



**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

SECTION 3 LOCAL PLAN

Table of Contents

Executive Summary	3
3A-B. Comprehensive Statement of Vision, Goals, and Strategy of Local Board and Partners	5
i. Local Strategic Vision to Support Regional Economic Growth and Economic Self-Sufficiency.....	5
ii. Goals to Prepare an Educated, Skilled Workforce; Measures Based on WIOA Performance Indicators	5
iii. Core Programs/Other Required Partners Align Resources for Active Engagement in Planning and Implementation of Local Plan’s Strategic Vision	6
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	6
3C. Local Board Services and Service Delivery Strategies	11
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)	11
ii. Development of Career Pathways/Co-Enrollment in Core Programs.....	12
iii. Improvement of Access to a Recognized Post-Secondary Credential (Including an Industry-Recognized Certificate or Certification that Is Portable and Stackable)	13
iv. Employer Engagement in Workforce Development Programs (Including Small Employers and Those in In-Demand Industry Sectors and Occupations)	13
v. Support for a Local Workforce Development System That Meets the Needs of Local Businesses.....	14
vi. Coordination of Workforce Development Programs and Economic Development.....	16
vii. Strengthening of Linkages between One-Stop Delivery System and Unemployment Insurance Programs...	16
3D. AJCC Requirements.....	17
i. How Local Board will Ensure Continuous Improvement of Eligible Providers of Services Through the System	17
ii. How Local Board will Facilitate Access to Services through AJCC Delivery System, Including in Remote Areas, Through Technology and Other Means	17
iii. Compliance with WIOA Section 188 and American with Disability Act Regarding Physical and Programmatic Accessibility	18
iv. Description of Roles and Resource Contributions of the AJCC Partners.....	18
v. Copies of Executed MOUs, Cost Sharing Agreements, and Cooperative Agreements.....	19
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	20
vii. How AJCCs will Serve as an On-Ramp for Regional Sector Pathways Emphasized in the Regional Plan.....	20
3E. Specific Programs, Populations and Partners	21
i. Coordinate Local Workforce Investment Activities with Regional Economic Development Activities; Promote Entrepreneurial Skills Training and Microenterprise Services.....	21
ii. Type and Availability of Adult and Dislocated Worker Employment Training Activities	22

SECTION 3 LOCAL PLAN

iii. Local Board Coordination of Rapid Response Activities	22
iv. Youth Workforce Development Activities in the Region, Including Successful Models	23
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	24
vi. Provision of Transportation and Other Supportive Services	25
vii. Plan, Assurances, Strategies for Maximizing Coordination, Improving Service Delivery and Avoiding Duplication of Wagner-Peyser Services and Others through One-Stop System	25
viii. How Local Board Will Coordinate WIOA Title I Activities with Adult Education and Literacy Activities under WIOA Title II.....	26
ix. Services for Limited English Proficient Individuals.....	26
3F. Grants and Grant Administration.....	27
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)	27
ii. Competitive Process Used to Award Sub-Grants and Contracts for WIOA Title I Activities.....	27
3G. Performance Goals	28
i. Negotiated Performance Measures	28
3H. Federal High Performance Board Efforts	28
i. How Local Boards Will Comply with State-Issued AJCC Policies	28
3I. Training Activities	29
i. ITAs, Contracts, Customer Choice	29
3J. Public Transparency, Accessibility and Inclusivity Information.....	31
i. Process to Provide a Public Comment Period	31
3K. Training Activities	32
i. Common Intake and Case Management Efforts	32
3L. Grants and Grant Administration.....	33
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	33
ii. How Local Board Will Meet Priority of Service Requirements in WIOA Section 134(C)(3)(E)	33
iii. Identification of Local Plan Elements that Are Being Handled in the Narrative Content of the Regional Plan	33
3M.-S. ATTACHMENTS.....	33
BIBLIOGRAPHY	34
APPENDICES	35
ADDENDUM A.....	36

SECTION 3 LOCAL PLAN

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.

SECTION 3 LOCAL PLAN

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.

SECTION 3 LOCAL PLAN

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:

SECTION 3 LOCAL PLAN

- 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.

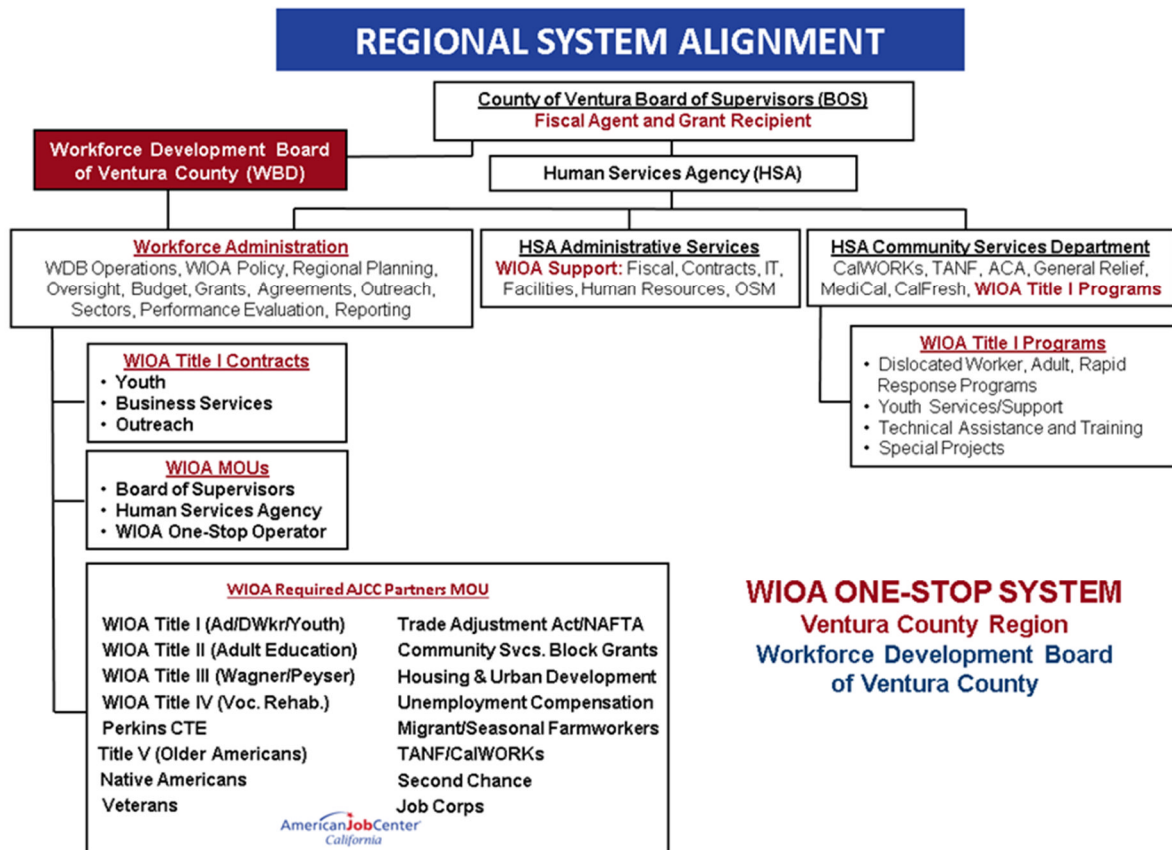
iv. Description of Workforce Development System: Support for Service Alignment; Implementing 7 Policy Strategies in State Plan; Provide Professional Development/Capacity Building to Workforce Staff/Partners

SECTION 3 LOCAL PLAN

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



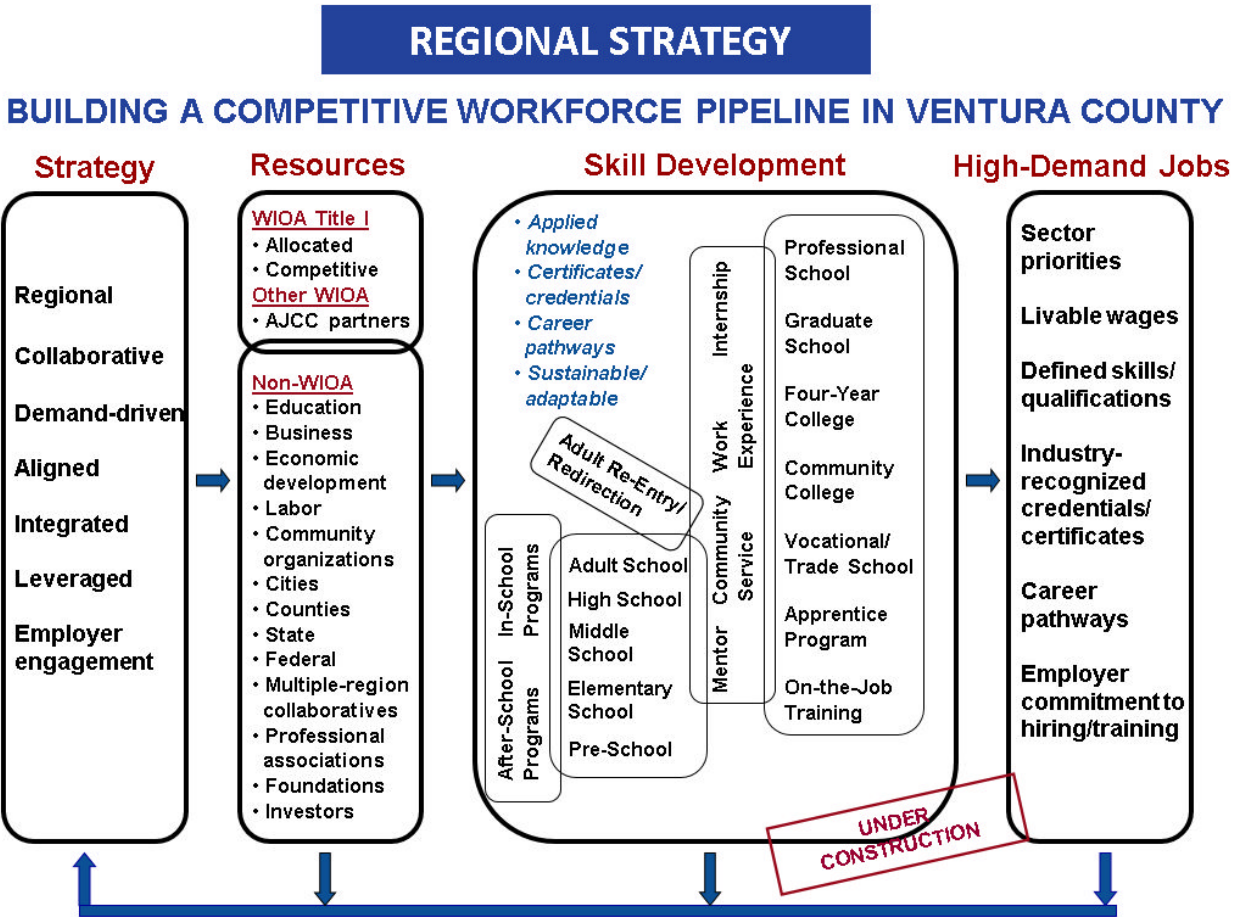
The County Board of Supervisors is the CEO and the fiscal agent that oversees the County’s Human Services Agency, in which workforce development activities are embedded. The Workforce Administration and the Community Services Department (CSD) are both comprised of County employees. The WDBVC itself is 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>

SECTION 3 LOCAL PLAN

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>

SECTION 3 LOCAL PLAN

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/>

SECTION 3 LOCAL PLAN

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.

SECTION 3 LOCAL PLAN

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

SECTION 3 LOCAL PLAN

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

SECTION 3 LOCAL PLAN

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)

SECTION 3 LOCAL PLAN

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

SECTION 3 LOCAL PLAN

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.

SECTION 3 LOCAL PLAN

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

SECTION 3 LOCAL PLAN

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.

SECTION 3 LOCAL PLAN

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>

SECTION 3 LOCAL PLAN

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)

SECTION 3 LOCAL PLAN

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

SECTION 3 LOCAL PLAN

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.

SECTION 3 LOCAL PLAN

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.

SECTION 3 LOCAL PLAN

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)

SECTION 3 LOCAL PLAN

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.

SECTION 3 LOCAL PLAN

- 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

SECTION 3 LOCAL PLAN

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

SECTION 3 LOCAL PLAN

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.~~

SEE ADDENDUM A

~~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.~~

SECTION 3 LOCAL PLAN

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.

SECTION 3 LOCAL PLAN

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

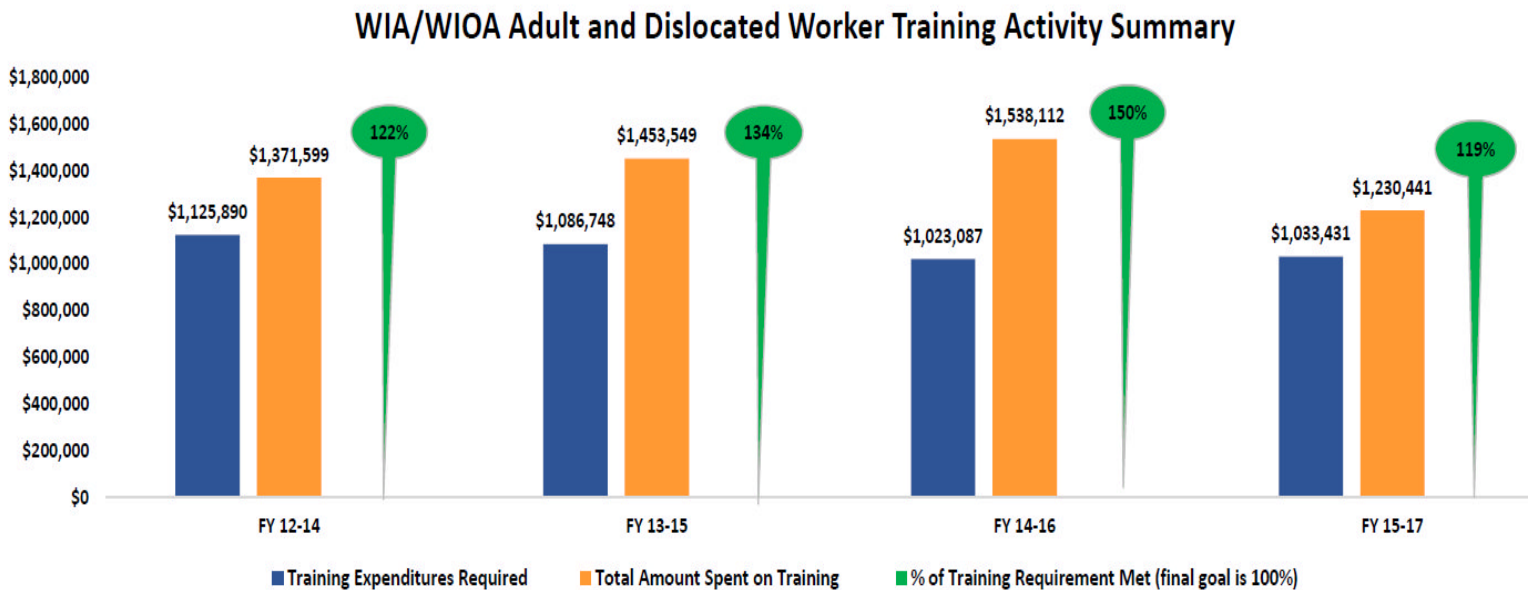
The WDBVC provides WIOA Title I Adult and Dislocated Worker training opportunities through the Community Services Department of the County Human Services Agency—CSD). CSD connects with local resources to provide training specific to the needs of business for eligible job seekers pursuing a career.

- 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)

SECTION 3 LOCAL PLAN

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.

SECTION 3 LOCAL PLAN

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.

SECTION 3 LOCAL PLAN

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 Cospers 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.

SECTION 3 LOCAL PLAN

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

SECTION 3 LOCAL PLAN

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SECTION 3 LOCAL PLAN

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

SECTION 3 LOCAL PLAN

ADDENDUM A

Addendum to February 28, 2017 Ventura County Local Workforce Development Local Plan Workforce Innovation and Opportunity Act (WIOA): Program Years 2017-2020

This addendum shall become effective as of June 26, 2017

Section 3F.ii. Competitive Process Used to Award Sub-Grants and Contracts for WIA Title I Activities page 27

- A. Modification: Delete this section, supplied on page 27 of the Local Plan 3F.ii., and replace with the attached two-page Response Letter to the California Workforce Development Board dated June 26, 2017.
- B. Clarification: The California Workforce Development Board required additional information in section 3F.ii our Local Plan by the State Board and WIOA core partners.



WORKFORCE DEVELOPMENT BOARD

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June 26, 2017

Tim Rainey, Executive Director
California Workforce Development Board
800 Capitol Mall, Suite 1022
Sacramento, CA 95814

Dear Mr. Rainey:

This letter is in reply to your letter of May 23, 2017, which required additional information in our Local Plan by the State Board and WIOA core partners, due by July 1, 2017. Please accept this revision to our Local Plan, in order to satisfy the results of your conditional approval.

State Board Recommendation

The State Board identified section F (ii) of our local plan and requested additional information or clarification relating to the competitive process used for selection of the AJCC Operator. This section is in alignment with the Local Plan Scoring Rubric in the Regional and Local Planning Guidance for PY 2017-2020.

Local Plan Scoring Matrix (Section F ii Summarized)

The local plan describes the competitive process that will be used to award the sub-grants and contracts for WIOA Title I activities, consistent with the Workforce Services Directive on Selection of AJCC Operators and Career Services Providers.

WDBVC Submitted Local Plan dated February 28, 2017 (Section 3 F ii)

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.

WDBVC Revised Local Plan (Section 3F (ii)) dated June 26, 2017

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

The WIOA required One-Stop Operator coordinates the service delivery of one-stop partners/service providers across the one-stop system. The WDB fully supports open and comprehensive competitive procurement processes. All future procurements of the One-Stop Operator will ensure that competition allows for both types of entities (Consortia and Single Entity), and are conducted in a manner that provides for full and open competition. The WDB will arrange for a neutral third party (consultant, professional, outside government agency outside of the overall County of Ventura structure, or other independent party) to conduct the competitive process. The WDB will ensure that the third party does not participate in the competition by bidding, competing, or having any financial interest in the outcome of the procurement. When a third party is used, the WDB will create a firewall in its procurement policy that only allows the Local Board and WDB Administrative Staff to contribute the necessary and relevant federal, state, and local procurement requirements to the third party for them to conduct the competitive process.

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.

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Please let me know if you have questions or need more information.

Sincerely,



Melissa Livingston
Chief Deputy Director,
County of Ventura Human Services Agency

cc: Carlos Bravo, *California Workforce Development Board*
Andre Schoorl, *Undersecretary, California Labor and Workforce Development Agency*
Dennis Petrie, *Deputy Director, Workforce Services Division, EDD*
Jaime Gutierrez, *Chief, Workforce Services Division, EDD*



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

**Ventura County Regional
Workforce Development Plan**

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

FEBRUARY 28, 2017

SECTION 2 REGIONAL PLAN

Table of Contents

EXECUTIVE SUMMARY	3
2A. List of Regional Partners Who Are Party to the Plan	5
i. Geographic Boundaries of the Regional Planning Unit (RPU)	5
ii. Regional Partners and Roles in Developing and Implementing the Plan.....	5
2B. Regional Economic and Background Analysis	6
i. Regional Economic Conditions, Including Existing and Emerging In-Demand Sectors, and Occupations; Employment Needs of Employers.....	6
ii. Knowledge/Skills Needed to Meet Employment Needs of Employers, Including In-demand Industry Sectors/Occupations.....	7
iii. Regional Workforce: Current Employment/Unemployment Data; Labor Market Trends; Educational Skills Levels of Workforce (Including Barriers to Employment and Employer Needs)	8
iv. Workforce Development Activities, Including Education/Training; Strength/Weaknesses; Capacity to Provide to Address Workforce Needs (Including Barriers to Employment and Employers' Needs)	11
v. Description of Region's Foreign Born and Limited English Proficient (LEP); Meeting LEP Needs	12
2C. Regional Sector Pathways	14
i. How Regional Industry Workforce Needs Were Assessed	14
ii. Existing Training/Education Meeting Industry Needs; Partner Commitments to Resolve Deficiencies	16
iii. Existing Career Pathways Programs in the Region; Meeting Emergent Industry Regional Industry Sector Needs	16
iv. Career Pathways Work to Further Develop Programs to Meet Regional Industry Needs	17
2D. Industry-Valued Post-Secondary Credential Attainment	18
i. Description of Process	18
ii. Current Industry-Valued and Recognized Postsecondary Credentials Emphasized in the Regional Plan:	19
iii. Manner in Which Regional Partners (Including Industry Leaders) Determined That the Relevant Credentials Are Actually Industry Valued.....	20
iv. Relevant Training and Education Providers Who Are Providing the Credentials	21
v. How Partners Will Establish Regional Goals for, and Track Attainment of, Industry-Recognized Credentials Produced in Each Region.....	21
2E. Accessibility and Inclusivity	22
i. Regional Planning Outreach Which Includes Stakeholders and CBOs Representing Target Populations and Regional Demography	22
ii. How Adult Education Block Grant (AEBG) Consortia Participated in WIOA Regional Planning Process	23
iii. Need for Basic Skills Education in RPU (Demography/Languages; Basic Skills Services; Partners & Unmet Needs)	24

SECTION 2 REGIONAL PLAN

iv. How Basic Skills Education Will Be Integrated into Regional Sector Pathways Programs, Including Strategies to Serve Those with Limited English Proficiency	25
v. Regional Efforts to Streamline and Coordinate Intake, Assessment, and Referrals of Those Needing Basic Skills Remediation	26
vi. Ways RPU Partners Will Ensure Accessibility and Participation in Regional Sector Pathway Programs for Individuals with Disabilities	26
vii. Collaboration for Regional Sector Pathway Program Placement of TANF/CalWORKs	27
viii. Provision of Comprehensive Supportive Services to Those Enrolled in Regional Sector Pathways Programs.....	28
ix. Role of CBOs in Providing Services/Integrating Individuals with Barriers to Employment.....	28
x. Retaining Individuals in Relevant Programs As They Work Their Way through the Career Pathway, Progressing into Livable Wage Jobs and Careers	28
2F. Job Quality Considerations	29
i. Projected Earnings for Occupations Related to Regional Sector Pathway Programs in Regional Plan ..	29
ii. Comparison of Foregoing Wage Levels to Median Wage in Regional Planning Unit.....	30
iii. Prioritize Working with Employers Who Offer Jobs with Good Wages and Benefits, Especially to High-need Populations, Disadvantaged, or with Barriers to Employment	31
iv. Implementing Incumbent Worker Training Strategies to Ensure Progression along Career Pathways ..	31
2G. Regional Assessment	32
2H. Federal WIOA Regional Requirements Not Covered by State Plan.....	32
2I. Regional Memorandum of Understanding(s) or Cooperative Agreements	33
2J. Community College and AEBG Related Attachments to the Regional Plan, Including Strong Workforce Program Regional Plan Required as Assembly Budget Committee, Chapter 24, Statutes of 2016).....	33
BIBLIOGRAPHY	34
APPENDICES	35
A. Regional Sector Pathways Chart.....	35
B. 2I.i. Regional Memorandum of Understanding(s) or Cooperative Agreements	35
C. 2J.i. Community College and AEBG Related Attachments to the Regional Plan, Including Strong Workforce Program Regional Plan Required as Assembly Budget Committee, Chapter 24, Statutes of 2016).....	35

SECTION 2 REGIONAL PLAN

EXECUTIVE SUMMARY

Ventura County stretches along 43 miles of Southern California coastline, covers 1,873 square miles and is home to 835,790¹ people. Ventura County is the 13th most populous county in the State of California out of 58 counties. The Ventura County RPU is bounded on the north by Santa Barbara County, on the northeast by Kern County, on the southeast by Los Angeles County and on the west by the Pacific Ocean. There are ten incorporated cities in the Ventura County Region. The Ventura RPU has a large commuting population commuting to Los Angeles and out of the region for employment and a geographic barrier that separates the region, called “the grade.”

Respected for working in the best interests of the region, the regional partners in Ventura County have developed an inclusive approach to the development and implementation of regional strategies. The regional planning process, designed for flexibility and responsiveness, benefits from a results-oriented combination of committee, sector, cross-sector and work group activities. By providing a neutral forum for the candid exchange of ideas, the Workforce Development Board of Ventura County (WDBVC) has helped participants in more than 75 public meetings shape the regional plan between July 2015 and December 2016.

The Ventura County Region, in alignment with California’s Unified Strategic Workforce Development Plan, is committed to:

- **Fostering “demand-driven” skills attainment by aligning regional education programs with industry sector needs:**
 - For over eight years, the WDBVC has had active sector committees bringing education, industry, labor, and CBOs together in bi-monthly meetings in the region’s identified sectors of Healthcare, Manufacturing, Clean/Green, and the recently added Business Services sector. The committees have successfully utilized sector strategies to align workforce and education programs to meet regional industry sector needs. For example, through the work of the WDBVC Manufacturing Committee industry identified the need for a biomedical device manufacturing certificate, which initiated a collaboration to develop a combined program in two community colleges.
 - The WDBVC Sector Committees work with industry to analyze regional job data, identify regional employment needs, determine credentials, employability skills, and work with educators on the committees to implement programs to address industry needs.
 - The 29.1 million dollars in Career Pathways Trust grants for the region, has enabled more industry and education collaborations. Extensive work has been done to articulate courses between high schools and colleges, as well as in expanding industry internship and externship opportunities.
 - On-going collaboration with the Community Colleges’ South Central Coast Regional Consortium, working to align industry workforce needs with CTE education. Deputy Sector Navigators are active committee members on all the WDBVC Sector Committees and WDBVC staff attend SCCRC meetings.
 - SlingShot Project: A cross-regional project. The Los Angeles and Ventura County Regional Health Care Coordinator Career Pathway Project, an industry driven project to collaborate with education to identify career ladders and create industry-driven training programs for care coordinators.
 - Aware that the region has numerous career technical education advisory committees meeting separately, initial discussions have begun with WDB staff, community college representatives, the South Central Coast Regional Consortium, and a career pathways representative to bring together the various healthcare sector

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

SECTION 2 REGIONAL PLAN

advisory groups for high schools, adult education and community colleges for a yearly forum. The vision is to create an efficient way for educators to stay current on the healthcare industry's regional workforce needs and implement the necessary changes in the career pathways programs.

- **Enabling Upward Mobility for all Californians:**

- The AJCC Partners are working to identify gaps in services and are collaborating on ways to provide services to those with barriers to employment and to create pathways to address the client's unique needs.
- The Ventura County Adult Education Consortia received 2.9 million dollars in funding and is addressing identified gaps in adult basic skills and ESL in certain regions and expanding adult literacy programs to those regions. Three employment specialists were added, in the region, for job placement services.
- The Ventura Adult and Continuing Education in cooperation with the Ventura County Sheriff's Office provides educational programs for inmates in the Todd Road jail. VACE has created a culinary pre-apprenticeship program offering certifications so that inmates can find employment as they re-enter the workforce.
- Ventura County decreased the high school drop-out rate dramatically in 2014-2015 from the year 2012-2013, increasing graduation rates during the same period.
- Maintain on-going collaboration with LiUNA laborers apprenticeship program. Planning to increase apprenticeship opportunities in the region. The region has eight labor unions offering apprenticeship training.
- The region's three community colleges have TANF/CalWORKs offices located on their campuses that work in collaboration with the Ventura County Community Services Department TANF/CalWORKs offices and the WIOA AJCC partners.

- **Aligning, Coordinating and integrating programs and services:**

- The Ventura AJCC partners are collaborating to prevent duplication of services, braid resources and develop shared resources to align, frame and guide program coordination to effectively provide services to clients to meet their unique needs.
- The WDBVC Sector Committees share information across agencies and facilitate collaboration to align industry and education to develop career pathway programs that deliver industry-valued credentials aligned with regional workforce needs.

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

SECTION 2 REGIONAL PLAN

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

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

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

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

Regional Partners

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

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

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

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

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

Community Organizations: Aspire3; Casa Pacifica Centers for Children and Families; ^Center for Employment Training; ^Community Action of Ventura County; Big Brothers Big Sisters of Ventura County; Boys and Girls Clubs of Greater Oxnard and Port Hueneme; California Conservation Corps; City Corps; ^Los Angeles Job Corps; ^National Association for Hispanic Elderly; Pacific Clinics – TAY Tunnel; Palmer Drug Abuse Program of Ventura County; PathPoint; Rainbow Connection Family Resource Center; Segue Career Mentors; ^Ser-Jobs for Progress; *The Arc of Ventura County; The

SECTION 2 REGIONAL PLAN

Energy Coalition; ^The Salvation Army HAVEN, Southern California Division; Ventura County Civic Alliance; Westminster Free Clinic; Women of Substance & Men of Honor; Workforce Education Coalition

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

^ American Job Center of California partners

Roles of Regional Partners

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

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

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

2B. Regional Economic and Background Analysis

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

Ventura County stretches along 43 miles of Southern California coastline, covers 1,873 square miles and is home to 835,790² people. It is bounded by Los Angeles, Santa Barbara, and Kern counties. The ten incorporated cities are Camarillo, Fillmore, Moorpark, Ojai, Oxnard, Port Hueneme, Santa Paula, Simi Valley, Thousand Oaks and Ventura. In addition, smaller communities are established in the unincorporated areas. Ventura County is the 13th most populous county in the State of California out of 58 counties. Historically, it has served as a bedroom community for the San Fernando Valley.

Characterized by business and economic diversity, the region has a broad economic base with multiple industry sectors that include the in-demand sectors of healthcare, biotechnology, manufacturing,

² United States Census Bureau American Community Survey 2014 www.census.gov

SECTION 2 REGIONAL PLAN

hospitality, agriculture and wholesale trade. Ventura County is home to Naval Base Ventura County and to the Port of Hueneme, a deep water facility that provides port entry and foreign trade zone status. The top five industries with the highest average total projected job openings from 2012-2022 for Ventura County are in Hospitality and Tourism at 18,462; Retail at 17,402; Health Care services at 12,404; Agriculture, Food and Beverage Processing at 12,199; and Business Services at 8,175.³ Overall total projected job openings for all industry clusters is 126,080 for Ventura County: 58,340 new jobs and 67,740 replacement jobs for all Ventura County industry clusters.⁴ Sectors paying above the living wage of \$34,109⁵ for a single adult in Ventura County are Finance and Insurance; Professional, Scientific and Technical Services; Health Care and Social Assistance (including private, state and local government); and Education Services (including private, state and local government schools).⁶

Workforce conditions in the Ventura County Region continue to improve, although there has been virtually no real economic growth for several years. While the state is leading the country in job growth, Ventura County is one of the few counties that has not yet recovered from its pre-recession job growth, according to the Economic Development Collaborative-Ventura County. In 2014, total employment increased by 2.6⁷ percent across Southern California. Ventura County added 3,300 jobs, an increase of 1.1 percent.⁸

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

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

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

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

Employers' needs were identified on the basis of conversations, surveys, LMID data and statistics from the Metropolitan Statistical Area. We also included other workforce partners such as economic development and education. Workforce Development Board members provided input during their

³ State of California Employment Development Department, Labor Market Information, <http://www.labormarketinfo.edd.ca.gov>

⁴ State of California Employment Development Department, Labor Market Information, <http://www.labormarketinfo.edd.ca.gov>

⁵ California Budget Project, *Making Ends Meet: How Much Does It Cost to Raise a Family in California?* (December 2013). www.cbp.org/MakingEndsMeet

⁶ State of California Employment Development Department, Labor Market Information, <http://www.labormarketinfo.edd.ca.gov>

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

⁸ State of California Employment Development Department, Labor Market Information, <http://www.labormarketinfo.edd.ca.gov>

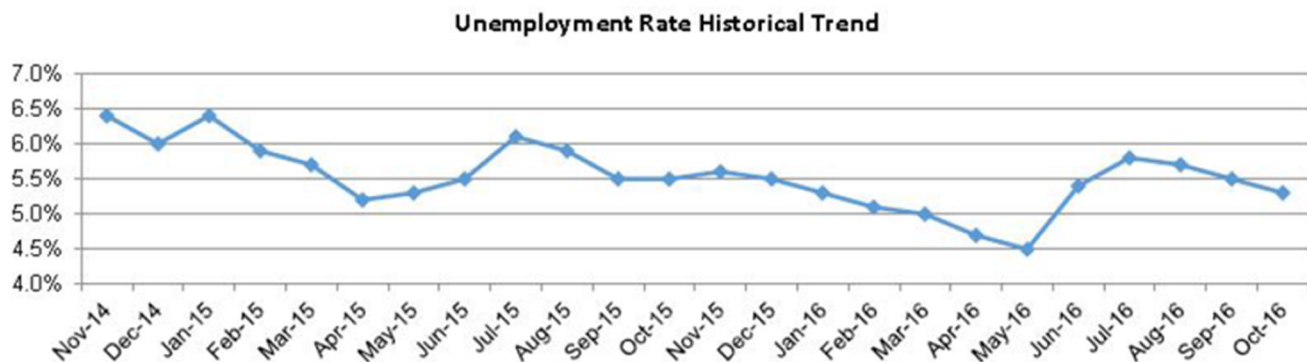
SECTION 2 REGIONAL PLAN

strategic planning process. Businesses are addressing talent shortages through a variety of strategies to overcome hiring difficulties. Through partnerships between educators, community organizations and labor, businesses in the region are offering training and development and modifying their recruitment strategies with on-the-job training, job shadowing and internships.

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

According to the California Employment Development Department, in the month of October 2016 the total employment in the Ventura County Region in all industries was 324,100. This number reflected an increase in jobs of 7,300 and a percent change of 1.4% from 2015. The unemployment rate was 5.3% in October 2016, down from a revised 5.5 % in September 2016.⁹ One main reason that the unemployment rate is lower is that we have a smaller number of young people entering the labor force than the number of baby boomers retiring. The 25 to 54¹⁰ age cohort has the highest rate of labor force participation. (See Figure 1).

Figure 1



Source: California Employment Development Department

Racial unemployment rates for the fourth quarter of 2014 are: Blacks or African American, 4.1%, followed by 10.5% for American Indians and Alaska Natives, followed by 9.3% for Hispanics or Latinos and 7.9% for Whites.¹¹ The Hispanic unemployment rate is almost the same as the White rate in Ventura County.¹²

Below is a chart that reflects the unemployment rate by Educational Attainment in the Ventura County Region for population ages 25+. (See Figure 2)

⁹ State of California Employment Development Department, Labor Market Information Division, <http://www.labormarketinfo.edd.ca.gov/>

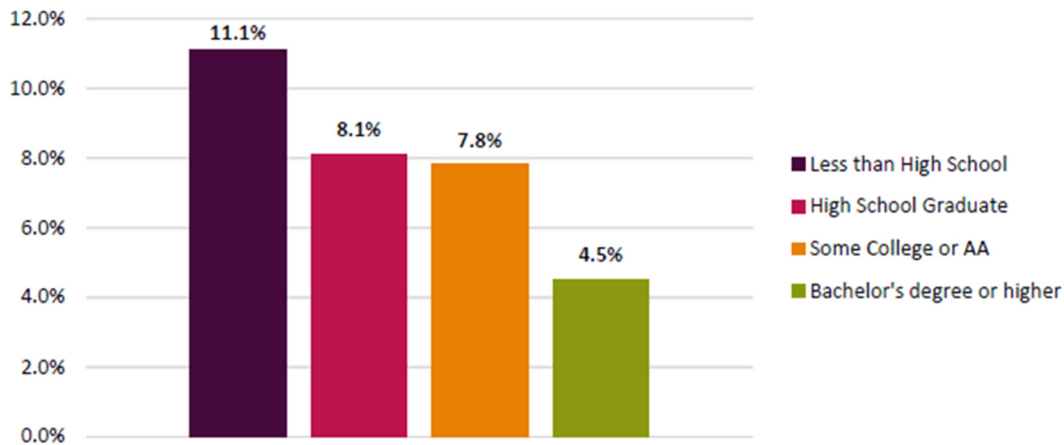
¹⁰ United States Census Bureau American Community Survey 2014 www.census.gov

¹¹ United States Census Bureau American Community Survey 2014 www.census.gov

¹² United States Census Bureau American Community Survey 2014 www.census.gov

SECTION 2 REGIONAL PLAN

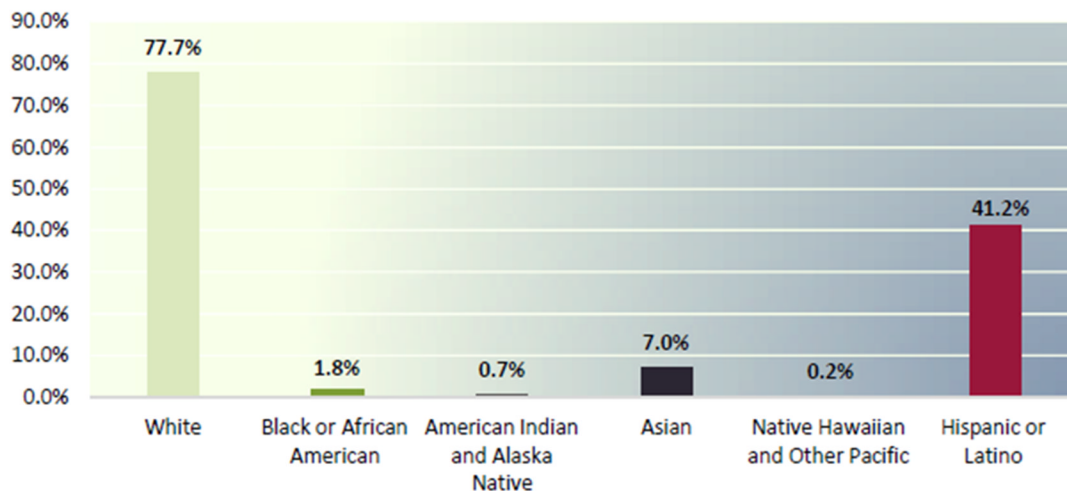
Figure 2
Unemployment in Ventura County by Educational Attainment



Source: U.S. Census Bureau – American Community Survey 2014

Ventura County's labor market is 427,000, of that number 408,000 are employed; and 19,000 are unemployed.¹³ A total of 171,908 reside and work in the County with a 102,699 inflow and 163,356 outflow.¹⁴ The proportion of Whites and Hispanics/Latinos is larger in Ventura County than the state of California. A smaller proportion of Blacks or African Americans and Asians reside in the region. The County does not have a large proportion of Native Hawaiians/Pacific Islanders. The graph below shows the diversity of Ventura County's population: Hispanics with 41% and Whites with 77%, followed by Asians with 7%.¹⁵ (See Figures 3-8)

Figure 3
Ventura County Region Population by Race



Source: U.S. Census Bureau – American Community Survey 2014

¹³ State of California Employment Development Department, Labor Market Information Division, <http://www.labormarketinfo.edd.ca.gov/>

¹⁴ State of California Employment Development Department, Labor Market Information Division, <http://www.labormarketinfo.edd.ca.gov/>

¹⁵ State of California Employment Development Department, Labor Market Information Division, <http://www.labormarketinfo.edd.ca.gov/>

SECTION 2 REGIONAL PLAN

Figure 4

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

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

Figure 5

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

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

Figure 6

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

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

SECTION 2 REGIONAL PLAN

Figure 7

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

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

Figure 8

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

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

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

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

ITAs for adult, dislocated worker and older youth are specifically sanctioned by the LWDA's Policy #2015-15, which outlines how programs for occupational skills training can be accessed through the ETPL. The procedures for executing these ITAs, as well as the formal individual contracts for them, are the work of

SECTION 2 REGIONAL PLAN

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.

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

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

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

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

Persons who are foreign born and whose primary language is not English typically face considerable barriers to employment. According to the 2014 American Community Survey, approximately 23% of County residents were born outside the United States. Approximately 38.2% of the population speak a language other than English at home. (See Figures 9-10)

SECTION 2 REGIONAL PLAN

Figure 9

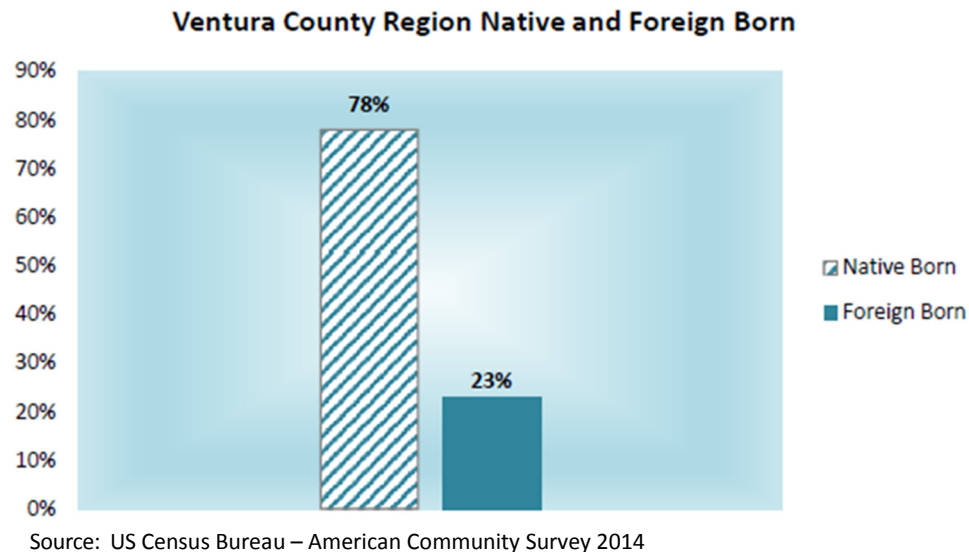


Figure 10

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

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

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

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

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

SECTION 2 REGIONAL PLAN

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

2C. Regional Sector Pathways

i. How Regional Industry Workforce Needs Were Assessed

Data Sources Used

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

Manner of Industry Engagement

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

SECTION 2 REGIONAL PLAN

Participation in Planning Discussions

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

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

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

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

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

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

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

^ American Job Center of California partners

What Was Decided? Some key decisions/results included:

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

SECTION 2 REGIONAL PLAN

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

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

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

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

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

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

Ventura County STEM Network (VC STEM): Funded by grants from the Amgen Foundation and the Alcoa Foundation, VC STEM is a collaborative regional project of the P-20 Council. Lead by California State University, Channel Islands, VC STEM is focused on improving academic access and providing hands-on experience to build achievement and excellence in STEM-related fields (science, technology, engineering and mathematics).

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

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

SECTION 2 REGIONAL PLAN

Each committee is comprised of WDB staff, County business leaders, economic development professionals, government, community based organizations, and Career Technical Education (CTE) educators from K-12, the community colleges, and 4-year educational institutions. The role of the industry sector committees is to identify demand-driven, high priority, living-wage jobs with opportunities for career growth; qualifications for those jobs; gaps in regional training and education; resources available and needed; and strategies for private/public-sector collaboration to close the gap.

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

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

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

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

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

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

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

The WDBVC has also recently convened a Youth Community Forum, a regional public meeting held on October 14, 2016, to provide an opportunity to hear the community's voice on programs and services to

SECTION 2 REGIONAL PLAN

benefit the County's out-of-school youth. Sixty-five organizations were invited to participate, and twenty-five sent representatives. Discussion focused on model programs for out-of-school youth, barriers to education and employment and how these barriers can be overcome through the career pathways being developed in the school system. A follow-up forum is being planned.

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

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

2D. Industry-Valued Post-Secondary Credential Attainment

i. Description of Process

Determining Industry-Valued and Recognized Postsecondary Credentials

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

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

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

SECTION 2 REGIONAL PLAN

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

Ensuring that Industry Leads the Discussion and Process

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

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

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

Identification of Credentials

In the Ventura County regional plan, the four primary career clusters identified are related to the Business Services, Clean/Green, Healthcare, and Manufacturing sectors. The relevant post-secondary credential providers in Ventura County offer (53) industry-valued certificates with national or state recognition, all within Ventura County's in-demand industry sectors: Business Services (11), Clean/Green (9), Healthcare (18), and Manufacturing (15). Specific credentials are listed below:

Business Services (11)

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

Clean/ Green Sector (9)

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

SECTION 2 REGIONAL PLAN

Healthcare Sector (18)

Administrative and Clinical Medical Assistant (CCMA-AC), Administrative Medical Assistant (CCMA-A), Clinical Medical Assistant (CCMA-C), Certified Nurse Assistant (CNA), Certified Surgical Technologist (CST), EKG Technician Certification (CET), Emergency Medical Technician-Basic (EMT-1), Home Health Aide (HHA), Medical Insurance and Billing Clerk, Pharmacy Technician (PTCB), Phlebotomy Technician, Radiation Safety Certification, Radiologic Technician (RHB), Registered Dental Assistant (RDA), Registered Dental Hygienists (RDH), Recognized Graduates in Dental Technology (RG Designation), Registered Nurse (RN), and Respiratory Therapist (RRT)

Manufacturing Sector (15)

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

Process to Ensure Relevance in Subsequent Years as Labor Markets Change

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

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

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

SECTION 2 REGIONAL PLAN

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

Among the training and education providers of post-secondary credentials in the Ventura County region, eight are adult schools (Conejo Valley Adult Education, Fillmore Unified School District, Moorpark Unified School District, Ojai Valley Unified School District, Oxnard Union High School District, Santa Paula Unified School District, Simi Institute for Careers and Education and Ventura Adult and Continuing Education). One is a public university: California State University, Channel Islands. The three community college providers of post-secondary credentials are Moorpark, Oxnard and Ventura. These provider's offer (53) industry-valued certificates with national or state recognition. All are related to the four in-demand industry sector clusters identified for the Ventura County region: Business Services (11 certificates), Clean Green (9), Healthcare (18), and Manufacturing (13).

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

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

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

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

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

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

SECTION 2 REGIONAL PLAN

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

Contribution of Each Local Board

The Workforce Development Board of Ventura County (WDBVC) has contributed to goal setting, research and data analysis in support of industry-valued credentials through four industry sector committees (Business Services, Clean/Green, Healthcare, and Manufacturing). At bi-monthly sector and cross-sector meetings, committee members provide a business perspective on in-demand jobs that offer self-sustaining median wages. The committees have developed skills matrices that help to guide and outline workforce development activities within each sector. Committee input and feedback are communicated through public meetings, online and information provided to such career technical education partners as the Ventura County Office of Education; Ventura County Community College District; Ventura County Adult Education Consortium; and South Central Coast Regional Consortium. The WDBVC will continue to host public planning meetings and youth forums to help support career pathways and industry-recognized credentials. In addition, WDBVC will continue to maintain the regional Employment Training Provider List (ETPL) to ensure performance-driven training providers. Currently there are 22 ETPL providers in the County.

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

The total contribution of industry-recognized credentials/certificates in the Ventura County region is currently 53 in four sector clusters: Business Services (11), Clean Green (9), Healthcare (18), and Manufacturing (13).

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

2E. Accessibility and Inclusivity

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

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

For Ventura County regional partners, the foundation for ongoing outreach is an integrated communications strategy that is designed for region-wide messaging to ensure a targeted reach and maximum frequency on a limited budget. In alignment with WIOA requirements, the strategy is supportive of stakeholders, CBOs and other regional representatives and provides a solid online

SECTION 2 REGIONAL PLAN

infrastructure and user-friendly “go-to” for public access to regional information and services. Targeted email communications, phone calls and personal contacts are part of the regional outreach strategy. Information links and social media posts appear on the WDBVC website, the Ventura County Grows Business website, the VC Jobs with a Future website, Facebook and Twitter. In addition, regional outreach includes monthly *Workforce Wednesday* radio broadcasts, bimonthly *Workforce Update* e-newsletters and public service announcements.

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

Outreach, planning and implementation are ongoing processes in Ventura County. For example, more than 75 meetings related to workforce development were conducted between July 2015 and December 2016 and provided opportunities for public discussion on a wide range of topics. In support of the regional planning process, groups experienced in serving high-need and historically disadvantaged members of the community were invited to participate. Email invitations and follow-ups were sent to 64 stakeholders and CBOs representing target populations characteristic of regional demographics:

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

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

The Ventura County Adult Education Consortium (VCAEC) comprises the three local community colleges, 8 adult schools (districts) and the Ventura County Office of Education (VCOE). Its members meet to

SECTION 2 REGIONAL PLAN

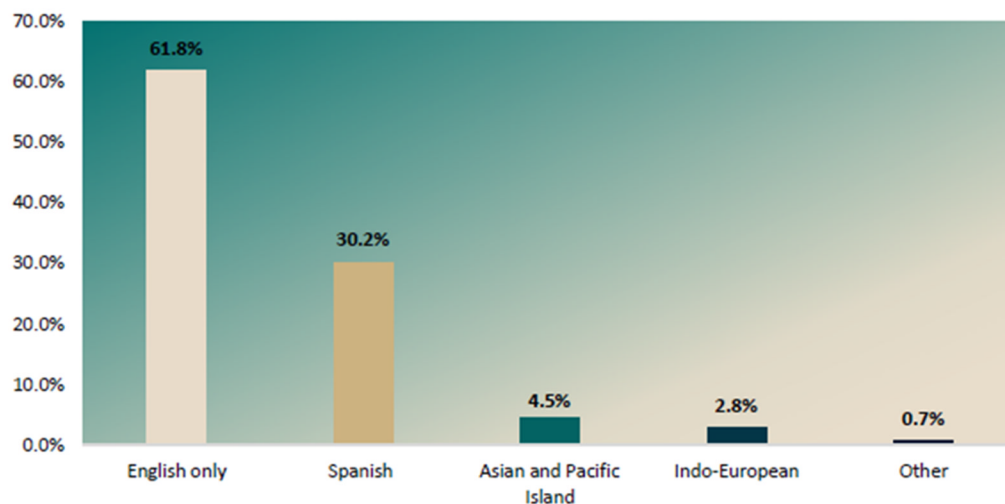
develop the AEBG plan in relation to WIOA outcomes. VCAEC has over 13 partners (including WDBVC) in developing their own regional plan to better serve the educational needs of adults in Ventura County. A representative of the Consortium participates in the bi-monthly meeting of three sector committees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

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

According to the United States Census Bureau, the most recent demographic data available indicate that as of July 1, 2015, Ventura County has a population of 850,536. The median age is 36.9 years. The high school graduation rate is 83%. The median household income is \$77,335. The foreign-born population is 190,562. The poverty level at 11%. Basic skills deficiencies persist among all age groups, but especially among youth and Spanish speakers. Student success rates for those in remedial math or English is about 30 percent. While 61.8% of County residents speak English, Spanish speakers account for 30.2%. The majority of those who don't speak English suffer from linguistic isolation; and language barriers prevent this population from accessing resources.¹⁶ (See Figure 11)

Figure 11

Languages Spoken in the Region



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

¹⁶ United States Census Bureau American Community Survey 2014 www.census.gov

SECTION 2 REGIONAL PLAN

How Regional Partners Work Together to Meet Any Unmet Needs

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

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

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

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

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

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

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

SECTION 2 REGIONAL PLAN

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

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

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

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

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

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

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

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

SECTION 2 REGIONAL PLAN

pathways to meet employment outcomes for this population. Already these partnerships have helped to create a more cohesive and comprehensive system of AJCC services.

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

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

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

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

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

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

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

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

SECTION 2 REGIONAL PLAN

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

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

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

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

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

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

The regional plan encourages braiding resources from WIOA Title I Adult and Youth programs with WIOA Title II programs to provide supportive services to those attending basic education and skills programs so as to facilitate both course and program completion. Additionally, the regional plan will facilitate compliance with relevant policies and the development of strong local partnerships that ensure physical, electronic and programmatic accessibility for individuals with disabilities. Joint communication between

SECTION 2 REGIONAL PLAN

regional providers will encourage the adoption of best practices as well as the forming of model partnerships to retain individuals in relevant programs as they work their way through the career pathway.

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

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

2F. Job Quality Considerations

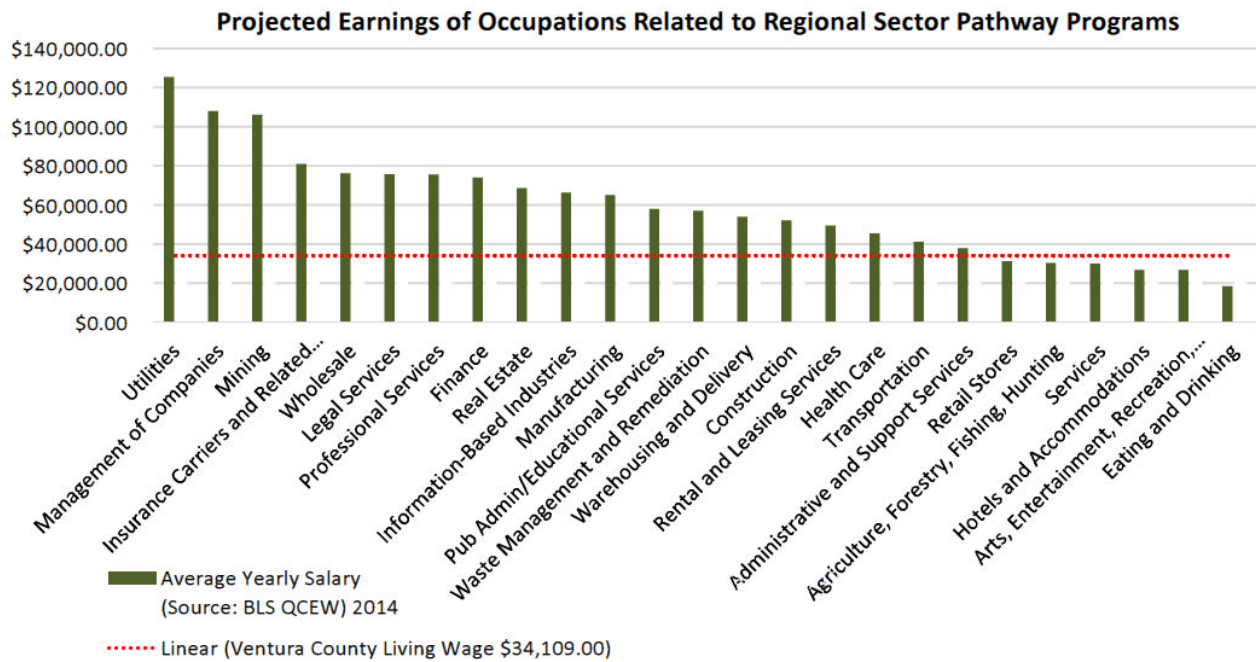
i. Projected Earnings for Occupations Related to Regional Sector Pathway Programs in Regional Plan

In the Ventura County region, four priority industry sectors comprise Business Services, Clean/Green, Healthcare, and Manufacturing. Multiple career pathways in these sectors have been identified by employers and educators in the region. Nineteen of the identified pathways pay above the Ventura County living wage of \$34,109¹⁷ for a single adult. The chart below summarizes the projected earnings for those employed in occupations directly related to the regional sector pathway programs in the regional plan. (See Figure 12)

¹⁷ California Budget Project, *Making Ends Meet: How Much Does It Cost to Raise a Family in California?* (December 2013).

SECTION 2 REGIONAL PLAN

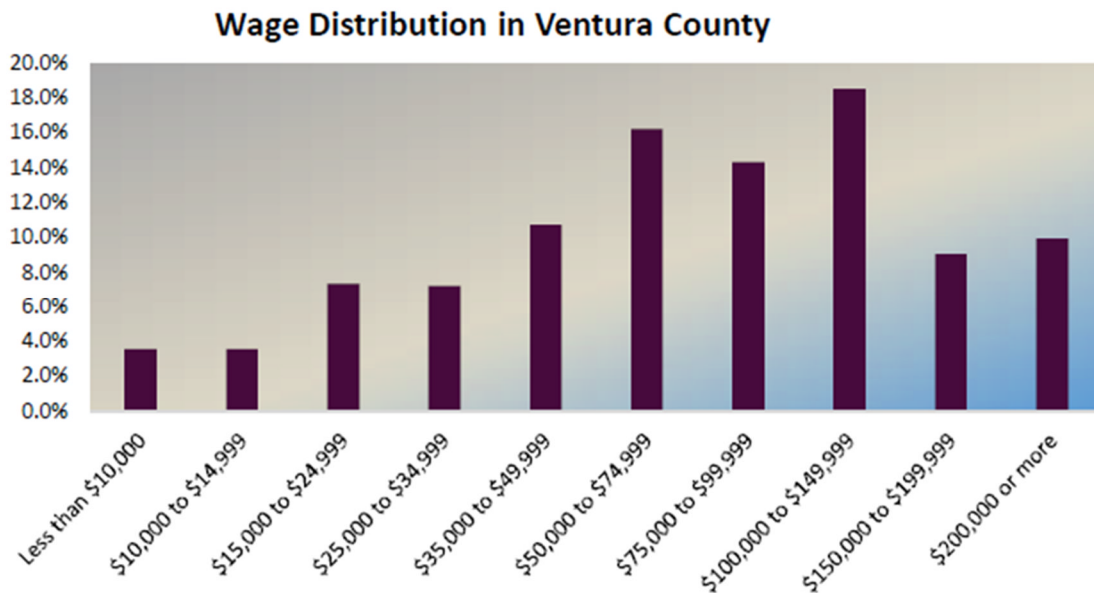
Figure 12¹⁸¹⁹



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

The median household income in the Ventura County region is \$77,335²⁰. The chart below reflects the distribution of wages in the regional planning unit. (See Figure 13)

Figure 13



¹⁸ EconoVue™ Database from the Urban Explorer, <https://www.econovue.com/>

¹⁹ California Budget Project, *Making Ends Meet: How Much Does It Cost to Raise a Family in California?* (December 2013). www.cbpp.org/MakingEndsMeet

²⁰ United States Census Bureau American Community Survey 2014 www.census.gov

SECTION 2 REGIONAL PLAN

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

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

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

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

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

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

In implementing incumbent worker training strategies for progression along career pathways, the Local Board follows the WDBVC Policy on Incumbent Worker Training (Local Policy Bulletin #2015-12). The policy defines, in detail, the criteria that determine the eligibility of employers and of their incumbent

SECTION 2 REGIONAL PLAN

workers for a WIOA-funded training program. The training is restricted to activities undertaken for skill attainment in alignment with WDBVC priority sectors (Business Services, Clean/Green, Healthcare, and Manufacturing) and represent in-demand occupations providing living wages.

2G. Regional Assessment

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

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

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

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

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

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

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

SECTION 2 REGIONAL PLAN

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

Copies of Executed MOUs, Cost Sharing Agreements and Cooperative Agreements

Attached in 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:

The Memorandum of the AJCC Partners, Phase I

The Memorandum of the AJCC Partners, Phase II (including tentative budget)

The Request for Proposals for the One Stop Operator (to be chosen by 7/1/17)

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

The Board of Supervisors of Ventura County

The Community Services Department of the County's Human Services Agency

The One Stop Operator

(See Appendix B of this Plan)

2J. Community College and AEBG Related Attachments to the Regional Plan, Including Strong Workforce Program Regional Plan Required as Assembly Budget Committee, Chapter 24, Statutes of 2016)

Copies of College and AEBG Documents, Including Strong Workforce Program Regional Plan Required as Part of AB 1602

Attached in an Appendix are copies of a the South Central Coast Regional Consortium Regional Strategic Plan Progress Report, June 10, 2016, Ventura County Community College District Master Plan 2013-2019, and the Ventura County Adult Education Consortium Comprehensive Regional Plan March 1, 2015. (See Appendix C of this Plan)

SECTION 2 REGIONAL PLAN

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SECTION 2 REGIONAL PLAN

APPENDICES

<u>Letter</u>	<u>Document Name</u>
A.	Regional Sector Pathways Chart
B.	2I.i. Regional Memorandum of Understanding(s) or Cooperative Agreements <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)
C.	2J.i. Community College and AEBG Related Attachments to the Regional Plan, Including Strong Workforce Program Regional Plan Required as Assembly Budget Committee, Chapter 24, Statutes of 2016) <ol style="list-style-type: none">1. South Central Coast Regional Consortium Regional Strategic Plan Progress Report, June 10, 20162. Ventura County Community College District Master Plan 2013-20193. Ventura County Adult Education Consortium Comprehensive Regional Plan, March 1, 2015