



## WORKFORCE DEVELOPMENT BOARD OF VENTURA COUNTY

### MANUFACTURING COMMITTEE MEETING

Thursday, June 28, 2018  
8:00 a.m. - 9:30 a.m.

United Food and Commercial Workers Union (UFCW) – Suite A  
816 Camarillo Springs Rd., Camarillo, CA

#### MEETING AGENDA

- |           |   |   |
|-----------|---|---|
| 8:00 a.m. | <b>1.0 Call to Order and Agenda Review</b>  | Alex Rivera   |
| 8:02 a.m. | <b>2.0 Public Comments</b>  | Alex Rivera   |
|           | <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>   |   |
| 8:05 a.m. | <b>3.0 Consent Items</b>  | Alex Rivera   |
|           | <ul style="list-style-type: none"><li>○ <b>Approval of Minutes:</b> April 19, 2018</li><li>○ <b>Meeting Calendar PY 2018-19</b><br/>August 23, 2018*, October 18, 2018, December 20, 2018<br/>February 21, 2019, April 18, 2019, June 20, 2019</li></ul>                        |   |
| 8:10 a.m. | <b>4.0 Presentation</b><br>“Creating a Workforce Certified Community”<br>Israel Rodriguez, President – Small Manufacturers Association of California  |   |
| 8:40 a.m. | <b>5.0 WIOA Planning Discussion</b>   | Alex Rivera   |
|           | <ul style="list-style-type: none"><li>• Year End Review 2017-2018</li></ul>   |   |
| 9:05 a.m. | <b>6.0 Workforce Development Reports</b>  |   |
|           | <ul style="list-style-type: none"><li>• California Community Colleges: <i>Workforce Training – Manufacturing</i></li><li>• Ventura County Community College District: <i>Workforce Services</i></li><li>• Community Based Organization: Workforce Education Coalition</li></ul> | Michael Bastine<br>Alexandria Wright<br>Marybeth Jacobsen |
| 9:25 a.m. | <b>7.0 Committee Member Comments</b>  | Committee Members   |
| 9:30 a.m. | <b>8.0 Adjournment</b>  | Alex Rivera   |

Next Meeting (\***WDB & JOINT REGIONAL SECTORS MEETING**)  
Thursday, August 23, 2018 (8:00 a.m. – 11:30 a.m.)  
Ventura County Office of Education (VCOE)  
5100 Adolfo Road, Camarillo, CA

Individuals who require accommodations for their disabilities (including interpreters and alternate formats) are requested to contact the Workforce Development Board of Ventura County staff at (805) 477-5306 at least five days prior to the meeting. TTY line: 1-800-735-2922.

For information about the Workforce Development Board of Ventura County, go to <http://www.workforceventuracounty.org/>



**WDB Manufacturing Committee Meeting**  
**April 19, 2018**

**MINUTES**

**Meeting Attendees**

Committee Members

Alex Rivera\* (Chair)  
Michael Bastine  
Marybeth Jacobsen  
Marilyn Jansen\*  
Byron Lindros\*  
Greg Liu\*  
Tiffany Morse  
Bill Pratt\*  
Tre Robinson  
Peter Zierhut\*

WDB Staff

Patrick Newburn

Guests

Israel Rodriguez (Small Manufacturers  
Association of California)

\*WDB Members

**1.0 Call to Order and Agenda Review**

Chair Alex Rivera called the meeting to order at 8:01 a.m.

**2.0 Public Comments**

No public comments.

**3.0 Approval of Minutes: February 15, 2018**

Motion: Tre Robinson  
Second: Bill Pratt  
Approved

**4.0 WIOA Planning Discussion**

Survey Report: Joint Meeting WDB Regional Sector Committees November 16, 2017 "Skills Attainment for Upward Mobility & Aligned Services for Shared Prosperity"

Committee members discussed the summary report of their survey results based upon their observations and ranking from the November 2017 Joint WDB Regional Sector Committee meeting:

What are top three or more current work-based learning activities being practiced in Manufacturing?

- 1 Incumbent Worker Training
- 2 On the Job Training (OJT) – America's Job Center/WIOA
- 3 University Internships

What is the ideal vision of work-based learning one year from now in Ventura County?

- 1 Anchor employers; employers are saying "Thank you!"
- 2 Clear understanding of pathways
- 3 Directory of all Work Based learning programs with business partnerships

What top three Business Engagement obstacles stand in the way of reaching the vision of a unified work-based learning strategy in Ventura County?

- 1 Partnerships between business and education are needed
- 2 Employer engagement

### 3 Sustaining Commitment of Employers

What top three Process and Bureaucracy obstacles stand in the way of reaching the vision of a unified work-based learning strategy in Ventura County?

- 1 Coordination of efforts
- 2 Fractured leadership and direction (capacity/priorities)
- 3 Funding stream

What top three Leadership obstacles stand in the way of reaching the vision of a unified work-based learning strategy of Ventura County?

- 1 Project Champions wanted (Strategic Oversight)
- 2 Funds + Better coordination
- 3 Actionable Plans needed

What top three Education/Training/Marketing obstacles stand in the way of reaching the vision of a unified work-based learning strategy in Ventura County?

- 1 Student knowledge of career options
- 2 Perception of academic learning vs. work-based learning
- 3 Education integrated with industry

What top three Youth obstacles stand in the way of reaching the vision of a unified work-based learning strategy in Ventura County?

- 1 Student career inspiration/ initiative lacking
- 2 Transportation
- 3 Supportive transit system not available

What are top three Next Steps for the WDB Manufacturing Committee?

- 1 Actively network to bring business to table
- 2 Pair with business to provide training
- 3 Utilize programs that are available (once we find out)

Member follow-up comments included the following:

- Business members agreed that growing your own staff is needed and the models of OJT, incumbent worker training, and internships are used within their companies. Some members questioned the long term success rate if outcomes expectations were not managed well in the beginning of the training.
- Members expressed a need to publish a list of available certificated training, apprenticeships, and work based training opportunities throughout Ventura County.
- According to one member, enrollment is down in Bio-Technology Manufacturing courses, that this committee and local community college helped create, however wages and opportunities are strong. This bio-tech program at Ventura and Moorpark Colleges needs greater outreach and promotion. Another member responded that the process of enrolling in college is overly complicated including the shortage of career and college counseling to prospective students. Also commented was the shift in college culture an awareness to get teachers, students, parents, and counselors on the same page.
- Members discussed and requested more information and presentation on topic of manufacturing certificate clearinghouse. A franchise model might be workable and can be explored at a future meeting. There's need for a successful ongoing ecosystem of manufacturing certificate programs that is sustainable through centralization and coordination.

- Foundation grants are a good way to fund additional workforce programs related to or go beyond WIOA training and manufacturing industry needs. The WDB may want to reestablish the Resource Development Committee to explore alternative funding beyond core WIOA grants.
- Members discussed the growing demand for job candidates for all occupations to possess strong soft skills in interpersonal and written communication, teamwork, adaptability, problem solving, and conflict resolution.

## 5.0 WORKFORCE DEVELOPMENT REPORTS

- Workforce Education Coalition (WEC): - Community Based Organization Update

Marybeth Jacobsen, president of WEC, presented an overview of the nonprofit mission and purpose to communicate the needs of employers to education within Ventura County. WEC is an offshoot from the Simi Valley Chamber of Commerce Economic Development Committee and was independently incorporated in 2014. Recent accomplishments from WEC include: Providing student tours, STEM equity and STEM Emersion, Entre to Employment Dinners in collaboration with VC Innovates, and Laptop Advantage a program to provide underserved kids laptops to be used for homework assignments. Additionally WEC is a facilitator of Guild-X advisory boards to education. The two Guilds are in the manufacturing and information technology industry sectors. WEC is also actively involved in the collaboration between Ventura College and local manufacturers to develop curriculum for CNC and introductory manufacturing related courses.

- California Community Colleges: Workforce Training – Manufacturing

Michael Bastine, Deputy Sector Navigator for Manufacturing, from the California Community Colleges provided updates about CNC Fast Track Program using ETP funds with availability through Ventura County Community College District (VCCCD). The program uses Work-Keys to screen prospective students; offers 14 of the NIMS credentials; course lasts 320 hours over two months; and boasts of placement rate near 80% upon completion. Additionally, Bastine announced upcoming events at College of the Canyons including a Maker Fair and a summer STEM institute. Lastly, he spoke of the availability of \$20K to support makerspace robotics development.

- Ventura County Office of Education: Career Education

Dr. Tiffany Morse, director of Career Education, provided updates about Career Technical Education (CTE) programs offered by the Ventura Office of Education. Upcoming Entre to Employment dinner for engineering career pathway is to be hosted at California State University Channel Islands on April 25. Facilitated through VC Innovates, the event allows students to connect directly with employers over dinner and table side conversation. Additionally, Dr. Morse announced a regional maker fair for entrepreneurship to be held May 5. Of special news is the availability of 60 high school students for summer internships, program sponsored by Harbor Freight Tools, seeking internships in July to work in manufacturing and welding occupations. Tiffany also announced that CTE teachers will receive training in NIMS Certificate at the Camarillo Airport Career Education Campus on June 16-17. Also, teachers will be receiving safety training given that some CTE classes use saws, cutters, and industrial equipment.

## 6.0 Committee Member Comments

None

## 7.0 Adjournment

Alex Rivera adjourned the meeting at 9:35 a.m.

### Next Meeting:

June 28, 2018 (8:00 a.m. – 9:30 a.m.)

United Food and Commercial Workers Union (UFCW) Suite A  
816 Camarillo Springs Rd, Camarillo



## + Workforce Development Definitions

- Workforce Development:
  - **Wikipedia:** An American approach to economic **development**, attempts to enhance a region's economic stability and prosperity by focusing on people rather than businesses.
  - **Federal Reserve: Workforce development** from the organizational centric perspective is **defined** as training programs that provide existing and potential workers with the skills to complete tasks needed by employers to let the organizations stay competitive in a global marketplace.
  - **World Bank:** Workforce development serves a dual function; enabling individuals to acquire knowledge, skills and attitudes for gainful employment or improved work performance; and providing employers with an effective means to communicate and meet their demand for skills.
  - Simple Definition: Putting People to Work, Helping Companies Grow, and Communities Thrive

Author: Israel Rodriguez & Phd. Tiffany Morse

## + Sector Driven vs. Placed Based

### ■ Sector Driven:

- Focus Industry Sectors
- Demand Driven Model focusing on the needs of industry.
- Industry Centric Skills
- Development of sector career pathways

### ■ Placed Based

- Focus on general skills for employment
- Focus on helping unemployed workers gain employment (Job Fairs)
- Tends to be regionally driven
- Often have access to regional services, i.e. social service programs

Author: Israel Rodriguez & Phd. Tiffany Morse

## + Workforce Development: Changing landscape

- As the nation's needs have changed so has vocational and academic programs changed
  - Morrill Land-Grant of 1862: Land for Vocational Colleges for advancement of Agriculture & Mechanical Arts: MIT, Michigan State, Kansas State, T A&M
  - Smith-Hughes Act of 1917 : Establishment of separate vocational schools and education to meet the agricultural & Industrial needs of the country (50-25-25 Rule).
  - Perkins Act & CTE Funding, Adult Schools, No Child Left Behind
  - Evolving Junior colleges Into Community Colleges & Community Colleges evolving into both technical colleges and even four year degree programs
- 40 Years ago only 25% of jobs required more than a high-school degree, today 60% of jobs require more than a high-school degree.
- **Emergence of 16 middle-skilled positions that require more than a high-school degree but less than a 4 year college degree.**

Author: Israel Rodriguez & Phd. Tiffany Morse

## + Workforce Development Today



- Collection of organizations, agencies, educators, social services, for-profit schools, and the government
- Inter-connected yet separate set of solutions to meet educational and employment needs.
- Neither placement based or sector based. Neither skilled vs. low skilled. Neither Vocational vs. Academic. Or Supply vs. Demand. It is all the above.
- Today workforce development serves a three functions of enabling individuals to acquire knowledge, skills, and attitudes for gainful employment or improved performance; and providing employers with an effective workforce to meet their needs; and in the process elevating our communities.

Author: Israel Rodriguez & Phd. Tiffany Morse

## + Fragmented Governance: Workforce Development's Greatest Challenge



- What we have today are number of stakeholders providing some form of workforce development with no central authority or leadership.
- Inherent to collaboration is the bringing together of various groups, however, leadership structures and chain of command remain separate. As a result no accountability, validation, or effectiveness is measured as a community of providers jointly.
- The root cause of the faulty framework stems from MOUs that fall short of defining leadership, specified accountability and measurement- Melendez, Visser, Rosofsy 2015: The restructured development of economic development: Challenges and opportunities for regional workforce development collaborations. Economic Development Quarterly, 29 (2)

Author: Israel Rodriguez & Phd. Tiffany Morse

## + Open vs. Closed System of Workforce Development

- Open System: Workforce providers provide services under separate reporting channels and command structures (Silos).
- Closed System: Workforce providers work under the same reporting structure and chain of command. ***Can silos exist under a closed system? The answer is yes, but the dynamics are different.***
- Open system tends to be the model of most communities
  - Community Colleges
  - WDBs
  - EDCs
  - Adult Training
- Examples of Closed Workforce Models
  - Corporations, i.e. Banking, Aerospace
  - Franchises
  - Highly skilled programs
    - Military, Law Enforcement

Author: Israel Rodriguez & Phd. Tiffany Morse

## + The Curious Case of Newport News Ship Building

### Apprenticeship School

- Established in 1919
- Mission: To contribute to the profitability and growth of Newport News Shipbuilding by recruiting, training and developing men and women for careers in shipbuilding.
- To provide the company with a continuous supply of journeypersons who possess the skills, knowledge and pride of workmanship which have traditionally distinguished the shipbuilding craftsman.
- To develop core leadership principles in all students along with the character and technical competence that is required to fully meet the challenges of a shipbuilding career.

Author: Israel Rodriguez & Phd. Tiffany Morse

## + AS Program: Example of a Closed System

- Offers 4 & 8 year Apprenticeship Degreed Programs
- The Apprentice School's 14 academic instructors deliver the courses in business, communications, drafting, mathematics, physics and ship construction.
- Today, almost 70 craft instructors ensure apprentices receive the training and the types of jobs they need to develop targeted skill sets, document the apprentices' skills development and provide them with regular and consistent evaluations.

*Because of the unique nature of apprenticeship, The Apprentice School and its leadership are structured within Newport News Shipbuilding, a division of Huntington Ingalls Industries.*



Author: Israel Rodriguez & Phd. Tiffany Morse

## + What Makes AS a Good Closed System Model:

- Stated Mission, Purpose, Leadership & Chain of Command
- Defined goals and outcomes provided by Newport News Shipbuilders
- School is aligned with Company Goals & Forecasts
- Needs are aligned to specific jobs and roles
- Defined Career Path for Students
- Competitive wages tied to skills gained through program migration
- Valuable source of human capital to the company
- Important factor for jobs gain and ages to the region and state

Author: Israel Rodriguez & Phd. Tiffany Morse

## + The VC Jobs Incubator: Hybrid Workforce Development Model



- Brings all stakeholders together to forecast regional jobs needs
- Creates a Unified Regional Workforce Plan for both the Demand Side (Employers) and Supply Side (Educators)
- Helps Harness Resources for sustainability
- Unifies regional career pathways for in-demand sectors
- Creates Clear-cut Goals, Objectives, and Milestones for Workforce Placement
- Combines the power of all the services available under one group and WF epicenter
- Helps eliminates Silos and Competition

Author: Israel Rodriguez & Phd. Tiffany Morse

## + VC Workforce Incubator Functions



- Establish Unified Regional Workforce Plan
- Forecast In-Demand Jobs and Employers
- Enters into supply-side workforce contracts as providers of labor for top ten employers in each regional sectors.
- Contracts for labor provide specific job requirements, price, and time frames.
- Jobs are sub-contracted out to suppliers of labor within the region such as CC, Adult Training Programs, and other providers of workforce training.

Author: Israel Rodriguez & Phd. Tiffany Morse

## + Major Goals & Objectives for the VC Workforce Incubator

- Eliminate Fragmented Governance
- Establish Clear-Cut Leadership & Plan
- Help close the skills-gap under a contract type format
- Train to specific jobs and needs of in-demand employers
- Create employer-tied career pathways within the region
- Increase efficiencies & economic gain through a controlled workforce model
- Harness the power of the regions workforce assets to work together. It does not eliminate anyone's roles or services. It simply brings everyone together with defined outcomes and targets to create a Workforce Certified Community.

Author: Israel Rodriguez & Phd. Tiffany Morse



**2017-2018 YEAR-END REVIEW**  
**Workforce Development Board of Ventura County**  
**Manufacturing Committee**

**WDB MANUFACTURING COMMITTEE**

**2017-2018 Members**

WDB Members: Alex Rivera, Chair (Milgard Windows & Doors), Gregory Liu, (Jaxx Manufacturing, Inc.), Greg Gillespie (Ventura County Community College District), Byron Lindros (Amgen Inc.), Cindy Guenette (Hi-Tech Engineering), Marilyn Jansen (United Food and Commercial Workers), Bill Pratt (Kinamed), Bruce Stenslie (Economic Development Collaborative-Ventura County), Dona Toteva-Lacayo (Port of Hueneme), and Peter Zierhut (Haas Automation, Inc.)

Other Members: Michael Bastine (SCCRC Deputy Sector Navigator for Manufacturing), Rebecca Hunt (ECA Medical Instruments), Marybeth Jacobsen (Workforce Education Coalition), Subhash Karkare (Moorpark College), Ryan Mayfield (MWS Wire), Jason Miller (California State University Channel Islands), Tiffany Morse (Ventura County Office of Education), Tre Robinson (Grupo Bimbo/Wholesome Harvest Baking), Israel Rodriguez (Small Manufacturers Assoc. of California) Mary Anne Rooney (Alliance for Linked Learning), Alexandria Wright (Ventura County Community College District)

**Committee Accomplishments**

In support of the WDB's *Ventura County Regional Strategic Workforce Development Plan 2017-2020*, the WDB Manufacturing Committee:

- Joint Regional Sector Committee Forum:
  - Participated, provided feedback, reviewed, and ranked the report from the November 16, 2017 Joint Meeting of the WDB Regional Sector Committees, “*Skills Attainment for Upward Mobility & Aligned Services for Shared Prosperity.*” The four sector committees participating included: Business Services, Clean/Green, Healthcare, and Manufacturing.
- Community Colleges
  - Discussed bimonthly updates from the Deputy Sector Navigator for manufacturing, representing the South Central Coast Regional Consortium of Community Colleges. Updates are provided to the committee regularly.
  - Reviewed and discussed Ventura County Community College District's *Manufacturing Sector Labor Analysis* (manufacturing production data) from the college district's Economic Development Department. Additionally Provided discussion and feedback about registered apprenticeships and customized training offered through VCCCD.
  - Provided discussion and feedback to Ventura College recognizing the value of the entry level certificates in manufacturing courses within assembler and CNC occupations. Ventura County Community College District presented an overview their participation of Entry-Level Manufacturing Certificate Curriculum.
  - Provided discussion and feedback to Moorpark College about their \$250,000 California Community Colleges Chancellor's Office award, to build Makerspace Labs and workshops. Makerspaces allow students and teachers to work in teams to design and build projects that tie in to science, technology, engineering and math, known by the acronym STEM.

- Career Pathways
  - Served in an advisory role and provided a neutral platform for facilitating employer interaction with educators in support of the California Career Pathways Trust Grants (*Alliance for Linked Learning* and *VC Innovates*) to develop curriculum aligned with manufacturing industry needs.
  - Members participated in the VC Innovates Entre to Employment dinners that offer students face to face conversations with business owners and executive management.
  - Provided feedback and discussion to Workforce Education Coalition, a community based non-profit, about their overview of their Guild-X advisory boards to education. The two Guilds are in the manufacturing and information technology industry sectors. WEC is also actively involved in the collaboration between Ventura College and local manufacturers to develop curriculum for CNC and introductory manufacturing related courses.
- Manufacturing Roundtable of Ventura County (MRVC):
  - Partnered with the Manufacturing Roundtable of Ventura County (MRVC) to organize networking events for manufacturing professionals in Ventura County to help engage businesses in regional professional networking and workforce development. Manufacturers in the county meet informally on-site at different locations. This year, Jaxx Manufacturing, Inc. in Simi Valley, hosted the sole networking event. The event had 11 people attending and discussed hiring issues and toured the electronics manufacturing facility.
- Advanced Manufacturing Partnership for Southern California (AMP SoCal)
  - Committee continued support and communication with AMP SoCal hosted by University of Southern California. WDB previously was an initial partner in supporting the AMP-SoCal forum to help connect educators with aerospace and defense manufacturers to support for federal grant proposals.
- National Manufacturing Day
  - Committee discussed and reviewed insights from 2016 MFG DAY with 6 host companies (Amgen, Applied Powdercoat, Dynamic Automation, Haas Automation, Milgard Windows & Doors, and Shire) providing tours to almost 400 students and teachers from 8 schools.
  - The responsibility for organization and outreach for the 2017 MFG Day events was offered to and accepted by the Ventura County Office of Education and VC Innovates.
- Work Based Learning
  - In keeping with the previous year's insight, the Committee discovered the need for research and support of apprenticeships, guild, and related On-the-job training models for manufacturing occupations. Members discussed On the Job Training (OJT), apprenticeship, and internship Work Based Training models at several meetings.
  - Provided discussion and feedback to Ventura County Community College District regarding their program for registered apprenticeships in manufacturing.
  - Provided discussion and feedback to Goodwill Southern California on their presentation of the California Advanced Manufacturing Collaborative (CAMAC) Apprenticeship Program in Southern California.

- WIOA Sector Planning

- Committee members reviewed the WDB Committee 2-Year Draft Plan Guidelines and discussed how to incorporate elements of the WDBVC WIOA 2017-2020 Regional and Local Plans which highlight three policy objectives outlined in the plans are 1) Fostering Demand Driven Skills Attainment, 2) Enabling upward mobility for Ventura county workforce, and 3) Aligning, coordinating, and integrating programs to economize limited resources.

**Insights**

- Align with the State approved WDBVC 2017-2020 Regional and Local Plans.
- The Committee continues to attract thoughtful, dedicated manufacturing leaders willing to contribute their expertise and time in strengthening and advancing the cause of manufacturing—and workforce development in general—here in Ventura County.
- Continue consistent manufacturing advocacy, collaborate on ongoing regional workforce issues, and leverage resources in order to increase regional economic value and visibility.
- Continue to research and support Work Based Learning, Committee initially discovered in PY 2016-2017 and continued to research in PY 2017-2018, the need for research and support of apprenticeships, guild, and related On-the-job training models for manufacturing occupations.
- The committee agreed about the growing demand for job candidates for all occupations to possess strong soft skills in interpersonal and written communication, teamwork, adaptability, problem solving, and conflict resolution.
- The committee agrees that wages and opportunities are strong in the Bio-Technology occupations. This bio-tech program at Ventura and Moorpark Colleges needs greater outreach and promotion.
- Members expressed a need to publish a list of available certificated training, apprenticeships, and work based training opportunities throughout Ventura County. Members agreed that “growing your own staff” is needed given the tight labor market and the models of OJT, incumbent worker training, and internships are used and valued within their companies.
- The committee agrees to continue its support for the Manufacturing Roundtable of Ventura County subgroup to continue to provide a valuable forum for sharing wisdom and experiences of the local manufacturing community. The value of networking events is an excellent method to engage potential members into the Manufacturing Committee.
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# MAKE IT HAPPEN!

ENTRY-LEVEL

## Team Assembler

CERTIFICATE

Local Employer Credential

**JUNE 21<sup>TH</sup> - AUGUST 23<sup>RD</sup>**

Thursdays

4:00pm - 8:00pm

**VENTURA COLLEGE**

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Ventura, California

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