJCC staff work in tandem for co-enrolled participants. AJCC staff review employment service plans for co-enrolled CalWORKs participants and determine what service gaps need to be filled by WIOA. For example, WIOA funds are leveraged to provide training to help low-skilled individuals enter career pathway programs. Finally, the AJCC and CalWORKs have developed an effective referral system through CalJOBS to ensure that participants can benefit from the full range of services available at the AJCC.

SECTION 3 – LOCAL PLAN UPDATE

Other Changes to Local Plans Pursuant to Changes in Labor Market or Economic Conditions

No changes are required at this time to the current four year WIOA Local Plan (2017-2021), or to negotiated performance goals. In less than a year, we will begin the process of developing our next four year WIOA Local Plan, which will be begin with a comprehensive labor market analysis. The most significant recent economic event concerns the impact of the Woolsey and Hill fires, which devastated large sections of Ventura County last year. WDBVC and the Human Services Agency devoted considerable effort over the past several months to assisting the victims of those fires. It is too soon, however, to know whether these events will have a lasting impact on the local economy.

SECTION 3 – LOCAL PLAN UPDATE

Attachment 1: Stakeholder Engagement and Community Outreach Efforts

The Workforce Development Board of Ventura County (WDBVC) applauds the California Workforce Development Board for establishing community outreach expectations that go beyond those of the Brown Act, and has worked hard to comply with both the letter and the spirit of those requirements in the development of this Two-Year Local Plan Update. To facilitate the plan update process and ensure that community input would exceed previous efforts, the WDBVC procured the services of a consulting firm, the Corporation for a Skilled Workforce, with specific expertise in community engagement. Following an initial meeting of key Ventura County Human Services Agency **CalFresh** and **Child Support Services** stakeholders in late 2018, the WDBVC held an evening meeting on January 31, 2019 at the AJCC in Oxnard which was publicized widely to all community members. The State Board was notified in advance of that meeting, and multiple email notices went out to 3,832 individuals and organizations. Communications staff created Public Service Announcements, and worked with the Ventura County Star (circulation 45,000) to ensure that an article appeared one week prior to the meeting.

Stakeholder meetings continued throughout the planning period. Mandatory stakeholders such as **VCHSA CalFresh**, **Child Support Services** and the **Department of Rehabilitation** became partners in the drafting of this plan, with weekly check-ins and follow-up conversations to ensure that all questions were given careful deliberation and answered in full. Stakeholders came to the table with many ideas about how the various parties could collaborate in the provision of services and work together going forward. The group worked to prioritize these and to incorporate the team's best thinking into this update. The WDBVC held a final public session at its regular board meeting on February 28th to review the draft plan update and finalize it for submission.

The **VCHSA CalFresh** team participated in the initial 2018 stakeholder meeting, and quickly responded to an initial request for data from the WDBVC. This led to ongoing engagement, as WDBVC reviewed the preliminary data and submitted a series of follow-up requests for clarification and additional information. VCHSA CalFresh was forthcoming with all of the information sought, and worked with WDBVC staff and the consultant to interpret the data and draw conclusions regarding the implications for the workforce development system. The VCHSA CalFresh team has expressed excitement at the prospect of working more closely with the WDBVC to ensure that all CalFresh recipients have access to the kinds of workforce development services that can begin to lift them out of poverty.

VCHSA CalFresh staff also participated in the January 31st evening meeting, offering an overview of the program and outlining their vision of a closer working partnership with the WDBVC and community partners. The VCHSA CalFresh representative at that meeting entertained a series of audience questions, and helped move the room toward an understanding and appreciation of the issues involved and the opportunities under consideration. VCHSA CalFresh staff reviewed drafts of the Local Update and offered editorial suggestions in the interest of nuance and accuracy.

A team of local **Child Support Services** staff also participated in the initial 2018 stakeholder meeting, and the Deputy Director was the first guest speaker at the January 31st evening meeting. Following a presentation by the WDBVC Director on the plan and update, the DCSS Deputy Director articulated a strong desire to connect with the workforce system in ways that benefit non-custodial parents and their families. Overlap between the CSS population and the CalFresh population became a major focus of the

SECTION 3 – LOCAL PLAN UPDATE

evening's discussion. Community members and providers spent the meeting brainstorming on ways to better meet the needs of Ventura County's low-income residents, and how to build stronger partnerships to make that happen.

The **Department of Rehabilitation** is already a mandated **partner** in the local workforce development system, with a seat on the WDBVC and representation on multiple committees. CIE service providers were represented at the January 31st evening meeting, as well as other planning meetings during the process of developing this update. As noted above, notice of the meeting, and the plan update process, was sent to 3,832 individuals and organizations in Ventura County, including all providers of services to persons with intellectual or developmental disabilities. The 50 organizations that participated in the development of the CIE LPA were among those organizations.

English Language Learners constitute a significant portion of the Ventura County population, and are a primary focus of both the WDBVC's four-year WIOA Local Plan and this two-year update. More than 41% of the county's population is Hispanic/Latino, and slightly over 16% report limited English language ability. The CalFresh population is 26% Spanish-speaking. Among the organizations invited to participate in the plan update process were several organizations that serve the Latino community, as well as the eight adult education schools in the county, which have prioritized services to the limited-English population. In addition, many other service providers in the county reach this population, and were among those included in the initial email invitation for the January 31st evening meeting and subsequent planning meetings. The WDBVC provides accommodations for disabilities and interpreting services for all public meetings as needed and requested by the public.

SECTION 3 – LOCAL PLAN UPDATE

Attachment 2: CalFresh Partnership

As of January 2019, there were a total of 59,481 individuals receiving CalFresh food assistance in Ventura County, of which 29,188 were children and 30,293 were adults. Coincidentally, the number of adults corresponds closely with the number of CalFresh households: 30,393. However, the population exhibits a wide diversity of household type, including everything from single-parent families with multiple children to households with multiple adults and no dependent children.

At more than 30,000 adults, this potentially represents a substantial low-income target population for workforce development services. Even if we assume that many of those age 60+ are not looking for work, that still leaves well over 25,000 individuals. Not everyone will be interested in employment services at any given point in time, and some people are already being served, but the numbers suggest that there must be several thousand adults, at a minimum, who would benefit from a closer connection between CalFresh and the workforce system.

CalFresh is household-based, rather than family-based. Although many nuclear families are CalFresh recipients, CalFresh households are based on 'who purchases and prepares food together.' A household may comprise several unrelated individuals, such as roommates who eat together; many households include extended family members or multi-generational families. By the same token, homes with two or more adults do not necessarily represent two parents with children. Current CalFresh demographics based on February 2019 data for Ventura County show:

- *Total CalFresh Households: 30,393*
- *Total CalFresh Participants: 59,481 (30,293 adults + 29,188 children)*
- *Number of single-adult households: 15,180*
- *Households with two or more adults: 4,024*
- *Households with one adult with children: 6,586*
- *Number of children age 0-4: 7,878 (27% of all children)*
- *Number of children age 5-9: 8,811 (30% of all children)*
- *Number of children age 10-14: 8,669 (30% of all children)*
- *Number of children age 15-17: 3,800 (13% of all children)*
- *Households with Able-Bodied Adults Without Dependents (ABAWD): 5,894*
- *Number of Able-Bodied Adults Without Dependents (ABAWD): 6,014 (20% of adults)*
- *Households with elderly individuals (60+): 5,741 (19% of households)*
- *Number of elderly individuals (60+): 6,755 (22% of adults)*
- *Households with disabled individuals: 4,689 (16% of households)*
- *Number of disabled individuals under the age of 60: 937*
- *Households with an ineligible non-citizen: 4,839*
- *Households with earned income: 13,203 (43% of households)*
- *Number of individuals with earned income: 15,026 (50% of adult individuals)*
- *Households with disability-based income (SSA, Workers Comp, SDI etc.): 4,514*
- *English-speaking households: 22,040 (73% of total households)*
- *Spanish-speaking households: 8,044 (26% of total households)*
- *Number of primarily Spanish-speaking individuals: 2,303*
- *Primary language other than English or Spanish: 309*

SECTION 3 – LOCAL PLAN UPDATE

Because there are no education eligibility requirements for the CalFresh program, no data is currently collected regarding CalFresh participant education levels. An unknown but significant portion of the 18+ population lacks a high school diploma, suggesting a need for adult education services that can prepare individuals for the HiSet test. With 26% of CalFresh households indicating Spanish as a primary language, the data suggests a significant language barrier for some portion of that population.

The current local CalFresh E&T program is very small, and targets only the work-mandated General Relief subset of the ABAWD population. During the initial CalFresh/General Relief application process, a Client Benefit Specialist screens each applicant to determine if they meet a work registration exemption or if they are required to be work-registered with the E&T program. Work exemptions include, but are not limited to:

- Under age 16 or over 59;
- Attending school or training at least half-time;
- Physically or mentally unfit for employment;
- Pregnancy for women;
- Caring for an incapacitated person;
- Receiving or have applied for unemployment benefits;
- Participating in drug or alcohol treatment program;
- Employed or self-employed for a minimum of 30 hours per week

Employable CalFresh General Relief recipients who are registered to participate in the CalFresh E&T program are scheduled to attend an orientation which delivers program rules and expectations. Once the orientation has been completed, the participant is given an appointment with an Employment Services worker, who performs a comprehensive assessment to determine the appropriate E&T component and services needed. The assessment includes occupational interests, vocational skills and aptitudes, educational attainment levels, English proficiency, basic literacy skills, prior work experience, barriers to employment, and need for support services.

The CalFresh E&T program currently provides job search and job readiness services, other work-related skills training, and supportive services to approximately 30 people per year, with a budget of \$270,000. After the assessment described above, participants are assigned to work activities, and are assisted in accessing supportive services to help in overcoming identified barriers to employment. CalFresh E&T participants are verbally referred to the AJCC for WIOA-funded job preparation/job search activities, workshops (resume writing, employment tips, managing money, interview skills, etc.), vocational training opportunities and job placement.

To meet CalFresh General Relief participants' needs, VCHSA offers transportation and vendor services. Transportation services are offered via bus passes (monthly pass) or bus tokens (daily pass). VCHSA has negotiated with local stores and schools to honor vendor claims for uniforms, tools, books, supplies, or testing fees. The ES worker addresses participants reimbursement on a case-by-case basis to ensure that they are reasonable, necessary, and directly related to participation in the E&T program. Current supportive services offerings are limited; the parties to this agreement are exploring ways to offer more generous supportive services where possible, which can mean the difference between success or failure for struggling participants.

The data suggests that significant numbers of CalFresh recipients are either unemployed or underemployed, and could benefit from job training or other workforce development services to obtain

SECTION 3 – LOCAL PLAN UPDATE

higher wages, particularly services that lead to employer-recognized certifications in in-demand occupations. WDBVC currently collaborates with the three colleges of the Ventura County Community College District, the Ventura County Adult Education Consortium, several area universities, labor unions and other education and training providers to advance career pathways programs that result in the attainment of industry-valued and recognized post-secondary credentials that are both portable and aligned with local and regional workforce needs.

The fact that 15,026 individuals, **slightly under 50% of all adults, have earned income yet still qualify for the CalFresh program** (which has an income test tied to the federal poverty level) suggests a combination of:

- Individuals receiving income at or near minimum wage
- Individuals working less than 40 hours per week
- One wage earner supporting many individuals

Data does not indicate how many individuals correspond to each of these categories, but with 15,026 people, it is likely that there are at least a few thousand in each group. Low-wage workers need opportunities to earn a family-sustaining wage; part-time workers who wish to work full time need assistance in doing so; comprehensive income-maximization efforts must be implemented across the board.

Since many CalFresh recipients already work, in low-wage or part-time jobs, there is also a need for workforce development services that can accommodate their schedules: evening training, 'night school,' weekend hours, on-line training, etc. (Many are currently working in retail, where shifts can change from week to week and where employers who are willing to support training by allowing workers to maintain a steady shift are rare.)

The data suggests there are many working families, including one-parent families, that are likely to need help with childcare. Half of the total CalFresh population is under the age of 18. More than 8,000 children (28% of total children) are of pre-school age (0-4). Nearly 20,000 (67% of total children) are of school age (5-15) and thus potentially in need of after-school care. There are nearly 7,000 single-parent CalFresh households. Childcare is an ongoing barrier for a significant portion of the population: waiting lists are lengthy, and people are often left to seek childcare on their own, through formal or informal arrangements.

Data indicates that 21% of the adult CalFresh population is 'elderly' (60+), a significant portion of whom may be outside the workforce, whether by choice or not. Approximately 15% of CalFresh households include someone with a disability; of those, some are working; others may be unemployed but interested in employment. More information is needed regarding the types of disabilities, the interest in employment, and the challenges faced in accessing jobs.

Equally important, particularly for those who do not currently have an income, is training that pays a wage of some kind, whether OJT or a training stipend. Earn and learn models are by definition more expensive than traditional training, which has implications regarding the numbers that can be served, but there is agreement among all stakeholders that we need to maximize such opportunities if we expect to reach low-income populations.

Financial empowerment and benefit maximization are strategies that the partners in this Local Plan Update intend to pursue in the interest of income mobility. The process of developing this document has helped us see that there are questions we should be asking of each enrollee in each of our

SECTION 3 – LOCAL PLAN UPDATE

respective programs. For example, intake at the AJCC should include a screening for any benefits an individual might be eligible for but not receiving. Low-income individuals who could be getting food assistance and are not should be advised on how to apply, and assisted with the application process.

The CalFresh application can be daunting for anyone not familiar with it, but in fact, for most applicants, the correct answer to many of the sometimes confusing questions is “Not Applicable.” The simple expedient of helping people apply for CalFresh would result in a significant increase in utilization – and since these are benefits to which people are entitled by virtue of income, there is no reason not to do so. The flip side of this coin, of course, is that everyone who applies for CalFresh should be provided with information about the workforce development services available at the AJCC, and encouraged to explore them.

Homelessness (along with near-homelessness) is a significant barrier for many CalFresh recipients. The emphasis on housing-first has at times had a deleterious impact on other strategies. However, even low-income housing requires an income, so strategies that combine housing and training are a real need.

CalFresh stakeholders and other partners identified a number of supportive services that might help CalFresh recipients be successful in workforce development programs and in obtaining family-sustaining employment:

- Low and/or no cost childcare for households with young children;
- More generous policies regarding items such as transportation, uniforms, books;
- Incentives (gift cards, training completion bonuses) have been effective in the past;
- Perhaps funding could be braided here, with one funder covering training costs, while another covers some or all of the supportive services costs;
- Healthcare services for temporarily disabled individuals.

Not a “supportive service” per se, but some evidence suggests that CalFresh recipients might do better in a cohort model, where participants can effectively function as a support group, as opposed to seeking training on their own through the standard Individual Training Account model.

CalFresh intake staff do not have the time to explore employment and training options with each client, nor can they be expected to have the expertise to do so effectively. As a result of the development of this plan update, the WDBVC has agreed to review existing marketing materials and produce a very simple, targeted one-sheet document for CalFresh staff to use with new enrollees, pointing them quickly and efficiently to the AJCC and the workforce system. Referral protocols are being developed which will make this process more seamless and less dependent on individual staff members expertise. At the same time, cross-training opportunities are being developed so that all CalFresh staff are aware of the workforce system, and AJCC staff understand CalFresh and the importance of income maximization.

SECTION 3 – LOCAL PLAN UPDATE

Attachment 3: Child Support Services Partnership

Local Department of Child Support Services leadership approached the WDBVC early in the plan update process and expressed a desire to play an active role. DCSS has worked hard to transition from a purely punitive approach to a model which supports noncustodial parents, including helping to connect them to employment-related services. Recognizing that there are limitations on what DCSS staff can do in this regard, the agency has worked to build bridges with the AJCC and the workforce system, and is ready to take this collaboration to a new level. DCSS participated in the meetings with CalFresh described above, as well as in the January evening meeting, and together with the WDBVC is working with community colleges, community-based organizations and other local service providers to identify ways to better serve the DCSS population.

As of January 2019, there were 17,621 non-custodial parents tracked by DCSS in Ventura County. English-speakers accounted for 13,324 (76%), with Spanish-speakers the second-largest population, at 2,467 (14%). More than more than half, however (51%) identify as Hispanic. A total of 1,232 (7%) identify as Black or African. Various Asian populations account for 363 individuals (2%), with Filipinos constituting the single largest group. While the population is overwhelmingly (89%) male, there are 1,782 female non-custodial parents. Well over half of the population (59%) is between the ages of 21 and 45. The single area of highest concentration is Oxnard, where 21% of participants reside.

Just under 40% of participating non-custodial parents do not show a current employer. Anecdotally, through conversations with either the custodial or the non-custodial parent, it is understood that a significant portion of that 40% is either self-employed or working under the table for cash. Just over 23% of the participating non-custodial parents have been incarcerated; of that subset, 58% do not show a current employer.

In the development of this plan update, Child Support Services, the WDBVC and partner agencies have identified the following types of services as being of particular need in order to help certain non-custodial parents meet their parental responsibilities: access to legal services and family law facilitators; parenting classes; assistance to improve credit scores and prioritize finances; housing; health insurance; expungement of criminal records. More specifically, if they are to be successful in the labor market, many non-custodial parents require adult education services, job training services, job placement and follow-up services, and the kinds of support services that can help people succeed in all of these, starting with transportation assistance.

At present, these services are not provided or available on a consistent, comprehensive manner. Individual staff work with individual clients to make the connection to the AJCC and workforce services, but it does not happen in a systematic or universal way. Developing this plan update together has allowed DCSS and the WDBVC to focus on the need for a more robust collaboration, to ensure that all non-custodial parents have access to workforce development services. Toward that end, staff from each agency will spend time offering services at the other's location, and will be trained in the services and opportunities each agency has to offer.

Barriers faced by significant numbers of non-custodial parents include lack of skills, gaps in work history, disabilities which make finding or holding employment difficult, criminal records, large debts, immigration status, license suspension, substance abuse or other mental health issues, homelessness and language barriers. For some non-custodial parents, these are augmented by a lack of motivation to earn reportable income due to wage garnishment.

SECTION 3 – LOCAL PLAN UPDATE

Efforts are currently made to address these barriers, but they are not adequate to meet the need. CSS provides participants with a detailed resource list, job postings, and referrals to the AJCC, the Family Law Facilitator, and legal services, among others.

In certain cases, it could be beneficial if the amount the participant owes can be temporarily reduced once the individual enrolls in on-the-job training or is placed in approved employment. This obviously has an impact on the custodial parent and the children, so it is a tool that must be used judiciously, but it could be the key to helping non-custodial parents get started on the road to fulfilling their parental responsibilities.

SECTION 3 – LOCAL PLAN UPDATE

Attachment 4: Prison to Employment Regional Plan

Michael Rossi, Chair ■ Tim Rainey, Executive Director ■ Gavin Newsom, Governor

July 19, 2019

EMAIL TO: Rebecca.Evans@ventura.org
Norman.Albances@ventura.org

RE: Local Plan Modification

Dear Rebecca Evans and Norman Albances:

The Local Plan Modifications submitted on behalf of the Workforce Development Board of Ventura County have been reviewed and evaluated for compliance with the Regional and Local Plan Two-Year Modification requirements outlined in [Workforce Services Directive WSD18-01](#).

On behalf of the California Workforce Development Board (CWDB), your Local Plan Modification has been approved. I want to thank you for your efforts to meet the goals outlined in the California Workforce Development Strategic Plan by facilitating a planning process that ensures greater coordination and collaboration with our strategic partners.

We also wanted to note areas in which reviewers noted that your plan exceeded the minimum requirements:

CalFresh Employment and Training (E&T) Partnership:

- Engaging and working with the county Human Service agencies and other CalFresh E&T partners to serve their local CalFresh population.
- Specifying how Local Boards will partner with community based organizations, service providers, community colleges and representatives from County Human Service agencies for individuals in their local area.
- Providing an overview of the size and characteristics of both the total CalFresh recipient populations in the local area/region and the CalFresh E&T participant populations.
- Explaining how local/regional partners will identify and partner with local/regional organizations that serve specific types of CalFresh populations and strategies for leveraging existing resources in the community.
- Describing the types of workforce services available to people receiving CalFresh that are and can be funded by local/regional partners, the baseline level of services, and how the local/regional plan will modify the types and quantity of workforce services provided to this population.

- Describing the process Local Boards and their partners will use to retain this population in regional sector pathway programs as they progress into livable wage jobs and careers.

Competitive Integrated Employment Partnership:

- The local plan lists the names of organizations the Local Board is partnering with to implement the partnership plans.
- The local plan explains how the area had or will connect with the DOR point of contact who can provide linkages to serve providers and/or supportive services to individuals with ID/DD who are VR consumers.

If you have any questions, please contact Kiana Martinez at Kiana.martinez@cwdb.ca.gov.

Sincerely,

A handwritten signature in black ink, appearing to read 'Tim Rainey', with a stylized, flowing script.

Tim Rainey, Executive Director



WORKFORCE DEVELOPMENT BOARD

2901 N. Ventura Road
Oxnard, CA 93036
(805) 477-5306
workforceventuracounty.org

TO: EXECUTIVE COMMITTEE

**FROM: REBECCA EVANS, EXECUTIVE DIRECTOR
WORKFORCE DEVELOPMENT BOARD**

DATE: AUGUST 08, 2019

**SUBJECT: RECOMMENDATION THAT THE EXECUTIVE COMMITTEE OF THE WORKFORCE
DEVELOPMENT BOARD OF VENTURA COUNTY (WDB) RECOMMEND TO THE WDB THE
CREATION OF A STANDING COMMITTEE FOR FINANCE AND RESOURCE DEVELOPMENT**

RECOMMENDATION

Recommend that the Executive Committee of the Workforce Development Board of Ventura County (WDB) Recommend to the WDB the Creation of a Standing Committee for Finance and Resource Development

BACKGROUND

The Workforce Innovation and Opportunity Act, Section 107(b)(4)(A)(i-iii), allows the local board to “designate and direct the activities of standing committees to provide information and to assist the local board in carrying out activities under this section. Such standing committees shall be chaired by a member of the local board, may include other members of the local board, and shall include other individuals appointed by the local board who are not members of the local board and who the local board determines have appropriate experience and expertise.”

Code of Federal Regulation, 20 CFR 679.360: What is a standing committee, and what is its relationship to the Local Workforce Development Board?

(a) Standing committees may be established by the Local WDB to provide information and assist the Local WDB in carrying out its responsibilities under WIOA sec. 107. Standing committees must be chaired by a member of the Local WDB, may include other members of the Local WDB, and must include other individuals appointed by the Local WDB who are not members of the Local WDB and who have demonstrated experience and expertise in accordance with § 679.340(b) and as determined by the Local WDB. Standing committees may include each of the following:

(1) A standing committee to provide information and assist with operational and other issues relating to the one-stop delivery system, which may include representatives of the one-stop partners.

(2) A standing committee to provide information and to assist with planning, operational, and other issues relating to the provision of services to youth, which must include community-based organizations with a demonstrated record of success in serving eligible youth.

(3) A standing committee to provide information and to assist with operational and other issues relating to the provision of services to individuals with disabilities, including issues relating to compliance with WIOA sec. 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101et seq.) regarding providing programmatic and physical access to the services, programs, and activities of the one-stop delivery system, as well as appropriate training for staff on providing supports for or accommodations to, and finding employment opportunities for, individuals with disabilities.

(b) The Local WDB may designate other standing committees in addition to those specified in paragraph (a) of this section.

(c) Local WDBs may designate an entity in existence as of the date of the enactment of WIOA, such as an effective youth council, to serve as a standing committee as long as the entity meets the requirements of WIOA sec. 107(b)(4).

The creation of committees by the WDB is provided under WDB bylaws section VII COMMITTEES:

- A. The WDB may create, in addition to the standing committees, any committee or committees needed for the performance of its work; and these committees will continue to function as long as they are needed.
- E. Committee members may include WDB members, non-voting WDB members and others who are deemed appropriate by the WDB Chair. The Chair and Vice Chair of all committees will be regular voting members of the Board
- F. Ordinarily actions of the WDB Committees other than the Executive Committee are advisory to the WDB. These committees will have no requirement for a quorum.
- G. All WDB committees except the Executive Committee may hold meetings by telephone and video conferencing or by other available technological means. Public notice for all committee meetings must be given as required by the Brown Act, and accommodation for public access must be provided by every member of the Committee who is at a remote site.
- H. Non-WDB members of committees will be appointed, after application to and approval by, the Chair of the relevant committee and by the WDB Chair and will serve indefinitely at the discretion of the Chair of the relevant committee.

Regarding conflicts of interest and financial disclosure, Ventura County is very fortunate in the caliber and dedication of the people who serve as members of the various boards, councils and commissions of public agencies within the County. Whether one's service is appointed, elected, paid or unpaid, activities are governed by state laws which address financial disclosure, conflicts of interest and certain contractual arrangements between the members and the public agency they serve. According to WDB bylaws section IX CONFLICT OF INTEREST (B): WDB members as well as non-WDB members may not participate in discussions of, or decisions about, matters before the WDB that pertain to organizations that they represent, own, are employed by, or in which they otherwise have a financial or legally-controlling interest.

DISCUSSION

The WDB historically has discussed and considered budgets, grants, and financial matters at the Executive Committee and with the WDB as a whole. These discussions and deliberations are often very detailed and time consuming and currently compete for time with other committee matters. The advantage to create a new standing committee for Finance and Resource Development will allow committee members expanded opportunity for in-depth research, discussion, and strategy recommendations. The Executive Committee and WDB will benefit from the committee's regular reports and recommendations. The role of the Finance and

Resource Development Committee is primarily to provide financial oversight for the WDB and provide information and recommendations to the Executive Committee. A major function is to clearly communicate the WDB's financial position, its adherence to the budget, its allocation of resources toward the accomplishment of WIOA mission, and its support of any grant-imposed restrictions on the use of funds. Typical task areas include: Working with WDB staff and HSA CFO to develop an annual budget that reflect the WDB's strategic plan, set long-term financial goals, review grants and other funding streams, resource development, financial reporting, and making recommendations for fiscal monitoring of internal controls and accountability policies. Although the entire WDB board carries fiduciary responsibility for the organization, the finance committee serves a leadership role in this area. The Ventura County Board of Supervisors maintain ultimate oversight of the budget and are the fiscal agent for WIOA and Workforce Development funding.

It is therefore recommended that the Executive Committee of the Workforce Development Board of Ventura County (WDB) Recommend to the WDB the Creation of a Standing Committee for Finance and Resource Development.

If you have questions or need more information, please contact me at (805) 477-5306 or email at rebecca.evans@ventura.org.