



**SHARED STRATEGY
FOR A SHARED PROSPERITY**

**VENTURA COUNTY
REGIONAL STRATEGIC WORKFORCE
DEVELOPMENT PLAN**

2013-2017

JUNE 25, 2013

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SECTION 1 VISION

COMMITMENT

The Workforce Investment Board of Ventura County (WIBVC) is comprised of 36 representatives from business, labor, education, economic development, government, and community-based organizations who are appointed by the Ventura County Board of Supervisors (Chief Local Elected Official). Working in partnership with other regional leaders, the WIBVC is committed to serving as a convener, workforce analyst, broker, capacity builder, and unifying community voice in driving the achievement of the vision, goals, strategies, and action plans for the benefit of the Ventura County region and the people of California.

In compliance with federal Workforce Investment Act (WIA) and California legislative and administrative standards and requirements, WIBVC also is committed to providing oversight for jobs, skill development, and business services in the Ventura County region to:

- Engage, align, and leverage the strategies and resources of a collaborative workforce development system that is supportive of employers, job seekers and youth.
- Advocate the development of a skilled, flexible workforce that adapts to changing job market demands and is a marketing advantage for business retention and attraction.
- Provide opportunities for training a diverse local workforce to support high-demand, growing, and emerging business sectors.
- Achieve WIA program standards to benefit job seekers, employers, and youth, ensure continued WIA funding, and position the region for other funding opportunities.

In alignment with California's Strategic Workforce Development Plan: 2012-2017, the Ventura County Regional Strategic Workforce Development: 2013-2017 (Plan) is a collaborative working document that was developed, and will continue to be updated, with research data and input from customers, business, organized labor, education, economic development, government agencies, and community-based organizations.

PLAN DEVELOPMENT

The WIBVC Plan for 2013-2017 is the result of the annual WIBVC planning process that includes the engagement of key stakeholders in regional workforce and economic development discussions of research findings and first-hand experiences. Discussions to identify regional workforce challenges and develop components of the Plan have been conducted in public meetings of WIBVC and WIBVC committees. Public meeting dates and agendas are posted in advance on the WIBVC website (Exhibit 1), and WIBVC meetings are announced in the WIBVC e-newsletter, *Workforce Update* (Exhibit 2), sent bimonthly to more than 7,600 business and community leaders.

From July 2012 through May 2013, WIBVC conducted a total of 44 public WIBVC meetings, public WIBVC committee meetings, and meetings of the WIBVC-supported Manufacturing Roundtable of Ventura County that provided input for the Plan (Exhibit 3). Attending one or more of the meetings were representatives from business, labor, education, economic development, government agencies, and community organizations. Business and labor participants included:

- **Business:** Alcoa Fastening Systems; Amgen, Inc; Applied Powdercoat, Inc.; California Republic Bank; Catalytic Solutions, Inc.; Crime Point; Clean Diesel Technologies, Inc.; Corwin; Cosmetic Specialties International; Dabmar Lighting; Dairy Farmers of America; ECA Medical Instruments; Four Points by Sheraton; Foy Engineering; Gold Coast Erectors; GSMS

Incorporated; Haas Automation, Inc.; HHG, Inc.; Jaxx Manufacturing, Inc.; Kelly Space and Technology, Inc. (San Bernardino County); Kinamed, Inc.; Los Robles Hospital and Medical Center; Lucix Corporation; MAKINO, Inc.; Manufacturing Institute of the National Association of Manufacturers; Meissner Filtration; PBS Biotech; Pentair Water Pool & Spa; Performance Materials Corporation; Reiter Affiliated Companies; Roklin Systems, Inc.; Sessa Manufacturing; Seminis; Simi Valley Hospital; Solid Waste Solutions, Inc.; South Coast Engineering Group, Inc., Southern California Edison; Spatz Laboratories; St. John's Regional Medical Center; Transonic Combustion, Inc.; United Shah Corporation; Verizon California, Inc.; Ventura Chamber of Commerce; Ventura County Lodging Association; Wain Industries; Willis Machine

- Labor: Plumbers and Pipefitters Local Union 484; Service Employees International Union, Local 721; Service Employees International Union; United Healthcare Workers; Tri-Counties Building and Construction; Tri-Counties Central Labor Council; United Food and Commercial Workers, Local 770; Ventura County Contractors Association

Also considered in the planning process was information gathered through WIBVC partnerships and/or participation in meetings and forums with other organizations related to regional workforce and economic development. Examples include:

- Economic Development Collaborative-Ventura County: California Economic Summit
- Economic Development Roundtable: meetings of city, county, and business representatives
- Ventura County Civic Alliance: Workforce Education Committee
- Ventura County Economic Development Association: business and education conference
- Ventura County School Boards Association: business and education panel
- Ventura County Office of Education: WIBVC meeting with school district representatives
- Ventura County Community College District: Citizens Advisory Body
- South Central Regional Consortium of the California Community Colleges: representatives from northern Los Angeles, Ventura, Santa Barbara, and San Luis Obispo counties
- California State University, Channel Islands: meeting with representatives from local hospitals and Hospital Association of Southern California for WIBVC Healthcare Committee project on Clinical Laboratory Scientist field experience
- City of Moorpark: support for HUBZone qualified census tract project to recruit/train employees
- Oxnard Union High School District: Linked Learning initiative
- International Brotherhood of Electrical Workers Local Union 952: WIBVC partnership on the Retrofit America 360 project and cross-region collaboration with six Los Angeles WIBs
- Workforce Collaborative of California's Central Coast: twice-monthly meetings of WIB directors from Monterey, San Benito, San Luis Obispo, Santa Cruz, Santa Barbara, and Ventura
- Congressional and State representatives: collaboration on regional initiatives to strengthen the workforce and retain and attract businesses

OVERVIEW OF THE PLAN

VISION

The Ventura County region will have a high quality, appropriately-skilled workforce that is ready and able to support the changing business needs of local employers in a dynamic, competitive, global economic environment. The regional workforce strategy will include ongoing skills attainment that is supportive of regional growth industry sectors and clusters and enabled by a

braided, leveraged workforce system that addresses business-driven demands and worker needs for well-paid, steady employment.

GOALS

1. **Business and Industry Goal:** Meet the workforce needs of high-demand sectors in the Ventura County regional economy.
2. **Adults Goal:** Increase the number of adults in the Ventura County region who obtain a marketable and industry-recognized credential or degree and are placed in a related sector job, with a special emphasis on unemployed, underemployed, low-skilled, low-income, veterans, individuals with disabilities, and other at-risk populations.
3. **Youth Goal:** Increase the number of high school students in the Ventura County region who graduate prepared for post-secondary vocational training, further education, and/or a career, with an emphasis on at-risk youth and those from low-income communities.
4. **System Alignment and Accountability Goal:** Support workforce development system alignment, service integration and continuous improvement in the Ventura County region, using data to support evidence-based policymaking.

SUPPORTIVE STRATEGIES

Strategy 1: Bring together key stakeholders in workforce development, on an ongoing basis, to identify regional workforce challenges and to develop innovative workforce strategies and solutions that leverage regional resources.

Throughout the Local Plan development, implementation, continuous improvement, evaluation, and revision processes, WIBVC will continue to sustain and expand the types of stakeholder involvement described above. Essential to the ongoing recruitment and engagement of diverse stakeholders are the WIBVC and WIBVC committee members themselves. Committed to being champions of the regional workforce system, they will support the Local Plan in a variety of ways. Examples include:

- Participate actively in the WIBVC regional strategic planning and implementation process: regional plan development, committee action plans, bimonthly reporting, year-end review of outcomes, and recommendations for future planning.
- Promote collaboration for workforce development through professional networks.
- Represent WIBVC for press interviews (Exhibit 4), opinion pieces (Exhibit 5), WIBVC's Workforce Wednesday radio programs (Exhibit 6), and other outreach opportunities.
- Provide a regional perspective on workforce development in discussions and presentations at sector-related associations, education meetings, regional events, meetings of the Workforce Collaborative of California's Central Coast, State meetings and focus groups, and meetings of the California Workforce Association and the National Association of Workforce Boards.
- Represent WIBVC in meetings with California legislators and Congressional representatives and in presentations to Ventura County Board of Supervisors and other officials.

Strategy 2: Identify regional priority industry sectors and occupational clusters within the region that are high-growth, high-demand, and/or vital to the regional economy, projecting skills shortages (because of replacements and/or growth).

1. Use WIBVC sector committee and regional economic and workforce information analysis to identify industry sectors and occupational clusters that are high-growth, high-demand, and/or vital to the regional economy, projecting skills shortages (because of replacements or growth).
2. Identify strategies to address the industry sector and occupational cluster workforce needs.

Multiple industry sectors contribute to the overall strength and stability of the Ventura County regional economy: Education and Healthcare, Professional and Scientific, Retail Trade, Manufacturing, Hospitality, Construction, Public Administration, Agriculture and Forestry, Wholesale Trade, and Transportation and Utilities. WIBVC is committed to continue providing WIA services and support for job seekers, workers, and employers in all sectors.

For the Plan, the Manufacturing, Healthcare, and Clean/Green sectors have been identified as priorities because of their ongoing needs for skilled local talent to keep pace with technology and innovation; potential for job growth or replacement or retiring workers; opportunities for living-wage jobs with career paths, and networking benefits to industry clusters and other sectors in the region. (Note: Clean/Green is a “multi-sector” cluster that includes occupations in the Construction, Agriculture and Forestry, Transportation and Utilities, and aspects of the Manufacturing and Professional and Scientific sectors.)

Strategy 3: Support California’s strategic workforce development priorities to:

- Prepare skilled workers for employment in competitive and emergent regional industry sectors and to fill skill gaps created by retirements.
 - Support the development of regional workforce and economic development networks that address workforce education and training priorities.
1. Determine the strengths and gaps in the regional education and training pipeline for support of key competitive and emerging sector industry needs in the region.
 2. Align, coordinate, and integrate resources and services to support the development of industry-specific career pathways partnerships in those targeted industries.
 3. Identify and access additional federal, state, private, and philanthropic resources.

WIBVC will take the lead in facilitating collaboration across regional workforce and economic development networks to identify ways to align, leverage, and braid the use of existing resources and acquire new private and/or public funding to address the gaps and opportunities in regional workforce development.

Building on the positive, informal relationships already established in the regional workforce and economic development network, WIBVC will facilitate exploratory discussions to consider formation of a flexible, balanced regional partnership that acknowledges and respects the individual strengths, independent roles and responsibilities, and collective networks of business, economic development, organized labor, education, government, and community-based organizations.

To model the importance of committing to a regional revenue plan, WIBVC will embed regional workforce and economic development networks into its use of WIA formula funds. In addition, WIBVC has established the donor-advised Ventura County Workforce Fund, through which businesses, associations, grant institutions, and other entities will be able to donate funds for non-WIA grant investments, participate in distributions, and provide oversight to advance workforce development in the region.

SECTION 2 ECONOMIC AND WORKFORCE INFORMATION ANALYSIS

System Alignment and Accountability Goal

Support system alignment, service integration and continuous improvement in the Ventura County region, using data to support evidence-based policymaking.

Action

Coordinate and develop high-quality, actionable labor market information (LMI) data that assess regional industry and occupational trends and needs, and include a skills gap analysis.

Data and Analysis

In preparing the Local Area Plan (Plan), the Workforce Investment Board of Ventura County (WIBVC) gathered and analyzed data from reliable research entities to assemble a current snapshot of demographics and trends of industries, workers, and job seekers in the Ventura County region. Key sources were the United States Census Bureau, the Labor Market Information Division of the California Employment Development Department, and the Bureau of Economic Analysis. Other sources included the California Department of Transportation, Public Policy Institute of California, Insight Center for Community Economic Development, The Brookings Institution, Economic Modeling Specialists International (EMSI), Burning Glass, Economic Development Collaborative-Ventura County, and the Ventura County Civic Alliance 2013 State of the Region Report (Exhibit 7).

Because of ongoing and rapid changes in the economy, actual regional business needs may not align with official labor market data and projections. Therefore, the WIBVC also seeks first-hand workforce-related information in the course of facilitated discussions among local employers. Two examples:

Real-Time Updates. To analyze growing industries and occupations in the region and to identify skill gaps, WIBVC often goes directly to businesses and other stakeholders. For example, rather than rely initially on a consulting group to do a survey, the WIB started in 2008 with a focus group, the ad hoc Demand-Driven Workforce Development Committee. Out of this group emerged workforce priorities: allied health (healthcare), applied basic skills for technology-related jobs (manufacturing) and clean/green workforce (clean/green). Ad hoc committees of WIB and non-WIB members were formed to pursue the issues around the priorities. These committees continue to be active and, as described in the Business Service Plan, are becoming a permanent part of the WIB committee structure (Manufacturing Committee, Healthcare Committee, Clean/Green Committee). Their fluid membership allows the groups to respond to changing conditions. By adopting this grassroots approach to the gathering and analysis of data, WIBVC stays in constant touch with first-hand sources of information.

Changing Direction. As an example of our local approach, the Healthcare Committee had used data to identify several high-demand, high-priority, living wage healthcare occupations through 2020, one of which was Certified Coder. With the growing need for sophisticated, electronic data management experts under healthcare reform, the Healthcare Committee worked collaboratively to develop local access to Certified Coder education and certification. However, one year later, employers on the Healthcare Committee indicated that, although research data confirmed that Certified Coders were important to the national healthcare system, the local business demand for Certified Coders had waned. In an effort to reduce operations and staffing costs, several healthcare employers had turned to outside agencies for contracted coding services. With those agencies able to access talent from multiple geographic locations, Certified Coders in the Ventura County region might not have access to jobs. The Healthcare Committee is now discussing ways to address the situation.

About the Ventura County Region

Description. Located along 43 miles of Southern California coastline, the Ventura County region covers 1,873 square miles and is bounded by Los Angeles, Santa Barbara, and Kern counties. At the northern end of the county, the Los Padres National Forest comprises 46% of the region's land mass. As the gateway to Channel Islands National Park, Ventura County also extends its open space to this 250,000-acre wilderness preserve and marine sanctuary.

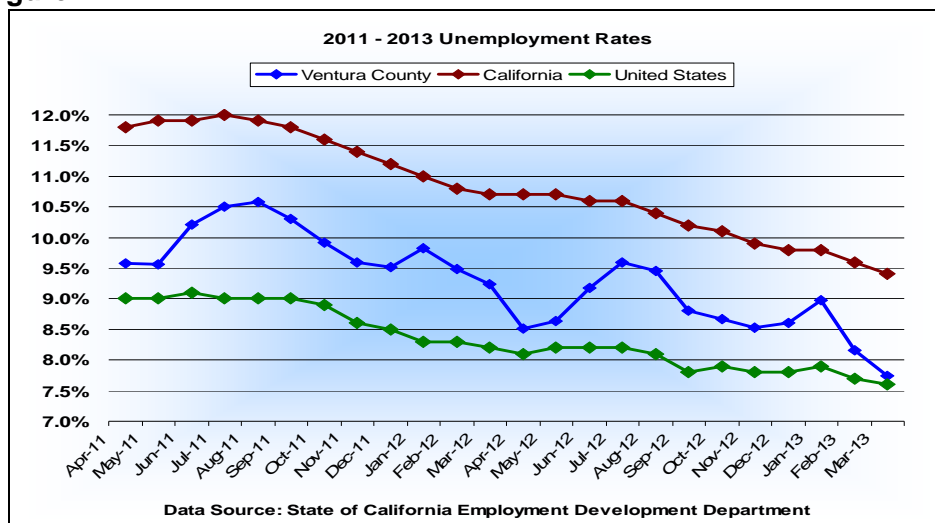
Ventura County has a population of 832,970. More than 401,900 people are employed and 38,100 are unemployed.¹ The ten incorporated cities are Camarillo, Fillmore, Moorpark, Ojai, Oxnard, Port Hueneme, Santa Paula, Simi Valley, Thousand Oaks, and Ventura—two of which are rated consistently as being among the safest in the nation (population >100,000). In addition, smaller communities are established in the unincorporated areas.

Characterized by business and economic diversity, the region has a broad economic base with multiple industry sectors that include healthcare, biotechnology, manufacturing, hospitality, agriculture, and wholesale trade. Ventura County is home to Naval Base Ventura County and to the Port of Hueneme—a deep water facility that provides port of entry and foreign trade zone status. Balancing an economic drive for business growth with the region's commitment to preserving open space generates ongoing discussion in the community.

Ventura County is committed to providing the public infrastructure, services and support to ensure a high quality of life and a healthy economy. County government serves taxpayers through an open environment of strategic planning and a structurally balanced budget: ongoing requirements are financed with ongoing revenues. Educational opportunities are available through strong K-12 schools, adult education programs, three community colleges (Moorpark, Oxnard, Ventura), and two universities (California State University – Channel Islands, California Lutheran University).

Ventura County Unemployment. Ventura County's economy has stabilized, but modest job growth in some sectors continues to be offset by job losses in other sectors. Unemployment is slowly declining and the California Employment Development Department does not expect a return to peak levels of employment until 2017, ten years after the onset of the national recession and eight years after the recovery began. The unemployment rate was in double digits during the years of 2009 through 2011, and it remains above the national average, although it is lower than California's rate as a whole.

Figure 1

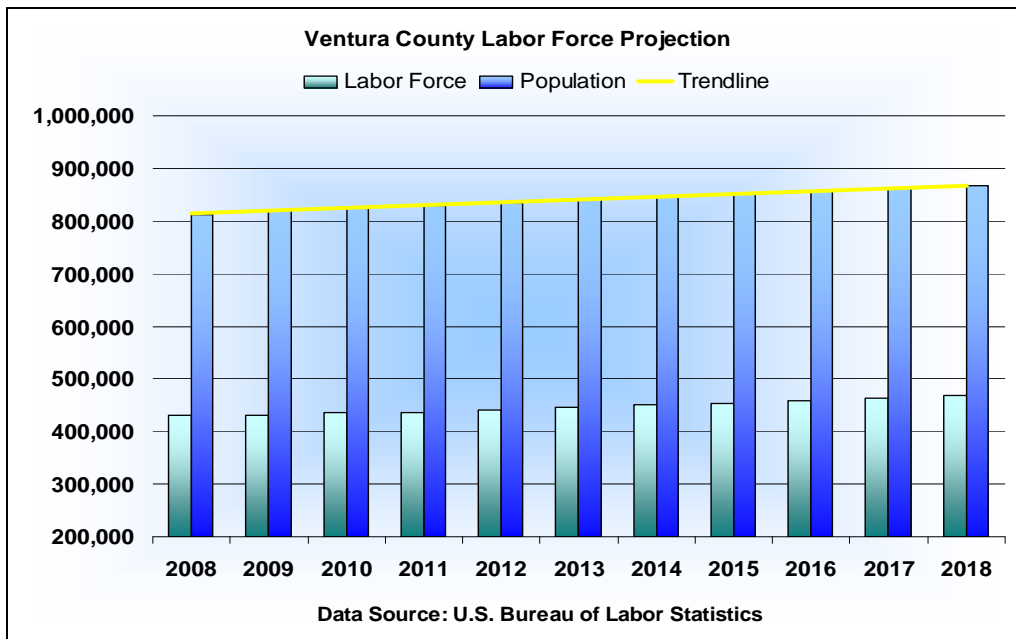


¹ Economic Development Collaborative - Ventura County: "Why Focus on Manufacturing in Ventura County?", 2013

Workforce Challenges. Ventura County faces major workforce development challenges in the years ahead. Demographic trends show slow labor force growth and structural shifts in employment that change the knowledge, skill and other performance requirements of jobs. The future direction of our economy depends on how the region manages these challenges to assist both individuals to be productive and earn good wages, and companies to staff their operations effectively to meet product and service demands. If employers are unable to identify sufficient staff with the appropriate education and skills, they will relocate elsewhere.

The graph below shows labor workforce growth within the next five years. There are several factors that affect the projected changes such as age, gender, and ethnic groups. An increase in the demand for 16-24 year-old workers is one way that the labor force might increase. Another labor force impact is the decrease in participation of the older age group in the workforce.

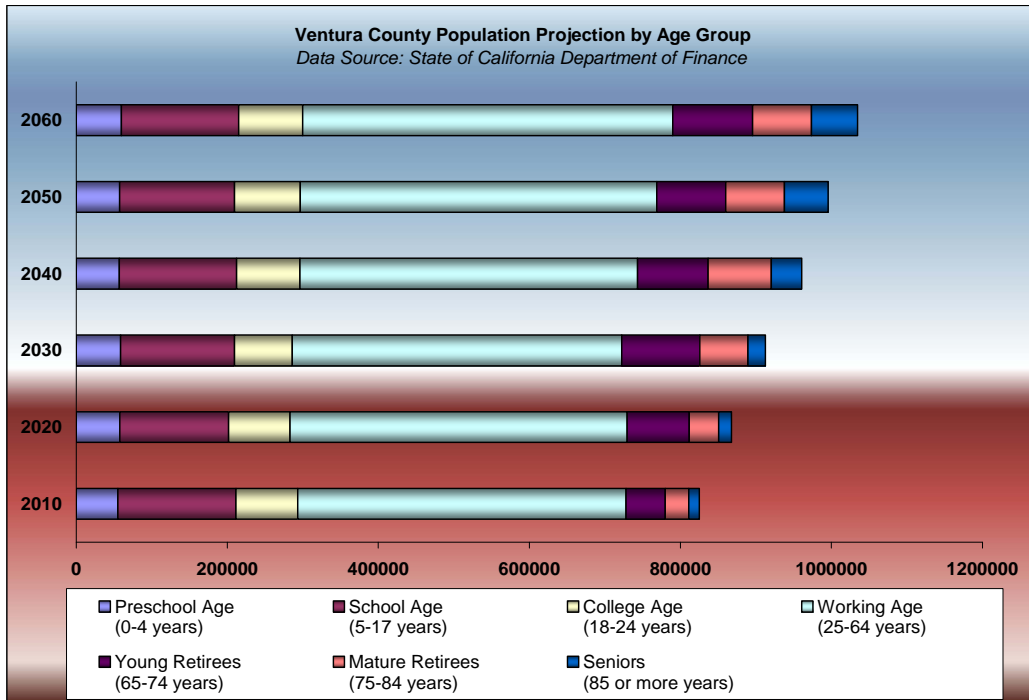
Figure 2



Aging Population. A significant impact on workforce and economic development is the aging of Ventura County’s large baby boom generation, which is moving toward retirement. Although modest labor force growth is projected through 2020, in less than a decade we expect that more people will age out of the labor force than the number of young people entering the workforce. The baby-boom generation moves entirely into the 55-years-and-older age group by 2020, increasing that age group’s share of the labor force from 19.5 percent in 2010 to 25.2 percent in 2020. The “prime-age” working group (ages 25-54) is projected to drop to 63.7 percent of the 2020 labor force. The 16-24 year old age group is projected to account for 11.2 percent of the labor force in 2020.²

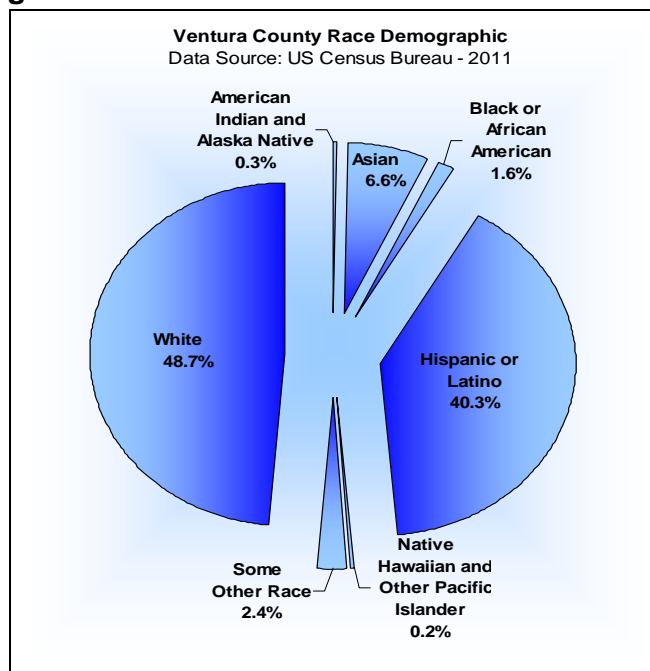
² U.S. Bureau of Labor Statistics, <http://www.bls.gov>

Figure 3



Regional Diversity. Ventura County is becoming more ethnically and racially diverse, with 48.7 percent White Non-Hispanic and 51.3 percent of other races. Of the population, 62.6 percent speak only English at home, while 37.4 percent speak a language other than English at home: 29.4 percent Spanish, 4.3 percent Asian and Pacific Islander, 3.0 percent Indo-European, 0.7 percent other languages.³ The growing diversity of the population, however, provides the area with opportunities to develop and benefit from a multi-cultural workforce.

Figure 4

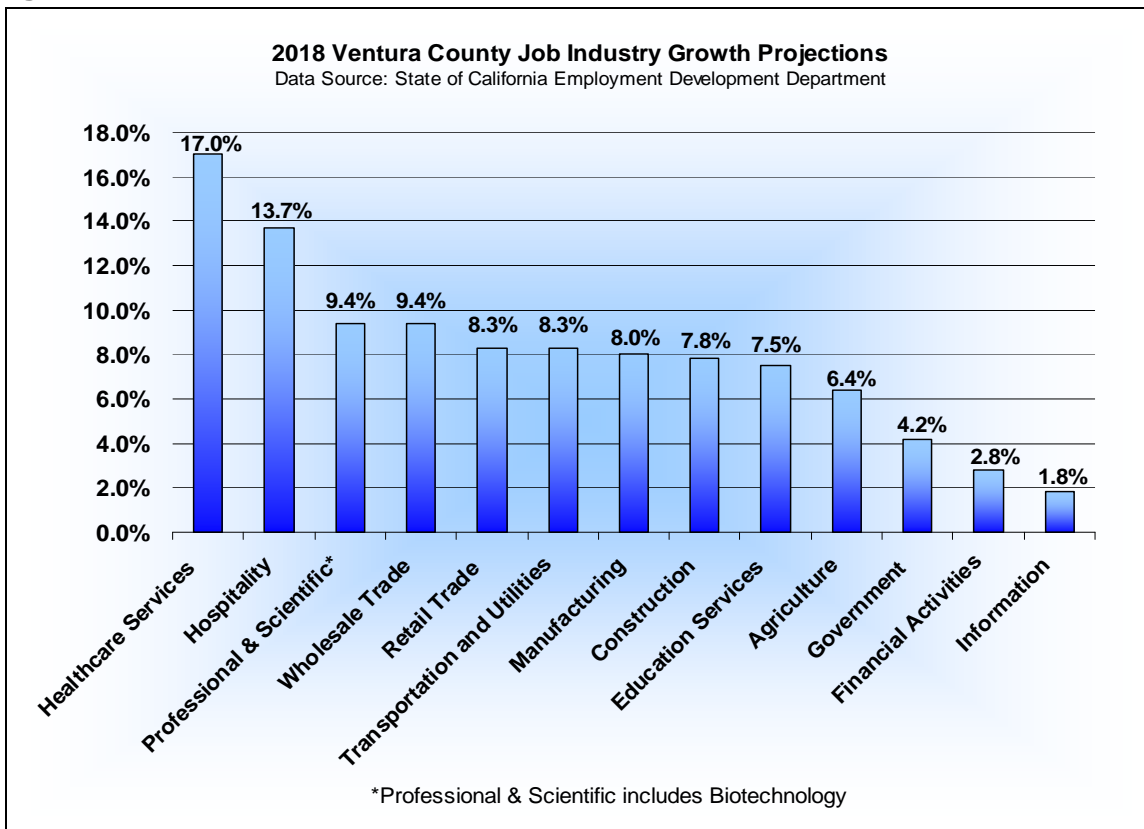


³ U.S. Census Bureau, <http://www.census.gov>

Regional Industry Sectors. The principal employment sectors reflect the diversity of business and job opportunities in the region: Education and Healthcare (18.6 percent), Professional and Scientific (12.4 percent), Retail Trade (11.0 percent); Manufacturing (10.6 percent); Hospitality (8.3 percent); Construction (6.2 percent), Public Administration (5.0 percent), Agriculture and Forestry (4.7 percent), Wholesale Trade (3.5 percent), and Transportation and Utilities (3.4 percent).⁴ No single industry sector dominates the economy. There are 950 manufacturing firms in Ventura County, 550 of which have fewer than 10 employees. The average number of employees per manufacturing firm is 34.5.⁵

Industry Growth Projections. Total employment in Ventura County is projected to reach 371,400 by 2018.⁶ This increase represents a gain of approximately 26,500 jobs, with a growth rate of 7.7 percent for the projection period. This rate is below the growth rate for California, which is forecasted at 9.7 percent for the same time period.⁷ The fastest growing industry sectors, based on job growth rate are: Healthcare, Hospitality, Professional Services, Retail, Transportation, Utilities, and Manufacturing. These sectors will exceed Ventura County’s 8.2 percent growth rate of employment. The aging of the population, with increasing needs for health services, also will contribute to the growth of the healthcare industry.

Figure 5



⁴ U.S. Census Bureau, <http://www.census.gov>

⁵ Economic Development Collaborative - Ventura County: "Why Focus on Manufacturing in Ventura County?", 2013

⁶ California Employment Development Department, http://www.labormarketinfo.edd.ca.gov/LMID/Projections_of_Employment_by_Industry_and_Occupation.html

⁷ State of California Employment Development Department, Labor Market Information, <http://www.labormarketinfo.edd.ca.gov>

Job Growth. The 50 occupations with the most job openings are forecasted to generate just over 58,200 total job openings within the next five years. This is about 54 percent of all job openings in the county. Half of those jobs will require higher education, an associate degree or higher; these include General and Operations Managers. The median annual wages for these occupations range from \$59,770 to \$112,650.⁸ The fastest growing occupations are expected to grow at an annual rate of 1.4 percent or higher. About 20 percent of these occupations will require vocational education training, and the remaining 80 percent will require an associate degree or higher and have median annual wages ranging from \$32,044 to more than \$166,400.⁹

Figure 6

Ventura County Region Jobs and Income by Major Industrial Sector 2012				
Industry Sector	Earnings (‘000)	Non-labor Income (‘000)	GRP (‘000)	Jobs
Manufacturing	\$3,694,694	\$5,334,444	\$9,029,139	32,634
State and local government	\$2,398,512	\$197,411	\$2,595,924	35,147
Finance and insurance	\$2,298,232	\$2,019,958	\$4,318,189	30,391
Health care and social assistance	\$1,925,158	\$179,069	\$2,104,227	35,552
Professional and technical services*	\$1,864,163	\$500,148	\$2,364,311	32,123
Retail trade	\$1,428,141	\$891,843	\$2,319,984	43,115
Wholesale trade	\$1,197,997	\$968,387	\$2,166,384	14,449
Federal government	\$1,111,191	\$435,250	\$1,546,440	12,141
Agriculture, forestry, fishing and hunting	\$965,250	\$276,568	\$1,241,818	29,504
Construction	\$868,148	\$63,733	\$931,881	17,508
Administrative and waste services	\$863,738	\$187,202	\$1,050,940	24,737
Real estate and rental and leasing	\$672,241	\$2,028,132	\$2,700,372	23,086
Accommodation and food services	\$628,600	\$369,496	\$998,096	30,378
Other services, except public administration	\$588,287	\$79,276	\$667,562	23,537
Information	\$483,349	\$685,631	\$1,168,980	7,120
Transportation and warehousing	\$350,093	\$119,412	\$469,505	6,960
Management of companies and enterprises	\$278,886	\$52,330	\$331,216	2,895
Arts, entertainment, and recreation	\$243,807	\$91,853	\$335,660	10,512
Educational services	\$219,442	\$26,037	\$245,479	6,926
Mining	\$205,005	\$309,720	\$514,725	2,661
Utilities	\$164,206	\$492,180	\$656,386	1,239
Total	\$22,449,138	\$15,308,080	\$37,757,218	422,615

*Professional and Technical Services includes Biotechnology

Source: Economic Modeling Specialists International

Wages. Seven industry sectors (Figure 7 below) provide more than 10,000 jobs with salaries in excess of \$55,000 per year. They include Manufacturing; Wholesale Trade; Finance and Insurance; Professional, Scientific and Technical Services; Government; Construction; and Health Care and Social Services.¹⁰

⁸⁻⁹ U.S. Bureau of Labor Statistics, <http://www.bls.gov>

¹⁰ Economic Modeling Specialists International, Covered Employment 2013

High Wage Industries in Ventura County

Figure 7

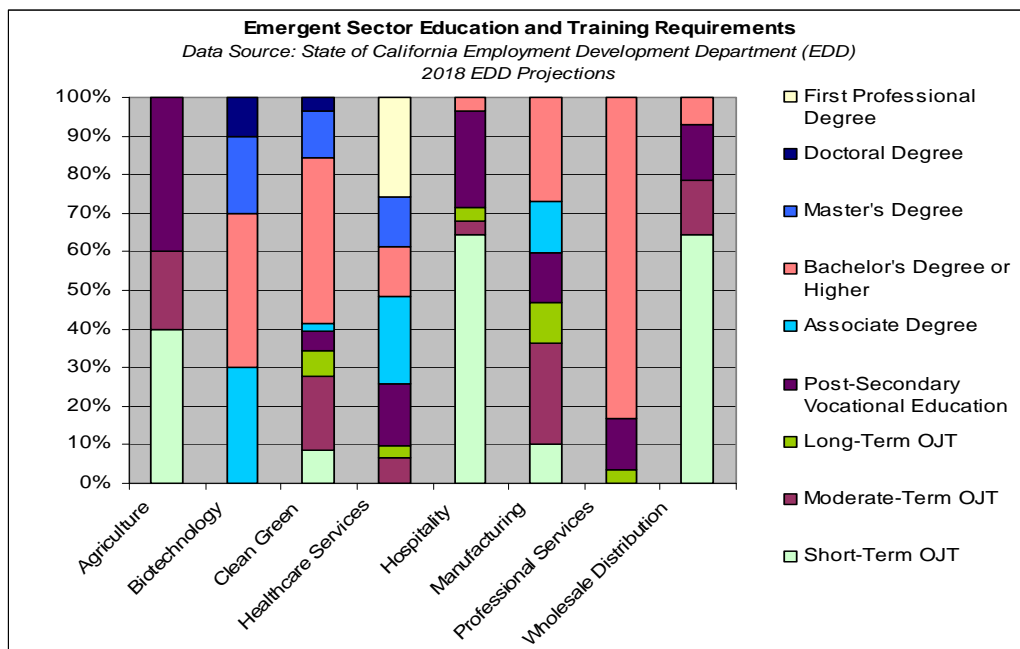
DESCRIPTION	2013 JOBS	2018 JOBS	2012 WAGES AND SALARIES	2012 SUPPLEMENTS	2012 EARNINGS
Manufacturing	30,628	31,950	\$91,484	\$26,553	\$118,037
Wholesale Trade	13,214	14,727	\$75,696	\$12,885	\$86,631
Finance and Insurance	17,322	18,926	\$72,648	\$14,183	\$86,831
Professional, Scientific and Technical Services	16,646	17,978	\$70,825	\$11,125	\$81,950
Government	48,375	48,660	\$56,612	\$17,518	\$74,130
Construction	10,559	11,423	\$51,260	\$11,666	\$62,926
Health Care and Social Services	29,503	32,986	\$48,074	\$10,680	\$58,754

Source: EMSI Covered Employment 2013

The lowest paying jobs are in sectors that grew from 2005-2010 and are expected to remain strong: Leisure and Hospitality, with an average annual wage of \$18,061, and Agriculture, with an annual wage of \$25,424.¹¹ In the Ventura County region, the average salary per worker is \$58,389, while per capita income is \$45,494.¹² The “self-sufficiency” wage for a family of three in the region is considered to be \$62,837.¹³

Sector-Related Education. In developing sector strategies for workforce pipeline development, the graph below offers insight into the minimum education and training requirements and their percentage breakdown for jobs within each sector.

Figure 8



¹¹ State of the Region Report, Ventura County Civic Alliance, 2013

¹²⁻¹³ http://www.dot.ca.gov/hq/tpp/offices/eab/socio_economic_files/2011/Ventura.pdf

Regional Sector Focus

For the five-year plan, WIBVC has identified the Manufacturing and Healthcare sectors, and the Clean/Green “multi-sector” for targeted strategies and actions. (The Clean/Green sector includes Construction, Agriculture and Forestry, Transportation and Utilities, and aspects of the Manufacturing and Professional and Scientific sectors.) The three sectors have ongoing business needs for skilled local talent, viability as sectors over time, potential for growth, networked benefits to other sectors, and opportunities for living wage jobs with career paths. However, because sector diversity contributes to the overall economic strength and stability of the region, WIBVC also will continue to provide general services and support for job seekers, workers, and employers in other sectors.

Manufacturing Sector

WIBVC Committee Analysis. Current and future employment opportunities for technology-related jobs in Ventura County manufacturing include Assembler, CNC Programmer, Industrial Designer, Product Development, Robotics/Industrial Controls, Supply Chain Specialist, Quality Inspector and Quality Assurance. The WIBVC Manufacturing Committee (previously named the Applied Basic Skills for Technology-Related Jobs Committee) has engaged employers and educators in candid discussions regarding the gaps between workforce needs, education/training available, and funding required (WIA and non-WIA). A virtual certificate is in development to enable new and experienced job seekers to acquire the skills needed for entry-level, technology-related manufacturing jobs.

Employment in Manufacturing: There are 950 manufacturing firms in Ventura County, 550 of which have fewer than 10 employees. The average number of employees per manufacturing firm is 34.5.¹⁴ The industry generates more than 31,000 jobs in Ventura County, nearly 14 percent of the private sector labor force, versus 11 percent of the labor force in the rest of the state and nation. This higher density of manufacturing puts the Ventura County region in the top 10 percent of the largest 100 urban areas in the nation.¹⁵ Ventura County manufacturing jobs pay an average of \$87,500 annually, and the region ranks fifth in the nation for high paying jobs in the manufacturing sector. The manufacturing industry in Ventura County provides, directly or indirectly, about 80,000 jobs, 26 percent of all employment and 31 percent of all private sector jobs.¹⁶ Many other sectors in the region, such as Transportation, Wholesale, Retail and Business Services, depend on a strong manufacturing base.

¹⁴⁻¹⁶ Economic Development Collaborative - Ventura County: “Why Focus on Manufacturing in Ventura County?”, 2013

Figure 9

2008 – 2018 Occupational Employment Projections for Ventura County					
Top 20 Manufacturing Occupations					
<i>Data Source: State of California Employment Development Department</i>					
Occupational Title	Annual Average Employment		Percent Change (Growth)	Median Annual [1]	Education and Training Levels [2]
	2008	2018			
Assemblers and Fabricators	950	990	4.2	\$30,929	Moderate OJT
Compliance Officers	350	440	25.7	\$60,501	Long-Term OJT
Cost Estimators	480	570	18.8	\$67,626	Bachelor's Degree
Customer Service Representatives	4,190	4,850	15.8	\$35,458	Moderate OJT
Electricomechanical Equipment Assemblers	380	390	2.6	\$33,493	Moderate OJT
Engineering Managers	700	730	4.3	\$116,334	Bachelor's Degree
Engineering Technicians	560	570	1.8	\$73,120	Associate's Degree
Industrial Engineers	380	440	15.8	\$77,221	Bachelor's Degree
Industrial Machinery Mechanics	230	280	21.7	\$51,993	Long-Term OJT
Industrial Production Managers	620	630	1.6	\$87,304	Bachelor's Degree
Machinists	1,130	1,170	3.5	\$35,514	Long-Term OJT
Manufacturing Supervisors	970	1,160	19.6	\$56,173	Long-Term OJT
Mechanical Engineering Technicians	55	60	9.1	\$66,817	Associate's Degree
Mechanical Engineers	680	720	5.9	\$89,383	Bachelor's Degree
Operating Engineers	1,100	1,180	7.3	\$62,244	Moderate OJT
Production and Planning Clerks	690	710	2.9	\$49,145	Short-Term OJT
Production Workers	740	750	1.4	\$26,228	Moderate OJT
Purchasing Agents, Except Wholesale, Retail, and Farm Products	850	970	14.1	\$56,945	Bachelor's Degree
Sales Managers	1,430	1,640	14.7	\$83,790	Bachelor's Degree
Welders, Cutters, Solderers, and Brazers	770	800	3.9	\$34,864	Bachelor's Degree

1) Annual Wages are the estimated 50th percentile of the distribution of wages; The wages are from the 2010-1st quarter and do not include self-employed or unpaid family workers.

2) Occupational training and education classifications were developed by the Bureau of Labor Statistics (BLS).

Sector Impact. Having a local skilled workforce to meet the production and productivity needs of advanced manufacturing will help manufacturing to recapture some of the production lost in the last few years. However, manufacturers in the region still indicate that many jobs go unfilled because of a lack of work-ready candidates in the local area.

Through the WIBVC Manufacturing Committee and the WIBVC-supported Manufacturing Roundtable of Ventura County, representatives from large, mid-size, and small manufacturing businesses have been engaged in candid discussions of skills gaps and career pathways with representatives from K-12, adult education, community colleges, and universities in the region. Examples of work in progress include an employer-developed matrix of basic skills as a foundation for educators to develop for an entry-level job curriculum and certificate in manufacturing (Exhibit 8); development of a biomedical device certificate that integrates two sets of courses (industrial mechanics and biotechnology) across two community college campuses (Exhibit 9); career awareness outreach through a manufacturing ambassador initiative (Exhibit 10); donations of manufacturing equipment to schools; and exploration of a Ventura County manufacturing training institute that might build on the best practice Technical Employment Training, Inc. program in San Bernardino.

Healthcare Sector

WIBVC Committee Analysis. Current and projected Ventura County employment opportunities include the following top-priority jobs: Clinical Lab Scientist, Radiology Technician, Physical Therapist, Occupational Therapist and Speech Therapist. Other critical jobs available are Clinical Systems Analyst, Dental Technician, Dentist, Medical Assistant, Medical Office Assistant, Pharmacy Technician, Physician, Psychiatric Technician, Registered Dietitian and Rehabilitation Aide. The WIBVC Healthcare Committee (previously named the Allied Health Committee) is committed to the ongoing development of collaborative workforce pipelines for those jobs, including training and education. The Committee has gathered employer and educator input in developing a matrix of high-demand jobs, associated costs, available training resources, required education and/or certifications and needed funding (WIA and non-WIA).

Employment in Healthcare. The healthcare industry currently employs 23,710 workers, according to the Hospital Association of Southern California.¹⁷ Healthcare industry employers in the region (and the percent of healthcare jobs in 2013) include offices of physicians and other practitioners (43.1 percent); hospitals (25.4 percent); nursing and residential care facilities (16.8 percent); home healthcare services (7.9 percent); outpatient and other ambulatory healthcare services (5.3 percent); and medical and diagnostic laboratories (1.5 percent). Between 2013 and 2018, healthcare employment in Ventura County is projected to increase by 11.8 percent.¹⁸

¹⁷ California Health Workforce Development Council, http://www.cwib.ca.gov/sc_hwdc.htm

¹⁸ Economic Modeling Specialists International, Covered Employment 2013

Figure 10

2008 – 2018 Occupational Employment Projections for Ventura County					
Top 20 Health Care Occupations					
Data Source: State of California Employment Development Department					
Occupational Title	Annual Average Employment		Percent Change (Growth)	Median Annual [1]	Education and Training Levels [2]
	2008	2018			
Dental Assistants	980	1,220	24.5	\$34,602	Moderate OJT
Dental Hygienists	590	740	25.4	\$103,175	Associate's Degree
Family and General Practitioners	240	280	16.7	>\$166,400	First Professional
Health Technologists and Technicians	4,290	5,030	17.2	\$61,250	Associate's Degree
Home Health Aides	940	1,270	35.1	\$22,378	Short-Term OJT
Licensed Practical and Licensed Vocational Nurses	1,120	1,290	15.2	\$53,553	Vocational
Medical Assistants	2,130	2,660	24.9	\$29,640	Vocational
Medical and Clinical Laboratory Technologists	110	130	18.2	\$69,219	Bachelor's Degree
Medical Records and Health Information Technicians	340	400	17.6	\$32,044	Associate's Degree
Medical Secretaries	2,260	2,730	20.8	\$29,301	Vocational
Nursing Aides, Orderlies, and Attendants	1,410	1,620	14.9	\$28,047	Short-Term OJT
Occupational Therapist Assistants	520	710	36.5	\$26,526	Moderate OJT
Occupational Therapists	190	230	21.1	\$90,672	Master's Degree
Optometrists	60	70	16.7	\$93,812	First Professional
Pharmacy Technicians	410	550	34.1	\$36,088	Vocational
Physical Therapist Aides	310	420	35.5	\$26,526	Vocational
Physical Therapists	460	610	32.6	\$90,924	Master's Degree
Radiologic Technologists	290	340	17.2	\$61,250	Associate's Degree
Registered Nurses	4,510	5,260	16.6	\$77,410	Associate's Degree
Surgical Technologists	200	250	25.0	\$42,997	Vocational

1) Annual Wages are the estimated 50th percentile of the distribution of wages; The wages are from the 2010-1st quarter and do not include self-employed or unpaid family workers.

2) Occupational training and education classifications were developed by the Bureau of Labor Statistics (BLS).

Sector Impact: A recent report from California’s Health Workforce Development Council (HWDC) stated, “There is an urgent and important need for California to expand its health workforce capacity to achieve the goals of healthcare reform (Affordable Care Act) and meet the health needs of its growing, increasingly diverse and aging population.”¹⁹ The healthcare sector in Ventura County has been growing over the past decade and has the potential to be a key driver of future economic activity as the regional population grows and ages. However, in an effort to reduce operations and staffing costs, more healthcare employers are opting to employ fewer full-time workers and/or turning to outside agencies for contracted services which may access talent from other geographic locations.

¹⁹ California Health Workforce Development Council, http://www.cwib.ca.gov/res/docs/special_committees/hwdc/meeting_materials/2013/HWDC%20Report%20-%20Draft%20012113.pdf

From high school career academies and linked learning programs, to community college certificate programs, to university undergraduate and graduate programs, Ventura County has a strong feeder system for the healthcare workforce pipeline. However, the education and training providers need to stay current and flexible to help students align with the just-in-time demands of local employers. For example, local nursing and phlebotomy programs, initially developed to respond to job market demands, have resulted in an over-production of qualified workers who cannot find jobs in the region. That has generated discussions about how to keep the lines of communication open among Ventura County employers and educators to optimize opportunities for career guidance, redirection of students into other healthcare programs, maintaining skills between certification and job placement, and opportunities for current workers to upgrade or redirect their skills.

The WIBVC Healthcare Committee has engaged in healthcare workforce development discussions since 2009, working to identify job requirements and education/training gaps in the Ventura County workforce pipeline for critical, hand-to-fill jobs (Exhibit 11). Included in the Committee's five-year plan are goals to recruit additional sub-sector representatives to the committee, conduct annual surveys and update the needs/education matrix, inventory current training providers and programs in the region, identify formal programs for entry-level positions, develop career transition pathways, and identify ways to build cultural competency in healthcare. In addition, the Committee will continue to facilitate an initiative to acquire non-WIA funds for the first Clinical Laboratory Scientist field experience certification program in the region.

Clean/Green Sector

WIBVC Committee Analysis. When the Clean/Green Committee began in 2010, three industry clusters with business and job growth potential were identified: Energy/Recycling; Building/Design; Agriculture/Tourism. The first area of Committee focus was Agriculture/Tourism, with an emphasis on hospitality. The committee gathered employer and educator input to develop a matrix of high-demand jobs, associated costs, available training resources, required education and/or certifications and needed funding (WIA and non-WIA). Examples of hospitality-related jobs that are expected to grow in the next ten years include Receptionists and Information Clerks, Personal Service Supervisors, Food Service Managers, Lodging Managers and All Other Managers. The current focus of the Clean/Green Committee is on renewable energy, recycling and reuse, energy efficiency, and other occupations relating to sustainable business practices.

Employment in Clean/Green. In the Ventura County region, a wide range of businesses are engaged in the recycling or reuse of existing materials; water conservation; energy efficiency in product manufacturing and distribution energy efficiency through construction, installation and maintenance, natural and sustainable product manufacturing, renewable energy, and/or compliance and education. From manufacturing, biotechnology, and aerospace to agriculture, hospitality, and waste management, businesses throughout the region are either employing or contracting for clean/green-related work.

With the broad range of businesses and jobs that relate to Clean/Green, partnerships between business, labor and education are essential to inventory, align, develop, implement, and resource the region's high school career academies, career and technical education programs, linked learning initiative, community college certificate programs, pre-apprenticeships and apprenticeships, and university undergraduate and graduate programs. In addition, the clean economy offers more opportunities and better pay for low-skilled workers. With such business needs as sustainability strategies, retrofits, carbon footprint reduction, recycling and reuse, and

regulatory compliance, demand is on the rise for qualified workers across a wide range of occupations. Education and training levels for the top 20 clean/green occupations in Ventura County include six that require on-the-job training and 14 that require an associate's, bachelor's or master's degree.

Figure 11

2008 – 2018 Occupational Employment Projections for Ventura County					
Top 20 Green Occupations					
<i>Data Source: State of California Employment Development Department</i>					
Occupational Title	Annual Average Employment		Percent Change (Growth)	Median Annual [1]	Education and Training Levels [2]
	2010	2020			
Agricultural Inspectors	60	70	16.7	\$55,087	Long-Term OJT
Compliance Officers	350	440	25.7	\$60,501	Long-Term OJT
Computer Software Engineers	720	860	19.4	\$94,821	Bachelor's Degree
Construction Laborers	3,670	4,120	12.3	\$34,947	Moderate OJT
Construction Managers	1,070	1,160	8.4	\$109,133	Bachelor's Degree
Environmental Engineers	140	150	7.1	\$96,301	Bachelor's Degree
Environmental Science and Protection Technicians	100	110	10.0	\$49,871	Associate's Degree
Environmental Scientists and Specialists	400	470	17.5	\$61,812	Bachelor's Degree
Geoscientists	130	150	15.4	\$78,818	Master's Degree
Hazardous Materials Removal Workers	80	90	12.5	\$36,976	Moderate OJT
Health and Safety Engineers	90	100	11.1	\$67,509	Bachelor's Degree
Logisticians	480	540	12.5	\$83,910	Bachelor's Degree
Management Analysts	2,060	2,240	8.7	\$70,671	Bachelor's Degree
Market Research Analysts	670	800	19.4	\$63,709	Master's Degree
Operations Research Analysts	140	160	14.3	\$73,115	Master's Degree
Physical Scientists	120	130	8.3	\$96,807	Bachelor's Degree
Refuse and Recyclable Material Collectors	480	580	20.8	\$39,932	Short-Term OJT
Sales Managers	1,430	1,640	14.7	\$83,790	Bachelor's Degree
Soil and Plant Scientists	60	70	16.7	\$94,183	Bachelor's Degree
Water and Liquid Waste Treatment Plant and System Operators	220	280	27.3	\$57,343	Long-Term OJT

1) Annual Wages are the estimated 50th percentile of the distribution of wages; The wages are from the 2010-1st quarter and do not include self-employed or unpaid family workers.

2) Occupational training and education classifications were developed by the Bureau of Labor Statistics (BLS).

Clean/Green is an emerging, multiple-sector cluster of occupations that requires greater clarity to determine workforce development strategies. Key steps for WIBVC will include expansion of business engagement in defining Clean/Green; regional planning and implementation of education and training; employer awareness and recognition of sector certifications; development of stackable credentials for career pathways; development of pre-apprenticeship and apprenticeship programs; and business participation in job shadowing, internships, and outreach. The WIBVC Clean/Green Committee plans to continue work on a new Retrofit America 360 program, in partnership with the International Brotherhood of Electrical Workers-Local 952 (IBEW) and six WIBs in Los Angeles County (Exhibit 12), for Electrical Mechanical Systems (EMS) Tech certification. In addition, the Committee plans to identify ways to generate private sector and foundation investments in clean/green-related education and training.

Sector Impact: The Clean/Green industry has grown, and is projected to continue to grow, substantially faster than the overall economy. Our current estimates in the county are somewhat conservative, but show that green jobs should be of significant interest to our regional economy. “Green jobs” is still an emerging sector and encompasses a significant number of jobs spread across a diverse group of industries in Ventura County.

The Clean/Green Committee recently analyzed the intent, business requirements, jurisdiction requirements, and compliance enforcement relating to California AB 341, a complex issue. The legislation includes a policy goal that, by 2020, not less than 75% of solid waste generated in the State will be source reduced, recycled, or composted. A mandate with wide-ranging impact, AB 341 differs from the draft ARB/CalRecycle regulations in that the threshold for businesses has changed to include all multi-family housing of five or more units. The creation of new jobs and the generation of additional goods and services are among the expected benefits to California through increased recycling. Committee members have agreed to watch for potential impacts and opportunities in the local clean/green job market.

Skills Gap Report Update

To supplement the current analysis made possible by the committee sector process, WIBVC plans to update a publication that it produced several years ago as the third in a series of State of the Workforce Reports: *Challenges and Choices: Closing the Gap between Unskilled Workers and Unfilled Jobs*. The report will address the potential demand for workers, consider the gaps between workers and jobs by required educational fields, and forecast the gaps by specific occupational sectors. In producing the update, WIBVC also will reference EDD’s *California Labor Market and Economic Analysis 2012* and the data that WIBVC already has requested from EDD for the Ventura County region.

SECTION 3 BUSINESS SERVICE PLAN

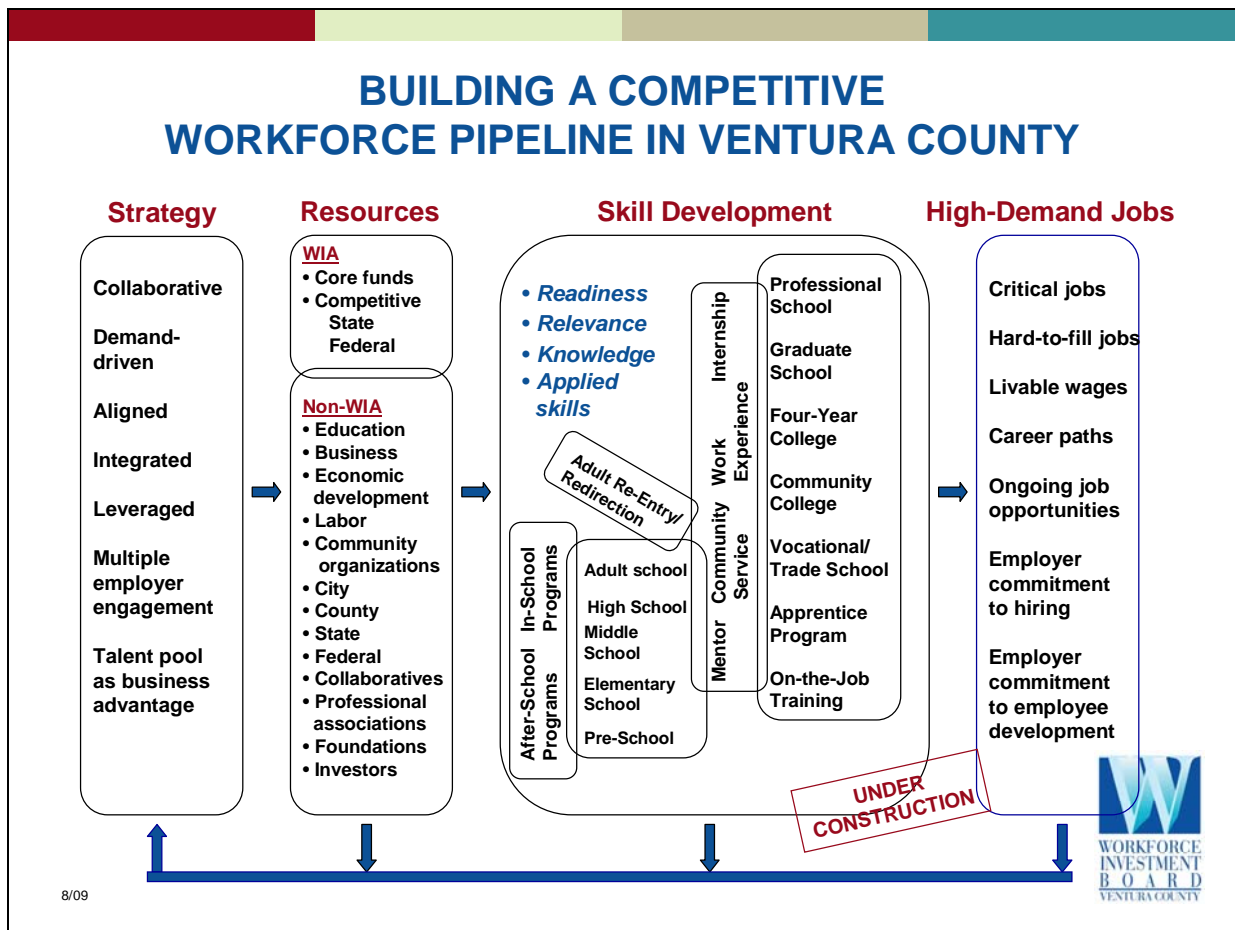
WIBVC Business Service Plan Goal

Develop and implement an ongoing regional Business Service Plan that integrates local business involvement with workforce initiatives.

FOUNDATION FOR THE BUSINESS SERVICE PLAN

The WIBVC engages in a disciplined approach to its planning, implementation, and evaluation processes. The business service component of the Local Area Plan (Plan) results from the coordinated, collaborative efforts of six WIBVC standing committees and sector-focused *ad hoc* committees that work from the WIBVC shared vision, common goals, aligned strategies, and a WIBVC-designed workforce development pipeline model.

Figure 1



At monthly or bimonthly public meetings, the committees discuss data and information related to their respective areas of responsibility (e.g., business sectors, outreach, evaluation) and provide input for business service strategies during annual WIBVC strategic planning meetings. WIBVC members also take the initiative to leverage their leadership networks during the year to engage

and seek input from key stakeholders in business, labor, education, economic development, government agencies, and community-based organizations. Each committee develops an action plan in support of the overall Plan (Exhibit 13), reports on progress at bimonthly WIBVC meetings, and completes a year-end review that includes sub-committee accomplishments and insights for future WIBVC planning (Exhibit 14).

To ensure that the local plan for business services was in alignment with regional workforce needs, WIBVC formed the *ad hoc* Demand-Driven Workforce Development Committee in 2008, comprised of WIBVC and non-WIBVC representatives from business, economic development, labor, education, government, and community-based organizations. The committee reviewed labor market data, interviewed sector representatives, and identified industry sector priorities for Ventura County regional employment growth through 2020. Recommendations were made to WIBVC to form *ad hoc* sector-related committees that would have the flexibility to engage business and education leaders, beyond the membership of WIBVC, to identify and address the gaps in workforce readiness, relevance, and flexibility that employers need.

In 2009, the WIBVC Resource Planning Committee designed a workforce development framework that became the foundation for demand-driven workforce strategy, resource, and skill development discussions and planning in the region: Building a Competitive Workforce Pipeline in Ventura County (Exhibit 15). The framework has enabled WIBVC committees to work from a clear, consistent foundation for aligned plans and actions, and provided a tool for communicating with other leaders in the region regarding the critical private/public sector interdependencies in regional workforce development.

WIBVC currently leads three active, business sector-focused *ad hoc* committees: Allied Health (now renamed the Healthcare Committee), Applied Basic Skills for Technology-Related Jobs (now renamed the Manufacturing Committee), and Clean/Green Workforce (now renamed the Clean/Green Committee). Private/public sector representation on the committees is similar to the initial Demand-Driven Workforce Committee: WIBVC and non-WIBVC representatives from business, economic development, labor, education, government, and community-based organizations. The role of the business sector committees is to identify demand-driven, high-priority, living-wage jobs with opportunities for career growth; qualifications for those jobs; gaps in regional training and education; resources available and needed; and strategies for private/public sector collaboration to close the gaps.

Since 2008, the WIBVC Marketing and Business Outreach Committee has partnered with the sector committees to identify priorities for outreach initiatives that will raise employer awareness of supportive business services in the region, promote business retention, and engage employers in building partnerships with education (Exhibit 16). In addition, the WIBVC Evaluation Committee conducts annual performance reviews of WIA-funded business services providers and makes recommendations for program continuation and standards (Exhibit 17).

Objective 1: Designate a WIBVC standing committee that is responsible for developing recommendations for the Business Service Plan, and include provisions for that committee in the WIBVC Bylaws.

ACTION TO GET US THERE

To comply with the requirement for a single committee that is designated to make recommendations for the Business Service Plan, WIBVC will restructure its collaborative committee approach and make the appropriate revisions to its Bylaws.

In the first quarter of Program Year 2013-2014, following review by County Counsel, approval by WIBVC, and approval by Ventura County Board of Supervisors, the current WIBVC Bylaws (Attachment 11) will be revised. The Marketing and Business Outreach Committee will be renamed the Business Outreach Committee and designated as the WIBVC standing committee responsible for developing recommendations for the Business Service Plan while engaging other business leaders in regional workforce development. The three current *ad hoc* business sector committees (and others that may be formed in the future) will function as sub-committees of the Business Outreach Committee and will be renamed as the Healthcare Committee, the Manufacturing Committee, and the Clean/Green Committee.

The Business Outreach Committee will include WIBVC members who represent priority and emerging industry sectors that have the potential to contribute to job replacement and/or growth in the Ventura County region. Other WIBVC members on the Business Outreach Committee may represent economic development, organized labor, education, government agencies, and/or community-based organizations. The Business Outreach Committee Chair and Vice Chair will be members of WIBVC, and the Chair will serve on the WIBVC Executive Committee. In addition, the Business Outreach Committee will have the flexibility to recruit and engage non-WIB committee members from business, labor, education, economic development, government, and community groups as appropriate.

The Business Outreach Committee will continue to engage in discussions, planning, and actions to update information on business workforce needs, consider education and training challenges, and identify opportunities to braid, leverage, and identify other resources to close the gaps.

Objective 2: Provide business services that support demand-driven employer workforce needs in the region.

ACTIONS TO GET US THERE

1. Provide business services that support local businesses in the region.

WIBVC will continue to provide WIA funding for business services through formal partner agreements and business resource networks. Currently, the Economic Development Collaborative-Ventura County (EDC-VC) and the County of Ventura Human Services Agency Business Employment Services Department (BESD) receive WIA funding for business services, and both work in collaboration with the Employment Development Department (EDD). Business services are offered through the BESD-operated Job and Career Centers (JCC) and their WIA staff, and through EDC-VC business consultants and networks. Among the business resource networks accessed by EDC-VC, BESD/WIA, and EDD are the Economic Development Roundtable (city and county professionals); Small Business Development Center (SBDC); Service Corps of Retired Executives (SCORE); Women's Economic Ventures (WEV); and the Ventura County Economic Development Association (VCEDA). Business services will continue to include:

- **Recruitment:** online job posting service, pre-screened candidates, hosted job recruitments at JCCs, job matching, meeting facilities for conducting interviews
- **Training:** career workshops, employer reimbursement for employee training, on-the-job training at employer sites, customized training programs, and industry-specific education
- **Online resources:** candidate search and resume review, labor market data, labor law information, 24/7 job postings, and wage information and statistics

- Business consulting: professional guidance and technical support to address business problems that will help to avoid layoffs; referrals to resources if longer-term assistance is needed
- Business transitions (restructure, closure, relocation): confidential customized transition planning, layoff aversion information, dislocated worker support services, downsizing/closure management

Business-friendly outreach in the Ventura County region is essential for raising awareness of business services and engaging employers in workforce development. Personal contacts and networking by WIA Account Executives, Job and Career Center staff, and EDC-VC consultants make a positive impression, as reported in WIA business customer surveys (Exhibit 18). WIBVC members contact business colleagues for input on workforce issues or to participate on sector committees to help raise awareness. In addition, through the ongoing work of its Business Outreach Committee, WIBVC communicates with employers in several ways to connect them with business services in the region:

- Ventura County Grows Business: WIBVC business retention outreach initiative that includes single points of electronic access for workforce and economic development resources in the Ventura County region (easy business access via 800-959-6395 and www.venturacountygrowsbusiness); radio spots; Facebook; direct mail (Exhibit 19)
- Workforce Update: WIBVC bimonthly e-newsletter distributed to businesses in Ventura County (Exhibit 2)
- Workforce Wednesday: WIBVC live monthly radio program, featuring WIBVC member perspectives on timely business and workforce topics (Exhibit 6)
- Manufacturing Roundtable of Ventura County: business-led bimonthly meetings; outreach and action plans; LinkedIn (Exhibit 20)
- Opinion pieces/articles by WIBVC members in local press (Exhibit 5)
- Other regionally linked WIBVC websites: www.wib.ventura.org (Exhibit 1); www.venturacountyjcc.org (Exhibit 21); www.vcjobswithafuture.org (Exhibit 22)
- State-sponsored New CalJOBS system: connecting employers and job seekers

2. Determine and update employer needs in the Ventura County region.

The rapidly changing economic environment presents a challenge for accurate, timely analyses of workforce needs and employer demands for responsive workforce readiness. To be as current and nimble as possible, WIBVC has accessed, and will continue to use, a variety of data, research, survey, and anecdotal information to help identify and analyze employer labor market needs in the Ventura County region.

Among the sources of reliable information referenced by WIBVC and other regional workforce development partners are Labor Market Information-California Employment Development Department; U.S. Bureau of Labor Statistics; Bureau of Economic Analysis; California Department of Education; Public Policy Institute of California; Center for Economic Research and Forecasting, California Lutheran University; Ventura County Civic Alliance State of the Region Report (Exhibit 7); The Brookings Institution; Conference Board Report; Burning Glass; Economic Modeling Specialists International; sector-specific websites/studies: national, state, trade and professional organizations.

Depending on the sector or workforce situation, WIBVC also may engage in customized or targeted information gathering. Examples of WIBVC *ad hoc* research include:

- Business services: customer satisfaction (Exhibit 23)
- Business outreach: facilitated focus groups to determine key factors that retain and attract businesses (Exhibit 24)
- High-priority sector jobs in the region: sector committee development and distribution of peer-to-peer survey questions (Exhibit 25)
- Career technical education program inventory: survey of 20 school districts (Exhibit 26)

WIBVC will continue to sponsor and/or participate in regional meetings and forums that engage business, education, and community leaders in discussions regarding regional and/or sector workforce and economic needs. Examples include the Economic Development Roundtable (EDC-VC); City Business Forums (EDC-VC); California Economic Summit: Regional Focus Group (EDC-VC); Youth Community Forum (WIBVC); Manufacturing Roundtable of Ventura County of Ventura (WIBVC); Business/Education Panels (Ventura County Economic Development Association; Ventura County School Boards Association); Workforce Education Convenings (Ventura County Civic Alliance); Business Advisory Committees (Ventura County Community College District; California State University, Channel Islands; California Lutheran University); Jobs and Economic Development Initiative: Santa Barbara and Ventura Counties (Senator Hannah-Beth Jackson).

3. Integrate business services, including Wagner-Peyser Act services, that are provided to employers through the One-Stop delivery system.

Business services in the Ventura County region will continue to be provided through a One-Stop delivery system that partners with a collaborative regional business development network. The One-Stop Operator (BESD) will continue to work with EDD, the WIBVC-contracted EDC-VC, and others to identify, align, coordinate, and provide easy access to supportive business services, including Wagner-Peyser Act services. WIA staff will continue to be primary points of employer contact for business services outreach, employment and recruitment services, referrals to business consulting, and connectivity with network partners.

In the Ventura County region, initial identification or referral for a potential business service need may originate from a range of sources or situations that come to the attention of one or more partners in the business development network. Examples include referral from a city or county economic development manager or agency, real estate professional, or utilities representative; referral by colleagues or a professional association; or referral through BESD, EDD, EDC-VC, SBDC, SCORE, VCEDA, Women's Economic Ventures, Chamber of Commerce, and others. In addition, an employer may self-identify at a One-Stop facility, request help via the online Virtual One-Stop, or call the Job and Career Center 800 number: 800-500-7705.

The current collaborative, networked approach to employer services will continue. With the identification of a business need, the contacted person/entity will connect with others in the network, as appropriate. Some situations may call for a subject matter consultant, while others may require specific action or follow up. Whether provided by BESD, EDD, EDC-VC, or others in the network, having a single point of contact at the outset is essential to building a positive business relationship for effective, efficient, and value-added support.

4. Leverage and braid other resources to support on-the-job training (OJT) and other customized training ventures.

WIBVC recognizes that the workforce development needs of the Ventura County region extend far beyond what individual public and private funding and programs are able to provide. Therefore, the WIBVC has made a commitment to engage, align, braid and leverage resources from multiple areas including apprenticeship training, employer paid training, and other agencies that have resources to support training activities. To support on-the-job training and other customized training ventures, WIBVC will continue to partner with other entities:

- Local Public Service Partners: Referrals and contact with potential businesses and/or potential job training participants are often through public service agencies, which also may provide support services during training. For example, between July 1, 2013, and May 10, 2013, public agency partnering facilitated client training through:
 - Braiding: WIA funded support (e.g., case management, support services, job placement) for 13 enrollments in non-WIA training under Trade Adjustment Assistance/EDD (4 enrollments); Vocational Rehabilitation (2 enrollments); Simi Valley Adult School (2 enrollments); and one enrollment each for Ventura Adult and Continuing Education, 100% PELL Grant, Santa Barbara College, Ventura College, and an Individual Training Account.
 - Leveraging: Paid training support for 20 co-enrollments was provided through multiple WIA funding and/or other non-WIA sources: Trade Adjustment Assistance/EDD and WIA (15 co-enrollments); TAA and WIA/American Recovery and Reinvestment Act-ARRA (2 co-enrollments); and one co-enrollment each under WIA Dislocated Worker core/ARRA, out of county WIA Dislocated Worker ITA/Bakersfield, and Veterans Assistance/Vocational Rehabilitation and WIA.

The Ventura County WIA One-Stop Consortium partners are the County of Ventura Human Services Agency Business and Employment Services Department (BESD) as One-Stop Operator, the Employment Development Department (EDD) and the Ventura County Office of Education (VCOE). Working together, the partners provide coordinated services to local job seekers, youth, and private and public sector employers.

WIA funding supports WIA Resource Center job seeker and employer services at the local comprehensive One-Stop Job & Career Center location and at four other Job & Career Center locations in Ventura County. Co-location enables WIA staff to collaborate with, and leverage the services of, such public support services as the Employment Development Department, CalWORKs (California Work Opportunity and Responsibility to Kids), Veterans Services, the Area Agency on Aging, the Probation Department, and the State Department of Rehabilitation and to provide access and referrals to community-based organizations.

Client Access to Supportive Services during Training: As the local Ventura County WIA-funded Certified One Stop Operator, BESD provides WIA adult, dislocated and Rapid Response program services. BESD resides within the County of Ventura Human Services Agency (HSA), as does WIB Administration staff. The HSA provides county-wide programs that address the following community needs: employment (TANF/CalWORKs), food insecurity (CalFresh), access to health care and health insurance (Medi-Cal); child and adult protective services and abuse prevention, indigent services (General Relief), Veterans services, and homeless services. HSA is part of a vital county-wide service network of local community-based organizations that provide a wide variety of ancillary services to the community. As such, WIA clients have easy access to relevant and substantive support services while they are in training.

- **Private Sector Partners:** WIBVC committees engage representatives from business, labor, education, economic development, government and community organizations. Through WIBVC activities, employers develop a commitment to regional vitality, identify strategies to develop the workforce pipeline, raise awareness among other employers, and seek opportunities for WIA and non-WIA funding. In response to private sector questions regarding a neutral mechanism to receive and distribute non-WIA funds, WIBVC has established a donor-advised Ventura County Workforce Fund which has the potential to handle non-WIA funds to help support on-the-job training (OJT), customized training, and other workforce development initiatives.
- **Economic Development Partners:** Because of their frequent contacts with businesses in the region, economic development professionals have a key role in making referrals for OJT and customized training. WIBVC has a strong partnership with the Economic Development Collaborative-Ventura County (EDC-VC) and its Small Business Development Center (SBDC), engaging their representatives in WIBVC strategic planning discussions and business services consulting activities. In addition, the WIBVC partners with the Ventura County Economic Development Roundtable, which is comprised of city, county and private economic development professionals who have an strong interest in finding resources that will help businesses thrive.
- **Other Partners:** Active members of WIBVC and WIBVC committees include representatives from public and private educational institutions (P-12, career and technical education, adult education, community colleges, four-year universities), government (city, county and state), Naval Base Ventura County, community-based organizations, contractors association and five organized labor groups. The local DIR-DAS representative has been invited to participate on sector committees. Most members have the potential to align, braid, leverage, or access resources related to education and/or training, and WIBVC will continue to work with them to identify opportunities.

Objective 3: Determine regional labor market skill gaps and education and training needed in the region to support potential job growth.

ACTIONS TO GET US THERE

- 1. Identify training and educational barriers that hinder job creation in the regional economy.**
- 2. Identify skill gaps in the available labor force that contribute to the lack of local business competitiveness.**

To identify training and educational barriers, labor force skills gaps, and priority sectors for investments in training and educational programs, and to be as current and nimble as possible in responding to business needs, WIBVC will continue to:

- Engage WIBVC members and other representatives from business, education (P-12, career and technical education, adult education, community colleges, and universities), labor, economic development, government agencies, and community organizations in identifying barriers and skill gaps.
- Partner with other organizations to access and analyze current data regarding business needs, workforce skill gaps, and education/training barriers and needs.

- Inventory regional education/training assets and map them against regional business needs to determine gaps and opportunities for investment.
- Depending on the sector or workforce situation, conduct customized or targeted information gathering (e.g., sector job skills survey; peer-to-peer contacts about job requirements).
- Facilitate regular, business-led WIBVC Business Outreach Committee and WIBVC sector committee meetings to review data, identify needs and gaps, and develop action plans to help close the gaps.
 - Use the WIBVC Building a Competitive Workforce Pipeline (Exhibit 15) framework to provide a structured approach to identifying labor market skill gaps and education and training needs.
 - Provide WIBVC committees with regular updates, using reliable data and research information, to help identify regional employment trends, jobs available, skills gaps, and education/training needs.
 - Encourage WIBVC members to leverage their leadership networks to engage and seek input from key stakeholders in business, labor, education, economic development, government agencies, and community-based organizations.
- Support and/or participate in other business/education forums in the Ventura County region that foster collaborative workforce development planning and action.

Building on its experience in facilitating business-led sector committees since 2008, WIBVC will continue to address two key challenges to data gathering and response time that impact the determination of regional labor market skill gaps and needed education and training:

- Balancing Research Data with First-Hand Experience: Because of ongoing and rapid changes in the economy, actual regional business needs may not align with official labor market data and projections. Therefore, to be as responsive as possible, WIBVC also seeks first-hand workforce-related information during facilitated discussions among local employers.
- Time Lag between Employer Demand and Education Response: The ability of education and training providers to develop, modify, and/or deliver programs quickly and efficiently can be impacted by the amount of time required to engage institutional systems, policies, resources—and the ability to access timely information from employers. Therefore, through monthly and bimonthly committee meetings, WIBVC convenes and facilitates discussions between employers and educators for better communication regarding business needs and expectations, education/training challenges, and collaborative problem solving.

3. Identify priority sectors that would likely contribute to job growth and/or replacement jobs in the local area or regional economy, if investments were made for training and educational programs.

Through a combination of research information and regional business and economic development input, WIBVC has identified three priority sectors that would have the potential to contribute to regional job growth and/or replacement jobs if investments were made in training and/or education: Manufacturing, Healthcare, and Clean/Green. (Clean/Green is a “multiple-

sector” category that includes a wide range of occupations in the Construction, Agriculture and Forestry, Transportation and Utilities, Manufacturing, Professional and Scientific sectors.) However, because sector diversity contributes to the overall strength and stability of the region, WIBVC also will continue to be aware of the education/training needs of other sectors and provide general services and support for job seekers, workers, and employers.

General attributes of the three priority sectors are ongoing business needs for skilled local talent, viability as a sector over time, potential for job growth and/or replacement jobs, direct and indirect benefits to other sectors, and opportunities to provide living wage jobs with career paths. In addition, the sectors have a similar need for Science, Technology, Engineering and Math (STEM) skills in entry-level jobs. Work with each of the sectors will include consideration of challenges, opportunities, resource needs, and action plans for:

- Inventory, articulation and alignment of P-12 STEM (Science, Technology, Engineering and Mathematics) curricula, CTE (Career and Technical Education) programs, career academy programs, adult education programs and certificates, sector-specific training and certificates, community college sector-related programs and credentials, and pre-apprenticeship and apprenticeship programs
- Development of stackable, industry-recognized credentials
- Development of bridge programs and career transition pathways
- Continuation of customized training programs
- Continuation of incumbent worker training program
- Business leader collaboration to engage, retain, and attract regional business clusters

Manufacturing Sector

Manufacturers in Ventura County are comprised of companies categorized as high tech (63.7%), computers and electronics (22.5%), pharmaceuticals (20.1%), and fabricated metals (9.7%).¹ For manufacturing to continue its recovery from the recession and meet the production and productivity levels needed to grow, skilled workers are essential. However, local manufacturers indicate that many jobs, especially at the entry level, go unfilled because of a lack of work-ready candidates in the region. Of the 20 top manufacturing occupations in Ventura County, ten require on-the-job training and ten require an associate’s or bachelor’s degree.²

Through the WIBVC Manufacturing Committee and the new, WIBVC-supported Manufacturing Roundtable of Ventura County (MRVC), representatives from large, mid-size, and small manufacturing businesses have engaged in candid discussions regarding competencies needed, skills gaps, career pathways, and workforce resource needs with representatives from labor and P-12 education, adult education, community colleges, and universities in the region. A collaborative forum for manufacturing executives who are committed to the growth and economic success of manufacturing in Ventura County, the goals of the MRVC are to develop a relevant, ready workforce, collaborate on regional issues, strengthen local manufacturing networks, and attract new manufacturers to the region. In addition, manufacturers are encouraged to stay connected via the MRVC group on LinkedIn.

¹ The Brookings Institution www.brookings.edu

² State of California Employment Development Department www.edd.ca.gov

Examples of work that will continue as part of the WIBVC Manufacturing Committee and MRVC collaboration include identification of business-driven criteria for entry-level manufacturing workers for development of a multi-location training curriculum and portable Manufacturing Readiness Certificate (Exhibit 8); development of a biomedical device certificate that integrates two sets of courses (industrial mechanics and biotechnology) across two community college campuses (Exhibit 9); middle school and high school career awareness outreach through a Manufacturing Ambassador Program (Exhibit 10); solicitation of donations of manufacturing equipment to schools; and exploration of a possible Ventura County manufacturing training institute that would build on the best practice Technical Employment Training, Inc. program in San Bernardino.

Healthcare Sector

The growing Healthcare sector in Ventura County has the potential to be a key driver of future economic activity as the population of the region grows and ages. With 23,710 workers in 2013,³ healthcare employment in Ventura County by 2018 is projected to increase by 11.8 percent.⁴ Of the 20 top healthcare occupations, four are accessible through on-the-job training. All others require vocational education and certification, an associate's degree, or college degrees and professional education.⁵ Other workforce-related considerations include the impact of healthcare reform requirements and business trends to consider more outsourcing vs. direct employment of full-time or part-time local talent.

The region's high school career academies, CTE programs, linked learning initiative, community college certificate programs, and university undergraduate and graduate programs have the potential to be a strong feeder system for the healthcare workforce pipeline. However, education and training providers need to stay current and flexible to respond to the just-in-time demands of local employers. (For example, strong local nursing and phlebotomy programs, initially developed to respond to job market demands, have resulted in an over-production of qualified workers who cannot find jobs in the region.) Therefore, WIBVC Healthcare Committee discussions are in progress regarding how to keep the lines of communication open among Ventura County employers and educators to optimize opportunities for career guidance, redirection of students to alternate healthcare career paths, maintaining skills between certification and job placement, and opportunities for current workers to upgrade or redirect their skills.

The WIBVC Healthcare Committee will continue to identify job requirements and education/training gaps in the Ventura County workforce pipeline for critical, hand-to-fill jobs (Exhibit 11). Members plan to recruit additional sub-sector representatives to the committee, conduct annual surveys to update the needs/education matrix, inventory current training providers and programs in the region, identify formal programs for entry-level positions, develop career transition pathways and bridge programs, develop pre-apprenticeship and apprenticeship programs, and identify ways to strengthen cultural competency in healthcare. In addition, the Committee will continue to drive an initiative to identify business partners to apply for laboratory certifications and fund the first Clinical Laboratory Scientist field experience certification program in the region.

³ California Health Workforce Development Council, http://www.cwib.ca.gov/sc_hwdc.htm

⁴ EMSI, Covered Employment 2013

⁵ State of California Employment Development Department www.edd.ca.gov

Clean/Green Sector

The Clean/Green Sector is a multiple-sector initiative to support environmentally sustainable business practices and legal compliance. In the Ventura County region, a wide range of businesses are engaged in the recycling or reuse of existing materials; water conservation; energy efficiency in product manufacturing and distribution energy efficiency through construction, installation and maintenance, natural and sustainable product manufacturing, renewable energy, and/or compliance and education. From manufacturing, biotechnology, and aerospace to agriculture, hospitality, and waste management, businesses throughout the region are either employing or contracting for clean/green-related work. Education and training levels for the top 20 green occupations in Ventura County include six that require on-the-job training and 14 that require an associate's, bachelor's, or master's degree.⁶

With the broad range of businesses and jobs that relate to Clean/Green, partnerships between business, labor and education are essential to inventory, align, develop, implement, and resource the region's high school career academies, CTE programs, linked learning initiative, community college certificate programs, pre-apprenticeships and apprenticeships, and university undergraduate and graduate programs. In addition, there is a need for community outreach to raise business, adult, youth, and educator awareness of career opportunities in Clean/Green occupations.

For the five-year plan, the WIBVC Clean/Green Committee will begin with an overview of the multiple sectors involved in the initiative, identify initial priorities, and then develop action plans to address employer workforce needs, sources and types of training and education available to meet those needs, and ways to close the gaps. Key steps will include expansion of business engagement in regional planning and implementation of education and training; employer awareness and recognition of sector certifications; development of stackable credentials for career pathways; development of pre-apprenticeship and apprenticeship programs; and business participation in job shadowing, internships, and outreach. Work will continue on a new Retrofit America 360 program, in partnership with the International Brotherhood of Electrical Workers-Local 952 (IBEW) and six WIBs in Los Angeles County (Exhibit 12), for Electrical Mechanical Systems (EMS) Tech certification. In addition, the Committee plans to identify ways to generate private sector and foundation investments in clean/green-related education and training.

Objective 4: Foster collaboration across public and private sector entities in the region to develop and leverage training and education opportunities for workforce development.

FOUNDATION FOR COLLABORATION

Private/public sector collaboration for workforce development in the Ventura County region has been, and will continue to be, a top priority for WIBVC. A skilled, relevant, flexible workforce is critical to supporting the changing needs of employers in a dynamic, competitive, global economic environment. Unfortunately, both lack of means and the challenges of institutionalized systems pose obstacles for education and training to keep pace with employer demand. Because most of the businesses are small in Ventura County, the private sector resources for major investments in education/training are limited and scattered across sectors. However, WIBVC has found that business engagement can occur with a combination of good timing and relevance to competitive advantage. Encouragement from a respected colleague or advocate (like a WIBVC member) also helps to recruit participation.

⁶ State of California Employment Development Department www.edd.ca.gov

WIBVC has developed, and will continue to use, its Building a Competitive Workforce Pipeline (Pipeline) framework to facilitate discussion and planning for outcome-oriented collaboration among private and public sector entities (Exhibit 15). The Pipeline also serves as a tool for communicating with business and education leaders about their roles, challenges, and opportunities in building critical private/public sector partnerships for regional workforce development.

Through the Business Outreach Committee, WIBVC will continue to lead three business sector committees: Healthcare Committee, Manufacturing Committee, and Clean/Green Committee. Other sector committees may be formed as business and economic conditions evolve. Chaired by business sector leaders, committees include WIBVC and non-WIBVC representatives from business, economic development, labor, education (pre-K, K-12, career and technical education, adult education, community colleges, universities), government agencies, and community-based organizations. The committees use the Pipeline as a framework to identify top-priority, living-wage jobs with opportunities for career growth; qualifications for those jobs; gaps in regional training and education; resources available and needed; and strategies for private/public sector collaboration to close the gaps. Members of the committees are highly engaged, action-oriented, and committed to developing regional workforce pipelines.

ACTIONS TO GET US THERE

1. Partner with priority-sector employers to develop potential on-the-job training (OJT) and other customized training strategies.

To engage Healthcare, Manufacturing, and Clean/Green sector employers as partners in developing potential on-the-job training (OJT) and other customized training strategies, WIBVC will take steps to:

- Build on the successful OJT and customized training programs that BESD/WIA and program contractors have implemented for a wide range of businesses in Ventura County.
- Build on the networks of the already engaged, action-oriented WIBVC sector committees on Healthcare, Manufacturing, and Clean/Green.
- Partner with BESD/WIA, program contractors, and educators to develop a list of experienced OJT/customized training program partners from the priority sectors to invite to strategy discussions with the WIBVC sector committees.
- Review data and research related best practices.
- Work in WIBVC sector committees, with participation from other sector employers, educators, and BESD/WIA staff and program contractors, to identify sector-specific goals, roles, action plans, timelines, and desired outcomes for sector-focused OJT and customized training.
- Engage sector employers, BESD/WIA staff and program contractors in outreach, program implementation, customer feedback and program review.

2. Encourage business partners to help drive the demand-driven strategy through joint planning, competency and curriculum development, and determining appropriate length of training.

- Build on the curriculum-related planning and program development activities already initiated by the WIBVC sector committees on Healthcare, Manufacturing, and Clean/Green. Examples of sector committee joint planning/competency/curriculum development already in progress with education and training partners include:
 - Manufacturing: development of the first two-campus community college Biomedical Device Certificate program (Exhibit 9); identification of business-driven criteria for entry level manufacturing workers (Exhibit 8) for development of a multi-location Manufacturing Readiness Certificate; engagement of manufacturers in regional workforce development through the Manufacturers Roundtable of Ventura County
 - Healthcare: job/education analyses for hardest-to-fill, critical needs jobs (Exhibit 11); development/funding of a Clinical Laboratory Scientist field experience certification program; impact of emerging healthcare reform requirements and business trends on local workforce preparation and job placement
 - Clean/Green: positioning of clean/green as a “multiple-sector” initiative; identification of sub-sector employer workforce needs, sources and types of training and education available to meet those needs, and ways to close the gaps; offering a new EMS Tech certification in partnership with IBEW (Exhibit 12)
- Partner with education/training providers to identify and engage employers from the priority sectors who have used available sector-related education and training programs.
- Review data and research related best practices.
- Work in WIBVC sector committees, with participation from the workforce pipeline of education/training professionals (K-12, career and technical education, adult education, community colleges, and universities), other sector employers, to develop an inventory of sector-related education and training programs and partners in the region.
- Engage sector employers, BESD/WIA staff and program contractors in outreach, goal-setting, planning discussions, program implementation, customer feedback and program review.
- Identify goals, roles, action plans, timelines, and desired outcomes for joint planning, competency and curriculum development, and determining appropriate length of training.

3. Work collaboratively with business and industry and the education community to develop strategies to overcome barriers to skill achievement and employment experienced by the populations in high-growth, high demand industries and to ensure they are being identified as a critical pipeline of workers.

- Partner with BESD/WIA, WIA contracted program providers, EDD Job Services, and education/training providers to identify and engage employers from the priority sectors who have experience in offering opportunities to populations with potential barriers to skill achievement or employment.
- Work within and across WIBVC sector committees, with participation from the workforce pipeline of education/training professionals (K-12, career and technical education, adult education, community colleges, and universities), other sector employers, BESD/WIA, WIA contracted program providers, and EDD, to develop an inventory of Ventura County career pathway entry-points and needs for individuals with potential barriers.
- Review data and research related best practices.

- Engage education/training providers, sector employers, BESD/WIA staff and program contractors in goal-setting, planning discussions, program implementation, customer feedback and program review.
- Identify goals, roles, action plans, timelines, and desired outcomes for building entry points to career pathways and for closing the gaps.

4. Foster collaboration between community colleges and the California Department of Industrial Relations Division of Apprenticeship Standards (DIR-DAS) approved/registered apprenticeship programs, through memorandums of understanding or other formal mechanisms.

Currently, there are no memorandums of understanding or other formal agreements between the three Ventura County Community College District colleges (Moorpark College, Oxnard College, and Ventura College) and the California Department of Industrial Relations Division of Apprenticeship Standards (DIR-DAS) approved/registered apprenticeship programs. To foster formal collaboration between the community colleges and DIR-DAS, WIBVC will:

- Continue to engage representatives from the community colleges, labor organizations, and DIR-DAS as active participants on the Manufacturing Committee, Healthcare Committee, and Clean/Green Committee.
- Include apprenticeships and community college/labor/DIR-DAS collaboration as agenda topics for discussion by the Manufacturing Committee, Healthcare Committee, and Clean/Green Committee.
- Encourage community college, labor, and DIR-DAS representatives to partner on pre-apprenticeship and apprenticeship work groups relating to the sector committees.
- Encourage community college, labor, and DIR-DAS representatives to establish formal agreements for apprenticeship programs in Ventura County.
- Apply the WIBVC apprenticeship policy to integrate federal registered and state DIR-DAS approved apprenticeship programs into the One-Stop system.
- Encourage One-Stop operator/partner participation in a proposed new Community College Pre-Apprentice program on energy efficiency that will offer successful graduates a guaranteed job and entry into a Registered Apprenticeship (Exhibit 27).

5. Conduct services funded by WIA, and directed to apprenticeable occupations, in coordination with one or more apprenticeship programs approved by the DIR-DAS for the occupation and geographic area [CUIC Section 14230(3)].

Current Situation

- WIBVC values its positive, collaborative working relationships with WIBVC representatives from organized labor and engages them in all aspects of WIBVC business.
- During the recession and recovery, local trade associations were hesitant to add more pre-apprenticeships and apprenticeships because many of their members were struggling to find work.

- The types and numbers of apprenticeship programs currently available in the Ventura County region need to be clarified because of the variance by source of information:
 - EDD Employment Training Provider List (ETPL): four apprenticeship programs listed for Ventura County (one each at Moorpark College, Oxnard College, Ventura College, and Oxnard Adult School) (Exhibit 28)
 - EDD Labor Market Information (LMI): 62 training providers offering apprenticeship training in Ventura County (Exhibit 29)
 - Department of Labor: nine occupations with 11 apprenticeship sponsors in Ventura County (Exhibit 30)
 - DIR/DAS: 106 apprentice programs serving Ventura County (Exhibit 31)
 - Ventura County Office of Education: pre-apprenticeship training in 37 occupations but not approved by DIR/DAS (Exhibit 32)

Action Plan

Under the WIBVC Business Outreach Committee, form a work group comprised of representatives from organized labor, DIR-DAS, community colleges, the Ventura County Office of Education, and the One-Stop system to:

- Gather information to determine the actual types and numbers of apprenticeship programs available in the Ventura County region.
 - Develop an inventory of trade association/education/training resources that provide apprenticeships and have the potential to offer and/or link to pre-apprenticeships.
 - Identify existing apprenticeships that support the priority sectors: Healthcare, Manufacturing, and Clean/Green.
 - Consider the potential for other apprenticeships that would support the priority sectors: Healthcare, Manufacturing, and Clean/Green.
 - Develop a collaborative network that includes a mechanism for referrals.
 - Determine next steps and a collaborative action plan.
6. **Use innovative training strategies to fill skills gaps by leveraging additional resources for training to maximize the use of Individual Training Accounts (ITAs) through partnerships with business, education (in particular, community and technical colleges), economic development agencies, and industry associations and involving business and industry to drive the strategy.**
- Leveraging Funds: Continue to leverage Veterans Administration and PELL grants, Trade Adjustment Act (TAA) funds, subsidized and unsubsidized loans, and adult education preparation classes (literacy and numeracy, high school diploma, CAHSEE, GED, and ESL), and other resources through programs of the Department of Rehabilitation, Probation Department, CalWORKs, the Employment Development Department (EDD), and others.
 - Resource Map: Develop a collaborative asset map of business-sponsored programs or initiatives for education, training, and/or career awareness in the Ventura County region, working in partnership with the Ventura County Office of Education, Ventura County

Community College District, Ventura County Economic Development Association and the Ventura County Civic Alliance Workforce Education Committee.

- **Incumbent Worker Training:** Continue a new WIBVC incumbent worker training pilot project, to develop and implement a regional partnership between EDC-VC, Ventura County Community College District and Ventura Adult and Continuing Education for delivery of training incumbent workers and for building capacity for incumbent worker training, case management and service delivery that leverages WIA Rapid Response and Employment Training Panel funds.
- **Best Practices:** Continue to seek ideas for leveraging resources that will help to fill skills gaps. For example, provide onsite paid work experience in a targeted sector after completion of an ITA that relates to vocational training in that sector.
- **Outreach:** Continue active networking with employers, economic development entities, education, and community-based organizations, and other recipients/providers of training dollars through partners including the Human Services Agency Business and Employment Services Department (BESD), Economic Development Collaborative-Ventura County (EDC-VC), Small Business Development Center, EDD Employers Advisory Committee, professional associations and business events.
- **Private Sector Partners:** Continue to engage the active participation of employers on WIBVC committees and initiatives, including the identification of opportunities for non-WIA funding and advocating for business participation in workforce education/training programs.
- **Regional Partnerships:** Continue to identify opportunities to partner with other regions in California. Examples include participation in the Workforce Collaborative of California's Central Coast (WIBs from Monterey, San Benito, San Luis Obispo, Santa Barbara, Santa Cruz and Ventura counties), the Retrofit America 360 project (with six other WIBs from the Los Angeles region), the South Central Regional Consortium of Community Colleges, the California Economic Summit Regional Forums, and the Jobs and Economic Development Initiative (Santa Barbara and Ventura counties).

Objective 5: Provide Rapid Response services that include early warning systems and business layoff aversion strategies.

ACTIONS TO GET US THERE

1. Promote Rapid Response as a proactive intermediary for priority industry sectors.

WIBVC will continue to engage in employer outreach to promote employment and business consulting services available through Rapid Response funding. Networking and personal contacts by WIA Account Executives, Job and Career Center staff, EDC-VC consultants, and partner agencies and professionals in the Ventura County regional economic development network will continue. Direct outreach by WIBVC and WIBVC sub-committee members, especially related to the targeted industry sectors of Healthcare, Manufacturing, and Clean/Green will continue.

In addition, WIBVC will continue to invest in employer outreach through the ongoing work of its Business Outreach Committee in partnership with a contracted marketing firm. Collateral materials for employer engagement will continue to be provided to WIA Job and Career Center (JCC) staff, EDC-VC consultants, and other partners, referring businesses to the JCC 800

number (800-500-7705) and website www.venturacountyjcc.org (Exhibit 33), and to the New CalJOBS system.

WIBVC will continue and enhance business retention outreach initiatives that include Ventura County Grows Business (www.venturacountygrowsbusiness; Facebook; a business services 800 number (800-959-6395); radio spots; direct mail (Exhibit 19); *Workforce Update*: bimonthly e-newsletter (Exhibit 2); Workforce Wednesday live monthly radio interviews with WIBVC members (Exhibit 6); opinion pieces by WIBVC members in local press (Exhibit 5); and Manufacturing Roundtable of Ventura County meetings, action plans, LinkedIn (Exhibit 20). As special needs for sector-specific outreach are identified, WIBVC will take action to address them.

2. Implement effective Rapid Response early layoff warning systems and layoff aversion strategies.

WIBVC will continue to implement, and identify opportunities for improvement of, its current early layoff warning systems and layoff aversion strategies.

In the Ventura County region, an early layoff warning may be triggered by information or a situation that comes to the attention of one or more of the partners in the region's business development network. For example, a city or county economic development manager or agency might become aware of a struggling business, a real estate professional might be contacted about leasing unused space, or a utility company representative might see a trending drop in usage. In addition, a WIA Account Executive, JCC staff member, EDD representative, or WIBVC member might see a potential problem that could impact the health of a business.

Depending on the situation, the person/entity connects with the Rapid Response Coordinator might involve the participation of EDC-VC, SBDC, educational institutions, economic development agencies, or others. A city-led Red Team might be deployed. In each case, however, an appropriate and consistent point of contact is designated for coordinating support to the business.

3. Provide Rapid Response assistance and appropriate core and intensive services to those covered by the Transitional Adjustment Assistance (TAA) program.

WIBVC will continue to provide Rapid Response assistance and appropriate core and intensive services to those covered by the Transitional Adjustment Assistance (TAA) program.

Funded by WIBVC for required WIA Rapid Response services, BESD/WIA will continue to work in collaboration with EDD to provide job search assistance, vocational training and support services. The programs and services are delivered as either co-enrollments with EDD or as stand-alone services. Case management staff units from BESD/WIA and EDD/TAA programs meet on a regular basis to discuss strategies and share information regarding co-enrolled WIA/TAA customers. This ensures coordinated, non-duplicated services between partner agencies.

For customers receiving unemployment insurance in the form of California Training Benefits, who also are receiving WIA-funded training, BESD/WIA staff work closely with EDD to complete the Training Enrollment Verification Sheet as quickly as possible to avoid prolonged time without income. If unemployment benefits will be delayed for a significant amount of time (regardless of the reason), BESD/WIA provides supportive services to the customer who has little to no income and/or who is relying solely on unemployment for financial support while in training.

SECTION 4 ADULT STRATEGIES

WIBVC Adults Goal

Increase the number of adults in the Ventura County region who obtain a marketable and industry-recognized credential or degree, and are placed in a related sector job, with a special emphasis on unemployed, underemployed, low-skilled, low-income, veterans, individuals with disabilities, and other at-risk populations.

Objective 1: Ensure that pre-apprenticeship, and apprenticeship training is coordinated with one or more apprenticeship programs registered by the U.S. Department of Labor Employment Training Administration and approved by the California Department of Industrial Relations of Apprenticeship Standards for the occupation and geographic area.

The WIBVC works closely with local labor organizations on workforce needs and strategies. Important to note is that, during the economic environment of last five years, trade associations have been hesitant to add pre-apprentices and apprentices because many of their members are still struggling to find projects and work. Moving forward from that difficult situation, the WIBVC is committed to facilitating more opportunities for apprenticeships in the region.

ACTIONS TO GET US THERE

1. Implement the WIBVC policy to integrate federal registered and state DAS-approved apprenticeship programs into the One-Stop system.

WIBVC Policy: WIBVC will ensure that programs and services funded by the Workforce Investment Act of 1998 and directed to apprenticeable occupations, including pre-apprenticeship training, will be conducted to the maximum extent feasible, in coordination with one or more apprenticeship programs approved by the Division of Apprenticeship Standards for the occupation and regional area. WIBVC will also work to foster collaboration between community colleges and approved apprenticeship programs in the region to provide pre-apprenticeship training, apprenticeship training and continuing education in apprenticeable occupations through the approved apprenticeship programs. WIBVC will encourage its service providers to consider pre-apprenticeship and apprenticeship programs as training opportunities for its participants when appropriate and practicable.

2. Identify and develop opportunities for coordinated pre-apprenticeship and apprenticeship training in the region.

- Continue to work closely with the International Brotherhood of Electrical Workers-Local 952 (IBEW) on a new Retrofit America 360 program (Exhibit 12), develop an MOU, and work in partnership with the International Brotherhood of Electrical Workers-Local 952 (IBEW) and six WIBs in Los Angeles County, for Electrical Mechanical Systems (EMS) Tech certification. The course is already approved for inclusion on California's Eligible Training Provider List (ETPL).
- Continue to include the local Department of Apprenticeship Standards (DAS) representative from Los Angeles in regular meetings of the Manufacturing Committee, Healthcare Committee, and Clean/Green Committee.

- Continue to engage education representatives on the WIBVC and WIBVC committees, including business-led sector sub-committees, from the Ventura County Office of Education, adult and continuing education, Ventura County Community College District, Economic Development Department, Moorpark College, Oxnard College, Ventura College, California State University-Channel Islands, California Lutheran University, and others.
- Continue to engage labor representatives on the WIBVC and WIBVC committees, including business-led sector subcommittees, from IBEW, Plumbers and Pipefitters Union-Local 484, Service Employees International Union-United Healthcare Workers, Tri-Counties Building and Construction, Tri-Counties Central Labor Council, Ventura Contractors Association, United Food and Commercial Workers-Local 770, and others.
- Work with the WIBVC Manufacturing Committee, Healthcare Committee, Clean/Green Committee and the Manufacturing Roundtable of Ventura County to identify current and potential opportunities for pre-apprenticeships and apprenticeships in priority sector-related occupations.

Objective 2: Prioritize training for occupations in priority industry sectors in the regional economy—training which results in completion and attainment of a degree and/or other credentials valued by priority-sector employers within the region.

The WIBVC has established three industry sector priorities: Manufacturing, Healthcare, and Clean/Green. Sector committees work to advance sector-specific workforce development and will continue to do so in the future. Two recent examples of WIBVC approaches to training for sector-related employment are:

- WIA Participant Training: In 2009, the Healthcare Committee created a matrix of occupations in need of workers and a statement of the requirements for those occupations. Though this matrix has been steadily refined over the years on the basis of changing workforce demands, it has been a foundational document helping to guide WIA funding in a particular direction. For example, WIBVC funded special projects for WIA Adult and Dislocated Worker comprehensive programs focused on building the healthcare workforce pipeline in Ventura County. Over the past three years, 110 participants have benefited from education on and/or targeted training in healthcare-related occupations. The result has been an increase in the number of basic adult education student transitions and an increase in the number of job seekers entering and completing training programs in demand and attaining degrees and credentials valued by priority-sector employers (Exhibit 34).
- Incumbent Worker Training: In 2012, WIBVC launched a pilot incumbent (employed) worker program component to train 51 incumbent workers with WIA Rapid Response funds. The project is managed by the Economic Development Collaborative-Ventura County (EDC-VC) in tandem with an Employment Training Panel (ETP) contract and the WIA Rapid Response program. With enrollments in technology-related jobs (primarily manufacturing) and in clean/green jobs, measures of success will be retained employment, percentage increases in salary and/or industry-recognized credentials (Exhibit 35).

ACTIONS TO GET US THERE

1. **Continue to identify and update sector priorities for training in the Manufacturing, Healthcare, and Clean/Green sectors, using current research information and input from business, education, and labor leaders on the WIBVC Business Outreach Committee and sub-committees.**

2. **Require that WIA, by 2017, Adult and Dislocated Worker program providers expend at least 50% of their allocated WIA Adult and Dislocated Worker training funds for sector-related training in Manufacturing, Healthcare, and Clean/Green.**

Objective 3: Emphasize career pathways as a framework through which learners can connect their skills and interests with viable career options.

California has identified 15 industry sector categories under which public schools may select from 58 pathways to develop programs of study. In the Ventura County region, youth have opportunities to explore multiple career pathways in those industry sectors, including Healthcare, Manufacturing, and Clean/Green.

For adults, however, more complete and comprehensive information is needed regarding career pathway programs available in Ventura County. A few career pathway programs offer academic guidance and preparation for adult students to acquire the necessary skills for a successful career; however, availability of the appropriate information and training for the priority sectors of Healthcare, Manufacturing, and Clean/Green is limited. Therefore, WIBVC plans to take an active role in facilitating the identification and development of a more comprehensive approach to career pathways, particularly in the priority sectors.

ACTIONS TO GET US THERE

1. **Identify, promote, and develop opportunities for career pathways and related training in the Ventura County region.**

Work with WIBVC Healthcare, Manufacturing, and Clean/Green Committees, and other partners in business, education (including adult education, community colleges, and universities), labor, economic development, government agencies, and community-based organizations, to:

- Conduct a regional inventory of career pathway programs.
 - Identify gaps in career pathway programs, with particular attention to Healthcare, Manufacturing, and Clean/Green sectors.
 - Map career pathways and identify training opportunities for those priority sectors with gaps.
 - Determine baselines and goals for annual increases to the number of career pathway programs to support WIB priority sectors and needs.
 - Develop a WIBVC policy directive regarding priority sectors and associated training dollars.
 - Identify non-WIA resources for career education programs in Healthcare, Manufacturing, and Clean/Green sectors.
2. **Continue to collaborate on regional outreach to promote and raise awareness of career pathways and priority sector career opportunities.**

Examples of career pathways and career awareness outreach in the region include:

- Ventura County Jobs with a Future: In April 2013, WIBVC launched a new online career-focused website: www.vcjobswithafuture.org (Exhibit 22). This website assists young adults

and teenagers with information on career planning and educational paths, including a detailed look at priority sector jobs and education/training requirements.

- Ventura County Virtual One-Stop (VOS): The Business and Employment Services Department (BESD), the WIA One-Stop Operator, maintains a comprehensive employment services website for job seekers and employers. This website offers resources and tools to create resumes, search job postings and complete online trainings: www.venturacountyjcc.org (Exhibit 36). Similar features are expected to be continued under the State’s New CalJOBS system.
- Career Pathways for Career and Technical Education (CTE): The Ventura County Community College District, which offers associate degrees and vocational programs through Moorpark College, Oxnard College, and Ventura College, provides students with information on education and training required to prepare for specific careers: www.vcccd.edu/careerpathways/ (Exhibit 37).
- Career Development Services: California State University, Channel Islands (CSUCI) offers workshops, career counseling, and referrals to internship programs. In collaboration with the Ventura County Office of Education, CSUCI conducts an annual “STEM Expo” with representation from local companies and organizations (Exhibit 38).
- Regional Occupational Program (ROP): Ventura County Office of Education (VCOE) provides high school students with the opportunity to learn about specific industries and acquire hands-on training through internships at local businesses and organizations: www.venturacountyrop.com (Exhibit 39). In addition, VCOE publishes a periodic newsletter, *CTE-Pathways to Success*, that highlights the Regional Occupational Program throughout the region.

Objective 4: Provide opportunities to help adults make transitions relating to education, training, and/or employment.

ACTIONS TO GET US THERE

- 1. Increase the number of adult basic education students who successfully transition to post-secondary education, training, or employment and reduce the time students spend in remediation.**

As the primary provider of WIA Adult comprehensive programs and services in Ventura County, the Human Services Agency (HSA) Business and Employment Services Department (BESD) develops individual service plans (Exhibit 40) for adults to assist them with training, job search and/or attaining a GED or high school diploma.

Similar individual service plans have been developed for adults participants in the special WIBVC-funded pilot project which focused on preparation for healthcare occupations in Ventura County, a project undertaken by Ventura Adult and Continuing Education. The result has been an opportunity for training in healthcare-related occupations and the direct result of (1) increasing the number of job seekers entering and completing training programs in demand and attaining degrees and credentials valued by priority-sector employers, and (2) increasing the number of basic adult education student transitions. Unfortunately, funding for continuation of the project will not be available in 2013-2014 because of WIA budget reductions.

To increase the number of adult basic education students making education, training, and/or employment transitions, WIBVC plans to:

- Conduct a formal inventory of basic education resources in the region.
 - Determine the number of adults participating in basic education programs, time spent in remediation, transitions/outcomes, and relationship to the priority sectors of Manufacturing, Healthcare, and Clean/Green.
 - Establish a baseline and a plan to increase goals/milestones for the number of adult basic education students who successfully transition to postsecondary education and training programs in demand industries and occupations.
 - Develop pilot projects that reduce student time in remediation and increase career ready outcomes in Manufacturing, Healthcare, and Clean/green industries.
 - Identify opportunities and resources for braided, leveraged, or sector support for pilot projects.
- 2. Increase the number of underprepared job seekers and displaced workers who enter and successfully complete education and training programs in demand industries.**

Through WIA Adult and Dislocated Worker programs, BESD staff provide participant skills upgrading and promotion of skills attainment in demand occupations, including in WIBVC priority sectors. This is achieved through vocational and/or on-the-job training and/or employed worker training.

In 2012, and in response to State Assembly Bill 109, County of Ventura agencies braided non-WIA resources to provide comprehensive employment services to probation clients through the Specialized Training & Employment Project to Success (STEPS). STEPS is a partnership between Ventura County's Probation Department and Human Service Agency to provide comprehensive employment services serving Ventura County individuals who are released from state prisons. Clients are provided multiple employment services, from needs assessments to job placement. Through this process, there will be a focus on evidence-based practices including multi-disciplinary collaboration, monetary incentives, supportive services and data-driven decision making.

Building on the success of current BESD WIA Adult and Dislocated Worker programs and the leveraging/braiding of the STEPS program, WIBVC will partner with program providers to establish a baseline and increase over time the number of under-prepared job seekers who enter and complete education and training programs in demand industries and occupations.

- 3. Develop and implement a layoff aversion strategy that helps retain workers in their current jobs and provides rapid transitions to new employment, minimizing periods of unemployment.**

WIBVC will continue to foster and support the multiple agency collaboration that has been the key to a successful layoff aversion strategy for the Ventura County region:

- One-Stop Staff Collaboration: The BESD early intervention system for identification of layoffs is facilitated through joint BESD/Employment Development Department (EDD) staff development training and staff collaboration. A historically strong, interactive relationship between BESD/EDD at the operational level results in real time identification of potential challenges and opportunities. Transitions for veterans and spouses of veterans are a

priority for BESD/EDD services, with referrals from HSA Veterans Services Office, Ventura County Veterans Employment Council and Transitional Assistance Programs.

- **Employer Identification Network:** A variety of resources are used to identify employers in need of preventative support from allowable Rapid Response activities. Partners in identifying employers potentially in need of layoff aversion consulting services include BESD, EDD, the Economic Development Collaborative-Ventura County (EDC-VC), city economic development managers, real estate brokers, utilities, media, businesses, labor representatives, and others.
 - **Rapid Transitions:** Rapid transitions to new employment and minimum periods of unemployment, are through joint activities with EDD such as Initial Assistance Workshops (IAW) and Reemployment and Eligibility Assessment Services (REA) referrals to WIA orientations. REA customers also receive information for programs operated by the Ventura County Human Services Agency (e.g., CalWORKs, Medi-Cal, CalFresh, General Relief, Homeless Prevention and Re-Housing Program).
 - **Trade Adjustment Assistance:** There also exists a very strong, seamless referral process between EDD and WIA to provide non-duplicative services to the common TAA customer for transition to new employment. TAA customers that are co-enrolled into EDD and WIA are case conferenced by EDD and WIA staff.
 - **Business Services:** Referrals are directed to EDC-VC, the WIBVC-contracted provider of the WIA Business Retention and Lay-off Aversion program for Ventura County. Through the program, EDC-VC targets at-risk employers and has specific goals to retain jobs, provide incumbent worker training to at-risk workers, target incumbent worker training for WIBVC priority sectors and maintain a high level of customer satisfaction (Exhibit 17). EDC-VC partners with the Small Business Development Center (SBDC for Santa Barbara and Ventura Counties) for the initial assessment of employer needs. SBDC then connects businesses to free and low-cost business services and consulting to sustain and create jobs. EDC-VC also provides business assistance through loan programs, the Manufacturing Outreach Program, and the Global Entrepreneur Training in Trade (G.E.T. Trade) program.
 - **Required Rapid Response Services:** BESD provides confidential support and experienced coaching for businesses and workers undergoing layoffs. When a team approach to a situation is appropriate, BESD partners with city representatives, EDC-VC, SBDC, Save Your Home California, Stokes Financial, EDD Job Services, and other business/economic development entities to provide technical assistance, workshops, seminars and one-on-one interactions to help local employers sustain or grow their businesses.
 - **Best Practices:** WIBVC will continue to explore and adapt other best practices to continuously improve the layoff aversion strategy and business support network in the region.
- 4. Expand the availability of, and participation in, “Earn and Learn” models such as apprenticeships, on-the-job training (OJT) and other customized training where workers can build skills while working.**

With a majority of small businesses in the region, Ventura County’s approach to Earn and Learn models must respond to the wide range of needs of individual employers from multiple sectors. For example, OJT involves training provided by the employer on the job, on site, and/or training reimbursed by the employer. Current OJT enrollments include:

- Administrative/Office: 50% (administrative assistant, collections officer, customer service, office manager, purchasing agent, receptionist)
- Production/Manufacturing: 14% (hydraulic technician, machine operator, machinist, mold set up, quality inspector)
- Technical/Professional: 13% (auto CAD designer, copier technician, document control coordinator, mechanical designer)
- Miscellaneous: 23% (account executive, janitorial supervisor, medical records technician, plumber, veterinary assistant)

In Ventura County, ITA training is funded by WIBVC for providers on the ETPL. Current ITA enrollments represent:

- Production/Manufacturing: 25% (CNC operator, CNC programmer, machinist, electronic assembly/test, combination welder/burner)
- Allied Health: 22% (medical coding/billing, medical and dental assistant, certified nurses assistant, pharmacy technician, surgical technician, medical records)
- Administrative/Office: 17% (administrative assistant, business administration, computerized office procedures)
- Technical/Professional: 13% (human resource management, project management, Six Sigma black belt, FICO analyst)

WIBVC will expand the availability of, and participation in, Earn and Learn models in the region through the following actions:

- Asset Inventory: Conduct an inventory of Earn and Learn programs and resources in the region. Determine the number of participants and types and numbers of Earn and Learn programs that relate to the priority sectors of Manufacturing, Healthcare, and Clean/Green.
- Goal Setting: Establish a baseline and a plan to increase goals/milestones for the number of Earn and Learn programs and participants.
- Sector Engagement: Work with the WIBVC Manufacturing Committee, Healthcare Committee, Clean/Green Committee and the Manufacturing Roundtable of Ventura County to identify sector priorities for Earn and Learn, opportunities for OJT, ITA, and customized training, and potential non-WIA funding sources.
- Paid Work Experience: Continue to apply the best practice model used by BESD for occupational skills training. After completion of an ITA, the individual participates in a paid work experience activity tied to the vocational training in a related industry.
- Apprenticeships: Continue to work closely with local labor organizations and education/training partners to determine strategies and actions to expand pre-apprentice and apprenticeship training opportunities.
- On-Line Training: Continue to leverage resources with on-line training. With this best practice model, BESD provides the customer with training and experience that upgrades computer skills, and increases personal competitive advantage in the job market.
- Employer Outreach: Continue marketing and outreach to employers for Earn and Learn opportunities and participation.

- Resources: Identify opportunities and resources for braided, leveraged, and/or industry sector support for pilot projects.

Objective 5: Collaborate with key stakeholders to establish a regional workforce and economic development partnership to leverage, braid, and/or obtain resources that will sustain the operation of regional workforce and economic development networks over time.

ACTIONS TO GET US THERE

1. Identify opportunities to leverage or braid combinations of WIA and other public and private funding.

WIBVC will take the lead in facilitating collaboration across regional workforce and economic development networks to identify ways to align, leverage, and braid the use of existing resources and to acquire new private and/or public funding to address the gaps and opportunities in regional workforce development. Key actions will include partnering with regional leaders and organizations to:

- Engage public and private sector partners in collaborative regional data collection and analysis.
- Conduct an inventory of existing workforce development-related funding, education/training programs, and other public and private workforce funding resources in the region.
- Develop a revenue resource map of public and private workforce funding resources.
- Identify opportunities for braiding, leveraging, and generating workforce-related funds.
- Match workforce development needs with available resources.
- Identify resource gaps, opportunities, and priorities for seeking sector-focused investments, grants, and other private and public funds.

2. Demonstrate WIBVC commitment to collaborative regional funding.

- WIA Formula Funds

To model the importance of committing to a regional revenue plan, WIBVC will embed regional workforce and economic development networks into its use of WIA formula funds through WIBVC staff, resources, and outreach support for:

- Sector committees and initiatives: Healthcare, Manufacturing, Clean/Green (and others identified during the five-year period of the Local Plan)
- Collaborative regional workforce and economic research
- Collaborative regional workforce/education/economic forums
- Manufacturing Roundtable of Ventura County
- Regional business retention and business sector outreach (example: Ventura County Grows Business initiative)
- Regional outreach for employer, job seeker, and youth services (example: regional youth career awareness initiative via radio, Facebook and www.vcjobswithafuture.org website)

- Seeking non-WIA funding and resource-leveraging opportunities and partners to support sector strategies (examples: Clinical Laboratory Scientist field experience program/Healthcare Committee; Manufacturing Training Institute/Manufacturing Committee; Retrofit America 360 EMS certification/Clean/Green Committee)
- Development of standardized, grant-ready MOUs among workforce and economic development partners, defining their respective roles and responsibilities
- Ventura County Workforce Fund
WIBVC has established the donor-advised Ventura County Workforce Fund (Fund) through the Ventura County Community Foundation. The Fund provides a neutral, funder-engaged option for individual and collaborative fundraising for education, training, career awareness outreach, sector-related programs, and other initiatives that support the integrated regional strategy for workforce development funding. Through the Fund, businesses, associations, grant institutions, and other entities are able to donate funds for non-WIA grant investments, participate in distributions, and provide oversight to advance workforce development in the region.

- Workforce Partnerships

WIBVC will initiate collaboration with other workforce development entities to identify and pursue opportunities for leveraging, braiding, and obtaining resources. Examples of potential partners include WIBs in the Workforce Collaborative of California’s Central Coast, WIBs in Los Angeles County; WIBs in other geographic areas with similar sector priorities; P-16 Council; Oxnard Union High School District Linked Learning project; Ventura County Community College District; California State University, Channel Islands; California Lutheran University; professional associations such as the Southern California BioScience Alliance, the Society of Hispanic Professional Engineers, Federated Chambers of Commerce; Ventura County Economic Development Association; Economic Development Collaborative-Ventura County; and the Workforce Education Committee of the Ventura County Community Foundation.

3. Facilitate, and participate in the development of, a regional partnership and an integrated, comprehensive strategy to support collaborative workforce and economic development planning, implementation, evaluation, oversight, and funding.

Building on the positive, informal relationships already established under the region’s current “collaboratively independent” approach to workforce and economic development, WIBVC will facilitate exploratory discussions to consider formation of a flexible, balanced regional partnership that acknowledges and respects the individual strengths, independent roles and responsibilities, and collective networks of business, economic development, organized labor, education, government, and community-based organizations. Initial steps will include:

- Form an exploratory committee with representatives from the WIBVC Business Outreach Committee (including Healthcare, Manufacturing, and Clean/Green committee members); Economic Development Collaborative-Ventura County; P-16 Council (pre-school through college); Tri-Counties Central Labor Council; the Ventura County Community Foundation, and other key regional partners.
- Facilitate exploratory committee discussions to identify strengths, weaknesses, obstacles, and opportunities to consider in forming a regional partnership that would develop an integrated workforce and economic development strategy; identify and meet the talent

needs of employers; contribute to existing and new business growth, expand investments into and within the region; and ensure that the region is viewed as an attractive place to live, work and play.

- Identify and engage other key stakeholders to develop a viable regional partnership.
- Outline a draft charter that includes a common agenda, mission, roles of key partners, goals, measures of success, mutually reinforcing activities, ongoing communications, and resources for sustained funding and operation of the partnership.
- Engage key stakeholders in committing to lead and participate in the achievement of regional partnership goals.

SECTION 5 YOUTH STRATEGIES

WIBVC Youth Goal

Increase the number of high school students in the Ventura County region who graduate prepared for post-secondary vocational training, further education, and/or a career, with an emphasis on at-risk youth and those from low-income communities.

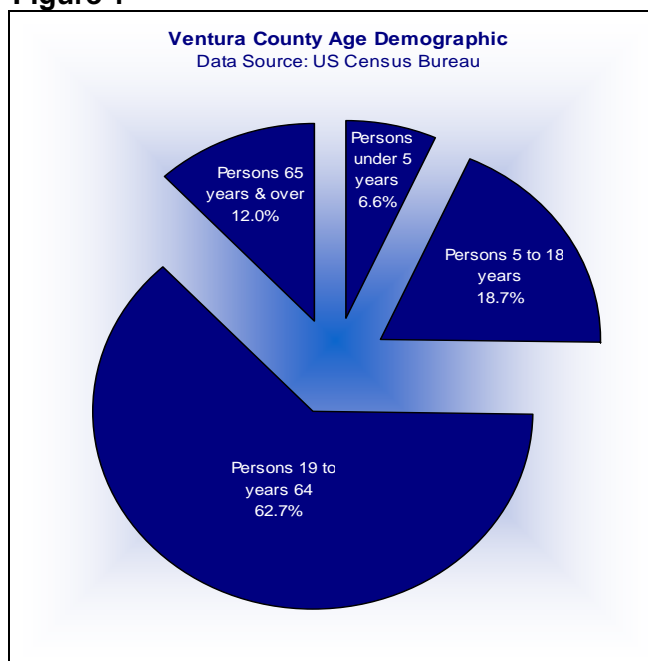
Description of Youth Population

Ventura County has a population of 832,970, of whom 211,351 are under 18 years of age.¹ The household family structure for children in Ventura County is generally comprised of married couples at 72.9 percent, with female-headed households at 15.3 percent, unmarried couples at 6.7 percent and 5.1 percent are male-headed households.²

Although the Ventura County economy has stabilized after the Great Recession, 14.9 percent of county children live in poverty.³ According to the Ventura County Homeless and Housing Coalition, 59 percent of those who are living in Ventura County homeless shelters are women and children.

In program year 2011-2012, the average number of children in foster care each month was 1,012.⁴ The Ventura County Human Services Agency helped 137 youth ages 16 to 21 transition from foster care to independent living through the Independent Living Program in 2012. Assembly Bill 12 (AB12) has given foster youth the option to receive extended foster care services until age 21. Forty-five youth have participated in this option by enrolling at least half-time in college or a vocational educational program.⁵

Figure 1



¹ U.S. Census Bureau www.census.gov

² California Department of Health Services www.dhs.ca.gov

³ The Next Generation report "Prosperity Threatened: Perspectives on Childhood Poverty in California" www.thenextgeneration.org

⁴⁻⁵ County of Ventura Human Services Agency www.ventura.org/hsa/

The Ventura County Medi-Cal program caseload has remained consistent in program year 2011-2012, with a monthly average of 113,897 individuals. Nearly one-third of the children in Ventura County are enrolled in a Medicaid-funded health care program.⁶ The Ventura County Human Services Agency reports that 16,011 individuals received CalWORKs benefits during program year 2011-2012, and 20 percent of those program participants exited the program with employment.

According to the State of California Employment Development Department, the 16 to 24 year-old age group in Ventura County is projected to account for 11.2 percent of the labor force in 2020. Approximately half of the job openings in the next five years will require higher education, an associate's degree or higher.⁷ According to the U.S. Census Bureau, there is a direct correlation between educational attainment and poverty.

Figure 2

Ventura County Cohort Race/Ethnicity Outcome Data Results for 2011-2012

Data Source: California Department of Education Data Reporting Office

Race/Ethnicity	Cohort Students	Cohort Graduates	Cohort Graduation Rate	Cohort Dropouts Rate	Cohort Still Enrolled Rate
Hispanic or Latino of Any Race	5,345	4,001	74.9	15.5	9.2
American Indian or Alaska Native, Not Hispanic	63	52	82.5	9.5	7.9
Asian, Not Hispanic	481	435	90.4	6.2	3.1
Pacific Islander, Not Hispanic	43	37	86.1	7.0	7.0
Filipino, Not Hispanic	245	235	95.9	2.9	1.2
African American, Not Hispanic	270	203	75.2	15.9	7.0
White, Not Hispanic	4,617	4,185	90.6	6.0	3.0
Two or More Races, Not Hispanic	104	93	89.4	8.7	1.9
County Total	11,168	9,241	82.7	10.8	6.1

The total enrollment in Ventura County public schools has declined slightly since 2005, a drop of 0.9 percent over six years.⁸ According to the Ventura County Office of Education, the Ventura County dropout rate for the class of 2012 was 10.8 percent. The percentage of Hispanic students who have dropped out of high school has decreased from 18.5 in 2009 to 15.5 in 2012. For the five-year plan, an overall dropout reduction target of 1.0 percent has been determined (Exhibit 41).

⁶ County of Ventura Human Services Agency www.ventura.org/hsa/

⁷ State of California Employment Development Department www.edd.ca.gov

⁸ Lucile Packard Foundation for Children's Health www.kidsdata.org

The number of students enrolled in Special Education has increased by 6% in the last ten years, with 15,120 youth total in program year 2011-2012.⁹ The most prevalent disabilities in Ventura County are learning disabilities at 37.1 percent. (Speech or language impairment makes up 28.3 percent, and 10.3 percent are autistic.) The Ventura County Special Education Local Plan Area (SELPA) is the second largest SELPA in the state, serving 20 districts in Ventura County and referring students with disabilities to the WIA-funded Youth Development Program as well as the Youth Ventures Program.

Figure 3

Ventura County	Percent	Range
Autism	10.3%	
Deaf	0.6%	
Deaf-Blindness	0.0%	
Emotional Disturbance	4.2%	
Hard of Hearing	0.7%	
Intellectual Disability	5.4%	
Learning Disability	37.1%	
Multiple Disability	1.0%	
Orthopedic Impairment	2.4%	
Other Health Impairment	9.2%	
Speech or Language Impairment	28.3%	
Traumatic Brain Injury	0.3%	
Visual Impairment	0.4%	

Data Source: Lucile Packard Foundation for Children's Health

According to the Ventura County Probation Agency, there are 2,500 juvenile offenders on probation, and the Probation Department receives more than 10,000 youth referrals per year.

In the 2011-2012 program year, the Workforce Investment programs enrolled 543 youth in WIA-funded programs. The following demographics give a more detailed look at the youth population served that year by the Workforce Investment Act (WIA) programs:

- 57.1% female
- 42.9% male
- 63.0% 14-18 years old
- 37.0% 19-21 years old
- 97.3% from low-income families
- 79.7% basic skills deficient
- 28.7% high school dropouts
- 18.9% pregnant or parenting
- 13.0% offenders
- 2.5% homeless
- 2.2% foster youth

⁹ Lucile Packard Foundation for Children's Health www.kidsdata.org

On the basis of the Ventura County demographics and statistical analysis, the areas for improvement and those that require additional resources include the high school student dropouts, youth aging out of foster care, and low-income youth who need assistance attaining a higher education.

Objective 1: Partner on strategies to reduce the overall high school dropout rate in the Ventura County region by one percent.

Ventura County is supported by 20 elementary, high school, and unified school districts, each led by school board members who represent the specific needs and interests of their local communities. However, they share a similar, growing interest in developing strong partnerships with local employers, especially with the upcoming implementation of Common Core Standards, emphasis on applied or linked learning, and the need for private funding to supplement low levels of state funding. In addition, the private sector has become more aware that their future workforce depends on quality education and training—and that the schools are challenged to find sufficient resources.

WIBVC has engaged in discussions with the Ventura County Office of Education and school district representatives about the high school cohort dropout rate and identified a target reduction of one percent over the next four years. The Ventura County Regional Dropout Reduction Timeline (Exhibit 41) identifies the benchmark and milestones for the region.

ACTIONS TO GET US THERE

- 1. Partner with the Ventura County Office of Education and local school districts to establish local district goals in support of the regional dropout rate reduction goal.**
- 2. Partner with the Ventura County Office of Education and local school districts on strategies to engage employers, parents, community colleges, universities, trade associations, and other stakeholders in meeting those goals.**
- 3. Through WIA youth program providers and other youth program partners, provide support to local school districts with students at risk of dropping out and help identify ways to keep those students engaged.**

Objective 2: Partner to develop and execute strategies to re-engage disconnected youth.

WIBVC contracts with outside organizations to provide services for the region's WIA-eligible, disconnected youth population. In 2012-2013, three comprehensive youth program providers have operated WIA-funded programs in Ventura County. The Boys and Girls Clubs of Greater Oxnard and Port Hueneme serve the Oxnard area; PathPoint serves the remainder of the western and eastern areas of the County; and Ventura Adult and Continuing Education serves the entire region. Although all three programs provide comprehensive services, each is adapted to the particular needs of a certain area or a particular population. The Business and Employment Services Department (BESD) of the Ventura County Human Services Agency, the WIBVC in-house provider of WIA Adult and Dislocated Worker services and the One-Stop Operator, also provides technical assistance to each of the external youth contractors. Currently the programs enroll about 400 WIA-eligible youth each year; and this figure is projected to remain steady, assuming level funding. In addition, BESD re-engages parenting youth through the CalWORKs Cal-Learn program.

One of the strengths of the comprehensive youth program providers is their ability to leverage the resources of multiple community-based organizations (Exhibit 42). WIBVC specifically tasks contracted providers with including these other organizations in the development of youth programs and services. Community partners provide specialized support for different components of the comprehensive program, including:

- Tutoring
- Alternative secondary school services
- Summer employment
- Work activities
- Occupational skills training
- Leadership development
- Adult mentoring
- Comprehensive guidance and counseling
- Drop-out prevention strategies

ACTIONS TO GET US THERE

- 1. Engage key stakeholders (e.g., education, juvenile justice, human services, youth program providers) in discussions to identify opportunities and strategies to re-engage youth who have dropped out of school and are at risk of educational and/or employment attainment.**
- 2. Collaborate with key stakeholders to help facilitate braiding, leveraging, and/or funding the re-engagement of disconnected youth in education and/or employment.**
- 3. Partner with key stakeholders to identify opportunities for WIA and non-WIA funding of special projects to re-engage disconnected youth in education and/or employment.**

Objective 3: Partner with employers, educators and others to help youth understand career pathway options and workforce pipelines.

The WIBVC Business Outreach Committee, Manufacturing Committee, Healthcare Committee, and Clean/Green Committee, Youth Council, and the Manufacturing Roundtable of Ventura County, engage WIBVC members and non-WIBVC members from business, education, labor, economic development, government agencies, and community-based organizations. In planning and outreach for workforce development in the region, they put youth career awareness and opportunities for hands-on experience high on the priority list.

ACTIONS TO GET US THERE

- 1. Use the WIBVC Building a Workforce Development Pipeline model to align and guide business, education, and other workforce development system partners in developing strategies to help youth identify and develop relevant skills.**
- 2. Partner with employers, educators, and others to map and create career pathways (pre-school through college) leading to an increased number of sector-focused postsecondary degrees and/or credentials for high-demand, living wage jobs in the Ventura County region.**
- 3. Partner with local school districts to engage businesses in youth career awareness, hands-on classroom learning, job shadowing, work experience, internships, and pre-apprenticeships.**

4. Continue the WIBVC's successful youth outreach strategies (e.g., radio, Facebook, www.vcijobswithafuture.org) to develop and disseminate career pathway information and tools that are appealing to youth.

Objective 4: Partner to encourage youth to focus on attainment of post-secondary degrees and other credentials important to sector employers in the regional labor market.

WIBVC actively supports the attainment of post-secondary degrees and credentials that are important to sector employers in the regional labor market, especially for older and out-of-school youth. In addition to partnering with employers and educators through WIBVC committee activities, WIBVC representatives serve on the P-16 Council (pre-school through college); the Ventura County Civic Alliance Education and Workforce Committee; the South Central Regional Consortium of the California Community Colleges; Ventura County Community College District Citizens Advisory Body; and adult education, community college, and university departmental advisory committees.

ACTIONS TO GET US THERE

1. Partner with businesses, education, labor, youth program providers, and others to develop pre-apprenticeship and apprenticeship pipelines for priority sector employment in the region.
2. Encourage youth providers to integrate information and experiences into their programs regarding career awareness, hands-on learning, priority industry sector job requirements, and the value of career/technical education, postsecondary degrees, credentials, and on-the-job training.
3. Partner with local school districts, adult education, community colleges, universities, trade associations, and other to ensure local youth access to postsecondary education that provides credentials, certificates, and degrees in priority sectors.
4. Continue to provide online access (www.vcijobswithafuture.org) for youth, parents, educators, youth program providers, businesses and others, to youth-friendly information regarding financial assistance for education/training, scholarship programs, and degrees, credentials, and career pathway information on jobs in growing and emerging sectors in the region.

Objective 5: Partner to ensure that every youth has the opportunity to develop and achieve career goals through education and/or workforce training.

The WIBVC will continue to engage business and community leaders in discussion and action to support the needs of local youth to have access to quality education and/or workforce training. In addition, WIBVC will continue to connect youth with the One-Stop system and adapt WIA comprehensive youth programs to supplement the career-related curriculum of the public schools and to emphasize career goals, especially through computer literacy and adaptive learning.

ACTIONS TO GET US THERE

1. Partner with the Ventura County Office of Education and local school districts to develop an inventory of math gateway coursework and industry-themed pathways that prepare all youth (in-school and re-connected) for college, earn and learn training through apprenticeships, on-the-job training, and/or other postsecondary training.
2. Encourage use of the inventory by local school districts, community colleges, universities, trade associations, and others to identify needs for new or updated educational programs, share best practices, collaborate across school and district boundaries, and/or braid or leverage of resources to help close the gaps.
3. Encourage educators, pre-school through college, to engage in multi-level, regional alignment and articulation of coursework, applied/linked learning experiences, career awareness and preparation for career pathways.
4. Encourage private and public sector representatives to identify options and opportunities in response to funding/investment needs identified by educators to help close the gaps.

Objective 6: Partner to promote youth services system collaboration to better serve youth with barriers and connect them to education and employment.

WIBVC will continue to encourage business and community leaders to support programs and services to youth with barriers. Meaningful investments in the transition of such youth from education to the workplace offer long-term benefits to the youth, employers, and the community.

ACTIONS TO GET US THERE

1. Partner with WIA youth program providers to create dual tracks of WIA youth program service delivery (general and sector specific), increase achievement of industry-recognized certificates, and increase “earn to learn” program elements.
2. Facilitate discussions within and across youth services system organizations (e.g., human services, juvenile justice, workforce investment system, and others) to identify collective strengths, needs, and opportunities for aligning and coordinating youth programs and services in the region.
3. Partner with youth services system organizations to develop strategies to leverage, braid, and/or raise funds to better support youth with barriers to education and/or employment.
4. Engage in management practices to ensure continuous quality improvement in WIA youth programs (e.g., technical assistance; contract monitoring; Lean Six Sigma training; quantitative and qualitative program reviews; customer feedback; WIBVC Youth Community Forum), and encourage other youth services system organizations to do the same.

SECTION 6 ADMINISTRATION

WIBVC System Alignment and Accountability Goal

Support workforce development system alignment, service integration and continuous improvement in the Ventura County region, using data to support evidence-based policymaking.

MANAGING THE WORK OF THE LOCAL BOARD

The Workforce Investment Board of Ventura County (WIBVC) is committed to having a strong, engaged membership that represents the community, measures its effectiveness in meeting federal and State legal requirements and its own goals, has a process for continuous review and improvement of performance, and shares its results.

Objective 1: Meet all legal requirements for local board membership [WIA Section 117(b), SB 293] and be representative of the community.

1. Legal Requirements

Board Membership Requirements

The local board membership meets all legal requirements (WIA Section 117(b)) and is representative of the community, as documented in Attachment 12. Of a total voting membership of 36, 19 members represent business (52.7 percent) and five represent labor (13.8 percent). The level of labor representation has been authorized in a letter from the Tri-Counties Central Labor Council (Attachment 12).

Other Legal Requirements

The local board meets other required elements [WIA Sections 117(h: Youth Council) and 121(b: mandated partners) and SB 698)].

- **Youth Council:** Members meet the requirements, as documented in Exhibit 43. A recent activity of the Youth Council, which meets every month, has focused on the preparation of a Request for Proposals (RFP) for comprehensive Youth services for 2013-2014. The RFP development and review process continued over several months and culminated in the Council's recommendation for funding and contracts for three providers.
- **One-Stop Partners:** WIBVC has the appropriate Memorandums of Understanding (MOUs) and/or Resource Sharing Agreements (RSAs) with its One-Stop partners (Attachment 9).
- **One-Stop Consortium:** The Board has established a comprehensive One-Stop through a consortium of three members: the Business and Employment Services Department of the County of Ventura Human Services Agency Business and Employment Services Department (BESD), the Employment Development Department (EDD) and the Ventura County Office of Education (VCOE). A copy of the MOU is in Attachment 9.
- **Inclusion of Business Committee in Bylaws:** To comply with the requirement for a single committee that is designated to make recommendations for the Business Service Plan, WIBVC will restructure its collaborative committee approach and make the appropriate

revisions to its Bylaws. In the first quarter of Program Year 2013-2014, following review by County Counsel, approval by WIBVC, and approval by Ventura County Board of Supervisors, the current WIBVC Bylaws (Attachment 11) will be revised.

In the revised Bylaws, the Marketing and Business Outreach Committee will be renamed the Business Outreach Committee and designated as the WIBVC standing committee responsible for developing recommendations for the Business Service Plan while engaging other business leaders in regional workforce development. The three current business sector committees (and others that may be formed in the future) will function as sub-committees of the Business Outreach Committee and will be renamed as the Healthcare Committee, the Manufacturing Committee, and the Clean/Green Committee.

The Business Outreach Committee will include WIBVC members who represent priority and emerging industry sectors that have the potential to contribute to job replacement and/or growth in the Ventura County region. Other WIBVC members on the Business Outreach Committee may represent economic development, organized labor, education, government agencies, and/or community-based organizations. The Business Outreach Committee Chair and Vice Chair will be members of WIBVC, and the Chair will serve on the WIBVC Executive Committee. In addition, the Business Outreach Committee will have the flexibility to recruit and engage non-WIB sub-committee members from business, labor, education, economic development, government, and community groups as appropriate.

- Youth Expenditures: The local board has met the 30% expenditure requirement for out-of-school youth (Exhibit 44).
- Performance Goals: The local board has achieved at least 80% of its negotiated WIA Common Measures performance goals in the past year (Exhibit 45).
- Audit Findings: The local board has an approved Corrective Action Plan for all audit findings (Exhibit 46).

2. Community Leader on Workforce Issues

Appointed by the Ventura County Board of Supervisors (Chief Local Elected Official), WIBVC is the only entity in the Ventura County region with responsibility for compliance with federal Workforce Investment Act (WIA) and California legislative and administrative standards and requirements for WIA-related job seeker, youth, worker, and employer programs and services. Although other entities may have workforce/education/training activities or committees, WIBVC is the only group that regularly convenes strategic, goal-specific, and results-oriented workforce development meetings, in public, with consistent, active participation from business, labor, education, economic development, government agencies, and community-based organizations. Members leave their special interests at the door, sit at a table of equals, and engage in informed, results-oriented workforce development discussions to benefit the Ventura County region as a whole.

Respected for working in the best interests of the overall Ventura County region, WIBVC is valued as a neutral convener and facilitator of candid discussions, strategic connections, and practical solutions for workforce issues across traditional private and public sector boundaries. A comment by a WIBVC committee member characterizes the collaborative engagement of what could be potentially competing interests at the table: “Our group has a strong willingness to explore options that might not be the “normal” way of doing things. There is no ‘we can’t do that’ attitude in the room.”

Working in partnership with other regional leaders, WIBVC is committed to serving as a convener, workforce analyst, broker, capacity builder, and unifying community voice in driving the achievement of the vision, goals, strategies, and action plans for the benefit of the Ventura County region and the people of California.

Objective 2: Meet other required elements [WIA sections 117(h) and 121(b), SB 698].

1. Local Planning Process Considers the Regional Training and Education Pipeline

The WIBVC engages in a disciplined approach to its planning, implementation, and evaluation processes. All aspects of the Plan result from the coordinated, collaborative efforts of WIBVC standing committees and *ad hoc* committees that work from the WIBVC shared vision, common goals, aligned strategies, and WIBVC-designed workforce development pipeline model (Exhibit 15).

Educators are active participants as WIBVC members and WIBVC committee members. Representation spans the education/training pipeline from pre-K through college: First 5 Ventura County; Ventura County Office of Education; Regional Occupational Program; Career and Technical Education; Ventura Adult and Continuing Education; Ventura County Community College District (VCCCD); Moorpark College; Oxnard College; Moorpark College; California State University, Channel Islands (CSUCI); California Lutheran University; and Center for Employment Training. In addition, WIBVC is represented on the regional P-16 Council, VCCCD Citizens Advisory Body, and advisory committees at the community colleges and CSUCI.

The WIBVC values its partnerships with other workforce areas. The Workforce Collaborative of California's Central Coast (WCCCC) is comprised of six Local Workforce Investment Areas (LWIAs) that cover six counties in California: Ventura, Santa Barbara, San Luis Obispo, Monterey, San Benito and Santa Cruz. This group has been meeting and partnering on regional issues since 2009 and has collaborated on two grants, one for a healthcare research study and another for clean/green research study. WIBVC also has participated in a clean/green research study with WIBs in Los Angeles and Orange Counties and is currently working on an opportunity to partner with six Los Angeles WIBs on the Retrofit America 360 EMS Tech certification project.

2. Local Board Process to Engage Key Stakeholders in Planning

3. Local Board Process for Public Comment

The WIBVC uses a disciplined approach to its stakeholder and public engagement, planning, implementation, and evaluation processes. Six WIBVC standing committees and three sector-focused sub-committees align and coordinate their work from the WIBVC shared vision, common goals, aligned strategies, and focus on priorities. Business, labor, education, economic development, government agencies, and community-based organizations are represented on the committees by active WIBVC and non-WIBVC participants.

To seek input for the Plan, WIBVC conducted public WIBVC meetings, public WIBVC committee meetings, and meetings of the WIBVC-supported Manufacturing Roundtable of Ventura County from July 2012 through May 2013 (Exhibit 3). Every WIBVC and WIBVC committee meeting agenda included time for public comment.

Public meeting dates and agendas were posted in advance on the WIBVC website www.wib.ventura.org (Exhibit 1), and WIBVC meetings were announced in the bimonthly WIBVC e-newsletter, *Workforce Update* (Exhibit 2), sent to more than 7,600 business and community leaders. Meeting announcements also were posted in advance at the County of Ventura Hall of Administration. At WIBVC and WIBVC committee meetings, the State and local Plan timelines were presented and updated.

WIBVC members took the initiative to leverage their leadership networks during the year to engage and seek input from other key stakeholders in business, labor, education, economic development, government agencies, and community-based organizations. Also considered in the planning process was, and will continue to be, information gathered through WIBVC partnerships and/or participation in meetings and forums with other organizations related to regional workforce and economic development.

WIBVC approval of the draft Plan and the opening of a 30-day public comment period were announced and discussed in a public WIBVC meeting on May 15, 2013 (Exhibit 3). The Plan was posted on the WIBVC website with an email link to submit public comments between May 15, 2013, and June 15, 2013 (Exhibit 1). At the close of the public comment period, there were no public comments expressing disagreement with the Plan.

4. Entity and Competitive Process for Disbursement of Grant Funds

A Memorandum of Understanding (MOU) identifies the separate and shared responsibilities of the Ventura County Board of Supervisors and WIBVC in the local administration of the Workforce Investment Act (WIA). Under this MOU, the County of Ventura is the grant recipient and fiscal agent responsible for all federal and State funds allocated to the County of Ventura pursuant to WIA, receive, disburse and otherwise appropriately administer all WIA-related program funds. Technical assistance for fiscal activities is provided by the Fiscal Department of the County of Ventura Human Services Agency, to which the WIBVC gives financial support. WIBVC establishes a budget that is formally approved by the Board of Supervisors, and this budget is then managed by the WIBVC administrative staff.

An integral part of the budget process is the awarding of grants and contracts under the local plan. The internal operational arm of WIBVC is the One-Stop Consortium that provides services for WIA-funded Adult, Dislocated Worker and Rapid Response required programs through the One-Stop system, using WIA funds allocated as the result of negotiations in the budget process. Funds for Youth services are let by formal contracts to external providers, selected through a competitive Request for Proposals (RFP) process that culminates in approval of contracts by the Ventura County Board of Supervisors. This process is described in detail in the Contracts Manual, issued by the Human Services Agency Contracts Department which assists the WIB administrative staff in contract development (Exhibit 47).

5. Operation of the One-Stop System

Description of System and Comprehensive List of Services in Each One-Stop

Within the WIBVC service area, the One-Stop delivery system includes four Job and Career Centers, each servicing a specific part of the region. One of the centers, West Oxnard, functions as the certified comprehensive One-Stop location, with the others acting as affiliates. A list of these centers, their locations, and the list of partner services offered in each of them is provided in Attachment 8.

Process for Designation and Certification of One-Stop Operators

The County of Ventura determined that the One-Stop Operator would be selected by designating and certifying a consortium, consisting of a minimum of three of the mandatory One-Stop partners. The following entities were selected to act as the One-Stop Operator: County of Ventura Human Services Agency Business and Employment Services Department (BESD), Employment Development Department (EDD), Job Services; and Ventura County Office of Education (VCOE), Special Programs.

A copy of the MOU establishing this body is in Attachment 9. The MOU, revised in 2008, establishes the Common Measures as the means of assessing performance and provides a simple framework for an annual review/certification of the One-Stop Operator.

Strategies to Ensure Accessibility to One-Stop Employment and Training Services

The One-Stop Operator Consortium, under its MOU with WIBVC, is responsible for ensuring needs and accessibility requirements are met for the Ventura County community including, but not limited to dislocated workers, displaced homemakers, low-income individuals, migrant and seasonal farmworkers, women, minorities, individuals training for non-traditional employment, veterans, public assistance recipients, individuals with multiple barriers to employment, older individuals, limited English proficiency individuals, and persons with disabilities.

To ensure that One-Stop services are accessible to meet the needs of special populations, the WIBVC established formal policies on Non-Discrimination/Equal Opportunity (Exhibit 48) and Reasonable Accommodation (Exhibit 49). These policies have been supplemented by the purchase, through a Disability Navigator grant, of extensive adaptive equipment for each of the One-Stop locations and the creation of video and audio recordings to show how this equipment can be accessed. In addition, the WIBVC produced a guide, in both printed and electronic format, of available resources.

Ongoing training of the operations staff (and external contractors) will ensure that the full range of employment and training services will be accessible and will be delivered to all who need them.

Services for Unemployment Insurance (UI) Claimants and Transitional Adjustment Assistance (TAA) Recipients

In accordance with the WIBVC MOU with EDD, EDD has full responsibility and funding for providing services to UI claimants and TAA service recipients. Co-enrollment with WIA funds is possible, when appropriate. The co-location of WIA and EDD staff in the West Oxnard Comprehensive One-Stop facilitates this connection.

BESD continues to collaborate with EDD through joint activities such as Initial Assistance Workshops (IAW) and Reemployment and Eligibility Assessment Services (REA) referrals to WIA orientations. Human Services Agency (HSA) operated programs (e.g., CalWORKs, MediCal, Cal Fresh, General Relief, Homeless Prevention and Re-housing Program) information is provided for REA customers. There exists a strong, seamless referral process between EDD and WIA to provide non-duplicative services to the common TAA customer. TAA customers that are co-enrolled into EDD and WIA are case-conferenced by EDD and WIA staff. EDD and WIA staff work closely with an early intervention system for identification of layoffs and practice staff development cross-training for effective service delivery to mutual clients. Historic, strong, interactive relationships between BESD and EDD staff are at the operational

level and result in real-time identification of potential challenges and opportunities. Veterans and spouses of Veterans are a targeted area of BESD/EDD services, with referrals from HSA Veterans Services Office, Ventura County Veterans Employment Council and Transitional Assistance Programs.

Policies to Integrate Registered and Approved Apprenticeship Programs and Job Corps in the One-Stop System

- Apprenticeships: In compliance with AB 554, WIBVC approved the following policy on May 10, 2013:

WIBVC Policy Statement: Apprenticeship Training Policy

WIBVC will ensure that programs and services funded by the Workforce Investment Act of 1998 and directed to apprenticeable occupations, including pre-apprenticeship training, will be conducted to the maximum extent feasible, in coordination with one or more apprenticeship programs approved by the Division of Apprenticeship Standards for the occupation and regional area. WIBVC will also work to foster collaboration between community colleges and approved apprenticeship programs in the region to provide pre-apprenticeship training, apprenticeship training and continuing education in apprenticeable occupations through the approved apprenticeship programs. WIBVC will encourage its service providers to consider pre-apprenticeship and apprenticeship programs as training opportunities for its participants when appropriate and practicable.

- Job Corps: Currently, Job Corps is not located in the Ventura County region. Should there be a future opportunity to work with Job Corps in the region, WIBVC will create a policy for its integration into the One-Stop system.

Objective 3: Continuously review performance of programs and initiatives, using a strategy for encouraging and ensuring continuous improvement.

1. Performance Review Processes

- Progress Reports: At monthly or bimonthly public meetings, WIBVC committees discuss data and information related to their respective areas of responsibility (e.g., business sectors, outreach, and evaluation) and provide input for annual WIBVC strategic planning meetings and ongoing decision making. Each committee develops an action plan in support of the overall Plan (Exhibit 13), reports on progress at bimonthly WIBVC meetings, and completes a year-end review that includes accomplishments and insights for future WIBVC planning (Exhibit 14). In addition, WIBVC continuously reviews the performance of its programs and initiatives through a transparent public process.
- Performance Dashboard: The mechanism by which the Board reviews the performance of its programs is its Evaluation Committee, a standing committee established by the WIBVC Bylaws. This group meets bimonthly and, using a performance dashboard (Exhibit 50), monitors all participant programs and related contracts. Providers have the opportunity to make annual presentations about their programs, in a public meeting setting, and respond to questions and feedback from WIBVC committee members.
- Benefit/Cost Study: WIBVC recently commissioned an Economic Modeling Specialists International (EMSI) study for a One-Stop benefit/cost analysis. Members of the WIBVC Resource Planning Committee look forward to reviewing the results and discussing next steps.

- Quality Assurance: BESD provides technical assistance to Youth program contractors and has developed quality assurance and control material for each programmatic area. All of this material is readily available online and is continuously updated.
- SWOT Analysis: BESD conducts a SWOT analysis (Strengths/Weaknesses/Opportunities/Threats) after every formal contract and, on an ongoing basis, on its own delivery of Adult and Dislocated Worker services.
- Customer Satisfaction: BESD conducts a customer satisfaction survey for job seekers and employers (Exhibit 18). The Economic Development Collaborative-Ventura County (EDC-VC) also receives employer feedback on business services provided through WIA Rapid Response funds (Exhibit 18).

2. Process for Continuous Improvement and Sector Relevance of ETPL Training Providers

Each fall, WIBVC contacts its providers on the Employment Training Panel List (ETPL) to ensure (1) that they are still eligible and can provide proof of that eligibility and (2) that they still wish to remain on the ETPL. Because it is also WIBVC practice not to limit options for prospective clients needing training, we try to maintain a broad listing of providers. Included in this list are providers of training which aligns with local sector priorities. We have found from experience that about 12-15 providers, especially the adult schools, supply most of the training for Individual Training Accounts (ITAs) and that their course completions and placements are appropriate and satisfactory. Clients are encouraged to research at least three options carefully, and provide verification of that research, before deciding on an ETPL provider. A list of ETPL providers is in Exhibit 51.

3. Process for Local Plan Updates to Include New/Relevant Information

The WIBVC will continue to engage in a disciplined approach to its planning, implementation, and evaluation processes. Updates that include new and relevant information to advance the Plan will be generated from the coordinated, collaborative efforts of WIBVC standing committees and sector-focused sub-committees that work from the WIBVC shared and aligned vision, goals, strategies, and priorities for action.

In public meetings, the committees will discuss data, information, and/or outcomes related to their respective areas of responsibility (e.g., business sectors, outreach, evaluation) and provide recommendations for Plan updates during annual WIBVC strategic planning meetings. To be as current and nimble as possible, WIBVC will reference a variety of data, research, survey, and anecdotal information to help identify and analyze employer labor market needs in the Ventura County region.

Committees will continue the process of developing action plans in support of the overall Plan (Exhibit 13), report on progress at bimonthly WIBVC meetings, and complete a year-end review that includes accomplishments and insights for future WIBVC planning (Exhibit 14). The year-end review will include monitoring progress on the Plan and working with stakeholders to set new goals for the coming year. On the basis of this evaluation, the WIB will modify the local plan as needed to ensure that local strategies and policies continue to address the needs of job seekers and local businesses.

4. Integrated Service Delivery

The WIBVC MOU with EDD (Attachment 9) describes a locally-developed Integrated Service Delivery (ISD) model that has served the Ventura County region well for many years, and that

EDD itself has recognized as successful. When the Ventura County Job and Career Center system was first established and West Oxnard was made the certified One-Stop site, the respective roles of EDD-funded and WIA-funded staff were identified and made a part of the MOU. Much attention has been given to the cross-training of the two staffs, which work side by side. The result has been a harmonious and seamless collaboration, even though BESD and EDD staff are tasked and evaluated by their own respective programs.

The MOU was renegotiated in 2010, and the RSA is renegotiated every year. Because EDD managers, historically, have worked in BESD operations and/or served as active WIBVC members, we have been fortunate to be able address jurisdictional and program issues quickly and amicably. Through this local ISD model, we will continue to align and integrate mutually effective strategies to enhance effective reporting and to ensure timely and quality services to our clients.

Objective 4: Communicate the results of WIBVC efforts to the community in a transparent manner.

WIBVC uses, and will continue to use, multiple ways to communicate activities and results to the community in a transparent manner:

- WIBVC and WIBVC Committee Meetings: all open to the public, with time for public comment
- WIBVC Committee Reports: public meeting minutes; public bimonthly reports to the Executive Committee and WIBVC; performance dashboards; contract provider presentations; action plans; year-end review of accomplishments and insights
- WIBVC Website (www.wib.ventura.org): posting of agendas; meeting packets; annual plans; annual reports; outreach initiatives (Exhibit 1)
- Ventura County Grows Business: WIBVC business retention outreach initiative that includes single points of electronic access for workforce and economic development resources in the Ventura County region: networked connections via phone number 800-959-6395; Facebook; www.venturacountygrowsbusiness; radio spots; direct mail (Exhibit 19)
- Workforce Update: WIBVC bimonthly e-newsletter distributed to 7,600 business and community leaders in Ventura County (Exhibit 2)
- Workforce Wednesday: WIBVC live monthly radio program, featuring WIBVC member perspectives on timely business and workforce topics (Exhibit 6)
- Manufacturing Roundtable of Ventura County: business-led bimonthly meetings; outreach and action plans; LinkedIn (Exhibit 20)
- Opinion Pieces/Articles by WIBVC members in local press (Exhibit 5)
- Public Presentations: WIBVC meetings; Board of Supervisors; business, education, and community organizations (Exhibit 52)
- Youth Outreach: www.vcjobswithafuture.org (Exhibit 22)

Objective 5: Comply with other local plan review and certification requirements.

1. Strategies to Support Small Business Creation, Sustainability, and Growth

Through formal agreements and collaborative business resource networks, WIBVC will continue to partner with multiple entities to provide services to small businesses in the Ventura

County region. Currently, the Economic Development Collaborative-Ventura County (EDC-VC) and the County of Ventura Human Services Agency Business Employment Services Department (BESD) receive WIA funding for business services, and both work in collaboration with the Employment Development Department (EDD). Business services are offered through the BESD-operated Job and Career Centers (JCC) and their WIA Account Executives, and through EDC-VC business consultants and networks. Among the business resource networks accessed by EDC-VC, BESD/WIA, and EDD are the Economic Development Roundtable (city and county professionals); Small Business Development Center (SBDC); Service Corps of Retired Executives (SCORE); Women's Economic Ventures (WEV); and the Ventura County Economic Development Association (VCEDA).

Small business resources and services in the Ventura County region include:

- Recruitment: online job posting service, pre-screened candidates, hosted job recruitments at JCCs, job matching, meeting facilities for conducting interviews
- Training: career workshops, employer reimbursement for employee training, on-the-job training at employer sites, customized training programs, and industry-specific education; leveraging of Employment Training Panel (ETP) and WIA funds for incumbent worker training
- Online resources: candidate search and resume review, labor market data, labor law information, 24/7 job postings, and wage information and statistics
- Business consulting: professional guidance and technical support to address business problems that will help to avoid layoffs; referrals to resources if longer-term assistance is needed
- Business development: advice and training on a wide range of topics (e.g., business plans, financing, international trade, government contracting and procurement, continuous improvement)
- Business transitions (restructuring, expansion, closure, relocation): confidential customized transition planning, layoff aversion information, dislocated worker support services, downsizing/closure management

In addition, WIA Job and Career Center staff and EDC-VC consultants identify opportunities for small business support and use their collaborative networks to engage employers and provide support. WIBVC members also interact with small businesses, encouraging access to free services in the region and connecting them with resource contacts. Other small business outreach efforts include:

- Manufacturing Roundtable of Ventura County: business-led bimonthly meetings; outreach and action plans; LinkedIn (Exhibit 20)
- Ventura County Grows Business: WIBVC business retention outreach initiative that includes single points of electronic access for workforce and economic development resources in the Ventura County region (common access point through an 800 number and www.venturacountygrowsbusiness.com); radio spots; Facebook; direct mail (Exhibit 19)
- Workforce Update: WIBVC bimonthly e-newsletter distributed to businesses in Ventura County (Exhibit 2)
- Workforce Wednesday: WIBVC live monthly radio program, featuring WIBVC member perspectives on timely business and workforce topics (Exhibit 6)
- Opinion pieces/articles by WIBVC members in local press (Exhibit 5)

- Other regionally linked WIBVC websites: www.wib.ventura.org (Exhibit 1); www.venturacountyjcc.org (Exhibit 21)

2. Strategies to Ensure Sufficient System Resources for Priority Sector Training

To ensure sufficient system resources for priority sector training, WIBVC will:

- In compliance with SB 734, allocate 25% of total WIA Adult and Dislocated Worker formula funds to support job training, and advance toward a 30% allocation by 2016.
- Require WIA Adult and Dislocated Worker program providers to expend at least 50% of their allocated WIA Adult and Dislocated Worker training funds for training related to jobs in priority sectors: Manufacturing, Healthcare, and Clean/Green.
- Encourage WIA Adult and Dislocated Worker program providers to leverage other sources of funding for training to the greatest extent possible.
- Continue to monitor training expenditures from WIA Adult and Dislocated Worker formula funds and other leveraged funds (Exhibit 53).
- Engage workforce partners from education, labor, business, government agencies, and community organizations in strategy development to braid and leverage training funds.
- Engage workforce partners to seek non-WIA funding and resource-leveraging opportunities and partners to support sector-related training.

3. Recognition of Opportunities to Prepare Workers for Green Jobs

WIBVC has identified workforce development in the Clean/Green Sector as a priority—a multiple-sector initiative to support environmentally sustainable business practices and legal compliance. In the Ventura County region, a wide range of businesses are looking for local workers or consultants who will help to advance the recycling or reuse of existing materials; water conservation; energy efficiency in product manufacturing and distribution energy efficiency through construction, installation and maintenance, natural and sustainable product manufacturing, renewable energy, and/or compliance and education.

With the broad range of businesses and jobs that relate to Clean/Green, partnerships between business, labor and education are essential to inventory, align, develop, implement, and resource the region's high school career academies, career and technical education programs, linked learning initiative, community college certificate programs, pre-apprenticeships and apprenticeships, and university undergraduate and graduate programs. In addition, there is a need for community outreach to raise business, adult, youth, and educator awareness of career opportunities in Clean/Green occupations.

For the five-year plan, the WIBVC Clean/Green Committee will begin with an overview of the multiple sectors involved in the initiative, identify initial priorities, and then develop action plans to address employer workforce needs, sources and types of training and education available to meet those needs, and ways to close the gaps. Identification of non-WIA funding will be a priority, and WIBVC will actively pursue opportunities for federal, state, and foundation grants.

4. Use of WIA Funds to Leverage and Braid Other Public and Private Resources

WIBVC will embed regional workforce and economic development networks into its use of WIA formula funds through WIBVC staff, resources, and outreach support for:

- Sector committees and initiatives: Healthcare, Manufacturing, Clean/Green (and others identified during the five-year period of the Local Plan)
- Collaborative regional workforce and economic research
- Collaborative regional workforce/education/economic forums
- Manufacturing Roundtable of Ventura County
- Regional business retention and business sector outreach (example: Ventura County Grows Business initiative)
- Regional outreach for employer, job seeker, and youth services (example: regional youth career awareness initiative via radio, Facebook and www.vcjobswithafuture.org website)
- Seeking non-WIA funding and resource-leveraging opportunities and partners to support sector strategies (examples: Clinical Laboratory Scientist field experience program/Healthcare Committee; Manufacturing Training Institute/Manufacturing Committee; Retrofit America 360 EMS certification/Clean/Green Committee)
- Development of standardized, grant-ready MOUs among workforce and economic development partners, defining their respective roles and responsibilities

SECTION 7 MEMORANDUMS OF UNDERSTANDING

WIBVC System Alignment and Accountability Goal

Support workforce development system alignment, service integration and continuous improvement in the Ventura County region, using data to support evidence-based policymaking.

Objective: Continue to be in compliance with the Workforce Investment Act (WIA) requirement that an MOU between the Local Board and each of the One-Stop partners concerning the operation of the One-Stop delivery system be executed [WIA Section 118(b)(2)(B)].

ACTIONS TO GET US THERE

1. Compliance with WIA Section 121 (c)(1) and (2) and UI Code Section 14230(d)

- The MOU with the One-Stop Operator Consortium, together with the several separate MOUs with mandated partners, are in compliance with:
 - Services to be provided through the One-Stop system
 - How the services and operating costs will be funded
 - Methods used for referral of individuals between the One-Stop operator and partners
 - Duration of the MOU
 - Processes and procedures for amending the MOU
 - Other provisions as deemed necessary by WIBVC
- Copies of all MOUs and RSAs are in Attachment 9. Note that WIBVC has such agreements only with mandated partners who also are co-located in one or more of the One-Stop sites.

2. Policy on Immediate Referral to Training

The policy for referring individuals to immediate training is contained in the description of Core Mandatory Services in the One-Stop Operator Consortium MOU, pages 3 and 4. This policy describes the process for enrolling clients in WIA programs and fully accommodates the need for some individuals to bypass core and intensive services and enter training directly. It is up to the discretion and the experience of the Case Manager to make this determination. The two relevant sections are these:

- Section 4: If customer is interested and/or suitable for enrolled WIA programs, he/she will be scheduled for a WIA orientation session for assessment and eligibility.
- Section 5: If customer is eligible/suitable, he/she is referred for individual assessment and enrollment.

3. Process and Timeline

- All RSAs are renewed/re-negotiated annually in June.
- All MOUs are indefinite in length, with one exception. The MOU with the Department of Rehabilitation is renewable every three years and currently is being re-negotiated.

SECTION 8 LOCAL WIA COMMON MEASURE PERFORMANCE GOALS
[UI Code 14221(c)]

WIA SECTION 136(b) COMMON MEASURES	2012/13 STATE GOAL	2012/13 LWIA GOAL	2013/14 LWIA PROPOSED GOAL
<u>ADULT</u>			
Entered Employment	59.0%	48.50%	52.0%
Employment Retention	81.0%	75.0%	75.0%
Average Six-Months Earnings	\$13,700	\$12,800	\$12,800
<u>DISLOCATED WORKER</u>			
Entered Employment	64.5%	57.0%	64.0%
Employment Retention	84.0%	76.00%	76.00%
Average Six-Months Earnings	\$18,543	\$15,500	\$15,500
<u>YOUTH COMMON MEASURES</u>			
Placement in Employment or Education	72.0%	72.0%	72.0%
Attainment of a Degree or Certificate	60.0%	60.0%	60.0%
Literacy and Numeracy	54.0%	54.0%	54.0%

Brief Narrative Descriptions to Support Proposed Goals

Adult

- **Entered Employment Rate:** The Ventura County Workforce Investment Board (WIBVC) requests an increased goal of 52.0%. The March, 2013 Unemployment rate of 7.8%, down from 9.0 in January, 2013, shows signs of growth in the Ventura County workforce and therefore, the estimated Program Year level of performance has been raised.¹

Employment Retention Rate: The Ventura County Workforce Investment Board (WIBVC) requests to remain at the historical average of 75% based on historical data indicating our Retention Performance has consistently remained at only slightly above the 80% range for the past three program years. Our local area continues to experience positive signs of growth, particularly since our Unemployment rate declined to 7.7%, the lowest since 2008. However, key industry sectors continue to experience slow or declining growth. Manufacturing jobs declined from March 2012 to March 2013 (-1.3%); Government remained unchanged from one year ago and, Education/Health Services increased by 3.4%, however, an estimated 1,200 workers were affected by layoffs. Combined with the above labor market information combined with the potential impact the implementation of the Affordable Care may affect our local workforce in an unanticipated manner. During post Great Recession levels, the participant pool observed the characteristics of the Dislocated Worker and Adult program had essentially

¹ Data Source: www.labormarketinfo.edd.ca.gov; Historical Data for Unemployment Rate and Labor Force (Not Seasonally Adjusted) in Ventura County

mirrored one another, both in terms of educational levels and ethnicity. In the coming year, the Local Workforce Area's focus on priority sectors in Manufacturing, HealthCare, will affect our ability to sustain high performance levels as we have historically achieved. The request to retain levels to the current levels will provide the opportunity to create and develop strategies required to more effectively target growth industries in need of skilled workers.²

- **Average Six-Month Earnings:** The Ventura County Workforce Investment Board (WIBVC) requests a consistent level of \$12,800 because of the prior Program Year trend.

Dislocated Worker

- **Entered Employment Rate:** WIBVC requests an increased goal of 64.0%. The unemployment rate of 7.7% indicates a growing regional workforce and, therefore, we are raising the estimated Program Year level of performance.
- **Employment Retention Rate:** WIBVC requests a consistent goal of 76.0%, aligned with the trend of the prior Program Year.
- **Average Six-Month Earnings:** WIBVC requests a consistent level of \$15,500.

Youth

- **Placement in Employment or Education:** WIBVC requests a consistent goal of 72.0%. Although there are signs of workforce growth in the region, our youth continue to struggle in competing for employment.
- **Attainment of a Degree or Certificate:** WIBVC requests a consistent goal of 60.0%.
- **Literacy and Numeracy:** WIBVC requests a consistent goal of 54.0%.

² Data Source: www.calmis.ca.gov; Economic Development Collaborative - Ventura County

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**WIA Local Plan Program Years 2013-17
Program Administration Designee and Plan Signatures**

This local plan represents the Ventura County Local Workforce Investment Board's efforts to maximize and coordinate resources available under Title I of the Workforce Investment Act (WIA) of 1998.

This local plan is submitted for the period of July 1, 2013 through June 30, 2017 in accordance with the provisions of the WIA.

Local Workforce Investment Board Chair

Chief Local Elected Official

Alex Rivera

Steve Bennett

Signature

Signature

Alex Rivera

Steve Bennett

Name

Name

Chair

Vice Chair, Board of Supervisors

Title

Title

6-26-2013

June 25, 2013

Date

Date



BOARD MINUTES
BOARD OF SUPERVISORS, COUNTY OF VENTURA, STATE OF CALIFORNIA


**SUPERVISORS STEVE BENNETT, LINDA PARKS,
KATHY I. LONG, PETER C. FOY AND JOHN ZARAGOZA**
June 25, 2013 at 10:30 a.m.

**Receive and File a Study Session by the Ventura County Workforce Investment Board (WIB) Regarding Its Activities for Program Year 2012-13; Receive and File a Presentation Regarding the 2013-17 Ventura County Regional Strategic Workforce Development Plan; and Approval of, and Authorization for, the Chair of the WIB to Sign and Submit the 2013-17 Ventura County Regional Strategic Workforce Development Plan to the California WIB.
(Human Services Agency)**

- (X) All board members are present, except Supervisor Foy.

- (X) The following person is heard: Alex Rivera.

- (X) Upon motion of Supervisor Long, seconded by Supervisor Zaragoza, and duly carried, the Board hereby receives, files and approves the attached staff recommendations.

By: 
Dawnyelle Addison
Deputy Clerk of the Board

CLERK'S CERTIFICATE

I hereby certify that the annexed instrument is a true and correct copy of the document which is on file in this office.
MICHAEL POWERS, Clerk of the Board of Supervisors,
County of Ventura, State of California.

Dated: June 26, 2013

By: 
Deputy Clerk of the Board

