



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

**Ventura County Local
Workforce Development Plan**

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

FEBRUARY 28, 2017

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Executive Summary

VISION, OBJECTIVES, STRATEGIES

The members of the Workforce Development Board of Ventura County (WDBVC) are committed to supporting 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 Local Board workforce strategy includes ongoing skills attainment that is supportive of regional growth, industry sectors and enabled by a braided, leveraged workforce system that addresses business-driven demands and worker needs for well-paid, steady employment.

The Local Board, working in alignment with the California State Plan, is committed to the achievement of three policy objectives: (1) fostering demand-driven skills attainment; (2) enabling upward mobility for the Ventura County workforce; and (3) aligning, coordinating, and integrating programs and services to economize limited resources. These policy objectives will be achieved through the implementation of the seven local workforce strategies that operate or will operate, as the mechanism for implementing regional coordination to support service alignment and policy implementation. The WDBVC seven strategies are: (1) Building sector strategies; (2) Building Career Pathways Strategies; (3) Organizing Strategies Regionally; (4) Building Earn and Learn Strategies; (5) Building Supportive Services Strategies; (6) Building Integrated Service Delivery Strategies; and (7) Building Cross-System Data Capacity Strategies.

GOALS

The Workforce Development Board of Ventura County (WDBVC) will prepare an educated and skilled workforce (including youth and individuals with barriers to employment).

- **ADULT GOAL:** The Local Board will 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 individuals, veterans, individuals with disabilities and other at-risk populations.
- **YOUTH GOAL:** The Local Board will increase the number of students and out-of-school youth who graduate prepared for post-secondary vocational training, further education and/or a career, with an emphasis on at-risk populations.
- **PERFORMANCE ACCOUNTABILITY:** The Local Board will meet or exceed the negotiated statutory indicators and performance measures. To ensure the achievement of performance goals, the Local Board will: (1) Develop a regional model for success to meet WIOA Title I and AJCC delivery system requirements; (2) Provide maximum WIOA Title I support to Wagner-Peyser staff to make available all of the mandated basic career services, and; (3) Increase the number of CalWORKs participants served and develop co-enrollment opportunities.

ALIGNMENT OF RESOURCES

In support of regional economic growth and economic self-sufficiency, the Local Board has entered into agreements with mandated and voluntary partners and stakeholders to ensure implementation of an integrated, job-driven service delivery system that provides job seekers, (specifically individuals with barriers to employment) with the skills and credentials necessary to secure and advance in career pathways and enable employers to identify and hire skilled workers and grow their businesses.

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The WDBVC plan facilitates the alignment of training, education and employment services to provide support for the skills and training needs of Ventura County employers. The nineteen AJCC partners have executed the Phase I Memorandum of Understanding (MOU) and are working toward agreement and completion of the Phase II MOU. The Local Board Plan will support efforts for program alignment across core programs and with all mandatory partners. In the Ventura County region, the WDBVC has had a long history of working together with partners to serve at-risk populations with barriers to employment and aligning training, education and services to supply the skills, and service support and training needs of Ventura County's employers.

SERVICE DELIVERY

Since June 2016, the WIOA AJCC partners have been meeting to collaborate in creating awareness of each entity's unique program needs and to create a more cohesive and comprehensive system of AJCC services. The new AJCC comprehensive center, open in late September 2016, houses three WIOA mandated partners, their respective staffs, and services: Temporary Assistance to Needy Families (TANF); WIOA Title I (Adult/Dislocated Worker programs); and state Employment Development Department (Wagner-Peyser) workforce services. We have expanded the AJCC operational framework for WIOA core program to accommodate co-enrollments and performance outcomes (e.g., industry-recognized certificates, employment, and wages).

The AJCC comprehensive center serves as the primary on-ramp for providing priority sector pathway services. We seek to improve client access to resources and services, connecting them, as appropriate, to sector pathways in manufacturing, clean/green, healthcare, and business services to meet employment outcomes. Using current economic and labor market data, the Local Board focuses on four industry sector clusters which provide opportunities for Ventura County workers to make gains in jobs and income. These pathways programs include a high degree of program alignment and service coordination among our partners. All the AJCC mandated partners have relationships with CBOs that are integrated into the AJCC constellation of supportive services for their target population. We will continue to incorporate new relevant CBO services into our AJCC system that will facilitate access to support services and career pathway program options.

The coordination of Title I and Title II activities is well underway in Ventura County because of the close participation of the respective staffs in each other's committee work. The WDBVC has an on-going conversation through its numerous committee meetings with representatives of secondary and post-secondary education programs to facilitate information sharing, planning, and prevention of duplicated efforts.

CONCLUSION

The Local Board is committed to its role and will coordinate workforce development programs and economic development by serving as the neutral broker, convener, facilitator, and matchmaker to bring disparate elements of the region's workforce, education, human service, and economic development programs into alignment through partnerships. Seeking practical workforce solutions across traditional private and public sector boundaries, the WDBVC will continue to identify and leverage networks, systems, and resources within Ventura County and in partnership with other regions.

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3A-B. Comprehensive Statement of Vision, Goals, and Strategy of Local Board and Partners

i. Local Strategic Vision to Support Regional Economic Growth and Economic Self-Sufficiency

The Workforce Development Board of Ventura County (WDBVC) is committed to supporting 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 Local Board workforce strategy includes ongoing skills attainment that is supportive of regional growth, industry sectors and enabled by a braided, leveraged workforce system that addresses business-driven demands and worker needs for well-paid, steady employment.

In support of regional economic growth and economic self-sufficiency, the Local Board has entered into agreements with mandated and voluntary partners and stakeholders to ensure implementation of an integrated, job driven service delivery system that provides job seekers, (specifically individuals with barriers to employment) with the skills and credentials necessary to secure and advance in career pathways and enable employers to identify and hire skilled workers and grow their businesses.

The Local Board, working in alignment with the California State Plan, is committed to the achievement of three policy objectives: (1) fostering demand-driven skills attainment; (2) enabling upward mobility for the Ventura County workforce; and (3) aligning, coordinating, and integrating programs and services to economize limited resources. These policy objectives will be achieved through the implementation of the seven local workforce strategies outlined in the state plan.

ii. Goals to Prepare an Educated, Skilled Workforce; Measures Based on WIOA Performance Indicators

Prepare an Educated and Skilled Workforce (Including Youth and Individuals with Barriers to Employment)

- **Adult 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 individuals, veterans, individuals with disabilities, and other at-risk populations.
- **Youth Goal:** Increase the number of students and out-of-school youth who graduate prepared for post-secondary vocational training, further education and/or a career, with an emphasis on at-risk populations.

Achieve Performance Accountability Measures Based on WIOA Performance Indicators

All Workforce Innovation and Opportunity Act (WIOA) Title I Adult, Dislocated Worker, Rapid Response and Youth program operators in the American Job Center of California (AJCC) AJCC delivery system are required to meet applicable state negotiated local area performance goals and required state rapid response reporting for a successful and sustainable regional workforce system. The Local Board will meet or exceed the negotiated statutory indicators and performance measures.

To support the achievement of performance goals, the Local Board will also:

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- Develop a regional model for success to meet WIOA Title I and AJCC delivery system requirements and performance outcomes
- Provide maximum WIOA Title I support to Wagner-Peyser staff to make available all of the basic career services required by the Department of Labor/Employment Training Administration
- Increase the number of CalWORKs participants served and develop co-enrollment opportunities for WIOA-required core partners

iii. Core Programs/Other Required Partners Align Resources for Active Engagement in Planning and Implementation of Local Plan's Strategic Vision

The WDBVC plan facilitates the alignment of training, education and employment services to provide support for the skills and training needs of Ventura County employers. The nineteen AJCC partners have executed the Phase I Memorandum of Understanding (MOU) and are working toward agreement and completion of the Phase II MOU. The Local Board Plan will support efforts for program alignment across core programs and with all mandatory partners. The Local Board's strategies to implement and align resources include:

- A focus on engaging employers and building regional workforce and education pipelines that align with regional industry sector needs
- Development and coordination of intake and assessment for core programs and reduction of duplication of effort
- Continued co-enrollment within Title I and Title III WIOA core programs. Co-enrollment in other core programs will follow when circumstances permit. The Local Board will collaborate on ways to ensure physical, technological, and programmatic access to regional sector pathway programs for the disabled. We will also emphasize the alignment of non-core programs that produce industry-valued, recognized post-secondary credentials, and provide apprenticeship enrollments.
- Regular communication and engagement with partners for collaborative problem solving and facilitation of supportive working relationships in the AJCC system and implementation of best practices and model partnerships. Services provided by program partners in support of program core competencies will facilitate the braiding of resources to ensure access to a comprehensive menu of services tailored to the individual needs.
- Collaboration with partners in the three community colleges of the Ventura County Community College District, the Ventura County Adult Education Consortium, universities, labor unions, and other training and education providers to advance career pathway programs that result in the attainment of industry-valued and recognized postsecondary credentials that are both portable and aligned with regional workforce needs.

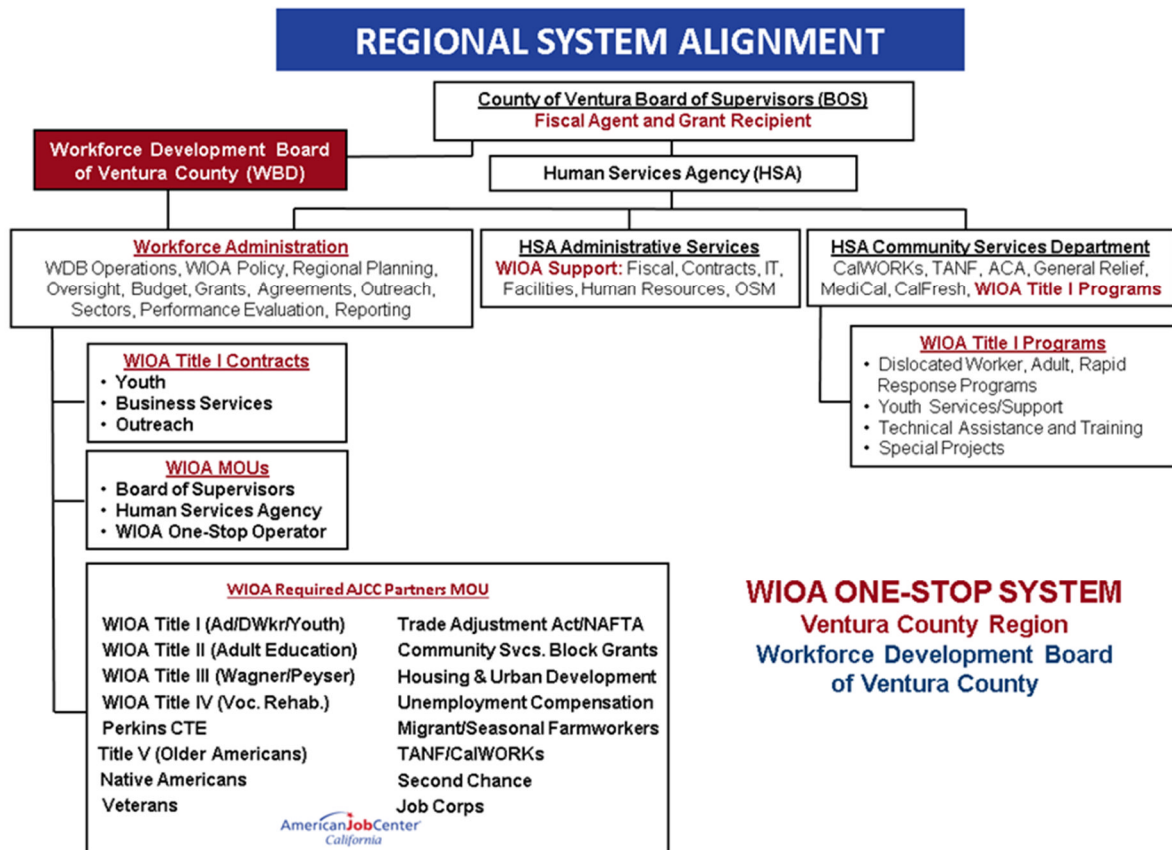
iv. Description of Workforce Development System: Support for Service Alignment; Implementing 7 Policy Strategies in State Plan; Provide Professional Development/Capacity Building to Workforce Staff/Partners

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Description of the Workforce Development System

The chart below (Figure 1), “WIOA One-Stop System, Ventura County Region¹,” identifies all programs included in the local system and shows how they are inter-related.

Figure 1



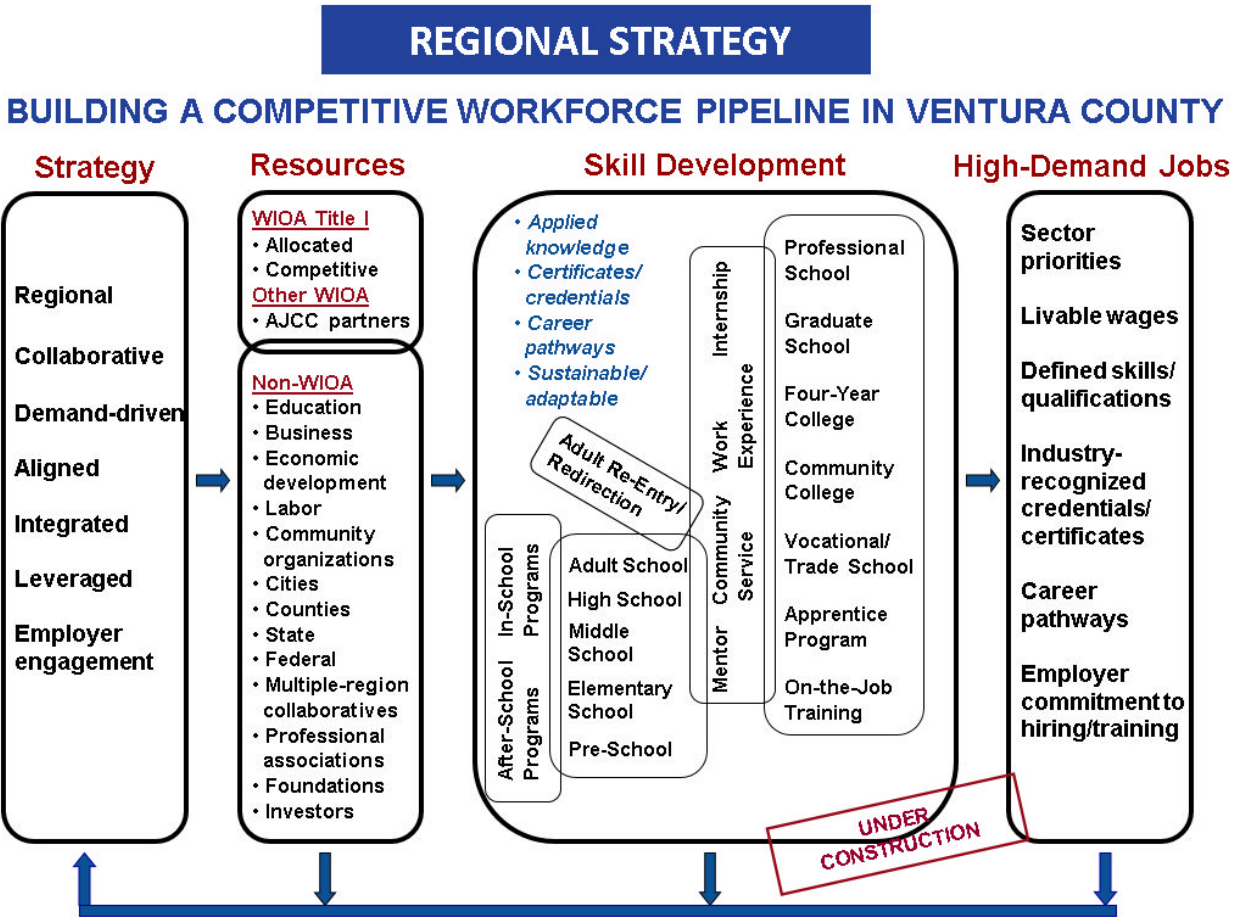
The County Board of Supervisors is the CEO and the fiscal agent that oversees the County’s Human Services Agency, in which workforce development activities are embedded. The Workforce Administration and the Community Services Department (CSD) are both comprised of County employees. The WDBVC itself is a separate independent board appointed by the County Board of Supervisors. WIOA Title I programs for Adults, Dislocated Workers, and Rapid Response are managed by the sub-recipient CSD; and Youth programs are managed by independent contracts with agencies outside County government. There are also independent contracts for businesses services and outreach activities. The WDBVC has MOUs with the County Board of Supervisors, the Human Services Agency, and the One-Stop Operator to manage its dealings with these entities. The AJCC partnership, a new creation under WIOA, is managed jointly by the WDB Administrative staff and by CSD, in its role as the Regional Planning Unit (RPU).

¹ Workforce Development Board of Ventura County (WDB), WDB and WDB Committees, <http://workforceventuracounty.org>

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The chart below, “Building a Competitive Workforce Pipeline in Ventura County,”² describes how strategies, combined with available resources, provide for the skill development available from the area’s providers of training, and how these skills result in the desired outcomes: sector priorities, well-paying jobs, career paths, and recognized credentials. (See Figure 2)

Figure 2



Support for Service Alignment and Implementation of Policies in State Plan

The WDBVC plan is formulated to achieve three policy objectives: Fostering “demand-driven skills attainment”; enabling upward mobility for Ventura County’s workforce; and aligning, coordinating, and integrating programs and services to economize limited resources. These policy objectives will be achieved by the implementation of seven local workforce strategies that operate, or will operate, as the mechanism for implementing regional coordination to support service alignment and policy implementation.

WDBVC Seven Strategies:

1. **Building Sector Strategies**
 - a. **Organizing Industry To Strategize/Address Common Workforce Needs**

² Workforce Development Board of Ventura County (WDB), WDB and WDB Committees, <http://workforceventuracounty.org>

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Using economic and labor market data, the WDBVC has identified four industry sectors that are best positioned within Ventura County to make gains in jobs and income: Business Services, Clean/Green, Healthcare, and Manufacturing. These sectors correspond to four existing business-led sector committees (all actively meeting six times annually) in which businesses, representatives of labor, education, and workforce collaborate to identify skills shortages and to recommend appropriate career pathways.

b. Organizing Workforce/Education Professionals to Provide Training/Education to Meet Industry Needs

The WDBVC has collaborated with 21 workforce and education partners through regular and ad-hoc meetings to communicate industry needs and skills gaps. The education partners have utilized this information for their Career Technical Education (CTE) and articulation programs.

c. Developing a Plan to Connect Job Seekers with Relevant Skillsets to Industries that Are Hiring

Through policy directives, sector committee Labor Market Information Division (LMID) research and the activity of the AJCC partners, the WDBVC connects job seekers with relevant skill sets to industries that are hiring with good wages and upward mobility. Current initiatives in place or in development include: identifying skills standards and offering industry-valued certificates; identifying articulated career pathways; aligning relevant programs among training providers; holding joint regional sector meetings to identify common challenges and remedies for career pathways; the Slingshot Healthcare Care Coordinator Pathway Project; and Ex-Offender Re-Entry job placement.

2. Building Career Pathways Strategies

WDBVC initially identified four priority sectors: Manufacturing, Healthcare, Business Services, and Clean/Green for targeted strategies and actions. These four sectors have ongoing business needs for skilled local talent, potential for growth and opportunities for living wage jobs with career paths. Career pathways within these four sectors allow for progressive skills development, progressive wage increases and multiple entry and exit points through education and training programs that are based on labor market data. The Ventura County Office of Education (VCOE), Ventura County Adult Education Consortium (VCAEC), Ventura County Community College District (VCCCD) and the WDBVC have individually and jointly brought stakeholders from around the County (business, organized labor, and education) to leverage resources, track and build consensus on the career pathways that best meet the needs of the local economy. Examples of career pathways development are exemplified in the collaboration between the county community colleges, adult schools, and high schools. California Career Pathways Trust (CCPT) grants to Ventura County Office of Education (VCOE), and Ventura County Community College District (VCCCD) have enabled secondary and post-secondary schools to collaborate in offering career pathways throughout Ventura County public schools. Additionally over 200 Ventura County employers participated in student career connections.³ (See Appendix B)

3. Organizing Strategies Regionally

The WDBVC workforce strategy will include ongoing skills attainment that is supportive of regional growth industry sectors and enabled by a braided, leveraged workforce system that addresses

³ VC Innovates 2015-16 Innovates Results, <http://vcinnovates.org/>

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business-driven demands and worker needs for well-paid, steady employment. WDBVC has actively collaborated with the 21 workforce and education entities in a supportive capacity regarding industry sector career pathways and workforce development strategies. WDBVC has entered into agreements with mandated and voluntary partners and stakeholders to ensure implementation of an integrated, job driven service delivery system that provides job seekers (specifically individuals with barriers to employment) with the skills and credentials necessary to secure and advance in career pathways and enable employers to identify and hire skilled workers and grow their businesses.

4. Building Earn and Learn Strategies

The Local Board will continue to provide WIOA Title I adult and dislocated worker training activities at the comprehensive American Job Center of California (AJCC) location in Oxnard, CA, and at the affiliate AJCC site in Simi Valley, CA. Eligible individuals will have access to Individual Training Accounts (ITAs) and On-the-Job Training. (OJT). In addition, eligible employers benefit from Incumbent Worker Training (IWT), which includes coordination of Title I and Employment Training Panel (ETP) funding. The Local Plan policy supports the “earn and learn” model using training and education practices that combine applied learning opportunities with compensation. The success of earn and learn programs depends on sustained employer engagement, and where appropriate, the board engages the involvement of organized labor, especially as this pertains to the development of apprenticeship programs. The plan has identified eight apprenticeship programs in the region, for example, adult education offers culinary pre-apprenticeship training.

5. Building Supportive Services Strategies

WDBVC has collaborated regionally to establish policies and procedures for supportive services to ensure that participants with barriers to employment can succeed in pursuing regional sector pathways. Services may include, but are not limited to: books and training supplies, tools required for employment, clothing required for interviews, employment or training, transportation reimbursement (training only), needs-related payments (WIOA-funded training only), automobile insurance, bus passes, automobile registration, and supportive vision/optical. Additionally, WDBVC has standing policies for reasonable accommodation as required. Other services not listed above include: financial coaching for veterans, home ownership counseling and loans through the “Keep Your Home California” program; free access to online interactive interviewing preparation; free job coaching workshops; and multiple-agency workforce services for ex-offenders.

6. Building Integrated Service Delivery Strategies

Nineteen AJCC partners have agreed, through the Phase I and Phase II MOUs, to integrate service delivery and braid resources to ensure access to a comprehensive menu of services tailored to the individual’s needs. Partners will agree to achieve program alignment and assure access to the broad array of services that will facilitate program completion. Partners will strive to work together to coordinate assessment and delivery of services

7. Building Cross-System Data Capacity

Under this plan, the WDBVC will identify opportunities to work with AJCC partners to share and, wherever possible, integrate both diagnostic and performance data to optimize program performance of all AJCC partners. This effort depends on the ultimate creation of a software system that is accessible to core and system partners alike.

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Plans to Provide Professional Development and Capacity Building to Workforce Staff and Partners

The WDBVC has already appointed a RPU coordinator who has been entrusted with a grant of \$82,927 to begin needed training efforts for staff development. The WDBVC will make recommendations to strengthen the professional development of workforce staff employed throughout the system. Its first recommendation is that the 19 partners in the AJCC system identify and disseminate information on best practices for business outreach, partnerships and service delivery strategies. Its second recommendation is that the partners provide policy guidance for the soon-to-be identified One-Stop Operator.

3C. Local Board Services and Service Delivery Strategies

- i. **How Local Board Will Work with Entities Implementing Core Program to Expand Access to Employment, Training, Education, Supportive Services for Eligible Individuals with Barriers to Employment (Targeted Populations WIOA Section 24 A-M)**

In the Ventura County region, the WDBVC has had a long history of working together with partners to serve at risk-populations with barriers to employment and aligning training, education and services to supply the skills, service support, and training needs of Ventura County's employers. Bi-monthly WDBVC sector committee meetings include active participation by members representing core WIOA programs: Title I (Community Services Department of the Human Services Agency and EDC-VC); Title II (Ventura County Community College District, Office of Education and Adult Education Consortium); Title III (EDD); and Title IV (California Department of Rehabilitation). Since June 2016, the WIOA AJCC partners have been meeting to collaborate in creating awareness of each entity's unique program needs, and to create a more cohesive and comprehensive system of AJCC services. The new AJCC comprehensive center, open in late September 2016, houses three WIOA mandated partners, their respective staffs and services: Temporary Assistance to Needy Families (TANF); WIOA Title I (Adult/Dislocated Worker programs); and state Employment Development Department (Wagner Peyser) workforce services. Monthly partner meetings identify strategies for collaborating to expand access to core programs

Employment Access

The success of any workforce program is a robust pool of employers who have succeeded in obtaining qualified, work-ready job candidates through their relationship with the core programs and who are "repeat customers" for future job openings in their businesses. In Ventura County, the majority of employers have 50 or fewer employees and benefit greatly from a program that serves as "their HR department." WDBVC committee and AJCC partner meetings will identify new ways for core programs to add-value to our business customers, so that they can use of the AJCC system to fill their vacancies and/or upskill their current workforce to be competitive in the global economy. For example, by including the TANF/CalWORKs and the DOR in core program initiatives, we seek to improve client access to resources and services, connecting them, as appropriate, to sector pathways in manufacturing, clean/green, healthcare, and business services to meet employment outcomes. Expanding access to the ex-offender population includes creation of a cross-agency group to share information, coordinate resources, provide mutual support and develop new services and initiatives for inmates at the Todd Road

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Jail. Cross-agency partners include Ventura County Sheriff's Department, Probation Agency, Public Defender, Health Care Agency (Mental Health and Substance Abuse services), faith-based organizations, recovery home, and a variety of community based-organizations. Additionally, our Title II partners also offers expanded access and programs for inmates at the Todd Road Jail.

Education and Training Access

Our strategies to serve members of the regional population who have limited English proficiency include developing various efforts to upgrade workforce skills. For example, the Ventura County Adult Education Consortium and Community College District are working to provide English language skills to participants, including literacy and numeracy classes, as well as programs that facilitate recovery from high school dropout. Special emphasis will be on creating courses for English as a second language and re-designing short-term training programs that lead to industry recognized certificates for regionally in-demand occupations. With the assistance of a WDBVC member, we have formed a partnership with the Laborers International Union of North America to create apprenticeship career pathway training for ex-offenders, CalWORKs and other public assistance clients. We have expanded the AJCC operational framework for WIOA core program to accommodate co-enrollments and performance outcomes (e.g., industry-recognized certificates, employment and wages). We have initiated a new AJCC referral relationship with Goodwill Services to open opportunities for "Careers in Retail Training" for CalWORKs clients. Another example of expanding access is brokering employment services—increasing the availability of training services to employers so that they can "re-tool" their workforce through customized training. A specific example is the development of an incumbent worker training program with local veterinarians to meet a large demand for Registered Veterinary Technicians. Additionally, adult partners offer customized training services for employers and employees toward career development certifications. We also collaborate with the State Employment Training Panel to access ETP funds for employers who need assistance with training incumbent workers.

Supportive Services Access

Individuals with barriers to employment may be provided remedial education services, including literacy and numeracy classes, as well as programs that facilitate recovery from high school dropout. CBOs have long been essential AJCC partners in meeting the need of our program customers with barriers to employment and will continue to provide those services under WIOA to support customer's employment in career pathway programs. All of the AJCC mandated partners have relationships with CBOs that will be incorporated into the AJCC constellation of supportive services for their target population. We will continue to incorporate new relevant CBO services into our AJCC system that will facilitate access to support services and career pathway program options. Examples of current partners:

Goodwill Inc., United Way, El Concilio, Food Share, MICOP (Mixteco Indigenous Community Outreach Program), Clinicas Del Camino Real, and Gold Coast Veteran's Foundation. Expanding access to core programs also includes capacity building. AJCC system partners will conduct cross-training to provide information/resources for all customers requesting assistance ranging from Unemployment Insurance, disability forms, financial aid, Migrant and Seasonal Farmworkers, Housing, and Job Training.

ii. Development of Career Pathways/Co-Enrollment in Core Programs

Using current economic and labor market data, the Local Board focuses on four industry sector clusters which provide opportunities for Ventura County workers to make gains in jobs and income: Business

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Services, Clean/Green, Healthcare, and Manufacturing. The Local Board conducts bimonthly sector meetings and an annual joint regional sector forum to identify cross-sector workforce challenges, essential job qualifications for workers in priority occupations and steps to address career pathways priorities. Examples of initiatives include the identification of skills leading to industry-valued post-secondary credentials; developing career pathways with potential for job advancement for workers who are entering the sector, as well as those already employed in the sector; and ways to align core and non-core programs to facilitate participation in apprenticeships.

Enrollment in WIOA Title I and Title III core programs will continue and co-enrollment will follow, as appropriate. To expand access to employment, training, education and supportive services for eligible individuals, and particularly those with barriers to employment, the Local Board and AJCC partners will continue to work with appropriate partners from K-12, adult education, community college, and university programs; workforce-related community programs; and government service agencies. Collaboration will facilitate the physical, technological, and programmatic access to regional sector pathway programs for those with barriers to employment, including the disabled.

iii. Improvement of Access to a Recognized Post-Secondary Credential (Including an Industry-Recognized Certificate or Certification that Is Portable and Stackable)

Improvement of access to a recognized post-secondary credential will be achieved in part by the Local Board's emphasis on "demand-driven skills-attainment" in the policies it sets pertaining to local and regional workforce planning goals and program performance goals. The Local Board will adhere to WIOA performance measures related to skills attainment, program completion and credential attainment. The focus on labor market relevant skills attainment (as measured by the production and receipt of industry-valued credentials) is geared to improve the labor market outcomes (employment rates and wages) of the individuals being served. Partnerships among industry and labor, training and education providers and the Local Board will be vitally important to the success of the local plan.

The selection of industry-valued credentials has been, and will be, determined partly through public discussion in the local sector committees (Healthcare, Clean/Green, Manufacturing, and Business Services), all of which are led by industry interests, and partly through the contribution of post-secondary educational partners and their respective advisory committees, which are also industry-driven by design. The current grant-funded effort by the regional public school system and community colleges to establish career pathways and to correlate their respective offerings around these pathways is probably the single most important step in improving access to recognized credentials.

The committees have developed skills matrix diagrams that explain the business needs for highly trained workforce within each sector. The industry-led committees communicate findings through public meetings and reports to career technical education partners (VCOE, VCCCD, VCAEC, SCCRC). The Local Board will continue to host public annual planning meetings and youth provider forum meetings that address career pathways and industry-recognized credentials. Additionally the WDBVC actively maintains the regional Employment Training Provider List (ETPL) to ensure performance driven training providers. Currently there are 22 ETPL providers.

iv. Employer Engagement in Workforce Development Programs (Including Small Employers and Those in In-Demand Industry Sectors and Occupations)

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The local plan attempts to lay out a policy framework for aligning education, training and employment services with labor market needs through a process of in-demand industry sector engagement. The Local Board excels in employer engagement and presented “Engaging Champions for Regional Workforce Development” at the National Association of Workforce Boards (NAWB) Conference in Washington, D.C. in March, 2014.

Using this model of engagement, the WDBVC has had continued success in bringing together employers on the four sector committees. Since the business-led sector committees include employers, education, organized labor, and community members in addition to WDBVC members, the board members themselves can reach out to other businesses and recommend that they attend a sector meeting, be a guest speaker or apply to join the committee. Our board members and committee members thus increase the opportunities for industry engagement through networking.

The WIOA AJCC partners addressed the topic of employer engagement as the sole subject of their July 2016 meeting. During that meeting all partners shared what they are currently doing to engage employers in their workforce development programs. Some of the current employer engagement activities included: monthly dinners by employer sector; employer advisory councils; employer representation on Neighborhoods for Learning (NFL); teacher employer contact with businesses that are either closing or downsizing; contact with new businesses opening in the region; contacts with employers mandated to list their openings with the State Labor Exchange; employer involvement in annual sector-driven job fairs and recruitments; cold calling employers to meet their workforce needs; and connecting employers to organizations that assist employers with the expansion of their business.

The WIOA AJCC partners were asked the question, “What can the AJCC system do to facilitate employer engagement?” The responses included: coordinate and eliminate duplication; convene events where employers speak to students in classes; facilitate unpaid internships; attend one another’s council/advisory meetings; provide faculty education sessions from employers; arrange large events (pool resources) for employers; share “what’s in it for them” [employers]; convene an employer fair at the AJCC; develop an employer toolkit that all AJCC partners can use; have an industry employer acknowledged as “Proud Partner of the AJCC”; and create an employer network within the AJCC and host an Employer Acknowledgement & Appreciation Event.

v. Support for a Local Workforce Development System That Meets the Needs of Local Businesses

Provide Business Services that Support Local Employers

The Local Board and partners will continue to provide WIOA 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 Community Services Department (CSD) receive WIOA funding for business services; and both work in collaboration with the Employment Development Department (EDD). Business services are offered through the American Job Center of California (AJCC) system and through EDC-VC business consultants and networks. Among the resource networks associated with EDC-VC, CSD/WIOA and EDD are the Ventura County Economic Development Roundtable; Small Business Development Center; Service Corps of Retired

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Executives; Women's Economic Ventures; and the Ventura County Economic Development Association (VCEDA). Business services include:

Recruitment: online job posting service, pre-screened candidates, hosted job recruitments through the AJCC, job matching, and meeting facilities for conducting interviews

Training: career workshops, employer reimbursement for employee training, on-the-job training at employer sites, customized training programs, access to education/training and credentials/certificates in alignment with industry sector priorities

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 to 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, and downsizing/closure management

Identify and Update Employer Needs

To be as responsive and nimble as possible in providing accurate, timely analyses of employer needs, the Local Board will continue to use a variety of data, research, survey, and anecdotal information to help identify and analyze regional labor market needs. Among the sources of reliable information referenced by WDBVC and other regional workforce development partners are Labor Market Information Division-California Employment Development Department; U.S. Bureau of Labor Statistics; Bureau of Economic Analysis; California Department of Education; Dun and Bradstreet Market Insight, EconoVue™, Future Works; The Brookings Institute; sector-specific websites/studies; local information gathering; national, state, trade and professional organizations.

To stay current on employer needs, the Local Board will continue to facilitate bimonthly meetings of the local industry sector committees: Business Services, Clean/Green, Healthcare, and Manufacturing. In addition, the WDBVC will 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 of relevant forums include:

The Economic Development Roundtable; City Business Forums; California Economic Summit; Ventura County Comprehensive Economic Development Strategy; County of Ventura Regional Focus Group; WDBVC Youth Community Forum; Manufacturing Roundtable of Ventura County; Business/Education Panels, VCEDA; Ventura County Civic Alliance Workforce Education Forums; Business Advisory Committees for Career Technical Education; Ventura County Community College District; California State University, Channel Islands; California Lutheran University; multi-region initiatives (Advanced Manufacturing Partnership of Southern California; California WDB Slingshot project on Healthcare Care Coordinator Career Development).

Integrate Business Services

Business services will continue to be provided through Local Board workforce and economic development partners and the AJCC delivery system as components of a collaborative regional business development network. The current provider of adult, dislocated worker and rapid response programs, CSD, will continue to work with EDD, the WDBVC-contracted EDC-VC provider, and others to identify, align, coordinate, and provide easy access to supportive business services, including Wagner-Peyser Act services. WIOA staff will continue to be initial points of employer contact for business services outreach, employment, and recruitment services, business consulting referrals, business retention, and connectivity with network partners.

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vi. Coordination of Workforce Development Programs and Economic Development

The Local Board will coordinate workforce development programs and economic development by serving as the broker, convener, facilitator, and matchmaker to bring disparate elements of the region's workforce, education, human services, and economic development programs into alignment through partnerships. Examples:

- The Local Board welcomed input for planning and program coordination at more than 75 public meetings of the WDBVC, WDBVC committees and other groups between July 2015 and December 2016.
- The WDBVC continues to participate in the Economic Development Roundtable, a regional committee of the Economic Development Collaborative-Ventura County (which is represented on the WDBVC). The monthly meetings of the Roundtable include economic development managers from the ten incorporated cities and the County.
- The Local Board will continue to engage and coordinate with the Economic Development Collaborative – Ventura County (EDC-VC) to ensure the alignment of regional workforce development and economic development initiatives. EDC-VC's partners for workforce includes: Small Business Development Center, Ventura County Community College District, and the WDBVC.
- Business services will continue to be coordinated through Local Board workforce and economic development partners and the AJCC delivery system as components of a collaborative regional business development network. The current provider of adult, dislocated worker, and rapid response programs, Community Services Department (CSD), will continue to work with EDD, the WDBVC-contracted EDC-VC provider and others to identify, align and provide easy access to supportive business services, including Wagner-Peyser Act services.
- To expand access to employment, training, education and supportive services for eligible individuals, particularly those with barriers to employment, and to facilitate access to regional sector pathway programs, the Local Board and AJCC partners will continue to work with appropriate partners from K-12, adult education, the community colleges and the university, workforce-related community programs, and government service agencies.
- The Local Board's industry sector committees include representatives (Deputy Sector Navigators) from the South Central Coast Regional Consortium of the California Community Colleges, who work with the colleges and employers to align workforce training and career pathways.
- The Local Board facilitated the collaboration of 19 AJCC required partners to establish Phase I & Phase II MOUs that are essential to establishing a quality-focused, employer-driven, and customer-centered system.

vii. Strengthening of Linkages between One-Stop Delivery System and Unemployment Insurance Programs

EDD will supply a claims representative at the AJCC comprehensive Oxnard center to assist individuals with UI issues. UI claimants will also receive meaningful assistance in filing a UI claim from knowledgeable AJCC staff, who are trained in how to file an UI claim, verify UI certification, verify

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benefits, determine claim status, or make in-appointments. AJCC staff continues to provide computer/online access, as available, to the UI system for individuals who are otherwise unable to connect with the services. Access to the virtual unemployment insurance system is currently being addressed by EDD, which is updating and enhancing the online technology, providing trained staff at the local comprehensive AJCC and supplying online tools including videos and fact sheets for unemployment insurance claimants. These services are available to all individuals and provided in English, Spanish, and Mixteco. The Rapid Response program also provides UI information to dislocated workers.

3D. AJCC Requirements

i. How Local Board will Ensure Continuous Improvement of Eligible Providers of Services Through the System

The WDB-VC oversees the design, coordination and implementation of a system dedicated to ensure the goals of informed customer choice, performance accountability and continuous improvement are met.

We assume “eligible providers of services” to mean: (1) sub-recipient providers of adult and dislocated worker career services and rapid response required activities; (2) external contracted providers of youth services; and (3) providers of vocational training services on the ETPL. (1) and (2) are subject to performance standards annually negotiated between the state and the Local Board; and rapid response providers are subject to 121 and 122 state reporting; (3) are subject to performance standards set by EDD and by the Local Board. In light of recent EDD directives, the WDBVC has updated its Local Policy #2015-15: Policy on the Eligible Training Provider List and Individual Training Accounts. The Programs Committee of the WDB will consider any further updates to this policy that may be required to ensure continuous improvement.

ii. How Local Board will Facilitate Access to Services through AJCC Delivery System, Including in Remote Areas, Through Technology and Other Means

In Ventura County, the WDBVC currently provides in-person access to services through the AJCC system at sites in Oxnard (comprehensive center) and in the Simi Valley (affiliate center.) In cases where access to services cannot be provided in person at the AJCC or at one of the partner sites, we will provide electronic access and referral. AJCC partners are developing a shared web portal; and in the future, an AJCC system outreach campaign will educate and inform the public about the many avenues to access services. Currently the public may access workforce services, and information through www.caljobs.ca.gov and www.workforceventuracounty.org. Outreach using technology targeted for out-of-school Youth includes Twitter, Facebook and www.VCJobswithaFuture.com.

Employment services are available online through CalJOBS at the two AJCCs and at all other public information centers operated by the County’s Human Services Agency. Additionally, the local Board produces live radio interviews with industry leaders on *Workforce Wednesday* through AM radio broadcasts, and distributes *Workforce Update* e-blasts to more than 7,600 business and community leaders. The Local Board also provides access to services, outreach and posting of announcements through region-wide media: National Public Radio, LinkedIn and www.VenturaCountyGrowsBusiness.com.

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iii. Compliance with WIOA Section 188 and American with Disability Act Regarding Physical and Programmatic Accessibility

The AJCC delivery system, including applicable operators and partners, is in compliance with WIOA Section 188 and Americans with Disability Act regarding both physical and programmatic accessibility.

The current AJCC comprehensive center has incorporated all the appropriate assistive technology and partner staff to address the physical and programmatic needs of individuals with disabilities. When adaptive equipment was originally purchased for visually and hearing impaired individuals, staff were trained in its use. As a WIOA AJCC mandated partner, Department of Rehabilitation (DOR) staff will be onsite at the AJCC and available to assist with individuals with disabilities. DOR will be providing Windmills training to all AJCC partner staff.

All applicable WIOA contracted providers are also fully in compliance with the Americans with Disabilities Act. WIOA Youth contractors complete a self-assessment every two years, as required by WSD07-7; and contractors are regularly monitored by County staff.

We are in receipt of the U.S. Department of Labor Employment & Training Administration (ETA) Training and Employment Notice 20-16 (Section 188 Final Rule Publication and Effective Date); and we will disseminate this notice to all system partners and providers.

iv. Description of Roles and Resource Contributions of the AJCC Partners

The Phase I of the Memorandum of Understanding (MOU) between the WDBVC and the America's Job Center of California (AJCC) partners in Ventura County was approved by the Ventura County CEO on June 7, 2016. (See Appendix A)

See the Figure 3 chart below for the 15 primary service roles provided by the AJCC partners.⁴

Resource contributions for each applicable AJCC partner will be included in Phase II of the MOU. All relevant parties to this MOU agreed to share in the operating costs of the AJCC system that are appropriate to them, either in cash and/or through in-kind services. The cost of operation will be funded through separately negotiated cost sharing agreements on the basis of an agreed-upon formula to be determined at a later date. The AJCC partners will ensure that the shared costs are supported by accurate data and are consistently and are applied over time.

⁴ Workforce Development Board of Ventura County (WDB), WDB and WDB Committees, <http://workforceventuracounty.org>

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Figure 3

	WIOA Title I: Adult, Dislocated Worker, Youth	WIOA Title II: Adult Education	WIOA Title III: (Wagner- Peyser) + WIOA Veterans, TAA, UIC (All EDD)	WIOA Title IV: Vocational Rehab	Carl Perkins CTE	Title V: Older Americans	Migrant Seasonal Farm Workers	Cnty Svc Block Grants	Temp Assist Needy Families	Job Corps
Assess Skills & Needs; Eligibility; Intake; Orientation	X	X	X	X	X	X	X	X	X	X
Assist with Tuition/Fees	X	X	X	X	X	X	X		X	X
Develop Curriculum/ Programs	X	X			X		X		X	X
Deliver Training	X	X	X		X		X		X	X
Engage Employers	X	X	X	X	X	X	X		X	
Identify Industry- Recognized Credentials	X	X	X		X		X		X	
Provide Counseling (Academic/Personal/Career)	X	X	X	X	X		X		X	X
Provide Case Management	X	X	X	X		X	X	X	X	X
Provide Informational Services	X	X	X	X		X	X	X	X	X
Provide Job Placement	X	X	X	X		X	X		X	
Provide Job Search Assistance	X	X	X	X		X	X	X	X	X
Provide Labor Market Information	X	X	X				X		X	
Provide Support Services	X	X	X	X		X	X	X	X	X
Provide Work-Based Learning Opportunities	X	X	X	X		X	X		X	X
Recruit & Make Referrals	X	X	X			X	X		X	X

v. 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:

1. The Memorandum of the AJCC Partners, Phase I
2. 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)

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

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

(See Appendix A)

vi. How Local Board will Work with WIOA Section 166 Grantees to Provide Indian and Native Americans and Eligible Migrant Seasonal Farmworkers Equal Access to AJCC Services

With the recent closure of the Candelaria American Indian Council in the city of Ventura, there are no 166 grantees in Ventura County. Indian and Native Americans can access AJCC services through the CalJOBS system and at the Oxnard and Simi Valley AJCCs in Ventura County. Prospective clients may also be referred to the Southern California Indian Center, Inc., in Los Angeles County.

Three AJCC partners currently provide services and programs to the Migrant and Seasonal Farm Workers: the Employment Development Department, the Ventura County Office of Education and the Center for Employment Services. AJCC staff were cross-trained to provide information/resources for all customers requesting assistance ranging from unemployment insurance, disability forms, migrant and seasonal farmworkers, housing and job training.

vii. How AJCCs will Serve as an On-Ramp for Regional Sector Pathways Emphasized in the Regional Plan

The Local Plan will at minimum, ensure a baseline level of WIOA core program alignment compliant with federal regulations, state plan and regional plan, through the AJCC One-Stop system, so that program services are coordinated and, when appropriate, integrated to make accessible a menu of customizable services available to clients on the basis of their needs.

The AJCC comprehensive center serves as the primary on-ramp for providing priority sector pathway services for manufacturing, healthcare, clean/green, and business services, which were identified in the regional plan. Since the WIOA system also includes adult education, the community college district, and the K-12 system, access to career technical education through all these agencies will be available by way of a shared web portal that is under development or a partner representative at the AJCC. These pathways programs are characterized by a high degree of program alignment and service coordination among our partners.

In addition, the AJCC partners employ a series of career workshops developed by the state EDD specifically to prepare participants (including high-risk participants such as ex-offenders and CalWORKs clients) for employment in-demand priority sectors such as manufacturing and healthcare. The manufacturing workshop, for example, is aligned with the WDBVC's priority sector and is consistently a sector with high demand for workers.

In addition to direct participant services, the AJCC serves as an on ramp for employers for a variety of resources and information designed to address their particular needs. This effort includes the development of individual business engagement plans where needed. A critical component of such plans involves the use of various workforce intelligence tools (*e.g.*, Dun and Bradstreet Market Insight, EconoVue™, and local CA EDD LMID), which are available from trained AJCC staff who can target local businesses in demand (or those in decline) by industry sector. In addition to the assessment of business

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needs, we offer employers on-the-job training (OJT) for new and current employees, or downsizing services in the event such services are requested.

3E. Specific Programs, Populations and Partners

i. Coordinate Local Workforce Investment Activities with Regional Economic Development Activities; Promote Entrepreneurial Skills Training and Microenterprise Services

The Local Board has a long history of working closely with the Economic Development Collaborative-Ventura County, to coordinate local workforce investment activities with economic development activities and promote entrepreneurial skills training. Ventura County has a large number of small businesses; and many services have been developed and continue to be expanded to support small business start-ups and provide entrepreneurial skills training and microenterprise services.

The WDBVC participates in the Economic Development Roundtable, a regional committee of the Economic Development Collaborative-Ventura County (which is represented on WDBVC). The monthly meetings include economic development managers from the ten incorporated cities and the County.

Since 1996, the Economic Development Economic Development Collaborative of Ventura County (EDC-VC) has been providing customized services to promote jobs and economic growth for start-ups and businesses wanting to expand to broader markets. The EDC-VC SBDC (Small Business Development Center) enhances the already established Los Angeles Regional SBDC network, part of the Los Angeles regional SBDC network. The Ventura SBDC provides business startup assistance for entrepreneurs, business turn-around assistance, training and workshops. (<http://edc-vc.com/about-edc-vc/>)

SCORE, for over 40 years, as a SBA partner, has provided small businesses in Ventura County free mentoring, free or low cost workshops. (<https://ventura.score.org/>)

Additional support for business loan opportunities is provided by the city of Ventura, which funds three separate loan programs through the Business Assistance Program to assist businesses in overcoming barriers to successful entrepreneurship.

In addition, WEV-Women's Economic Ventures, for 25 years has been providing business training, consulting and loans to entrepreneurs in the region. It has also provided loans for startup and expansion up to \$50,000 for small businesses that cannot qualify for traditional loans. It has a 14-week business training course that assists early stage entrepreneurs, Spanish Language Business Training and long term. (<http://www.wevonline.org/>).

Encouraging entrepreneurial skills starts early in Ventura. The Career Pathways Trust grants have increased training in the middle and high schools through the Aspire3 program, which hosts a county-wide competition each year, using entrepreneurial principles to make innovative ideas a reality. Aspire3, a CBO, focuses on "unlocking entrepreneurial potential," assisting educators to teach leadership and entrepreneurial skills. (<http://www.aspire3.com/>). In addition, a local robotics student competition promotes entrepreneurial skills training.

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ii. Type and Availability of Adult and Dislocated Worker Employment Training Activities

The Local Board provides for policy, structure and funding of Title I employment and training activities. WIOA Title I adult and dislocated worker employment training activities in the Local Area include: job search and placement assistance (including career counseling); labor market information (which identifies job vacancies, skills needed for in-demand jobs and local, regional and national employment trends); initial assessment of skills and needs; and information about available services and follow-up services to help participants keep their jobs after placement in employment. Commitment to consistent outcomes and customer service is demonstrated by the strong 2016 performance of the WIOA Title I program provider, who exceeded a 100% for all negotiated performance measures for Entered Employment Rate, Retention Rate, and Median Earnings.

The Local Board will continue to provide WIOA Title I adult and dislocated worker training activities at the comprehensive American Job Center of California (AJCC) location in Oxnard, CA and at the affiliate AJCC site in Simi Valley, CA. Eligible individuals will have access to Individual Training Accounts (ITAs) and on-the-job training. (OJT). In addition, eligible employers benefit from incumbent worker training (IWT), which includes coordination of Title I and Employment Training Panel (ETP) funding. The local plan policy supports the “earn and learn” model, using training and education practices that combine applied learning opportunities with compensation. The success of earn and learn programs depends on sustained employer engagement; and where appropriate, the board engages organized labor, especially for the development of apprenticeship programs. We have identified eight apprenticeship programs in the region.

Priority of service for adult workers is available to recipients of public assistance, other low-income individuals, or individuals who are basic skills deficient, and veterans and eligible spouses. Established at the time of eligibility determination, priority of service remains constant during the period of participation. Priority of service does not apply to the dislocated worker population.

iii. Local Board Coordination of Rapid Response Activities

The Local Board provides funding for coordination of rapid response and layoff aversion services in accordance with WIOA requirements. Quarterly reports from Local Board rapid response and layoff aversion service providers are submitted to the Employment Development Department (EDD). Program activities and outcomes are conducted and reported in compliance with California Workforce Development Board policies. The Local Board receives EDD 121 quarterly reports from the Community Services Department (CSD)-County of Ventura Human Services Agency and EDD 122 quarterly reports from the Economic Development Collaborative-Ventura County (EDC-VC).

For rapid response activities, CSD provides the required services and facilitates linkages to confidential customized transition planning and services to support companies and workers during workforce reductions. Other partners in the rapid response process that are coordinated by CSD include the EDD Employment Services Division; Cabrillo Economic Development Corporation (Keep Your Home California); Ventura County Community Development Corporation (Keep Your Home California); and LPL Financial Services (Covered California-Licensed Representative). The Local Board initiates rapid response activity with the appropriate contracted partners, after receiving the Worker Adjustment and Retraining Notification Act Notice (WARN) or other notices from employers.

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Layoff aversion services are provided through a contract with EDC-VC, which works in tandem with the Small Business Development Center and CSD. Services provided by EDC-VC are designed to help stabilize businesses at risk, thereby facilitating business recovery while minimizing job losses. Job retention strategies include connecting at-risk workers to specific skills training to help improve the potential for continued employment, and expanding opportunities by leveraging non-WIOA funds from such sources as California Employment Training Panel, California Community Colleges and private employers. EDC-VC was recognized for best practices and as a model for lay-off aversion services.

Currently under consideration is a workforce analytics online application tool, EconoVue™ and Dun and Bradstreet Market Insight, to identify employers in the region which are in a decline or in an expansion mode.

iv. Youth Workforce Development Activities in the Region, Including Successful Models

The WDBVC has three WIOA-funded out of school youth providers, all under contract. The current youth providers are Ventura Adult and Continuing Education (VACE), the Boys and Girls Club, and PathPoint. These programs offer successful models in workforce development for out-of-school youth. By providing the skills, training, supportive services, encouragement, internships, job placement, and follow-up services, they make it possible for disadvantaged youth to receive the individualized attention needed for success. Historically, our youth providers have:

- Exceeded the 80% required expenditure for youth funds
- Exceeded the 30% expenditure for out-of-school youth
- Exceeded state-negotiated Youth Common Measures Levels

For Program Year 2015/2016, WDBVC WIA/WIOA youth performance outcomes include:

- 74% out-of-school Youth program expenditures
- 22% Youth work experience expenditures
- 100% success rate for state-negotiated Youth Common Measures Levels

Youth with Disabilities

Ahead with Horses; California Department of Rehabilitation; Casa Pacifica; Educational Assistance Centers (Moorpark College, Oxnard College, Ventura College); GIAD (hearing impaired); Independent Living Program for Foster/Probation Youth; PathPoint; Sparks Program; Special Olympics; St. Francis Equestrian Program; The Arc of Ventura County; Transition Partnership Program (California Department of Rehabilitation and Ventura Unified School District; Ventura County Behavioral Health); (RISE; Transitions; Transitional Age Youth [TAY] Tunnel; Tri-Counties Regional Center; Youth Employment Opportunity Program)

Youth with Barriers to Employment

Boys and Girls Clubs; California Department of Rehabilitation; Extended Foster Care; Mixteco/Indigena Community Organizing Project; Independent Living Program for Foster/Probation Youth; Regional Occupation Program/Career Education; Ventura County Office of Education Career Education Center; One Step a la Vez; PathPoint; Youth Employment Opportunity Programs; Youth Empowerment Program

Youth with Limited English Language Proficiency

English as a Second Language Programs (in-school, vocational, adult education, and community programs throughout the region); Literacy Reading Programs (while incarcerated)

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Youth Integration/Retention in Regional Sector Education Training

Adult Education Certification Programs; Big Brothers Big Sisters of Ventura County; California Conservation Corps; City Corps; C.R.E.W. of Ojai; Bring Your Child to Work Day; Get Focused, Stay Focused Career Interest Inventory; High School Equivalency Diploma/HiSET/GED; Incremental Incentives; Internships; Job Corps; Naviance; Oxnard Union High School District Linked Learning Academy Programs; Pacific Clinics Career Club; Public/Private Partnership to Provide Youth Housing and Internship Opportunities; Space Camp; Ventura Adult and Continuing Education; Ventura County Office of Education Career Education Center/ROP Industry Certifications; Work Experience Programs; Workforce Innovation and Opportunity Act (WIOA) Youth Programs; U.S. Military

Youth Outreach to Out-of-School Youth

Adult Education Programs; Casa Pacifica Transitional Youth Services; California Conservation Corps; Church Outreach to Gang-Involved Youth; City Corps; Court-Appointed Special Advocates; Grizzlies Youth Academy; Independent Living Program Incentive; Juvenile Hall WOS Mott Alpha Program; Kingdom Center Gabriel's House Oxnard; One Step a la Vez; The City Center Ventura; Ventura Training Institute; Workability; Young Men's Christian Association; Youth Employment Opportunity Program; Youth Empowerment Program

Additional Support for Out-of-School Youth

At a recent public meeting of the regional Youth Community Forum, leaders from community, education, agency and youth organizations provided feedback on how regional workforce development programs and services might be able to offer additional support for out-of-school youth. The group will continue meeting to identify gaps in out-of-school youth needs and to determine priorities and initial steps to close the gaps. Examples of such needs include better access to transportation, tutors, mental and physical health services, mentors, supportive housing, assistive technology, social and cultural support, child care, and appropriately skilled staff support.

v. How Local Board will Coordinate with Relevant Secondary and Post-Secondary Education Programs on Workforce Development Activities to Coordinate Strategies, Enhance Services, and Avoid Duplication of Services

The WDBVC has an on-going conversation through its numerous committee meetings with representatives of secondary and post-secondary education programs to facilitate information sharing, planning and prevention of duplicated efforts.

- The WDBVC sector committees meet bi-monthly and have industry, labor and secondary and post-secondary education representatives. Community college industry sector DSNs are active committee members and are represented on each of the four industry sector committees. Adult Education representatives are actively involved in sector committee meetings.
- Career Pathways Trust Grants recipients (Ventura County Office of Education, Ventura Community College District and Oxnard Union High School District) are active participants at WDBVC sector committee meetings.
- The Ventura County AJCC partners' consortium has voted to meet monthly to determine common practices and coordinate the services of member agencies.
- WDB staff have participated, for over 10 years, in the Community Colleges' South Central Coast Regional Consortium meetings.
- WDBVC staff are represented at the P-20 Business/Education meetings.

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- CSUCI, VCOE, and WDBVC staff actively participate in VC Stem meetings.
- WDBVC staff attend advisory meetings for Ventura Adult and Continuing Education.

In an effort to create a more efficient and effective way for educators to hear industry needs, enhance communication and coordinate strategies, it has been proposed to bring secondary and post-secondary healthcare industry advisory groups together in one yearly forum. WDBVC staff has been in the initial phase of discussion with community college DSNs, the South Central Coast Regional Consortium and a career pathways representative to plan this forum. Since industry advisory groups usually exist in isolation from each other, we are seeking in this way to align training with industry needs, enhance training opportunities and avoid duplication of services. These yearly forums can be replicated for other industry sectors in the future.

vi. Provision of Transportation and Other Supportive Services

The Local Board provides funds to assist enrolled job seekers in completing successfully the various phases of the Workforce Innovation and Opportunity Act (WIOA) program in accordance with Supportive Services Operational Policy 9.1.2015 of the Human Services Agency.

Supportive services are awarded to those in financial need on the basis of individual assessment and the availability of WIOA funds. The purpose is to enable participation in workforce-funded programs and activities to secure and retain employment. Any adult or dislocated worker who is enrolled and receiving training or follow-up services under WIOA may be eligible for supportive services, if the individual is unable to obtain assistance from other agencies providing such services. In general, supportive services may include training-related and/or employment-related expenses.

Provided through the Local Board and partners, WIOA workforce and education programs provide a wide range of supportive resources, including academic and career counseling; subsidized childcare and dependent care; transportation vouchers; payment for books, uniforms and course equipment; substance abuse treatment; and the use of assistive technology for individuals in California who are disabled. Supportive services also may 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. Transportation expenses may also be included (*e.g.*, bus passes, gas cards, automobile insurance.)

vii. Plan, Assurances, Strategies for Maximizing Coordination, Improving Service Delivery and Avoiding Duplication of Wagner-Peyser Services and Others through One-Stop System

The Local Board's plan to maximize coordination, improve service delivery and avoid duplication of effort with Wagner-Peyser Act will be accomplished by continued collaboration and use of CalJOBSSM system. Since 1998, EDD, Title I provider (Community Services Department of the Human Services Agency) and CALWORKS/TANF have been co-located in a One-Stop center. The AJCC partners have been able, during this period, to identify methods to deliver services efficiently through the use of a shared data system and in-person collaboration. The AJCC partners (CSD, EDD, CalWORKS/TANF) in an integrated and collaborative format meet on a regular basis to discuss opportunities for staff coordination, joint training and delivery of workshops to many shared populations. The new AJCC system of partners is a larger workgroup designed to streamline services, improve customer outcomes and reduce duplication. EDD

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and partners will be developing a plan to comply with mandatory requirements for serving unemployment insurance recipients. Additionally, in providing priority of service to veterans and their eligible spouses, EDD and CSD have a long history of collaborating to refer clients to other partners for further services, including Career Technical Education (CTE) offered by our adult education partners.

viii. How Local Board Will Coordinate WIOA Title I Activities with Adult Education and Literacy Activities under WIOA Title II

The coordination of Title I and Title II activities is well under way in Ventura County because of the close participation of the respective staffs in each other's committee work. The Ventura County Adult Education Consortium (VCAEC) comprises the three local community colleges, eight adult schools (districts), and the Ventura County Office of Education (VCOE). Its members meet to develop the AEBG plan in relation to WIOA outcomes. The AEBG Consortium was represented in the bimonthly meetings of three sector committees of the WDBVC and in the joint sector committee planning meeting held on August 5, 2016. WDB staff members attended the several town hall meetings and planning sessions of the VCAEC itself and worked with the Consortium on career pathways and the curriculum for high schools, adult education and community colleges. As a specific result of this cooperation, we cite the several Work Readiness Skills Charts developed by the WDB's sector committees. These are posted on the WDBVC website. Adult education continues to be represented by a seat on the local board.

The WDBVC will duly review local Title II applications to determine their alignment with the local plan and ensure that they are in accord with WIOA legislation and the future guidance received from the State Workforce Development Board.

ix. Services for Limited English Proficient Individuals

Addressing the needs of the Limited English Proficient (LEP) population in Ventura County is a workforce and economic development priority for the community. The largest racial/ethnic groups are white (47.5%), Hispanic or Latino (41.2%) and Asian (6.8%). Although 83% of local residents have a high school education or above, 22.8% are foreign born, and 16.3% have limited English language ability. According to U.S. Census American Community Survey 2014 (ages 25+), the unemployment rate by educational attainment is as follows: less than high school (11.1%); high school graduate (8.1%); associate's degree or higher (7.8%); and bachelor's degree or higher (4.5%). The unemployment rate by racial/ethnic group is African American (14.6%); American Indian and Alaska Native (4.5%); Hispanic or Latino (9.3%); and white (9.1%).

The needs of the LEP are increasingly met by the growth and development of the eight adult education schools in Ventura County. With support from adult education funding and the creation of the Ventura County Adult Education Consortium (VCAEC), education partners have re-established successful programs and begun new ones, notably in the Santa Clara Valley and in the cities of Moorpark and Oxnard. Current programs in the local area include:

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

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Another example of services for limited English proficient students is the partnership between Oxnard Adult School and the Ventura County Office of Education (VCOE) to offer Vocational English Second language (VESL) classes. These courses combine English instruction with Career Technical Education (CTE) courses such as Automotive Repair and Healthcare Careers. These VESL courses are targeted to support English Learners as they transition into the workforce.

According to 2015-2016 data from VCAEC and the Ventura County Community College District, 13,216 ESL students were served by adult schools throughout the region, with an additional 142 ESL students served by the three community colleges. The VCAEC Draft Master Plan 2016 describes how services for individuals with basic skills challenges will be expanded, developed and provided to meet regional needs. In support of persons with LEP needs, the WDBVC has a policy (#2015-13: Policy on Limited English Proficiency 7/1/2015) that provides specific guidelines to be followed under WIOA. As part of the AJCC system, WIOA partners are required to take 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. Language services are provided primarily in two ways: oral interpretation either in person or via a telephone interpretation service, and by written translation. When oral interpretation is needed and reasonable, the AJCC system provides bilingual staff, hires Interpreters or enlists help from community volunteers, family members or friends. In addition, AJCC staff also have access to the Interpreter Network via a multiple handset phone.

3F. Grants and Grant Administration

- i. Entity Responsible for Disbursal of Grant Funds Described in WIOA Section 107(D)(12)(B)(I)(III), As Determined by the Chief Elected Official or the Governor under WIOA Section 107(D)(12)(B)(I)

The County of Ventura Board of Supervisors is the Chief Elected Official, fiscal agent and grant recipient of funds. The Workforce Development Board of Ventura County, assisted by its administrative staff, prepares and oversees a budget that is approved by the Board of Supervisors. This budget determines how grant funds will be disbursed.

- ii. Competitive Process Used to Award Sub-Grants and Contracts for WIOA Title I Activities

Providers of WIOA Title I Youth services are regularly secured through a competitive process initiated typically through a Request for Proposals (RFP). This RFP is normally issued every three years, with contracts confirmed one year at a time, in accordance with County of Ventura (County) practice. Renewal of contracts depends on the availability of funds and the continuing performance of the several contractors.

The provider of WIOA Title I Adult, Dislocated Worker and required Rapid Response activities (121 Report), the County Community Services Department (in the Human Services Agency) is a WIOA grant sub-recipient, and as such is not subject to competitive procurement.

The required WIOA Rapid Response lay-off aversion activities (122 Report) are regularly secured through a competitive process initiated typically by an RFP. This RFP is normally issued every three years, with a contract confirmed one year at a time, in accordance with County practice. Renewal of contract depends on the availability of funds and the continuing performance of the contractor.

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3G. Performance Goals

i. Negotiated Performance Measures

Eligible providers under WIOA Title I, Subtitle B and the AJCC delivery system in the Ventura County local area must comply with applicable local, state and federal requirements. Levels of performance will be determined by the WDBVC on an annual basis.

State negotiated local performance goals are listed below for Program Years 2016-2018. All WIOA Title I Adult, Dislocated Worker, and Youth Program operators in the AJCC delivery system are required to meet applicable local area performance goals. (See Figure 4)

Figure 4

PY 2016-17 Performance Goals for Ventura County Local Area				
	Adults	Dislocated Workers	Youth	
Employment Rate 2nd Quarter After Exit	58.0%	68.0%	62.4%	Employment or Placement Rate 2nd Quarter After Exit
Employment Rate 4th Quarter After Exit	58.0%	66.5%	64.2%	Employment or Placement Rate 4th Quarter After Exit
Median Earnings 2nd Quarter After Exit	\$4,500	\$7,308	BASELINE	Median Earnings
Credential Attainment within 4 Quarters After Exit	51.5%	60.0%	54.7%	Credential Attainment within 4 Quarters After Exit

PY 2017-18 Performance Goals for Ventura County Local Area				
	Adults	Dislocated Workers	Youth	
Employment Rate 2nd Quarter After Exit	60.0%	71.0%	65.4%	Employment or Placement Rate 2nd Quarter After Exit
Employment Rate 4th Quarter After Exit	60.0%	69.5%	67.2%	Employment or Placement Rate 4th Quarter After Exit
Median Earnings 2nd Quarter After Exit	\$4,800	\$7,523	BASELINE	Median Earnings
Credential Attainment within 4 Quarters After Exit	53.0%	63.0%	57.7%	Credential Attainment within 4 Quarters After Exit

3H. Federal High Performance Board Efforts

i. How Local Boards Will Comply with State-Issued AJCC Policies

WSD15-14: WIOA Adult Program Priority of Service

Three established policies of the WDBVC and its provider of career services for adults and dislocated workers (the County of Ventura's Community Services Department) cover the categories listed in WSD15-14: veterans, low-income and basic-skills deficient. The policies are CSD-INC-1 (Low Income Determination); CSD-Veteran Priority of Service Policy; and WDB Policy #2015-13: Policy on Limited English Proficiency. All are posted on the WDBVC website.

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WSD15-12: WIOA Memorandums of Understanding Phase I

The WIOA Phase I Memorandum of Understanding (MOU) has been completed and signed by all mandatory AJCC partners. The MOU outlines the operations of the overarching One-Stop delivery system, and the AJCC partners meet regularly to collaborate on implementation. A copy of the Phase I MOU is included in the WDBVC Local Plan.

WSDD-151: WIOA Memorandums of Understanding Phase II

The WIOA Phase II MOU is in development. Building on the positive collaboration among the AJCC partners, the WDBVC is facilitating discussion regarding the structure and the payment of infrastructure and system costs according to guidance provided by the Employment Development Department (EDD) directive. WDBVC expects to proceed in a timely manner, moving to completion of the final MOU by July 1, 2017.

3I. Training Activities

i. ITAs, Contracts, Customer Choice

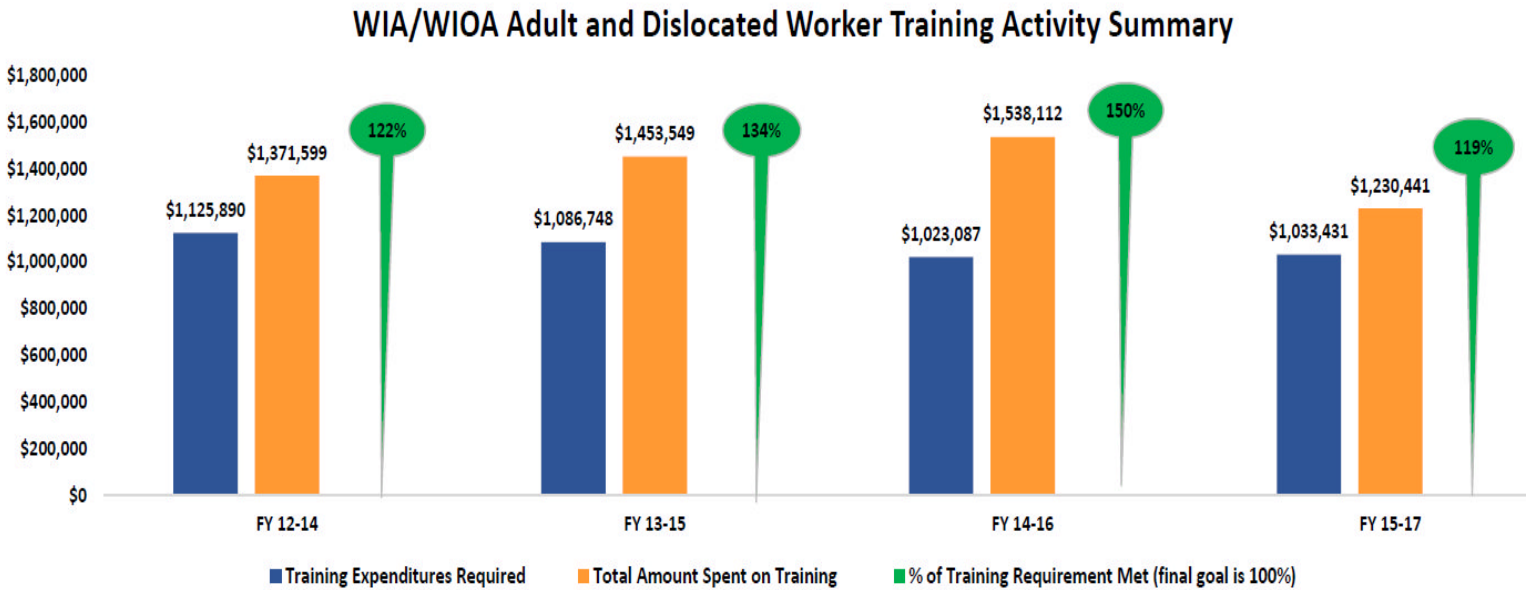
The WDBVC provides WIOA Title I Adult and Dislocated Worker training opportunities through the Community Services Department of the County Human Services Agency—CSD). CSD connects with local resources to provide training specific to the needs of business for eligible job seekers pursuing a career.

- On-the-job training at employer sites (OJTs)
- Industry-specific education
- Customized employee training programs
- Registered apprenticeships
- Individual Training Accounts (ITAs)

Since Program Year 2012-13, the Local Board has exceeded WIA Title I training expenditure requirements, leveraging close to two million dollars in Pell Grant, VETP, TAA and employer match funds resources. (See Figure 5)

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Figure 5



All customers are provided with basic career services that include access to training and career information either at the AJCC or online. Those who express interest in training and are determined eligible are referred by staff to a Title I employment specialist for Individual Employment Services. During this career and guidance activity, customers are provided with information and training options available on the Eligible Training Provider List (ETPL), and they review local labor market information.

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 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.

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Customer choice is enshrined in Policy #2015-15. For example, prospective recipients of an ITA are required to contact and analyze at least three providers of the kind of services they require and, with the assistance of a case manager, to determine whether economic data support their choice of training. But the ultimate choice of training and of provider is the client's own. We simply ask that it be truly informed.

3J. Public Transparency, Accessibility and Inclusivity Information

i. Process to Provide a Public Comment Period

Process to Provide a Public Comment Period Prior to Submission of Plan

Consistent with WIOA 108(d), the WDBVC approved a public comment period prior to submission of the local plan. The local plan draft was released for public comment on December 20, 2016 through January 10, 2017. Public communication channels included the posting board at the County of Ventura Hall of Administration; region-wide website links of the WDBVC; Ventura County Grows Business; VC Jobs With A Future; Economic Development Collaborative-Ventura County, Economic Development Roundtable of Ventura County; the County of Ventura; a *Workforce Update* e-blast to more than 7,600 business and community leaders; and email announcements to 64 stakeholders and CBOs representing target populations.

Physical and Programmatic Accessibility Requirement for Individuals with Disabilities

The WDBVC Policy on Reasonable Accommodation (Local Policy Bulletin #2015-08) complies with federal and state requirements to provide reasonable accommodation for individuals with disabilities who seek services from any program operator funded by the WDBVC. The policy is in compliance with specific legislation: Title II of Americans with Disabilities Act (ADA); Section 504 of the Rehabilitation Act of 1973; California's Fair Employment Housing Act (FEHA); California Government Code 11135; the Americans with Disabilities Act Amendment Act of 2008 (ADAAA); and Section 188 of the Workforce Innovation and Opportunity Act (WIOA) of 2014.

The WDBVC Policy on Non-Discrimination and Equal Opportunity (Local Policy Bulletin #2015-07) complies with the non-discrimination and equal opportunity requirements of the Workforce Innovation and Opportunity Act (WIOA), the regulatory requirements of the Americans with Disabilities Act Amendment Act of 2008 (ADAAA); Federal Title VI of the Civil Rights Act of 1964 as amended, and the Rehabilitation Act of 1973 as amended. The Local Board monitors compliance, using the EDD Electronic Compliance Monitoring Checklist as required by WIOA.

Local Outreach Efforts to Include Stakeholders and CBOs

The geographic areas for the Ventura County local plan and regional plan have coterminous boundaries; therefore, the planning and public comment processes and outreach strategies are similar. The WDBVC is committed to local outreach that includes stakeholders and CBOs representing individuals from target populations that reflect 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.

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For the local plan, the WDBVC welcomed input for planning at more than 75 public meetings of the WDBVC, WDBVC committees and other groups between July 2015 and December 2016. In addition, WDBVC posted public WDBVC meeting agendas on the County of Ventura Hall of Administration board; 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; and the County of Ventura; *Workforce Update* e-blasts to more than 7,600 business and community leaders; and targeted email announcements to 64 stakeholders and CBOs representing target populations.

Stakeholder and CBO Groups Invited to Participate in Local Planning/Public Comment Processes

In addition to the outreach efforts described above, targeted stakeholder and CBO groups were contacted and invited to participate in local planning and public comment processes. The WDBVC sent email invitations and follow-ups directly to 64 stakeholders and CBOs:

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.

3K. Training Activities

i. Common Intake and Case Management Efforts

Intake and case management are currently handled by means of the CalJOBS software supplied by GeoSolutions, which is used by providers of youth, adult and dislocated worker services. This system tracks co-enrollment of WIOA Title I and Title III (Wagner-Peyser) clients, but cannot now properly track co-enrollments across other WIOA core programs, except to a very limited extent. For example, co-enrolling youth and adults in Title I has proved problematic. We and other programs associated with us, will therefore be dependent on the ultimate creation and distribution of a fully operational system for the tracking of co-enrollment across all WIOA programs.

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3L. Grants and Grant Administration

- i. How Title II Program Applicants Will Be Given Access to Local Plan to Review the Local Plan and Develop Title II Applications for Funding

Prospective Title II program applicants are already members of the Workforce Development Board of Ventura County itself, or of one or more of its sector committees, or of the regional AJCC. They thus have full access to the local plan (indeed, they have already had a hand in framing it) and can therefore develop their own applications for funding with the full knowledge of the Local Board's regional/local goals.

- ii. How Local Board Will Meet Priority of Service Requirements in WIOA Section 134(C)(3)(E)

As is already customary in this area, priority of service will be given to veterans (and the eligible spouses of veterans), recipients of public assistance, other low-income individuals, and individuals who are basic-skills deficient.

- iii. Identification of Local Plan Elements that Are Being Handled in the Narrative Content of the Regional Plan

The regional plan incorporates all part of the local plan.

3M.-S. ATTACHMENTS

<u>Item No.</u>	<u>Document Name</u>	<u>Document Label</u>
3M.	Local Board Assurances	Attachment 4
3O.	Local Area Grant Recipient	Attachment 5
3P.	WDB-VC Bylaws	Attachment 6
3Q.	Program Administration Designee and Plan Signatures	Attachment 7
3R.	Summary of Public Comments	Attachment 10

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APPENDICES

<u>Number</u>	<u>Document Name</u>
Appendix A	3D. AJCC Requirements <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)
Appendix B	3N. List of Comprehensive AJCC and AJCC Partners in the Local Area