



WORKFORCE DEVELOPMENT BOARD OF VENTURA COUNTY

Thursday, August 22, 2019

8:00 a.m. – 10:00 a.m.

Ventura County Office of Education (Salon C)
5100 Adolfo Road, Camarillo, CA

AGENDA

- 8:00 a.m. **1.0 Call to Order and Agenda Review** Tracy Perez
- 8:02 a.m. **2.0 Public Comments** Tracy Perez
- 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.*
- 8:06 a.m. **3.0 WDB Chair Comments** Tracy Perez
- Welcome to New WDB Member
Laura Martinez, Ventura Pacific Company
 - WDB Member Recognition and Appreciation
Captain Douglas King, USN (ret)
- 8:10 a.m. **4.0 Consent Items** Tracy Perez
- 4.1 Approve Workforce Development Board Minutes: June 6, 2019
 - 4.2 Receive and File: WDB Committee Reports/Minutes
 - 4.3 Receive and File: 2018-2019 Year End Reviews
- 8:15 a.m. **5.0 Action Items** Tracy Perez
- 5.1 Recommendation that the Workforce Development Board of Ventura County Recommend that the 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 Modifications
 - 5.2 Recommendation that the Workforce Development Board of Ventura County (WDB) approve the creation of a Standing Committee for Finance and Resource Development
 - 5.3 Recommendation that the Workforce Development Board of Ventura County (WDB) Approve the Appointment of One Non-WDB Member: Stan Mantooth, and Reappointment of One Non-WDB Member: Linda Fisher-Helton to the Programs Committee for three-year terms

5.4 Creation of Ad Hoc Committee to Research on WDB Models -

The WDB Chair recommends the creation of the Ad Hoc Committee to review different models of Workforce Development Board operating structure. Both government, private nonprofit and combined models exist in other regions.

The WDB Chair can call for the formation of an ad hoc committee without a vote. However, given the previous discussions by the WDB around this issue the approval to set up a committee to research and review the advantages of different models is being brought for a vote to ensure everyone understands this purpose and intent.

The Executive Committee is in support of the establishment of this ad hoc committee.

6.0 Presentations

8:40 a.m.	6.1 VCCA Presentation (State of the Region Report) Key Indicators for Workforce Development	David Maron David Fleish
8:55 a.m.	6.2 High Impact Industry and Occupational Overview for Ventura County	Alix Wright
9:15 a.m.	6.3 Connecting with our Partners: Child Support Services in Ventura County (<i>Operations Manager at the Ventura County Department of Child Support Services will give a brief overview of the child support program, how our partnership could benefit both departments and discuss county demographic data for the non-custodial parents in our caseload</i>)	Tina Thomas
9:25 a.m.	6.4 Summary of Local and Regional Plan	Rebecca Evans
9:40 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 California Workforce AssociationWDB Planning Meeting for <u>October 24, 2019</u>	Rebecca Evans
9:50 a.m.	8.0 Committee Member Comments	Committee Members
10:00 a.m.	9.0 Adjournment	Tracy Perez

Next WDB Meeting (Planning) (NEW LOCATION)
October 24, 2019 (8:00 a.m.-11:30 a.m.)
AJCC Riverpark - Ventura Room,
3rd Floor, 2901 North Ventura Rd,
Oxnard

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 www.workforceventuracounty.org



WORKFORCE DEVELOPMENT BOARD OF VENTURA COUNTY

MEETING MINUTES

Thursday, June 06, 2019

8:00 a.m. to 10:00 a.m.

Ventura County Office of Education
5100 Adolfo Road (Salon C), Camarillo CA

WDB Members Present

Gregory Liu, WDB Chair	Marilyn Jansen	Bruce Stenslie
Tracy Perez, WDB Vice Chair	CAPT Douglas King	Jesus Torres
Vic Anselmo	Dona Toteva Lacayo	Richard Trogman
Greg Barnes	Anthony Mireles	Carolyn Vang-Walker
Jesse Cuevas	Bill Pratt	Celina Zacarias
Brian Gabler	Alex Rivera	Peter Zierhut
Greg Gillespie	Patty Schulz	
Kathy Harner	Tony Skinner	

WDB Members Absent

Victor Dollar	Victoria Jump	Stephen Yeoh
Jeremy Goldberg	Jaime Mata	
Cindy Guenette	Rosa Serrato	

WDB Administration Staff

Rebecca Evans, Executive Director	Tracy Johnson	Ma Odezza Robite
Patricia Duffy	Patrick Newburn	

Guests

Alejandro Angel	PathPoint, Inc.
Marcelo Bermudez	Shokunin, Inc.
Amanda Carpenter	California State University, Channel Islands
Raquel De Los Santos	California State University, Channel Islands
Tracy Gallaher	County of Ventura Board of Supervisor, Representative
Earlene Gonzales	Public
Sally Harrison	County of Ventura, CEO Budget and Finance
Heidi Hayes	theAgency
Paula Hodge	South Central Coast Regional Consortium, Business Committee
Brad Hudson	Representative, Office of Senator Hannah-Beth Jackson

Marybeth Jacobsen	Workforce Education Coalition
Yvonne Jonason	Employment Training Panel (ETP)
Marixza Juarez	PathPoint, Inc.
Melissa Livingston	Human Services Agency, Chief Deputy Director
Brian Miller	Representative, Office of Ventura County Board of Supervisor Kelly Long
Irene Ornelas	Health Workforce Initiative/ California Community Colleges Chancellor's Office
Celina Park	Moorpark College
Danielle Quillan	California State University, Channel Islands
Eileen Rohlfig	EDD Regional Advisor
Leigh Lain Walker	Ventura County Regional Energy Alliance/ Energy and Sustainability County of Ventura

1.0 CALL TO ORDER AND AGENDA REVIEW

WDB Chair Gregory Liu called the meeting to order at 8:05 a.m. No changes were made to the agenda.

2.0 PUBLIC COMMENTS

No public comments were made.

3.0 WDB CHAIR COMMENTS

- WDB Chair Gregory Liu welcomed and thanked members that could make it today and special guests Brad Hudson from the Office of Senator Hannah-Beth Jackson, Brian Miller from County Supervisor Kelly Long, Sally Harrison, County CEO- Budget and Finance, and Eileen Rohlfig EDD Regional Advisor.
- Chairman Greg Liu welcomed new board member Carolyn Vang-Walker Director & Principal of the Ventura Adult and Continuing Education (VACE). Ms Vang-Walker was appointed to the Workforce Development Board on May 21, 2019 by the County Board of Supervisors to serve a three-year term representing the board in the Education and Training sector.
- On behalf of the WDB, Chair Gregory Liu and Vice Chair Tracy Perez recognized and thanked outgoing board member Charles Harrington, WDB Administration Staff Talia Barrera and Tracy Johnson, and former WDB Executive Director Mrs. Cheryl Moore.
 - Charles Harrington completed his three-year term serving on the Clean/Green Committee representing the workforce sector. His contributions have made a positive difference in advancing workforce development for the people and communities we serve. Charles could not be here in person to accept the certificate of appreciation but wishes him well at Service Employee International (SEIU), Local 721.

- Former WDB Administration Manager Talia Barrera served nine years on the WDB under the leadership of Mrs. Cheryl Moore as lead staff to the Outreach and Marketing Committee. Talia was former staff to the Membership Committee; Manufacturing Committee, and Manufacturing Roundtable of Ventura County, which brought Manufacturing Day to Ventura County. Talia also worked with the Agency to bring Workforce Wednesday a monthly broadcast on KVTa 1590 AM radio from the Workforce Development Board radio highlighting the great work of the WDB and its partners throughout the county. Ms. Barrera was also involved with the development of the WDB's very own website. Talia has done awesome work with her outreach to community partners in her most recent position as lead staff to the Business Services Committee bringing all the county Chambers to the table. Talia will be missed and thank and wish her well in new position and promotion as the Administrative Manager leading the Farmworker Resource Program with the County of Ventura, Human Services Agency.

- WDB Administrative Assistant Tracy Johnson served over ten years with WDB Administration promoting from a Case Aide to Administrative Assistant II under the leadership of former executive director Cheryl Moore. Tracy provided administrative support to the all committees, full board, and administration staff working closely with the executive director throughout her time as staff to WDB and WDB Admin. In addition to committee and board support, Tracy provided data research for sector committees, the regional and local workforce development plans, and content management for the WDB website. Tracy's leadership, organizational skills, and commitment to the board provided an amazing support to both staff and the board as a whole. As Clerk of the WDB, Tracy ensures our board remains in compliance with the County Clerk of the Board of Supervisors state mandated ethics training and conflict of interest forms filings. Tracy Johnson has accepted a new position providing administrative support to the Human Services Agency, Office of Strategy Management team. We thank her and wish her well in her new position.

- Former Executive Director Mrs. Cheryl Moore provided leadership for the Workforce Development Board for over 10 years. Her generous spirit continues on and we are blessed to have had her as our leader and friend. She changed the lives of people and the community at large making it a better place for preschoolers to college students to live, thrive, and sustain in their community. She will forever be missed but her influence in all that we do through the WDBVC lives on.

- Chair Greg Liu thanked the WDB's Workforce Wednesday radio show KVTa AM 1590 radio guests.
 - In March 2019, WDB Administration Manager Patrick Newburn and Alex Renteria and Laura Kistner (Goodwill Industries of Ventura and Santa Barbara Counties) spoke about the National Dislocated Worker Grant an emergency grant to create an opportunity for training and temporary jobs for dislocated workers in Ventura County and in turn repair and clean-up the Woolsey and Hill Fires damage.
 - In April 2019, Board member Tracy Perez and Mary Anne Rooney (Ventura County Civic Alliance & Business Intermediary for the Oxnard Union High School District), discussed the opportunities of the Summer at City Hall, a paid internship summer jobs program that combines civics education with learning about local government.
 - In May 2019, Dr. Cheryl Lambing, Medical Director, Professional and Community Education and Outreach, Ventura County Healthcare Agency and Medical Director of Health Occupations Pipeline Education (HOPE) and recent WDB Award recipient

discussed the award-winning program HOPE that provides healthcare pathways to a diverse student population.

Recordings of these and other Workforce Wednesday broadcasts are available on the WDB website, About Us/Outreach tab: www.workforceventuracounty.org.

4.0 CONSENT ITEMS

- 4.1 Approve Workforce Development Board Minutes: April 25, 2019 and Minutes for May 9, 2019 Special WDB Meeting
- 4.2 Approve 2019-2020 Meeting Dates for WDB and Executive Committee
- 4.3 Receive and File: WDB Committee Minutes

Motion to approve the Consent Items: Anthony Mireles

Second: Celina Zacarias

Abstain: Bill Pratt

Motion carried.

5.0 ACTION ITEMS

The WDB considered background information, asked questions, and discussed the following items before taking action. The meeting packet with background information for each action item is available on the WDB website at: www.workforceventuracounty.org.

- 5.1 **Recommendation that the Workforce Development Board of Ventura County (WDB) Approve a Workforce Innovation and Opportunity Act (WIOA) Tentative Balanced Budget for Program Year 2019-2020**

Motion to approve: Bill Pratt

Second: Alex Rivera

Motion carried unanimously.

- 5.2 **Nomination for the Election of Workforce Development Board of Ventura County (WDB) Chair and WDB Vice Chair to Serve from July 1, 2019 through June 30, 2020**

The Nominations Committee hereby places the following names in nomination for Workforce Development Board of Ventura County (WDB) officer positions beginning July 1, 2019 and ending June 30, 2020.

For Board Chair: Tracy Perez

For Vice Chair: Peter Zierhut

Motion to approve slate of officers submitted by the Nominating Committee: Anthony Mireles

Second: Celina Zacarias

Motion carried unanimously.

6.0 PRESENTATION

[Port of Hueneme Project Labor Agreement](#)

Dona Toteva Lacayo, Chief Commercial & Public Affairs Officer

The Port of Hueneme Oxnard Harbor District

*Tony Skinner, President/Business Representative,
Tri-Counties Building & Construction Trades Council*

Chair Gregory Liu introduced board member Dona Toteva Lacayo, Chief Operating Officer of The Port of Hueneme and board member Tony Skinner, President/Business Representative of the Tri-Counties Building & Construction Trades Council to present and discuss the Port of Hueneme Project Labor Agreement.

Dona Lacayo highlighted the first ever Project Labor Agreement (PLA) that was signed by The Port of Hueneme Oxnard Harbor District Board of Commissioners and Labor Unions in December 2018. The PLA is a three-year employment agreement between contractors and labor organization on construction projects. The Port of Hueneme controlled projects estimated to be at or over \$250K will go to the PLA.

Tony Skinner reported on the “Helmets to Hardhats” a national nonprofit program that connects National Guard, Reserve, retired and transitioning active-duty military service members with skilled training and quality career opportunities in the construction industry. This is a national building trades website. Any Veteran that is interested in construction trades are welcomed to visit the website www.helmetstohardhats.org sign up for an apprenticeship program in the area. Mr. Skinner said veterans do not have to test when applying, they will go directly to the interview. He added the local electrical apprenticeship is at 28% veterans and would like to get better access to the Naval Base Ventura County to recruit more military service members that are or will be transitioning back into civilian life. Board member Captain Douglas King (Naval Base Ventura County) shared he supports and welcomes labor training directors of Ventura County to come to the base.

Mr. Skinner spoke on apprenticeship programs, he has 18 affiliates of which 7 are in Ventura County and all have their own apprenticeship program. What makes this PLA different is that it's multiyear agreement and will allow the apprenticeship program to expand. Apprenticeship programs allows people to learn a trade and earn money while they learn. Upon completion of the program they will make enough money to live and work in the county, keeping local workforce sustaining and thriving.

For more information of the PLA presentation today a copy of the presentation and handouts may be viewed in the meeting packet on the WDB website at www.workforceventuracounty.org.

7.0 WIOA IMPLEMENTATION

WDB/WIOA Grants Update:

- **English Language Learning Co-Enrollment Pilot Program Grant Application:** Rebecca Evans reported the outcome of the recent submission of the English Language Learner (ELL) Co-Enrollment Pilot Program Grant Application. WDBVC has not received the final award notice, however was informed they were not awarded.
- **Prison to Employment (P2E):** Rebecca Evans reported they have submitted an updated application requested by the state for the P2E program. This program and funding will support employment and hiring opportunities for justice-involved individuals of Ventura County. This is not a part of the AB109 Realignment.
- **Update: WDB State Requirements:** Ms Evans reported on the progress of the following:

- AJCC Partnership MOU (Comprehensive, Affiliate): Once the MOU has been updated Ms Evans will bring it to the full board.
- AJCC One Stop Operator Selection: The State has granted an extension to the WDB-VC and now do not have to procure a new one-stop operator until year 2021. The current contract expires in 2020 and Ms Evans reported she will be looking to do a new procurement next year.
- WIOA Adult and Dislocated Worker Career Services Provider: The State granted an extension to allow the current structure to continue to operate as they currently are now. The current structure is the WDB-VC administration staff sits is under the Human Services Agency (HSA) of the county and the WIOA adult and dislocated worker career services provider also sit under the HSA of the county. Ms Evans informed the board that there are other regions that have the same structure. The state extended the time period to put career services provider out to bid. In the meantime, they will continue with the current structure and be prepared when the time comes for WDB-VC to conduct a procurement and put out request for proposals for the operations for the adult and dislocated worker career services.

8.0 WDB ADMINISTRATION UPDATES

WDB Executive Director Rebecca Evans reported on the following administration updates:

- CWA WORKCON 2019

Highlights shared included the Ventura County Human Services Agency/WIOA Re-Entry Division, Ventura County Probation Agency, and Social Policy Research Associates, provided a workshop on *STEPS Youth and STEPS Connections: Developing Innovative Solutions to Effectively Serve Reentry Youth*. Ms Evans reported at the local AJCC houses a STEPS team funded through the VC Probation Agency with specialized AB109 realignment monies for adults and a community development block grant for youth programs. She added this team provides the same career services such as on-the-job training and individual training account opportunities for members of the community who are currently in jail or on probation supervision. The team have very high caseloads which are met with great success in the program. Because of this the team was invited to present at WORKCON. Ms Evans reported the team did great job.

- Preparation for WDB Planning Meeting October 2019

Ms. Evans reported that there will be a review of the regional and local plans as well as the Ventura County Economic Vitality Plan and bring information back to the board at its August 22nd meeting to prepare for the October 24 Planning Meeting.

- On the Calendar

- July 23, 2019 (Time Certain – TBD)

- Annual WDB Study Session with Board of Supervisors
 - County Hall of Administration, 800 S. Victoria Avenue, Ventura

- September 3-5, 2019

- California Workforce Association Conference
 - Meeting of the Minds in Monterey Hunting Genius
 - Monterey Marriott Hotel, Monterey CA

9.0 RECOGNITION AND APPRECIATION OF OUTGOING CHAIR

WDB Chair Greg Liu thanked the WDB members, committee members, and WIOA program providers. A special thanks to this year's leaders for their commitment to their committees and for serving on the Executive Committee. Committee Chairs and Vice Chairs* are as follows: Vic Anselmo (Immediate Past WDB Chair), Jesus Torres (Business Services), Anthony Mireles (Clean/Green), Greg Barnes (Healthcare), Richard Trogman* (Healthcare), Alex Rivera (Manufacturing), Patty Schulz (Membership), Jeremy Goldberg* (Membership), Brian Gabler (Outreach), Victoria Jump* (Outreach), and Tony Skinner (Programs).

On behalf of the WDB, WDB Vice Chair Tracy Perez acknowledged the exceptional service of Gregory Liu as he completed his service to the WDB as Chairman. Greg Liu was elected as WDB Chair last June and served as Vice Chair the prior year in 2017. He will now move into the position as WDBs Immediate Past Chair. Ms Perez shared Greg's workforce started service nine years ago, in 2010 as a committee member on the Applied Basic Skills for Technology-Related Jobs Committee now called the Manufacturing Sector Committee. Mr. Liu was active in the Manufacturing Round Table Ventura County, which hosted many tours for manufacturing business owners. He was appointed to the WIB in 2012 and in the last seven years has served on the manufacturing committee and the executive committee. Mr. Liu's company is an electronics manufacturing service company, Jaxx Manufacturing in Simi Valley, and has been an active participant with National Manufacturing Day, hosting tours for middle and high school students. Vice Chair Perez presented a gavel plaque award and Board of Supervisors Certificate of Appreciation recognizing his remarkable work, dedication, and service this past year as chair and years prior as member to the WDB.

10.0 WDB MEMBER COMMENTS

Captain Douglas King requests a moment of silence in remembrance of the past and honoring the present 75th Anniversary of D-Day, the storming of Normandy on June 6, 1944.

WDB member Jesse Cuevas (Workforce Services Branch, California Employment Development Department (EDD)), announced changes in the department. Last month Mr. Cuevas department director announced in collaboration with California Labor and Workforce Department Agency and the California Workforce Development Board (CWDB) will be undergoing a realignment with the workforce services branch. EDD has nine branches one of which is the Unemployment Insurance/Workforce Services branch. They will reestablish a department called Future of Work and the workforce services branch will now go under the Dept. of Labor Agency alongside Employment Training Panel, Dept. of Industrial Relations, and the CWDB. Mr. Cuevas added they are strategizing and rethinking on how to deliver responsible services to their customers. He is looking forward to championing this effort and invites the WDB to attend an in-person update from EDD Workforce Services Branch Deputy Director Dennis Petrie on June 14, 2019 at the Oxnard AJCC.

Gregory Liu (JAXX Manufacturing) shared his experience receiving advice and resources from the Economic Development Collaborative (EDC) business advisor at no cost. He recommends businesses to tap in to these free services if/when they find themselves in situations that are in need of a particular skillset or one that they may have a deficit in. EDC is a nonprofit that provides business consulting and access to other resources and tools to that help build pathways for business growth and economic prosperity.

Brian Gabler (City of Thousand Oaks) provided a comment on the *Helmets to Hardhats* national nonprofit organization provided in today's presentation. The City of Thousand Oaks Police Department has homeless outreach program that works closely with local stakeholders and service providers working with the homeless population, of which, some are homeless veterans. Mr. Gabler would like more information on how to go about referring those veterans to the Helmets to Hardhats program. Mr. Gabler asked if there is single resource that compiles all the apprenticeship programs in the county both public or private. So that every city that has a representative that works with the homeless populations can have this information to aide in their outreach efforts.

Tony Skinner provided the U.S. Department of Labor website (www.apprenticeship.gov) has information for all apprenticeship programs.

Rebecca Evans (WDB Admin) added when the WDB team comes to the board with a grant proposal budget, she is now seeing that there is a lot of emphasis on hiring Program and/or System Navigators. The Navigator is the person on the street providing person-to-person apprenticeship program assistance. However, in grant applications the applicants are being asked to separate out what is spent on human labor and the services that are provided.

Kathy Harner (California Department of Rehabilitation) commented on connecting with programs that serve with Veterans and active duty Military family members. Ms Harner shared she is a part of the Ventura County Military Collaborative (VCMilC). The VCMilC meet monthly and are a very rich organization with many participants. Once a year they put on an expo providing a lot of information, programs, and job fairs that serve veterans and family members of military. If you would like information about VCMilC to please connect with her and she will send you the information.

11.0 ADJOURNMENT

Motion to adjourn regular meeting at 9:25 a.m.: Celina Zacarias

Second: Anthony Mireles

Motion carried by WDB Chair Gregory Liu

Next WDB Meeting:

August 22, 2019 (8:00 a.m.-10:00 a.m.)

Ventura County Office of Education

5100 Adolfo Road (Salon C), Camarillo



**WORKFORCE DEVELOPMENT BOARD OF VENTURA COUNTY
WDB MEETING**

August 22, 2019

WDB COMMITTEES' MINUTES OF THE MEETINGS

<u>Committee</u>	<u>Next Meeting Date</u>	<u>Committee Report Update</u>
• Executive Committee	September 12, 2019	Attached is Minutes from the July 11.
• Business Services Committee	TBD	Minutes from May 14 meeting were included in the June 6 WDB Packet.
• Clean/Green Committee	September 27, 2019	Minutes from May 17 meeting were included in the June 6 WDB Packet.
• Healthcare Committee	August 9, 2019	Minutes from May 3 meeting were included in the June 6 WDB Packet.
• Manufacturing Committee	August 15, 2019	Attached are the Minutes from April 18.
• Membership Committee	August 6, 2019	Attached are the Minutes from June 4.
• Outreach Committee	September 18, 2019	Attached are the Minutes from March 20.
• Programs Committee	August 7, 2019	Attached are the Minutes from April 3.



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



WDB Manufacturing Committee Meeting

Thursday, April 18, 2019

8:00 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

Committee Members

Alex Rivera* (Chair)
Michael Bastine
Marybeth Jacobsen
Alix Wright

Guests

Yvonne Jonason
Lisa Eklund

WDB Staff

Patrick Newburn

**WDB Members*

1.0 Call to Order and Agenda Review

Chair Alex Rivera called the meeting to order at 8:09 a.m.

2.0 Public Comments

No public comments.

3.0 Approval of Minutes: February 21, 2019

Motion: Michael Bastine
Second: Alex Rivera
Motion approved.

4.0 Workforce Reports

• Ventura County Community Colleges District – Alix Wright

Dr. Alix Wright provided the committee with new information about the Summer pre-apprenticeship training series offered free of cost at Ventura Community College. The training consists of two courses, one is 40-hour Team Assembler Training leading to a completion credential; the other is a 100-hour Entry-level CNC set/Operator course, leading to a local industry credential. The Assembler course has space for 24 students, and the CNC course has space for 20 students. Additionally, Buena High School (in Ventura) is offering a Team Assembler Boot Camp.

Alix also noted that Ventura County Community College District (VCCCD) is hiring an Apprenticeship Director to start in July. The position is funded for three years and will help propel the advancement of Apprenticeships. VCCCD and WDB are jointly in collaboration to develop apprenticeship models for local business. Committee members commented that it would be good if similar Team Assembler courses were offered in Simi Valley or Moorpark College. Another commented that employers would likely interview the students, but will need more explanation about the apprenticeship model.

- **Workforce Education Coalition – Marybeth Jacobsen**

Marybeth Jacobsen provided the committee with a PowerPoint presentation about STEM-Equity Manufacturing tours for students from Royal High School (10 girls) and Sinaloa Middle School (10 girls). Other tours were provided for Fillmore Continuation High School and Fillmore Middle school girls. Tours were provided at TMJ Concepts in Ventura, Freedom Designs in Simi Valley, Aerovironment in Simi Valley, and Sessa Manufacturing in Ventura.

Marybeth explained the importance of exposing girls to careers in advanced manufacturing and science industries. She provided the committee with evaluation comments from the students, pointing to the value added by the tours.

5.0 Presentation

Employment Training Panel

Yvonne Jonason, Economic Development Analyst, State of California

Yvonne Jonason provided the committee with a PowerPoint presentation and handout, about the state of California Employment Training Panel (ETP). The ETP is a joint business-labor state agency that funds training to ensure employers have the skilled workers they need to compete locally and globally.

The funds are not grants, but rather reimbursement for the customized job skills training offered to employees. Reimbursement is up to \$26.00 hourly (\$22.00 for small employers). Manufacturers are a target industry and is at top of list for awards. Details about the ETP are available directly by calling 916-327-5640, or by website: www.etp.ca.gov. Additionally, WDB member, Bruce Stenslie with the Economic Development Collaborative is an excellent local contact to learn more about ETP.

Alex Rivera, Committee Chair thanked Ms. Jonason for an excellent presentation. Yvonne offered to attend other WDB meeting to share the programs value and ease to get started.

6.0 Workforce Development Planning

Patrick Newburn presented the Committee Discussion Results from February 18, 2019 meeting. Committee members offered to review and discuss at next meeting.

Patrick provided a brief update on the National Dislocated Worker Grant for fire recovery jobs and projects. Patrick also informed the committee about the states initiative to provide employment and training opportunities to justice involved individuals and formerly incarcerated, through the Prison to Employment Grant.

7.0 Committee Member Comments

No comments were made.

8.0 Adjournment

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

Next Meeting:

June 27, 2019 (8:00 a.m. – 9:30 a.m.)

United Food and Commercial Workers Union

816 Camarillo Springs Road (Meeting Room), Camarillo



WDB Membership Committee Meeting

Tuesday, June 4, 2019

8:30 a.m. – 10:00 a.m.

Human Services Agency
855 Partridge Drive (Juniper Room), Ventura, Ca. 93003

MINUTES

Meeting Attendees

Membership Committee

Patty Schulz, Committee Chair*

Capt. Doug King*

Jeremy Goldberg*

Jesus Torres*

WDB Staff

Patrick Newburn

* *WDB Member*

1.0 Call to Order and Agenda Review

Committee Chair Patty Schulz called the meeting to order at 8:30 a.m.

2.0 Public Comments

No public comments.

3.0 Approval of Minutes: April 16, 2019

Motion to approve: Jeremy Goldberg

Second: Jesus Torres

Motion carried

4.0 Membership Status

- Reappointments: Committee members reviewed all WDB membership terms and discussed each member with no new reappointments required. Committee members accepted term Resignation of Captain Doug King, USN effective July 3, 2019 related to his retirement on October 1, 2019 from USN career. Captain King was a non-voting member and not representing a mandated category.
- Appointments: Committee members discussed board composition, WIOA categories of representation, required business member and workforce member ratios, and the engagement/recruitment process. The committee agreed to recommend addition of one

new Business Category member, Laura Martinez, Ventura Pacific Company from the agriculture industry sector. The committee voted to extend a recommendation to the BOS for one candidate based upon the strength of their recommendation from the Ventura Pacific Company. One education sector application received was considered and discussed, with no action taken as no mandated category was open and warranted for appointment at this time. WDB is compliant in all WIOA categories with 25 voting members.

- Recruitments: Once the WDB membership increases to 26 members, should Ms. Martinez be appointed, the WDB will be required to add one Workforce Category member. The committee discussed the possibility of adding a labor representative. Jeremy Goldberg offered to research potential labor recommendations for future consideration for appointment.
- Attendance: Members discussed WDB member attendance at WDB and Committee meetings and agreed to review records at next committee meeting in August. Members agreed in the importance of WDB membership regularly attending the bi-monthly meetings is important to provide consistent and informed oversight of WIOA funds and programs.

5.0 WIOA Workforce Development Planning

No report.

6.0 Committee Member Comments

Captain Doug King, USN announced is upcoming retirement from United States Navy July 3, 2019. Effective that date he will resign from the WDB and will provide a recommendation that Capt. Kirk Lagerquist, USN be considered as a potential non-voting member to represent Naval Base Ventura County. Chair Patty Schultz and Committee members personally thanked Capt. King for his service to our country including his outstanding participation on the WDB and the Membership Committee.

7.0 Adjournment

Patty Schulz adjourned the meeting at 9:45 a.m.

Next Meeting

August 6, 2019 (8:30 a.m.-10:00 a.m.)

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



WDB Outreach Committee Meeting
Wednesday, March 20, 2019
9:00 a.m. - 10:30 a.m.

Economic Development Collaborative (EDC)
4001 Mission Oaks Blvd., (Suite A-1), Camarillo

MINUTES

Meeting Attendees

Outreach Committee

Brian Gabler*
Bruce Stenslie*
Victoria Jump*

WDB Staff

Talia Barrera
Rebecca Evans

Guests

Heidi Hayes (theAgency)
Jaimé Duncan (Adult and Family
Services/WIOA)
Yvonne Jonason (Employment Training
Panel)

* WDB member

1.0 Call to Order

Chair Brian Gabler called the meeting to order at 9:05 a.m.

2.0 Public Comments

No public comments

3.0 Approval of Minutes: January 16, 2019

Minutes Approved.

4.0 Marketing and Outreach: Update 2018-2019 Q3 Summary

Heidi Hayes with theAgency reported update on outreach activities:

EMPLOYER OUTREACH

- **Workforce Wednesday**
- **January 23** – Tri-County Regional Energy Network: Anthony Mireles and Alejandra Tellez. Final discussion guide attached.
- **February 20** – Port of Hueneme Project Labor Agreement, Tony Skinner and Christina Birdsey. Final discussion guide attached.
- **March 20** – NDWG Dislocated Worker Grant: Patrick Newburn and Alex Renteria (Goodwill). Discussion guide in development.
- **April to June Topic Ideas** – VCGB Programs & Services, WDB Award Winner or Summer Internships?

February 2018 Workforce Update Eblast

- Feb 15 – WDB Cohorts: 558 Sent/22.8% Open Rate/11.6% CTR
- Feb 15 – Biz List: 3,013 Sent/5% Open Rate/32% CTR – (*Barracuda*).

Ventura County Grows Business Outreach

- **VCGB/VCJWF Spring 2019 Media** – March 1 to April 30, 2019

Creative:

- New creative approved at January 2019 meeting to “Grow” your business being utilized.
- New :15 VCGB Video pre-roll in development.
- Additional assets developed for Chamber placements.
- Continued to integrate the “*Work-Based Learning*” and “*OJT*” messaging into VCGB and VCJWF creative and content.
- 2.17 impressions projected
- Negotiated Value: 123% of Cost
- See updated media flow chart attached.

Ventura County Grows Business Website – July 1 to February 3, 2019

- 6,205 Users (Note: 3,691 users from 10/1 – 12/5/18 Campaign Period, 60%)
 - **173% increase year-over-year**
- 7,294 Sessions
 - **124% increase year-over-year**
- 12,446 Pageviews
 - **41% increase year-over-year**

RPI Grant: Regional Business Outreach & Engagement Tactics

Presented RPI Business Survey Results to: Complete Report Attached

- Outreach Committee - January 16
- Business Services Committee – February 12
- EVSP Steering Committee – February 22

Creative

- **VCGB New Pamphlet** – Approved and to be printed. Final PDF attached

VCGB Facebook – January 1 to February 28, 2019

- As of February 28, 2019 – Likes/Fans, 3,515
- +5% (June 30, 2018 = 3,348)
- Posts: 61 total posts (approx. 30 per month or 6 per week)
- Total Reach: 24,392 – Average 2,710/week
- Organic Post Reach: 312 most for a single day (1/7/19)

YOUTH OUTREACH

- **VC Jobs With a Future Website – July 1 to March 3, 2019** – Note: Last year at this time an outreach campaign had been running since late January. o 3,204 Users □ -9% decrease year-over-year
- 3,800 Sessions □ -14% decrease year-over-year
- 7,691 Pageviews □ -27% decrease year-over-year
- Pandora – March 1 to April 30, 2019 Media Highlights □ 291,932 Projected Total Impressions

VC Jobs with a Future – Twitter: January 1 to February 28, 2019

- As of February 26, 2019 – 1,089 followers
- +3.91% (June 30, 2018 1,048)
- 115 Total Tweets January 1-February 28 (59 days)
- 976 Profile Visits (Avg 488 p/month) (936 July/August)
- 125,700 Impressions (Avg 62,850 p/month) (96,800 July/

JOB SEEKER OUTREACH

- **Career Shops** o February workshops – sent workshop info January 31

Clip Examples:

- VC Reporter – ran info on Rebecca in "Biz Buzz" section on February 6.
- Citizens Journal – posted February workshops on February 6.
- KDAR – posted February workshop listing
- Moorpark Patch - posted February workshop listings

GENERAL OUTREACH

Workforce Ventura County Website – July 1, to March 3, 2019

- 5,081 Users **+.12 increase year-over-year**
- 7,098 Sessions **-1.98% decrease year-over-year**
- 17,120 Page Views **-.85% decrease year-over-year**

Regional Plan Town Hall 1/31/19

- Produced new KCLU :30 PSA directing listeners to participate in WDB Regional Plan Town Hall
- Developed and disseminated Town Hall Eblast sent (2) times:
 - Jan 29 – 726 Cohorts: 27.6% Open Rate/7.6% CTR
 - Jan 29 – 3,106 Businesses: 7% Open Rate/2% CTR
 - Jan 17 – 575 Cohorts: 34.3% Open Rate/6.6% CTR
 - Jan 22 – 3,029 Businesses: 6% Open Rate/2% CTR

Prison to Employment Partnership Town Hall 2/13/19

Developed and Disseminated P2E Town Hall Eblast

- Feb 6 – 727 Cohorts: 29.6% Open Rate/3.3% CTR
- Feb 6 – 3,016 Businesses: 5% Open Rate/1% CTR

Press Releases

- **WDB Regional Plan Town Hall Event** – prepared release and sent January 16.
- **Rebecca Evan's Executive Director appointment** – prepared and sent out approved news release with photo January 17.
- **Prepared WDB Awards release.** Approved. Will send it once we get photos from the February 28 meeting.
- **Prepared draft of new WDB member Rosa Serrato.** Release to completed and distributed in late March.
- **Congressman Carbajal AJCC Visit** - Develop and distribute press alert once March 18th details are finalized. See draft attached.

Clips:

- Pacific Coast Business Times – ran Rebecca's info and photo January 25
- VC Star – ran Town Hall release January 27
- Camarillo Acorn – ran Town Hall release January 25
- Citizens Journal – ran Town Hall and Rebecca Evans news releases. Posted January 17.
- Moorpark Patch – posted Town Hall and Rebecca's news releases
- Amigos805.com – posted Town Hall and Rebecca's news release
- AmericanTowns.com – posted Town Hall and Rebecca's news release

WDB Address Change

Updated change of address on all digital assets including website, web pages, social media platforms, digital media, PR forms, etc. Developed punch-list of potential collateral elements in need of updating.

WDB Website Redesign

Client advised that county will provide timeline for new site buildout. Agency to provide support on content, design and layout.

Website Development: Connecting Apprenticeships, Internships & Employers

Client to advise/discuss.

Job Outlook Eblast:

- **January 18 (December Report)** – WDB Cohorts: 575/23.9% open rate/10.2% CTR
- **January 18 (December Report)** - Biz List: 3,040/6% open rate/1% CTR

Job Outlook Most Recent Stats:

The following highlights local, state and national data in terms of NOT seasonally adjusted rates for **December 2018**:

- **Ventura County increased .1%** from 3.7% in November 2018 to 3.8% in December 2018 (December 2017 = 4.0%)
- **California increased .2%** from 3.9% in November 2018 to 4.1% in December 2018 (December 2017 = 4.2%)
- **U.S. increased .2%** from 3.5% in November 2018 to 3.7% in December 2018 (December 2017 = 3.9%)

5.0 Action Item

Recommend that the Executive Committee Approve and Recommend to the Workforce Development Board of Ventura County (WDBVC) the Approval and Recommendation to the Board of Supervisors, Approval of a Contract with the Agency to provide Marketing and Public Relations services from July 1, 2019 through June 30, 2020 to the WDB in the amount of \$150,000 in WIOA Core funds as stated under RFP #1718.01, Released on August 28, 2017 and Closed on September 25, 2018.

On March 20, the Outreach Committee reviewed and evaluated the year-to-date deliverables and performance of the Agency under the 2018-2019 contract. The following Indicators of success were under the contract, were met. Deliverables include:

- Timely delivery of projects achieved
- Project completion on budget
- Creative design and media negotiation aligned with budget
- Status reports on projects presented to the Outreach Committee on a timely basis
- Ability of the Agency to adapt and respond to changes in marketing and outreach needs for the WDB

Working in alignment with the WDB goals, and program support described in the WDB-approved plan, and with the WDB Outreach Committee, the Agency had provided creative design, production and copywriting (e.g., brochures, flyers, ads), media negotiation and placement (e.g., newspapers, newsletters, English radio, public access programming), and public relations (e.g., press releases, media placements, public service announcements and placement) for targeted outreach to youth, job seekers, employers, and the community.

The Committee determined that the Agency had completed all deliverables on time, on budget, and according to plan, while also demonstrating creativity and flexibility in responding to changing marketing and outreach needs as the year progressed. Committee members then approved a recommendation to the Executive Committee.

6.0 America's Job Center of California (AJCC) Update

No Update available.

7.0 WIOA Local Plan 2-year Update

Rebecca Evans, Executive Director provided the committee with an update about the 2017-2021 Regional/Local Plan. The plan is required to be updated every two years to keep them consistent with the policy direction of the State Plan modifications that were submitted to the Department of Labor in the spring of 2018. WDB has hired Ken Barnes, a consultant, to facilitate the process. The updated plan will be submitted to the State in March 2019.

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 Cal Fresh 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.

8.0 Committee Member Comments

No additional comments

9.0 Adjournment

Meeting adjourned.

Next Meeting

May 15, 2019 (9:00 – 10:30 a.m.)

Economic Development Collaborative (EDC)

4001 Mission Oaks Blvd., (Suite A-1), Camarillo



WDB Programs Committee Meeting
April 3, 2019

MINUTES

Meeting Attendees

Committee Members

Tony Skinner (Chair)*
Jesse Cuevas*
Linda Fisher-Helton

**WDB Members*

Guests

Pierrette Authier (PathPoint)
Mariana Cazares [Boys & Girls Clubs Greater
Oxnard and Port Hueneme (BGCOP)]
Jessica Gallardo (PathPoint)
Kim Whittaker (PathPoint)
Ken Barrow (Human Services Agency)

WDB Staff

Patricia Duffy
Rebecca Evans
Patrick Newburn
Ma Odezza Robite

1.0 Call to Order, Introductions, and Agenda Review

Tony Skinner called the meeting to order at 2:35 p.m.

2.0 Public Comments

None

3.0 Approval of Minutes: February 6, 2019

Motion to Approve: Linda Fisher Helton
Second: Tony Skinner
Motion approved

4.0 WIOA Youth Services Contract Evaluation:

Programs Committee members were asked to conduct the annual contracts performance evaluation for the purpose of oversight on behalf of the Workforce Development Board. The two contracts for potential renewal are for Option Year Two (PY2019-20 – July 1, 2019 - June 30, 2020) and the committee's role is to evaluate any available criteria and make their observation available to the WDB Executive Committee. Patrick Newburn instructed members to review the criteria provided for each youth services provider, Boys and Girls Clubs of Greater Oxnard and Port Hueneme, and PathPoint, then complete a one-page evaluation form.

Members were provided prior to meeting, via email, three reports to study in preparation for meeting: PY18-19 Contract Exhibit A (statement of work for each provider), WIOA Performance Indicators Q2 Reports (PY)18-19, and Employment Development Department (EDD)/ Human Services Agency (HSA) Monitoring Reports. Patrick explained all three reports in detail and answered member questions.

Members reviewed each report separately and discussed each provider separately before completing evaluation form and determining suitability for recommendation to the WDB Executive Committee. Considerable attention was focused on reviewing the seven-page Monitoring Report as well as the WIOA Performance Indicator's Report. Committee members also noted as helpful to their evaluation, that both providers have made presentations to the committee at the February meeting, and both have attended other committee meetings, making themselves available for member questions.

The committee's observation concluded that Boys and Girls Clubs of Greater Oxnard and Port Hueneme is performing the requirements of their contract without issue; that monitoring report results were acceptable; and lastly the WIOA Performance Indicators meet or are on target to meet the Annual Negotiated Performance Goals.

The committee's observation concluded that PathPoint performing the requirements of their contract without issue; that monitoring report results were acceptable; and lastly the WIOA Performance Indicators met or are on target to meet the Annual Negotiated Performance Goals. It was noted that the Credential Attainment indicator remains "Not Yet Accountable" according to the state, and the provider is not to be evaluated using that outcome.

5.0 WIOA Workforce Development Planning

WDB Executive Director, Rebecca Evans complemented the committee for their attention to detail and for their commitment to providing WIOA programs oversight on behalf of the WDB. Rebecca also provided the committee an update on the WDB's requirement to conduct a Hallmark of Excellence evaluation for the affiliate center, America's Job Center of California (AJCC) in Simi Valley. She explained the on-site evaluation would include a ranking of eight sections of criteria. The affiliate center is smaller with limited MOU partners on-site, so the evaluation is expected to last only 2 to 3 hours. Chair Tony Skinner asked the committee for volunteers and directed staff to conduct a Doodle Poll to determine best day/time within next couple weeks. Members requested that this evaluation be more streamlined in comparison to last year's comprehensive center evaluation which was conducted over four months.

Ms. Evans also provided an update about the recent grant awards and related programs: Prison to Employment Initiative (P2E); National Dislocated Worker Grant (NDWG); and The English Limited Learners Grant (ELL). Jesse Cuevas commented that the EDD might be able conduct a sweep of the Unemployment Insurance records looking for accounts marked as "disaster related", to help identify suitable applicants for the NDWG project.

6.0 Member Comments

Linda Fisher Helton announced that the U.S. Census Bureau is hiring for the decennial census 2020. She commented that although the positions are short term, the wages offered are above minimum wage.

7.0 Adjournment

Tony Skinner adjourned the meeting at 4:00 p.m.

Next Meeting

May 1, 2019 (3:00 p.m. – 4:30 p.m.)
America's Job Center of California (AJCC)
2900 N. Madera Rd. Suite 100 (Montana Room)
Simi Valley, Ca. 93065



Workforce Development Board of Ventura County

Aug 22, 2019

2018-2019 YEAR-END REVIEWS

- Business Services Committee
- Clean/Green Committee
- Healthcare Committee
- Manufacturing Committee
- Membership Committee
- Outreach Committee
- Programs Committee



2018-2019 YEAR-END REVIEW

Workforce Development Board of Ventura County

Business Services Committee

2018-2019 Members

WDB Members: Jesus Torres, Chair (LEAD Public Strategies), Vic Anselmo, Immediate Past Chair (Applied Powdercoat, Inc.), Dona Lacayo (The Port of Hueneme), Jaime Mata (Center for Employment Training), Tracy Perez (United Staffing Associates), Stephen Yeoh (Un1teee)

Other Members: Heidi Hayes (theAgency), Paula Hodge (South Central Coast Region, CA Community Colleges), Marybeth Jacobsen (Workforce Education Coalition)

Committee Accomplishments

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

- Examined information presented by EDC for their plan to develop a Lean Six Sigma project, which will help identify cross organizational training, processes and tools for information sharing for businesses, to be able to establish a communication and information sharing system for the region's partners in business outreach and engagement. Provided feedback to EDC on the effort.
- Reviewed Regional Plan Implementation (RPI) Grant work from theAgency to enhance business outreach and engagement, targeted outreach to the region's high demand sectors, regional outreach of training resources to businesses and expand use of Ventura County Grows Business (VCGB).
- Determined new initiative and focus for the committee, which will include strategies to support business and identify areas of opportunity for business support.
- Learned about Employment Training Panel (ETP) program and Small Business Development Center (SBDC).
- Reviewed results of the Business Services Survey. The intent of the survey was to learn what services and resources to businesses are perceived to be of value, and what programs and services might be worth further discussion.
- Received information from the America's Job Center of California (AJCC) regarding Rapid Response presentations, On-the-Job Training, and other business services activities. Increased coordination with AJCC staff compared to years past.
- Discussed workforce training and education within Ventura County and the supply and demand analysis contributed by Ventura County Community College District.
- Provided insight and coordination for business recovery in response to the Thomas Fire.



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Workforce Development Board of Ventura County

Insights

- Increased need of promotion of Ventura County Grows Business website, which is a platform developed by the Workforce Development Board and should be used as a collaborative resource to provide information to businesses in the region.
- Committee members provided feedback, agreed there is a need to collaborate and align information that will support business engagement. Discussed the possibility of creating a resource for businesses that provides information such as permits, loans, licensing, etc.
- Defined a need to optimize the referral process between agencies that serve businesses. Creation of a “no wrong door” approach for businesses.

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Workforce Development Board of Ventura County

WDB CLEAN/GREEN COMMITTEE

2018-2019 Members

WDB Members: Anthony Mireles, Chair (Laborers International Union of North America), Victor Dollar (Brighton Management), Charles Harrington (SEIU Local 721)

Other Members: John Brooks (City of Thousand Oaks), Holly Chavez (Deputy Sector Navigator South Central Coast Region of California Community Colleges), David Fleisch (County of Ventura Public Works Agency), Darrell Gooden (Ventura County Office of Education), Eric Humel (Oxnard City Corps), Grant Leichtfuss (Villa Park Orchards Association), Valeria Makarova (California Lutheran University), Celine Park (Moorpark College), Mary Ann Rooney (Ventura County Civic Alliance), Leigh Walker (Ventura County Regional Energy Alliance)

Committee Accomplishments

- Broaden the Clean/Green Committee membership to reflect the region's industries.
The Committee added two new members. A Moorpark Community College representative and a representative from the Ventura County Regional Energy Alliance, enabling the Committee to have a broader view of industry workforce needs and training gaps in the region.
- Joint Regional Sector Committees' Meeting "Engaging Partnerships for Regional Alignment"
Clean/Green Committee members participated in the Joint Regional Sector Committee meeting held on August 23, 2018. The meeting included WDB Committee members from five Committees, WDB Board members and community partners. Seventy regional partners attended the event. The focus was to gain an understanding of what Ventura has to offer in work-based learning and how to engage partners to become more regionally aligned in their approach to work-based learning. Vinz Koller from Social Policy Research Associates and the staff from the California Workforce Association, Brendon Anderson and Matt Hidalgo, facilitated the discussion. The meeting opened with regional partners sharing how their organizations are supporting and expanding opportunities for work-based learning. Eleven partners presented from the following agencies; ACE Charter School, Ventura County Office of Education, AJCC, Ventura County Civic Alliance, The Port of Hueneme, Ventura Adult and Continuing Education, Pathpoint, Ventura County Community College, Workforce Education Coalition, International Brotherhood of Electrical Workers, Boys and Girls Club. Vinz Koller gave a presentation on "Lessons learned from Zurich" where he had recently attended the CEMETS program on the Swiss apprenticeship model. Matt Hidalgo provided a review of the outcomes from the previous meeting on apprenticeship and the additional work done in the WDB sector committees, to identify obstacles and challenges in creating a regional model for work-based learning. The participants broke into six groups to work on prototyping a new shared work-based learning system for our region. The six groups reported on the prototypes they developed.
- Electric Vehicles: EV Infrastructure and EV Mechanics
John Brooks reported on an EV group formed to address electric vehicle infrastructure needs, a collaboration between Ventura and Santa Barbara. With the increase of electric vehicles, 440,000 have been sold in California, there is a need for more public charging stations to support these



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Workforce Development Board of Ventura County

vehicles. The prediction is one out of every eight vehicles will be electric by 2030. New construction is required to be solar ready and EV plug ready. He reported that public utilities are putting 20 million dollars into increasing EV charging stations. Incentives used for EV have been raised. The \$450 credit has been raised to \$1,000. There are added incentives for lower income individuals. Apps are also becoming available to tell you where charging stations are located. There is an increased need for EV mechanics, the committee members discussed finding out from the colleges if enough training is being provided to support the need for the expanding demand.

- **Guest Speaker: Karen Schmidt, Clean Power Alliance**

Karen Schmidt, Clean Power Alliance Regional Affairs Manager, presented an overview of the Clean Power Alliance. The Clean Power Alliance (CPA) is a public agency which enables community choice to bring clean renewable energy to local communities. State legislation, passed in 2002, enabled local government more local control over energy decisions and clean energy. The legislation allowed for CCAs (community choice aggregation). There are 19 CCAs in the State of California. Community choice energy allows local governments to purchase and invest in renewable energy sources. This allows for community based control over electricity sources and can create jobs in the renewable energy sector. In Ventura, Southern California Edison will continue to deliver service to and send the bill and maintain lines and wires. CCA becomes the default provider when a local government chooses to opt in. It is up to each local government to join the Clean Power Alliance and to determine the percentage of clean power. This is the default; however, each individual consumer can opt out or determine the level of clean energy they want by notifying the electric company. In Ventura, seven of the ten cities have joined as well as the County unincorporated areas. The three cities not participating are: Port Hueneme, Santa Paula and Fillmore. Santa Paula joined Lancaster Clean Energy instead, so Santa Paula is participating, but not in the Ventura Program. The structure is a Joint Powers Authority. There are thirty-two member agencies and two county governments, Los Angeles and Ventura. There are eight member agencies in Ventura, the seven out of 10 cities and the unincorporated county area.

- **Guest Speaker :Administrator of the Ventura County Recycling Market Development Zone(RMDZ)**

David Goldstein informed the Committee members on the RMDZ and the benefits available to industry. The RMDZ uses recycling as an incentive to drive economic development by supporting new businesses and business expansion which will divert waste from landfills. The RMDZ can help employers with low interest loans and assistance with other financing for projects that will increase the market demand for recyclables. Up to 75% can be financed for projects and loans can be up to 2 million per loan for 15 years. The RMDZ also provides support and assistance for manufacturers and new businesses making products from recyclable materials and assistance through the permitting process.

There is a need to have control of our own recycling efforts rather than shipping our recyclables to other countries. Some companies are adding the cost of recycling into the cost of the products, an example given was mattresses. Providing incentives for business and entrepreneurs to utilize recyclable products will create more green jobs.



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- Guest Speaker: The Port of Hueneme

Giles Pettifor, Environmental Manager at The Port of Hueneme presented a view of The Port from the early history to present. The port is small but incredibly efficient. Although dockside, the port is small the off-dockside operations are large making it very significant to our local economy, bringing economic vitality to the community. Studies indicate that even during economic downturns communities near a port rebound more quickly. The Port of Hueneme helps to bring social equity and fight poverty in the surrounding community. There are 14,000 jobs associated with the port operations, 2,700 are jobs directly at the port. The majority of the workers on site live in Oxnard. The longshoreman jobs at the port are based on a lottery system and do not require a college degree and can be six figure salaries. The recent project labor agreement (PLA) will increase the need for more local labor. On April 10th The Port of Hueneme will be hosting a Maritime Technology Symposium, the Port's 6th Annual Maritime Advanced Systems & Technology Expo (MAST). This includes showcasing new technologies and STEM outreach for jobs connected to technology at the port. Throughout the year, The Port of Hueneme engages the community through events. The banana festival brought 13,000 people and 1,200 children came through the port on tours during the year. Student internships in global logistics and international trade are available.

The Port of Hueneme is dedicated to sustainability. The largest concern is air quality and the port is developing a clean air plan. This will be the first time in the State that a port and a regulatory agency, (VCAPCD) have collaborated to write a clean air plan. In 2014 the port installed shoreside power which uses electricity to power cargo vessels at the dock. The port is the first California port to receive certification from Green Marine, the certifier of sustainable maritime facility operations.

- Guest Speaker: Ventura County Regional Energy Alliance/Sustainability Program

Leigh Walker, Program Administrator Ventura County Regional Energy Alliance, presented the services and resources provided by the programs; VCREA Regional Engagement, VCREA Fire Recovery, VC Green Business and 3C-REN Regional Engagement and Programs. VCREA with SoCal Gas provides free energy and safety assessments to Ventura County residents. 3C-REN, the Tri-County Regional Energy Network, is launching new energy efficiency programs and services in 2019 to address the needs of local government agencies, building professionals and residents in the Ventura region. **Residential Direct Install Program**, for hard to reach customers, assists residents to make free and low-cost improvements to their homes that save energy and money. **Codes and Standards Program**, offer resources for local government agencies and building professionals to increase knowledge on the changing energy code. **Learning and Development Program** provides access for our workforce to locally hosted learning and business development opportunities. Ms. Walker mentioned they are working with the Community College District to create career pathways in preparation for the new regulations which are generating the need for more training and skills. Ms. Walker also spoke about VC-Green Business which focuses on, pollution prevention, solid waste reduction, energy conservation, transportation and employee awareness.

- Workgroup Report: Employer Awareness, Video Review

The Employer Awareness Workgroup of the Clean/Green Committee created short videos of local industry success stories on how sustainable practices in business saves money, grows business, and creates jobs. VACE Multi Media Program provided their program expertise to create these videos for the Committee. The filming was completed at four different sites, Conejo Awards,



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Kaiser Permanente Medical Building construction site, Marriott Ventura Beach and the Himalaya Restaurant. The videos have been edited and will be distributed for viewing through the newsletter, websites and social media.

- **Career Pathways**

Received updates from the California Career Pathways Trust grant project representatives, who are active committee members, and discussed opportunities to connect business and education for career awareness and workforce preparation. These updates enable committee members to stay informed about the current and future projects and collaborate.

The Civic Alliance grant for Career Pathways expires at the end of the academic year. The Civic Alliance won the WDB Youth Opportunity Award.

Darrell Gooden reported on the student participation in the MAST event held at The Port of Hueneme on April 10, 2019. This was the 6th annual event. MAST stands for Annual Maritime Advanced Systems and Technology Expo. There were over 400 participants and 250 students attended from the Ventura school system.

- **SUSTAINABLE VC – Careers in Clean Tech**

Darrell Gooden reported on the success of the event, “Sustainable VC”, held at Ventura College on February 6th. The event had a large turnout which included 40 industry professionals participating and 120 students. The event convened Ventura County industry partners and students to explore and learn about sustainable technologies and the future career opportunities in the pathways of Energy, Environment & Utilities / Construction & Architecture / Transportation (automotive) with an emphasis on innovation. An Entrée to Employment lunch was also served, which allowed students to interact and ask questions to the industry partners at their table.

- **Agriculture Water and Environmental Technologies**

Received updates from the Community College South Central Coast Deputy Sector Navigator on the projects they are supporting and sponsoring. These projects broaden student awareness of jobs in these fields and identify industry needs to align Community College Career Technical Education programs to meet these needs.

Holly Chavez, DSN for AWET (Agriculture, Water and Environmental Technology), South Central Coast Region, reported she allocated money from her budget for a gap analysis for the Ag industry and will be including the Ventura region. She noted that Ventura is number 8 in the State for agriculture production and is unique since the Ventura climate allows for 4 crops a year. There was an update on some of the challenges the cannabis industry is facing.

Ms. Chavez reported on the newly released report “California Agriculture Industry Cluster” which was prepared for the Ag Water Environmental Technology Sector for the California Community Colleges. This 120 page report presents a comprehensive picture of the agricultural trends in each region in California. The report addresses the increased use of tech in agriculture and the need for workforce training curriculum focused on Agriculture Science, Engineering and Technology (ASET). The report recommends “development of programs in remote sensing,



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robotics and food safety and that workforce training programs need to be flexible to address the unforeseen needs of innovation and invention throughout the 21st Century and beyond.”

- **The Agriculture Apprenticeship Forum**

Holly Chavez, DSN for Agriculture Water and Environmental Technology, gave an update to the Committee members on the successful Agriculture Apprenticeship Forum held at the Crowne Plaza on April 22, 2019. Sponsored by the South Central Coast Community Colleges DSN for AWET, the Ventura region held an Agriculture Apprenticeship Forum at the Crowne Plaza Hotel in collaboration with the WDB Clean/Green Committee. Corina Pereira an Apprenticeship Consultant, informed the audience on how to set up successful apprenticeship programs in Agriculture. Ms. Pereira had set up eight Ag apprenticeship programs through West Hills Community College. Many of our Ag industry representatives attended. The Farm Bureau CEO helped with outreach through the Farm Bureau newsletter.

- **Occupational Employment and Data Growth Projections**

The committee members reviewed the updated Occupational Employment and Data Growth Projections for Green Jobs.

- **Planning Discussion**

Committee members received the Dun & Bradstreet data identifying the green businesses in Ventura County. The green list includes businesses in Ventura County certified as Green using national, state and local certification and industry standards.

The Committee discussed what the committee would like to focus on going forward. The Committee members prioritized some of the recommendations discussed previously. The previous Dean at Oxnard College and committee member, had suggested exploring a way to require a short course that addresses sustainability across all the CTE programs at the college. The committee members suggested this should be one of our high priorities. Working with the new Dean is a committee priority as well as working with other colleges to see if there would be a way to work sustainability into all the CTE programs.

Other priorities were to focus on industry using sustainability to attract talent and encourage businesses to use sustainability as a recruiting tool, use sector committees to engage businesses, bring more businesses to the committee, create value, promote green components in every job and identify new training that is needed to keep up with emerging markets, such as EV mechanics.



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WDB CLEAN/GREEN COMMITTEE

Insights:

- *Need to get more businesses involved.*
- *Engage the Chambers of Commerce to become involved, distribute Clean/Green videos on sustainable business to the Chambers.*
- *Continue to create awareness of the value of sustainable business practices.*
- *There is a need to Increase formal training opportunities in construction and agriculture.*
- *Include sustainability in hospitality program curriculum.*
- *Work with current programs (such as the program offered by Ventura Adult and Continuing Education) to help incarcerated individuals prepare for jobs after release and reduce recidivism.*
- *Work to increase apprenticeship/internship opportunities.*
- *Need to identify clean energy training programs in Ventura County*
- *Identify emerging green industries and training needs.*
- *Work with educators to increase awareness of green jobs in different industry sectors such as agriculture, energy, transportation, hospitality, construction.*
- *Work with educators to include sustainable practices in the Ventura College Agriculture Program curriculum.*
- *Encourage green entrepreneurship by identifying the skills and talent pipeline needed to support green industries and to create the support network for green industries to recognize Ventura as a green innovation hub.*

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Workforce Development Board of Ventura County

WDB HEALTHCARE COMMITTEE

2018-2019 Members

WDB Members: Greg Barnes, Chair (Los Robles Hospital and Medical Center), Richard Trogman, Vice Chair (Kaiser Permanente), Marilyn Jansen (United Food and Commercial Workers Union), Victoria Jump (Area Agency on Aging), Celina Zacarias, (California State University, Channel Islands)

Other Members: John Cordova (Statewide Regional Director, HWI), Thea Bruzdinski (Dignity Health) Michelle Culpepper (Vista Del Mar Hospital), Adam Hunt (Pacific Coast Homecare), Christina Lee (Moorpark College), Sandra Melton (Ventura College), Dawn Neuman (California State University, Channel Islands), Irene Ornelas (College of the Canyons, Deputy Sector Navigator), Michelle Reynolds (Ventura County Health Care Agency), Mary Anne Rooney (Ventura County Civic Alliance), Lisa Safaeinili (Westminster Free Clinic), Carolina Ugarte (VCOE), Bill Werner (Simi Valley Hospital)

Committee Accomplishments

- Broaden the Healthcare Committee membership to reflect the region's industries.
The Committee added four new members; Thea Bruzdinski (Dignity Health), Michelle Culpepper (Vista Del Mar Hospital), Carolina Ugarte (VCOE), Marilyn Jansen (United Food and Commercial Workers Union and Workforce Development Board Member)
- Joint Regional Sector Committees' Meeting "Engaging Partnerships for Regional Alignment"
On August 23, Healthcare Committee members participated in the WDB Joint Regional Sector Committee Meeting. The meeting included WDB Committee members from five Committees, WDB Board members and community partners, with 70 participants representing education, industry, labor and government. The focus was to gain an understanding of what Ventura has to offer in work-based learning and how to engage partners to become more regionally aligned in their approach to work-based learning. Vinz Koller from Social Policy Research Associates and the staff from the California Workforce Association, Brendon Anderson and Matt Hidalgo, facilitated the discussion. After hearing reports from 11 agencies on their engagement in work-based learning, Vinz Koller, presented the Swiss model of apprenticeships, "Lessons learned from Zurich" where he had recently attended the CEMETS program on the Swiss apprenticeship model.

Matt Hidalgo and Brendon Anderson provided a review of the outcomes from the previous regional meeting on work-based learning and an update on the additional work done in the WDB sector committees to identify obstacles and challenges in creating a regional model for work-based learning. The participants broke into six groups to work on prototyping a new shared work-based learning system for our region. The six groups reported on the prototypes they developed.
- Clinical Laboratory Scientist (CLS) Field Experience Program
The Committee discussed the success of the CLS Field Experience Program. There were eight students in four hospitals the first year. The first Cohort of eight finished last year and all eight passed the exam and are licensed with jobs. The second cohort of eight students finished and the new cohort began with ten students in September 2018. Dignity Heath was added as a participant, so there are now have five hospitals participating. The first year provided the opportunity to understand the range of different needs for the students entering the program. Some students had longer gaps between finishing their programs and finding field placements and needed more review time, which is why it is critical to have available field placements so students don't encounter long gaps due to an inability

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to find a field placement. CSUCI set up a review class and a CLS library, with on-line resources to practice for the licensing exam.

- **HASC- August 8th Event Review and Discussion:**

The Hospital Association of Southern California, in collaboration with our region's Community Colleges' Deputy Sector Navigator for Health Care, the WDB Healthcare Committee, the Santa Barbara WDB and the San Luis Obispo WDB, presented the HASC white paper on "Challenges, Approaches and Solutions." The event was held at the Crowne Plaza in Ventura. Three members of the WDB Healthcare Committee were asked, by HASC, to participate on panels to discuss regional Healthcare Workforce needs. The event allowed healthcare representatives to identify and discuss local healthcare workforce needs.

- **Regional Healthcare Case Manager/Care Coordinator Career Pathway Project:**

Continued participation in the Los Angeles/Ventura regional project, funded through a SlingShot grant from the California Workforce Development Board. Six Los Angeles Workforce Development Boards and the Ventura County WDB, along with industry partners in healthcare and education, worked together for over 2 years on this successful project. Two Committee members were actively involved in participating in meetings from the onset of the project, providing updates and discussions at the Healthcare Committee meetings. Care Coordinator on-line courses are available to the Ventura region. Level II online training is available and committee members were provided details on how to access the online training for the level II Care Coordinator courses. The LA area trained over 200 students as Patient Navigators, a curriculum developed as part of the SlingShot Project. The Ventura Region was running the same Patient Navigator course through the VCCCD contract education program and despite four attempts to start the courses there was not much interest, so the classes were cancelled. It is unclear if this is due to a lack of marketing or lack of a clear understanding of the value of the role of a Patient Navigator. Plans are to evaluate the local need and determine the reason for limited enrollment. The committee members would like to focus on the level II and level III care coordinator training since there was an identified interest in these courses.

- **Behavioral Health, Vista Del Mar: Update**

Michelle Culpepper, Director of Human Services Vista Del Mar Hospital, updated the Committee members on the status of the hospital since the destruction of the hospital during the Thomas fire. They have 55 beds and can now reopen. There are 14 beds that are not able to be filled due to staffing needs. Currently the challenge is staff and the need to use travel RNs which is very expensive. They are projected to begin rebuilding in the next 6 months and will have 120 beds upon completion. There have been delays in getting the necessary building permits from the County. This is the first hospital that has burned down, so Statewide there is no precedent set for moving through the process. Ms. Culpepper also spoke about housekeeping staffing needs. Committee members expressed the extreme need to have this hospital since there is a crisis in where to place mental health patients due to the lack of available beds for treatment. Committee members also discussed the need for more locked unit beds. There is a critical need in the hospitals to have a place to send patients with mental health problems. Currently the ERs are the place the patients are brought in and it is creating a critical problem in the ERs to have no place to send them. Ms Culpepper was asked about having a locked unit in the hospital and she stated there is no plan for that, at this time, but encouraged Committee members to communicate the need.

A Committee member noted the critical need for psychiatrists in Ventura who can evaluate emergency psychiatric needs. A committee member mentioned that, in other cities, having a psychiatric residency program helps to fill that need. Committee members discussed new graduate

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Workforce Development Board of Ventura County

nurses as a possible pipeline for the hospital. In the past student nurses have done their behavioral health training at Vista Del Mar.

The need for the Committee to prioritize the focus on behavior health was discussed. Lisa Mitchell from HASC mentioned that HASC is committed to addressing the behavioral health needs.

- **Healthcare Committee Discussion on Specialty Nursing Needs in the Region**

The Healthcare Committee members had several discussions at several meetings on Specialty Nursing needs. Moorpark previously had an OR Specialty Program that was an 8-week course held in the summer, which was discontinued. The problem in the past has been finding clinical placements. The Committee discussed determining need and contacting surgical centers in the area as well as gathering information from the hospitals. Committee members discussed the possibility of starting the Moorpark program again if need is determined. It is unclear if the curriculum would need to be revised and the discussion of more use of robotics in surgery was a consideration. The Deputy Sector Navigator reported on the need to do a county scan for specialties (ER, OR, Mental Health, Case Managers, etc.) A specialty nursing program can run through contract education at the district level if the Community College is unable to host it at this time. Moorpark College does not offer a course via contract education but does have the course curriculum for OR nursing.

- **Specialty Nursing Planning Discussion continued-with representatives from HASC.**

Committee members continued to discuss specialty nursing needs in the region. Teri Hollingsworth, Vice President of HR and Education Services, Hospital Association of Southern California joined the Committee for the discussion on the shortage of specialty nurses. Christina Lee sent a report on information she gathered. Christina asked the clinical partners for the top 3 specialty nursing training courses that are needed or projected to be needed. Their response was 1) Critical care, 2) OR and number three had a tie 3) Peds. or wound, ostomy, continence nursing. In addition, committee members from hospitals added a need for surgical nurses, case managers, ER and a critical need for a pipeline of workers for behavioral health positions.

There was a discussion regarding the need for clinical spaces for specialty nursing. Running the courses in the summer was suggested. It was stated that a shortage of clinical training spaces is a statewide problem. There was a mention of using the prison healthcare system as clinical sites. There was also a discussion of developing more apprenticeship models in healthcare and being able to tap into additional funding sources. Having the right people at the table was discussed. The decision makers at the hospitals involved with clinical site rotations need to be included as well as the HR directors and CNOs. Hospitals need to look ahead to project needs.

- **Specialty Nursing: January 30, 2019, RN Workforce Forum Event Discussion**

Committee members participated in the RN Workforce Forum Event hosted by the South Central Coast DSN at the Crowne Plaza in Ventura and had a further discussion at the next Healthcare Committee meeting. The Forum had representatives attending from the Ventura hospitals and clinics and the Santa Barbara Cottage Health System. The results from the group discussions that took place at the January 30th RN Workforce Forum, were in the packet for committee members to review and discuss. It was clear as we discussed specialty nursing needs, that each hospital represented at the table had different needs. Some do in house training, others had need in several specialty areas. A Committee member mentioned the critical need at her hospital was Cath Lab nurses. The problem is compounded by the inability to find teachers, they would need to bring someone from out of the area. Lisa Mitchell, from HASC, mentioned HASC wanted to create advisory groups to address the specialty nurse shortage issue. It was suggested, by Committee members, that we use the current Healthcare Committee and invite others to attend to continue the specialty nursing shortage

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Workforce Development Board of Ventura County

discussion and to plan solutions. The plan was to reach out to the other attendees from the January meeting and invite them to attend a follow up discussion at the May 3rd Healthcare Committee meeting.

- **Specialty Nursing – Prioritizing Regional Needs/Developing an Action Plan:**

The committee members engaged in a robust discussion on the need for specialty nursing training in the Ventura Region. During previous discussions it had been determined that most of our hospitals did in-house training for specialty nursing and the County Health Care Agency identified the most needs, since in-house training was not provided. The Hospital Association of Southern California had done previous research, which indicated difficulty filling vacancies for specialty nurses, however, where those vacancies were identified was not shared.

John Cordova led the discussion on options for training specialty nurses. What had been identified previously was that our region did not seem to have enough demand in one specialty area to justify a training program.

John Cordova discussed looking at apprenticeship models in healthcare as creative solutions to meet these needs. Funds are becoming available for apprenticeship programs and competency based models are often more lenient on the hours required and specialty training requires less hours. One solution was to work with DAS (Division of Apprenticeship Standards) on requirements for new healthcare apprenticeships in specialty training. Utilizing ETP (Employment Training Panel) money for incumbent worker training in specialty areas is available to hospitals that are not nonprofit hospitals.

Mr. Cordova discussed other creative solutions the community colleges are exploring, such as the community colleges trying to align with other colleges to meet the training needs when there is not enough demand in one area to develop a training program.

The one specialty area the committee members agreed everyone had in common was behavioral health. Ventura has a critical shortage of mental health beds. The ERs have patients with serious mental health problems with no mental health facility available to admit them. One hospital has CNAs designated to sit with mental health patients in the ER. This led to a discussion on the need for mental health training at numerous levels in healthcare including ER staff, CNAs and security guards.

Vista Del Mar, a behavioral health hospital burned down during the Thomas Fire. Currently, staffing shortages are limiting how fast they can staff up to meet the needs. A committee member informed us that the County is breaking ground for a prison hospital at Todd Road jail and is expanding the number of beds at the County mental health unit, which will increase the demand for more psych nurses and behavioral health specialists.

The committee members discussed looking at incorporating behavioral health training and training on aging “mental health across a lifespan” into more healthcare training programs. The need for healthcare professionals to identify a delirium in a patient can be life-saving especially in older patients; a delirium caused by medication is often mistakenly attributed to their age or mental illness.

Committee members determined the two specialty areas the committee would like to explore are behavioral health and care coordinators. An action item was proposed to do a job analysis to identify need.

2018-2019 YEAR-END REVIEW
Workforce Development Board of Ventura County

WDB HEALTHCARE COMMITTEE

Insights:

- Having industry partners at the table enables us to identify and address regional industry needs. Continue to widen our networks to engage more healthcare providers in workforce development. Recruit additional committee members representing mental health, EMS and Health IT.
- Collaborate to implement, in Ventura, the training programs developed for Patient Navigators and Care Coordinators, based on the successful work of the Los Angeles/Ventura Healthcare Coordinator Pathways Project. (C3 Skills Alliance)
- Continue to monitor how changes in the healthcare system are impacting our regional healthcare workforce. For example, monitoring local hospital requirements to hire B.S.N. vs. A.D.N. nurses. Work with colleges and industry to identify an employment pipeline for A.D.N. graduates.
- Continue to facilitate collaboration between industry and education to identify and address the skills gaps in healthcare occupations.
- The need to increase “Earn and Learn” opportunities in the healthcare field through internships, on the job training, pre-apprenticeships and apprenticeships.
- Work with industry and colleges to encourage fast track, convenient, affordable A.D.N. to B.S.N. programs. Identify employer supported educational benefits.
- Some of our healthcare workforce needs overlap with other sectors (e.g., IT, finance, and equipment maintenance). We need to work with the WDB Business Services Committee, Clean/Green Committee, and Manufacturing Committee to facilitate cross-sector collaboration.
- Need to identify career pathways to CLS. Explore successful models utilizing MLTs and identify barriers that may be preventing the use of more MLTs.
- Learned from the first cohort of students in the CLS Field Experience Program. Students who had long gaps between finishing their program and finding a field experience placement were more likely to need review courses. This exemplifies why there is the critical need to have field placements immediately available for CLS graduates.
- Continue the collaborative work of the WDB Healthcare Committee members to align the numerous healthcare education advisory committees in the region.
 - There was an identified need in the region to focus on behavioral health. Critical shortages of psychiatric hospital beds and clinicians were identified. There is a need to incorporate behavioral health training and training on aging, “mental health across a lifespan” into more healthcare training programs.
 - Continue to work with HASC to explore solutions to meet specialty nursing program needs for some of the facilities that do not have in house training.



2018-2019 YEAR-END REVIEW

Workforce Development Board of Ventura County

WDB MANUFACTURING COMMITTEE

2018-2019 Members

WDB Members: Alex Rivera, Chair (Milgard Windows & Doors), Gregory Liu, (Jaxx Manufacturing, Inc.), Greg Gillespie (Ventura County Community College District), 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), 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:

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.
- Committee learned that VCCCD has received a second three-year grant to develop apprenticeship programs. Pre-apprenticeships, apprenticeships, and 40-hour training programs are in development

Career Pathways

- Committee learned that Ventura County Office of Education's Career Education Center in Camarillo (Triton Academy) has conducted exploratory meetings with the Uniquely Abled Project (UAP) founder, Dr. Ivan Rosenberg, the Workforce Education Coalition as potential program coordinator, California Department of Rehabilitation, Workforce Development Board of Ventura County, and local businesses to create a local academy. The pilot program for the Ventura County academy envisioned will train two 10-person cohorts each year within CNC manufacturing occupations that offers certificates from Tooling U and National Institute for Metalworking Skills (NIMS). The goal is to provide job placement and follow-up counseling with partner machine shops in the region. The academy potentially would offer 18 weeks classroom training in employability soft skills, blueprint reading, and hands on skills development and practice in MasterCAM, CNC lathes and mills. The local model of the UAP now in progress at College of the Canyons in Santa Clarita, Ca. The 12-week pilot program there is getting ready to start their second cohort and has an initial employment placement rate of 80%.

- Members discussed the 2018 Manufacturing Day activities under the Ventura County Office of Education “Made in VC”. Previously the Manufacturing Roundtable of Ventura County (MRVC) hosted tours of local manufacturing companies in collaboration with VC Innovates. Currently there are no MRVC tours requested from VC Innovates.
- Provided feedback and discussion to Workforce Education Coalition, a community based non-profit, about their overview of their Guild-X advisory boards to education. WEC is also actively involved in the collaboration between Ventura College and local manufacturers to develop curriculum for CNC and introductory manufacturing related courses.

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 .
- Members studied an open apprenticeship model versus a closed model like the one at Newport News Shipbuilding. Members reviewed a detailed example of a closed apprenticeship model and apprenticeship school within Newport News Shipbuilding a division of Huntington Ingalls Industries. The model is composed of community colleges, workforce boards, economic development, and adult training. The model locally proposed that Ventura county might develop a hybrid model of apprenticeships, a “jobs incubator”. The incubator would enter into supply-side workforce contracts as providers of labor for top ten employers in each regional sector.
- Provided discussion and feedback to Ventura County Community College District regarding their program for pre-apprenticeships tied to registered apprenticeships in manufacturing.
- 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.

WIOA Sector Planning

- Committee participated in facilitate strategic planning meeting in August 2018 about What are the challenges with the current Work-Based Learning System, and Prototyping a New Shared Work-Based Learning System.
- Committee members 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.
- Committee members learned about the state of California Employment Training Panel (ETP). The ETP is a joint business-labor state agency that funds training to ensure employers have the skilled workers they need to compete locally and globally.
- Committee members engaged in robust discussion on issues identified in their year-end review as being important insights. Chair Alex Rivera led discussion on the following questions:

a. How do we value and support the Manufacturing Roundtable of Ventura County?

Findings:

- Keep the meetings relevant to manufacturing
- Invite Guest Speaker to attend that are relevant to manufacturing concerns

- Consider host meeting at new start-up business
 - Consider inviting city economic development directors to take lead in organizing
- b. How do we identify new business members to join the Manufacturing Committee?
- Findings:
- Keep the meetings relevant to manufacturing and define purpose of meetings and consolidate related topics
 - Invite Guest Speaker to attend that are relevant to manufacturing concerns
 - Invite new start-up business owners to join committee
 - Establish goals for committee that have likelihood of accomplishment within program year
 - Remain dedicated to discussing workforce development issues
 - Agenda to have standing reports from Ventura County Community College District and Workforce Education Coalition
- c. How do we identify Work Based Learning opportunities (apprenticeships, guild, and related On-the-job training) for AJCC and WIOA individuals?
- Findings:
- Inform and educate employers about OFTs and apprenticeships and disseminate information to wide audience
 - Work closely with Ventura County Community College District to develop apprenticeship and pre-apprenticeships
 - Explore fast track program at College of the Canyons
- d. How do we identify “First Opportunity” manufacturing jobs and willing employers for justice involved/reentry individuals?
- Findings:
- Collaborate with Ventura County Probation Agency to discover existing business friendly to hiring formerly incarcerated
 - Explore increased training opportunities in construction occupations
 - Inform and educate employers regarding human resource related laws as well as federal bonding programs and work opportunity tax credit
 - Identify cadre of human resource directors that have success stories in hiring former felons
 - Convene a regional meeting for business owners to learn about hiring justice involved individuals
 - Emphasize hiring the “individual” based upon their circumstance versus general blanket policy
 - Promote 40-hour pre employment manufacturing skills readiness training offered at Ventura Community College
 - Emphasize apprenticeships in the trades

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 2018-2019, the need for research and support of apprenticeships, guild, and related On-the-job training models for manufacturing occupations.
- Members agreed that parents and education providers need a shift in thinking about the benefits of skilled workers with career recognized certificates and apprenticeships. Members agreed that Ventura county has several good examples of workforce development, that continued funding is important for work based learning, and that performance based education is becoming accepted at colleges and career technical education programs.
- 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.
- Members agreed that the manufacturing committee might include the addition of more employers, college/ high school placement counselors, and staffing agencies in order to broaden outreach and thoughtful discussion.
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2018-2019 YEAR-END REVIEW

Workforce Development Board of Ventura County

WDB MEMBERSHIP COMMITTEE

2017-2018 Members

WDB Members: Patty Schulz, Chair (The Arc of Ventura County), Jeremy Goldberg, Vice Chair (Tri-Counties Central Labor Council), Captain Douglas King (Naval Base Ventura County), Jesus Torres, (LEAD Public Strategies)

Committee Accomplishments

In support of the WDB's Ventura County Regional Workforce Development Plan 2017-2020 "*SKILLS ATTAINMENT FOR UPWARD MOBILITY ALIGNED SERVICES FOR SHARED PROSPERITY*", the Membership Committee:

- Board Composition
 - Maintained a well-balanced WDB membership, in compliance with federal and state requirements. Engaged action-oriented business, labor, education, economic development, government and community leaders who are committed to regional workforce development.
 - Considered multiple options and made recommendations to the WDB for the composition of the WDB to fulfill the requirements under the Workforce Innovation and Opportunity Act (WIOA).
- Board Appointments and Reappointments
 - Engaged, screened, and recommended two new WDB members who were appointed by the Board of Supervisors for three-year terms: One individual representing the Business Category within the Agriculture industry sector, and One person representing Education (Adult Education).
 - Recommended reappointments for eight WDB members who were approved by the Board of Supervisors for additional three-year terms: five members representing Business category, one members representing in the Workforce category, and two non-voting members.
 - Provided five retiring WDB members for their service to the WDB and region.
 - Encouraged business and community leaders to attend WDB committee meetings as an introduction to the work of the WDB. Considered committee participation in developing the queue of potential WDB candidates.
- Board Development and Stewardship
 - Identified opportunities for board development and stewardship: WDB member participation in regional workforce, education, and/or economic development forums/events; Workforce Wednesday radio interviews; *Workforce Update* feature stories; local press releases, articles, and opinion pieces; support for local education initiatives, state and federal grant applications and workforce development legislation; making presentations at business and community organizations for employer outreach; participating in state and national workforce development conferences; and representing the WDB at meetings with elected officials and government agency staff in Ventura County, Sacramento, and Washington, D.C..
 - Provided orientation sessions for all new WDB members.
 - New Executive Director, Rebecca Evans conducted one-to-one meetings with every WDB member between January through June.



2018-2019 YEAR-END REVIEW

Workforce Development Board of Ventura County

WDB MEMBERSHIP COMMITTEE

Insights

- Successful in engagement within agriculture industry sector, fulfilling goal from previous years! Secured one new WDB member and one possible member coining onboard next program
- Our WDB members are great ambassadors for the WDB and continue to leverage their networks to help with recruitment efforts and support for committee activities.
- Participation on WDB sector committees continues to be a good first step for business and community leaders to be introduced to the work of the WDB.
- As identified in the WDB Regional Plan 2017-2020, Ventura County has a strong small business community and we need to continue to engage business and industry leaders with a goal of increasing diversity and the voice of small business.
- We need to set goals and remain focused using the Local and Regional Plans 2017-2020 (strategic plan) and the 2-year modification as a mission driven guide for implementation.
- We need to identify and encourage board members with leadership qualities that will volunteer for officer and committee chair positions. We need to continue to provide board members with opportunities to participate in local, state, and national outreach activities to grow and sustain engagement in workforce development.
- We need to identify improved WDB member training methods and orientations to provide ongoing WIOA education for board members; WDB members benefit from better understanding of WIOA programs and would benefit from a better understanding of their roles and responsibilities, thereby providing an educated and motivated pool of members that are prepared board leadership positions
- We need to improve WDB meetings by increasing opportunities for open discussion and simplified reports that are easy to understand
- WDB members continue to appreciate and benefit from participation in regularly bi-monthly meetings with advance notification and consistent calendar schedules
- WDB members value periodic meetings located at AJCC and Youth Contractor locations to stay connected with WIOA participant programs and allow continued oversight of WIOA program providers
- WDB members appreciate and value WIOA participant success stories at WDB meetings as well as business testimonials about benefits from hiring WIOA participants
- WDB members attention and engagement will benefit from increased opportunities for open discussion at WDB meeting with less emphasis on prescribed report-outs
- WDB recognizes the importance of transparent membership outreach and engagement as well as announcing vacancies at public meetings.



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Workforce Development Board of Ventura County

WDB OUTREACH COMMITTEE

2017-2018 Members

WDB Members: Brian Gabler, Chair (City of Simi Valley), Victoria Jump, Vice Chair (Area Agency on Aging), Tracy Perez (United Staffing Associates), and Bruce Stenslie (Economic Development Collaborative-Ventura County)

Committee Accomplishments

In support of the WDB's *Ventura County Regional Strategic Workforce Development Plan 2016-2020*, the WDB Outreach Committee accomplishments included:

Employer Outreach

- Outreach messaging to raise employer awareness of WIOA-funded services in Ventura County. Collateral described the coordinated, no-cost/low-cost services provided through collaborative efforts of the America's Job Center of California and partners.
- Published the WDB bimonthly e-newsletter, "*Workforce Update*", featuring employer success stories, business-friendly practices and programs, WDB meetings and activities.
- Promoted Ventura County Grows Business (VCGB) website and Facebook. Messaging targeted employers through print ads, online banners, Facebook ads, KCLU radio spots, and Eblasts. The business-focused website www.venturacountygrowsbusiness.com has been a successful regional platform for business engagement.
- Supported Woolsey & Hill Fires Recovery information and resources available to businesses, through PSA's, online banners, print ads, and established a new working collaboration with Spanish Speaking Radio station KOXR.
- Developed new outreach material for businesses, job seekers and out-of-school youth.
- Regional Plan Implementation grant outreach and engagement.

Out-of-School Youth Outreach

- Developed out-of-school youth-focused media outreach strategies to raise awareness of career resources. Updated VC Jobs With a Future (VCJWF) outreach material, including brochures and website.
- Monitored effectiveness of VCJWF website (www.vcjobswithafuture.org).
- Worked with WIOA out-of-school youth program providers to gather case stories for WDB outreach messaging and posting on local and national workforce development sites.

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Workforce Development Board of Ventura County

Job Seeker Outreach

- Developed job seeker outreach creating new brochures, online banners, radio PSAs, and updating the WDB website.
- Supported the Adult Family Services/WIOA with distribution of monthly calendars for Career Shops available free-of-charge at the America's Job Centers of California. Calendar listings were published in different media sources throughout the Ventura County region.

General Outreach

- Continued the WDB's successful Workforce Wednesday (WW) live interview series on KVTB-1590 AM, the only all-news/talk radio station in Ventura County. Aired segments featuring WDB and WDB committee members discussing such topics as education and career readiness, WIOA programs and services, and the impact of workforce development on business and economic development in Ventura County.
 - August 22– Recruitment: Struggles & Strategies– Alex Rivera and Rebecca Evan
 - September 26 – ACE Charter High School IB Global – Tony Skinner and Joe Clausi
 - October 24 – Prison to Employment – Anthony Mireles and Patrick Newburn
 - November 28 – Veteran's Day, What can we do for you? – Capt. Doug King and Mary Navarro-Aldana
 - December 4 – Spanish Interview - Fire Recovery Resources – KOXR, David Cruz – Rigoberto Gonzalez (US Small Business Administration) and Alondra Gaytan
 - December 11 – Spanish Interview - Prison to Employment – KOXR, David Cruz - Anthony Mireles and Patrick Newburn
 - January 23 – Tri-County Regional Energy Network: Anthony Mireles and Alejandra Tellez
 - February 20 – Port of Hueneme Project Labor Agreement, Tony Skinner and Christina Birdsey
 - March 20 – NDWG Dislocated Worker Grant: Patrick Newburn and Alex Renteria (Goodwill)
 - May 29 - Health Occupations Pipeline Education (HOPE) Dr. Cheryl Lambing (VC Healthcare Agency)
 - June – 2020 Complete Census Count - Vanessa Bechtel (Ventura County Community Foundation).and Rebecca Evans
- Focused general messaging on key WDB-supported employer, job seeker, and out-of-school youth services and partnerships on KCLU AM Edition and All Things Considered, through public service announcements. Also achieved additional online impressions through targeted KCLU banner placements, connecting users directly with the services described.
- Encouraged WDB members to establish a more visible presence in the community for collaborative workforce and economic development, including participation in such activities as Workforce Wednesday, opinion pieces, written and video testimonials, meetings with state and national representatives, presentations at community events, and participation in state and national conferences.
- Placed opinion pieces in the Ventura County Star and Pacific Coast Business Times, authored by WDB members focusing on different workforce development issues in the Ventura County region.

Other Accomplishments

2018-2019 YEAR-END REVIEW

Workforce Development Board of Ventura County

- Committee reviewed and discussed Business Services/ & Workforce Development Research that was conducted by the Agency. Outcomes included: Survey Content Finalized and Programmed Ready to Launch; Methodology: Panel survey, targeting business executives, owners and c-level decision makers of various sizes and industries reflecting the county; Sampling by business size: 100 (Goal Competencies); Utilized data from 2017 Q3 data from EDD.
- Committee discussed a complaint that was brought to the attention of Melissa Livingston by the County CEO's office regarding an outreach ad that was released in the San Fernando Business Journal. The information shared with the committee was that the complaint came from a high influential leader in the county. The main concern was the sexual connotation of the "Take Advantage of Us Please" Ad campaign. The perception was that it was sexually provocative and demeaning. It was recognized that the ad ran in the San Fernando Business Journal. Information was received by WDB staff on June 14, 2018 and upon receiving the information, the ad was immediately pulled upon request. Committee discussed the presence outside the county with Ventura County Grows Business outreach. The intent of VCGB is to target business owners and corporate executives, to share relevant information that businesses need to thrive.
- Committee reviewed and evaluated the year-to-date deliverables and performance of the Agency under the 2018-2019 contract. The following Indicators of success were under the contract, were met. Deliverables include:
 - Timely delivery of projects achieved
 - Project completion on budget
 - Creative design and media negotiation aligned with budget
 - Status reports on projects presented to the Outreach Committee on a timely basis
 - Ability of the Agency to adapt and respond to changes in marketing and outreach needs for the WDB

The Committee determined that the Agency had completed all deliverables on time, on budget, and according to plan, while also demonstrating creativity and flexibility in responding to changing marketing and outreach needs as the year progressed. Committee members then approved a recommendation to the Executive Committee

- Committee members discussed the 2-year Regional and Local Plan Modification. Members discussed how to incorporate the following into outreach strategy:
 - 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 Cal Fresh 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.

2018-2019 YEAR-END REVIEW
Workforce Development Board of Ventura County

Insights

- WIOA requirements are complex and challenging.
- We need to continue our broader approach to outreach strategies—prioritize, integrate, and leverage our messaging.
- WDB members need to visit the AJCCs to see, first-hand, the public experience (employer and job seeker) of what we are promoting, and to understand the role of the WDB members in conveying the message.
- We need to continue our employer outreach efforts. Employers need to know that they are not alone, how to connect with business services, and how to help us spread the good word about employer resources in the Ventura County region.
- The collaborative partnership between AJCC staff and staffing agencies is valuable for WIOA program outreach and networking efforts.
- Measuring the impact of outreach is always a challenge. Repetition over time is essential for building general awareness.
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2018-2019 YEAR-END REVIEW

Workforce Development Board of Ventura County

WDB Programs Committee

2018-2019 Members

WDB Members: Tony Skinner, Chair (Tri Counties Building & Construction Trades Council), Roger Rice, Vice Chair (Ventura County Office of Education), Kathy Harner (California Department of Rehabilitation), and Jesse Cuevas (Employment Development Department).

Other Members: Mary Navarro-Aldana (Employment Development Department), Jerry Beckerman (Segue Career Mentors), Linda Fisher-Helton (Area Housing Authority), Tressie Nickelberry (Ventura County Probation Agency), and Leslie Webster (Department of Rehabilitation), Tom Van Meeuwen (California Conservation Corps).

Committee Accomplishments

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

- The principal role of oversight included WIOA Adult, Dislocated Workers, Rapid Response, and Youth programs.
- Discussed youth-related programs and services in Ventura County as described in presentations on the 100% Out-of-School Youth Requirement; Presentations from PathPoint, and Boys & Girls Clubs of Greater Oxnard and Port Hueneme.
- Studied the Rapid Response program. Committee members learned that Rapid response is authorized under Workforce Innovation and Opportunity Act (WIOA) Title I, with services provided to individuals (Dislocated Workers) being laid-off. Specifically, the service offered to employers and their affected employees are, the provision of information and access to unemployment compensation benefits, comprehensive One-Stop system services, and employment and training activities, including information on the Trade Adjustment Assistance (TAA) program and the North American Free Trade Agreement (NAFTA)-TAA program.
- Discussed adult programs and services offered at the America's Job Center of California in Oxnard and Simi Valley California, as described in a presentation from the Human Services Agency/ Adult and Family Services Department/WIOA programs. Topics included Labor Market Information, emphasis on Customer Choice in selecting services, online job matching tools available for job seekers (including CalJOBS software), Veteran Preference, services available to individuals with barriers to employment, and WIOA eligibility orientations.
- Discussed and studied the Adult, Dislocated Worker, and Youth, enrollments and four Performance Indicators (formerly Common Measures): Placement and Retention in Employment or Education-Training (2nd Quarter and 4th Quarter After exit); Median Earnings (2nd Quarter after Exit); Credential Attainment; and Measurable Skills Gain; Data source was CalJOBS Federal ETA 9173 Reports.



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Workforce Development Board of Ventura County

- Reviewed WDB Program Policies. The operational policies are required according to WIOA. The policies are currently being developed and reviewed for accuracy, and the committee was invited to review them as part of their career service programs oversight duties. The 5 new and 3 revised WDB (Local Area) Policies for WIOA Program implementation included: NEW: Policy #18-01 Veteran and Adult Priority Of Service, Policy #18-02 Fraud, Program Abuse, Criminal Conduct, Policy #18-04 Follow-Up Services, Policy #18-06 Supportive Services – Youth, Policy #18-07 Monitoring And Oversight, Policy #18-08 Firewall, Policy #18-09 Incentives – Youth. REVISED POLICIES: Policy #18-03 Supportive Services – Adult and Dislocated Worker (This Policy Updates And Replaces The WIA Policy On Supportive Services Of 9/1/15), and Policy #18-05 Dislocated Worker Eligibility (This Policy Updates And Replaces The WIA Policy On Dislocated Worker Eligibility Of 7/1/15).
- Committee members reviewed and discussed the summary of the results and corrective actions from the 85% Program on-Site Monitoring of the Youth Programs conducted in January 2018. Members learned about WDB technical assistance and training provided to both Boys & Girls Clubs of Oxnard and Port Hueneme, and PathPoint in order to prepare Corrective Action Plans (CAP) as a result from findings listed in the state report.
- Committee conducted oversight of AJCC Hallmarks of Excellence Continuous Improvement Plan for the Comprehensive AJCC in Oxnard, that was conducted PY17-18. Positive observations included: AJCC partner meetings conducted monthly, new VOS Computer Greeter System being implemented October 2018 with improved layout, AJCC partner cross-training started, career services staff training started August/September 2018, regional training coordinator was hired by HSA/AFS.
- The WDB appointed the committee to serve as an independent and objective Ad. Hoc. AJCC Evaluations Committee. Members conducted on-site AJCC Evaluation at the Affiliate AJCC in Simi Valley, using the Hallmarks of Excellence Matrix. The Hallmarks of Excellence AJCC Certification is intended to encourage continuous improvement. Members conducted one on-site tour, dedicated to reviewing evidence to determine three key requirements for AJCC certification: 1) Effectiveness of the AJCC, 2) Physical and Programmatic Accessibility for individuals with disabilities, and 3) Continuous Improvement. The committee provided a final Matrix report to WDB that included: Numerical Ranking Scores, justification narrative, and recommendations for Continuous Improvement.
- Committee members conducted the annual contracts performance evaluation for the purpose of oversight on behalf of the Workforce Development Board. The two contracts for potential renewal are for Option Year Two (PY2019-20 – July 1, 2019 - June 30, 2020) and the committee's role was to evaluate any available criteria and make their observation available to the WDB Executive Committee. The committee recommended renewal for each provider.

Insights

- Committee members gained insight in the inner-workings of the AJCC Affiliate in Simi Valley through the Hallmarks of Excellence evaluation process and will use this knowledge for improved oversight of the WIOA programs
- Committee members continue to understand their roles and responsibilities for oversight of WIOA Adult, Dislocated Worker, Rapid Response, Youth, and AJCC career services.



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Workforce Development Board of Ventura County

- Committee members are committed to support the pipeline to the workplace with viable candidates both in the workforce now and emerging (youth); huge gains have been made in bringing key resources that will change lives into play.
- Presentations by PathPoint and the Boys and Girls Clubs of Greater Oxnard & Port Hueneme, as well as Title I career service provider, including Rapid Response, Adult & Family Services Department, were helpful to provide members an understanding about their mission, objectives, and achievements. Committee members were able to satisfy oversight responsibilities for WIOA programs including out of school youth contracts; and Title I career service providers. All service providers were readily available to answer questions, provide regular performance updates, and share inspiring client success stories.
- Negotiated WIOA Performance Indicators have required staff and committee members to understand the programs' obligations, constraints, and prerequisites in order to understand the outcomes listed in CalJOBS within the various measures of success. Members appreciate that CalJOBS, although slow to incorporate software updates, continues to be the source of performance reports.
- Committee members support the standing HSA practice that youth providers should be provided WIOA and CalJOBS training and other technical assistance as needed in order to continue progress in providing excellence in programs offered to youth with barriers to employment. Members discussed contractor outcomes from technical assistance. Members noted that contractors have attended CalJOBS training sessions and adopted lessons learned.
- Committee members welcomed the new WDB Executive Director, Rebecca Evans. Members are committed to providing program oversight and appreciate the guidance from Ms. Evans.
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TO: WORKFORCE DEVELOPMENT BOARD

FROM: REBECCA EVANS, EXECUTIVE DIRECTOR

DATE: AUGUST 22, 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 MODIFICATIONS

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.

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Introduction

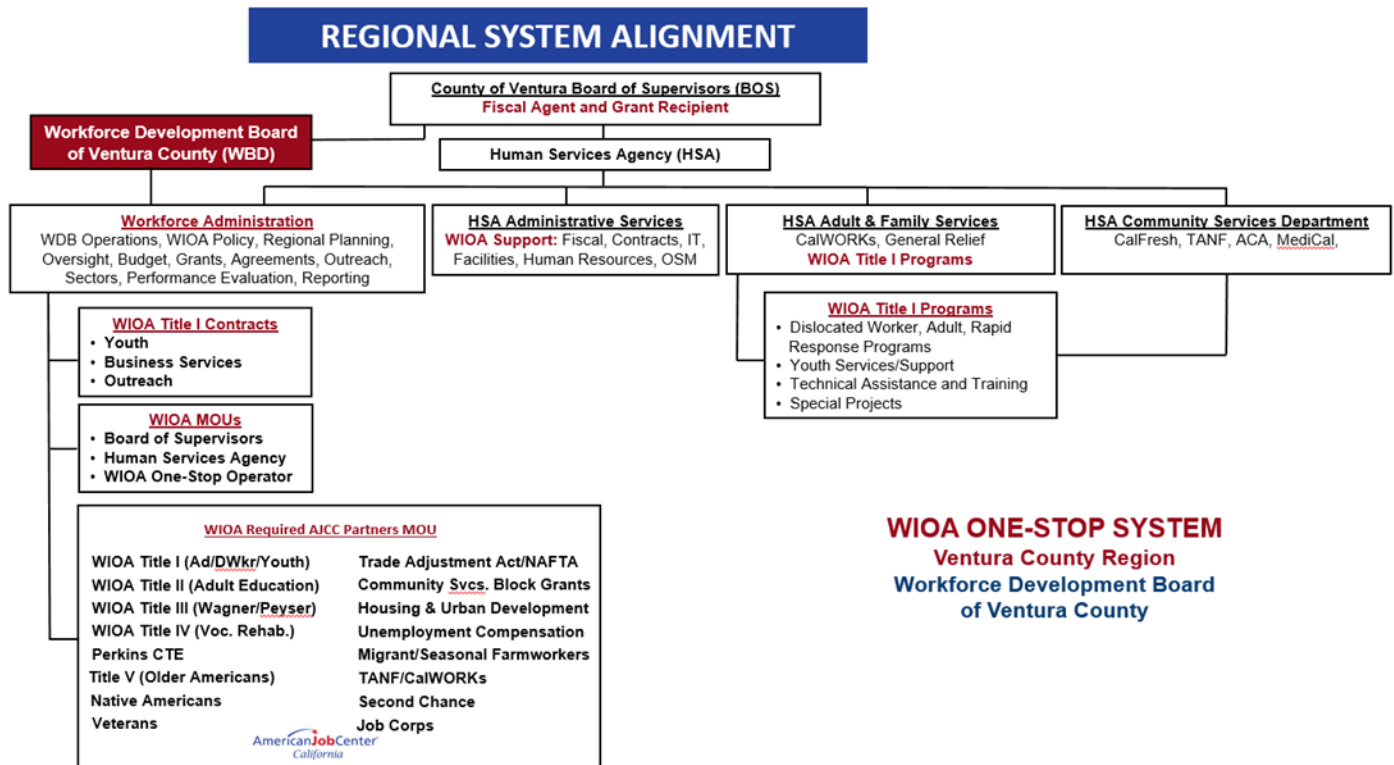
The Ventura County Board of Supervisors is the governing body that oversees the County's Human Services Agency, in which the activities of the Workforce Development Board of Ventura County (WDBVC) are embedded. The WDBVC is a separate, independent board appointed by the Board of Supervisors, and is the 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.

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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,

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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-

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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

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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.

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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.

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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

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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

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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

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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.

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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.

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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.

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- **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

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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

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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.

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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.

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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.

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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.

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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."*

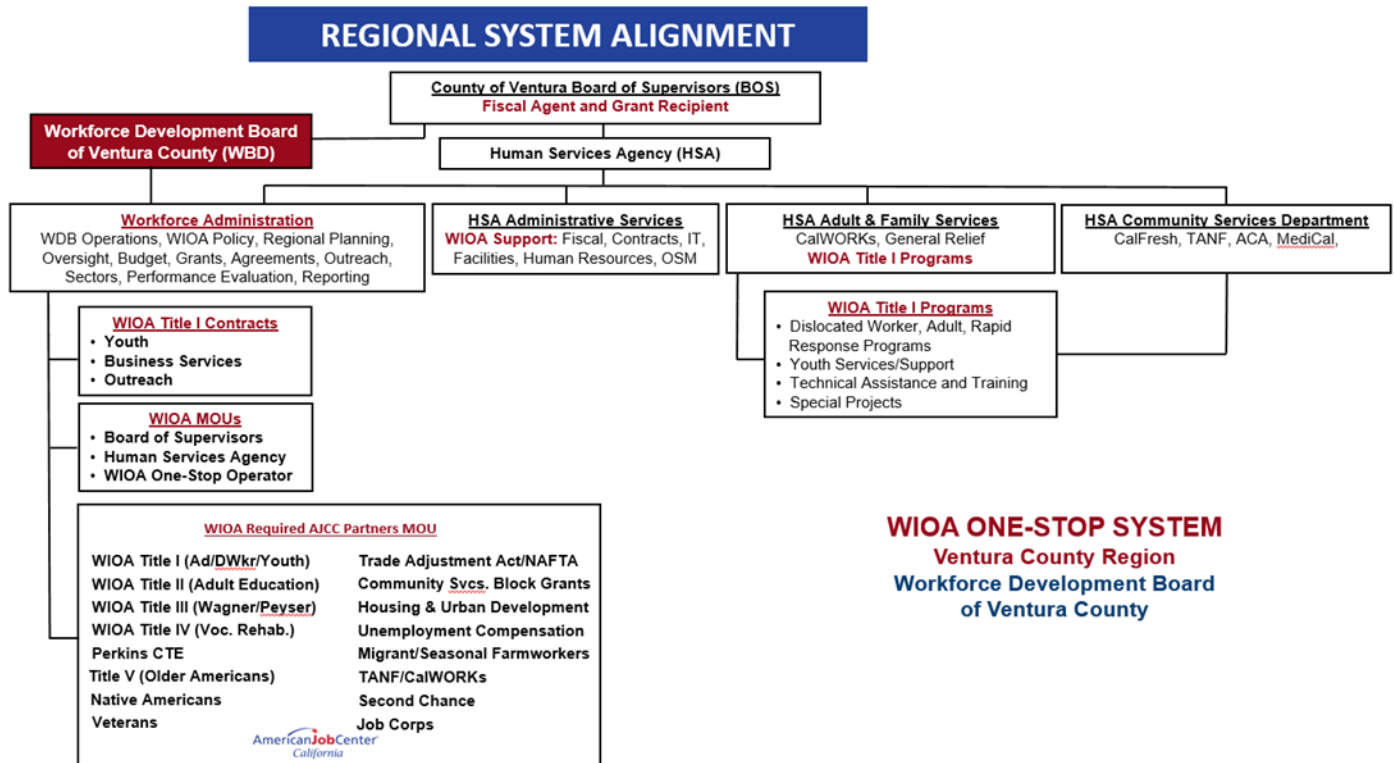
A total of nineteen AJCC partner organizations signed Memoranda of Agreement in accordance with that plan, and have subsequently worked closely to build an integrated and fully-aligned workforce development system in Ventura County. The AJCC's co-located partners, which include EDD, HSA/CSD and CalWORKs/TANF, 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.

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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.

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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.

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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

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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.

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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

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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.

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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.

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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.

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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

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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.

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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.

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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

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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.

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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*

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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

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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

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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

TO: WORKFORCE DEVELOPMENT BOARD

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

DATE: AUGUST 22, 2019

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

RECOMMENDATION

**Recommend that the Workforce Development Board of Ventura County (WDB) Approve 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.

The Executive Committee of the Workforce Development Board of Ventura County (WDB) approved this recommendation at its regular meeting on August 8, 2019, and if approved by the WDB today, the WDB Chair will appoint a committee chair to form 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.



**Exhibit 1-Non-WDB Member
Appointment Letter**

2901 N. Ventura Road, Oxnard, CA 93036

(805) 477-5306

workforceventuracounty.org

TO: WORKFORCE DEVELOPMENT BOARD

**FROM: PATRICIA SCHULZ, CHAIR
MEMBERSHIP COMMITTEE**

DATE: AUGUST 22, 2019

**SUBJECT: RECOMMENDATION THAT THE WORKFORCE DEVELOPMENT BOARD OF
VENTURA COUNTY (WDB) APPROVE THE APPOINTMENT OF ONE NON-WDB
MEMBER: STAN MANTOOTH, AND REAPPOINTMENT OF ONE NON-WDB
MEMBER: LINDA FISHER-HELTON TO THE PROGRAMS COMMITTEE FOR
THREE-YEAR TERMS**

RECOMMENDATION

Recommend that the Workforce Development Board of Ventura County (WDB) Approve the Appointment of one Non-WDB Member: Stan Mantooth, and Reappointment of one Non-WDB Member: Linda Fisher-Helton to the Programs Committee for Three-Year Terms

DISCUSSION

WDB Local Policy Bulletin #2016-03: Policy on Non-WDB Members of the Programs Committee, July 1, 2016, states that non-WDB members may serve on the Programs Committee to provide expertise and experience as needed and to support WDB compliance with requirements under the Workforce Innovation and Opportunity Act (WIOA). (Exhibit 2)

The WDB policy establishes the terms by which non-WDB members may join the Programs Committee and defines the conditions in which they may serve. At least one and no more than 18 non-WDB members may be appointed, as needed, from the categories listed in the policy, with no more than two from each category.

The nominees for appointment as non-WDB members of the Programs Committee have shown a commitment to advocating for successful workforce outcomes in the Ventura County region. (Background information is attached.)

APPOINTMENT

Stan Mantooth

Ventura County Superintendent of Schools, Ventura County Office of
Education (AJCC Partner)

REAPPOINTMENT

Linda Fisher-Helton

Community Relations Manager
Area Housing Authority of the City of Ventura

At its meeting on August 6, 2019, the Membership Committee approved this recommendation for WDB approval. If approved by the WDB on August 22, 2019, the three-year terms would begin on that date. (Exhibit 3)

If you have questions or need more information, contact Patrick Newburn at (805) 477-5306, email patrick.newburn@ventura.org.

Attachments:

Exhibit 2 - WDB Policy on Non WDB Members

Exhibit 3 - Candidate Biography's

WORKFORCE DEVELOPMENT BOARD OF VENTURA COUNTY (WDB)

LOCAL POLICY BULLETIN #2016-03

Policy on Non-WDB Members of the Programs Committee

Effective Date: July 1, 2016 (Revised 08/11/16)

SUBJECT: Policy on Non-WDB Members of the Programs Committee

PURPOSE: This policy establishes the criteria for membership on the Programs Committee of the Workforce Development Board of Ventura County of non-WDB members.

REFERENCE: WIOA 107(b)(2)(B)(i-iv); WDB Bylaws, as amended July 1, 2016

POLICY: Recognizing the prospective usefulness of having non-WDB members on the Programs Committee to benefit from their appropriate experience and expertise and also to promote additional community engagement where needed, the WDB establishes the terms by which non-WDB members may join the Programs Committee and defines the conditions in which they may serve.

Apart from WDB members who may choose to serve on the Programs Committee, no more than two non-WDB members may be appointed from any one of the categories below:

1. Educational institutions
2. Housing authorities
3. Juvenile justice/justice system/law enforcement
4. Behavioral/mental health agencies
5. Community-based organizations concentrating on workforce issues for youth or adults
6. Rehabilitation agencies
7. Workforce organizations
8. American Job Center of California (AJCC) partners
9. Employers

After submitting an application, a resume, and a letter of recommendation to the WDB Membership Committee, an application for non-WDB membership on the Programs Committee will be considered by the Membership Committee for recommendation to the WDB for approval. Non-WDB members will be approved for a three-year term by the WDB at one of its regular meetings. Reappointments will be considered, recommended, and approved in the same way. In view of their Programs Committee responsibility to participate in making fiscal recommendations to the WDB, non-WDB members also will be required to complete ethics training and a WDB orientation session within 60 days of appointment, and to attend Programs Committee meetings regularly.

INQUIRIES: The WDB Administration staff can be reached at 805-477-5306 and will answer questions regarding this policy, which will be revised as need arises.



**Background Information on Potential Appointment
to Programs Committee**

Workforce Development Board of Ventura County

**New Appointment to
Programs Committee:**

Non-WDB Member, Education

Name

Stanley C. Mantooth

Employer

Ventura County Office of Education

Occupation/Title

Ventura County Superintendent of Schools

Work Experience

- 23 years to present, Ventura County Office of Education
- 7 years, Oak Park Unified School District

Education

- Master of Science in Business Administration, Pepperdine University
- Bachelor of Arts, California State University, Northridge
- California Clear Administrative Credential

Other

Organizational affiliations:

- First 5 Ventura County
- Ventura County P-20 Council
- Community Commission of Ventura County
- United Way
- Ventura County Community Foundation
- Ventura County School Boards Association.

**Letter of
Recommendation**

- Maron Computer Services



**Background Information on Potential Appointment
to Programs Committee**

Workforce Development Board of Ventura County

**Re-Appointment to
Programs Committee:**

Non-WDB Member, Housing Authority

Name

Linda Fisher-Helton

Employer

Area Housing Authority of the City of Ventura

Occupation/Title

Community Relations Manager

Work Experience

- 16 years to present, Area Housing Authority of the City of Ventura
- 6 years, City of Ojai, Marketing Specialist

Education

- Master's in Public Administration, California State University, Northridge
- Bachelor of Arts, California Lutheran University

Other

Organizational affiliations:

- WDB Programs Committee (2016-present)
- Workforce Development Board of Ventura County, Youth Council (2005-2016)
- Thousand Oaks Council on Aging, Senior Adult Master Plan –Housing (7 years)
- Housing Opportunities Made Easier (HOME), Board Member (8 years)

**Letter of
Recommendation**

- Area Housing Authority of the County of Ventura



VENTURA COUNTY COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

Prepared for: Economic Development Collaborative

APRIL 2019



*Prepared by: VCCCD Economic & Workforce Development Division
761 East Daily Drive, Camarillo, 93010, (805) 652-5516*

The Economic Development Collaborative would like to thank the Ventura County Community Foundation for its partnership and generous grant contribution in support of this project. <https://vccf.org/>

Prepared By:

Alexandria M. Wright Ph.D.

Ventura County Community
College District • Economic &
Workforce Development
Division

761 E. Daily Dr. • Camarillo, CA
93023 • 805.652.5516



The EDC commissioned this Comprehensive Economic Development Strategy in large measure as a response to multiple federal disasters that impacted Ventura County in 2017 and 2018. Our preparation of the CEDS started with the advantage of building upon the very comprehensive 2017 Ventura County Economic Vitality Strategic Plan, though moving forward we are motivated to concentrate on ever more on economic resilience. By resilience we mean strategies and investments that are intended both to accelerate our economic recovery and contribute to our adaptability for challenges that may lie ahead.

The assessment of our economic condition fully considers that our regional economy is challenged. For several years we have experienced near zero economic growth, a declining labor force and a shortage of housing at all price points. More and more of our workers are trapped in low wage employment, with limited opportunities for upward mobility. Our economy is trending in the wrong direction.

At the same time, our assessment recognizes that Ventura County is blessed by a strong overall condition and quality of life. We are among the nation's wealthiest metro regions, with low unemployment and a diverse economy, strong in manufacturing, life sciences, health services and agriculture. Our overall Cost of Living Index score is on a par with our central coast neighbors and our communities are more affordable than Los Angeles and Orange Counties.

For assembling the CEDS, we benefitted from the guidance of a diverse network of stakeholders, including the public and private sector members of our EDC Board of Directors, the Steering Committee of the Economic Vitality Strategic Plan, our Economic Developers Roundtable and the inputs of our rural communities.

All these inputs are evident in a very robust SWOT Analysis and, most especially, in the formation of our Goals and Objectives. In broad strokes, we have determined that resilience in our regional economy may be found through:

- investments in infrastructure and the development of new resources in hazard mitigation,
- innovations in housing development and finance,
- strategic investments in early child education and workforce development and in every step of the career ladders in between,
- networking resources for entrepreneurship and technology transfer,
- retention and diversification of our key industry sectors, with particular attention to agriculture and our food systems economy.

Moving forward, we are committed to reporting out an annual evaluation of status and progress.

Finally, we are enormously grateful for Dr. Alexandria Wright, Director of Workforce & Economic Development for the Ventura County Community College District, for leading the CEDS work and for the funding that made it possible, through the Ventura County Community Foundation.



ECONOMIC
DEVELOPMENT
COLLABORATIVE

Bruce Stenslie
President/CEO

Carmen Ramirez
Chair of the Board

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INTRODUCTION

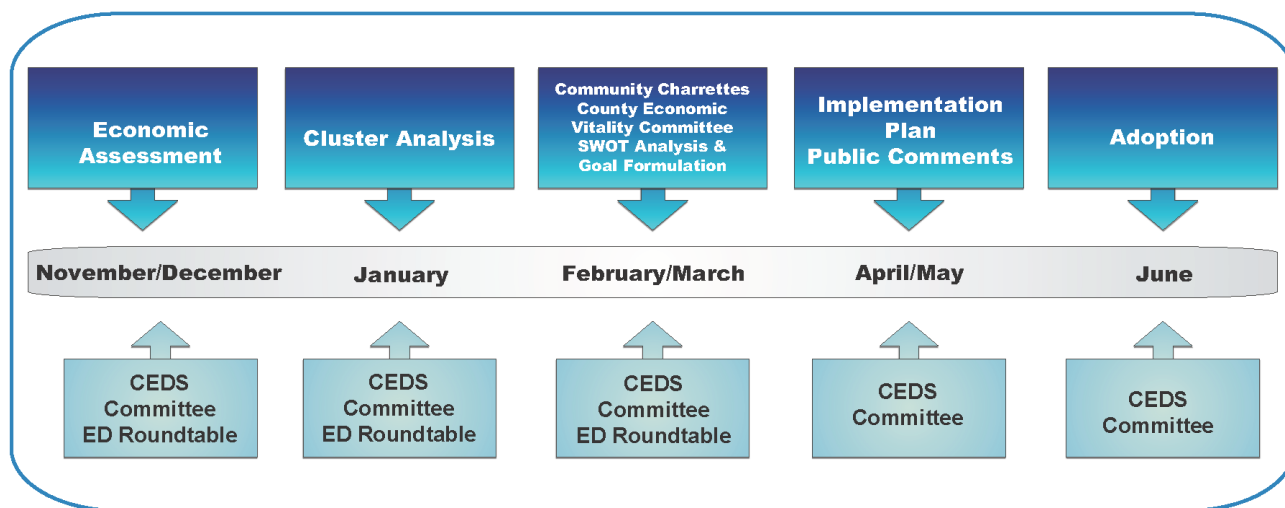
The Comprehensive Economic Development Strategy (CEDS) is a public document intended to capture current economic conditions and community priorities to provide a platform for the creation of an “economic roadmap” that contributes to a resilient regional economy. The Ventura County CEDS integrates planning for investment in human and physical capital that enhances economic opportunity and utilizes the unique character of the region to further establish a competitive economic environment prepared for the global marketplace and technological advances of the 21st century.

The ensuing document contains: an economic assessment of the region including industry cluster analysis and workforce investment strategies; the results of public input sessions to evaluate and contextualize economic strengths and weaknesses in the region and identify current problems and potential opportunities to accentuate positive economic conditions; a set of updated goals and objectives for capital investment that provide the basis of an implementation plan; and a set of clearly defined measures of success that will indicate progress towards economic resiliency. This CEDS identifies a plan of action that supports balanced economic development with environmental health and equal access to housing, jobs, transit, and telecommunications. These investments foster a diverse economy that can withstand economic shocks by attracting the capital investment necessary to support job creation and modern infrastructure, thereby maintaining a sustainable and resilient community.

The CEDS has been conducted under the auspices of the Economic Development Collaborative in Ventura County.

CEDS DEVELOPMENT PROCESS

The ten goals and corresponding strategies identified in the Ventura County CEDS are a reflection of diverse public and private sector input obtained throughout the CEDS development process and economic cluster analysis for the region. The process involved two community charrettes, three meetings with the Economic Developers Roundtable (ED Roundtable) of Ventura County (composed of municipal, county, state and federal economic development representatives), an input session with the county Economic Vitality Steering Committee (composed of public and private sector partners), and five meetings with the CEDS Steering Committee (which serves as the majority private sector Board for the Economic Development Collaborative).



CEDS COMMITTEE

Alex Schneider
The Trade Desk

Amy Fonzo
California Resources Corporation

Bruce Stenslie, President & CEO
EDC

Cari Shore
Rabobank

Chris Meissner
Meissner Filtration Products, Inc.

Bob Engler, Council Member
City of Thousand Oaks

Cheryl Heitmann, Council Member
City of Ventura

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Roseann Mikos, Council Member
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Will Berg, Council Member
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Gary Cushing
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Gerhard Apfelthaler, PhD
California Lutheran University

Greg Gillespie
Ventura County Community College District

Haider Alawami
Economic Development Round Table
Representative, City of Thousand Oaks

Harold S. Edwards
Limoneira Company

Henry Dubroff
Pacific Coast Business Times

Jim Scanlon
Arthur J Gallagher & Co

Kristin Decas
Oxnard Harbor District
Port of Hueneme

Laurel Shockley
Southern California Edison

Manuel Minjares
City of Fillmore

Mayor Pro Tem Carmen Ramirez, Chair
City of Oxnard

Mayor Pro Tem Clint Garman
City of Santa Paula

Mayor Pro Tem William Weirick
City of Ojai

Michele Newell
VCEDA

Nan Drake, Vice-Chair
E.J. Harrison Industries

Nancy Kierstyn Schreiner, Legal Counsel
Law Offices of Nancy Kierstyn Shreiner

Nancy Mayerson
Mayerson Marketing & Public Relations

Peter Zierhut, Secretary/Treasurer
Haas Automation, Inc.

Sim Tang-Paradis
City National Bank

Supervisor Bob Huber
County of Ventura

Supervisor Kelly Long
County of Ventura

Susan Mulligan, Advisor
Calleguas Municipal Water District

Tony Skinner
I.B.E.W. - Local 952

Trace Stevenson
AeroVironment, Inc.

Victor Dollar, Advisor
Ventura County Lodging Association

Ysabel Trinidad
California State University
Channel Islands



ECONOMIC DEVELOPMENT ROUNDTABLE

Haider Alawami, City of Thousand Oaks,
Chair
Economic Development Manager

Brian Gabler, City of Simi Valley
Assistant City Manager

John Fraser, City of Camarillo
Senior Management Analyst

Paul Stamper, County of Ventura
Deputy Executive Officer

Ernie Villegas, City of Fillmore
Economic Development Advisor

Estelle Bussa, City of Ventura
Economic Development Director

Brian Chong, City of Moorpark
Assistant to the City Manager

James Vega, City of Ojai
Assistant to the City Manager

Jeffrey Lambert, City of Oxnard
Community Development Director

Steve Kinney, City of Port Hueneme
Economic Development Advisor

Ikani Taumoepeau, City of Santa Paula
Assistant City Manager

Marni Brook, Women's Economic Ventures
Director of Lending

Ray Bowman, Director
Small Business Development Center

Economic Assessment

This section provides an overview of economic and labor trends in Ventura County, commuting patterns, demographic information and poverty level data, and comparative economic profiles.

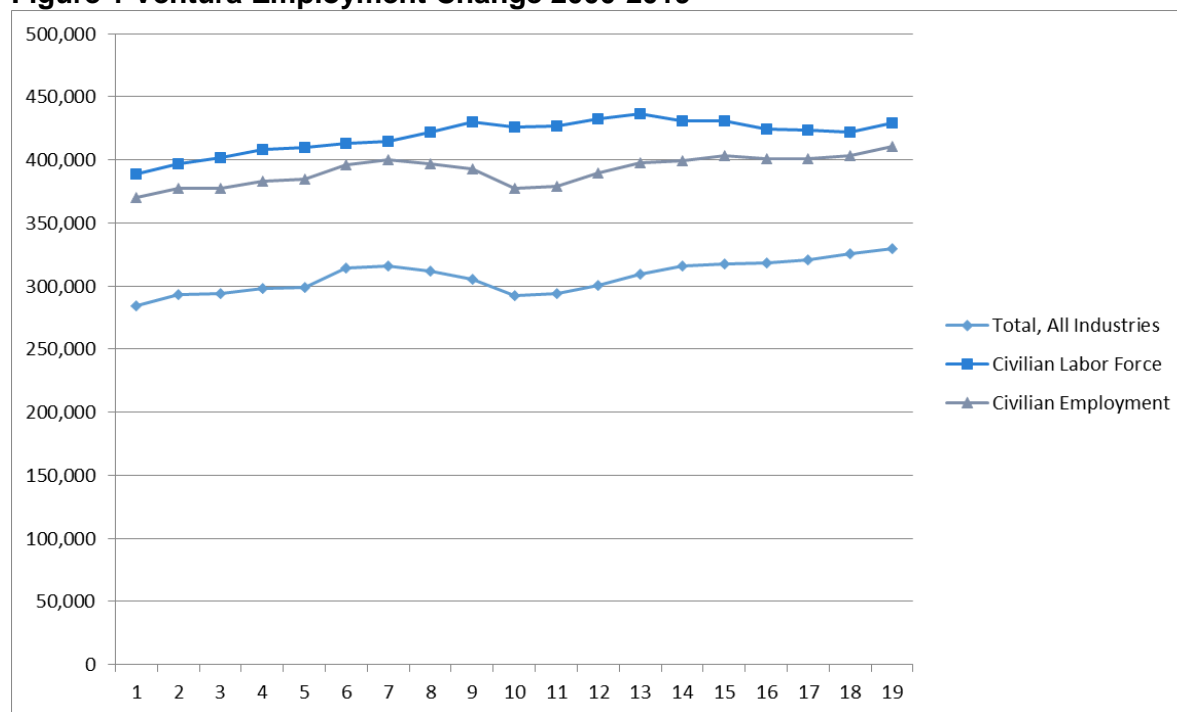
Ventura County Employment Trends

According to the most current information provided by the California EDD, Ventura County total civilian employment sits at 410,300 while total industry employment reflects 329,600 jobs as of January 2019. The current unemployment rate in Ventura County is 4.4% and the labor force participation rate is approximately 62%.

Both unemployment and labor force participation rate have steadily declined since 2013 from 7.8% and 65% respectively. Over the past five years, the region's population grew at a rate of 2.2% adding 18,210 residents. Jobs increased by a rate of 4.8% with 17,048 added positions in the county. In the next five years the population is projected to increase by 14,650, with a projected increase in jobs of approximately 13,652.

Labor Force Breakdown	Population
Population	858,385
Total Working Age Population	694,542
Not in Labor Force (15+)	263,738
Labor Force	430,804
Employed	415,047
Unemployed	15,757
Under 15	163,843

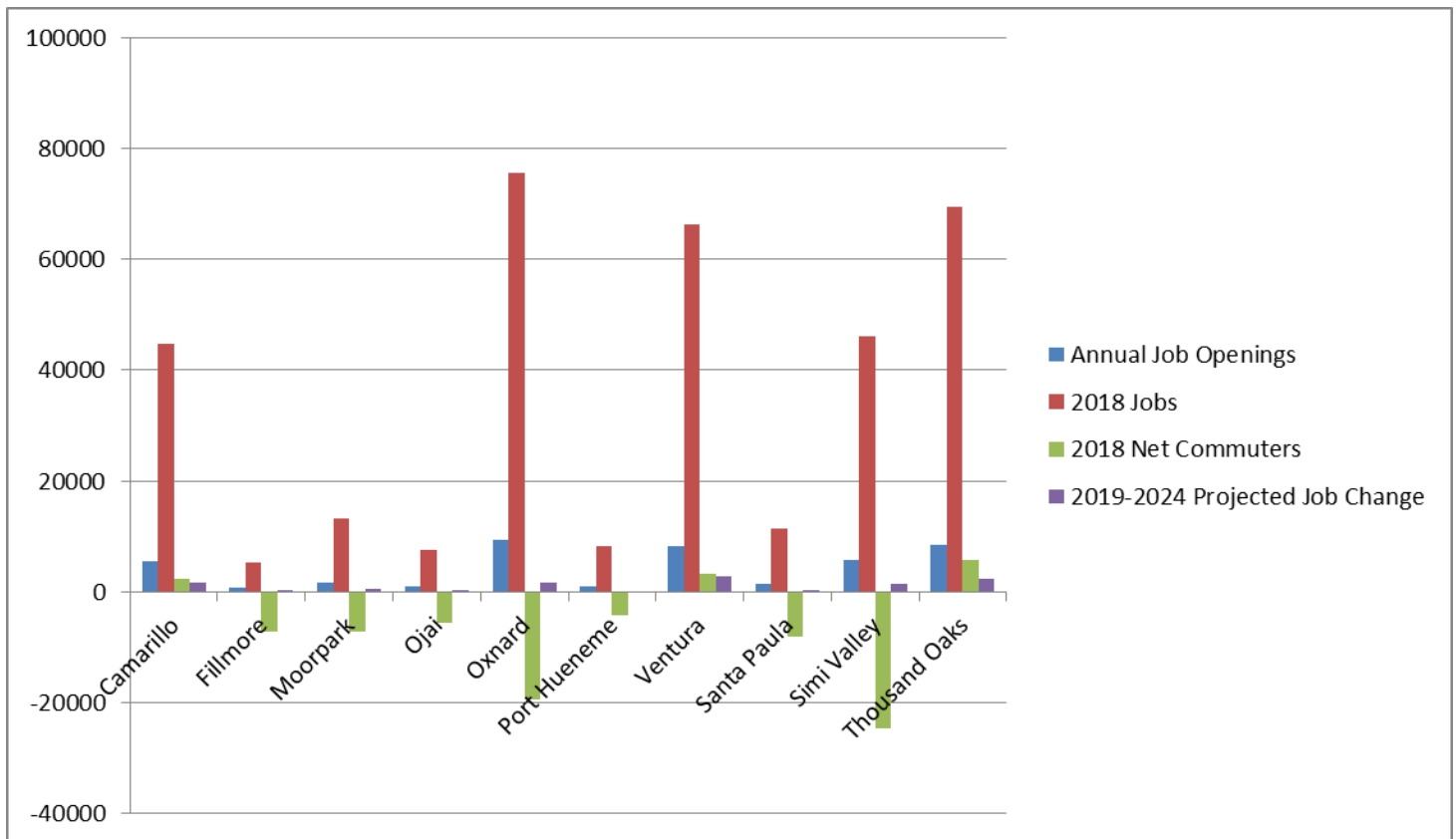
Figure 1 Ventura Employment Change 2000-2019



Source: California Employment Development Department; Economic Modeling Inc.

Civilian employment is useful to analyze employment trends within an area's residents and is used to calculate the unemployment rate. Industry employment is used to analyze job trends by industry type, and may reflect major business openings, expansions, and closures. Thus, the two terms complement each other. Civilian employment is based on place of residence and includes the self-employed and agricultural workers, whereas industry employment is based on place of work and excludes the self-employed.

Figure 2 Labor Force Trends



Source: Economic Modeling Inc., EMSI

Figure 2 provides comparative data for the 10 municipalities in Ventura County in the context of total current jobs, projected job change, real-time job openings, and quantity of commuters.

The City of Oxnard displays the most current jobs and annual job openings. Simi Valley and Oxnard show the largest rate of workers commuting out of the respective cities.

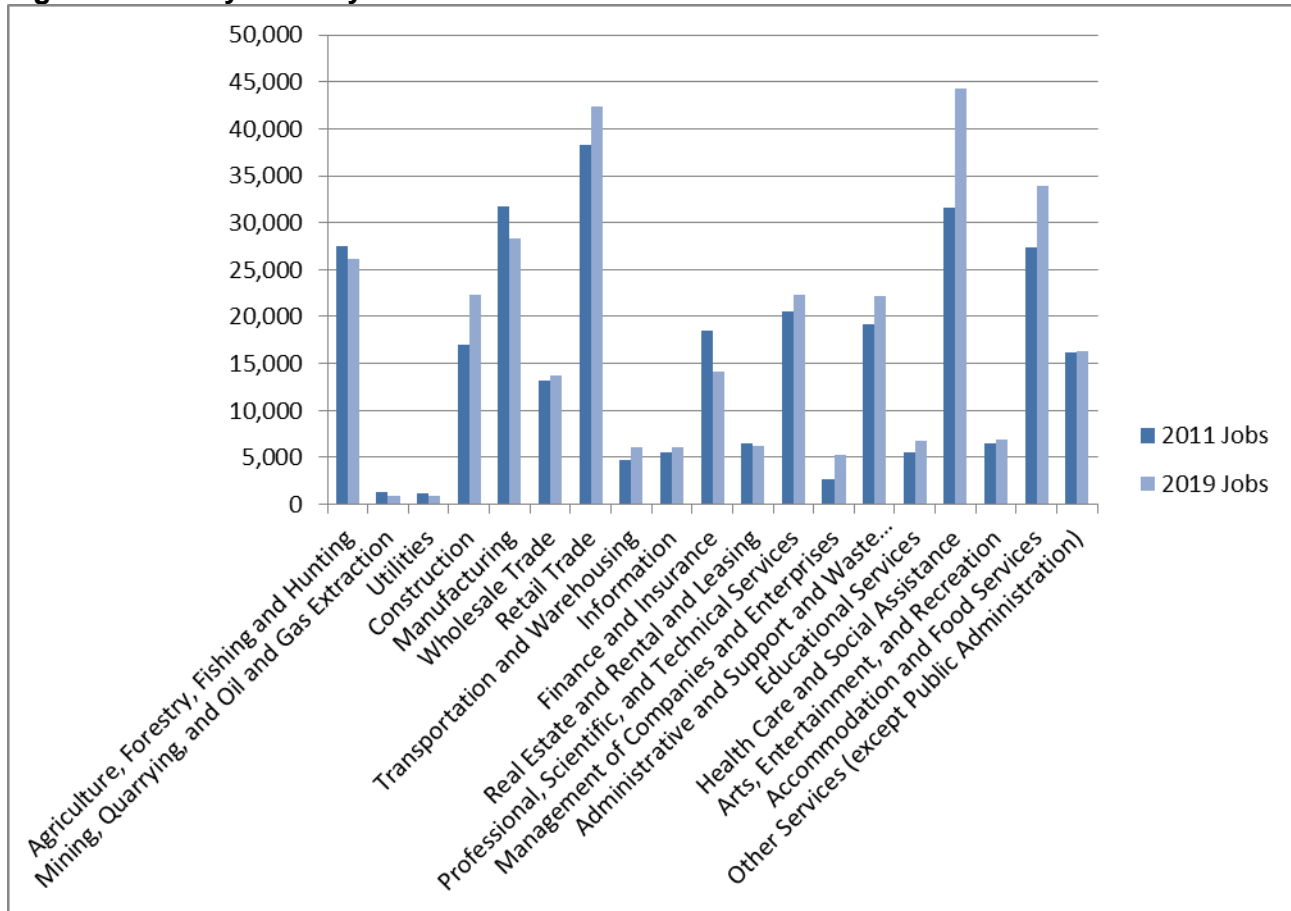
Projected job growth is led by Ventura followed by Thousand Oaks, Camarillo, and Oxnard.

City	Annual Job Openings	2018 Jobs	2018 Net Commuters	2019-2024 Projected Job Change
Camarillo	5626	44671	2299	1761
Fillmore	670	5271	(7110)	17
Moorpark	1644	13136	(7056)	552
Ojai	1024	7558	(5616)	415
Oxnard	9450	75447	(19505)	1751
Port Hueneme	920	8207	(4240)	(124)
Ventura	8280	66228	3202	2873
Santa Paula	1408	11365	(8033)	132
Simi Valley	5700	46040	(24691)	1493
Thousand Oaks	8566	69510	5715	2315

For the unincorporated areas, the vast majority of workers commute out their respective areas, with the exception of zip codes surrounding Piru.

Unincorporated Areas	Annual Job Openings	2018 Jobs	2018 Net Commuters	2019-2024 Projected Job Change
Santa Clara River and Ojai Valley				
Oak Park Area	261	2,253	(4,872)	79
Oak View Area	87	710	(3,197)	17
Piru/Unincorporated Santa Clara Valley	239	2,109	2,005	(81)
Somis Area	328	2,492	(173)	63

Figure 3 Jobs by Industry Past Growth 2011-2019



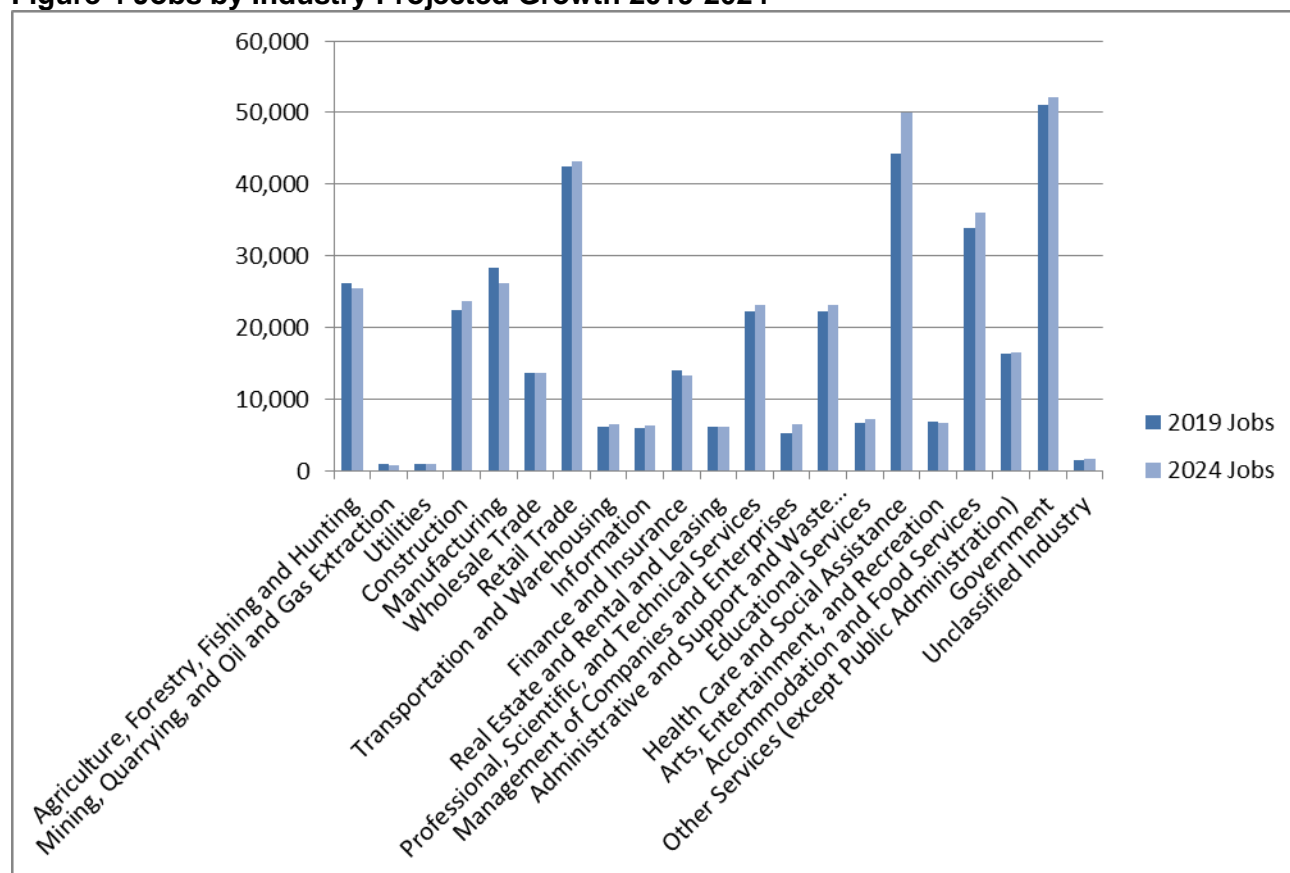
Source: Economic Modeling Inc., EMSI

Growth in jobs by industry since 2011 is led by the Health Care and Social Assistance sector followed by the Hospitality cluster and Retail. While Retail contributed to growth in industry jobs since 2011, the sector has slowed dramatically over the last three to four years. The Construction sector also saw a substantial come back over the last eight years with 31% growth.

Description	2011 Jobs	2019 Jobs	2011 - 2019 Change	2011 - 2019 % Change	Current Wages, Salaries, & Proprietor Earnings
Agriculture, Forestry, Fishing and Hunting	27,513	26,125	(1,388)	(5%)	\$33,873
Mining, Quarrying, and Oil and Gas Extraction	1,249	854	(395)	(32%)	\$97,027
Utilities	1,168	941	(227)	(19%)	\$119,427
Construction	17,041	22,345	5,304	31%	\$51,244
Manufacturing	31,761	28,330	(3,431)	(11%)	\$77,236
Wholesale Trade	13,113	13,676	563	4%	\$81,241
Retail Trade	38,296	42,398	4,102	11%	\$32,911
Transportation and Warehousing	4,759	6,115	1,356	28%	\$45,907
Information	5,539	6,032	493	9%	\$66,659
Finance and Insurance	18,471	14,087	(4,384)	(24%)	\$86,362
Real Estate and Rental and Leasing	6,507	6,155	(352)	(5%)	\$49,516
Professional, Scientific, and Technical Services	20,476	22,334	1,858	9%	\$68,065
Management of Companies and Enterprises	2,647	5,204	2,557	97%	\$189,212
Administrative and Support and Waste Management	19,130	22,187	3,057	16%	\$39,383
Educational Services	5,478	6,752	1,274	23%	\$33,265
Health Care and Social Assistance	31,628	44,325	12,697	40%	\$47,983
Arts, Entertainment, and Recreation	6,496	6,926	430	7%	\$26,510
Accommodation and Food Services	27,372	33,847	6,475	24%	\$21,242
Other Services (except Public Administration)	16,231	16,318	87	1%	\$27,031

Source: Economic Modeling Inc., EMSI

Figure 4 Jobs by Industry Projected Growth 2019-2024



Source: Economic Modeling Inc., EMSI

The largest job growth over the next five years is projected to continue in traditional service oriented sectors including the Healthcare and Social Assistance cluster (including educational services) at a 20% growth rate adding over 6,000 jobs, and the Hospitality cluster at 7% growth rate. The Management of Companies and Administrative Support cluster is expected to display sizable growth adding over 2,250 jobs combined over the next five years.

Construction is projected to grow by 6%, adding over 1,300 jobs within the next five years, and the Professional, Technical, and Information cluster will continue to increase by 985 jobs over the same time period.

It is noteworthy to highlight that although the manufacturing sector displays negative projected growth, the sector remains the largest single contributor to economic output in the county and the development of small firms in the region along with advanced skills training will contribute to job growth over time. Manufacturing in Ventura County comprises 6 sub-sectors not including Naval Base Ventura County: biomedical device manufacturing, biopharmaceutical, custom steel fabrication, consumer packaged food products, value-added agricultural products (wineries, fruit and vegetable canning, frozen fruit and vegetable), and electronic and electrical device manufacturing. Ventura County also has the distinct quality of hosting three naval warfare center commands research labs, all of which contribute to the region's advanced manufacturing sector and high wage R&D and production jobs. In addition, aerospace contracts for Department of Defense constitute a good portion of productivity in the county.

Table 1 includes **Comparative data** for economic output, jobs and labor force, population, and the Cost of Living Index across 10 counties. The comparable counties were identified either for their immediate proximity to Ventura or because they share other characteristics similar to Ventura. Ventura County placed fourth in Cost of Living, exports and population, and fifth in gross regional product and jobs. These statistics imply that there is room to increase productivity and affordability in Ventura County. The



development of infrastructure and the labor force is imperative to building capital in the region that will create steady-state economic resilience in Ventura County. This steady-state economic resilience will sustain the regional economy amidst cycles and shocks to the national and international economy, industry, or the environment. The long-term efforts established in the CEDS outline the strategies necessary to maintain communications, business productivity, and environmental health in the face of natural disasters or major downturns in the economy.

The Cost Of Living Index published by the Council for Community and Economic Research is recognized by the U.S. Census Bureau and U.S. Bureau of Labor Statistics. The index contains a cost comparison for six primary categories: food, housing, utilities, transportation, healthcare, and miscellaneous goods and services. The average for all participating places is 100. A ranking of less than 100 is increasing in affordability, while incremental increases above 100 reflect a higher cost of living comparably. Ventura County's rating is 133.2.

Table 1 Comparative County Data

	Population (2018)	Labor Force (2018)	Jobs (2018)	Cost of Living	GRP	Exports
Kern County	901,042	390,888	356,323	118.3	\$38,435,023,166.70	\$54,247,329,953.50
San Luis Obispo County	285,431	144,558	137,639	132.0	\$15,605,246,296.80	\$15,369,958,901.80
Santa Barbara County	451,611	219,935	230,044	133.1	\$27,077,046,488.60	\$25,737,195,404.70
Ventura County	858,385	430,804	373,395	133.2	\$48,619,380,506.00	\$45,832,596,055.20
San Diego County	3,371,527	1,611,458	1,727,592	140.8	\$235,022,787,648.00	\$236,948,514,602.00
Contra Costa County	1,161,238	573,915	427,068	145.3	\$78,458,284,295.70	\$81,011,039,754.00
Orange County	3,213,493	1,640,135	1,804,433	152.8	\$251,149,891,638.00	\$162,911,172,036.00
Marin County	262,069	145,182	138,151	163.6	\$23,102,614,737.10	\$19,271,277,817.60
Los Angeles County	10,212,162	5,179,859	5,104,459	167.1	\$727,342,004,223.00	\$511,386,984,559.00
San Francisco County	894,917	578,905	807,081	203.5	\$183,122,296,139.00	\$190,443,399,398.00

Source: Economic Modeling Inc., EMSI

Economic Output

Figure 5 Economic Output by Industry Sector (GRP)

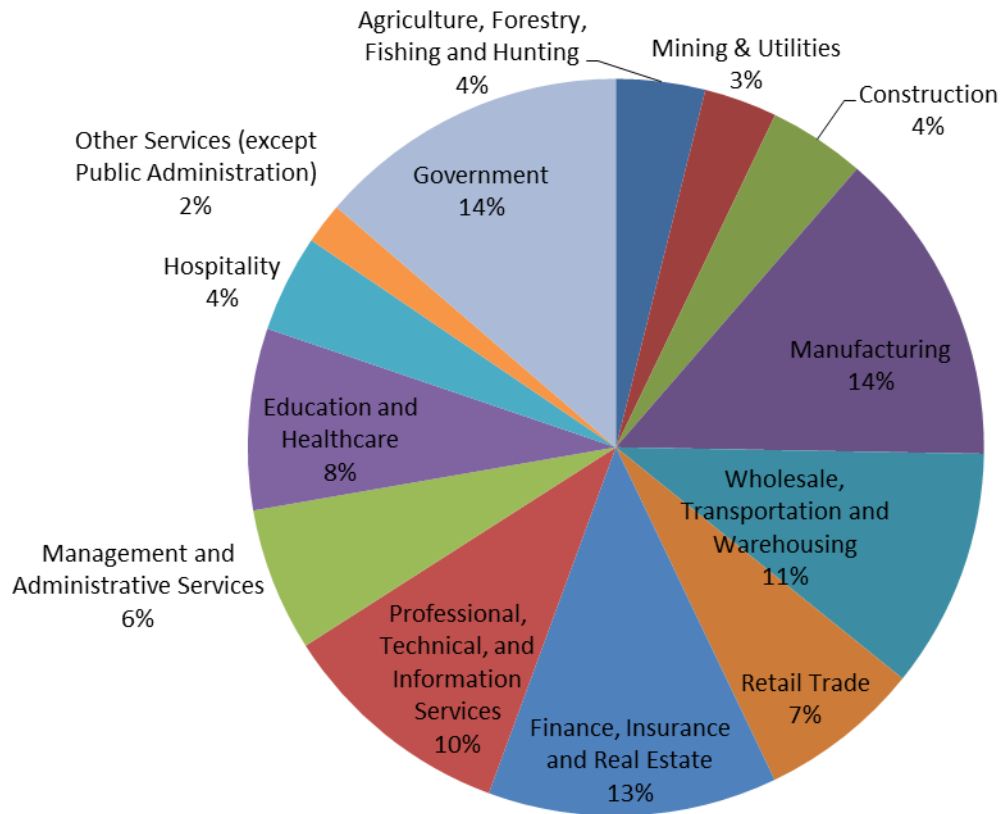
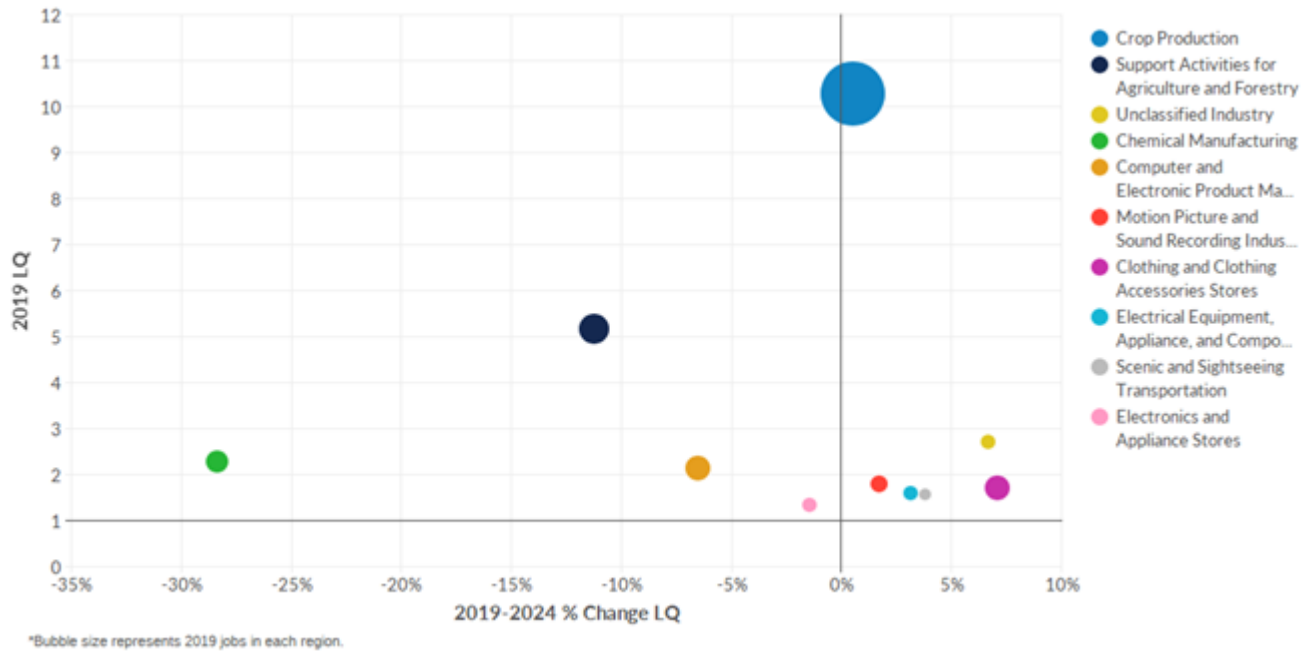


Table 2 Exports & Gross Regional Product by Industry Sector

Industry	Exports	2018 GRP
Manufacturing	\$8,739,155,927	\$5,979,721,247
Government		\$5,888,237,276
Finance, Insurance and Real Estate	\$2,946,126,133	\$5,457,756,345
Wholesale, Transportation and Warehousing	\$4,925,056,154	\$4,518,422,326
Professional, Technical, and Information Services	\$1,575,352,433	\$4,445,917,976
Education and Healthcare	\$733,880,841	\$3,420,006,643
Retail Trade	\$1,590,219,627	\$3,053,993,081
Management and Administrative Services	\$1,871,975,854	\$2,706,771,172
Hospitality	\$429,240,926	\$1,837,450,730
Construction	\$676,422,736	\$1,821,796,248
Agriculture, Forestry, Fishing and Hunting	\$3,144,581,576	\$1,681,297,376
Mining & Utilities	\$1,497,086,395	\$1,379,076,819
Other Services (except Public Administration)	\$203,824,834	\$775,038,970

Source: Economic Modeling Inc., EMSI

Figure 6 Highest Industry Projected Location Quotient



Source: Economic Modeling Inc., EMSI

A location quotient is a way of quantifying how concentrated a particular industry, cluster, occupation, or demographic group is in a region as compared to the nation. It can reveal what makes a particular region “unique” in comparison to the national average. Figure 6 displays clusters in terms of projected change in LQ over the next 5 years. Retail clothing, crop production, electrical equipment production, and sound recording all display a higher density of employment in Ventura County. Chemical manufacturing saw a dramatic decrease, though this disturbance may be due to outlying variables which requires further analysis and may not imply a continuing decrease in employment.

The regional economy in the context of “output” reflects a high rate of productivity in manufacturing, finance/insurance/real estate, and wholesale/transportation/warehousing clusters (see Table 2). The manufacturing cluster is the largest contributor to economic output in the region, at \$8.7 billion in exports and just under \$6 billion in GRP. The agricultural sector is the next highest exporter of goods at \$3.1 billion, though the sector's contribution to GRP is second to last due to marginal differences in profitability (rating 7th out of the 13 sectors), aggregate earnings (11th), and taxes on production and imports (8th).

Tables 3 and 4 display the largest and fastest growing industry sectors by 3-digit NAICS code to better uncover the details of the regional economy. Over the next five years, many of the largest sectors are expected to continue expansion as the fastest growing sectors. Elements of the hospitality cluster including food and beverage establishments grew by 12% over the past five years and projected to continue at a 7% growth over the next five years. Ambulatory health services (17% growth rate), social assistance (27% growth rate), and residential and nursing facilities (13% growth rate) are all elements of the healthcare cluster that show continued growth, reflecting state and nation-wide trends.

Crop production remains one of the largest sectors, however, projected job growth is hindered by impacts involving water scarcity, labor shortages, and automation. Construction has displayed a formidable comeback following the recession with a 27% growth rate over the past five years which is projected to continue at a rate of 6-7%. Fabricated metal manufacturing also displays a projected growth rate of 4% over the next five years.

Table 3 Largest Industry Sectors (3-digit NAICS)

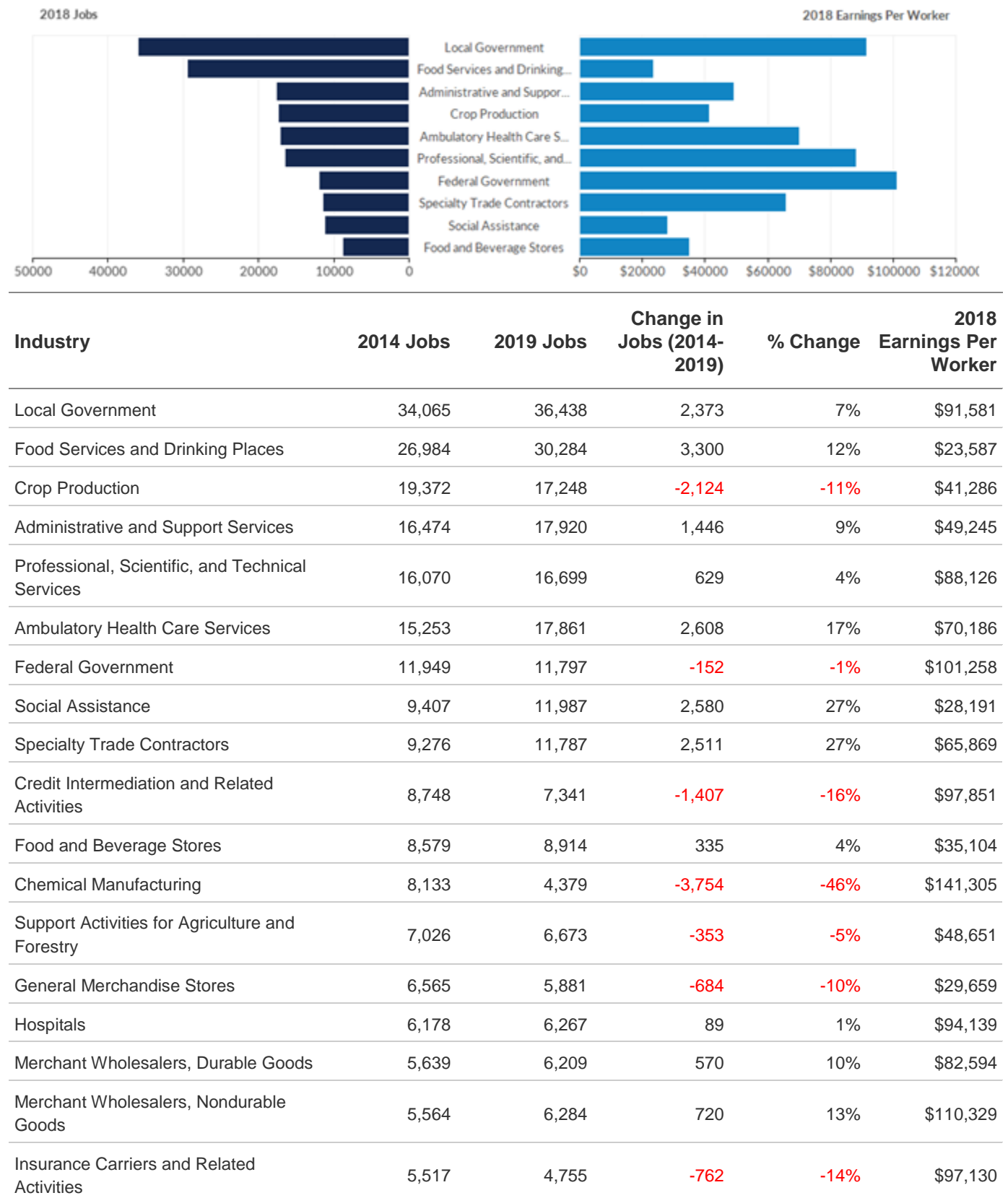
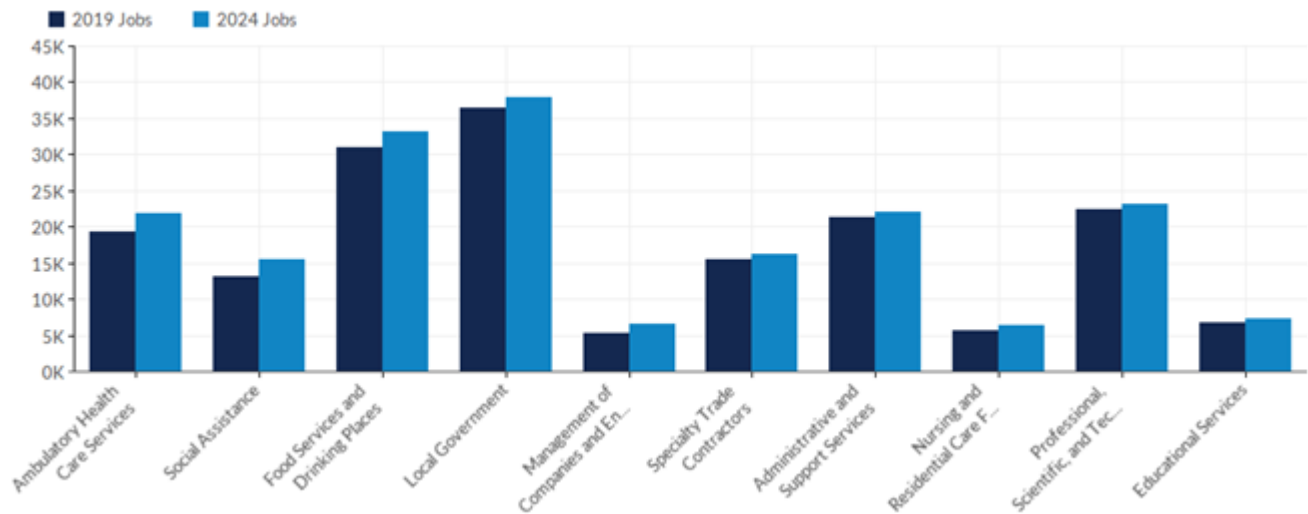


Table 4 Fastest Growing Industries 2019-2024 (3-digit NAICS)



Industry	2019 Jobs	2024 Jobs	Change in Jobs (2019-2024)	% Change	2018 Earnings Per Worker
Ambulatory Health Care Services	19,364	21,815	2,451	13%	\$69,723
Social Assistance	13,087	15,427	2,340	18%	\$27,159
Food Services and Drinking Places	30,931	33,067	2,136	7%	\$23,592
Local Government	36,438	37,807	1,369	4%	\$91,581
Management of Companies and Enterprises	5,204	6,515	1,311	25%	\$220,252
Specialty Trade Contractors	15,398	16,249	851	6%	\$55,809
Administrative and Support Services	21,259	22,036	777	4%	\$44,816
Nursing and Residential Care Facilities	5,607	6,358	751	13%	\$41,124
Professional, Scientific, and Technical Services	22,334	23,066	732	3%	\$75,756
Educational Services	6,752	7,199	447	7%	\$39,473
Food and Beverage Stores	9,111	9,515	404	4%	\$34,980
Construction of Buildings	5,432	5,800	368	7%	\$59,795
State Government	2,789	3,142	353	13%	\$77,441
Building Material and Garden Equipment and Supplies Dealers	3,678	4,000	322	9%	\$43,749
Personal and Laundry Services	4,984	5,259	275	6%	\$23,576
Transit and Ground Passenger	1,248	1,446	198	16%	\$30,564

Industry	2019 Jobs	2024 Jobs	Change in Jobs (2019-2024)	% Change	2018 Earnings Per Worker
Transportation					
Merchant Wholesalers, Durable Goods	6,423	6,619	196	3%	\$81,109
Motor Vehicle and Parts Dealers	5,619	5,796	177	3%	\$63,871
Fabricated Metal Product Manufacturing	4,208	4,384	176	4%	\$68,334

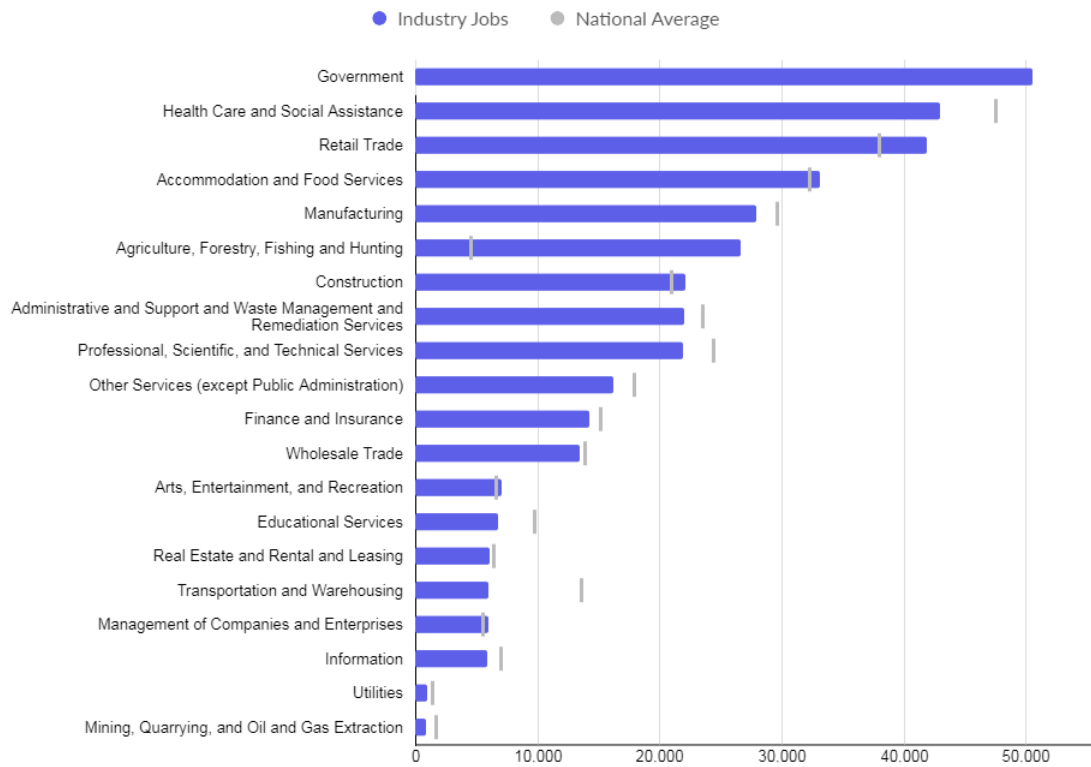
Source: Economic Modeling Inc., EMSI

Priority Industry Clusters

The economy in Ventura County is diverse in nature, providing a strong foundation for sustained economic opportunity and resiliency. Industry and occupational clusters reflect areas of concentrated specialization in a regional economy. They include businesses and occupations that are directly involved in the productivity of an industry sector and the supporting services and supply chain goods that contribute to the overall economic impact of that sector.

Figure 7 Jobs by Industry Sector

Largest Industries



Source: Economic Modeling Inc.

The manufacturing sector in Ventura County accounts for 14% of the total economic output in the county and just under 28,000 jobs. At an average earning of \$89,842, this sector provides the largest contribution to the county's gross regional product. As seen in Table 5, the supply chain requirements for the manufacturing cluster exhibits substantial amount of in-region purchases from local suppliers and potential to expand productivity to replace imported goods.

Table 5 Industry Cluster Requirements

Purchases from	In-region Purchases	Imported Purchases	Total Purchases
Corporate, Subsidiary, and Regional Managing Offices	\$68,661,479	\$558,630,073	\$627,291,551
Drugs and Druggists' Sundries Merchant Wholesalers	\$316,535,848	\$47,276,750	\$363,812,598
Medicinal and Botanical Manufacturing	\$21,571,358	\$303,938,606	\$325,509,964
Biological Product (except Diagnostic) Manufacturing	\$202,678,409	\$192,796	\$202,871,205
All Other Basic Organic Chemical Manufacturing	\$0	\$155,445,898	\$155,445,898

Source: Economic Modeling Inc.

The largest quantity of jobs is represented in the occupational cluster in Table 6. These occupations reflect the employment needs of the six primary sub-sectors within the cluster: biomedical device manufacturing, biopharmaceutical, custom steel fabrication, consumer packaged food products, value-added agricultural products (wineries, fruit and vegetable canning, frozen fruit and vegetable), and electronic and electrical device manufacturing. Future workforce investment will need to prioritize the technical skills, academic knowledge and 21st century core competencies required by industry in these occupations.

Table 6 Occupations Employed by the Manufacturing Cluster

Description	Employed in Industry (2018)	% of Total Jobs in Industry (2018)
Electrical, Electronic, and Electromechanical Assemblers	1,546	5.5%
Assemblers and Fabricators, All Other, Including Team Assemblers	1,545	5.5%
Machinists	1,254	4.5%
Electrical and Electronics Engineering Technicians	794	2.8%
First-Line Supervisors of Production and Operating Workers	761	2.7%
Inspectors, Testers, Sorters, Samplers, and Weighers	735	2.6%

Source: Economic Modeling Inc.

Agriculture, as a heritage-based industry, employs a considerable amount of workers at just over 26,600, a rate 500% above the national average for county employment in this sector. Average earnings per job is approximately \$42,300, also above the national average. The agricultural cluster involves substantial supplemental services and goods as seen in Table 6, and has a propensity for entrepreneurial start-ups with self-employment in the cluster at 18% above the national average. The unique natural capital of Ventura County sets the stage for the economic impact of this cluster on the regional economy. While this cluster remains a top priority for the county, maintaining adequate water and land resources requires critical analysis of best use amidst county priorities to ensure economic resiliency.

Table 7 Industry Cluster Requirements

Purchases from	In-region Purchases	Imported Purchases	Total Purchases
Crop Production	\$173,287,362	\$896,970	\$174,184,333
Lessors of Residential Buildings and Dwellings	\$64,546,556	\$25,690,281	\$90,236,838
Farm Labor Contractors and Crew Leaders	\$80,370,330	\$70,998	\$80,441,329
Offices of Real Estate Agents and Brokers	\$79,054,520	\$210,506	\$79,265,026
Pesticide and Other Agricultural Chemical Manufacturing	\$72,637,690	\$702,380	\$73,340,070

Source: Economic Modeling Inc.

Table 8 Occupations Employed by this Industry

Description	Employed in Industry (2018)	% of Total Jobs in Industry (2018)
Farmworkers and Laborers, Crop, Nursery, and Greenhouse	9,789	36.8%
Farmers, Ranchers, and Other Agricultural Managers	4,550	17.1%
Farmworkers, Farm, Ranch, and Aquacultural Animals	2,427	9.1%
Agricultural Workers, All Other	1,354	5.1%
Agricultural Equipment Operators	925	3.5%

Source: Economic Modeling Inc.

Smart City development is a recent area of focus for communities seeking to create clean, engaged, sustainable communities with a variety of economic opportunity for residents. Smart Cities increase digital accessibility to improve a community's connectivity to information, education, employment, and security. A key attribute of Smart Cities is information and communication technologies. As with most new inventions, broadband entered the market as a luxury item. As time has passed and application of the technology has expanded, broadband has been moving slowly from classification as a private good to a public good that is non-excludable and non-rivalrous. This shift creates the demand for added employment in the sector.

Table 9 summarizes the current occupations reflective of Smart City Development. Those occupations with a location quotient greater than 1 are highlighted to show the occupations for which Ventura County has a unique ability to support. In sum, the occupational cluster found below contains those occupations and skills required to build a resilient economy in the context of the modern era.

Table 9 Smart Cities Occupations

Description	Median Annual	2018 Location Quotient	Annual Openings	2018 Jobs
Management Analysts	\$76,535	1.00	191	1,987
Computer User Support Specialists	\$51,952	0.92	128	1,511
Software Developers, Applications	\$102,854	0.48	96	1,016
Computer Systems Analysts	\$98,671	0.64	73	919
Computer Occupations, All Other	\$93,054	1.00	59	811
Electrical and Electronics Engineering Technicians	\$80,016	2.51	68	794
Software Developers, Systems Software	\$101,265	0.78	52	754
Graphic Designers	\$43,110	1.08	72	749
Network and Computer Systems Administrators	\$84,725	0.71	48	639
Computer and Information Systems Managers	\$131,328	0.62	52	557
Web Developers	\$47,868	1.33	42	517
Computer Network Support Specialists	\$76,959	0.86	35	421
Computer Programmers	\$69,522	0.61	24	383
Information Security Analysts	\$116,664	1.14	28	310
Operations Research Analysts	\$80,905	0.79	17	219
Computer Network Architects	\$125,324	0.50	15	193
Media and Communication Workers, All Other	\$79,753	2.29	16	168
Database Administrators	\$79,037	0.58	14	162
Computer and Information Research Scientists	\$112,708	2.05	11	156
Audio and Video Equipment Technicians	\$30,796	0.59	14	135
Multimedia Artists and Animators	\$29,058	0.92	Insf. Data	101
Mechanical Drafters	\$57,403	0.66	11	99
Broadcast Technicians	\$32,647	0.36	Insf. Data	28
Audio-Visual and Multimedia Collections Specialists	\$76,660	0.94	Insf. Data	26

Source: Economic Modeling Inc.

Real Estate Conditions

Ventura County suffers from a severe shortage of housing, impacting the affordability for those already in the region and hindering the attraction and retention of human capital to the area due to the lack of available housing and affordable rents. This jobs-housing imbalance impacts the ability of the county to diversify its economic base and further withstand major disruptions to international and national economies.

According to the most recent Census estimates and the California Association of Realtors data, the median single-family home price in Ventura County is \$665,000. Historical trends for apartments show average monthly rents to be steadily climbing over the past three years with current rent for a two-bedroom apartment sitting at \$2089. Given median household income for Ventura County is \$82,857, a mortgage payment for a single-family home at median price would constitute 49% of the monthly household income. Additionally, a family at median household income could not afford more than a two-bedroom apartment to remain within the traditional 30% rent/income ratio. This creates a high-risk situation for Ventura County residents. In the case of a shock to the economic system, the average resident would not be able to sustain a home in case of a job loss. Approximately 60% of county households earn less than \$100,000 annually; when compared to current housing rates, this scenario generates a challenge to resiliency in Ventura County.

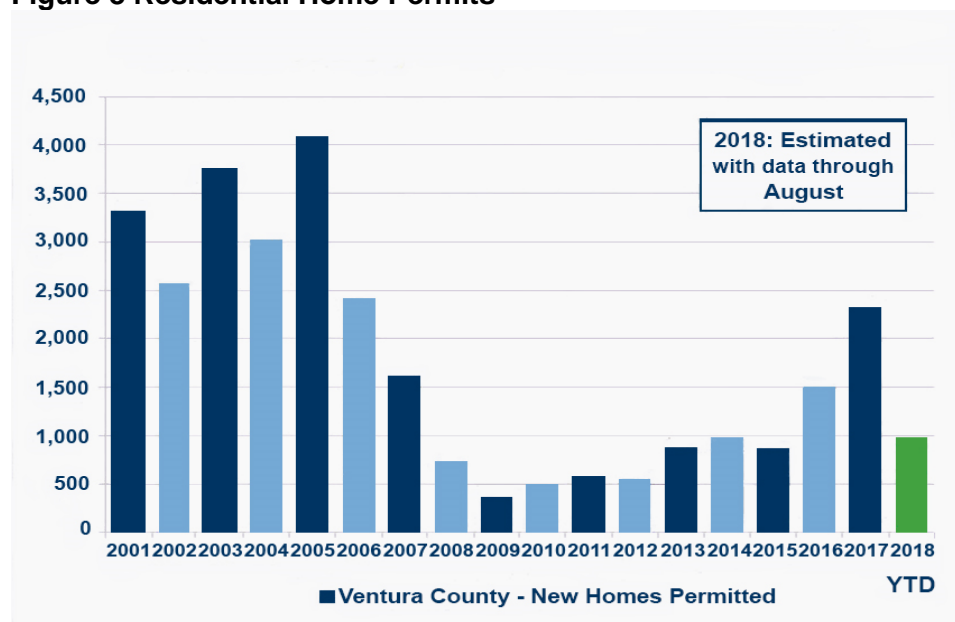
The risk presented by a scarcity in housing and concomitant high rents, can substantially impact the quantity and quality of human capital in the region, a primary economic asset for the county.



Median Household Income for Ventura County (2017) \$82,857
30% of median annual income = \$24,857
Monthly Mortgage = \$2071

Median Home Price Single Family (2018 Q3) \$665,000
20% Down payment = \$133,000
10% down payment = \$66,500
Mortgage Payment per Month (30-year term) = \$3369;
\$3369-\$2071=\$1297 difference per month between affordable and not affordable rents

Figure 8 Residential Home Permits



Sources: Southern California Association of Governments *2018 County Economic Reports Ventura*, Prepared by Matthew Fienup Ph.D. California Lutheran University. Center for Economic Research & Forecasting, California Lutheran University (CLU CERF); http://economy.scag.ca.gov/Economy%20site%20document%20library/2018_EconomicReportVEN.pdf Construction Industry Research Board.

Table 9 Comparative Housing Conditions

Housing Affordability: 2018 Quarter 3			
<i>The percent of home buyers who can afford the Median-priced home</i>			
Major Regions	Type	Affordability (%)	Median Home Price
United States	<i>single-family</i>	53	\$266,900
California	<i>single-family</i>	27	\$588,530
California	<i>condo</i>	35	\$479,390
Los Angeles Metro Area	<i>single-family</i>	30	\$526,000
Inland Empire	<i>single-family</i>	41	\$362,500
San Francisco Bay Area	<i>single-family</i>	21	\$950,000
Bay Area Communities			
Alameda	<i>single-family</i>	18	\$950,000
Contra Costa	<i>single-family</i>	32	\$660,000
Marin	<i>single-family</i>	19	\$1,300,000
Napa	<i>single-family</i>	24	\$729,500
San Francisco	<i>single-family</i>	15	\$1,600,000
San Mateo	<i>single-family</i>	14	\$1,600,000
Santa Clara	<i>single-family</i>	17	\$1,300,000
Solano	<i>single-family</i>	38	\$455,000
Sonoma	<i>single-family</i>	22	\$660,000
Southern California Communities			
Los Angeles	<i>single-family</i>	22	\$628,940
Orange	<i>single-family</i>	20	\$830,000
Riverside	<i>single-family</i>	37	\$405,000
San Bernardino	<i>single-family</i>	48	\$294,900
San Diego	<i>single-family</i>	23	\$650,000
Ventura	<i>single-family</i>	28	\$665,000
Coastal Communities			
Monterey	<i>single-family</i>	20	\$622,000
San Luis Obispo	<i>single-family</i>	21	\$640,000
Santa Barbara	<i>single-family</i>	26	\$599,500
Santa Cruz	<i>single-family</i>	12	\$903,000
Central Valley Communities			
Fresno	<i>single-family</i>	46	\$275,060
Kern	<i>single-family</i>	53	\$246,000
Kings	<i>single-family</i>	51	\$230,000
Madera	<i>single-family</i>	48	\$260,000
Merced	<i>single-family</i>	40	\$276,320
Placer	<i>single-family</i>	42	\$480,000
Sacramento	<i>single-family</i>	42	\$370,000
San Joaquin	<i>single-family</i>	38	\$370,000
Stanislaus	<i>single-family</i>	45	\$319,900
Tulare	<i>single-family</i>	47	\$239,900

Source: California Association of Realtors

Source: CLU CERF, SCAG 2018 Ventura County Economic Forecast

Table 10 Comparative Income and Income Distribution

Income and Income Distribution 2017						
	United States		California		Ventura County	
		%		%		%
Estimated Households by HH Income	120,062,818		13,005,097		272,085	
Income < \$10,000	7,804,083	6.5	663,260	5.1	8,435	3.1
Income \$10,000 - \$14,999	5,402,827	4.5	559,219	4.3	7,890	2.9
Income \$15,000 - \$24,999	11,165,842	9.3	1,027,403	7.9	18,502	6.8
Income \$25,000 - \$34,999	10,925,716	9.1	988,387	7.6	18,230	6.7
Income \$35,000 - \$49,000	15,247,978	12.7	1,417,556	10.9	26,664	9.8
Income \$50,000 - \$74,999	21,131,056	17.6	2,080,816	16.0	42,445	15.6
Income \$75,000 - \$99,999	15,007,852	12.5	1,599,627	12.3	40,813	15.0
Income \$100,000 - \$149,999	17,529,171	14.6	2,132,836	16.4	50,064	18.4
Income \$150,000 - \$199,999	7,563,958	6.3	1,092,428	8.4	26,392	9.7
Income \$200,000 +	8,284,334	6.9	1,443,566	11.1	33,194	12.2
Estimated Average Household Income	\$84,525		\$101,761		\$110,266	
Estimated Median Household Income	\$60,336		\$71,805		\$82,857	

Source: US Census Bureau, 2017 ACS 1-year Estimates

Source: CLU CERF

Table 7 Historical Rent Data

VENTURA COUNTY APARTMENT MARKET SURVEY																		
Historical Data - Combined County of Ventura Market Areas																		
Unit Type	Average Monthly Rent in \$									Average Monthly rent in \$ per Sq. Ft.								
	Jul-16	% ± to	Jan-17	% ± to	Jul-17	% ± to	Jan-18	% ± to	Jul-18	Jul-16	% ± to	Jan-17	% ± to	Jul-17	% ± to	Jan-18	% ± to	Jul-18
Studio	\$1,291	-0.3%	\$1,288	6.3%	\$1,369	3.1%	\$1,412	2.2%	\$1,443	\$2.65	-0.3%	\$2.64	6.2%	\$2.80	3.4%	\$2.89	2.2%	\$2.96
1 Bedroom	\$1,569	1.8%	\$1,597	4.0%	\$1,662	0.6%	\$1,671	3.5%	\$1,729	\$2.24	1.3%	\$2.27	4.2%	\$2.36	0.7%	\$2.38	3.3%	\$2.46
2 Bedroom	\$1,917	1.9%	\$1,953	3.6%	\$2,023	-0.9%	\$2,005	4.2%	\$2,089	\$1.97	1.6%	\$2.00	3.9%	\$2.08	-0.9%	\$2.06	4.1%	\$2.14
3 bedroom	\$2,364	2.6%	\$2,425	4.1%	\$2,525	-4.1%	\$2,421	4.5%	\$2,530	\$1.92	1.9%	\$1.96	5.0%	\$2.05	-3.1%	\$1.99	4.7%	\$2.08
Overall	\$1,791	1.7%	\$1,822	3.9%	\$1,893	-0.7%	\$1,880	3.9%	\$1,954	\$2.09	1.5%	\$2.13	4.2%	\$2.21	-0.2%	\$2.21	3.7%	\$2.29
Weighted Average Vacancy Rate fo Dates Indicated Above:										3.03%		2.66%		3.02%		3.06%		2.73%

Source: The Dyer Sheehan Group; CLU CERF



Socioeconomic Characteristics & Demographics

Tables 11-13 Ventura County Demographics

Population	
Population estimates, July 1, 2017, (V2017)	854,223
Population, percent change - April 1, 2010 (estimates base) to July 1, 2017, (V2017)	3.7%
Population, Census, April 1, 2010	823,318

Table 11

Age and Sex	
Persons under 5 years, percent	6.0%
Persons under 18 years, percent	23.2%
Persons 65 years and over, percent	15.0%
Female persons, percent	50.50%

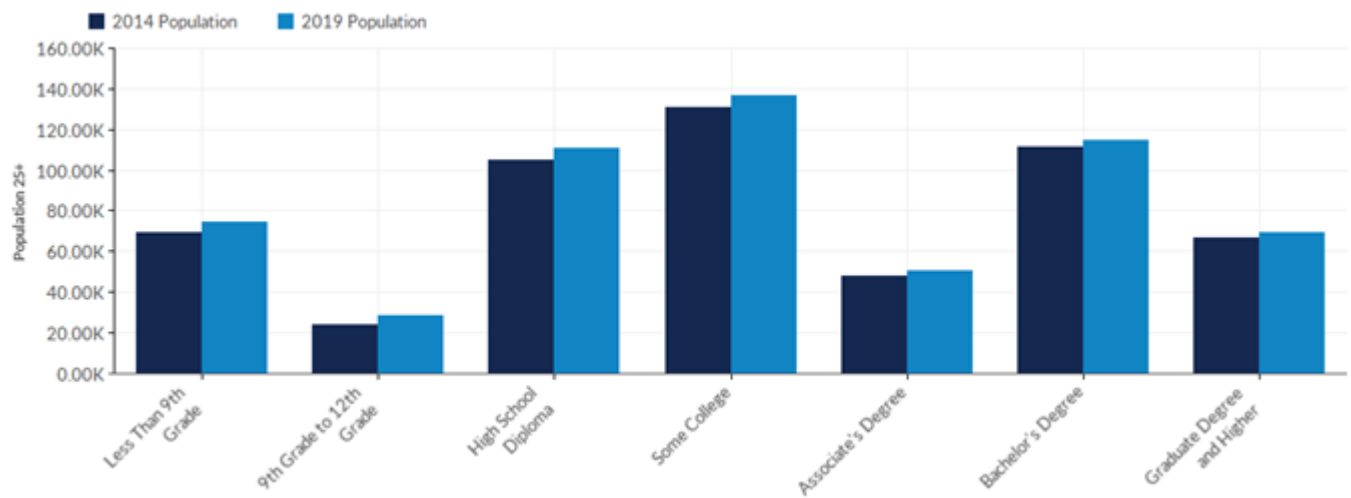
Table 12

Race and Hispanic Origin	
White alone, percent	84.3%
Black or African American alone, percent	2.3%
American Indian and Alaska Native alone, percent	1.9%
Asian alone, percent	7.8%
Native Hawaiian and Other Pacific Islander alone, percent	0.3%
Two or More Races, percent	3.5%
Hispanic or Latino, percent	42.9%
White alone, not Hispanic or Latino, percent	45.2%

Table 13

Families & Living Arrangements	
Households, 2013-2017	270,046
Persons per household, 2013-2017	3.09
Living in same house 1 year ago, percent of persons age 1 year+, 2013-2017	88.2%
Language other than English spoken at home, percent of persons age 5 years+, 2013-2017	38.6%

Source: U.S. Census, American Community Survey

Table 14 Educational Attainment

Education Level	2014 Population	2019 Population	2014 % of Population	2014 State % Population	2014 National % Population
Less Than 9th Grade	69,527	74,722	13%	11%	6%
9th Grade to 12th Grade	24,259	28,476	4%	7%	7%
High School Diploma	104,657	110,514	19%	21%	28%
Some College	131,168	136,767	24%	22%	21%
Associate's Degree	47,745	50,534	9%	8%	8%
Bachelor's Degree	111,626	114,332	20%	20%	19%
Graduate Degree and Higher	66,726	69,511	12%	12%	11%

Source: Economic Modeling Inc., EMSI

Ventura County's population runs slightly higher than state and national trends for educational attainment beyond a high school diploma, with 65% of the population having some post-secondary education spanning from some college classes to graduate degrees as compared with 62% and 59% respectively. The county displays a higher percentage than state or national comparisons for less than 9th grade attainment. Adult Education and Early Childhood Education services are fundamental to reducing this percentage and building human capital in the region. While the population remains on par with state and national trends for higher education attainment, it is worthy to note that technical skills nation-wide remain scarce as reflected in industry reports and workforce education assessments sponsored by Georgetown's Center for Education and Workforce, MIT's Taskforce on the Work of the Future, Deloitte's Future of Work Report, and the federal Task Force on Apprenticeship Expansion. The ability of Ventura County to build responsive capacity to external shocks to the economic system relies heavily on the development of infrastructure that will support the modern age, with concurrent development of technical skills required for production and Smart City development.

SWOT ANALYSIS

The SWOT was conducted using a series of public charrettes, existing county documents such as the Economic Vitality Strategic Plan and the Regional Workforce Development Plan, along with input session with the Economic Development Roundtable, Economic Vitality Steering Committee, and the CEDS Committee.



Strengths:

- Agriculture and the food systems economy continue to thrive even while challenged by urban encroachment and constraints on labor and water.
- Among the nation's most highly concentrated biotech and pharmaceuticals industry clusters, supported by an emerging network of venture capital.
- Large and widely distributed health care services sector and skilled labor to support it.
- Large, diversified manufacturing sector.
- Regional economy significantly connected to and driven by global trade, anchored by the Port of Hueneme.
- Highly concentrated, high quality assets in technology innovation, research and development, supported by Naval Base Ventura County and its laboratories, driving an emergent culture of entrepreneurship.
- Access to 4 year institutions such as California Lutheran University, CSU Channel islands, CSU Northridge, Pepperdine and UCSB.
- Widely distributed and easily accessed high quality education opportunities through the Ventura County Community College District.
- Increasingly visible and effective career education leadership in both the region's k-12 and higher education institutions.
- Strong base of leadership and advocacy for high quality Early Child Education services and investment.
- Local leadership in strategic areas of the County ahead of the curve in developing mandated Ground Water Management Plans, essential for sustaining both the food systems economy and municipal access to water.
- Extraordinary County quality of life—evident in safe cities, open space, natural beauty and climate and recreational opportunities—making the region attractive to business, entrepreneurs and labor.
- Strong professional leadership and organizational capacity in support of the tourism, travel, hospitality and recreation economies.

Weaknesses:

- Slow growing economy, with near zero growth in local GDP over the last four years.
- Lack of new job creation, with new jobs overly concentrated in lower paying sectors.
- Shortage of local jobs to accommodate the local labor market, resulting in a high number of workers commuting out of county for employment.
- Acute lack of industrial land supply and available building space to accommodate business and job growth.
- Continuing high level of vacancies in office and retail real estate.
- Lack of affordable workforce housing, shortage of sufficient housing stock for all income levels, shortage of new projects in development.
- Deficiency of last mile broadband connectivity, particularly acute in rural areas, with sporadic high speed and affordable connectivity county-wide.
- Lack of infrastructure to support development of Smart Cities models for enhancing services and quality of life.

- Constrained and over-subscribed local water resources and high dependence on uncertain infrastructure for access to state water.
- Shortage of college and career education pathways aligned to high-impact industry sectors and occupational clusters such as manufacturing, technology, and hospitality.
- No commercial service airport.
- Rural areas lack resources for accelerating business start-ups and for retaining and growing existing businesses.
- Rural incubator needed to enhance entrepreneurial ecosystem (i.e. commercial kitchen)
- Lack of post-secondary educational services in the rural areas (Transfer, Bachelor's and Graduate levels)
- Shortage of licensed Early Childhood Education facilities.
- Regional transit system inadequate for the region's needs.

Opportunities:

- Naval Base Ventura County provides opportunity to support expansion in regional technology innovation, research and development, prototyping, production and technology transfer.
- Health services sector projected for continuing growth, creating more living wage jobs.
- Continuing growth in manufacturing and agricultural exports sustaining local jobs.
- Expansion of global trade through partnership with the Port of Hueneme and local industry leaders.
- Burgeoning farm to fork movement contributes to diversification and sustainability of the food systems economy.
- Continuing growth and diversification of cultural and recreational resources in support of the Hospitality/Travel/Tourism cluster.
- An emergent Clean/Green industry cluster with focus on Energy/Recycling; Building/Design; Agriculture and Tourism.
- Expand business acceleration programs in the County such as Ventura Ventures Technology Center, California Lutheran University's co-working and business incubation center, and partnership with the Port of Hueneme to broaden services and resources available for start-ups.
- Proximity to Los Angeles supports economic expansion of local film industry.
- Development of small business services in the rural areas leveraging SBDC, SBA, and Community College resources.
- Expansion of industry endorsed workforce training and credentials aligned to high-impact occupations.
- Improved access to career education and associates, bachelors and graduate level education in the rural communities.
- Increasing public/private sector collaboration for investment in Early Child Education as a long-term economic strategy.
- Expansion of apprenticeship model as a viable approach to meeting demand for skilled workers.

Threats:

- Constraints on access to labor for the agriculture and food systems sector.
- Continued automation and technology advances causing major changes in the labor market, particularly impactful in manufacturing and agriculture.
- Constraints on access to water resources impacting both agricultural and urban water users.
- Groundwater contamination due to chloride and salt water intrusion.
- Urban/rural interface fraught with potential for continuing conflict on land use and regulation.
- Failure to build more and more affordable housing continues to constrain economic growth.
- Uncertainty in federal health care regulation stymies economic growth in the sector.
- Los Angeles and Santa Barbara exert strong competition for business and talent pool.
- Increasing congestion on the region's major roadways creates commuter problems.
- Increasing frequency of wildfire and natural disasters causes interruptions in utility service and business continuity and threatens economic stability.

Regional Economic Development Goals & Objectives

The Economic Development Goals & Objectives listed below reflect conclusions derived from the assessment of economic clusters and occupational growth, housing and infrastructure needs, and the SWOT analysis. The goals are listed by types of capital, beginning with natural and built capital, then human and social capital. Strategically planning according to this structure of capital types is fundamental to the formation of a steady-state economic system. It provides the building blocks of a resilient and sustainable economy starting with utility and conservation of natural resources, moving through built capital infrastructure and the concurrent development of human capital, and finding the apex at ultimate well-being through the enhancement of social capital.

1. Enhance community resiliency through strategic investments in regional infrastructure, including:

- **Water:** Increase investment in water resource management, including groundwater retention and storage capacity, securing region-wide access to state water resources and improving efficiency, establishing a sustainable balance between water availability and urban and rural water use.
- **Transportation:** Increase local investments and leveraging of state, federal and private funds for improved roadways and multi-modal connectivity throughout the County.
- **Energy:** Support public and private investment and innovation for efficient and clean energy production, storage, and distribution mechanisms.
- **Broadband:** Promote strategic planning and investment for enhancing broadband infrastructure, supporting quality education, health services, public safety and business growth outcomes, and enabling a Smart Cities model for public/private collaboration.

2. Promote the development of a balanced housing stock and investments and innovations that improve our ability to retain and attract workers and business.

Ventura County is not immune from what most consider California's greatest threat to its economic sustainability, that is, the lack of an adequate housing stock at every level, high regulatory and cost barriers to investment in new housing, and the extraordinary cost of existing housing. The development and implementation of new models in housing finance that incentivize public/private partnerships and investment are essential to closing the gaps in housing affordability and stock.

3. Support the development and implementation of Hazard Mitigation plans and projects that reduce the effects of future natural disasters.

Support for strategic investment in community resiliency, inclusive of preparedness for disaster, development and maintenance of resources for business continuity and recovery, and for innovative policies and approaches that mitigate impacts and enable economic growth.

4. Support increased investment in high quality Early Childhood Education services.

Several studies document an enduring gap between the number of children who need some form of high quality early or after-school care and the number of licensed child education slots available. Economists have demonstrated that investments in early child education pay the highest returns of any public investment. Consistent with the region's goals to retain and attract business through an assets-based approach—quality of life, skilled workforce, aligned resources in career education—local projects that leverage public and private sector investment to increase the number of licensed child care slots will result in the long-term in a

more competitive workforce and in the short-term by a stronger commitment to businesses and workers for creating a high quality education network.

5. Support program investments and networking and development of resources in service to the region's entrepreneurial ecosystem.

Entrepreneurship is the backbone to regional economies, particularly in this era of technological advancement and global competition. Building a resilient and diverse economy requires investment in education and support services for business start-up, retention and expansion, enhanced resources for capital formation, and the fostering of the entrepreneurial spirit through education and youth programs.

6 Support strategic investment in high-impact workforce development programs that reinforce a competitive Ventura County economy and help retain and expand existing businesses.

Ventura County's competitive advantage is the continued expansion of high-impact and fast evolving sectors such as advanced manufacturing, agriculture technology, bioscience and health services, which rely heavily on STEM skills and occupational clusters that span our key industries, including IT networking/computer science, technology and management/business administration. The momentum of Smart City development and the entrepreneurial ecosystem in Ventura County has increased the demand for skilled labor in technology fields. Current and projected migration patterns require that talent be fostered within our existing population—particularly through investments in career education—to sustain a resilient and competitive economy. Priority areas for secondary and post-secondary education include the development of modern facilities in urban and rural areas that will provide education and training resources in advanced manufacturing and mechatronics, technology, and entrepreneurship.

7. Advance opportunities to expand global trade in partnership with the Port of Hueneme.

Accelerate our region's participation in import/export trade, collaborating with the Port of Hueneme to establish Ventura County as a nationally recognized innovator in the global economy. Global trade carries an impact on both urban and rural areas of the county, creating jobs and measures of GDP that further build economic diversity. Investment in infrastructure, building a workforce for global supply chain logistics, port mechanics and operations, and the development of resource connectivity for businesses seeking global sales is essential to building a support system for global trade.

8. Support strategies that facilitate technology transfer and R&D partnerships between local industry and Naval Base Ventura County, the Port of Hueneme and our region's education system.

The region's public and private sectors share a joint interest for supporting local industry contributions to technological solutions for meeting the needs of the U.S. Navy, for supporting maritime and global commerce and for facilitating the transfer of Navy and Port of Hueneme developed technology to commercial enterprises to strengthen our industrial base.

9. Support retention and diversification of the Agriculture industry and Food Systems economy.

Supported by fertile land, a temperate climate and the craft of our farmers, the County's Agriculture cluster—production, distribution and processing—generates more than \$3.5 billion in local economic output, nearly 5% of the County's GDP and supporting an out-sized

12% of the region's employment. The Agriculture economy is more than the sum of its economic impacts, as it is emblematic of the region's heritage; its continuing vitality separates the County in land use from our urban neighbors. Its strength notwithstanding, Agriculture is challenged on several fronts—encroaching urbanization, shortages of water and labor, global competition—increasing the sector's dependence for survival on innovative and diversification in Food Systems for survival.

10. Promote the economic and cultural vitality of the rural corridors in Ventura County, including in particular the Santa Clara River and Ojai Valleys.

The rural corridors of Ventura carry great potential for Agriculture and Food Systems economies, industrial value chain and logistics trades, and tourism. These regions require investment in infrastructure, human capital, and small business development to ensure their cultural and economic resiliency. Enhancement of these local economies will contribute to entrepreneurship and job creation, reduce out migration and excessive commuting, retain labor and talent, and support economic diversification such that may better withstand economic disruptions of all kinds.

Performance Metrics

Indicator	2020	2021	2022	2023	2024	Source
Number of Jobs Created (target sectors)						VCCCD Economic & Workforce Development EMSI
Number of Investments Undertaken						Municipalities; Port; EDC
Number of Jobs Retained (target sectors)						VCCCD Economic & Workforce Development EMSI
Amount of private sector investment in the region						SBDC; EDC; Incubators
Changes in economic environment of the region (e.g. number of jobs in technology, production and agriculture; increase in exports)						VCCCD Economic & Workforce Development EMSI
Adults with post-secondary awards (degrees and industry credentials from Adult Schools, CC, and University)						Ventura County Adult Education Consortium; VCCCD; CSUCI; CalLu
Air Quality						County Air Pollution Division
Household Stability: households spending <30% of income on housing (households earning a living wage is a linking indicator)						U.S. Census; California Association of Realtors
Average Commute Time						U.S. Census, EMSI

Implementation Projects

VENTURA COUNTY

Ventura County Animal Services (VCAS) Camarillo Animal Shelter Improvements – (TBD) Built in the 1980's, the County's main shelter was built with materials and concepts that do not meet many of today's modern shelter standards. While staff continues to do their best under difficult conditions, the facility remains in need of a major renovation or rebuild. This recommended rebuild would include new kennels, additional veterinarian clinic space, intake facilities and an administration building. Other additional facilities are needed as well including an isolation facility to properly separate sick animals from the population and a spay/neuter clinic with public access. In general, a new community shelter is needed to improve current shelter conditions and to better facilitate an environment where more animals are adopted from the shelter.

Government Center Fuel Tank Replacement Project (\$7 million) – The purpose of this project is to comply with a regulatory law that went into effect on September 25, 2014. The Health and Safety Code, Section 25292.05 requires that all single-walled underground storage tanks (including piping) be permanently closed by December 31, 2025. The Government Center has two single wall tanks that pose a potential fuel tank leaking liability and are subject to the adopted regulations which will require that they be removed prior to 2025.

VCMC Fainer Wing Remodel (\$5.6 million) – Project scope includes significant upgrades to the second, third and fourth floors of the Fainer Building. All upgrades are required to reclassify the building to Office of Statewide Health Planning and Development (OSHPD) Nonstructural Performance Category 4. Included in the scope is fire sprinkler pipe bracing, medical gas piping upgrades allowing connections of medical gases to patient headwalls and low voltage systems upgrades for new data cabling to connect nurse call, code blue and fire alarms with the new Hospital Replacement Wing (HRW) system.

Fillmore Library Improvements and New Meeting Room Construction (\$1.5 million) The Ventura County Library Services Agency (VCLS) has recognized the need for more space at the Fillmore Library. The scope includes design and construction, and the proposed new building will allow for more area to perform typical library functions and will also provide the community of Fillmore with an additional 2,000 square feet of space for library programming, adult literacy tutoring, English as a Second Language classes, Early Childhood Literacy Classes, S.T.E.A.M. and Maker Programs, and more. It will also be available for the community to use for various community organizations to hold meetings and training classes. The space will strengthen the Library's role as a community gathering place and hub of civic engagement and education. Included in the scope of work are improvements to the existing Library building. Last year the project went to bid two separate times. In both instances the competitive bids were deemed too high for the project to continue. Staff is working with Supervisor Long's office to explore other options to accomplish this project.

Preliminary Design and Environmental Review for the Future Runway & Taxiway Reconstruction Project (\$1.5 million) – Construction for the estimated \$34 million runway and taxiway reconstruction project is scheduled in the Capital Improvement Plan for FY 2023-2024. Preliminary design and environmental reviews must be completed prior to seeking financial assistance from the FAA and state DOT in the amount of \$31 million under the FAA Airport Improvement Grant Program. The Airport plans to begin the preliminary work now to meet critical FAA deadlines for future grant programming.

VENTURA COUNTY COMMUNITY COLLEGE DISTRICT

Ventura County Community College District – new facility development on each of the three district college campuses, Oxnard, Moorpark, and Ventura, to house new and enhanced fields of study in technology, production, agriculture, and entrepreneurship.

INDIVIDUAL JURISDICTION PROJECTS

Note: the projects for each jurisdiction are numbered for purposes of identification, but the numbering does not necessarily denote priorities among the projects, unless indicated.

CAMARILLO

In addition to the regional priority project in Camarillo above, the top two projects below also represent priorities for the City.

1. Las Posas Road Bike Lanes (T18))
2. Reclaimed Water Storage Reservoir (W-4)
3. 101 Freeway Northbound Auxiliary Lanes (T1)
4. Springville Bike Path (T29)
5. Las Posas Road Widening to 6 Lanes (T22)
6. Pleasant Valley Road Southbound On-Ramp Improvements (T28)
7. Pleasant Valley Road Southbound Off-Ramp Improvements (T27)
8. Las Posas Road Dual Left (Ponderosa) (T21)
9. Las Posas Road Dual Left (Daily) (T20)
10. Courthouse Property Reuse (B05)
11. Calle La Palmera Drainage Improvements (D01)
12. Camarillo Heights - Master Plan of Drainage (D03)
13. Stormwater Trash Compliance (D07)
14. Municipal Stormwater NPDES Permit Compliance (D06)
15. Camarillo Hills Drain Replacement at Ventura Blvd. (D04)
16. Undergrounding Project (T32)
17. Pleasant Valley Road Bike Lanes (T26)
18. Earl Joseph Drive Paving (T16)
19. Las Posas Park and Ride Parking Lot Expansion (T17)
20. Traffic Signal Improvements at Las Posas and Temple (T31)

FILLMORE

1. Well # 8 Rehabilitation - water capital replacement
2. Well # 9 Feasibility/Design
3. Well # 5 Rehabilitation - water capital replacement
4. Career Technology Center (High School students and adult ED target audience)
5. Streets, Sidewalks, Curbs and Gutters Rehabilitation
6. Curb and sidewalk replacement.
7. Mountain View Sidewalks
8. IT infrastructure.
9. City Hall Upgrades
10. Active Adult Center Roof Repairs
11. Boys & Girls Club Bldg Repairs

MOORPARK

1. Princeton Avenue widening (8012)
2. Los Angeles Avenue widening – Spring Rd. to Moorpark Ave. (8013)

3. Spring Rd. widening (8029)
4. Moorpark Ave, widening (8040)
5. Metrolink south parking lot south entry (8063)
6. Metrolink north parking lot expansion (8063)
7. Los Angeles Avenue Widening – Spring Road to Moorpark Avenue
8. Moorpark Avenue Widening
9. Princeton Avenue Improvements – Spring Road to Condor Drive
10. Spring Road Widening
11. Metrolink Station South Parking Lot – South Entry
12. Metrolink Station North Parking Lot – Parking Lot Expansion

OJAI

1. Road reconstruction/repair to support commercial district
2. Parking Lot improvements at Lower Libby, Signal St., Police Dept., Sarzotti, Park n' Ride, PW Yard, Rotary park, Plaza, Cemetery
3. Park Improvements
4. Bike Trail safety crossings, lane striping signage, and bridge.
5. Public facility improvements: museum, city hall, public works yard, cemetery, police department.
6. Drainage Repair: Repair CMP/RCP, Arcade concrete floor, pedestrian crossing, and trash excluders
7. Transit: trolley stop improvement, gate and security.

OXNARD

1. Activated Sludge Tank (AST) Replacement
2. Adaptive Traffic Signals
3. Aquifer Storage and Recovery (ASR) Completion
4. Bicycle & Pedestrian Facilities
5. Blackstock South Neighborhood Storm Drain Construction
6. Oxnard Industrial Drain Capacity Upgrade and Treatment
7. Bicycle Facilities Installation
8. Civic Center and Museum improvements
9. Data Center for Disaster Recovery
10. Desalter, Piping & Permeate Tank Cathodic Protection Installation
11. Electrical Improvements at the Wastewater Treatment Plant
12. Etting Road Bicycle & Pedestrian Facilities Installation
13. Existing Desalter Upgrades
14. Fiber Network Expansion
15. Fire Station Alerting System Replacement
16. Reliability Improvements at the Wastewater Treatment Plant
17. Residential Street Resurfacing
18. Riverpark Irrigation Control System Replacement
19. Storm Water Catch Basins Full Capture Devices Installation
20. Water System SCADA Improvements
21. Water Utility Security Improvements
22. West Fifth Street Storm Drain

PORT HUENEME

1. Supporting Key Automotive Investment Project
2. Port Opportunity Zone Logistics Park

3. Port of Hueneme Reducing Emissions Supporting Health Project

SAN BUENAVENTURA

1. Thomas Fire Projects - Arroyo Verde Park Playground Rebuild
2. State Water Project Interconnection
3. Expand Fiber to targeted businesses development
4. Ventura Pier Corrosion Repairs
5. Phase II Coastal Shoreline Preservation
6. Automated Water Meter Reading Upgrades
7. Olivas Park Drive Extension
8. Street Resurfacing - Portola Rd, Partridge, Victoria Ave, Johnson Dr, Alessandro Dr., Seaward Ave, Telephone Rd, Main St, Petit Ave, North Bank Dr., Thille St., Mills Rd., Donlon St, Market St., Ralston St., Valentine Rd., Walker Dr., Sperry Ave., Olivas Park Dr.

SANTA PAULA

1. Fiber Optic Broadband Connection – from East Area 1 through Downtown
2. New Sewer line from EA1
3. Harvard Project (streets/water/sewer)
4. New bridge connecting to East Area 1 over the Santa Paula Creek
5. Street paving (per Public Works Street Paving Plan)
6. Development of the 37-acre park Regional Sports Complex with amphitheater, splash pad, swimming pool , sports fields, pavilions, pickleball courts, tennis courts, softball fields, soccer fields.
7. Santa Paula West Business Park development of 50 acres of industrial property
8. Development of the Hallock Commercial Development 12 acres of property
9. Construction of the net-zero energy SPARC Animal Rescue Center facility

SIMI VALLEY

1. Construction of bridge over the Arroyo Simi at the west end of Simi Valley to support development of property on the south side of the Arroyo Simi.
2. Installation of conduit and fiber optic cable within Simi Valley's industrial and commercial corridors to support business activity
3. Bank stabilization of the Arroyo Simi west of Madera Road to support the development of industrial land within the west end of Simi Valley.
4. Widening of Tapo Canyon Road and the extension of infrastructure north of Walnut Street to support business growth north of Simi Valley.
5. Construction of a brine line in conjunction with Calleguas Municipal Water District to support the removal of ground water in industrially zoned areas in Simi Valley.
6. Construction of a secondary access road for properties on Madera Road north of the 118 Freeway in Simi Valley to ensure emergency ingress and egress.
7. Expansion of Simi Valley recycled water distribution system to serve expanded customer base.
8. Construction of Arroyo Simi Greenway project to support alternative transportation to employment bases along the Arroyo Simi.
9. Replacement of sewer, water, and storm drain infrastructure within Los Angeles Avenue serving the commercial corridor of Simi Valley.

10. Construction of three regional flood detention basins to address flooding and flood plain issues within Simi Valley's commercial and industrial areas.
11. Creation of an incubator for regional entrepreneurs.

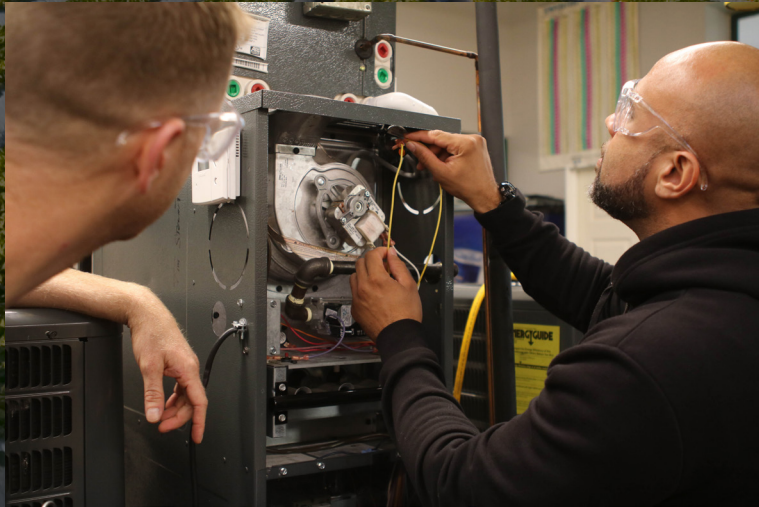
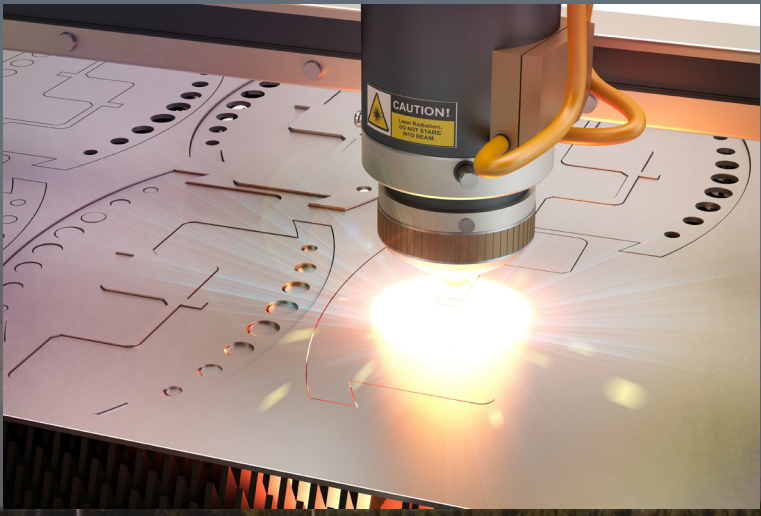
THOUSAND OAKS

Various improvements and upgrades to roads serving the City's commercial districts and business parks, including:

1. Los Robles Greens Golf Course Groundwater Utilization Project.
2. Pavement Slurry Program
3. Pavement Overlay Program.
4. La Granada Pump Station
5. Street Project - Willow Lane Improvements
6. Los Feliz Sidewalks, Phase II
7. Newbury Road East of Ventu Park Road Widening and Improvements
8. Transit - Lawrence Drive/Teller Rd Intersection
9. Civic Arts Plaza Campus Improvements
10. Thousand Oaks Blvd. Phase I Pedestrian Improvements
11. Wastewater Project - Interceptor Improvement Phase V Unit Y2
12. Teen Center & Goebel Adult Center Enhancements

UNINCORPORATED VENTURA COUNTY

1. Overlay La Jenelle Parking Lot & Access Road – Harbor Infrastructure Maintenance
2. Airport, Camarillo-Construct/Develop New Apron and Aircraft Hangars – Infrastructure
3. Airport, Camarillo-Acquisition of Former Naval Parcel Located at the Airport – Infrastructure
4. Airport, Camarillo-Rehabilitate Airport Pavement Including Drainage – Infrastructure
5. Airport, Oxnard-Solar Development for ATC Tower, Airfield Lighting, ARFF – Infrastructure
6. Airport, Oxnard-Roof Replacement/Railing Repair at Air Traffic Control Tower – Infrastructure
7. Airport, Oxnard-Aircraft Hangar Development at Condor Ramp – Infrastructure
8. Airport, Oxnard-Rehabilitate Airport Pavement Including Drainage – Infrastructure
9. Harbor Administration Building Replacement – New Building Construction
10. Harbor Peninsula Park Restroom Replacement/Improvements – Infrastructure
11. Harbor Construct New Waterfront Santa Barbara Island Park – New Construction
12. Harbor Repair/Replace Kiddie Beach Surge Wall – Infrastructure
13. HCA Parking Lot Overlay at 2240 Gonzales Road – Building Improvements
14. HCA Parking Lot Renovation at 2323 Knoll Dr – Building Improvements
15. HCA Re-roof and HVAC Replacement at 2323 Knoll Dr – Building Improvements
16. New Primary Care and Urgent Care Building in Port Hueneme – New Building
17. New Clinic and Urgent Care in Santa Paula (East Area One) – New Building
18. Resurface HCA Parking Lot at 133 W Santa Clara St – Building Improvements
19. IT Services Department – Data Switch/Router End of Life Upgrade – Information Technology
20. IT Services Department – Oxnard Fiber Expansion Project – Information Technology



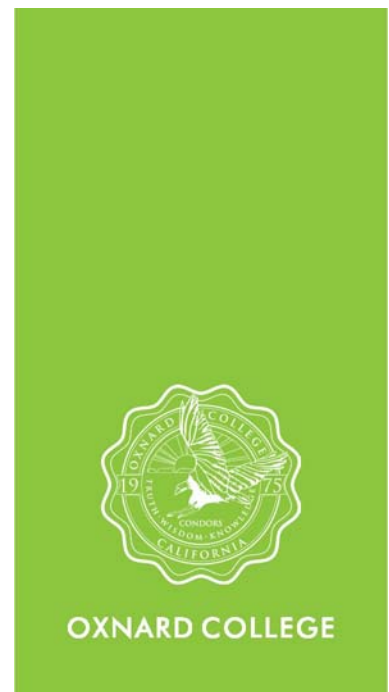
VENTURA COUNTY

ECONOMIC PROFILE 2018



VENTURA COUNTY COMMUNITY COLLEGE DISTRICT
ECONOMIC & WORKFORCE
DEVELOPMENT DIVISION

Alexandria M. Wright Ph.D.



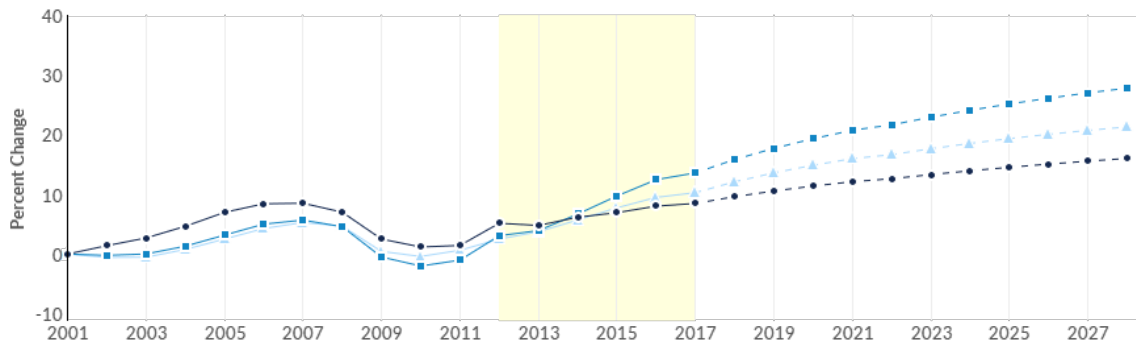
The Ventura County Community College District Division of Economic & Workforce Development provides economic and labor market research, contract education, entrepreneurial resources, and facilitation registered apprenticeships in the county. As the premier workforce development institute in the region, the District is committed to providing quality educational services for high-demand occupations and enhancing the economic vitality of the region by providing labor market research and innovative educational initiatives for emerging industry sectors.



Executive Summary

Ventura County's population sits at 858,385 as of 2018, with approximately 372,014 people in the workforce with a median annual income of \$78,600. Largest industries include retail trade, manufacturing, healthcare, professional, technical and scientific subsectors, hospitality, and crop production. Although government remains a non-base industry, the public sector is the largest employer in the county with just over 50,000 jobs. Top exports in the county include manufactured goods totaling \$8.7 billion in 2018, followed by agriculture with \$3.1 billion in exports (up from \$2.8 billion the year prior) and wholesale trade with \$4.6 billion in exports. Fastest growing occupations over the past five years remain in hospitality, retail, healthcare, and education, though several subsectors of manufacturing and all management occupations show steadily increasing demand with a high return on investment for workforce development. Year over year job growth is highest in retail, healthcare, and hospitality, however, when looking at growth over time, manufacturing and agriculture surpass hospitality in magnitude.

Regional Trends



	Region	2013 Jobs	2018 Jobs	Change	% Change
●	Ventura County	356,347	373,395	17,048	4.8%
●	California	17,598,587	19,568,418	1,969,831	11%
●	Nation	150,464,122	162,139,168	11,675,046	7.8%



Regional Exports and Gross Regional Product

\$45.8B	\$27.2B	\$18.2B	\$3.5B	\$48.6B
Exports (2018)	Earnings (2018)	Property Income (2018)	Taxes (2018)	GRP (2018)

NAICS	Industry	Exports (2018)	GRP (2018)
11	Agriculture, Forestry, Fishing and Hunting	\$3,144,581,576	\$1,681,297,376
21	Mining, Quarrying, and Oil and Gas Extraction	\$1,020,349,263	\$793,432,862
22	Utilities	\$476,737,132	\$585,643,957
23	Construction	\$676,422,736	\$1,821,796,248
31	Manufacturing	\$8,739,155,927	\$5,979,721,247
42	Wholesale Trade	\$4,606,214,595	\$3,998,047,650
44	Retail Trade	\$1,590,219,627	\$3,053,993,081
48	Transportation and Warehousing	\$318,841,559	\$520,374,676
51	Information	\$669,907,727	\$1,632,502,077
52	Finance and Insurance	\$1,993,143,358	\$3,641,505,525
53	Real Estate and Rental and Leasing	\$952,982,775	\$1,816,250,820
54	Professional, Scientific, and Technical Services	\$905,444,706	\$2,813,415,899
55	Management of Companies and Enterprises	\$1,230,571,368	\$1,178,334,077
56	Administrative and Support and Waste Management and Remediation Services	\$641,404,487	\$1,528,437,095
61	Educational Services	\$35,978,812	\$331,113,002
62	Health Care and Social Assistance	\$697,902,029	\$3,088,893,641
71	Arts, Entertainment, and Recreation	\$193,103,177	\$471,562,620
72	Accommodation and Food Services	\$236,137,749	\$1,365,888,110
81	Other Services (except Public Administration)	\$203,824,834	\$775,038,970
90	Government	\$17,499,672,618	\$5,653,894,295



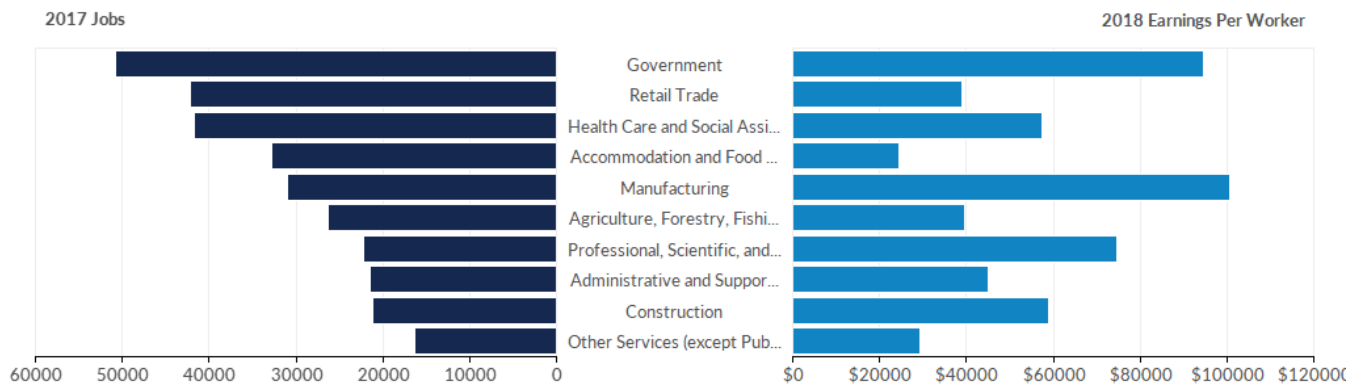
Region Imports

\$17.5B Imports (2018) 48.7% of Demand	\$18.5B Locally Produced & Consumed (2018) 51.3% of Demand
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NAICS	Industry	Imports (2018)
11	Agriculture, Forestry, Fishing and Hunting	\$108,976,518
21	Mining, Quarrying, and Oil and Gas Extraction	\$111,007,433
22	Utilities	\$436,805,947
23	Construction	\$250,011,452
31	Manufacturing	\$4,303,453,787
42	Wholesale Trade	\$1,087,777,066
44	Retail Trade	\$165,362,134
48	Transportation and Warehousing	\$945,750,845
51	Information	\$1,073,701,529
52	Finance and Insurance	\$925,745,417
53	Real Estate and Rental and Leasing	\$753,834,468
54	Professional, Scientific, and Technical Services	\$1,261,302,690
55	Management of Companies and Enterprises	\$980,885,535
56	Administrative and Support and Waste Management and Remediation Services	\$406,364,988
61	Educational Services	\$69,118,054
62	Health Care and Social Assistance	\$51,424,576
71	Arts, Entertainment, and Recreation	\$85,385,793
72	Accommodation and Food Services	\$138,542,475
81	Other Services (except Public Administration)	\$124,544,848
90	Government	\$4,268,603,217



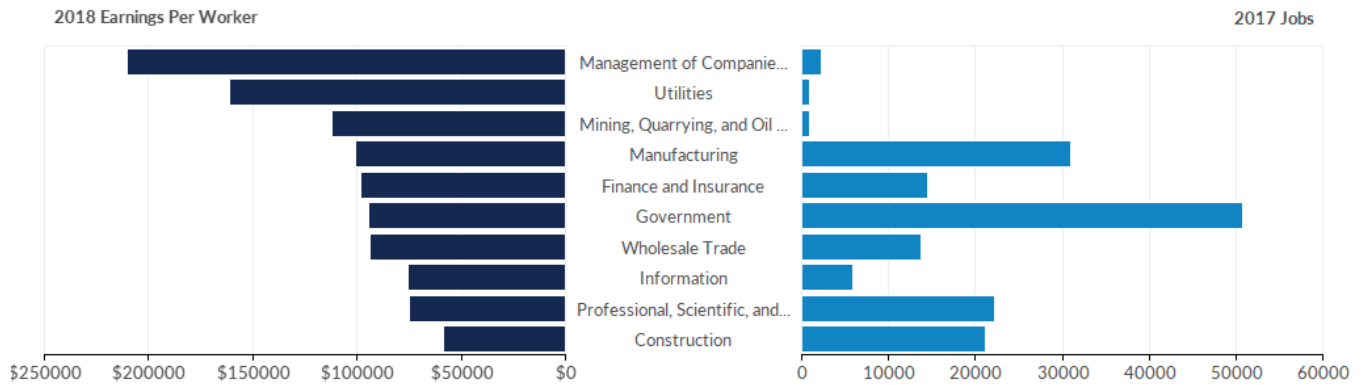
Largest Industries



Industry	2017 Jobs	2018 Jobs	Change in Jobs (2017-2018)	% Change	2018 Earnings Per Worker
Government	50,777	50,533	-244	0%	\$94,535
Retail Trade	42,138	42,094	-44	0%	\$39,017
Health Care and Social Assistance	41,639	42,083	444	1%	\$57,380
Accommodation and Food Services	32,767	32,932	165	1%	\$24,526
Manufacturing	31,035	29,991	-1,044	-3%	\$100,693
Agriculture, Forestry, Fishing and Hunting	26,343	26,324	-19	0%	\$39,655
Professional, Scientific, and Technical Services	22,177	22,220	43	0%	\$74,733
Administrative and Support and Waste Management and Remediation Services	21,522	21,622	100	0%	\$44,976
Construction	21,126	21,432	306	1%	\$58,875
Other Services (except Public Administration)	16,367	16,514	147	1%	\$29,259
Finance and Insurance	14,435	14,343	-92	-1%	\$98,052
Wholesale Trade	13,692	13,672	-20	0%	\$93,744
Arts, Entertainment, and Recreation	6,751	6,850	99	1%	\$30,068
Educational Services	6,612	6,644	32	0%	\$40,112
Real Estate and Rental and Leasing	6,236	6,190	-46	-1%	\$56,855
Information	5,897	5,925	28	0%	\$75,831



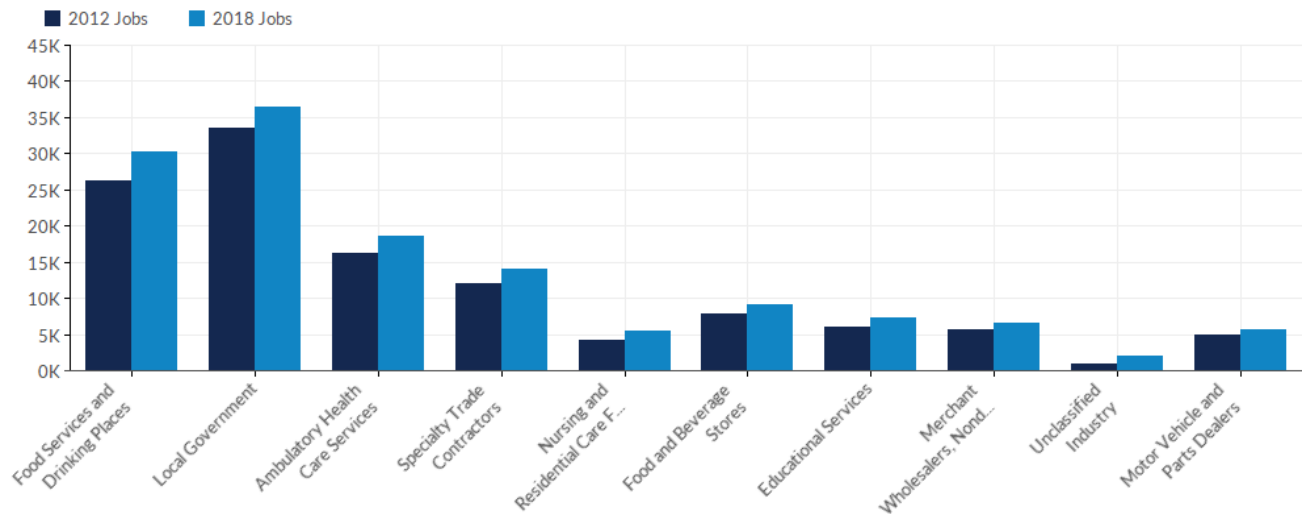
Highest Paying Industries



Industry	2017 Jobs	2018 Jobs	Change in Jobs (2017-2018)	% Change	2018 Earnings Per Worker
Management of Companies and Enterprises	2,272	3,514	1,242	55%	\$210,619
Utilities	967	962	-5	-1%	\$161,095
Mining, Quarrying, and Oil and Gas Extraction	890	887	-3	0%	\$111,921
Manufacturing	31,035	29,991	-1,044	-3%	\$100,693
Finance and Insurance	14,435	14,343	-92	-1%	\$98,052
Government	50,777	50,533	-244	0%	\$94,535
Wholesale Trade	13,692	13,672	-20	0%	\$93,744
Information	5,897	5,925	28	0%	\$75,831
Professional, Scientific, and Technical Services	22,177	22,220	43	0%	\$74,733
Construction	21,126	21,432	306	1%	\$58,875
Health Care and Social Assistance	41,639	42,083	444	1%	\$57,380
Unclassified Industry	1,277	1,444	167	13%	\$57,374
Real Estate and Rental and Leasing	6,236	6,190	-46	-1%	\$56,855
Transportation and Warehousing	5,754	5,839	85	1%	\$55,209
Administrative and Support and Waste Management and Remediation Services	21,522	21,622	100	0%	\$44,976
Educational Services	6,612	6,644	32	0%	\$40,112
Agriculture, Forestry, Fishing and Hunting	26,343	26,324	-19	0%	\$39,655



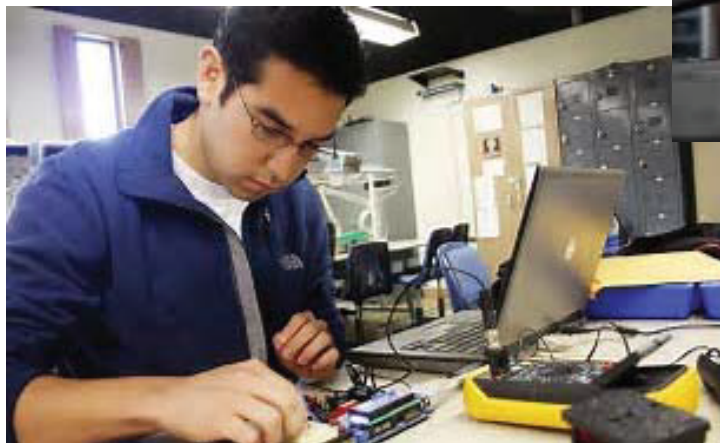
Fastest Growing Industries



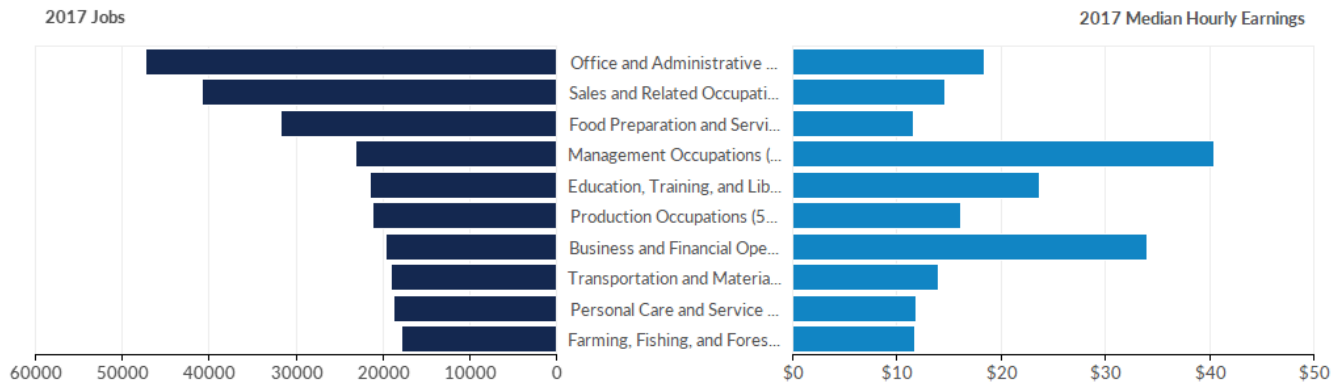
Industry	2012 Jobs	2018 Jobs	Change in Jobs (2012-2018)	% Change	2017 Earnings Per Worker
Food Services and Drinking Places	26,150	30,201	4,051	15%	\$23,115
Local Government	33,601	36,434	2,833	8%	\$91,285
Ambulatory Health Care Services	16,274	18,650	2,376	15%	\$69,188
Specialty Trade Contractors	11,972	14,067	2,095	17%	\$55,735
Nursing and Residential Care Facilities	4,233	5,548	1,315	31%	\$40,586
Food and Beverage Stores	7,871	9,165	1,294	16%	\$34,721
Educational Services	6,045	7,196	1,151	19%	\$38,910
Merchant Wholesalers, Nondurable Goods	5,579	6,578	999	18%	\$108,872
Unclassified Industry	976	1,916	940	96%	\$56,042
Motor Vehicle and Parts Dealers	4,864	5,714	850	17%	\$64,059
State Government	2,038	2,841	803	39%	\$75,365
Construction of Buildings	4,322	5,038	716	17%	\$56,476
Building Material and Garden Equipment and Supplies Dealers	2,786	3,496	710	25%	\$43,098
Fabricated Metal Product Manufacturing	3,341	4,021	680	20%	\$66,478
Professional, Scientific, and Technical Services	20,997	21,666	669	3%	\$75,203
Administrative and Support Services	19,616	20,255	639	3%	\$43,629



Industry	2012 Jobs	2018 Jobs	Change in Jobs (2012-2018)	% Change	2017 Earnings Per Worker
Personal and Laundry Services	4,297	4,908	611	14%	\$23,460
Merchant Wholesalers, Durable Goods	5,743	6,261	518	9%	\$79,521
Couriers and Messengers	737	1,173	436	59%	\$49,556
Nonstore Retailers	1,291	1,707	416	32%	\$44,305



Largest Occupations (Education Level < Associates)



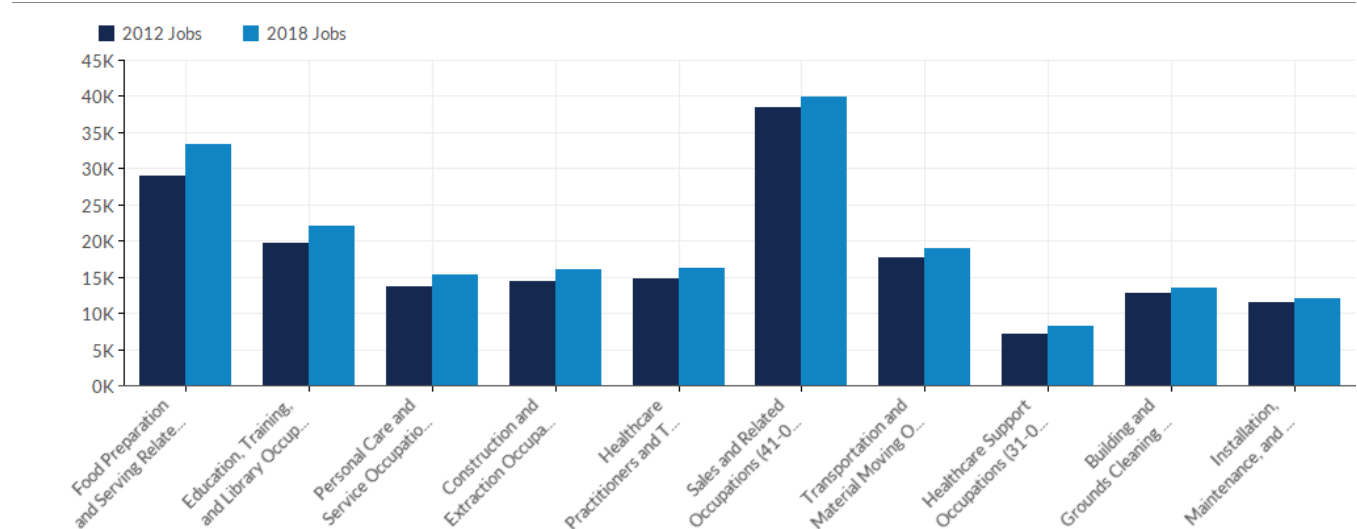
Occupation	2017 Jobs	2018 Jobs	Change in Jobs (2017-2018)	% Change	2017 Median Hourly Earnings
Office and Administrative Support Occupations	47,353	47,357	4	0%	\$18.43
Sales and Related Occupations	40,870	40,826	-44	0%	\$14.59
Food Preparation and Serving Related Occupations	31,739	31,930	191	1%	\$11.65
Management Occupations	23,058	23,283	225	1%	\$40.44
Education, Training, and Library Occupations	21,410	21,390	-20	0%	\$23.74
Production Occupations	21,226	21,001	-225	-1%	\$16.10
Business and Financial Operations Occupations	19,631	19,873	242	1%	\$33.98
Transportation and Material Moving Occupations	18,986	19,126	140	1%	\$14.02
Personal Care and Service Occupations	18,809	19,200	391	2%	\$11.78
Farming, Fishing, and Forestry Occupations	17,849	17,803	-46	0%	\$11.74
Construction and Extraction Occupations	16,784	16,992	208	1%	\$20.14



Occupation	2017 Jobs	2018 Jobs	Change in Jobs (2017- 2018)	% Change	2017 Median Hourly Earnings
Healthcare Practitioners and Technical Occupations	16,091	16,216	125	1%	\$36.45
Building and Grounds Cleaning and Maintenance Occupations	13,234	13,393	159	1%	\$12.96
Installation, Maintenance, and Repair Occupations	11,695	11,726	31	0%	\$21.82
Architecture and Engineering Occupations	7,817	7,827	10	0%	\$43.44
Arts, Design, Entertainment, Sports, and Media Occupations	7,805	7,854	49	1%	\$19.86
Computer and Mathematical Occupations	7,790	7,907	117	2%	\$38.70
Healthcare Support Occupations	7,302	7,424	122	2%	\$16.64
Community and Social Service Occupations	6,154	6,183	29	0%	\$23.08
Protective Service Occupations	5,396	5,380	-16	0%	\$21.07



Fastest Growing Occupations



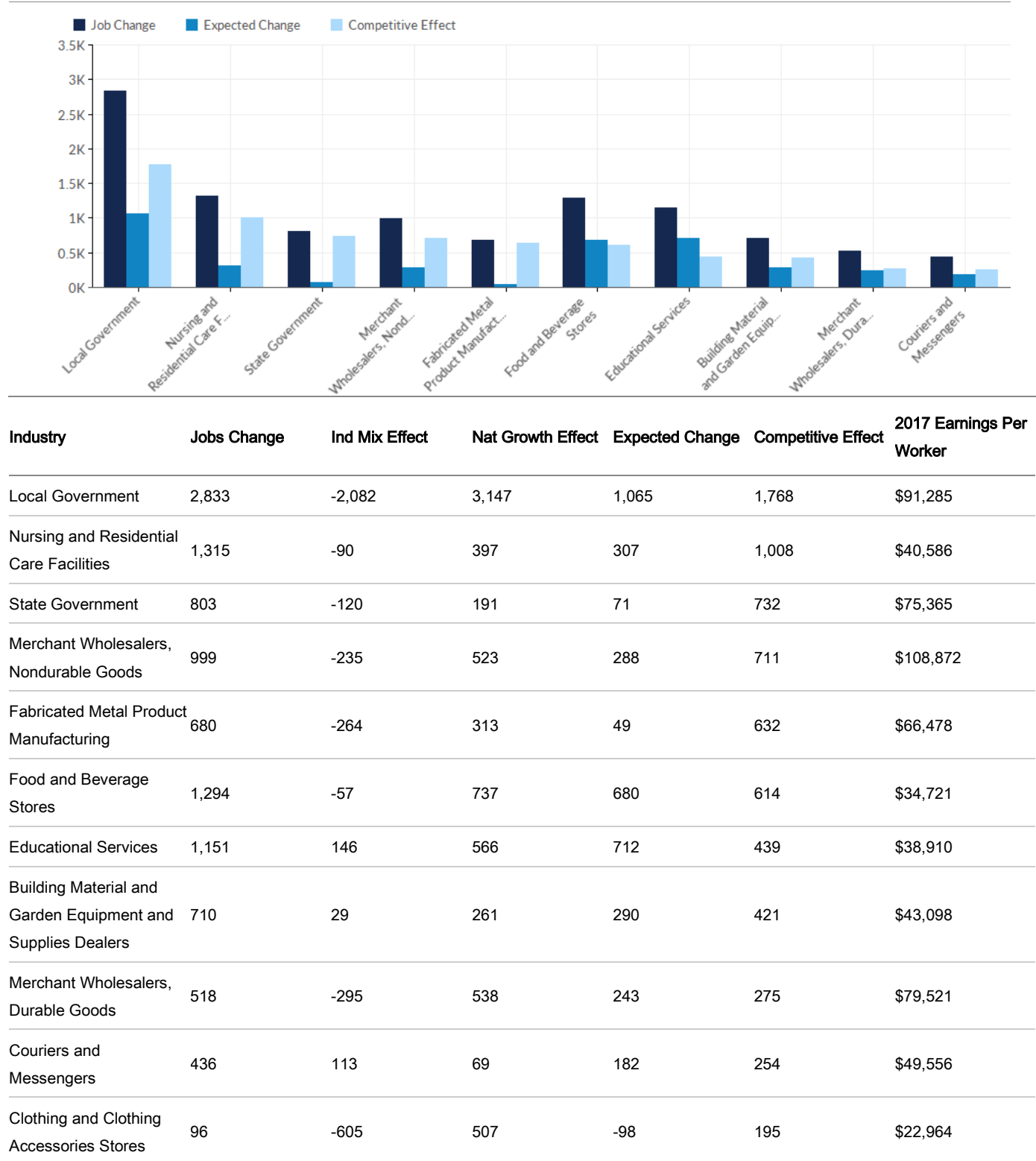
Occupation	2012 Jobs	2018 Jobs	Change in Jobs (2012-2018)	% Change	2016 Median Hourly Earnings
Food Preparation and Serving Related Occupations	28,896	33,274	4,378	15%	\$11.10
Education, Training, and Library Occupations	19,634	22,090	2,456	13%	\$23.02
Personal Care and Service Occupations	13,578	15,321	1,743	13%	\$11.55
Construction and Extraction Occupations	14,363	16,039	1,676	12%	\$18.92
Healthcare Practitioners and Technical Occupations	14,776	16,253	1,477	10%	\$39.47
Sales and Related Occupations	38,531	39,810	1,279	3%	\$13.95
Transportation and Material Moving Occupations	17,726	18,937	1,211	7%	\$13.80
Healthcare Support Occupations	7,194	8,257	1,063	15%	\$16.26
Building and Grounds Cleaning and Maintenance Occupations	12,825	13,392	567	4%	\$12.84
Installation, Maintenance, and Repair Occupations	11,488	12,022	534	5%	\$21.36



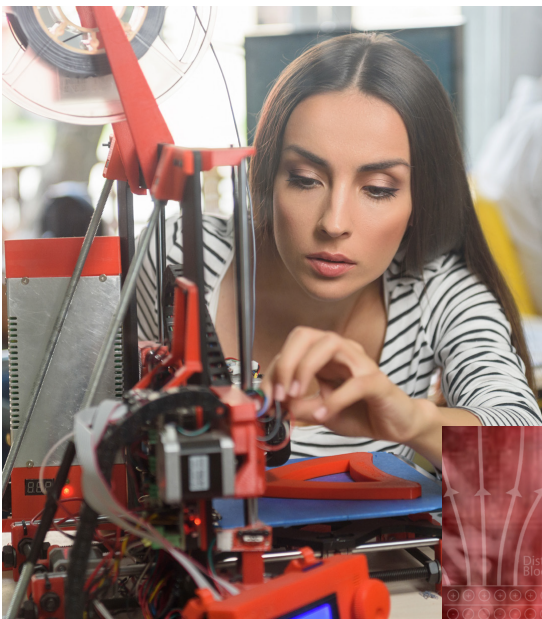
Occupation	2012 Jobs	2018 Jobs	Change in Jobs (2012-2018)	% Change	2016 Median Hourly Earnings
Protective Service Occupations	4,849	5,266	417	9%	\$22.03
Production Occupations	20,814	21,182	368	2%	\$15.12
Arts, Design, Entertainment, Sports, and Media Occupations	7,288	7,529	241	3%	\$19.47
Community and Social Service Occupations	5,425	5,639	214	4%	\$23.63
Management Occupations	23,252	23,379	127	1%	\$38.96
Legal Occupations	2,712	2,752	40	1%	\$40.12
Business and Financial Operations Occupations	18,980	19,015	35	0%	\$32.71
Architecture and Engineering Occupations	7,496	7,449	-47	-1%	\$42.78
Computer and Mathematical Occupations	7,999	7,912	-87	-1%	\$38.26
Office and Administrative Support Occupations	49,340	49,114	-226	0%	\$18.03



Most Competitive Industries



Industry	Jobs Change	Ind Mix Effect	Nat Growth Effect	Expected Change	Competitive Effect	2017 Earnings Per Worker
Wood Product Manufacturing	185	14	16	30	156	\$59,708
Miscellaneous Manufacturing	194	-84	134	50	144	\$67,925
Textile Product Mills	134	-4	4	0	133	\$43,840
Printing and Related Support Activities	67	-162	100	-62	129	\$52,117
Telecommunications	-2	-281	163	-118	116	\$98,363
Food Manufacturing	212	-3	101	98	113	\$74,137
Beverage and Tobacco Product Manufacturing	219	87	28	115	104	\$55,826
Motor Vehicle and Parts Dealers	850	307	456	763	87	\$64,059
Nonstore Retailers	416	208	121	329	86	\$44,305



Total Career Education Awards by Year:

2014-2015	1,376
2015-2016	1,466
2016-2017	1,643
2017-2018	1,747

3 - Year VCCCD Completions				
2014 - 2015 VCCCD Program Completions				
	*CTE	*NON CTE	*TOTAL	TOTAL AWARDS
Moorpark	515	914	1,429	1,739
Oxnard	366	420	786	1,014
Ventura	495	1,052	1,547	2,019

2015 - 2016 VCCCD Program Completions				
	*CTE	*NON CTE	*TOTAL	TOTAL AWARDS
Moorpark	555	1,106	1,661	2,125
Oxnard	341	545	886	1,293
Ventura	570	1,346	1,916	2,858

2016 - 2017 VCCCD Program Completions				
	*CTE	*NON CTE	*TOTAL	TOTAL AWARDS
Moorpark	659	1,313	1,972	2,980
Oxnard	354	566	920	1,460
Ventura	630	1,358	1,988	3,245

Note: Completion equals Degree or Certificate obtained

3 - Year VCCCD Enrolled Student Headcount			
Fall 2015 VCCCD Headcount			
	CTE	NON CTE	TOTAL
Moorpark	5,007	7,957	12,964
Oxnard	2,437	3,046	5,483
Ventura	4,328	6,924	11,252

Fall 2016 VCCCD Headcount			
	CTE	NON CTE	TOTAL
Moorpark	4,978	8,023	13,001
Oxnard	2,431	3,176	5,607
Ventura	4,153	7,133	11,286

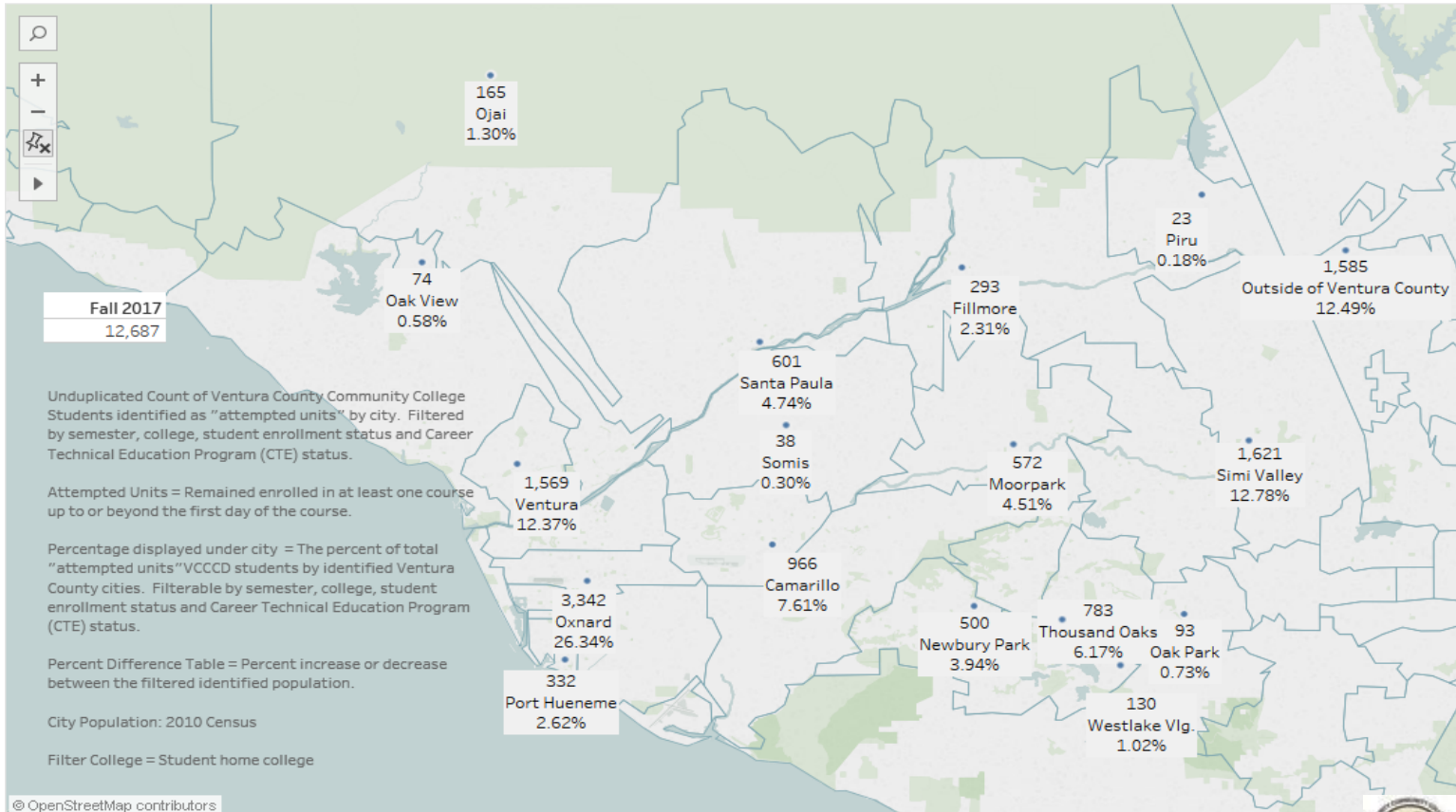
Fall 2017 VCCCD Headcount			
	CTE	NON CTE	TOTAL
Moorpark	4,924	8,298	13,222
Oxnard	2,487	3,451	5,938
Ventura	4,288	7,069	11,357

Enrolled Student Headcount equals enrolled at end of semester

Ventura County Community College District Student Population by City Career Education Programs - Fall 2017

VCCCD Fall 2017 CTE Students by zip (Attempted at VCCCD)

VCCCD Ventura County Student Distribution by City



Top Occupations by Industry Sector

The regional economy is enhanced by those high-demand, entry-level and middle-skilled occupations per sector that carry a significant impact on the economy. These high-impact occupations are derived from analysis of several variables including quantity, wage, growth over time, emerging technologies, and contribution to regional exports and gross regional product. These workers keep the economic engine churning and the entry-level occupations provide a pathway for continued education and training for many of our community members. The ensuing tables highlight top occupations by industry cluster to gain a better perspective on those jobs that are driving the local economy.

Manufacturing Sector

SOC	Description	2018 Jobs	2012 - 2018 Change	2012 - 2018 % Change	Annual Openings	Annual Replacement Jobs	Median Hourly Earnings	Regional Completions (2015)	2017 Resident Workers
17-3013	Mechanical Drafters	84	0	0%	8	7	\$23.55	7	99
17-3023	Electrical and Electronics Engineering Technicians	720	(11)	(2%)	69	62	\$37.29	18	701
17-3024	Electro-Mechanical Technicians	28	(2)	(7%)	3	2	\$31.86	2	44
51-1011	First-Line Supervisors of Production and Operating Workers	1,099	(15)	(1%)	112	106	\$28.66	0	1,288
51-2022	Electrical and Electronic Equipment Assemblers	1,379	5	0%	179	160	\$15.22	0	1,233
51-2023	Electromechanical Equipment Assemblers	117	2	2%	15	14	\$16.05	0	156
51-2092	Team Assemblers	1,965	110	6%	244	220	\$13.88	0	2,051
51-4011	Computer-Controlled Machine Tool Operators, Metal and Plastic	334	31	10%	37	31	\$21.78	38	358
51-4012	Computer Numerically Controlled Machine Tool Programmers, Metal and Plastic	53	5	10%	6	5	\$26.25	0	65
51-4041	Machinists	1,056	19	2%	113	105	\$19.95	38	1,087
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	1,363	(46)	(3%)	170	163	\$18.23	0	1,474
Total		8,198	97	1%	953	875			8,555

Agriculture Sector

SOC	Description	2018 Jobs	2012 - 2018 Change	2012 - 2018 % Change	Annual Openings	Annual Replacement Jobs	Median Hourly Earnings	Regional Completions (2015)	2017 Resident Workers
19-4011	Agricultural and Food Science Technicians	91	(3)	(3%)	10	9	\$22.52	78	96
45-1011	First-Line Supervisors of Farming, Fishing, and Forestry Workers	726	(109)	(13%)	108	105	\$19.82	0	651
45-2011	Agricultural Inspectors	54	(4)	(7%)	8	7	\$21.43	0	76
45-2041	Graders and Sorters, Agricultural Products	778	(92)	(11%)	114	112	\$11.06	0	715
45-2091	Agricultural Equipment Operators	1,315	(51)	(4%)	217	205	\$12.22	0	1,098
45-2092	Farmworkers and Laborers, Crop, Nursery, and Greenhouse	13,151	(1,437)	(10%)	2,194	2,133	\$11.18	0	11,723
49-3041	Farm Equipment Mechanics and Service Technicians	51	(1)	(2%)	6	5	\$18.68	0	57
Total		16,166	(1,697)	(10%)	2,656	2,577			14,416



Business Services

SOC	Description	2018 Jobs	2012 - 2018 Change	2012 - 2018 % Change	Annual Openings	Annual Replacement Jobs	Median Hourly Earnings	Regional Completions (2015)	2017 Resident Workers
43-6014	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	5,292	217	4%	611	545	\$18.28	25	6,359
11-1021	General and Operations Managers	5,442	340	7%	484	422	\$49.97	850	6,352
11-9013	Farmers, Ranchers, and Other Agricultural Managers	3,073	(134)	(4%)	259	230	\$12.93	78	2,841
43-6011	Executive Secretaries and Executive Administrative Assistants	1,458	(77)	(5%)	160	159	\$30.12	82	1,932
11-2022	Sales Managers	1,348	70	5%	123	110	\$39.91	784	1,640
11-9021	Construction Managers	942	29	3%	82	62	\$32.14	760	1,032
43-9199	Office and Administrative Support Workers, All Other	647	(33)	(5%)	77	68	\$17.12	0	971
11-9111	Medical and Health Services Managers	637	77	14%	60	44	\$49.93	0	773
11-3011	Administrative Services Managers	590	19	3%	51	45	\$44.71	841	823
11-3121	Human Resources Managers	343	(19)	(5%)	29	27	\$50.62	0	411
11-3071	Transportation, Storage, and Distribution Managers	242	3	1%	20	18	\$45.79	824	311
11-9081	Lodging Managers	89	2	2%	10	9	\$25.25	0	114
11-3111	Compensation and Benefits Managers	27	0	0%	2	2	\$64.58	0	33
	Total	20,130	495	3%	1,968	1,740			23,591

Healthcare Sector

SOC	Description	2018 Jobs	2012 - 2018 Change	2012 - 2018 % Change	Annual Openings	Annual Replacement Jobs	Median Hourly Earnings	Regional Completions (2015)	2017 Resident Workers
21-1022	Healthcare Social Workers	259	11	4%	39	23	\$28.01	22	371
29-1141	Registered Nurses	4,825	600	14%	331	223	\$45.23	261	5,891
29-2041	Emergency Medical Technicians and Paramedics	192	14	8%	13	11	\$15.26	27	277
29-2071	Medical Records and Health Information Technicians	424	31	8%	30	24	\$19.85	19	511
31-1011	Home Health Aides	887	237	36%	139	84	\$12.71	0	1,003
31-1014	Nursing Assistants	1,724	278	19%	224	174	\$14.10	0	2,199
31-9092	Medical Assistants	2,354	248	12%	274	231	\$17.17	131	2,336
31-9094	Medical Transcriptionists	67	(14)	(17%)	9	8	\$17.57	0	93
	Total	10,731	1,405	15%	1,060	779			12,680



Information Technology/Computer Sciences

SOC	Description	2018 Jobs	2012 - 2018 Change	2012 - 2018 % Change	Annual Openings	Annual Replacement Jobs	Median Hourly Earnings	Regional Completions (2015)	2017 Resident Workers
11-3021	Computer and Information Systems Managers	640	(20)	(3%)	48	46	\$58.22	141	886
15-1111	Computer and Information Research Scientists	174	(4)	(2%)	13	12	\$53.86	110	179
15-1121	Computer Systems Analysts	1,010	(29)	(3%)	68	64	\$48.89	47	1,347
15-1122	Information Security Analysts	160	(11)	(6%)	11	11	\$52.08	197	189
15-1131	Computer Programmers	475	(75)	(14%)	32	32	\$36.17	102	689
15-1132	Software Developers, Applications	934	(10)	(1%)	64	58	\$48.19	106	1,588
15-1133	Software Developers, Systems Software	834	(9)	(1%)	56	53	\$52.15	110	1,320
15-1134	Web Developers	494	32	7%	40	33	\$21.80	197	625
15-1141	Database Administrators	159	(11)	(6%)	11	10	\$36.10	15	232
15-1142	Network and Computer Systems Administrators	629	(15)	(2%)	41	38	\$38.22	39	856
15-1143	Computer Network Architects	182	(14)	(7%)	13	12	\$59.90	197	259
15-1151	Computer User Support Specialists	1,358	63	5%	108	94	\$23.80	179	1,675
15-1152	Computer Network Support Specialists	389	6	2%	30	28	\$33.57	179	498
15-1199	Computer Occupations, All Other	625	(12)	(2%)	44	41	\$43.44	92	775
	Total	8,062	(109)	(1%)	579	531			11,117

Hospitality Sector

SOC	Description	2018 Jobs	2012 - 2018 Change	2012 - 2018 % Change	Annual Openings	Annual Replacement Jobs	Median Hourly Earnings	Regional Completions (2015)	2017 Resident Workers
11-9051	Food Service Managers	1,061	91	9%	126	106	\$21.11	11	1,169
11-9081	Lodging Managers	89	2	2%	10	9	\$25.25	0	114
35-1011	Chefs and Head Cooks	321	26	9%	44	37	\$21.50	31	439
35-1012	First-Line Supervisors of Food Preparation and Serving Workers	2,531	432	21%	390	315	\$13.02	42	2,676
35-2014	Cooks, Restaurant	2,571	369	17%	390	328	\$13.29	31	3,280
37-1011	First-Line Supervisors of Housekeeping and Janitorial Workers	373	30	9%	46	39	\$15.15	747	464
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	4,268	66	2%	573	531	\$13.50	0	5,436
37-2012	Maids and Housekeeping Cleaners	2,825	107	4%	461	347	\$11.20	0	3,390
37-3011	Landscaping and Groundskeeping Workers	4,998	328	7%	653	569	\$12.80	0	4,921
43-4081	Hotel, Motel, and Resort Desk Clerks	367	26	8%	59	53	\$11.58	0	502
	Total	19,403	1,477	8%	2,751	2,334			22,391



Jobs & Job Postings by City

Jobs by City (2018)

City	2018 Jobs	Annual Openings	Median Hourly Earnings	2017 Resident Workers
Ventura	50,270	8,487	\$17.55	62,587
Camarillo	67,396	9,119	\$18.27	64,931
Fillmore	5,188	722	\$17.76	11,900
Moorpark	14,245	1,890	\$19.69	20,217
Ojai/Oak View	8,351	1,143	\$17.69	16,816
Oxnard	75,689	9,986	\$17.56	94,835
Piru	1,205	181	\$18.91	<10
Santa Paula	12,655	1,730	\$17.43	19,707
Simi Valley/ Brandeis	45,437	5,945	\$19.93	69,431
Newbury Park	18,412	2,435	\$19.54	22,328
Thousand Oaks/Westlake Village/Oak Park	69,642	9,031	\$18.83	60,429

Top Posted Occupations

Occupation (SOC)	Total/Unique (Sep 2016 - Apr 2018)	Posting Intensity	Median Posting Duration
Sales and Related Occupations	65,769 / 18,424	4 : 1	36 days
Healthcare Practitioners and Technical Occupations	61,488 / 16,067	4 : 1	31 days
Office and Administrative Support Occupations	66,400 / 15,847	4 : 1	31 days
Management Occupations	49,508 / 12,810	4 : 1	33 days
Transportation and Material Moving Occupations	30,982 / 11,934	3 : 1	20 days
Computer and Mathematical Occupations	38,657 / 9,818	4 : 1	31 days
Business and Financial Operations Occupations	34,919 / 9,056	4 : 1	32 days
Food Preparation and Serving Related Occupations	16,133 / 5,457	3 : 1	38 days



Personal Care and Service Occupations	12,321 / 4,960	2 : 1	22 days
Architecture and Engineering Occupations	18,870 / 4,001	5 : 1	37 days
Installation, Maintenance, and Repair Occupations	11,766 / 3,440	3 : 1	34 days
Production Occupations	12,868 / 3,385	4 : 1	33 days
Education, Training, and Library Occupations	9,347 / 3,273	3 : 1	24 days
Healthcare Support Occupations	9,178 / 2,458	4 : 1	32 days
Protective Service Occupations	15,795 / 2,400	7 : 1	44 days
Arts, Design, Entertainment, Sports, and Media Occupations	6,092 / 2,094	3 : 1	31 days
Building and Grounds Cleaning and Maintenance Occupations	5,746 / 1,808	3 : 1	32 days
Life, Physical, and Social Science Occupations	7,871 / 1,807	4 : 1	35 days
Community and Social Service Occupations	4,048 / 1,680	2 : 1	33 days
Construction and Extraction Occupations	2,756 / 808	3 : 1	31 days
Legal Occupations	1,909 / 624	3 : 1	26 days
Farming, Fishing, and Forestry Occupations	72 / 45	2 : 1	22 days
Military occupations	219 / 21	10 : 1	55 days



Appendix A – Data Sources

Demographic Data

The demographic data in this report is compiled from several sources using a specialized process. Sources include annual population estimates and population projections from the US Census Bureau, birth and mortality rates from the US Health Department, and projected regional job growth.

Industry Data

QCEW (Quarterly Census of Employment and Wages), with supplemental estimates from County Business Patterns.

Non-QCEW employees data are based on a number of sources including QCEW, Current Employment Statistics, County Business Patterns, BEA State and Local Personal Income reports, the National Industry-Occupation Employment Matrix (NIOEM), the American Community Survey, and Railroad Retirement Board statistics. Self-Employed and Extended Proprietor classes of worker data are primarily based on the American Community Survey, Nonemployer Statistics, and BEA State and Local Personal Income Reports.

Projections for QCEW and Non-QCEW Employees are informed by NIOEM and long-term industry projections published by individual states. EMSI Database.

This report uses state data from the following agencies: California Labor Market Information Department and California Economic Development Department.

Community College Data

Ventura County Community College District Institutional Research

CareerBuilder/Emsi Job Postings

Job postings are collected from various sources and processed/enriched by Careerbuilder to provide information such as standardized company name, occupation, skills, and geography. Emsi performs additional filtering and processing to improve compatibility with Emsi data.





A report by the VCCCD Economic & Workforce Development Division
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