



**SKILLS ATTAINMENT FOR UPWARD MOBILITY
ALIGNED SERVICES FOR SHARED PROSPERITY**

**Ventura County Regional
Workforce Development Plan**

**Workforce Innovation and Opportunity Act (WIOA)
for Program Years 2017-2020**

DECEMBER 21, 2016

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2A. List of Regional Partners Who Are Party to the Plan

i. Geographic Boundaries of the Regional Planning Unit (RPU)

The geographic boundaries of the RPU are co-terminus with those of Ventura County, which comprises the Metropolitan Statistical Area of Oxnard-Thousand Oaks-Ventura, California. The Ventura County RPU is bounded on the north by Santa Barbara County, on the northeast by Kern County, on the southeast by Los Angeles County and on the west by the Pacific Ocean. The RPU does not plan to petition for regional planning partner modification.

ii. Regional Partners and Roles in Developing and Implementing the Plan

Regional Partners

Business: *Amgen, Inc.; *Applied Powdercoat; *Brighton Management; Camarillo Healthcare Center; *Corwin, a SAGE Company; Dynamic Automation; *Frontier Communications; *Haas Automation, Inc.; *Hi-Tech Engineering Corporation; *Jaxx Manufacturing, Inc.; Kaiser Permanente; *Kinamed, Inc.; *LC Engineering Group, Inc.; *Los Robles Hospital; *Milgard Windows and Doors; MSW Wire Industries; Pacific Coast Homecare; St. John's Hospitals; Simi Valley Hospital; Solid Waste Solutions; *Tolman & Wiker Insurance Services; *United Staffing Associates; *Un1tee; VSolvit

Economic Development: Advanced Manufacturing Partnership of Southern California; Economic Development Roundtable; *Economic Development Collaborative-Ventura County

Labor: *International Brotherhood of Electrical Workers, Local 952; *Laborers International Union of North America, Local 585; *Service Employees International Union, Local 721; *Tri-Counties Central Labor Council (AFL-CIO); *United Food and Commercial Workers, Local 770; Ventura County Contractors Association

Education: Allen Hancock College; Alliance for Linked Learning; *California Lutheran University; *California State University, Channel Islands; College of the Canyons; ^Conejo Valley Adult Education; ^Fillmore Unified School District; ^Moorpark Unified School District; Moorpark College; ^Oxnard Adult School; Oxnard College; Oxnard Union High School District; ^Santa Paula Unified School District; ^Simi Valley Adult School and Career Institute; South Central Coast Regional Consortium of Community Colleges; Student Academic Success and Equity Initiatives, University Culture Outreach; VC Innovates; ^Ventura Adult and Continuing Education; Ventura College; ^Ventura County Adult Education Consortium; *^Ventura County Community College District; *^Ventura County Office of Education; Ventura County P-20 Council; Ventura Unified School District Transition Partners

Government: *^Area Agency on Aging; *^California Department of Rehabilitation; City of Camarillo; City of Simi Valley; City of Thousand Oaks; City of Ventura; *^Employment Development Department; County of Ventura; Housing Authority of the City of Ventura; *^Human Services Agency, County of Ventura; *Naval Base Ventura County; Naval Warfare Center Weapons Division; Port of Hueneme; Ventura County Health Care Agency; Ventura County Public Health Adolescent Family Life Program/Cal Learn Program; Ventura County Probation Agency

Community Organizations: Aspire3; Casa Pacifica Centers for Children and Families; ^Center for Employment Training; ^Community Action of Ventura County; Big Brothers Big Sisters of Ventura County; Boys and Girls Clubs of Greater Oxnard and Port Hueneme; California Conservation Corps; City Corps; ^Los Angeles Job Corps; ^National Association for Hispanic Elderly; Pacific Clinics – TAY Tunnel; Palmer Drug Abuse Program of Ventura County; PathPoint; Rainbow Connection Family Resource Center; Segue Career Mentors; ^Ser-Jobs for Progress; *The Arc of Ventura County; The Energy Coalition; ^The Salvation Army HAVEN, Southern California Division; Ventura County Civic Alliance; Westminster Free Clinic; Women of Substance & Men of Honor; Workforce Education Coalition

** Members of the Workforce Development Board of Ventura County*

^ American Job Center of California partners

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Roles of Regional Partners

In alignment with the vision and goals outlined in the California Workforce Development Plan, the Regional Plan for Ventura County reflects a serious commitment to supporting state policies and administrative practices across programs, while working to implement local policies and service delivery. Regional sector partners in Ventura County recognize and value the importance of fostering demand-driven skills attainment; enabling upward mobility for all Californians; and aligning, coordinating and integrating workforce development programs for maximum benefit with limited resources.

Respected for working in the best interests of the region as a whole, the regional partners in Ventura County have developed an inclusive approach to the development and implementation of regional strategies. Opportunities for collaborative planning and action have engaged a broad range of business, education, labor, economic development, government and community leaders. The regional planning process is designed for flexibility and responsiveness and benefits from a results-oriented combination of committee, sector, cross-sector and work group activities. By providing a neutral forum for the candid exchange of ideas, the WDBV has helped participants in more than 75 public meetings shape the regional plan between July 2015 and December 2016.

Regional partners in Ventura County are supportive of collaborative action to build regional networks and leverage policies, programs and services. Working to foster a unified community voice, the partners are committed to facilitating strategic connections and practical solutions for workforce issues across traditional private and public sector boundaries.

2B. Regional Economic and Background Analysis

i. Regional Economic Conditions, Including Existing and Emerging In-Demand Sectors, and Occupations; Employment Needs of Employers

Ventura County stretches along 43 miles of Southern California coastline, covers 1,873 square miles and is home to 835,790¹ people. It is bounded by Los Angeles, Santa Barbara, and Kern counties. The ten incorporated cities are Camarillo, Fillmore, Moorpark, Ojai, Oxnard, Port Hueneme, Santa Paula, Simi Valley, Thousand Oaks and Ventura. In addition, smaller communities are established in the unincorporated areas. Ventura County is the 13th most populous county in the State of California out of 58 counties. Historically, it has served as a bedroom community for the San Fernando Valley.

Characterized by business and economic diversity, the region has a broad economic base with multiple industry sectors that include the in-demand sectors of 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 entry and foreign trade zone status.

The top five industries with the highest average total projected job openings from 2012-2022 for Ventura County are in Hospitality and Tourism at 18,462; Retail at 17,402; Health Care services at 12,404; Agriculture, Food and Beverage Processing at 12,199; and Business Services at 8,175. Overall total projected job openings for all industry clusters is 126,080 for Ventura County: 58,340 new jobs and 67,740 replacement jobs for all Ventura County industry clusters. Sectors paying above the living wage of \$34,109² for a single adult in Ventura County are Finance

¹ United States Census Bureau American Community Survey 2014 www.census.gov

² California Budget Project, *Making Ends Meet: How Much Does It Cost to Raise a Family in California?* (December 2013). www.cbpp.org/MakingEndsMeet

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and Insurance; Professional, Scientific and Technical Services; Health Care and Social Assistance (including private, state and local government); and Education Services (including private, state and local government schools).³

Workforce conditions in the Ventura County Region continue to improve, although there has been virtually no real economic growth for several years. While the state is leading the country in job growth, Ventura County is one of the few counties that has not yet recovered from its pre-recession job growth, according to the Economic Development Collaborative-Ventura County. In 2014, total employment increased by 2.6 percent across Southern California. Ventura County added 3,300 jobs, an increase of 1.1 percent.

ii. Knowledge/Skills Needed to Meet Employment Needs of Employers, Including In-demand Industry Sectors/Occupations

Business needs in our region are very diverse. But businesses have identified a common challenge: an insufficient number of job seekers with basic employability skills. This challenge is the result of the increasing complexity of technology, an aging workforce and a lack of advanced education in the working-age population. Employers in the region, including those that are involved in the in-demand sector committees, have identified the need for training in the areas of math, writing, communications, English language, basic computer literacy, interpersonal skills common sense and work ethic.

Quantifying the gaps between the skills that employers seek and those that job seekers have is challenging. Skills are attributes of performance requirements, ranging from basic functions such as following instructions to advance functions such as deductive reasoning, analytical thinking and complex problem solving. Additionally, employer requirements for certain functions vary.

The impact of the skills gap in the region affects the bottom-line for many industries. Businesses in the region have noted that skills gaps translate into slower growth, high on-the-job training costs and lost productivity—and an inability to compete and build a strong pipeline of workers.

Employers' needs were identified on the basis of conversations, surveys, LMID data and statistics from the Metropolitan Statistical Area. We also included other workforce partners such as economic development and education. Workforce Development Board members provided input during their strategic planning process. Businesses are addressing talent shortages through a variety of strategies to overcome hiring difficulties. Through partnerships between educators, community organizations and labor, businesses in the region are offering training and development and modifying their recruitment strategies with on-the-job training, job shadowing and internships.

iii. Regional Workforce: Current Employment/Unemployment Data; Labor Market Trends; Educational Skills Levels of Workforce (Including Barriers to Employment and Employer Needs)

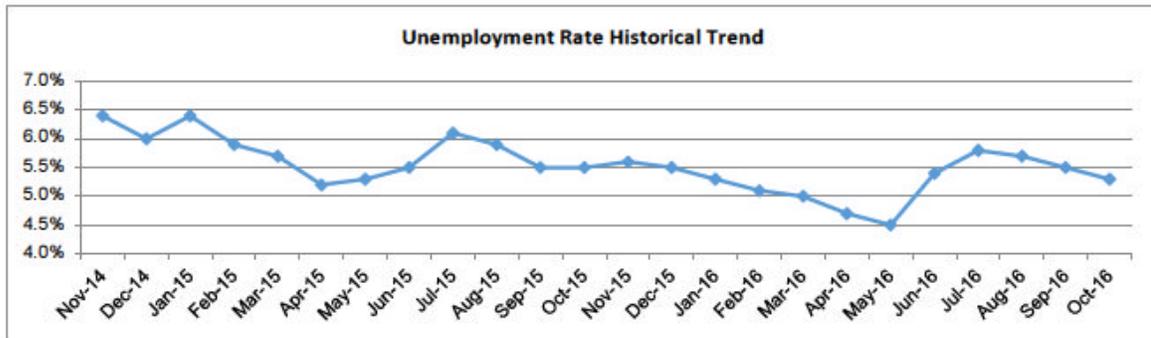
According to the Employment Development Department, in the month of October 2016 the total employment in the Ventura County Region in all industries was 324,100. This number reflected an increase in jobs of 7,300 and a percent change of 1.4% from 2015. The unemployment rate was 5.3% in October 2016, down from a revised 5.5 % in September 2016.⁴ One main reason that the unemployment rate is lower is that we have a smaller number of young people entering the labor force than the number of baby boomers retiring. The 25 to 54⁵ age cohort has the highest rate of labor force participation.

³ State of California Employment Development Department, Labor Market Information, <http://www.labormarketinfo.edd.ca.gov/geography/regional-economic-profiles.html>

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⁵ United States Census Bureau American Community Survey 2014 www.census.gov

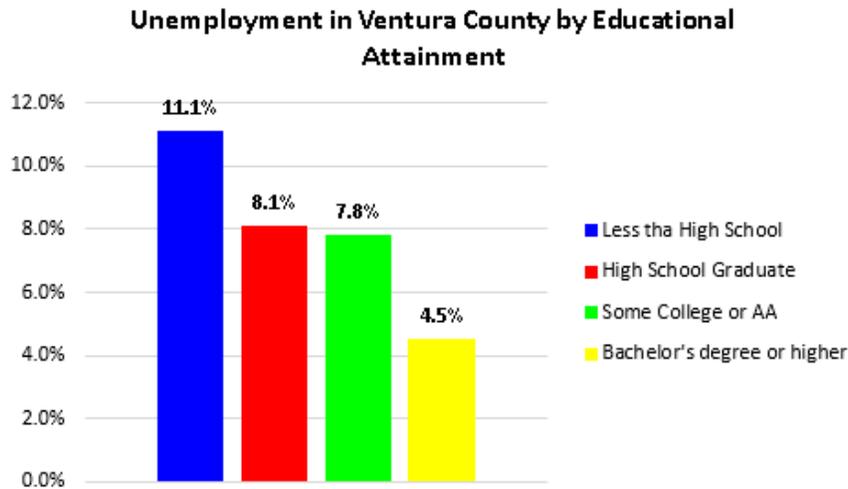
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Data Source: State of California Employment Development Department

Racial unemployment rates for the fourth quarter of 2014⁶ are: African American, 4.1%, followed by 10.5% for American Indians and Alaska Natives, followed by 9.3% for Hispanics or Latinos and 7.9% for Whites. The Hispanic unemployment rate is almost the same as the White rate in Ventura County.

Below is a chart that reflects the unemployment rate by Educational Attainment in the Ventura County Region for population ages 25+.



US Census Bureau – American Community Survey 2014 www.census.gov

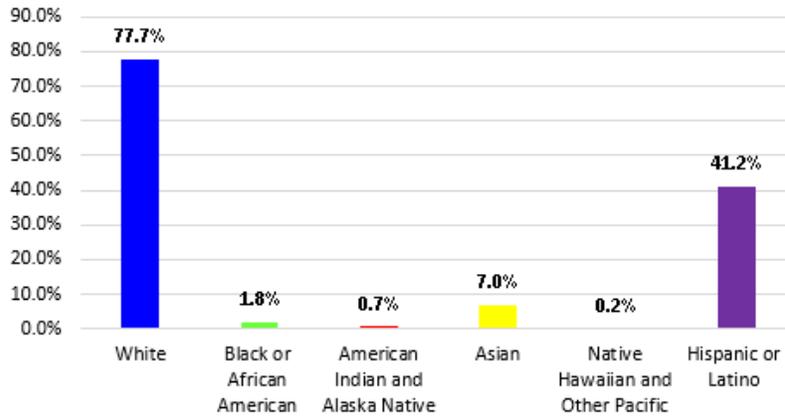
Ventura County's labor market is 427,000, of that number 408,000 are employed; and 19,000 are unemployed. 77.8% of residents live and work in the County and 21.8% work outside the County. The largest ethnic groups in the County are 47.5% White, 41.2% Hispanic or Latino and 6.8% Asian. Eighty-three per cent of residents have a high school education or above. Twenty-two point 8 per cent are foreign born; and 16.3% have limited English language proficiency. Currently, 151,922 students are in 21 public school districts. The largest ethnic group in school are Hispanics or Latinos at 57.66%. The second largest group are Whites at 31.35%.

The proportion of Whites and Hispanics/Latinos is larger in Ventura County than the state of California. A smaller proportion of African Americans and Asians reside in the region. The County does not have a large proportion of Native Hawaiians/Pacific Islanders. The graph below shows the diversity of Ventura County's population: Hispanics with 41% and Whites with 77%, followed by Asians with 7%.

⁶ United States Census Bureau American Community Survey 2014 www.census.gov

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Ventura County Region Population by Race



US Census Bureau – American Community Survey 2014 www.census.gov

Individuals with Barriers to Employment	Total
Ethnic Minorities	438,672
Households with Cash Public Assistance or Food Stamps	20,739
Population 18 and Over with Less Than a 9 th Grade Level Education	55,501
Single Parent Households	48,194
Speak English Less Than “Very Well”	127,100
Youth Ages 10 to 24	179,842

Source: U.S. Census Bureau, 2010-2014 American Community Survey, 5-Year Estimates.

Educational Attainment	Male	Percentage	Female	Percentage
Less than 9th grade	27,639	9.0%	27,862	8.7%
9th to 12th grade, no diploma	26,527	8.6%	22,453	7.0%
High school graduate (includes equivalency)	63,773	20.7%	63,124	19.8%
Some college, no degree	78,669	25.5%	86,181	27.0%
Associate's degree	23,426	7.6%	29,883	9.4%
Bachelor's degree	54,759	17.8%	59,527	18.6%
Graduate or professional degree	33,492	10.9%	30,412	9.5%
Total	308,285	100.0%	319,442	100.0%

Source: U.S. Census Bureau, 2010-2014 American Community Survey, 5-Year Estimates

Educational Attainment, 25 Years and Over	Hispanic or Latino	Percent of Hispanic or Latino, Total	White alone, not Hispanic or Latino	Percent of White alone, not Hispanic or Latino, Total
Less than high school diploma	76,318	40.6%	12,041	4.1%
High school graduate (includes equivalency)	42,317	22.5%	52,564	17.9%
Some college or associate’s degree	47,401	25.2%	111,152	37.8%
Bachelor's degree or higher	21,722	11.6%	118,463	40.3%
Total	187,758	100.0%	294,220	100.0%

Source: U.S. Census Bureau, 2010-2014 American Community Survey, 5-Year Estimates.

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Educational Attainment by Race, 25 Years and Over	White Alone	Percent of White Alone, Total	Black or African American Alone	Percent of Black or African American Alone, Total	American Indian and Alaska Native Alone	Percent of American Indian and Alaska Native Alone, Total	Asian Alone	Percent of Asian Alone, Total	Native Hawaiian and Other Pacific Islander Alone	Percent of Native Hawaiian and Other Pacific Islander Alone, Total	Some Other Race Alone	Percent of Some Other Race Alone, Total	Two or More Races	Percent of Two or more races, Total
Less than high school diploma	70,306	16.3%	684	7.0%	1,078	28.5%	2,928	6.8%	79	8.7%	15,674	38.9%	1,966	13.7%
High school graduate (includes equivalency)	82,995	19.2%	1,752	18.1%	922	24.4%	5,102	11.9%	209	23.1%	9,972	24.8%	2,455	17.1%
Some college associate's degree	144,626	33.4%	4,067	41.9%	1,008	26.7%	9,630	22.5%	377	41.7%	10,577	26.3%	6,006	41.7%
Bachelor's degree higher	134,442	31.1%	3,201	33.0%	769	20.4%	25,171	58.8%	239	26.4%	4,063	10.1%	3,968	27.6%
Total	432,369	100.0%	9,704	100.0%	3,777	100.0%	42,831	100.0%	904	100.0%	40,286	100.0%	14,395	100.0%

Source: U.S. Census Bureau, 2010-2014 American Community Survey, 5-Year Estimates.

English Learners	Population	Percentage
Speaks English Less Than "Very Well"	127,100	16.3%
Speaks English "Very Well"	171,402	21.9%
Speaks Only English	482,682	61.8%
Total	781,184	100.0%

Source: U.S. Census Bureau, 2010-2014 American Community Survey, 5-Year Estimates.

iv. Workforce Development Activities, Including Education/Training; Strength/Weaknesses; Capacity to Provide to Address Workforce Needs (Including Barriers to Employment and Employers' Needs)

The region is uniquely well positioned to supply education and training to fill workforce needs. Apart from the three community colleges of the Ventura Community College District (Ventura, Oxnard and Moorpark), all of which have extensive career technical education curricula, there are eight adult schools, two of which are re-establishing programs for clients who are limited-English proficient. By supplying supportive counseling, these schools have been especially successful in transitioning students to college and careers. Ventura Adult and Continuing Education, for example, accredited by the Council on Occupational Education, has job placement rates well over 70% because they have hired two career placement staff who work closely with students. Simi Institute for Careers and Education (formerly the Simi Valley Adult School) followed suit with two such hires. It is essential that the three community colleges, with the aid of a recent infusion of funds, increase their own staffing for this purpose.

ITAs for adult, dislocated worker and older youth are specifically sanctioned by the LWDA's Policy #2015-15, which outlines how programs for occupational skills training can be accessed through the ETPL. The procedures for executing these ITAs, as well as the formal individual contracts for them, are the work of either the sub-recipient for Adult and Dislocated Worker services or of external contracted providers of Youth services. In either case, the Policy states the responsibilities of the Local Board's administrative staff, of the service provider, the client and the vendor. The vendor invoices the LWDA fiscal agent for the costs of the training.

OJTs and customized training for adult, dislocated worker and older youth are sanctioned by WDBVC Policy #2015-17, which outlines how a "learn and earn" program is provided by an employer to a WIOA-enrolled employee or

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group. In this policy, OJTs are arranged by a contract with an employer for an individual who needs remedial occupation skills training. The policy defines customized training (CT) for groups of individuals (incumbent workers) who need the same training from one provider, and this training is arranged by contract as needed. Contracts for OJT and CT are basically the same in structure: they are made with the vendor rather than with the enrolled client; and the training is described in detail. An example is an incumbent worker/CT training program with local veterinarians to meet a large demand for registered technicians. OJTs have been highly successful for over 20 years and have resulted in long-term placement outcomes and, in many cases, industry-recognized credentials. WDBVC has a history of providing OJT placement to individuals with barriers to employment. We will continue to strengthen policies for credential attainment in the OJT program.

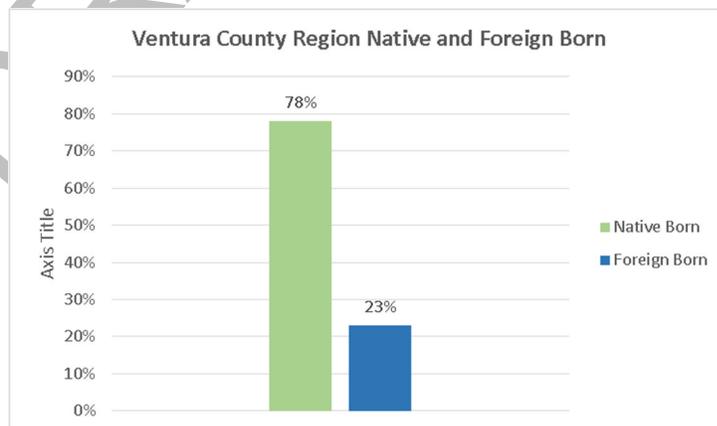
Because no single agency has the resources or expertise to address the wide array of workforce needs, effective public and private sector partnerships are essential. The 19 partners of the AJCC, which include the Department of Rehabilitation, and in addition three independent contractor/providers of youth services, continue, by testing and referral, to address the needs of clients with barriers to employment. Aided by grants from the California Department of Education, the local schools have launched a multi-year effort to define career pathways and to coordinate these pathways with the offerings of the community colleges.

Typical workforce development activities provided by the local partners: employability workshops and placements, individual development, transportation assistance, substance abuse intervention, case management/support services, post-employment follow up, targeted homeless assistance and on-the-job training. A recent partnership with the County of Ventura Probation Department resulted in the successful implementation of the “Criminal Justice Realignment” program, which uses employment programs to help people get back on their feet when leaving jail.

The region would benefit from a stronger alignment and coordination of educational strategies, system and programs among the community colleges. Although the issues are complex and will take time to resolve, the region is committed to support collaborative problem solving and constructive action. We also need to develop apprenticeships.

v. Description of Region’s Foreign Born an Limited English Proficient (LEP); Meeting LEP Needs

Persons who are foreign born and whose primary language is not English typically face considerable barriers to employment. According to the 2014 American Community Survey, approximately 23% of County residents were born outside the United States. Approximately 38.2% of the population speak a language other than English at home.



US Census Bureau – American Community Survey 2014 www.census.gov

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Total	781,184	100.0%

Source: U.S. Census Bureau, 2010-2014 American Community Survey, 5-Year Estimates.

Needs for the limited English proficient population are increasingly met by the development of new offerings by the region’s eight adult schools, which, with increased funding and the creation of the Ventura County Adult Education Consortium (VCAEC), have re-established old programs and begun new ones, notably in the Santa Clara Valley and in Moorpark and Oxnard. Existing adult education programs in the region:

- Adult Basic Education
- Adult Secondary Education
- English as a Second Language (including civics and citizenship)
- Post-secondary Career Technical Education
- Adults with Disabilities

According to the 2015-2016 data from VCAEC and the Ventura County Community College District, 13,216 ESL students were served by adult schools throughout the region and an additional 142, by the three colleges.

VCAEC’s Draft Master Plan 2016 identifies how, specifically, services for individuals with basic skills challenges will be expanded, developed and provided to meet regional needs. The local American Job Centers provide reasonable steps to ensure that LEP persons receive, free of charge, the language assistance necessary to afford them access to the programs, services and information to which they are entitled through WIOA. The local AJCCs provide language services in two primary ways: oral interpretation either in person or via a telephone interpretation service and written translation. When oral interpretation is needed and reasonable, the Job and Career Centers provide bilingual staff, hire interpreters or use community volunteers. Additionally, staff have access to the Interpreter Network through the use of a multiple handset phone.

2C. Regional Sector Pathways

i. How Regional Industry Workforce Needs Were Assessed

Data Sources Used

Regional planning partners, including local economic development agencies, assessed regional industry workforce needs using a collaborative and data-driven approach. The process included the analysis of regional occupational employment data and growth projections, with a focus on sector pathways, and the identification of jobs, wages, employment and growth projections; growth/replacement job potential; hard-to-fill occupations; and priorities for workforce education and training. Sources of data included the Bureau of Labor Statistics; California Department of Finance; California Department of Rehabilitation; Economic Development Collaborative—Ventura County; Employment Development Department/Labor Market Information Division; Naval Base Ventura County; United

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States Census Bureau; Ventura County Adult Education Consortium; Ventura County Community College District; Ventura County Civic Alliance; Ventura County Office of Education; and the Ventura County Transportation Commission.

Manner of Industry Engagement

The WDBVC, by facilitating more than 75 public meetings, provided opportunities for regional sector planning discussions between July 2015 and December 2016 to enable business, economic development, education, labor and other community leaders to address a wide range of workforce issues. Depending on the topic, the regional planning process included a combination of sector, cross-sector, committee and *ad hoc* work groups. In addition to in-person and email contacts, outreach for regional leader engagement included the public posting of meeting announcements; region-wide website links and social media posts through the WDBVC; Ventura County Grows Business; VC Jobs with a Future; Economic Development Collaborative—Ventura County; Economic Development Roundtable of Ventura County; live radio interviews with industry leaders on *Workforce Wednesday*; and distribution of *Workforce Update* e-blasts to more than 7,600 business and community leaders. Examples of recent industry leader meetings for regional planning include a Regional Joint Sector Committee Meeting (August 5, 2016); a Youth Community Forum (October 14, 2016); and a discussion on Regional Economic Realities (October 27, 2016).

Participation in Planning Discussions

Business: *Amgen, Inc.; *Applied Powdercoat; *Brighton Management; Camarillo Healthcare Center; *Corwin, a SAGE Company; Dynamic Automation; *Frontier Communications; *Haas Automation, Inc.; *Hi-Tech Engineering Corporation; *Jaxx Manufacturing, Inc.; Kaiser Permanente; *Kinamed, Inc.; *LC Engineering Group, Inc.; *Los Robles Hospital; *Milgard Windows and Doors; MSW Wire Industries; Pacific Coast Homecare; St. John's Hospitals; Simi Valley Hospital; Solid Waste Solutions; *Tolman & Wiker Insurance Services; *United Staffing Associates; *Un1tee; VSolvit

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Center; Segue Career Mentors; ^Ser-Jobs for Progress; *The Arc of Ventura County; The Energy Coalition; ^The Salvation Army HAVEN, Southern California Division; Ventura County Civic Alliance; Westminster Free Clinic; Women of Substance & Men of Honor; Workforce Education Coalition

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What Was Decided? Some key decisions/results included:

- To create matrices of needed skill sets for jobs in in-demand sectors
- To clarify the role of business (and participation) in the roll-out of the several Career Pathways Grants
- To establish a biomedical device certificate, using the curriculum of two community colleges
- To institute a Clinical Laboratory Science (CLS) Field Experience Program at four regional hospitals
- To determine high-demand and hard-to-fill jobs for four priority sectors
- To cite successful models of workforce development programs for out-of-school youth
- To determine specific barriers to employment for youth and for adults

ii. Existing Training/Education Meeting Industry Needs; Partner Commitments to Resolve Deficiencies

Ventura County Office of Education (VCOE): Funded by two multi-year grants from the California Career Pathways Trust totaling \$23.4 million, VC Innovates is focused on aligning Career and Technical Education (CTE) career pathways curriculum and applied learning experiences between secondary and post-secondary education. Within the 15 designated CTE sectors in California, VC Innovates is coordinating 118 career pathways to benefit more than 23,000 students in the region.

Ventura County Community College District (VCCCD): Comprised of Moorpark College, Oxnard College, and Ventura College, VCCCD is a partner in the regional VC Innovates initiative. Working with education, business and community advisory groups, each college has developed a master plan for annual updates and reports to the VCCCD Board of Trustees. The colleges are a part of the South Central Coast Regional Community College Consortium (SCCRC), which encompasses eight colleges in San Luis Obispo, Santa Barbara, Ventura and Los Angeles Counties.

Oxnard Union High School District (OUHSD): OUHSD has benefited from a combination of ongoing funding from the Alliance for Linked Learning, a \$6 million California Career Pathways Trust grant, and a regional partnership with VC Innovates. Students at seven high schools are participating in integrated academic and career programs in 22 Linked Learning Academies.

Ventura County Adult Education Consortium (VCAEC): With funding from a \$409,000 state education grant, VCAEC recently conducted a self-study to identify and determine next steps to address adult education needs in the region: English as a second language; post-secondary Career Technical Education; identification of underserved areas; older adult workforce development and job placement; and pre-apprenticeship classes. Follow-up planning is underway.

Ventura County P-20 Council (P-20 Council): Representing regional leaders from education, business and the community, the P-20 Council promotes collaborative system alignment of pre-K through college and career. Current priorities include the development of a regional online business/education connection to facilitate employer engagement, an outreach strategy to recognize quality education in the region and the development of P-20 regional pipeline inventory.

Ventura County STEM Network (VC STEM): Funded by grants from the Amgen Foundation and the Alcoa Foundation, VC STEM is a collaborative regional project of the P-20 Council. Lead by California State University, Channel Islands,

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VC STEM is focused on improving academic access and providing hands-on experience to build achievement and excellence in STEM-related fields (science, technology, engineering and mathematics).

iii. Existing Career Pathways Programs in the Region; Meeting Emergent Industry Regional Industry Sector Needs

Under the leadership of the WDBVC, the region has identified four priority sectors for targeted strategies and actions: Business Services, Clean/Green, Healthcare and Manufacturing. These four sectors were identified through industry meetings and regional data analysis as having ongoing business needs for skilled local talent, potential for growth and opportunities for living wage jobs with career paths. Committees representing three of these sectors have been meeting for over eight years. The fourth committee (Business Services) has just been formed.

Each committee is comprised of WDB staff, County business leaders, economic development professionals, government, community based organizations and Career Technical Education (CTE) educators from K-12, the community colleges and 4-year educational institutions. The role of the industry 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 gap.

The extensive foundation work that had been done by industry in regional sector identification and data analysis this served as a resource for the identification and alignment of sectors by the regional community colleges' consortium. It also served as a resource in developing the Career Pathways Trust grant proposals by the Ventura County Office of Education and the Ventura County Community College District.

Career pathways within these four sectors allow for progressive skills development through education and training programs and are based on labor market data. The development of these career pathways has been a major focus of the Ventura County Office of Education, the Ventura Community College District and the Oxnard Union High School District, the recipients of 29.1 million dollars in Career Pathways Trust grants from the State's Department of Education. Their public meetings, often held jointly with the WDB's own sector committees, have brought together stakeholders from around the County (business, labor and education) to build consensus on the career pathways that best meet the needs of the local economy.

These meetings have overlapped a similar set of public forums initiated by the Ventura County Adult Education Consortium (VCAEC), which, together with the Ventura County Community College District, has made a concerted attempt to track pathways from the high schools through the community colleges. As a result of this regional collaboration, 110 courses are now articulated for credit with local community colleges. There are 118 new pathways with 23,145 high school pathway students, 34,020 community college pathway students and 1,560 adult school pathway students participating from 30 high schools, three colleges and two adult schools. Over 200 employers participated in these regional career pathway efforts. (Source: VC Innovates 2015-16 VC Innovates Results)

See Appendix I of this Plan for a detailed chart of the career pathways.

iv. Career Pathways Work to Further Develop Programs to Meet Regional Industry Needs

The region continues to leverage partnerships among industry leaders, organized labor, workforce professionals, education and training providers and economic development leaders to develop workforce and career pathways that support regional economic growth.

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The WDBVC sector committees' bi-monthly meetings serve as an ongoing forum for discussion to recommend and implement adjustments to further develop career pathway programs that meet regional industry needs.

The WDBVC has also recently convened a Youth Community Forum, a regional public meeting held on October 14, 2016, to provide an opportunity to hear the community's voice on programs and services to benefit the County's out-of-school youth. Sixty-five organizations were invited to participate, and twenty-five sent representatives. Discussion focused on model programs for out-of-school youth, barriers to education and employment and how these barriers can be overcome through the career pathways being developed in the school system. A follow-up forum is being planned.

In addition, initial discussions have taken place in the region with WDB staff, community college representatives, the South Central Coast Regional Consortium and a career pathways representative to bring together all the healthcare sector industry advisory groups for high schools, adult education and community colleges for a yearly forum. The vision is to create an efficient way for educators to stay current on the healthcare industry's regional workforce needs and implement the necessary changes in the career pathways programs. The plan is to start with one sector and eventually expand this process to other sectors.

The Ventura region and the Los Angeles region are involved in a cross-regional WDB Slingshot Project. This industry driven project, the Healthcare Care Coordination Career Pathways Project, is bringing industry, faculty, local boards and economic development agencies together to respond to the need for training and career pathway development for Care Coordinators in the changing healthcare industry. Industry and faculty will continue to collaborate across these two regions to align industry and training needs.

2D. Industry-Valued Post-Secondary Credential Attainment

i. Description of Process

Determining Industry-Valued and Recognized Postsecondary Credentials

Working in support of the regional plan and in collaboration with the Local Board, the regional partners will identify opportunities to develop career pathways and industry-valued credentials. Discussions to identify, prioritize and take action to address regional sector and career pathways issues will be included in regional industry sector committee meetings. Current and future initiatives include, but are not limited to, the following activities:

- Develop skills standards and identify industry-valued certificates to outline job qualifications for workers in priority occupations
- Develop well-articulated career pathways that have job advancement for workers who are entering the sector, as well as those already employed in the sector
- Identify training providers and educators working to align relevant programs with industry needs
- Convene the annual Joint Regional Sector meeting that identifies challenges common to each sector, common job qualifications for workers in priority occupation, and agreed-upon remedies and recommendations for career pathways and industry valued credentials

As part of the process to determine industry-valued and recognized postsecondary credentials, regional partners seek input and participation from subject matter experts in K-12, adult education, labor unions, businesses, community colleges and universities. Examples of Ventura County participants in the process include:

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California Lutheran University; California Community College Regional Deputy Sector Navigators; California State University, Channel Islands; California Workforce Development Board-SlingShot; Economic Development Collaborative-Ventura County; Laborers International Union North America (LIUNA); South Central Coast Regional Consortium; Tri-Counties Building and Construction Trades Council; Tri-Counties Regional Center and the Department of Rehabilitation; Tri-Counties SEIU 721; VC Innovates; VC STEM; Ventura County Adult Education Consortium; Ventura County Community College District; Ventura County P-20 Council; Ventura County Office of Education; Ventura County Youth Community Forum; Workforce Development Board Ventura County Industry Sector Committees (Business Services, Clean/Green, Healthcare, Manufacturing); Workforce Education Coalition

Ensuring that Industry Leads the Discussion and Process

To ensure that industry leads the discussion and process, the regional selection of industry-valued credentials will be facilitated through public discussion by the business-chaired regional industry sector committees (Business Services, Clean/Green, Healthcare, and Manufacturing). Post-secondary education partners and related advisory committees in the region also will participate in industry-focused planning. Depending on the regional industry sector, the process employs a combination of committee, sector, cross-sector and work groups. Examples of recent industry-led sector initiatives include:

- Biomedical Device Manufacturing Certificate: the first two-campus certificate program in the Ventura County Community College District and the California State system
- Healthcare Case Manager Project: regional collaboration with six workforce boards in Los Angeles and Ventura counties to advance opportunities in healthcare
- Diesel Mechanic Career Pathway and Master Repair Diesel Certificate: industry-driven partnership between Gibbs Truck Centers and Ventura College
- Clinical Laboratory Scientist (CLS) Field Experience Program: consortium of four regional hospitals in partnership with California State University, Channel Islands; approved for certification through the first consortium approach to CLS certification in California

ii. Current Industry-Valued and Recognized Postsecondary Credentials Emphasized in the Regional Plan:

Identification of Credentials

In the Ventura County regional plan, the four primary career clusters identified are related to the Business Services, Clean/Green, Healthcare, and Manufacturing sectors. The relevant post-secondary credential providers in Ventura County offer fifty (50) industry-valued certificates with national or state recognition, all within Ventura County's in-demand industry sectors: Business Services (11), Clean/Green (9), Healthcare (17), and Manufacturing (15). Specific credentials are listed below:

Business Services (11)

Cosmetologist, Barber, Manicurist, Esthetician, Microsoft Certified Solutions Associate (MCSA), CompTIA Network+, Microsoft Certified Technology Specialist (MCTS), Certified Solidworks Associate, CompTIA A+ Certificate, Revit Architecture, and Solidworks

Clean/ Green Sector (9)

Diesel Mechanic (Certificate of Achievement/Master Repair Diesel Certificate (1Pending approval by VCCCD Board of Trustees and California Community College Chancellor in 2017-2018) including 7 ASE Certificates, Water Science–Wastewater, and Water Science–Water

Healthcare Sector (17)

Certificated Administrative Medical Assistant, Certificated Clinical Medical Assistant (CCMA), Administrative And Clinical MA, EKG Technician, Phlebotomy Technician, California Radiation Safety Certification, Recognized Graduates In Dental Technology (RG Designation), EKG Technician Certification (CET), Emergency Medical Technician-Basic (EMT-1), Front/Back Office Medical Assistant RMA Certification, Home

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Health Aide (HHA), Medical Insurance And Billing Clerk, Certified Nurse Assistant (CNA), Pharmacy Technician (PTCB), Phlebotomy Technician, Respiratory Therapist, and Certified Surgical Technologist (CST)

Manufacturing Sector (15)

Basic Machine Shop, CNC Operations & Programming, Introduction To Mastercam, Introduction To Gibbscam, Advanced Machine Shop, Gibbs Cam 3d, Master Welder/ Advanced Welding (4 Certs): (L.A. City Structural Steel, Flux Cored Arc Welding, Light Gage), (Aws D1.1 Structural Steel & D1.5 Bridge Welding), (ASME Pressure Vessel Pipe Certification, API 1104 Pipe Certification), (Mil-Std 1595A In Carbon Steel, Chromoly, Stainless Steel, Aluminum, Titanium and Inconel), Certified Welder (CW), and NIMS credentials in CNC Machining, 3D Modeling, CAD/CAM, and Basic Metalworking

Process to Ensure Relevance in Subsequent Years as Labor Markets Change

To ensure the relevance of credentials in subsequent years as labor markets change, regional partners will develop a strategy to access current labor market data that are relevant to in-demand and emerging industry sectors: Business Services, Clean/Green, Healthcare, and Manufacturing. The regional partners and Local Board will collaborate on analyses to determine in-demand occupations with self-sustaining wages, and include input from regional subject matter experts in economic and workforce development. Content from the Ventura County regional sector skills matrices will help to assure the relevance of skills identified. The Regional Plan will engage participation from education partners, including subject matter experts in K-12, adult education, labor unions, businesses, community colleges and universities. Career Technical Education (CTE) providers will be encouraged to share their mandated research and related information on the attainment of industry-recognized credentials. In addition, the regional plan will direct the Local Board to conduct public discussion meetings through their industry sector committees and with youth service providers to identify emerging and in-demand occupations and relevant pathways and credentials.

iii. Manner in Which Regional Partners (Including Industry Leaders) Determined That the Relevant Credentials Are Actually Industry Valued

The determination of industry-valued credentials has been a collaborative effort in the Ventura County region. It takes place in a number of different forums. The adult schools and community colleges each have their business advisory committees, and it is these committees that advise the educational community on the value of both curriculum and the corresponding credentials. The WDBVC itself has its four industry sector committees, which are composed of representatives from K-12, adult education, community colleges and universities—and of course business leaders. These bi-monthly meetings provide a neutral forum for discussion. The recently formed AJCC partners are yet another venue for this kind of discussion. Whether a credential is industry-valued is thus a matter of a consensus gradually reached over time. A good illustration of this process is the Biomedical Device Certificate approved by Ventura and Moorpark Colleges. The need for such a credential was carefully vetted with the local biotechnology firms through their committee representatives. The relevant curriculum available at two community colleges was then revised and combined to provide the necessary instruction. The resulting credential, the only one of its kind in California community college system, was then approved by the Chancellor's office. The whole process took over two years.

iv. Relevant Training and Education Providers Who Are Providing the Credentials

Among the training and education providers of post-secondary credentials in the Ventura County region, eight are adult schools (Conejo Valley Adult Education, Fillmore Unified School District, Moorpark Unified School District, Ojai Valley Unified School District, Oxnard Union High School District, Santa Paula Unified School District, Simi Institute for Careers and Education and Ventura Adult and Continuing Education). One is a public university: California State University, Channel Islands. The three community college providers of post-secondary credentials are Moorpark, Oxnard and Ventura. These providers offer fifty (50) industry-valued certificates with national or state recognition.

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All are related to the four in-demand industry sector clusters identified for the Ventura County region: Business Services (11 certificates), Clean Green (9), Healthcare (17) and Manufacturing (13).

The Eligible Training Provider List (ETPL) is available through CalJOBS. In addition to the public sources listed above, it lists, in Ventura County, private providers of vocational training for in demand occupations and those that lead to industry-valued post-secondary credentials: Career Care Institute; Center for Employment Training; Clinical Training Institute (Academy Education Services); Denny's Electric Apprenticeship Program; Dream International Beauty Academy Apprenticeship Program; Covered6; EMS Training Institute; Goodwill Industries of Ventura & Santa Barbara Counties; Laborers Southern California Joint Apprenticeship Committee (Oxnard); Modern Beauty Academy; Pacific Coast Trade School; Professional Medical Careers Institute; Santa Barbara Business College; Trinity School of Nursing; and Ventura Training Institute.

Seven trade unions (IBEW- Local 952 International Brotherhood of Electrical Workers; United Association of Union of Plumbers, Fitters Local 484; California Plumbing and Mechanical Contractors Association; LIUNA - Local 585 Laborers' International Union of North America; Sheet Metal Workers and Air Conditioning Contractors National Association - Tri Counties Local 273; United Brotherhood of Carpenters and Joiners, Ventura Training Center; I.U.O.E Local 12 Local 501 International Union of Operating Engineers; and Bricklayers & Allied Craftworkers Local 4) provide occupational programs for electricians, plumbers, laborers, sheet metal workers, carpenters, operating engineers and brick masons. Apprenticeships also are available for barbers and cosmetologists (Dream International Beauty Academy).

v. How Partners Will Establish Regional Goals for, and Track Attainment of, Industry-Recognized Credentials Produced in Each Region

The actual number and type of credentials awarded will be determined in Ventura County on the basis of industry engagement. This engagement requires that employers and other industry sector leaders help with the assessment and, where necessary, work with training and education providers to redesign relevant training and education programs.

The regional plan proposes that the Local Board, with its partners, (1) continue its work of developing matrices of skill sets corresponding to the priority sectors of Business Services, Clean/Green, Healthcare and Manufacturing and (2) emphasize the continued improvement of reporting systems that can document success. The Local Board will measure performance of the core programs using WIOA performance metrics. We will also assess the overall effectiveness of the workforce system and its supportive educational programs.

The Ventura County Adult Education Consortium (VCAEC) has adopted shared outcome and progress measures that include credentials/certificates. Outcomes measured are: High School Graduation Rate, High School Equivalency Exam Rate, CTE Certificates Awarded, Diplomas Awarded, Transfer to Community College Rate or Higher Education, Level of Education, Jobs Attained, Professional Licensure. CASAS Level Completions and English Literacy and Civics Assessment.

The three VCCCD community colleges each created a 2013-2016 Strategic Plan that identified specific objectives and action steps for achieving the overall VCCCD goals. In addition, the eight colleges in the South Central Coast Regional Consortium (SCCRC) report career pathways alignment, with degrees and certificates offered across the consortium.

Contribution of Each Local Board

The Workforce Development Board of Ventura County (WDBVC) has contributed to goal setting, research and data analysis in support of industry-valued credentials through four industry sector committees (Business Services, Clean/Green, Healthcare and Manufacturing). At bi-monthly sector and cross-sector meetings, committee members provide a business perspective on in-demand jobs that offer self-sustaining median wages. The committees have developed skills matrices that help to guide and outline workforce development activities within each sector.

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Committee input and feedback are communicated through public meetings, online and information provided to such career technical education partners as the Ventura County Office of Education; Ventura County Community College District; Ventura Adult Education Consortium; and South Central Coast Regional Consortium. The WDBVC will continue to host public planning meetings and youth forums to help support career pathways and industry-recognized credentials. In addition, WDBVC will continue to maintain the regional Employment Training Provider List (ETPL) to ensure performance-driven training providers. Currently there are 22 ETPL providers in the County.

Total Contribution of Industry-Recognized Credentials Produced by Partners Collectively in the RPU

The total contribution of industry-recognized credentials/certificates in the Ventura County region is currently 50 in four sector clusters: Business Services (11), Clean Green (9), Healthcare (17), and Manufacturing (13).

The Local Board and regional education partners (including VCOE, VCCD, VCAEC and SCCRC) will work to improve tracking methods for industry credential attainment.

2E. Accessibility and Inclusivity

i. Regional Planning Outreach Which Includes Stakeholders and CBOs Representing Target Populations and Regional Demography

The regional partners in Ventura County are committed to regional planning outreach that includes stakeholders and CBOs representing individuals from target populations reflecting the demography of the region. Included are groups with experience in serving or working with high-need and historically disadvantaged communities such as farmworkers, ex-offenders and those who are limited English proficient, out of school and/or disconnected and foster youth.

For Ventura County regional partners, the foundation for ongoing outreach is an integrated communications strategy that is designed for region-wide messaging to ensure a targeted reach and maximum frequency on a limited budget. In alignment with WIOA requirements, the strategy is supportive of stakeholders, CBOs and other regional representatives and provides a solid online infrastructure and user-friendly “go-to” for public access to regional information and services. Targeted email communications, phone calls and personal contacts are part of the regional outreach strategy. Information links and social media posts appear on the WDBVC website, the Ventura County Grows Business website, the VC Jobs with a Future website, Facebook and Twitter. In addition, regional outreach includes monthly *Workforce Wednesday* radio broadcasts, bimonthly *Workforce Update* e-newsletters and public service announcements.

Collaboration with businesses, program operators, community-based organizations and education and training providers helps regional partners to build community referral networks for people with special needs. For example, members of the community have access to a WDBVC online-resource to help translate information for limited-English language speakers. The American Job Center has designated staff who provide supportive services, job development services and explanation of benefits to limited English speakers. Public meeting materials include information from the Equal Employment Opportunity Commission for proper accommodations as needed. Access to information about rights and benefits under state and federal employment laws is available through electronic or print material.

Outreach, planning and implementation are ongoing processes in Ventura County. For example, more than 75 meetings related to workforce development were conducted between July 2015 and December 2016 and provided

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opportunities for public discussion on a wide range of topics. In support of the regional planning process, groups experienced in serving high-need and historically disadvantaged members of the community were invited to participate. Email invitations and follow-ups were sent to 64 stakeholders and CBOs representing target populations characteristic of regional demographics:

Action Foster Youth; Alliance of Hispanic Serving Institution Educators; Alternative Action Programs; Area Housing Authority of the County of Ventura; ARROW; Big Brothers Big Sisters of Ventura County; Boys & Girls Club of Greater Oxnard and Port Hueneme; Boys & Girls Club of Ventura; Cafe on A/Keyes Leadership Academy; California Conservation Corps; California Department of Rehabilitation; California Youth Connection; CARE/EOPS, Oxnard College; Casa Pacifica Centers for Children and Families; Central Coast Alliance United for a Sustainable Economy; Center for Employment Training; City Corps; City Impact; City Manager's Office of Youth Safety, City of Oxnard; Coalition for Family Harmony; County of Ventura Human Services Agency; Division of Student Affairs, California State University, Channel Islands; El Concilio del Condado de Ventura; California Employment Development Department; County of Ventura Probation Agency; Friday Night Live of Ventura County; Future Leaders of America; Housing Authority of City of Ventura; Interface Children Family Services; James Cospier Stepping Stone Foundation/Ventura County LGBTQ Center; Just Communities; Kids & Families Together; Lutheran Social Services of Southern California Community Care; Mixteco Indigena Community Organizing Project; National Alliance on Mental Illness Ventura County; One Step A La Vez; Oxnard Union High School District; Pacific Clinics-TAY Wellness & Recovery Centers; Palmer Drug Abuse Program of Ventura County; PathPoint; Parents & Friends of Lesbians and Gays-Ventura Chapter; Planned Parenthood of San Luis Obispo, Santa Barbara, and Ventura Counties; Prototypes Women's Center; School on Wheels, Inc.; Stronghold Institute; Student Academic Success & Equity Initiatives; TAY Tunnel; theAgency; The Arc of Ventura County; The Coalition for Family Harmony; Transition Partnership Program; Tri-Counties Building and Construction Trades Council; United Parents; Ventura County Behavioral Health Youth & Family Services; Ventura Adult and Continuing Education; Ventura College; Ventura County Library; Ventura County Office of Education; Ventura County Public Health-Adolescent Family Life Program & Cal-Learn Program; Ventura County Rescue Mission & Lighthouse for Women & Children; Ventura County Sheriff's Office; Ventura Unified School District Transition Partners; Westminster Free Clinic; Women of Substance & Men of Honor, Inc.; Women's Economic Ventures

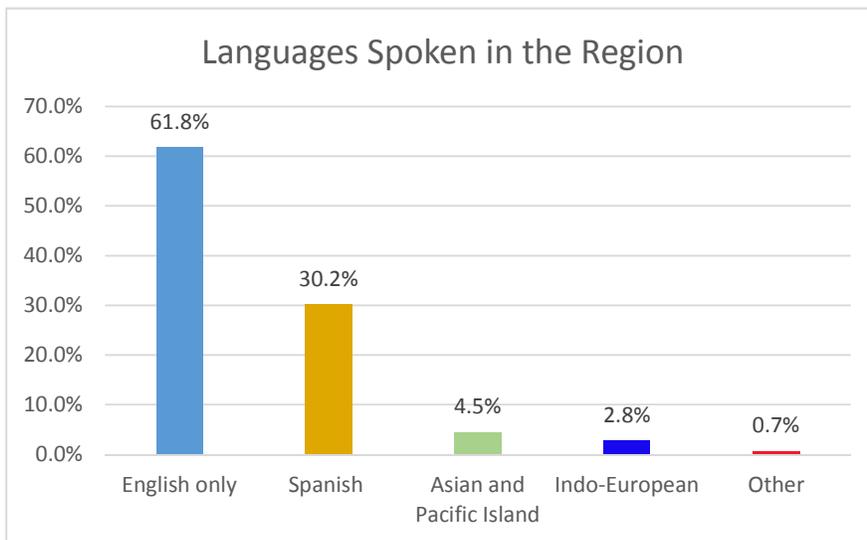
ii. How Adult Education Block Grant (AEBG) Consortia Participated in WIOA Regional Planning Process

The Ventura County Adult Education Consortium (VCAEC) comprises the three local community colleges, 8 adult schools (districts) and the Ventura County Office of Education (VCOE). Its members meet to develop the AEBG plan in relation to WIOA outcomes. VCAEC has over 13 partners (including WDBVC) in developing their own regional plan to better serve the educational needs of adults in Ventura County. A representative of the Consortium participates in the bi-monthly meeting of three sector committees of the WDBVC and participated in the joint sector committee planning meeting held on August 5, 2016. WDB staff members attended several town hall meetings and planning sessions of the VCAEC during 2015 and 2016.

iii. Need for Basic Skills Education in RPU(Demography/Languages; Basic Skills Services; Partners & Unmet Needs)

According to the United States Census Bureau, the most recent demographic data available indicate that as of July 1, 2015, Ventura County has a population of 850,536. The median age is 36.9 years. The high school graduation rate is 83%. The median household income is \$77,335. The foreign-born population is 190,562. The poverty level at 11%. Basic skills deficiencies persist among all age groups, but especially among youth and Spanish speakers. Student success rates for those in remedial math or English is about 30 percent. While 61.8% of County residents speak English, Spanish speakers account for 30.2%. The majority of those who don't speak English suffer from linguistic isolation; and language barriers prevent this population from accessing resources.

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Basic skills services are offered by the three local community colleges, the adult schools and the Ventura County Office of Education; and local libraries also offer literacy courses. The community colleges currently enroll 11,247 in basic skills in math and English and serve an addition 142 students in ESL courses. Basic skill services offered in the region include: basic/ elementary reading, math and writing, high school preparation in English and Spanish, CAHSEE, high school diploma courses and SAT preparation, English as a Second Language and bridge pre-algebra. The Adult Ed schools and VCOE Adult Ed currently serve approximately 13,216 ESL students and 8,998 ASE/ABE students. The region offers vocational ESL courses in construction

How Regional Partners Work Together to Meet Any Unmet Needs

The Ventura County Adult Education Consortium– (AEBG Consortium) brings together the adult education service providers in the region on an on-going basis.

The VCAEC Master Plan for 2016-2017 addresses how regional partners will work together to meet unmet needs.

- Establish common student intake and follow up procedures across member agencies
- Expand Adult Diploma, GED and HISET training opportunities in Santa Paula, Ojai and Fillmore.
- Develop an Adult Education Program with a focus on ESL and Computer Literacy at Moorpark Adult School and expand programs in ESL/Citizenship
- Establish new Short-Term CTE programs
- Provide Workforce Readiness training in computer literacy and financial mathematics including adult learners with disabilities
- Expand Parent Literacy Programs to additional sites within the region
- Coordinate referral and job placement services through dedicated employment specialists
- Develop a Bridge Program between Ventura Adult Schools and Community Colleges
- Expand collaboration with the Ventura County Sheriff’s Department to provide instructional services in ABE, ASE, ESL, computer literacy and Pre- apprenticeship

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iv. How Basic Skills Education Will Be Integrated into Regional Sector Pathways Programs, Including Strategies to Serve Those with Limited English Proficiency

Sector pathways programs, currently being developed by the area's public schools under the direction of the Ventura County Office of Education and the Ventura Community College District, with the aid of multi-million dollar grants from the California Department of Education, are being supplemented by the enhanced offerings of the region's adult schools, which are (1) re-designing short-term programs that lead to industry-recognized certificates; (2) creating more courses for English as a second language; and (3) actively developing, through the AJCC partners, a system of referrals to upgrade workforce skills.

The providers of adult education will increase alignment of basic skill training with the regional sector pathways (in particular for the Manufacturing, Clean/Green, Healthcare and Business Services sectors) and expand vocational ESL and basic skills training in these sector areas. Their plan provides the following components:

- **Alignment and Articulation:** VCAEC will align and articulate courses, programs and services to provide pathways to academic and career endeavors.
- **Counseling and Student Support:** VCAEC will develop, enhance and refine comprehensive counseling and support services to ensure student success.
- **Transitional Services:** VCAEC will align and articulate existing programs by creating pathways of student services designed to successfully transition students to college or careers.

An example of a successful program providing pathway opportunities for those with barriers to employment (including limited English ability), is the Todd Road Jail Program. The Ventura County Sheriff's Office, in cooperation with Ventura Adult and Continuing Education, provides educational programs for inmates residing at the Todd Road Jail in Santa Paula. Funding for these programs is provided by the Ventura County Adult Education Consortium Block Grant. Programs provide ESL, basic skills, GED courses. Certifications can be earned through the culinary program so that inmates can find employment as they re-enter the workforce.

v. Regional Efforts to Streamline and Coordinate Intake, Assessment, and Referrals of Those Needing Basic Skills Remediation

Efforts to coordinate provision of services for individuals demonstrating a need for remediation of basic skills center on the adoption, by the America's Job and Center of California partners, by independent contractors for youth services and by ABE/ASE high school equivalency programs, of common testing systems. VCAEC (Ventura County Adult Education Consortium) members who are funded by the Adult Education Block Grant (AEBG) agreed to use Comprehensive Adult Student Assessment Systems (CASAS) for placement and to determine measurable outcomes in literacy, numeracy and ESL level gains.

In addition, to align and streamline regional programs, all AEBG-supported programs have agreed to use Burlington English as their ESL software program, thereby ensuring that students moving within Ventura County will follow the same format. ABE/ASE high school equivalency programs also use CASAS to determine initial needs.

Regional efforts to coordinate intake, assessment and referrals involve coordination with the adult education providers and creation of a referral process through the America's Job Center of California (AJCC) system to make provision for individuals who demonstrate a need for basic skills remediation. A referral process will be developed through the state CalJOBSSM system that includes an online referral to the adult education providers and a document/referral to the participant.

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vi. Ways RPU Partners Will Ensure Accessibility and Participation in Regional Sector Pathway Programs for Individuals with Disabilities

To help individuals with disabilities enter sector pathway programs and succeed in them, our aim is to provide a range of supportive services. Currently, the several partners have their own forms of support: the Department of Rehabilitation, the three community colleges, the adult schools and, of course, the Community Services Department of the County's Human Services Agency (CSD), which, as the region's provider of WIOA Title I, has a number of established ways to help people with disabilities under its supportive services policy.

Since June 2016, the AJCC partners have been meeting to collaborate in creating awareness of each entity's unique program needs. This is an effort that involves local and regional WDB efforts to include the Department of Rehabilitation (DOR), the adult education consortium and the Ventura County Community College District to engage them in efforts to align education and workforce development strategies. By including the DOR in these initiatives, we seek to improve access to current resources and services for individuals with disabilities, including increasing services connecting the disabled with sector pathways to meet employment outcomes for this population. Already these partnerships have helped to create a more cohesive and comprehensive system of AJCC services.

In particular, each of the three community colleges in the region has existing programs to address the needs of students with disabilities:

- Moorpark College has an ACCESS Program to ensure that all Moorpark college classes, activities and facilities are accessible to all qualified students.
- Oxnard College has the EAC (Education Assistance Center), which promotes equal participation in mainstream academic programs through preparatory and skill maintenance courses and offers courses for personal growth.
- Ventura College has Disabled Student Programs and Services (DSP&S/EAC), which promotes the educational and vocational potential of students with disabilities by supporting each student's integration into mainstream college life.

A special example of the provision of services to people with disabilities is The Arc of Ventura, a non-profit agency that works in cooperation with Ventura Adult and Continuing Education to provide services for individuals with intellectual and developmental disabilities

vii. Collaboration for Regional Sector Pathway Program Placement of TANF/CalWORKs

By including the TANF/CalWORKs in the initiatives described in section v. above, we seek to improve access to current resources and services for TANF/CalWORKs individuals, including increasing services connecting them to sector pathways to meet employment outcomes of this population.

In Ventura County, TANF and WIA (now WIOA) have been collocated in the one-stop centers since 1998. Thus these two programs have had a long history of working closely together. TANF is a regular partner in the AJCC and therefore is included in the ongoing efforts to connect enrollees with the developing list of sector pathways. Some of the support services available to TANF/CalWORKs students are; academic, career and personal counseling; development of an Individual Training Plan; Comprehensive Educational Plan; job development and post-employment services; work study and paid/ unpaid internships with a focus on the development of job skills; advice from employment specialists.

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In addition, the region's three community colleges have TANF/CalWORKs offices located on their campuses; and these offices work in collaboration with the Ventura County Community Services Department TANF/CalWORKs offices and the WIOA AJCC partners.

The community college district and the Ventura Office of Education are recipients of California Career Pathways Trust Grants. They have worked to align training programs with regional pathways, articulate courses, train education counselors, develop internships and externships and collaborate with the WDB to identify the industries' changing needs.

viii. Provision of Comprehensive Supportive Services to Those Enrolled in Regional Sector Pathways Programs

Ventura County regional partners are committed to providing comprehensive supportive services to individuals who are enrolled in industry sector pathways programs. Supportive services help to ensure that participants with barriers to employment can progress in pursuing regional sector pathways within high-demand labor markets that pay living wages. In collaborating to identify opportunities to integrate service delivery and to braid resources, partners will work to enhance and prevent duplication of services for individuals in sector pathway programs. For example, regional AJCC partners in Ventura County are considering options to improve client supportive services through electronic communications, electronic management of referrals, a user-friendly portal and coordinated program and contact listings for inter-agency referrals and regional client support.

Supportive services provided through the local board's workforce and education programs include everything from academic and career counseling to subsidized childcare and dependent care, to transportation vouchers, to payment for books, uniforms and course equipment, to substance abuse treatment, as well as the use of assistive technology for the disabled population. Supportive services may also include licensing fees, legal assistance, housing assistance, emergency assistance and other needs-related payments that are necessary to enable an individual to participate in career and training services. Other services include: financial coaching for veterans; home ownership counseling and loans through "Keep Your Home California" program; free access to online interactive interviewing preparation; free job coaching workshops; and multiple-agency workforce services for ex-offenders.

ix. Role of CBOs in Providing Services/Integrating Individuals with Barriers to Employment

Many CBOs are partners of WIOA. CBOs have long been critical partners in meeting the need of our program customers, especially those with limited English proficiency and other barriers of employment. Those same CBOs will continue to provide these services under WIOA to support customers' employment in career pathway programs. All AJCC mandated partners have relationships with CBOs that will be incorporated into the AJCC constellation of supportive services for these target populations. We will continue to incorporate new relevant CBO services into our AJCC system. Examples of current partners are: Goodwill, Inc., Salvation Army, United Way, El Concilio, Food Share, MICOP (Mixteco Indigenous Community Outreach Program), St. John's Hospital, Clinicas del Camino Real, Many Mansions (housing), Catholic Charities, Lutheran Social Services, Cabrillo Economic Development Corporation (housing), Military Collaborative, Gold Coast Veteran's Foundation, and multiple advisory councils comprised of community-based organizations. CBOs who are contracted providers of youth services: PathPoint and Boys and Girls Clubs of Greater Oxnard and Port Hueneme.

x. Retaining Individuals in Relevant Programs As They Work Their Way through the Career Pathway, Progressing into Livable Wage Jobs and Careers

The regional plan encourages braiding resources from WIOA Title I Adult and Youth programs with WIOA Title II programs to provide supportive services to those attending basic education and skills programs so as to facilitate

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both course and program completion. Additionally, the regional plan will facilitate compliance with relevant policies and the development of strong local partnerships that ensure physical, electronic and programmatic accessibility for individuals with disabilities. Joint communication between regional providers will encourage the adoption of best practices as well as the forming of model partnerships to retain individuals in relevant programs as they work their way through the career pathway.

Retention of individuals in career pathway programs is directly dependent on the provision of supportive counseling, both for the transition of students to college and to careers. The local adult schools have been especially successful in this regard. Ventura Adult and Continuing Education, accredited by the Council on Occupational Education, has job placement rates well over 70%, because they have hired two career placement staff who work closely with students. Simi Institute for Careers and Education hired their own job developer, and the Ventura County Office of Education followed suit with two such hires. It is essential that the three community colleges, with the aid of a recent infusion of funds, can increase their own staffing for this purpose. The Community Services Department of the County's Human Services Agency (CSD) continues, as it has for many years, to provide a model for job placement counseling for Title I recipients.

Part of the problem of retention is the continued relevance of the pathways themselves. The efforts of the three recent local recipients of California Career Pathways Trust funds have been notably successful in defining career pathways and aligning curriculum and articulating classes—all of which help to clarify the routes to defined careers. But industry can change its needs more rapidly than the educational system can accommodate necessary changes to the curriculum. In addition, the Ventura region often does not have enough demand to require large numbers of students to be trained in a particular field. The WDB's sector committees will continue to provide an ongoing forum for identifying changing industry needs; and indeed the committees themselves may alter their focus if circumstances warrant. The partners of the AJCC can now join in this discussion.

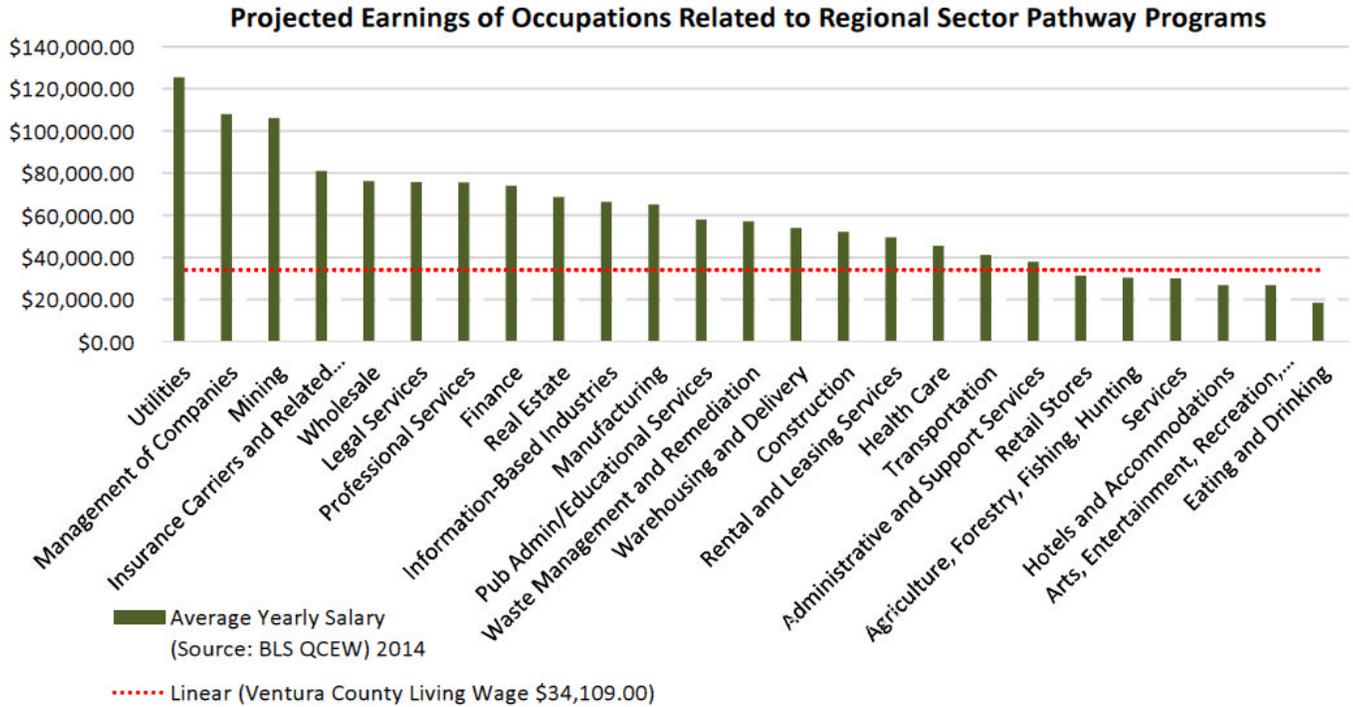
2F. Job Quality Considerations

i. Projected Earnings for Occupations Related to Regional Sector Pathway Programs in Regional Plan

In the Ventura County region, four priority industry sectors comprise Business Services, Clean/Green, Healthcare and Manufacturing. Multiple career pathways in these sectors have been identified by employers and educators in the region. Nineteen of the identified pathways pay above the Ventura County living wage of \$34,109⁷ for a single adult. The chart below summarizes the projected earnings for those employed in occupations directly related to the regional sector pathway programs in the regional plan.

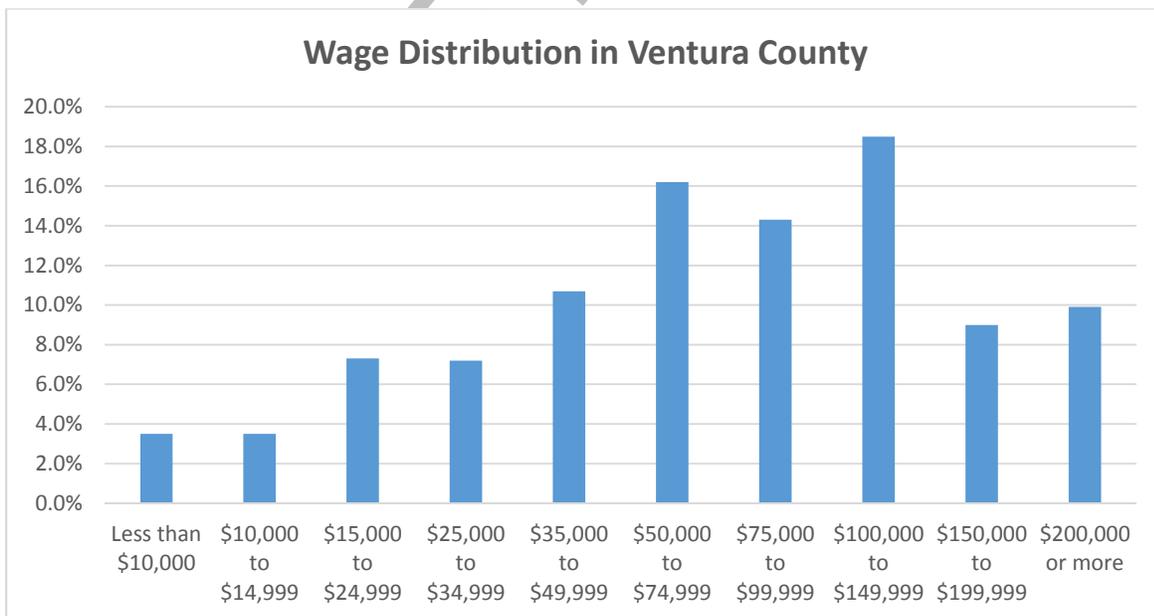
⁷ California Budget Project www.cbp.org

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ii. Comparison of Foregoing Wage Levels to Median Wage in Regional Planning Unit

The median household income in the Ventura County region is \$77,335⁸. The chart below reflects the distribution of wages in the regional planning unit.



⁸ American Community Survey – 2014 www.census.gov

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iii. Prioritize Working with Employers Who Offer Jobs with Good Wages and Benefits, Especially to High-need Populations, Disadvantaged, or with Barriers to Employment

The annual living wage in the Ventura County region is currently \$34,109. In an effort to place clients with employers with the ability to pay wages that are close to the median wage of an occupation, or reach or exceed a living wage, the partners of the regional AJCC system give priority of service to employers who:

- Give priority to veterans and eligible spouses of veterans
- Conduct hiring in accordance with the Department of Labor Regulations
- Provide Workers Compensation Liability Insurance
- Provide written grievance procedures
- Have experienced limited number of lay-offs in the last year
- Have no history of bankruptcy
- Have no safety, wage and hour, EEO, child labor, or other labor code violations within the last year
- Have an accounting system that documents gross wages by employee, cash received, State and Federal Tax withholding and FICA deductions
- Have worksite deemed safe and appropriate for on-the-job training after on-site inspection by AJCC staff
- Are willing to hire veterans, dislocated workers, applicants with deficient basic employment skills, or applicants with limited English proficiency
- Provide an industry-recognized credential

To incentivize employers, the Community Services Department of the County's Human Services Agency offers these no-cost services:

- Recruitment and screening through CalJOBS web-based software
- Targeted recruitments hosted at AJCC facilities and assisted with AJCC partner staff
- Hiring assistance from employment specialists and account executives who help write job descriptions and match qualified applicants with approved job openings
- Labor market research from EDD Labor Market Information Division
- Wage reimbursement for on-the-job training (OJT) to offset training costs
- On-going retention support after successful completion of an OJT
- Incumbent Worker Training to up-skill or assist with lay-off aversion
- An extended period of wage reimbursement for OJT employers of clients with barriers to employment (*e.g.*, ex-felons)

iv. Implementing Incumbent Worker Training Strategies to Ensure Progression Along Career Pathways

In implementing incumbent worker training strategies for progression along career pathways, the Local Board follows the WDBVC Policy on Incumbent Worker Training (Local Policy Bulletin #2015-12). The policy defines, in detail, the criteria that determine the eligibility of employers and of their incumbent workers for a WIOA-funded training program. The training is restricted to activities undertaken for skill attainment in alignment with WDBVC priority sectors (Business Services, Clean/Green, Healthcare and Manufacturing) and represent in-demand occupations providing living wages.

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2G. Regional Assessment

Regional Planning Unit Partner Collaboration to Track Training-Related Employment for Individuals Entering the Labor Market

Identifying ways to track training-related employment is complex and currently under discussion at the regional and state levels. While plans are in development, the Ventura County regional partners will continue to provide and exchange information. The existing labor exchange system, CalJOBS, will be used in the region to track training and employment outcomes for participants in WIOA Title I and Title III activities. This type of tracking, similar to tracking co-enrollments, is dependent on the creation and distribution of an appropriate software system for joint use by the partners. Until then, the partners will need to use their own available systems and engage in discussions about aligning client tracking and reporting systems.

To provide consistency and continuity until a regional/state tracking system is available, the regional partners will use the following guidelines for reporting WIOA measures:

- Participant employment, measured two quarters and four quarters after program exit
- Median wage of employed program participants two quarters after exit
- In-program, measurable skills gain of program participants in an education or training program leading to a postsecondary degree (methodology yet to be determined)
- Postsecondary credential or secondary degree attainment by program participants measured during participation or within one year after program exit
- One or more measures of program effectiveness serving employers (measures yet to be determined)
- For youth programs, the share of program participants who are employed or who have been placed in an education or training program within two quarters and four quarters after program exit

In addition, the regional partners are using training-related guidance from the Ventura County Adult Education Consortium (VCAEC), which has adopted shared outcome and progress measures, including employment attained. Outcomes measured are High School Graduation Rate, High School Equivalency Exam Rate, CTE Certificates Awarded, Diplomas Awarded, Transfer to Community College Rate or Higher Education, Level of Education, Jobs Attained, Professional Licensure. CASAS Level Completions and English Literacy and Civics Assessment.

2H. Federal WIOA Regional Requirements Not Covered by State Plan

All Federal WIOA A-H requirements are already being met through the Regional Plan content related to State Plan requirements.

2I. Regional Memorandum of Understanding(s) or Cooperative Agreements

Copies of Executed MOUs, Cost Sharing Agreements and Cooperative Agreements

Attached in an Appendix are copies of cooperative agreements among the several local service providers/partners that describe how integration of, and access to, the entire set of services available in the local AJCC system will be managed, and how provision will be made for services to individuals with disabilities. These documents detail how staff will be cross-trained, how technical assistance will be provided, how information will be shared and how efforts to collaborate will be undertaken. Included are:

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The Memorandum of the AJCC Partners, Phase I
The Memorandum of the AJCC Partners, Phase II (including tentative budget)
The Request for Proposals for the One Stop Operator (to be chosen by 7/1/17)

By July 1, 2017, the WDBVC will establish Memoranda of Understanding with:

The Board of Supervisors of Ventura County
The Community Services Department of the County's Human Services Agency
The One Stop Operator

DRAFT 12/21/16

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WDBVC REGIONAL PLAN ATTACHMENTS AND APPENDIX

<u>Number</u>	<u>Document Name</u>
2I.i.1-3 Attachments	<ol style="list-style-type: none">1. The Memorandum of the AJCC Partners, Phase I2. The Memorandum of the AJCC Partners, Phase II (including tentative budget)3. The Request for Proposals for the One Stop Operator (to be chosen by 7/1/17)
2J.i.1-3	<ol style="list-style-type: none">1. South Central Coast Regional Consortium Regional Strategic Plan Progress Report, June 10, 20162. Ventura County Community College District Master Plan 2013-20193. Ventura County Adult Education Consortium Comprehensive Regional Plan March 1, 2015
Appendix 1	Regional Sector Pathways Chart

Attachments and appendix are available on request call (805) 477-5306.



Please submit any comments to WDB-VC staff

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by January 17, 2017