



2021-2024

Regional Plan

Workforce Development
Board of Ventura County

PREPARED BY



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I. INTRODUCTION

This Regional Plan is the culmination of an extensive collaborative planning process undertaken by public, private, and community-based stakeholders across Ventura County.

About the Workforce Development Board of Ventura County

The Workforce Development Board of Ventura County (WDB-VC) is part of the Public Workforce System—a network of federal, state, and local offices that support economic expansion and develop the nation's workforce talent. The WDB-VC is a neutral convener and coordinator of cross-sector partners collaborating to serve those with barriers to employment and maximize businesses' productivity and success in their region. The WDB has a twenty-year history of working with partners to close the gaps between these dual clients.

The WDB-VC analyzes labor market information to develop regional sector strategies that focus resources on addressing workforce needs, challenges, and opportunities in the area. This often involves skill training for employees, local businesses, and industries and facilitated partnerships between local businesses with similar training needs.

SHARED VISION

The Ventura County region has a high quality, appropriately skilled workforce that is ready and able to support the evolving business needs of employers in a dynamic, competitive, global economic environment.

MISSION

The WDB-VC builds and nurtures strong local partnerships and collaborates to design a workforce system that creates upward mobility opportunities for individuals in order to meet and anticipate the needs of employers while advancing the local economy.

CORE VALUES

1. Collaboration, 2. Accountability, 3. Innovation, 4. Responsiveness to the needs of individuals and businesses, 5. Diversity and Inclusion

STRATEGIC PRIORITIES

The WDB-VC initially identified strategic priorities in the fall of 2019. These priorities were reviewed and updated in the fall of 2020 to prioritize diversity and inclusion.



Create a performance dashboard that tracks customers served by the AJCC and partner organizations so that we can track performance and facilitate continuous evaluation and improvement.



Develop a regional Work-Based Learning strategy that initially focuses on 3 occupational clusters by convening WDB regional partners to select clusters and appropriate apprenticeship models.



Align Career Technical Education (CTE) program offerings with industry needs by convening education institutions (K-12, Adult Education, Colleges, Universities, Certificate programs, etc.) and industry.



Analyze WDB-VC board governance and legal structures by creating an ad-hoc committee to review and implement structures that best support the accomplishment of the priorities and goals herein.

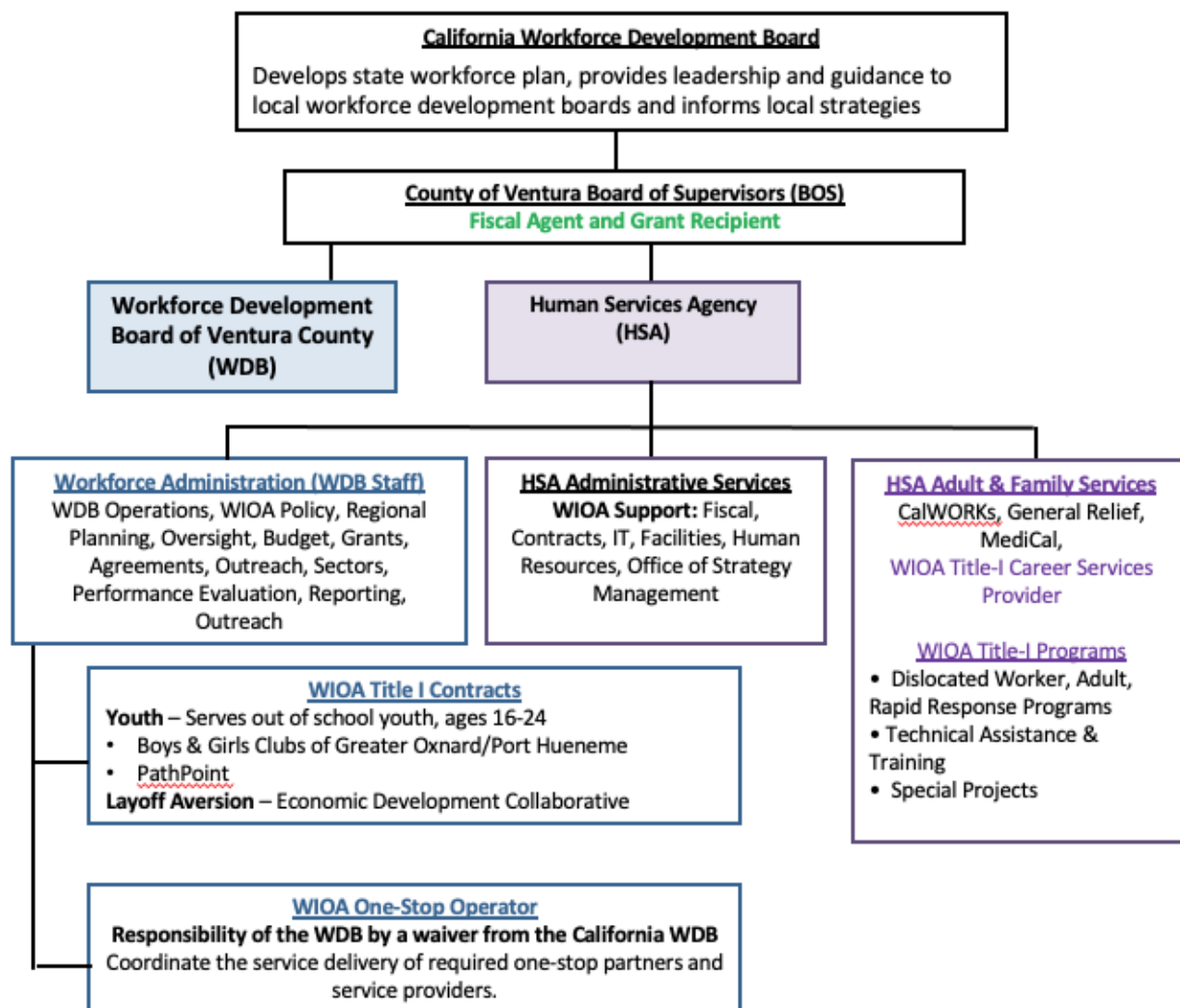


Diversity Equity and Inclusion-The WDB-VC recognizes Diversity, Equity, and Inclusion as a priority in Workforce Development and will conduct a review of existing policies, programming, and representation; and bring forward any necessary revisions in 3 areas including Service Delivery, Outreach and WDB Composition.

HOW THE WIOA ONE-STOP SYSTEM WORKS

The Ventura County Board of Supervisors is the governing body that oversees the County's Human Services Agency. The activities of the Workforce Development Board of Ventura County (WDB-VC) are embedded. The WDB-VC is a separate, independent board appointed by the Board of Supervisors and is the Regional Planning Unit for Ventura County.

WIOA reinforces the partnerships and strategies necessary for America's Job Centers to provide all job seekers and workers with the high-quality career, training, and supportive services they need to obtain and maintain good jobs. WIOA identifies the required partner programs and states that they must enter into a Memorandum of Understanding (MOU).



WIOA Required MOUs

WIOA Title I (Ad/DWkr/Youth) – County of Ventura HSA

WIOA Title II (Adult Education) – VACE, Oxnard HSD, Conejo Valley USD, Simi Valley, USD, VCOE

WIOA Title III (Wagner/Peyser) – EDD

WIOA Title IV (Voc. Rehab.) – Dept. of Rehab.

Perkins CTE – Ventura County Office of Education (VCOE)

Title V (Older Americans) – Area Agency on Aging

Native Americans – Candelaria Am. Indian Council

Veterans – EDD

Trade Adjustment Act/NAFTA – EDD

Community Services Block Grants – Community Action Partnership

Unemployment Compensation – EDD

Migrant/Seasonal Farmworkers – Center for Employment Training (CET)

TANF/CalWORKs – County of Ventura HSA

**20 partners signed MOU Phase I & II to participate in shared costs and referrals of Career Services*

II. METHODOLOGY AND OUTREACH

The WDB-VC is committed to building and nurturing strong local partnerships and collaborating to design a workforce system that creates upward mobility opportunities for individuals to meet and anticipate the needs of employers while advancing the local economy. The WDB-VC engages partners continuously and strives for continuous improvement in its delivery of services and predicting the region's needs. To proactively plan, the WDB-VC developed a comprehensive strategic plan and logic model in the fall of 2019 that identified strategic priorities and an overarching vision statement. Two of these strategic priorities were funded with RPI 3.0 funding. They included: 1) Conducting a robust regional asset mapping to identify existing resources and 2) Identifying and aligning CTE efforts to the needs of employers. These efforts are currently underway and have included robust stakeholder engagement, focus groups, interviews, and convenings that inform this 2021 Regional and Local Plan. This outreach and engagement throughout 2020 have proven vital given the ever-changing impacts of COVID-19 on the region and the economic and social effects on employers and job-seekers. To prepare this Regional Plan, we conducted additional meetings and engagement and the ongoing asset mapping project.

A variety of outreach and research methods were employed to ensure that multiple perspectives were identified and heard across sectors. This outreach aims to identify the strengths, challenges, existing collaborations, needs, and opportunities within the Ventura County Workforce Development System. These methods included:

1. Business and Industry Survey

A survey was distributed to businesses within Ventura County to initiate engagement, learn more about current work-based learning partnerships, programs, and services, and understand the challenges these organizations experience when hiring and training employees. The 22-item survey was distributed in electronic format using Survey Monkey. Seventy-three (73) responses were collected from thirteen (13) industries between August 10 - November 2, 2020.

2. Industry Sector and Key Stakeholders Focus Groups

Focus groups were conducted with eight (8) stakeholder groups. The focus groups were held with the WDB-VC industry working groups. Approximately eighty-six (86) individuals participated and were engaged. The groups included the existing working groups and other groups, including the Clean Green working group, Business Services working group, Healthcare working group, Manufacturing working group, Nonprofit/CBOs, Ventura County Adult Education Consortium, Ventura County Employment Collaborative, and the Ventura County Training Consortium.

3. Stakeholder meetings

Three stakeholder meetings were held to attain feedback and recommendations specifically about the Regional and Local plan content. These focused on the needs of the AJCC System, regional needs, and system improvements to ensure that the system serves those most in need. These included:

- AJCC partner meeting on December 16, 2020
- A public meeting about regional needs and how to improve service provision on January 28, 2021
- Public WDB-VC board meeting review of recommendations and documents

4. 1-1 Interviews

Interviews were conducted with twenty-five (25) individuals from high-impact industries within the region, secondary and post-secondary education institutions, nonprofits, and economic development organizations. These interviews were conducted to identify and inventory existing work-based learning partnerships, training, challenges, and meetings in Ventura County.

5. Work-Based Learning Consortium Meetings

The Work-Based Learning Consortium was established to provide guidance and leadership on implementing the WDB-VC's regional plan initiative to research, identify gaps, and develop a strategic regional approach to work-based learning. Three Work-Based Learning Consortium meetings took place, with an average of twenty (20) regional leaders in each session.

III. REGIONAL PARTNERS

Workforce Development Boards' fundamental responsibility is to engage stakeholders across sectors to increase collaboration, better utilize existing services, and ideate improvements to existing training and systems. In Ventura, opportunities for collaborative planning and action have engaged a broad range of business, education, labor, economic development, government, and community leaders who collaborate to build regional networks and leverage policies, programs, and services.

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

^ American Job Center of California partners

Industry Sector Leaders: Amgen, Inc.; *Applied Powdercoat; *Brighton Management; Camarillo Healthcare Center; Corwin, a SAGE Company; Dynamic Automation; Frontier Communications; *Global Staffing Manpower Group; *Haas Automation, Inc.; *Hi-Tech Engineering Corporation; *Jaxx Manufacturing, Inc.; Kaiser Permanente; *Kinamed, Inc.; *L.C. Engineering Group, Inc.; LEAD Public Strategies; Los Robles Hospital and Medical Center; *Milgard Manufacturing; MSW Wire Industries Pacific Coast Homecare; *Reiter Affiliated Companies; St. John's Hospitals; Simi Valley Hospital; Solid Waste Solutions; Tolman & Wiker Insurance Services; *Un1tee; United Staffing Associates; *Un1tee; *Ventura Pacific Co.; VSolvit

Economic Development Entities: 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 Building and Construction Trades Council; Tri-Counties Central Labor Council (AFL-CIO); *United Food and Commercial Workers Union Local 770; Ventura County Contractors Association; *International Union of Operating Engineers Local 12

Education (Community Colleges, Adult Basic Education, K-12, Universities): 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 Institute for Careers & Education; South Central Coast Regional Consortium of Community Colleges; Student Academic Success and Equity Initiatives, University Culture Outreach; V.C. 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 Oxnard Harbor District; Ventura County Health Care Agency; Ventura County Public Health Adolescent Family Life Program/Cal Learn Program; Ventura County Probation Agency ; California Department of Corrections and Rehabilitation (CDCR)

Workforce Board: Vic Anselmo; Cesar Valladares; Victor Dollar; Brain Gabler; Greg Gillespie; Jeremy Goldberg; Kathy Harner; Marilyn Jansen; Victoria Jump; Dona Toteva Lacayo; Kirk Lagerquist; Gregory Liu; Laura Martinez; Anthony Mireles; William Pratt; Shaffiq Rahim; Alex Rivera; Patty Schulz; Rosa Serrato; Jeremy Shumaker; Sandy Smith' Bruce Stenslie; Jay Turner; Carolyn Vang-Walker' Bill Werner; Stephen Yeoh; Celina Zacarias

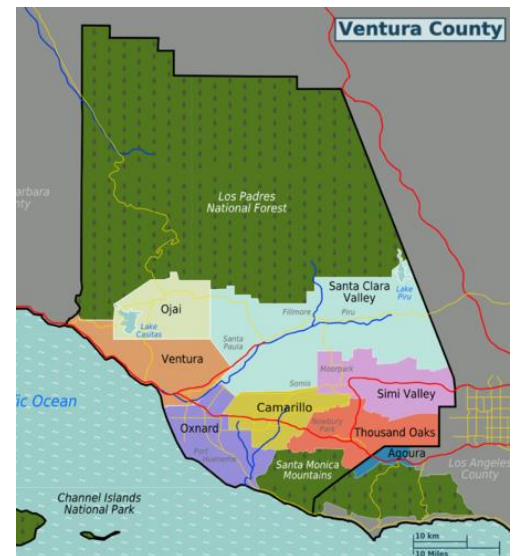
Community Based Organizations: Aspire3; Casa Pacifica Centers for Children and Families; ^*Center for Employment Training; ^Community Action of Ventura County; Big Brothers Big Sisters of Ventura County; Boys and Girls Clubs of Greater Oxnard and Port Hueneme; California Conservation Corps; City Corps;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

IV. ANALYTICAL OVERVIEW OF THE REGION

This section of the Regional Plan provides a detailed analysis of the economic conditions and trends in the region and an analysis of the current workforce.

REGIONAL ECONOMIC CONDITIONS

Ventura County stretches 43 miles of Southern California coastline, covers 1,842.5 square miles, and is home to 846,006¹ 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 west by the Pacific Ocean. There are ten incorporated cities in the Ventura County Region: Camarillo, Fillmore, Moorpark, Ojai, Oxnard, Port Hueneme, Santa Paula, Simi Valley, Thousand Oaks, and Ventura. The WDB-VC is one of three WDB's that has one Regional Planning Unit and one Workforce Development Board represented by the same area. As both a local workforce area and a region, Ventura County is perhaps spared some of the complexities faced by multi-county regions, as well as by counties containing multiple workforce boards.



Economic Overview

Ventura County has a regional economy valued at over \$54,760,484 billion in current-dollar GDP². According to the Bureau of Economic Analysis, this GDP is ranked 12th in the state. The County has a broad economic base that includes the in-demand sectors of healthcare, biotechnology, manufacturing, construction, and agriculture. The county contains Port Hueneme, an important deep-water trade port and a major military naval base in addition to these sectors. The County's economy has traditionally depended on goods-producing sectors such as Mining, Agriculture, and Manufacturing. However, in recent years, industries such as Healthcare and Public Administration, Construction, and Professional, Scientific, and Technical Services have been rising.

The Ventura County economy experienced a boost in 2019 after several years of decline due to a significant decrease in the region's labor force. Due to the COVID-19 pandemic, the next several years' economic projections are expected to decline once more³. This decline will be in part due to a lack of all-industry job growth. Even with an anticipated reduction, the Center of Economic Research notes an opportunity for the economy to receive another boost due to the number of people moving from surrounding counties into Ventura County. If the County can continue to attract these individuals and people to the area, there is a possibility that the economic decline can be stopped and reversed⁴.

¹ U.S. Census Bureau (2019). *American Community Survey 1-year estimates*. Retrieved from *Census Reporter Profile page for Ventura County, CA*. Retrieved from <http://censusreporter.org/profiles/05000US06111-ventura-county-ca/>

² Bureau of Economic Analysis, 2019. Retrieved from <https://apps.bea.gov/regional/bearfacts/action.cfm?geotype=4&fips=06111&areatype=06111>

³ Ibid 5

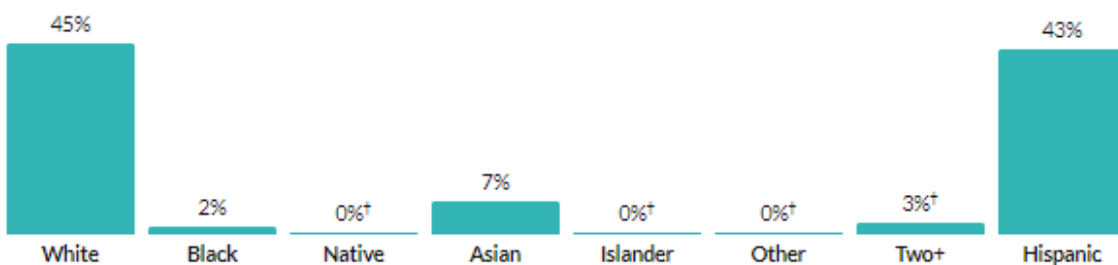
⁴ Ibid 5

POPULATION & DEMOGRAPHICS

According to the most recent U.S. Census Bureau, the total population for Ventura County is 846,006 that live over 1842.53 square miles, with approximately 459.2 people per square mile. The median age of the population is 39, which is higher than the rest of the state. Additionally, the county's age distribution is 22.2% under the age of 18, 64.14% ages 18-64, and 16.2% of the population is 65 and over.

The racial composition of Ventura County indicates that the majority of the population is white, at 45%, with Hispanic as the next largest race at 43%. Additionally, the region comprises 7% Asian, 3% Black, and 3% of individuals who report more than two races (See chart below).

Race & Ethnicity

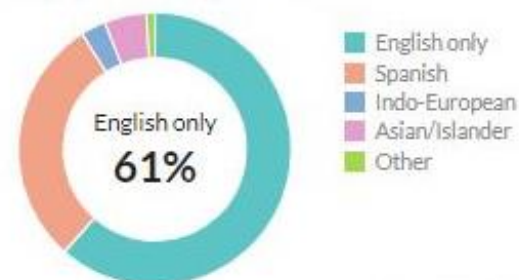


* Hispanic includes respondents of any race. Other categories are non-Hispanic.

English as a Second Language (ELL)

While 61% of residents ages eighteen and over speak English within Ventura County, Spanish speakers account for 34%. The number of persons with a language other than English spoken at home has increased 5% from 2018⁵. The number of foreign-born residents is 183,079.

Language at home, adults 18+



Income and Socioeconomic Status

The median household income in Ventura County is high at \$92,236, which is around 20% higher than the state average. The per capita income is \$40,293. Additionally, the poverty rate in the region is extremely low at 7.9%, which is two-thirds lower than the state⁶. However, the COVID-19 related recession and with more people from the L.A. area purchasing homes in Ventura County, housing cost has increased. Due to this, an essential segment of the population struggles to secure affordable housing, jobs that pay a living wage, food, and other basic amenities.⁷

Hard to Serve Priority Populations

Individuals Experiencing Homelessness: In 2020, Ventura County experienced a 4.4% increase in the number of adults and children that were homeless compared to the previous year.⁸

Opportunity Youth: The percent of youth ages 16-24 that are neither working nor in school is 6%⁹.

⁵ U.S. Census Bureau (2018). *American Community Survey 1-year estimates*. Retrieved from *Census Reporter Profile page for Ventura County, CA*. Retrieved from <https://censusreporter.org/profiles/05000US06111-ventura-county-ca/>

⁶ Ibid 1

⁷ State of Ventura County's Economy. Center for Economic Research and Forecasting, Cal Lutheran University. Retrieved from https://www.clucrf.org/files/2020/10/2020VC_EconomyForecast_final.pdf

⁸ Ventura County Homeless Count and Subpopulation Survey (2020). Continuum of Care Alliance. Retrieved from <https://s33020.pcdn.co/wp-content/uploads/2020/04/2020-VC-Homeless-Count-Report-Final.pdf>

⁹ County Health Rankings, 2020.

<https://www.countyhealthrankings.org/app/california/2020/rankings/ventura/county/outcomes/overall/snapshot>

Veterans: The number of Veterans decreased in 2019 from 39,961 to 34,837, which is approximately 10% higher than the rate in California¹⁰.

Justice-Involved: Up to date demographic information about the real number of justice-involved individuals in a region is difficult to access without comprehensive data-sharing agreements with the CDCR and local law enforcement. Even so, the WDB attained such data in 2019 while completing the P2E strategic plan. In 2019, Ventura County had 32,393 Justice-Involved Adults and 1,168 Justice-Involved Youth.¹¹ The majority of the Justice-Involved individuals in Ventura County are adults between the ages of 25 and 50 (66%), followed by 18–24-year-olds (16%). These two age groups represent individuals of prime working-age who may serve as a potential source of employees for local businesses looking to address labor shortages.

WORKFORCE TRENDS

Employment Data

The county's level of economic opportunity is limited for new workers looking to enter the labor force. The economy is growing at a sluggish pace, and new jobs being added are mostly in low-skill, low-wage positions that do not offer adequate compensation to afford the high cost of living in the area. Ventura County's rate of economic growth since 2013 is among the lowest in the state.¹²

Labor Force Participation

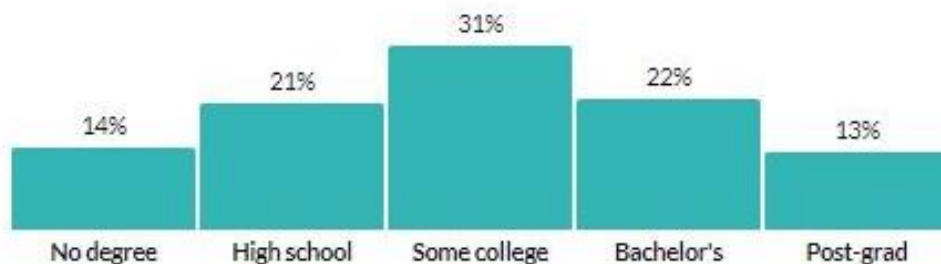
Ventura County's total labor market includes 412,600 people, 386,700 of whom are employed, and 25,900 unemployed¹³. The unemployment rate has increased significantly from 2019 due to COVID-19 related layoffs and business closures. The Center for Economic Research and Forecasting¹⁴ has indicated that unemployment numbers will continue to grow due to the high levels of displaced workers and will not see recovery for an extended period.

Labor Force Data (November 2020)	
Civilian Labor Force	412,600
Employment	386,700
# Unemployed	25,900
Unemployment Rate	6.3%

Education and Skill Levels

The distribution of educational attainment in Ventura County is relatively evenly distributed, with the majority of the population having some college¹⁵. Table 1 below shows that 35% of the population has a Bachelor's or advanced degree. This is the same as the statewide average in California¹⁶.

Table 1: Ventura County Population by Minimum Level of Education



* Universe: Population 25 years and over

¹⁰ Ibid 3

¹¹ P2E Strategic Plan, 2019

¹² 2019 State of the Region Report. Ventura County Civic Alliance. Retrieved from: <https://civicalliance.org/wp-content/uploads/2019/07/2019-State-of-the-Region-Report-Final-Web-1.pdf>

¹³ State of California Employment Development Department, Labor Market Information Division, 2019. Retrieved from: <http://www.labormarketinfo.edd.ca.gov/>

¹⁴ Ibid 5

¹⁵ Ibid 1

¹⁶ Ibid 1

Additionally, the college and career readiness of the population is as follows:

- 13.6% of 2018/2019 in Ventura County did not graduate with their classmates but are not all considered dropouts.
- The 2018/2019 countywide dropout rate is 6%, which has remained the same for the past two years¹⁷.

EMPLOYER TRENDS & INDUSTRY DEMAND

Industry Demand

The top industries within Ventura County as of December 2020 based on the employment are Healthcare and Social Assistance, Retail Trade, Accommodations, and Food Services, Manufacturing, Agriculture, Forestry, Fishing, and Hunting, Administrative and Support and Technical Services, Professional, Scientific, and Technical Services, Construction, Public Administration, and Wholesale Trade (See Table 2).

Industry Group	Industry Employm..	Yearly % Change i..	Change in # of Yea..	Postings in the La..
Health Care and Social Assistance	42,820	-21%	-2,265	2,762
Retail Trade	37,207	-20%	-2,626	3,392
Accommodation and Food Services	31,811	-32%	-2,318	1,453
Manufacturing	26,368	-17%	-1,873	2,037
Agriculture, Forestry, Fishing and ..	25,760	49%	64	68
Administrative and Support and W..	18,780	-23%	-6,195	6,109
Professional, Scientific, and Techn..	17,814	-25%	-2,928	2,788
Construction	16,989	-15%	-304	512
Public Administration	14,843	6%	92	549
Wholesale Trade	12,881	-14%	-160	302

Table 2: Top Industries in Ventura County

Table 3 displays the top occupations with the number of graduates¹⁸ compared the number of job postings. In all cases of the top occupations, there was a significant number of job openings compared to the number of graduates¹⁹.

Occupation	Job Postings (Year) ¹⁷	Graduates	Post to Grad Ratio	Avg. Median Posting Du..	Employers
Registered Nurses	5,432	446	1218%	30	535
Heavy and Tractor-Trailer ..	2,647	13	20362%		283
Software Developers and ..	2,142	166	1290%	32	527
Home Health and Person..	1,779	210	847%	31	189
Speech-Language Patholo..	1,689	178	949%	37	130
Childcare Workers	1,514	367	413%		44
First-Line Supervisors of ..	1,491	22	6777%	33	488
Accountants and Auditors	1,377	59	2334%	35	305
Marketing Managers	1,237	43	2877%	38	242
Light Truck Drivers	1,153	13	8869%		152

Table 3: Top Occupations by Graduation Dates in Ventura County

¹⁷ ACGR Files located on CDE website <https://www.cde.ca.gov/ds/sd/sd/filesacgr.asp>

¹⁸ Department Unemployment Insurance Dataset, National Student Clearinghouse, CSU/UC Cohort Match, Insight Center for Community Economic Development

¹⁹ Chancellor's Office Management Information System, Employment Development

Knowledge, Skills, and Abilities

Within these top industries, there are varying levels of degree obtainment needed. Table 4 below provides details on the fastest-growing occupations within the region as of December 2020. Of the top ten top occupations, three need a post-secondary degree. Lower educational needs for jobs offers an opportunity for the 66% of the population that has some college or less to obtain employment. Additionally, all but one occupation paid higher than the estimated annual living wage for a single adult in Ventura County, which is \$33,000 ²⁰.

Table 4: Fastest Growing Occupations in Ventura County

Occupation	Avg Experience	Level of Education	Postings P..	Annual Earnin..
Registered Nurses	None	Master's Degree	1,676	\$95,306
Heavy and Tractor-Trailer Truck Drivers	<=4 years	High School Diploma	895	\$52,291
First-Line Supervisors of Retail Sales Workers	<=6 years	High School Diploma	876	\$43,846
Customer Service Representatives	<=2 years	High School Diploma	788	\$38,626
Speech-Language Pathologists	None	Master's Degree	698	\$92,851
Software Developers and Software Quality Assurance Analysts and ..	Null	Null	523	\$114,379
First-Line Supervisors of Office and Administrative Support Workers	<=6 years	Bachelor's Degree	410	\$57,491
Light Truck Drivers	None	High School Diploma	402	\$32,510
Maintenance and Repair Workers, General	<=2 years	High School Diploma	397	\$39,811
Accountants and Auditors	None	Bachelor's Degree	340	\$74,838

Industry & Employer Survey

The WDB-VC conducted a Countywide business and industry survey from August through November in 2020 to obtain feedback from local employers on their employment needs. Of the companies and industries surveyed, 58% experience significant labor skills gaps in their industry and difficult hiring. According to the survey, the industries experiencing the most persistent labor skills gaps are:

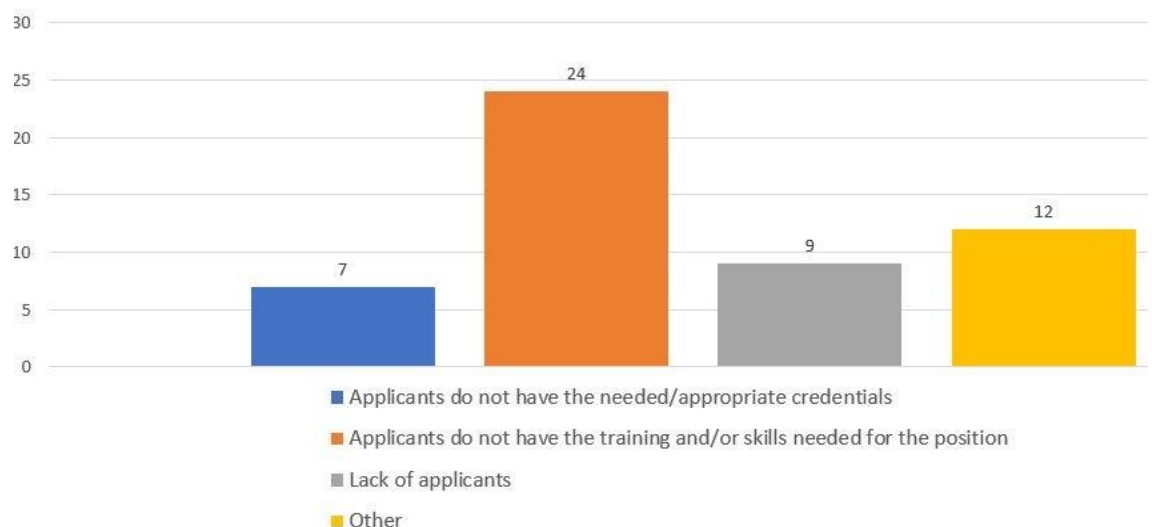
- Manufacturing and Product Design
- Health Care and Medical Technology
- Building and Construction Trades.

The industries that reported the least persistent labor skills gaps include:

- Hospitality, Tourism, & Recreation
- Business, Professional, & Financial Services

Table 5 provides the reasons why employers had difficulty hiring for positions. The majority of businesses stated that the applicants do not have the training or skills needed for the position.

Table 5: Ventura County Industry Reasons for Difficulty Hiring



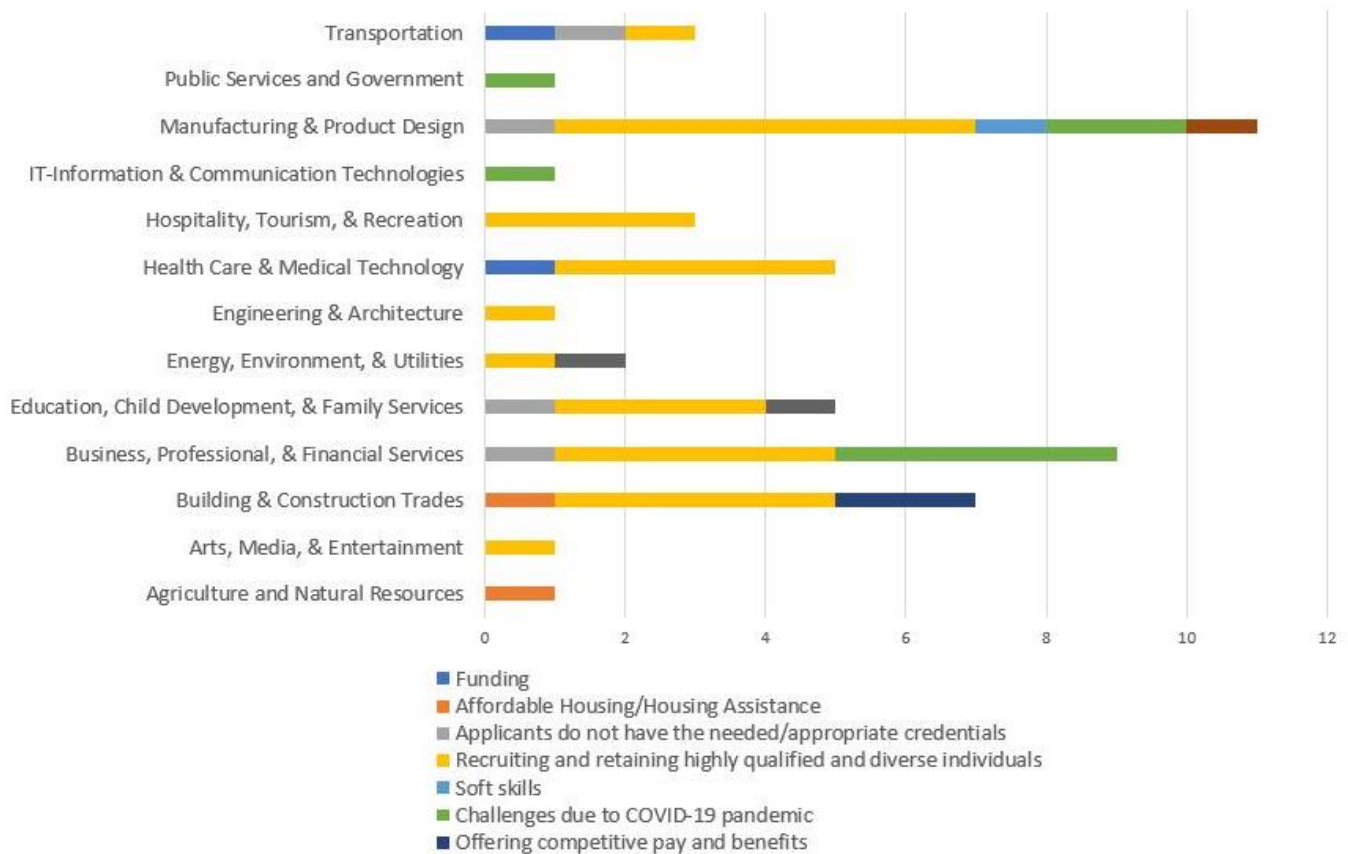
²⁰ California Budget Project, Making Ends Meet: How Much Does It Cost to Raise a Family in California? December 2017

Employer Challenges

Ventura County employers face several challenges that are due to underlying economic factors. These are shown in the survey results graph below and the table that outlines feedback heard during the outreach.

Table 6 below shows the biggest challenges faced by employers by industry according to the survey. ²¹

Table 6: Biggest Workforce Challenges by Industry in Ventura County



²¹ 2020 Employer Survey Conducted by the WDB-VC

CHALLENGES DUE TO UNDERLYING REGIONAL ECONOMIC AND ENVIRONMENTAL FACTORS

Wages in Ventura County do not match the cost of living- The County has a high cost of living and housing and limited high-paying jobs. Due to this, many people live in Ventura County but work outside of the County to maintain a salary that can fund the higher housing cost and live in Ventura County. Furthermore, most new jobs in the County are low-wage positions that cannot provide a living wage. This causes high levels of out-migration wherein more people are moving OUT of the county than into it.²²

Minimal economic growth- California is leading the country in job growth; however, Ventura County is one of the few counties that has not yet recovered from its pre-recession job growth.²³

Sizeable homeless population- Soaring housing costs, minimal housing inventory, and displacement due to natural disasters such as the recent Thomas Fire contribute to the rise of the county's homeless population. In 2018, the County's homeless population increased by 13% over 2017 figures.

Limited ability to respond to needs created by natural disasters on time- Natural disasters such as the Thomas Fire cause spikes in unemployment, housing needs, and homelessness.

16.3% of the population speaks minimal English- The majority of those who do not speak English suffer from linguistic isolation, and language barriers prevent this population from accessing resources such as jobs and training programs.

Regulatory environment limits employer capacity for expansion- Save Open Space and Agricultural Resources (SOAR) is a set of paramount environmental protection and growth-control policies that inadvertently make it difficult to attract and retain some companies because there is little room for expansion. For example, there is a lack of manufacturing space.

Attracting and retaining skilled workers in Ventura County- Due to the high cost of living and limited housing, the County has a difficult time attracting and retaining skilled workers.

No dominant industry or job requirements- The majority of the 48,000 County businesses are small businesses with 50 or fewer employees.

Aging population- Ventura County is home to many retired individuals out of the workforce or planning to retire.

Basic skills deficiencies- Basic skills deficiencies persist among all age groups, especially among youth and Spanish speakers. 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. Ultimately these businesses report an inability to compete and build a strong pipeline of workers.

²² State of California Employment Development Department, Labor Market Information Division, 2019. Retrieved From: <http://www.labormarketinfo.edd.ca.gov/>

²³ State of California Employment Development Department, Labor Market Information, 2019. Retrieved from: <http://www.labormarketinfo.edd.ca.gov>

V. FOSTERING DEMAND-DRIVEN SKILLS ATTAINMENT

This section of the Regional Plan explains the in-demand industry sectors and occupations in the region. It describes how the RPU and regional partners will expand, develop, implement, and sustain sector initiatives for these in-demand industry sectors and occupations.

IN-DEMAND INDUSTRY SECTORS

The WDB-VC is committed to developing research-based, needs-driven, collaborative sector initiatives. In October 2020, amidst the raging pandemic, the agency reassessed its previous sector initiatives and industry priorities. The previous priority industry sectors included: Business Services, Clean/Green, Healthcare, and Manufacturing. Committees representing three of these sectors have been meeting for over twelve years. The fourth committee (Business Services) was formed five years ago. After careful analysis and discussions with the Board and stakeholders, the WDB-VC decided that two of these sectors- Clean/Green and Business Services, were so broad that they were difficult to track, measure, and engage industry leaders around. Their breadth versus depth made it difficult to:

- Focus limited resources most strategically to make an impact
- Create pointed and measurable goals and objectives
- Address regional need
- Develop deep industry partnerships
- Develop and fund initiatives
- Communicate regional and agency priorities to external stakeholders
- Track regional sector needs regarding education, training, and workforce

The Board conducted Labor Market research to assess and identify priority industry sectors and needs and evaluate how COVID-19 has impacted the region. Labor market data was pulled from EMSI and the EDD to ensure that real-time data and state projection data were used to identify priorities and current needs. The process resulted in identifying and developing updated priorities and a new overarching cross-sector Clean Green initiative. Furthermore, the Board committed to revisiting our WDB-VC Industry Priorities every four years based on ever-changing LMI data.

In-Demand Industry Sectors

To identify industry sector priorities, the WDB-VC looked at LMI data from various perspectives to "triangulate regional need" and identify the Supply-side, Demand-side, and Training offering needs, gaps, and surpluses. The graphic to the right shows this concept visually. To create an ever-green LMI tool, we developed a Tableau Dashboard that integrates real-time data so anyone in Ventura County can have LMI data at their fingertips.

<https://public.tableau.com/profile/jason.louder#!/>

Table 7 below shows an overview of the demand in every major industry group in Ventura County as of November 2020. The number of job postings sorts this table in the last 90 days and thus shows the industries resistant to the market shocks brought on by COVID-19. This sorting does not elevate the industries that do not have as many job postings but still have a lot of hires- such as agriculture and construction.

Table 8 has the same data but is sorted instead by the total Industry Employment and thus highlights the industries that hire a lot of people but post little or no jobs.

Table 9 visually shows the disparity between these two data sources and highlights the importance of looking at data from various perspectives.



Finally, we identified a few additional variables that the WDB-VC values essential in identifying Industry priorities. These include:

- High demand
- Resistant to market shocks such as COVID-19, natural disasters, etc.
- Projected Demand in the future
- Many living-wage jobs in the Industry
- Clear career pathways and access to upward mobility
- Occupation diversity within the industry

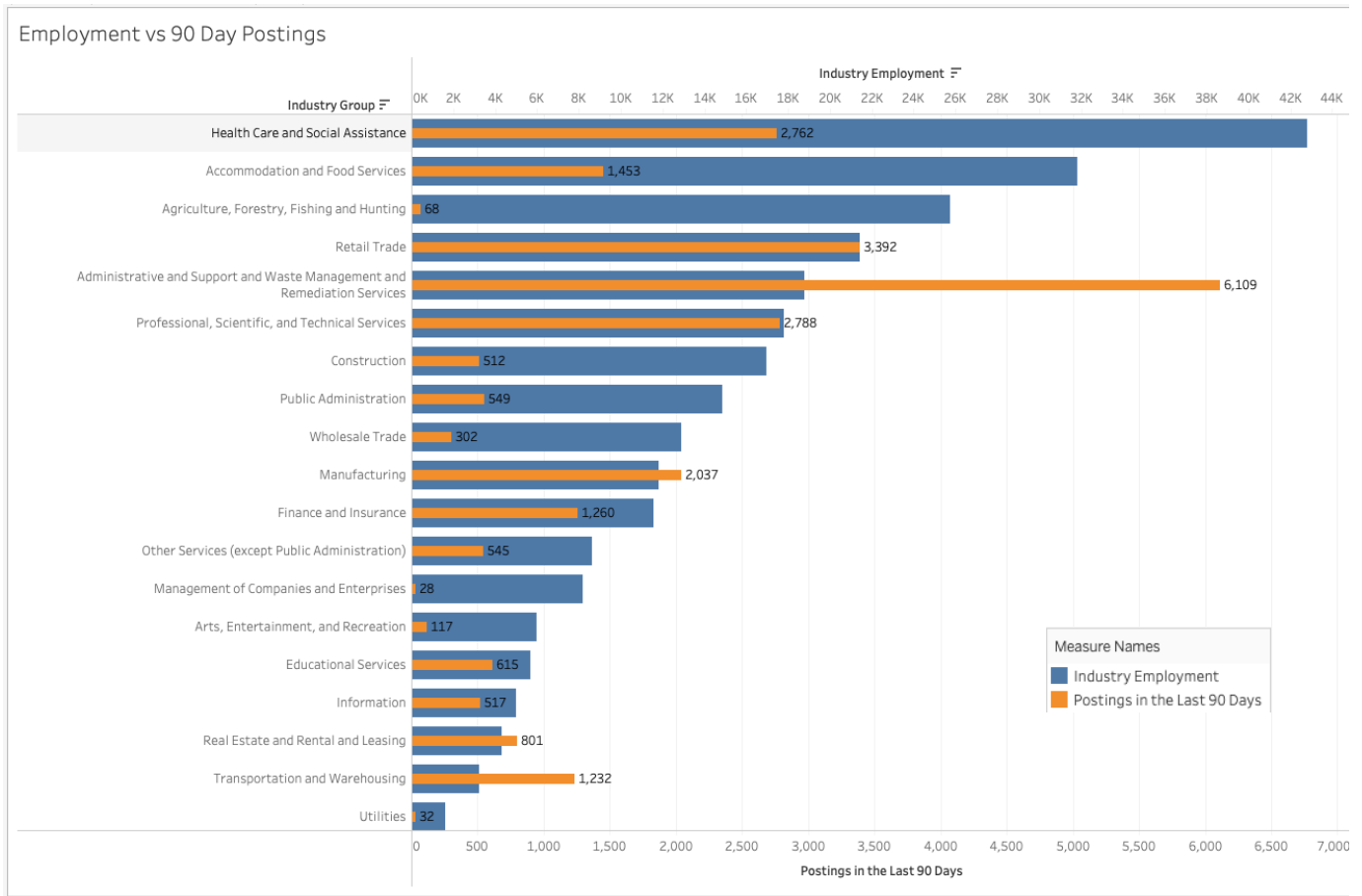
Table 7: Demand by Industry Group in Ventura County

Industry Group	Industry Employment	Yearly % Change in Job Postings	Change in # of Yearly Job Postings	Postings in the Last 90 Days
Administrative and Support and Waste Management and Re..	18,780	-29%	-8,454	6,109
Retail Trade	37,207	-22%	-2,844	3,392
Professional, Scientific, and Technical Services	17,814	-29%	-3,590	2,788
Health Care and Social Assistance	42,820	-26%	-2,967	2,762
Manufacturing	26,368	-19%	-2,157	2,037
Accommodation and Food Services	31,811	-33%	-2,379	1,453
Finance and Insurance	11,574	-34%	-3,115	1,260
Transportation and Warehousing	6,081	-28%	-1,279	1,232
Real Estate and Rental and Leasing	4,323	-28%	-1,105	801
Educational Services	5,710	-33%	-862	615
Public Administration	14,843	-4%	-64	549
Other Services (except Public Administration)	8,643	-4%	-93	545
Information	4,998	-30%	-777	517
Construction	16,989	-32%	-800	512
Wholesale Trade	12,881	-25%	-334	302
Arts, Entertainment, and Recreation	5,976	-34%	-257	117
Agriculture, Forestry, Fishing and Hunting	25,760	42%	58	68

Table 8: Industry Employment by Industry Group in Ventura County

Industry Group	Industry Employment	Yearly % Change in Job Postings	Change in # of Yearly Job Postings	Postings in the Last 90 Days
Health Care and Social Assistance	42,820	-26%	-2,967	2,762
Retail Trade	37,207	-22%	-2,844	3,392
Accommodation and Food Services	31,811	-33%	-2,379	1,453
Manufacturing	26,368	-19%	-2,157	2,037
Agriculture, Forestry, Fishing and Hunting	25,760	42%	58	68
Administrative and Support and Waste Management and Re..	18,780	-29%	-8,454	6,109
Professional, Scientific, and Technical Services	17,814	-29%	-3,590	2,788
Construction	16,989	-32%	-800	512
Public Administration	14,843	-4%	-64	549
Wholesale Trade	12,881	-25%	-334	302
Finance and Insurance	11,574	-34%	-3,115	1,260
Other Services (except Public Administration)	8,643	-4%	-93	545
Management of Companies and Enterprises	8,197	-46%	-90	28
Transportation and Warehousing	6,081	-28%	-1,279	1,232
Arts, Entertainment, and Recreation	5,976	-34%	-257	117
Educational Services	5,710	-33%	-862	615
Information	4,998	-30%	-777	517

Table 9: Ventura County Industry Employment vs. 90 Day Postings



All of the industry groups in Table 10 below all have: high demand, are resistant to market shocks, and have projected demand. The WDB-VC also values upward mobility, so priority industries must have a high demand for a workforce and have many living-wage jobs, have upward mobility, and have occupation diversity within the industry. Given these additional variables, the WDB-VC chose not to focus on Agriculture as a Sector Priority because there are not enough Middle Skill jobs directly associated with the sector. Even so, agriculture plays an integral part of the local economy and "feeds" many other sectors in Ventura, such as Agricultural Manufacturing and Trade and Transportation; thus, the WDB-VC plans to integrate the needs of the industry into Clean Green Initiative.

Table 10: High Demand Industries Resistant to Market Shocks in Ventura County

Industry Sector Summary				
Industry Sector	Industry Employment	Yearly % Change in Job Postings	Change in # of Yearly Job Postings	Postings in the Last 90 Days
Health Care and Social Assistance	42,820	-26%	-2,967	2,762
Manufacturing	26,368	-19%	-2,157	2,037
Agriculture, Forestry, Fishing and Hunting	25,760	42%	58	68
Administrative and Support and Waste Management and Remediation Services	18,780	-29%	-8,454	6,109
Professional, Scientific, and Technical Services	17,814	-29%	-3,590	2,788
Construction	16,989	-32%	-800	512
Transportation and Warehousing	6,081	-28%	-1,279	1,232

IN-DEMAND OCCUPATIONS IN THE REGION

Ventura County has many in-demand occupations that employ many people yet do not provide upward mobility. For example, the hospitality and agriculture industries provide many regional jobs, but they do not have sufficient occupation diversity or upward mobility. To identify in-demand occupations in the region, the WDB-VC focused on occupations that have:

- High demand
- Resistance to market shocks such as COVID-19, natural disasters, etc.
- Projected Demand in the future
- Many living-wage jobs in the Industry
- Clear career pathways and access to upward mobility
- Occupation diversity within the industry

Table 11 below shows an overview of the in-demand occupations in Ventura County as of November 2020. This table is sorted the percent change in job postings over the past year and shows which occupation categories are the most resistant to the market shocks of COVID-19. For example, the demand for construction occupations went up over the past year.

Table 12 sorts this same data by the number of job postings in the last 90 days and highlights a different insight- that healthcare occupations were the most posted.

Table 11: In-Demand Occupations in Ventura County

Occupation Analysis				
Occupation Category	Postings Past 90 Days	Avg. Latest 365 Days Postings % Change	Annual Earnings	
Construction and Extraction	335	2%	\$52,502	
Legal	274	0%	\$84,513	
Personal Care and Service	61	-7%	\$50,186	
Farming, Fishing, and Forestry	2	-8%	\$41,707	
Building and Grounds Cleaning and Maint..	317	-8%	\$43,452	
Healthcare Support	628	-11%	\$45,867	
Life, Physical, and Social Science	272	-12%	\$76,499	
Arts, Design, Entertainment, Sports, and ..	284	-13%	\$64,047	
Healthcare Practitioners and Technical	3,818	-16%	\$95,493	
Production	648	-17%	\$45,372	
Community and Social Service	393	-20%	\$59,107	
Installation, Maintenance, and Repair	980	-21%	\$53,005	
Transportation and Material Moving	1,754	-23%	\$70,114	
Office and Administrative Support	2,958	-23%	\$46,475	
Food Preparation and Serving Related	381	-24%	\$35,291	
Architecture and Engineering	1,086	-25%	\$85,852	
Management	2,441	-27%	\$111,529	
Business and Financial Operations	1,607	-28%	\$70,530	
Sales and Related	2,018	-31%	\$53,358	
Protective Service	133	-31%	\$77,014	
Military Specific	13	-33%	\$42,528	
Computer and Mathematical	1,873	-34%	\$92,596	

Table 12: In-Demand Occupations Sorted by Job Postings in Ventura County

Occupation Analysis			
Occupation Category	Postings Past 90 Days	Avg. Latest 365 Days Postings % Change	Annual Earnings
Healthcare Practitioners and Technical	3,818	-16%	\$95,493
Office and Administrative Support	2,958	-23%	\$46,475
Management	2,441	-27%	\$111,529
Sales and Related	2,018	-31%	\$53,358
Computer and Mathematical	1,873	-34%	\$92,596
Transportation and Material Moving	1,754	-23%	\$70,114
Business and Financial Operations	1,607	-28%	\$70,530
Architecture and Engineering	1,086	-25%	\$85,852
Installation, Maintenance, and Repair	980	-21%	\$53,005
Production	648	-17%	\$45,372
Healthcare Support	628	-11%	\$45,867
Educational Instruction and Library	576	-35%	\$60,973
Community and Social Service	393	-20%	\$59,107
Food Preparation and Serving Related	381	-24%	\$35,291
Construction and Extraction	335	2%	\$52,502
Building and Grounds Cleaning and Maint..	317	-8%	\$43,452
Arts, Design, Entertainment, Sports, and ..	284	-13%	\$64,047
Legal	274	0%	\$84,513
Life, Physical, and Social Science	272	-12%	\$76,499
Protective Service	133	-31%	\$77,014
Personal Care and Service	61	-7%	\$50,186
Military Specific	13	-33%	\$42,528

Finally, Table 13 shows the in-demand occupation clusters in the region sorted by the percentage of jobs available in a living wage, family-sustaining occupations (what we call "Opportunity Occupations"). When this lens is used, Healthcare, Education, Trade, Transportation and Utilities, Manufacturing, Professional and Business Services, and Construction are clear front runners in their ability to sustain a family. The RPU and regional partners are committed to identifying high-priority training and education programs that lead to post-secondary credentials that are industry-recognized certificate or certification, portable, and stackable.

Table 13: Number of Jobs in Opportunity Occupations in Ventura County by Industry

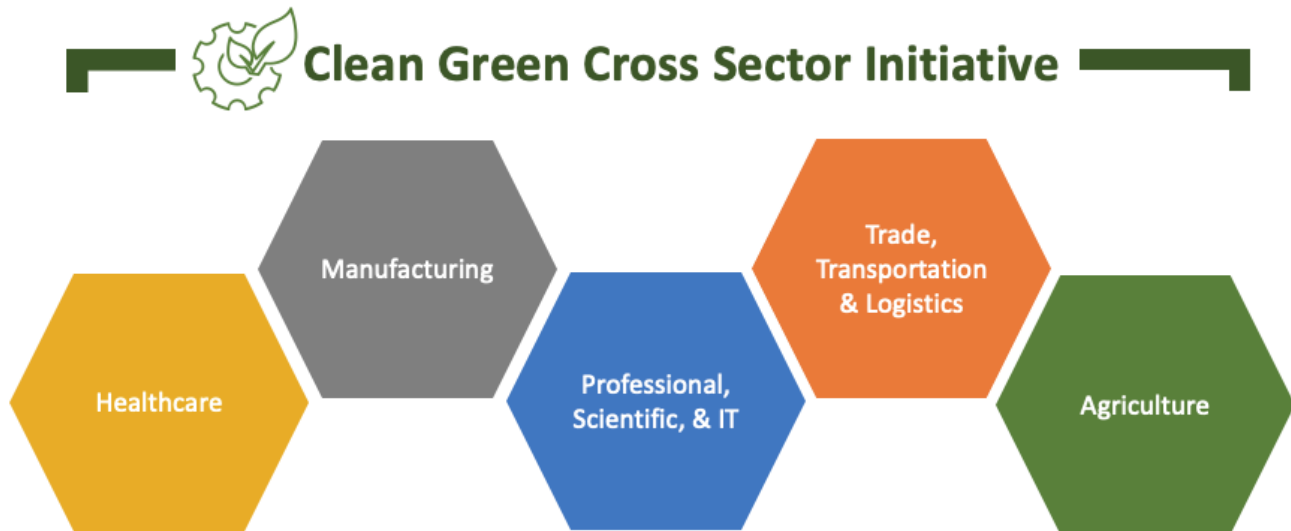
Number of Jobs in Opportunity Occupations in Ventura County by Industry				
Industry	Total Jobs/ Employment	No. Jobs in Opportunity Occupations	% Jobs in Opportunity Occupations	Average Annual Job Openings
Education and Health Services	45,700	20,126	44.0%	886
Trade, Transportation, & Utilities	59,000	14,029	23.8%	543
Manufacturing	30,500	9,976	32.7%	328
Professional & Business Services	36,600	7,799	21.3%	251
Construction	15,600	7,632	48.9%	341
Government	48,000	6,419	13.4%	197
Financial Activities	17,000	6,330	37.2%	226
Leisure and Hospitality	37,400	3,203	8.6%	202
Other Services	9,700	2,105	21.7%	89
Information	5,100	1,207	23.7%	44
Agriculture and Farming	27,400	271	1.0%	94
Mining and Logging	900	0	0.0%	0
<i>Source Occupational Employment Statistics (OES) Data, June 2018</i>				

*Opportunity Occupations are jobs that:

- Require less than a bachelor's degree for entry-level work
- Pay at least \$33,000 per year—a living wage for a single adult in Ventura County
- Have positive or stable projected job growth through 2024
- Have career mobility (Have clear training & career pathways)²⁴

²⁴ California Budget Project's Making Ends Meet 2017 Report. Retrieved from: <https://calbudgetcenter.org/resources/making-ends-meet-much-cost-support-family-california/>

2021 AND BEYOND WDB-VC INDUSTRY SECTOR PRIORITIES



Clean Green Ventura County Cross-Sector Initiative

Ventura County is surrounded by the mountains and sea and punctuated with agriculture and farmland. Many of the in-demand industries and occupations in the region are dependent on the conservation and preservation of these natural assets to continue thriving. Therefore, the WDB-VC is in the process of developing a *Clean Green Ventura County Cross-Sector Initiative* by building on the work of the previous Clean Green Sector Committee.

A regional, cross-sector initiative will provide a platform for collaboration to protect and maintain these natural assets while responsibly developing the economy around them. From this platform, the WDB-VC seeks to address responsible environmental regulations and the challenges posed therein for businesses, the detrimental impacts of climate change, and the need for 21st-century technologies in every industry if we are to innovate into the future responsibly.

The focus of this initiative includes:

- Focus on jobs and training that will support environmentally sustainable business practices and legal compliance
- Engrain sustainability and green jobs across the County and into everything the WDB-VC does
- Integrate and prioritize sustainability opportunities and needs into every sector priority
- Apply for grants to make Ventura County a "Green Innovation Hub"
- Conduct environmental research, education, compliance, and awareness

Sector Priorities

Labor market analysis identified the following five industries as having high regional demand, projected future demand, upward mobility opportunities, living wage jobs, and resistance to market shocks such as fires and COVID-19. Furthermore, these industries align with the SCCRC's Regional Priority and Emergent Sectors:

- Healthcare
- Manufacturing
- IT (Professional, Scientific, and Technical)
- Trade, Transportation, and Logistics
- Agriculture

HOW TO COLLABORATE ACROSS SECTORS/PARTNERS

The RPU is committed to maintaining and further developing the sector, as mentioned earlier initiatives. This is accomplished in the following ways:

- Creation of a cross-sector Work-Based Learning Consortium
- Newly created *Green Ventura County Cross-Sector Initiative*
- Sector workgroups based on labor market information
- Develop a *Regional Collaboration Framework* for how to develop cross-sector initiatives
- Creation of a common terminology when discussing workforce development
- Align industry workforce needs with CTE education.
- Facilitate and provide many annual convenings
- Creation of an online interactive workforce asset map
- Provide a labor market data dashboard for the region

Sector Workgroups

The WDB-VC will continue to engage sector workgroups to engage stakeholders and collectively build and monitor these priority industries' initiatives. Each workgroup is comprised of WDB-VC staff, County business leaders, economic development professionals, government, community-based organizations, and Career Technical Education (CTE) educators from K-12, community colleges, and 4-year educational institutions.

The purpose of these industry workgroups include:

1. Engage employers, industry, education, and labor sector leaders. Create focused time/place/space to collaborate and assess sector needs
2. Determine priorities, needs, and gaps for sector workforce development
3. Take Action. Develop special projects, programs, and participate in advocacy.
4. Monitor progress. Conduct an annual review of progress and update the workgroup's 2-year plan.

Every workgroup identifies priority actions for the year. For example, a workgroup may identify the need to developing a pipeline of skilled workers, conduct advocacy, or align educational skills development with employer needs, to list a few.

Successful workforce development mandates collaboration and communication between sectors.

Unfortunately, the public, private, education, nonprofit, labor, and foundation sectors historically use different terminology for similar activities. Similarly, they each rightfully place themselves at the center of their initiatives, making it challenging to create a cohesive collaboration infrastructure.

Examples of recent industry-led sector initiatives that have come out of these sector workgroups include:

Sector Work Group	Sector Initiative	Initiative Description
Healthcare	Biomedical Device Manufacturing Certificate	The first two-campus certificate program in the Ventura County Community College District and the California State system.
Healthcare	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.
Healthcare	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.
Healthcare	Care Coordinator Certification	Actively participated in a California WDB-VC-funded, two-region project with six Los Angeles workforce boards to develop a certification program for care coordinators in response to healthcare employer needs.
Manufacturing	Manufacturing Curriculum Development	Provided the WDB-VC Manufacturing Readiness Skills list and manufacturing employer feedback to help support the development of a Ventura College curriculum of eight manufacturing-related courses.
Clean Green	Labor Apprenticeships	Coordinated with LiUNA to make apprenticeship training accessible through our WIOA Eligible Training Provider List (ETPL)

Develop a Common Language – The "Work-Based Learning Continuum"

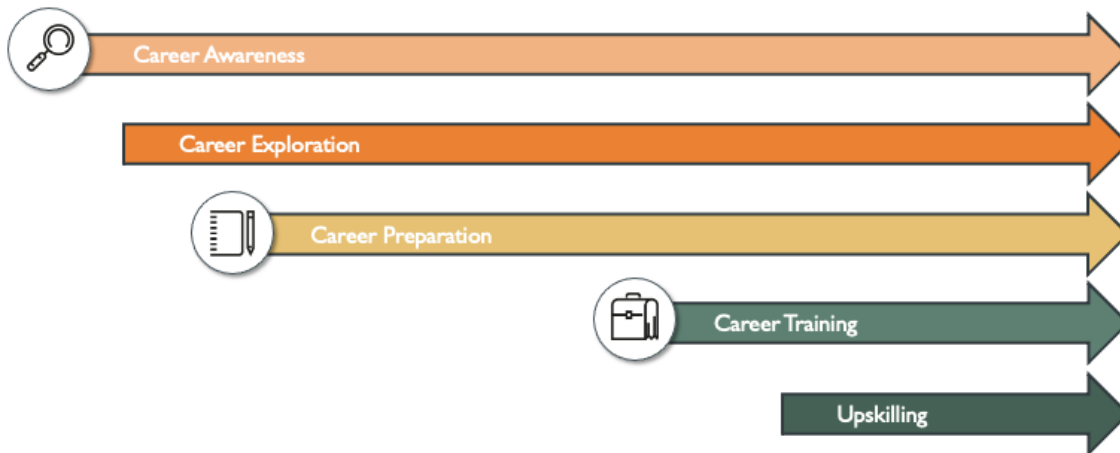
The WDB-VC Work-Based Learning Consortium developed regional definitions for some of the most often used workforce terms. The goal is to create a universal language that the region can agree with and align around. There was a need to develop a term at the center to explain the spectrum of activities involved in developing the workforce- the "Work-Based Learning Continuum."

Work-Based Learning Continuum: The spectrum of programs that expose, educate, and train Learners for industry-relevant skills and programs that train and upskill people already in the workforce. During work Based Learning Continuum programs, Learners apply academic, technical, and soft-skills to enhance employability and knowledge. Work-Based Learning aligns classroom and workplace learning by providing students/workers with real-life work experiences connected to employers. Providers could include educational entities, community-based organizations, training providers, and employers. (E.g., K-12 CTE classes that expose youth to various careers and skills, internships, technical certificates, registered apprenticeship, and upskilling and professional development in the workplace.)

Elements of effective Work-Based Learning Continuum Programs include:

- Must be driven by the needs of the industry
- Work-based learning continuum strategies vary and can be grouped into career exploration, career preparation (includes apprenticeship), professional development, and upskilling.
- People of all ages, experience levels, abilities, and backgrounds benefit from WBLC Strategies.
- Regional design and implementation.

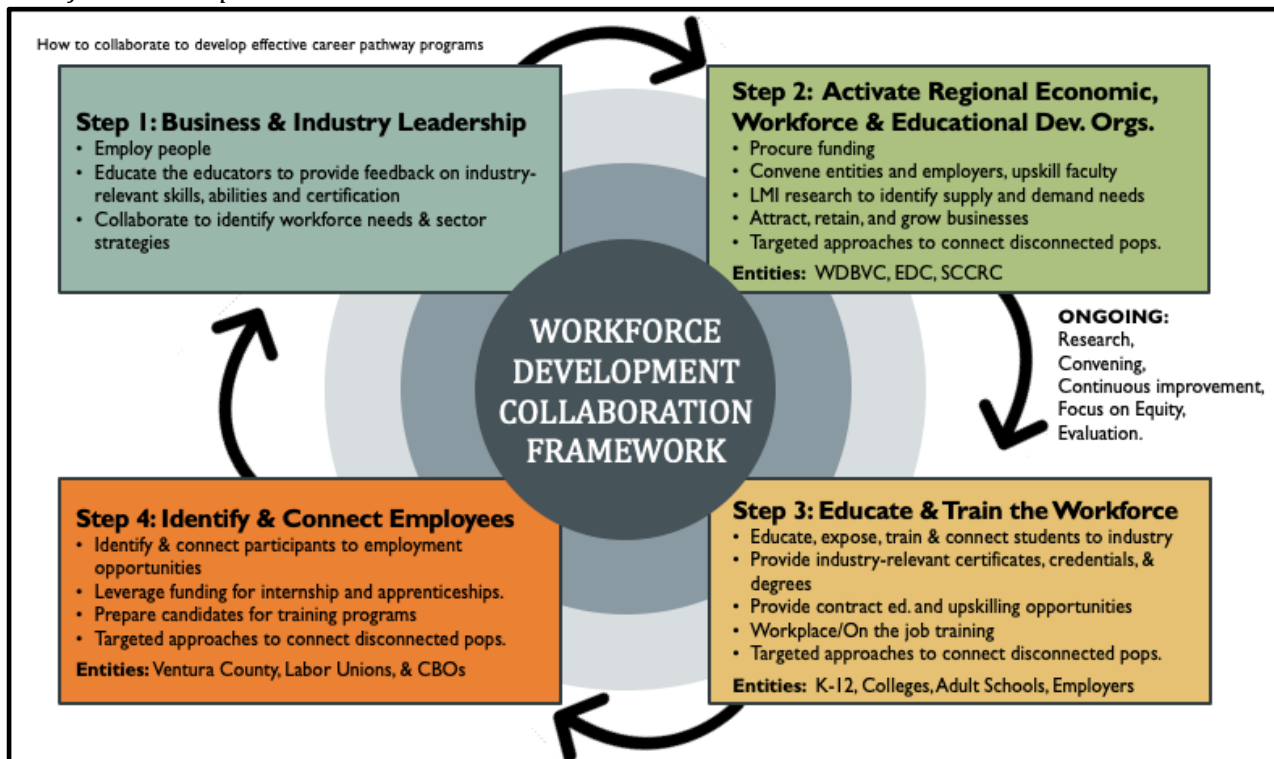
The Work Based Learning Continuum



Develop a Regional Collaboration Framework

To collaborate across sectors, stakeholders need an aligned strategy. Typically, major workforce development strategies fall into one of two categories- Career pathway Strategies that help students and learners access education opportunities; and Sector Strategies that help employers address workforce needs. These two strategies often force would-be partners into antagonistic roles as they have to choose whether to prioritize the needs of learners/job-seekers or employers' requirements. To develop effective and sustainable sector initiatives and career pathway programs, all partners need to agree on how to collaborate. Due to this, the WDB-VC developed the *Workforce Development Collaboration Framework*.

Workforce Development Collaboration Framework.



Align industry workforce needs with CTE education.

The WDB-VC brings together the various sector advisory groups for high schools, adult education, and community colleges for a yearly CTE forum. Furthermore, the WDB-VC has ongoing collaboration with the Community Colleges' South Central Coast Regional Consortium to align industry workforce needs with CTE education.

INCREASE PARTICIPANT ACCESS TO TRAINING AND EDUCATION PROGRAMS THAT ALIGN WITH REGIONAL LABOR MARKET DYNAMICS.

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 ten adult schools, two of which are re-establishing programs for clients who are limited-English proficient.

The region has multiple efforts in place, including several education collaboratives to identify employer and industry needs, track student demand, and fill the gaps identified. Most recently, the Centers of Excellence (COE) partnered with the South Central Coast Regional Consortium (SCCRC), Ventura Community College District, all Adult Schools, K-12 institutions, and regional 4-year universities convened to map all of the Career and Technical Education (CTE) programs and training taking place within Ventura County. This mapping program's goal was first to understand the relationship between adult education and credit programs and regional labor markets and support local pathway development for consortia.

Through this effort, all CTE pathways have been tracked from high schools through the community colleges. This tracking effort has led to more understanding surrounding the education and training that currently exists, a new partnership formed, and information and access to education and training were expanded throughout the region. The WDB-VC will continue to partner with educational institutions, nonprofit organizations, and industry partners to identify new training programs and to direct participants to these programs.

Below is a table that outlines how the region increases participant access to training and education programs that align with regional labor market dynamics.

Stakeholder	Tactics
Ventura County Office of Education (VCOE):	<p>Provide fiscal, training, and technology support services to local school districts, helping to maintain and improve lifelong educational opportunities and have:</p> <ul style="list-style-type: none"> • CTE and Industry Aligned Pathways • Articulation Agreements and dual enrollment programs with post-secondary institutions
Ventura County Community College District (VCCCD):	<p>They are comprised of Moorpark College, Oxnard College, and Ventura College. Each college has developed a master plan for annual updates and reports to the VCCCD Board of Trustees for education, business, and community advisory groups. 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. Engages in education, credentialing, and training for both job seekers and incumbent workers.</p>
SCCRC	<p>The SCCRC facilitates and promotes effective regional educational initiatives for VCCCD and supports local, regional, and statewide workforce development efforts.</p>
Ventura County Adult Education Consortium (VCAEC):	<p>Adult Education Consortium is a collaborative of regional educational providers to expand and improve opportunities for adult learners in the following programs:</p> <ul style="list-style-type: none"> • Elementary and secondary basic skills, including classes required for a high school diploma or high school equivalency certificate • Classes and courses for immigrants eligible for education services in citizenship and English as a second language and workforce preparation classes in basic skills • Programs for adults, including, but not limited to, older adults, that are primarily related to entry or re-entry into the workforce • Programs for adults, including, but not limited to, older adults to develop knowledge and skills to assist elementary and secondary children to succeed academically in school. • Education programs for adults with disabilities • Short-term career technical education programs with high employment potential • Internship programs.
CBOs	<p>Participate in WDB-VC, CTE meetings, P-20 council, Ventura County Employment Collaborative</p> <ul style="list-style-type: none"> • 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 developing a regional online business/education connection to facilitate employer engagement, an outreach strategy to recognize quality education in the region, and P-20 regional pipeline inventory development. • Ventura County Employment Collaborative: Brings stakeholders together from regional agencies to increase successful employment outcomes for people with disabilities. Additionally, the Employment Collaborative works to support the unique needs of businesses, community partners, and job seekers with disabilities in the Ventura County region.
ELTP List	<p>Partners on the ETPL provide career services, job training, and education services to the incumbent workers and job seekers.</p>

APPRENTICESHIPS

The WDB-VC is committed to furthering the state's emphasis on apprenticeship and pre-apprenticeship models as vehicles for residents to achieve income mobility. Ventura Community College District (VCCCD) is a primary partner in the Ventura County workforce development system and has an increased emphasis on designing programs that meet employer needs by ensuring students develop the basic and advanced skills required for family-sustaining employment, integrated education programs, by combining literacy, numeracy, civics, and job skills in a model that accelerates learning gains. Currently, VCCCD is offering pre-apprenticeship programs in Biotechnology and STEM-related fields, and Agriculture. The Agriculture apprenticeship includes a Spanish-language agricultural supervisor training program that incorporates ESL. The community colleges complement the basic education services offered at the Adult Schools by bringing advanced technical instruction to the table, with a commitment to ensuring that all students successfully meet basic English and math standards by the end of their first year of college.

Outside of the Community College District, most apprenticeships with Ventura County are taking place within unions and are in the Building and Construction Trades and Manufacturing and Product Development industries. Ventura County also has some apprenticeships in Cosmetology and Barbering, Public Service, and Information and Communication.

To identify both the challenges and opportunities in apprenticeships within Ventura County, the WDB-VC conducted in-depth research through one-on-one interviews, focus groups, and convened meetings with educational and industry to gain feedback how to improve program alignment and support apprenticeship and pre-apprenticeship programs.

Challenges

Through this research, the following challenges were identified in creating, expanding partnering, or engaging in apprenticeship and pre-apprenticeship programs:

- Lack of apprenticeship opportunities for non-union workers and outside of the Community College District.
- Barriers to the development of apprenticeship programs and to sustain funding over time.
- Based on the number of students interested or funding, programs have been built based on a scarcity perspective, not on labor market data.
- Lack of scalability in the current model for non-traditional industries.
- The private sector has difficulty securing funding for programs.

Opportunities

The WDB-VC has identified opportunities and programs to address the current challenges in creating apprenticeship and pre-apprenticeship programs and to improve program alignment within Ventura County:

- **Extensive Labor Market Research.** The WDB-VC conducted a comprehensive, in-depth labor market analysis to identify the sectors, programs, industries, and occupations it prioritized for workforce development services. Through this analysis and the reinvigorated sector committees, the WDB-VC will support, inform, and connect partners in the development and ongoing apprenticeship programs.
- **S.B. 1 – Workforce Development.** To support the SB1 High Road Construction Careers (HRCC) initiative, the California Workforce Development Board (CWDB) awarded \$462,506 to Ventura, Santa Barbara, and San Luis Obispo Counties, with Ventura WDB-VC as the lead. The purpose of the HRCC: S.B. 1 program is to advance careers in the building and construction trades as a reliable career pathway for disadvantaged Californians, increasing the numbers of women and workers from disadvantaged communities in State-approved apprenticeship programs.
- **Local Educational Agencies and sponsors for apprenticeships.** Even though there are no apprenticeship programs within Adult Schools, the WDB-VC has partnered with local sponsors. Among these is California Fire Fighter Joint Apprenticeship Committee for firefighter, firefighter II, fire medic, paramedic, fire officer, fire engineer, fire apparatus engineer, fire inspector, a hazardous materials technician, training officer, fire marshal, fire prevention officer, firefighter paramedic and

arson/bomb investigator; sheet metal specialties; Ventura County Electrical JATC; and Apprenticeship Journeyman Training Trust Fund in pipefitting, plumbing, steam fitting, refrigeration, and air conditioning mechanic, and maintenance plumber service and repair.

VI. Enabling Upward Mobility for All Californians

This section of the Regional Plan describes how the region ensures equity and inclusion and strives to place Californians into quality jobs that provide economic security. This section also addresses how the region creates and implements workforce and education programs accessible for all Californians, especially populations who experience employment barriers.

WDB-VC EQUITY POLICY

The WDB-VC agrees with the statement in the Regional Directive that "California believes that diversity is a strength, and advancing equity is an economic and moral imperative."²⁵ Thus, in 2020, the WDB-VC voted to add diversity equity and inclusion priority to its previous strategic priorities list. The WDB-VC recognizes diversity, equity, and inclusion as a priority in workforce development and will review existing policies, programming, and representation; and bring forward any necessary revisions in 3 areas, including service delivery, outreach, and WDB-VC composition.

The following statement was put out to the community in November 2020,

"As a local Workforce Development Board, we want to ensure that our community receives the support necessary to prevent discrimination and racial bias. Organizations are being compelled and inspired to take a closer look at their operations and practices to ensure diversity, inclusion, equality, and equity. We are committed to demonstrating through action as well as policy that Black, Indigenous and People of Color matter in our community. Our Board is committed to assuring that there is Equal Opportunity Employment for all. The nondiscrimination and equal opportunity provision found in Section 188 of Workforce Innovation and Opportunity Act (WIOA) and 29 CFR Part 38 prohibits discrimination on the basis of race; color; religion; sex (including pregnancy, childbirth, and related medical conditions, transgender status, and gender identity); national origin (including limited English proficiency); age; disability, political affiliation or belief; or, for beneficiaries, applicants, and participants only, on the basis of citizenship status or participation in a WIOA Title I- financially assisted program or activity. As a local Workforce Development Board, we will continue to ensure this through our services, contract agreements, job training plans, and policies and procedures. Our Workforce Board will continue to work to ensure greater diversity, inclusion, equality and equity in our Career Services, our Outreach efforts in the community and in our Board membership to ensure that we truly represent the Ventura County region."²⁶

HIGH ROAD WORKFORCE SYSTEM

Describe how the RPU will prioritize working with employers who provide quality jobs that provide economic security through family-sustaining wages and comprehensive benefits. (High Road workforce system that is focused on meaningful industry engagement and placement of Californians in quality jobs that provide economic security.

Quality Jobs Policy for our service providers:

- http://vcportal.ventura.org/wdb/wdb_policies/WDB_Policy_2019-18_Quality_Jobs.pdf; and
- http://vcportal.ventura.org/wdb/wdb_policies/WDB_Policy_2019-18_Quality_Jobs-Attachment.pdf

S.B. 1 –Workforce Development

To support the SB1 High Road Construction Careers (HRCC) initiative, the California Workforce Development Board (CWDB) awarded \$462,506 to Ventura, Santa Barbara, and San Luis Obispo Counties, with Ventura WDB-VC as the lead. The purpose of the HRCC: S.B. 1 program is to advance careers in the building and construction trades as a reliable career pathway for disadvantaged Californians, increasing the numbers of women and workers from disadvantaged communities in State-approved apprenticeship programs.

²⁵ 2021 Regional Directive for Regional Plan https://www.edd.ca.gov/Jobs_and_Training/pubs/wsdd-216.pdf

²⁶ 2020 Diversity, Equity, and Inclusion commitment statement press release

ADVANCING ECONOMIC PROSPERITY OF TARGET POPULATIONS

Ventura County experiences multiple challenges that complicate the WDB-VC's ability to serve those with barriers to employment and support industry needs. In the fall of 2019, the WDB-VC completed a strategic planning process to clarify regional challenges and strategize how to address them to serve those most in need. During the procedure, several challenges were identified that complicate providing workforce services to those most in need. These challenges fall into two main buckets and include:

1) Challenges to providing the supportive services needed to address barriers to employment and

CHALLENGES PROVIDING SUPPORTIVE SERVICES
Limited housing- Ventura County is an expensive place to live with limited basic, affordable housing. The County has very few transitional housing beds, sober living houses, group homes, and homeless shelters. This gap adds a huge employment barrier for homeless people in need of transitional housing or need of sober living.
Limited access to residential drug treatment and detox facilities- There are very few residential drug treatment beds available in Ventura County; therefore, many people go without treatment or have to go out of the County for treatment.
Limited County transportation infrastructure and funded transportation- Some Ventura County sections, such as East County, are not easily accessed via public transportation. This presents an additional barrier to employment for those residing in these communities and the job developers trying to place them.
Challenge connecting people to mental health services- Many people have mental health needs that go undiagnosed and untreated, thus increasing their employment barriers. Unfortunately, there is a deep stigma around needing mental health services. Consequently, many people do not ask for help.
Fragmented funding- Many funding streams are set-aside for a specific population such as AB-109, homeless, etc. This can cause complications when trying to braid funding streams to develop comprehensive system coverage for those most in need.
The large English language learner population has limited access to training programs due to limited outreach programs and training in Spanish.

2) Challenges to providing workforce programming.

CHALLENGES PROVIDING WORKFORCE PROGRAMMING
Limited first opportunity employers- A limited number of employers are willing to hire people with barriers to employment, such as a little work history, justice-involvement, or homelessness.
A limited number of agencies and CBOs provide direct employment placement- There are many County agencies and CBOs offer supportive services. Yet, few provide direct service related to employment placement. It is essential to give people with soft skills job training such as interviewing skills, what to wear, and how to speak to a manager. However, these skills are pointless if these clients are not placed in employment. Broad-based support is needed to obtain employment.
Limited paid training and earn and learn opportunities- While the County has a track record of providing On the Job training and earn and learn opportunities, there are insufficient placements to meet the robust demand for such placements.
Temporary and transitional employment placements do not offer upward mobility- Many job developers focus on getting an employee into "first employment resume builder" jobs. These positions serve a purpose as a ladder back into the job market, but they do not provide a family-sustaining wage or growth potential. Furthermore, the regular practice of using temp agencies to hire individuals by serving as the employer of record does not offer a solution for the client in the long term.
Basic skills deficiencies- Basic skills deficiencies persist among all age groups, especially among youth and Spanish speakers. 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. Ultimately these businesses report an inability to compete and build a strong pipeline of workers.
Limited and challenging data collection and sharing- Not all partners use the Cal JOBS system, making it difficult for data sharing. Furthermore, some County agencies have different reporting methods, making it difficult to share information and track outcomes.

Current reporting does not capture a person's status as justice-involved or homeless. For example, many justice-involved individuals receive services at the AJCC but are not counted in the totals of justice-involved individuals served because they are not part of STEPS.
Educational programs do not always meet industry needs- Industry needs are continually adjusting to economic variables. Due to this, educational programs are often created too slowly due to bureaucratic limitations to meet industry needs.
Lack of coordination providing business services- Business services such as access to capital, business loans, and expansion support are not centralized in the county, making it difficult for businesses to access needed services.
Limited up-skilling programs that provide career advancement opportunities

The WDB-VC is addressing the challenges above by doing the following:

COVID-19 Response: The current COVID-19 pandemic exacerbates these challenges and increases the vital nature of our work. Due to this, the WDB-VC Participated in a coordinated response to COVID 19 with EDC, WEV, Cities, County EVSP, and local Chambers holding weekly calls to share resources and solutions. In response to COVID-19, the WDB-VC moved quickly to secure additional funding available, including:

- *WIOA Dislocated Worker Funds for Underserved COVID-19 Impacted Individuals-* To act swiftly to help workers most impacted financially by the COVID-19 pandemic, the Employment Development Department (EDD) made \$450,000 of Workforce Innovation and Opportunity Act (WIOA) 25% Dislocated Worker Funds available to provide supportive services to individuals impacted by COVID-19 including equipment necessary to telework (e.g., computer, internet, etc.), housing assistance, utility assistance, childcare assistance, and transportation assistance.
- *COVID National Dislocated Worker Grant-* The California Employment Development Department (EDD) announced the release of \$23 million through two National Dislocated Worker Grants to address the COVID-19 pandemic's impact on California's workforce. The WDB-VC was awarded \$315,000 to provide employment and training services for workers laid off due to the effects of COVID-19.

Partner with supportive services agencies and community-based organizations to better connect those in need with the supportive services needed. There are many coalitions, partnerships, and opportunities to network and multiple formal and informal partnerships. These existing committees, working groups, and initiatives bring together organizations from across the County to narrow gaps in services, develop needed training, and serve target populations; for example, the AJCCs partner with CalFresh and CalWORKs to ensure that participants served in WIOA and developed co-enrollment opportunities for WIOA-required core partners the resources available to them and provide co-enrollment when possible.

Furthermore, twenty (20) formal AJCC System Partners are working to align existing workforce programs, reduce duplication, identify gaps in services, and collaborate to provide career services to those with barriers to employment.

Asset mapping regional workforce development infrastructure, programs, gaps, and strengths in order to better understand how we can braid resources and where we need to develop new programs. The process has uncovered that Ventura County has a wealth of innovative programs and funding to carry out such programs; however, there was no central location through which such efforts could be tracked. The WDB-VC has secured financing by partnering with the Ventura County Economic Development Collaborative to digitize the final asset map to ensure that it continues, and the assets stay in the public eye. This resource will enhance collaboration and reduce duplication of efforts, thus focusing on those most in need.

COLLABORATING TO ENSURE HISTORICALLY UNSERVED AND UNDERSERVED COMMUNITIES CAN ACCESS ALL APPROPRIATE INTERVENTIONS

The WDB-VC facilitates partnerships and directly implements various programs that seek to remove barriers to employment for target populations and connect them to education and workforce opportunities.

These include:

English Language Learners:

- The WDB-VC is one of four local Workforce Boards this year awarded \$350,000 by the California Employment Development Department (EDD) English Language Learners (ELL) Pathways to Careers program to provide English Learners with increased access to practical training models, supportive services, and incorporate innovative employment strategies with partners to create career opportunities in growing industries.
- Facilitate the WDB-VC Roundtable for Ventura County English Language Learners (ELL), Migrant Seasonal Farmworkers (MSFW).

Justice-Involved:

- STEPS Program. The Specialized Training and Employment Project for Success (STEPS) program, in partnership with Ventura County Probation, provides justice-involved individuals with comprehensive training and wrap-around services to promote marketable skills for job growth in manufacturing and Clean Green Industry sectors through training and direct placement. The STEPS program serves both adults and youth who are between the ages of 16 and 24.
- Bridges to Work for Justice-Involved Individuals- The Workforce Board and Human Services Agency (HSA) has a grant totaling \$2,417,711 from The Federal Department of Labor Employment and Training Administration to provide workforce support to justice-involved individuals. The 42-month grant project, titled Bridges to Work, focuses on establishing a Pre-Release Specialized Job Center to serve 300 inmates at the Todd Road Jail.
- The P2E program also provides community transition programming through a partnership with Goodwill of Ventura and Santa Barbara Counties.
- Food handler credential program model provided by VACE at Todd Road Jail to include grounds-keeping work crew and expanded employer partnerships.

Opportunity Youth

- The WDB-VC Plans and convenes a Youth Community Forum to provide an opportunity to hear the community's voice on programs and services to benefit the County's out-of-school youth.
- In 2020, the WDB-VC conducted several roundtables around improving services to opportunity youth in the region.
- The WDB-VC includes youth services providers in industry sector committee discussions to identify emerging and in-demand occupations, relevant pathways, and industry-recognized credentials.

Veterans

- Veterans' Employment-Related Assistance Program (VEAP)- VC VETS is a program that focuses on serving veterans seeking employment. The grant assigns a VC VETS Veteran Employment Services Officer (ES III) to communicate and interact with veterans as only veterans can effectively. The ES III will serve as the veteran's "navigator," skillfully guiding the veteran through the program and providing case management to address food insecurities, housing, and other barriers. The program's focus is to give the veterans On-the-Job Training (OJT) by placing them directly into employment in the targeted industry sectors. Participating employers are provided with a wage reimbursement for hiring and training the veteran. The WDB-VC was funded \$488,635 through March 31, 2021, to implement the strategies. Once the project is over, processes serving veterans will be sustained and implemented within the AJCC system.
- Naval Base Ventura County- The WDB-VC works closely with the Naval Base Ventura County. The Naval Base Ventura County sits as a non-voting member on the WDB-VC board. Additionally, the Fleet

& Family Support Center at the Naval Base Ventura County works closely with the AJCC for referrals and job fairs.

Individuals Experiencing Homelessness:

- The WDB-VC has an MOU with the Ventura County Continuum of Care Alliance. The Continuum of Care (CoC) Program is designed to promote a community-wide commitment to ending homelessness; to provide funding for efforts by nonprofit providers, States, and local governments to quickly re-house homeless individuals and families while minimizing the trauma and dislocation caused to these individuals. It is also designed to promote access to and effectively utilize mainstream programs by homeless individuals and families. The WDB-VC and the CoC will work together to meet better the needs of people experiencing homeless in Ventura County by participating in meetings, providing referrals, and promoting outreach.
- The WDB-VC is also working with the City of Oxnard Homeless Services to pilot a co-enrollment program where individuals experiencing homelessness are provided work-based learning by the City of Oxnard and are enrolled into WIOA by the AJCC.

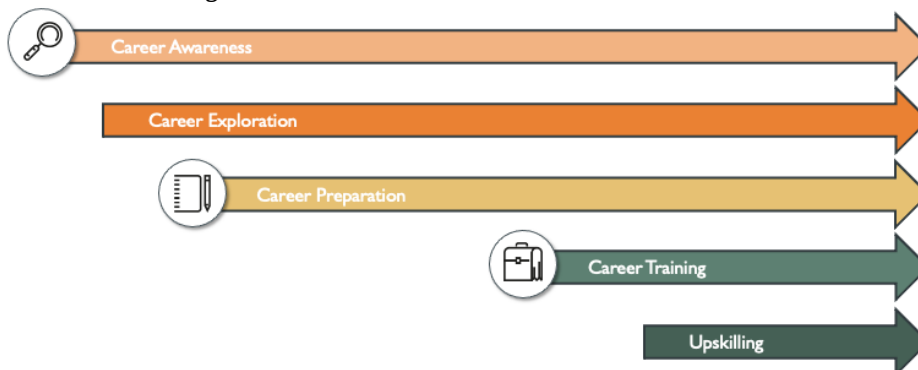
Dislocated Workers:

- National Dislocated Worker Grant (NDWG)-The NDWG 2018 CA Megafires funding creates temporary jobs to assist in the repair and cleanup of areas affected by the Woolsey and Hill Fires Ventura County. NDWG funding is intended to expand capacity to serve dislocated workers, including military service members, and meet the increased demand for WIOA employment and training services. The purpose is to reemploy laid-off workers and enhance their employability and earnings. A total of \$810,404 was granted to WDB-VC for this initiative.

Investing In The Entire Work-Based Learning Continuum

The CWDB wants to support and encourage RPU's and Local Boards to invest in longer-term approaches when serving individuals who experience barriers to employment. The Asset mapping funding by RPI 3.0 illuminated that most current workforce development programs focus heavily in the front and middle of the continuum.

The Work-Based Learning Continuum



The RPU will invest in programming throughout the continuum to ensure that the future and current workforce is exposed to various careers, has opportunities to explore careers meaningfully, receives appropriate career preparation and soft skills, has access to diverse career training to upward mobility jobs, and has options to progress along a chosen career path or change course as desired.

Implement incumbent worker training strategies to ensure progression along career pathways.

"On average, employees will need 101 days of retraining and upskilling in the period up to 2022. Emerging skills gaps — both among individual workers and among companies' senior leadership — may significantly obstruct organization's transformation management. Depending on industry and geography, between one-half and two-thirds of companies are likely to turn to external contractors, temporary staff and freelancers to address their skills gaps. A comprehensive approach to workforce planning, reskilling and upskilling will be the key for positive, proactive management of such trends."

-WEF Future of Jobs Report overview,
<https://www.weforum.org/agenda/2018/09/future-of-jobs-2018-things-to-know/>

- In implementing incumbent worker training strategies for progression along career pathways, the Local Board follows the WDB-VC Policy on training (Local Policy Bulletin #2019-13). In detail, the policy defines the criteria that determine the eligibility of employers and their incumbent workers for a WIOA-funded training program. The training is restricted to activities undertaken for skill attainment in alignment with WDB-VC priority sectors and represent in-demand occupations providing living wages.

- **On the Job Training (OJT)** OJTs and customized training for adult, dislocated worker, and older youth are sanctioned by WDB-VC Policy #2019-13, 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 (C.T.) for groups of individuals (incumbent workers) who need the same training from one

provider, and this training is arranged by contract as required. Contracts for OJT and C.T. are the same in structure. The arrangements are made with the vendor rather than with the enrolled client, and the training is described in detail. An example is an incumbent worker/C.T. training program with local veterinarians to meet a great 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. WDB-VC 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.

VII. ALIGNING, COORDINATING, AND INTEGRATING PROGRAMS AND SERVICES

The WDB-VC will continue to 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.

REGIONAL SERVICE STRATEGY

Regional program partners will collaborate to provide supportive services to individuals enrolled in regional service programs. As the administrator of the WIOA One-Stop Operator (One-Stop), which includes the Employment Services Department (EDD), American Job Centers of California (AJCC), and Ventura Human Services Agency, the WDB-VC can provide wrap-around services for individuals with barriers to employment.

In addition to the One-Stop, the WDB-VC will continue to provide WIOA Title I Contracts to the following organization to expand the level of services offered and ensure that both youth and hard to reach populations can access services. These contracts also provide the training, education, or employment necessary within the region, and partners can share information about their support services. The organizations currently on WIOA Title I contracts are:

- *Boys & Girls Clubs of Greater Oxnard/Port Hueneme*: This organization serves youth ages 16-24 through educational opportunities and targeted programs.
- *PathPoint*: This organization serves youth ages 16-24 through educational opportunities and targeted programs.
- *Economic Development Collaborative (EDC)*. The EDC provides support to businesses within Ventura County, including grant funding, training, and additional resources to support businesses' growth and the economy within the region.

REGIONAL COST ARRANGEMENTS

The WDB-VC, American Job Centers of California (AJCC), and partners will work to collaboratively support the Ventura County population to help them reach their workforce goals by leveraging and braiding resources.

COORDINATION OF SERVICES

As described throughout this document, the VCWDB is fully committed to offering and *targeting* services to those who face the most significant challenges in the labor market. The priority placed on building upward mobility for low-income residents emphasizes reaching and serving those with low educational levels and limited prior work experience. The WDB-VC is committed to partnering with regional agencies to ensure that individuals within Ventura County can access the essential support services needed to gain or maintain employment and access wrap-around services that support their health and wellbeing.

The Performance and Evaluation Committee Charter allows for the WDB-VC to have programmatic oversight and partnership facilitation of the AJCCs in addition to coordinating services. The charter will continue to evaluate and measure participant satisfaction, implement workforce development policies, and ensure accessibility by the Americans with Disabilities Act.

Developing Collective Accountability

The WDB-VC has established and will continue to convene and partner with several countywide and interdisciplinary consortiums that include labor, social services, economic development, and workforce organizations to inform and discuss the regional workforce needs. A priority for the WDB-VC moving

forward is to convene regional entities to ensure that each organization's strategic priorities align with the region's strategic vision. With increased strategic alignment, including growing opportunities to braid funding across educational, economic, nonprofit, government, and labor entities, will have an incentive to ensure that all of the workforce and education programs, resources, and services are aligned to bolster regional workforce development efforts for both job seekers and employers.

In addition to strategic alignment for accountability, the WDB-VC will work with countywide consortiums to do the following:

- Align and connect key regional entities' strategies to establish common goals to create more sustainable success.
- Connect employment pipelines from education to employers based on industry needs;
- Develop a full understanding of resources and work-based learning in the region;
- Identify gaps and strengthen the links between educational programs, training programs, training completion and job placement and pathways;
- Increase regional collaboration;
- Identify and develop programs that can support economic recovery amid the COVID-19 Crisis; and,
- Plan for and ensure a regional supply of high-skilled and credentialed workers.

VIII. APPENDICES:

- a. Stakeholder and Community Engagement Summary
- b. Public comments received that disagree with the Regional Plan
- a. How the WDB-VC Plans to Track the Four Regional Indicators
- c. Signature Page

APPENDIX A: STAKEHOLDER AND COMMUNITY ENGAGEMENT SUMMARY

Mode Of Outreach	Target Of Outreach	Attendance Summary	Comments
Business and Industry Survey	This survey was distributed to businesses within Ventura County to initiate engagement, learn more about current work-based learning partnerships, programs, and services, and to understand the challenges that these organizations experience when hiring and training employees. The 22-item survey was distributed in electronic format using Survey Monkey.	73 responses were collected from 13 industries	
Industry Sector and Key Stakeholders Focus Groups	Focus groups were conducted with 8 stakeholder groups. The focus groups were held with the WDB-VC industry working groups. The groups included the existing working groups and additional groups including: <ul style="list-style-type: none"> • Clean Green working group • Business Services working group • Healthcare working group • Manufacturing working group • Non-Profit/CBOs • Ventura County Adult Education Consortium • Ventura County Employment Collaborative • Ventura County Training Consortium 	Stakeholder groups with approximately 86 individuals.	
Stakeholder Meetings	Stakeholder meetings were held to attain feedback and recommendations specifically about the Regional and Local plan content. These focused on the needs of the AJCC System, regional needs, and system improvements that can ensure that those most in need are served by the system. <ul style="list-style-type: none"> • AJCC partner meeting on December 16, 2020 • Public meeting about regional needs and how to improve service provision on January 28, 2021 • Public WDB-VC board meeting review of recommendations and documents 	Approximately 66 people were in attendance at public meeting.	
1-1 Interviews	Interviews were conducted with individuals that came from high-impact industries within the region, secondary and post-secondary education institutions, non-profits, and economic development organizations. These interviews were conducted to identify and inventory existing work-based learning partnerships, trainings, challenges, and meetings taking place within Ventura County.	Interviewed 25 individuals	
Work-Based Learning Consortium Meetings	This consortium was established to provide guidance and leadership on the implementation of the WDB-VC's regional plan initiative to research, identify gaps, and develop a strategic regional approach to work-based learning. Three Work-Based Learning Consortium meetings took place.	Each meeting had an average of 20 regional leaders or approximately 60 individuals.	

APPENDIX B: PUBLIC COMMENTS RECEIVED THAT DISAGREE WITH THE REGIONAL PLAN

Throughout the regional and local planning process, stakeholder comments were solicited to ensure that both plans meet the needs of the entire Ventura County region. Throughout the public comment phase of there were few comments that disagreed with the plans. The comments that arose disagreed with how the WDB-VC plans to address the following:

- **Cost of housing compared to the cost of living:**

“With the unhoused population, there isn't enough focus in adding additional housing resources, transitional resources, gap assistance between housing and maintaining employment or in interacting with the unhoused to inform them of processes in place currently to help or what additional services may be needed. There current and proposed resources are not enough.” - Ventura County resident

- **Increased community engagement is needed to address the disaster response within the region.** With the increased threat of fires, mud slides, and the current COVID-19 pandemic, there is not enough focus on the region's plan to further engage and activate members of the community to develop a communication and action plans for addressing disaster response prior to a disaster.

TRENDS IN COMMUNITY, PROVIDER, AND CLIENT COMMENTS

During all of our stakeholder and community engagement leading up to this plan, we solicited feedback about the challenges in our current workforce development system and provision of services. Then, in an attempt to always be solutions-oriented, we discussed potential solutions to each identified challenge. The trends uncovered are throughout the WDB-VC Regional and Local Plans. This appendix outlines more of the raw feedback we received.

WHAT ARE THE PERSISTENT CHALLENGES TO SERVING THE MOST IN NEED?

- **Low education, language barriers, ELL,**
 - Potential Solution: A Navigator program would help address barriers to ELL
- **Huge increase in unemployment due to COVID-19**
 - Opportunity: Educate the community about career pathway advancement opportunities and how they can use down time to advance in a pathway.
 - Opportunity: Educate people about the earning potential in various career pathways
- **COVID complicated ability to follow up and follow through with clients who do not all have remote capability or access to safe transportation**
 - For example, college and adult school enrollment is up but attendance and follow through are down
 - Potential Solution: Apply for grants to increase digital literacy and access.
- **Lack of awareness of services:**
 - Clients need to know where to go and who to call for the myriad of wrap around needs.
 - Potential Solution: Could we do a one stop in each city for services.
 - People do not know about all of the services possible and available to them.
 - E.g., Tribal TANF- many people do not know about their services
 - E.g.: Foster Youth that age out are not aware of the services for them
 - Potential Solutions:
 - Increase communication about existing programs.
 - Develop an interactive asset map that is updated annually that serves as a regional resource.
- **Lack of upward mobility jobs**
 - Potential; Solution: Develop more clearly articulated career pathways for many industries- not just those most in demand.
- **We constantly hear from employers that applicants are lacking soft skills**
- **Lack of access due to a lack of technical skills**
- **Mental health**
- **Childcare**
- **Need employment opportunities for Seniors**
- **Transportation**
 - Geography seems to be the biggest barrier for us. Ventura county has many cities that are separated by big distances. Students do not have easy access to services beyond their city.
 - Potential Solution: Could we do a one stop in each city for services.
 - Potential Solution: Collaborate with Rideshare apps to assist with transportation issues

HOW CAN WE IMPROVE COLLABORATION ACROSS PARTNERS?

- **Service providers are also not aware of all other services**
 - Potential Solution: Do a monthly brown bag Zoom lunch to increase collaboration across providers and improve the ability to provide warm hand offs.
 - Potential Solution: WDBVC can facilitate more partner meetings

- **PD desired by providers:**
 - Potential Solution: when space allows, provide cross-agency and cross-provider PD. Also utilize in-house training capacity
 - Proactive job search approach. Provide lists of employers
 - More information about other employment sectors other than the big ones identified by the WDB (Medical, Manufacturing, Green Energy). Those may be the biggest sectors, but they employ a small sliver of the entire labor force
 - Information about industry sectors and how to connect with companies in those sectors, like IT
 - Information about apprenticeship programs
 - Cultural competency training for employers
 - E.G: Dayna Barrios can provide culturally competent training
 - Trauma-informed training for service providers

APPENDIX C: HOW THE WDB-VC PLANS TO TRACK THE FOUR REGIONAL INDICATORS

This section of the appendix is optional at this time, but the WDB-VC has determined that this will be a priority to complete during the second quarter of 2021. These indicators will be created based on regional needs and stakeholder input. Below is the template that will be completed to guide the strategies, desired outcomes, and metrics for evaluation. The following regional indicators that will be addressed are as follows:

1. Region has a process to communicate industry workforce needs to supply-side partners.
2. Region has policies supporting equity and strives to improve job quality.
3. Region has shared target populations of emphasis.
4. Region deploys shared/pooled resources to provide services, training, and education to meet target population needs.

Regional Indicator	Strategies	Desired Outcomes	Evaluation Metrics to Track
Region has a process to communicate industry workforce needs to supply-side partners.			
Region has policies supporting equity and strives to improve job quality.			
Region has shared target populations of emphasis.			
Region deploys shared/pooled resources to provide services, training, and education to meet target population needs.			

APPENDIX D: SIGNATURE PAGE

Workforce Development Board of Ventura County

Regional and Local Plans PY 2021-2024

Signature Page

The Workforce Development Board of Ventura County's regional and local plans are hereby submitted for Program Years 2021-2024, which comprise the period from July 1, 2021, to June 30, 2025, in accordance with the provisions of the WIOA.

Local Workforce Development Board
Chair



Signature

Tracy Perez

Name

Chair, Workforce Development Board of
Ventura County

Title

03/26/21

Date

Local Chief Elected Official



Signature

Linda Parks

Name

Chair, Ventura County Board of
Supervisors

Title

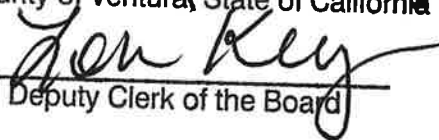
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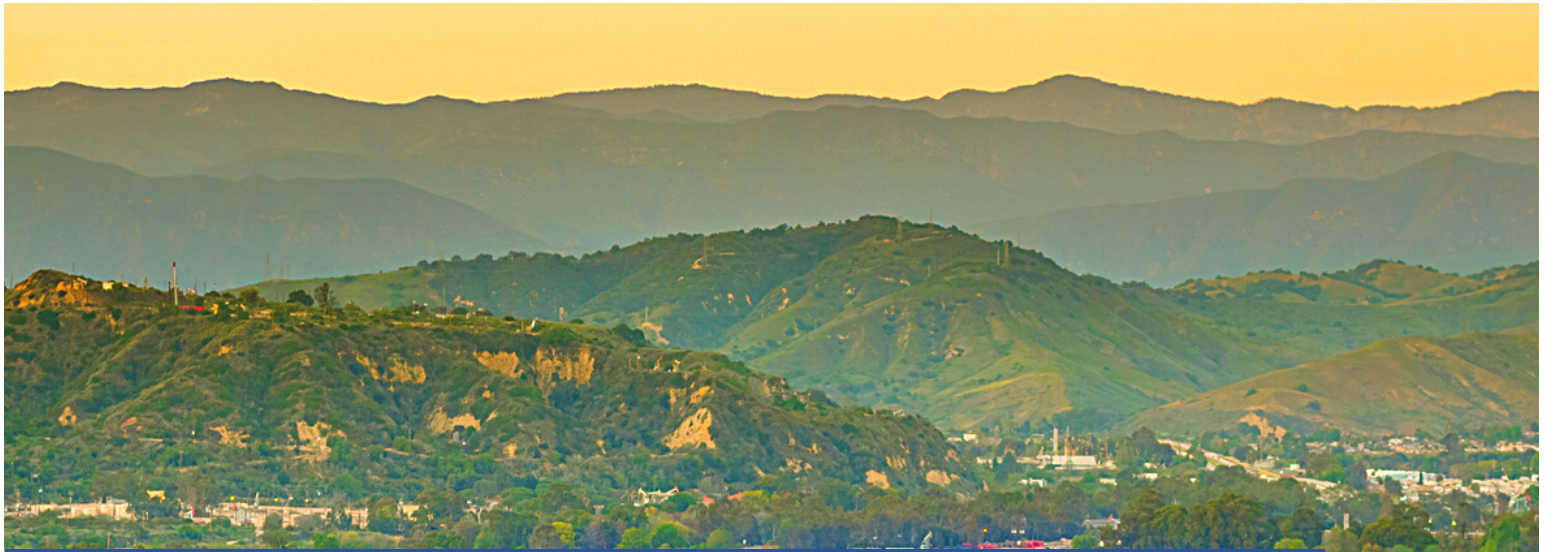
Date



ATTEST: MICHAEL POWERS
Clerk of the Board of Supervisors
County of Ventura, State of California

By:


Deputy Clerk of the Board



2021-2024

Local Plan

Workforce Development
Board of Ventura County



PREPARED BY



CONTENTS

I. INTRODUCTION

II. WIOA CORE AND REQUIRED PARTNER COORDINATION

- A. How Local Boards and AJCC partners will coordinate the services and resources identified in their MOU, as outlined in WSD18-12 - *WIOA Memorandums of Understanding*.
- B. How the Local Board and AJCC partners will work towards co-enrollment and/or common case management as a service delivery strategy, as outlined in WSD19-09 - *Strategic Co-Enrollment – Unified Plan Partners*.
- C. How the Local Board and AJCC partners will facilitate access to services provided through the one-stop delivery system, including in remote areas, through the use of technology and other means.
- D. How the Local Board and AJCC partners will coordinate workforce and education activities with the provision of appropriate supportive services.
- E. How the Local Board and AJCC partners will comply with WIOA Section 188 and applicable provisions of the Americans with Disabilities Act of 1990 regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, as outlined in WSD17-01 - *Nondiscrimination and Equal Opportunity Procedures*.

III. STATE STRATEGIC PARTNER COORDINATION

- A. How the Local Board will coordinate with County Health and Human Services Agencies and other local partners who serve individuals who access Cal Fresh E&T services.
- B. How the Local Board will coordinate with Local Child Support Agencies and other local partners who serve individuals who are noncustodial parents.
- C. How the Local Board will coordinate with Local Partnership Agreement partners, established in alignment with the Competitive Integrated Employment Blueprint, and other local partners who serve individuals with developmental and intellectual disabilities.
- D. How the Local Board will coordinate with community-based organizations and other local partners who serve individuals who are English language learners, foreign born, and/or refugees.

IV. WIOA TITLE I COORDINATION

- A. Training and/or professional development that will be provided to frontline staff to gain and expand proficiency in digital fluency and distance learning.
- B. Training and/or professional development that will be provided to frontline staff TO ensure cultural competencies and an understanding of the experiences of trauma-exposed populations.
- C. How the Local Board will coordinate workforce investment activities carried out in the Local Area with statewide rapid response activities, as outlined in WSD16-04 - *Rapid Response and Layoff Aversion Activities*.
- D. A description and assessment of the type and availability of adult and dislocated worker employment and training activities in the Local Area. This includes how the Local Board will ensure that priority for adult career and training services will be given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient, as outlined in WSD15-14 - *WIOA Adult Program Priority of Service*.
- E. A description and assessment of the type and availability of youth workforce investment activities in the Local Area, as outlined in WSD17-07- *WIOA Youth Program Requirements*. This includes any strategies the Local Board has about how to increase the digital literacy and fluency of youth participants, including youth with disabilities.

- F. The entity responsible for the disbursement of grant funds as determined by the Chief Elected Official (CEO) or the Governor, and the competitive process that will be used to award the sub-grants and contracts for WIOA Title I activities.
- G. A description of how the Local Board fulfills the duties of the AJCC Operator and/or the Career Services Provider as outlined in WSD19-13 - Selection of AJCC Operators and Career Services Providers. This should include the name(s) and role(s) of any entities that the Local Board contracts with.

V. APPENDICES

- A. Stakeholder and Community Engagement Summary
- B. Public comments received that disagree with the Local Plan
- C. Signature Page

I. INTRODUCTION

The Local Board is committed to its role. It 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.

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 local employers' changing business needs in a dynamic, competitive, global economic environment. The Local Board workforce strategy includes on-going skills attainment that promotes 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.

According to the most recent U.S. Census Bureau, the total population for Ventura County is 846,006 that live over 1842.53 square miles, with approximately 459.2 people per square mile. This population represents a tale of two cities in which the haves are well off, well educated, comfortably housed, and well-employed. Meanwhile, a large portion of the population is disconnected from work, has limited educations and employable skills, is un-securely housed, and faces many upward mobility barriers.

Furthermore, Ventura County is in a recession. According to the Center for Economic Research and Forecasting at California Lutheran University, Ventura County's economic output shrank in 2016 and 2017. According to the Ventura County Civic Alliance's 2019 State of the Region report¹, Ventura County had sustained employment growth, but that has been relatively meager, not topping 1.5% annually since 2013. The population is aging, and people aren't moving here. The population growth consistently has underperformed the expected rate due to births and deaths, which means people are leaving. The Census Bureau says more than 35,000 people left Ventura County between 2013 and 2017.

This local plan seeks to address how we can provide services to individuals who need the workforce services we provide.

¹ 2019 State of the Region Report retrieved from <https://civicalliance.org/wp-content/uploads/2019/07/2019-State-of-the-Region-Report-Final-Web-1.pdf>

II. WIOA CORE AND REQUIRED PARTNER COORDINATION

This section applies to coordination with WIOA Core and Required partners outlined in WIOA Section 121. Under WIOA, the ultimate vision is for core and required programs to operate as a unified system, strategically assessing needs and aligning them with service strategies to meet the necessities of workers and employers. The required partners are listed below:

- WIOA Title II - Adult Education and Literacy
- WIOA Title III - Wagner-Peyser
- WIOA Title IV - Vocational Rehabilitation
- Carl Perkins Career Technical Education
- Title V Older Americans Act
- Job Corps
- Native American Programs (WIOA Section 166)
- Migrant Seasonal Farmworkers (WIOA Section 167)
- Veterans
- Youth Build
- Trade Adjustment Assistance Act
- Community Services Block Grant
- Housing and Urban Development
- Unemployment Compensation
- Second Chance
- Temporary Assistance for Needy Families/CalWORKs

HOW PARTNERS WERE INCLUDED IN THE CREATION OF THIS LOCAL PLAN

The WDBVC is committed to building and nurturing strong local partnerships and collaborating to design a workforce system that creates upward mobility opportunities for individuals to meet and anticipate employers' needs while advancing the local economy. The WDBVC engages partners continuously and strives for continuous improvement in its delivery of services and predicting the region's needs. To proactively plan, the WDBVC developed a comprehensive strategic plan and logic model in the fall of 2019 that identified strategic priorities and an overarching vision statement. Two of these strategic priorities were funded with RPI 3.0 funding. They included: 1) Conducting a robust regional asset mapping to identify existing resources and 2) Identifying and aligning CTE efforts to the needs of employers. These efforts are currently underway and have included robust stakeholder engagement, focus groups, interviews, and convenings that inform this 2021 Regional and Local Plan. This outreach and engagement throughout 2020 have proven vital given the ever-changing impacts of COVID-19 on the region and the economic and social implications to employers and job-seekers. To prepare this Regional Plan, we conducted additional meetings and engagement and the on-going asset mapping project.

A variety of outreach and research methods were employed to ensure that multiple perspectives were identified and heard across sectors. This outreach aims to identify the strengths, challenges, existing collaborations, needs, and opportunities within the Ventura County Workforce Development System. These methods included:

1. Business and Industry Survey

A survey was distributed to businesses within Ventura County to initiate engagement, learn more about current work-based learning partnerships, programs, and services, and understand the challenges these organizations experience when hiring and training employees. The 22-item survey was distributed in electronic format using Survey Monkey. Seventy-three responses were collected from 13 industries between August 10 - November 2, 2020.

2. Industry Sector and Key Stakeholders Focus Groups

Focus groups were conducted with eight stakeholder groups. The focus groups were held with the WDBVC industry working groups. Approximately 86 individuals participated and were engaged. The groups included the existing working groups and other groups, including the Clean Green working group, Business Services working group, Healthcare working group, Manufacturing working group, Non-Profit/CBOs, Ventura County Adult Education Consortium, Ventura County Employment Collaborative, and the Ventura County Training Consortium.

3. Stakeholder meetings

Three stakeholder meetings were held to attain feedback and recommendations specifically about the Regional and Local plan content. These focused on the needs of the AJCC System, regional needs, and system improvements to ensure that the system serves those most in need. These included:

- AJCC partner meeting on December 16, 2020
- A public meeting about regional needs and how to improve service provision on January 28, 2021
- Public WDBVC board meeting review of recommendations and documents.

4. 1-1 Interviews

Interviews were conducted with 25 individuals from high-impact industries within the region, secondary and post-secondary education institutions, non-profits, and economic development organizations. These interviews were conducted to identify and inventory existing work-based learning partnerships, training, challenges, and meetings in Ventura County.

5. Work-Based Learning Consortium Meetings

The Work-Based Learning Consortium was established to provide guidance and leadership on implementing the WDB-VC's regional plan initiative to research, identify gaps, and develop a strategic regional approach to work-based learning. Three Work-Based Learning Consortium meetings took place, with an average of 20 regional leaders in each session.

PARTNERS

Workforce Development Boards' fundamental responsibility is to engage stakeholders across sectors to increase collaboration, better utilize existing services, and ideate improvements to existing training and systems. In Ventura, collaborative planning and action opportunities have engaged a broad range of business, education, labor, economic development, government, and community leaders who collaborate to build regional networks and leverage policies, programs, and services.

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

^ American Job Center of California partners

Industry Sector Leaders: Amgen, Inc.; *Applied Powdercoat; *Brighton Management; Camarillo Healthcare Center; Corwin, a SAGE Company; Dynamic Automation; Frontier Communications; *Global Staffing Manpower Group; *Haas Automation, Inc.; *Hi-Tech Engineering Corporation; *Jaxx Manufacturing, Inc.; Kaiser Permanente; *Kinamed, Inc.; *L.C. Engineering Group, Inc.; LEAD Public Strategies; Los Robles Hospital and Medical Center; *Milgard Manufacturing; MSW Wire Industries Pacific Coast Homecare; *Reiter Affiliated Companies; St. John's Hospitals; Simi Valley Hospital; Solid Waste Solutions; Tolman & Wiker Insurance Services; *Un1tee; United Staffing Associates; *Un1tee; *Ventura Pacific Co.; VSolvit

Economic Development Entities: 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 Building and Construction Trades Council; Tri-Counties Central Labor Council (AFL-CIO); *United Food and Commercial Workers Union Local 770; Ventura County Contractors Association; *International Union of Operating Engineers Local 12

Education (Community Colleges, Adult Basic Education, K-12, Universities): 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 Institute for Careers & Education; South Central Coast Regional Consortium of Community Colleges; Student Academic Success and Equity Initiatives, University Culture Outreach; V.C. 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 Oxnard Harbor District; Ventura County Health Care Agency; Ventura County Public Health Adolescent Family Life Program/Cal Learn Program; Ventura County Probation Agency ; California Department of Corrections and Rehabilitation (CDCR)

Workforce Board: Vic Anselmo; Cesar Valladares; Victor Dollar; Brain Gabler; Greg Gillespie; Jeremy Goldberg; Kathy Harner; Marilyn Jansen; Victoria Jump; Dona Toteva Lacayo; Kirk Lagerquist; Gregory Liu; Laura Martinez; Anthony Mireles; William Pratt; Shaffiq Rahim; Alex Rivera; Patty Schulz; Rosa Serrato; Jeremy Shumaker; Sandy Smith' Bruce Stenslie; Jay Turner; Carolyn Vang-Walker' Bill Werner; Stephen Yeoh; Celina Zacarias

Community Based 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; Owens Valley Career Development Center; Pacific Clinics – TAY Tunnel; Palmer Drug Abuse Program of Ventura County; PathPoint; Rainbow Connection Family Resource Center; Segue Career Mentors; ^Ser-Jobs for Progress; Southern California American Indian Resource Center; *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

A. WIOA MEMORANDUMS OF UNDERSTANDING

How Local Boards and AJCC partners will coordinate the services and resources identified in their MOU, as outlined in WSD18-12 - WIOA memorandums of understanding.

The WDBVC has one comprehensive AJCC that provides universal access to the full range of employment services, training, and education, employer assistance, etc. The comprehensive AJCC is a physical location where job seekers and employers have access to the programs, services, and activities of all the required AJCC partners. The WDBVC has an MOU in place with the required AJCC Partners. The MOU acts as a functional tool and a visionary plan for how the WDBVC and AJCC partners will work together to create a unified service delivery system that best meets the needs of their shared customers. The partners include the below (there are no Youth Build programs in the area):

- WIOA Title I Adult, Dislocated Worker, and Youth
- WIOA Title II Adult Education and Literacy
- WIOA Title III Wagner-Peyser
- WIOA Title IV Vocational Rehabilitation
- Carl Perkins Career Technical Education
- Title V Older Americans Act
- Job Corps
- Native American Programs (Section 166)
- Migrant Seasonal Farmworkers (Section 167)
- Veterans
- Trade Adjustment Assistance Act
- Community Services Block Grant
- Housing & Urban Development
- Unemployment Compensation
- Second Chance
- Temporary Assistance for Needy Families/CalWORKs

The WDBVC uses the MOU to establish the roles and responsibilities of the WDBVC, the Board of Supervisors, and the AJCC partners in delivering program services through the AJCC network. The MOU identifies the “game plan” that the partners and WDBVC will use to serve customers best, job seekers, and businesses.

B. STRATEGIC CO-ENROLLMENT

How the Local Board and AJCC partners will work towards co-enrollment and/or common case management as a service delivery strategy, as outlined in WSD19-09 - strategic co-enrollment – unified plan partners.

Intake and case management are currently handled utilizing the CalJOBS software 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. Any clients that are co-enrolled in WIOA Title I and Title III are recorded in CalJOBS. The WDBVC is working with partners to determine how to best use CalJOBS for co-enrollment and common case management across all programs. The WDBVC piloted a referral process with CalWORKs, which has proven successful. The WDBVC hopes to replicate this model with other programs.

C. FACILITATING ACCESS TO SERVICES THROUGH THE ONE-STOP DELIVERY SYSTEM

How the Local Board and AJCC partners will facilitate access to services provided through the One-Stop delivery system, including in remote areas, through the use of technology and other means.

The One-Stop delivery system comprises all parties committed to implementing the Workforce Innovation and Opportunity Act (WIOA). The chart below (Figure 1), identifies all programs included in the local system and shows how they are inter-related.

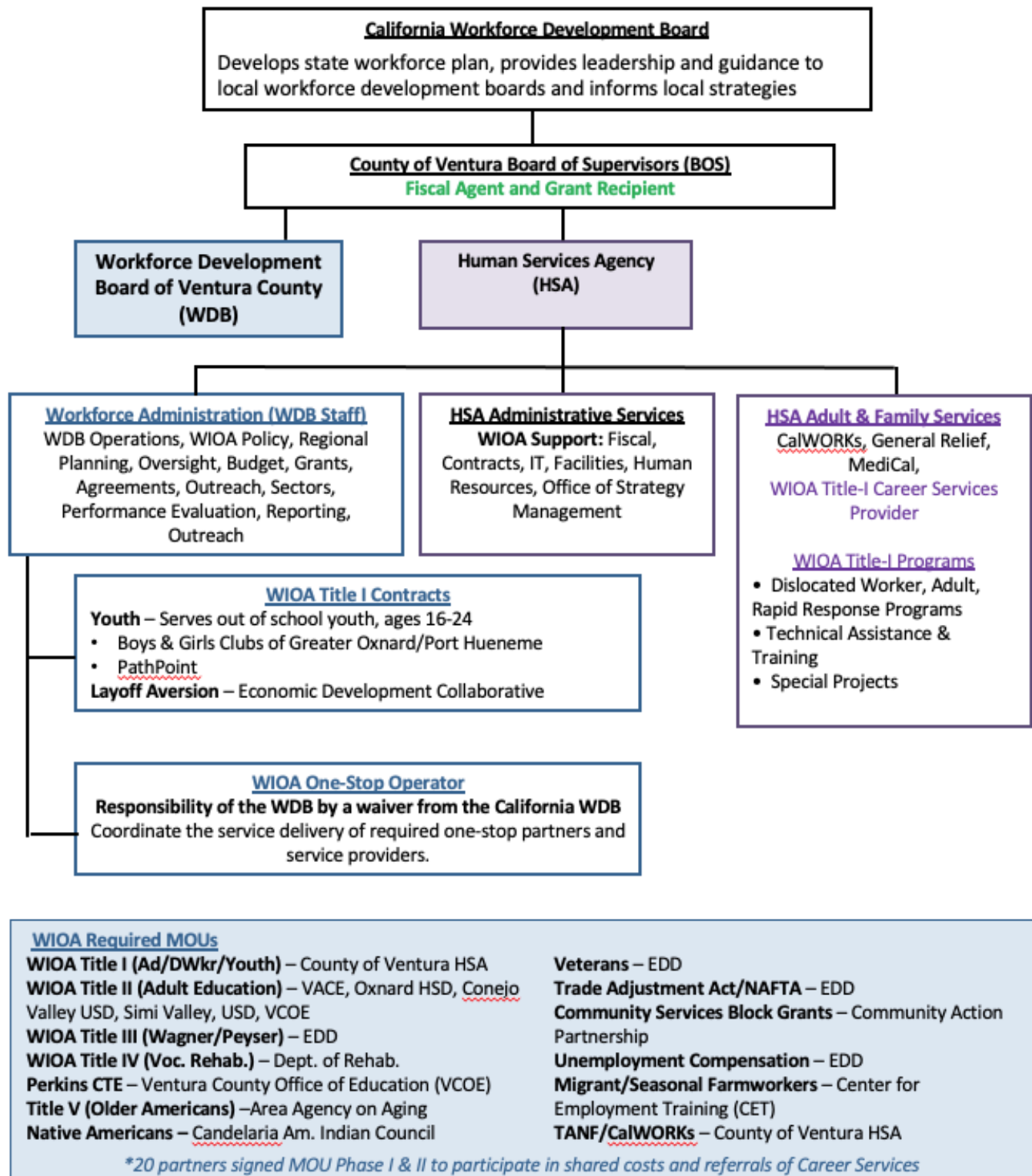
The Ventura County Board of Supervisors is the governing body that oversees the County's Human Services Agency. The activities of the Workforce Development Board of Ventura County (WDBVC) are embedded. The WDBVC is a separate, independent board appointed by the Board of Supervisors and is the Regional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

WIOA reinforces the partnerships and strategies necessary for America's Job Centers to provide all job seekers and workers with the high-quality career, training, and supportive services they need to obtain and maintain good jobs. WIOA identifies the required partner programs and states that they must enter into a Memorandum of Understanding (MOU).

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 one of the partner sites, we will provide electronic access and referral. 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 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 the Ventura County Works podcast. It 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 announcements through region-wide media: National Public Radio, Linked In, and www.businessforwardvc.com.

Figure 1: WIOA ONE-STOP SYSTEM
Ventura County Region
Workforce Development Board of Ventura County



D. HOW THE LOCAL BOARD AND AJCC PARTNERS WILL COORDINATE WORKFORCE AND EDUCATION ACTIVITIES WITH THE PROVISION OF APPROPRIATE SUPPORTIVE SERVICES.

The region is uniquely well-positioned to supply education and workforce services in conjunction with the necessary supportive services to reduce barriers to participation. The WDBVC closely collaborates with the Ventura Community College District (Ventura, Oxnard and Moorpark), ten adult schools, Regional Consortium, and K-12 School Districts. The WDBVC has on-going conversations through its numerous committee meetings, board meetings, and community outreach efforts with representatives of secondary and post-secondary education programs to facilitate information sharing, planning, prevention of duplicated efforts, and to design collaborative strategies to provide supportive services to our students and clients. For example,

- The WDBVC sector committees meet bi-monthly and have industry, labor, and secondary and post-secondary education representatives. Community college industry sector Regional Directors 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.
- The 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 meet regularly to determine standard practices and coordinate services.
- WDBVC staff has participated, for over ten years, in the Community Colleges' South Central Coast Regional Consortium meetings.
- WDBVC staff is represented at the P-20 Business/Education meetings. The Ventura County P-20 Council unites key decision-makers from education, business, government, and community organizations to support the growth of educational and career pathways from pre-school (P) through college and post-secondary/career (20).
- California State University Channel Islands, Ventura County Office of Education, and WDBVC staff actively participate in VC STEM meetings. The Ventura County STEM Network (VC STEM) is a group of key decision-makers from education, business, parent organizations, and community agencies dedicated to improving academic access and excellence.
- WDBVC staff attend advisory meetings for Ventura Adult and Continuing Education.

Furthermore, there are many coalitions, partnerships, and opportunities to network and multiple formal and informal alliances. These existing committees, working groups, and initiatives bring together organizations from across the County to narrow gaps in services, develop needed training, and serve target populations. For example, the AJCC partners with CalFRESH and CalWORKs to ensure that participants served in WIOA are designed co-enrollment opportunities for WIOA-required core partners of the resources available to them and provide co-enrollment when possible. Most recently, the Centers of Excellence (COE) partnered with the South Central Coast Regional Consortium (SCCRC), Ventura Community College District, all Adult Schools, K-12 institutions, and regional 4-year universities convened to map all of the Career and Technical Education (CTE) programs and training taking place within Ventura County and discuss ways to streamline enrollment and inclusion to those most in need. Furthermore, twenty formal AJCC System Partners are working to align existing workforce programs, reduce duplication, identify gaps in services, and collaborate to provide career services to those with barriers to employment.

The WDBVC will continue to partner with educational institutions, non-profit organizations, and industry partners to improve the provision of supportive services, including how to co-enroll, co-locate, and streamline services for those most in need.

E. ADA COMPLIANCE (WIOA SECTION 188)

How the Local Board and AJCC partners will comply with WIOA section 188 and applicable provisions of the Americans with Disabilities Act of 1990 regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, as outlined in WSD17-01 - Nondiscrimination and Equal Opportunity Procedures.

The AJCC delivery system, including applicable operators and partners, complies with WIOA Section 188 and the Americans with Disability Act regarding 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. Furthermore, DOR staff provided robust professional Development and training to AJCC and partner organization staff, including Windmills training. The AJCC mandated partner, the Department of Rehabilitation (DOR) staff, is also onsite at the AJCC and available to assist individuals with disabilities.

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

III. STATE STRATEGIC PARTNER COORDINATION

This section applies to coordination with the state strategic planning partners that were added during the last 17-21 Local Plan modification.

A. HOW THE LOCAL BOARD WILL COORDINATE WITH COUNTY HEALTH AND HUMAN SERVICES AGENCIES AND OTHER LOCAL PARTNERS WHO SERVE INDIVIDUALS WHO ACCESS CAL FRESH E&T SERVICES.

Ventura County has a significant structural advantage in this regard, as both the Workforce Development Board and CalFresh operate under the county umbrella, have worked together for years, and already have co-located services at the AJCC.

A detailed assessment of Ventura County's CalFresh population and its workforce development needs is included in **Attachment 2: CalFresh Partnership**. It shows that more than 35,000 adults are receiving CalFresh benefits in the county and that a significant portion of that total could benefit from greater access to workforce development services.

One noteworthy finding is that 43% of CalFresh households receive employment income yet still have incomes low enough to qualify for food assistance. Some work in very low-wage jobs, insufficient to lift their families out of poverty; others work part-time, whether by choice or not. In any case, working part-time, at low wages, or not working at all, our strategies for successfully serving such individuals will need to include a range of "earn and learn" options. While some may maintain their employment during training, many will not, significantly those working irregular shifts. Few jobs can accommodate intensive education or training schedules. Yet, few people can afford to go without income for the length of time it takes to complete a job training or education program.

The Human Services Agency operates the CalFresh Employment and Training Program. As the WDBVC is situated within the Human Services Agency, CalFresh E&T and WIOA work closely to identify customers who may benefit from both programs.

The WDBVC reviews outreach efforts to continuously enhance awareness of and access to workforce development services. Outreach strategies to reach the CalFresh population will be developed and implemented as needed.

B. HOW THE LOCAL BOARD WILL COORDINATE WITH LOCAL CHILD SUPPORT AGENCIES AND OTHER LOCAL PARTNERS WHO SERVE INDIVIDUALS WHO ARE NONCUSTODIAL PARENTS.

DCSS has worked hard in recent years to provide supportive services to noncustodial parents. Over the past three years, DCSS and the WDBVC have built bridges between their customers and services at each agency to streamline services, increase access to needed services, and enroll clients into supportive services programs. DCSS staff realize that most noncustodial parents are inevitably going to view them as enforcers of child support obligations, rendering them less-than-ideal messengers for the benefits of workforce development services. At the same time, DCSS workers understand that well-paid employment is the only real way for such parents to reach the point where they can in fact, support their families. DCSS has, therefore, fully embraced and implemented a close working partnership with WDBVC.

DCSS participated in the January 31st evening meeting and a series of planning discussions from December through March and provided WDBVC with a wealth of data regarding noncustodial parents in Ventura County. The data show that there are 16,163 noncustodial parents currently being tracked by DCSS. More than half identify as Hispanic; slightly under 15% are primarily Spanish-speaking. The exact overlap with the 30,000 adults receiving CalFresh is unknown, but it is assumed by both CalFresh and DCSS to be significant.

Noncustodial parents present several barriers. These include the typical barriers found among low-income job-seekers in general, along with inevitable disincentives built into the child support system, including the fact that a significant share of any new income is likely to go to cover arrearages in child support. Successfully reaching this population requires acknowledging those issues and, where possible, crafting flexible approaches.

Before the creation of the 2019 Local Plan, DCSS caseworkers provided individual noncustodial parents with written information about workforce services, as well as referrals to the AJCC for anyone interested. While this was helpful to some individuals, it did not take place systematically or comprehensively and did not result in many noncustodial parents seeking workforce services.

While somewhat limited and ad hoc, existing partnerships have enabled DCSS, the AJCC and the WDBVC to begin working together and have formed the basis on which this new partnership is being built. What is unique in the future is that there will be a formal partnership between those parties to try some immediate collaborations and work together over time to expand those efforts.

Over the past two years, the WDBVC and DCSS have done the following to increase collaboration:

- DCSS hired a Community Relations Manager who can work closely with the WDBVC and AJCC
- DCSS participates in AJCC Partner meetings
- Develop a formal partnership between DCSS and AJCC to try some close collaborations and work together over time to expand those efforts.
- DCSS staff to receive tours to see AJCC services and meet the team to facilitate warm handoffs
- DCSS and the AJCC have actively worked to increase cross-referring clients
- Included links to each other's websites on web publications and websites
- DCSS and AJCC include the other organization's fliers in the lobby
- DCSS staff to explore co-location at the AJCC once or twice a month
- DCSS collaborated with the WDBVC and the AJCC to identify tools and incentives that can be used to encourage noncustodial parents to participate in workforce development programs. In comparison, some enforcement tools can be used in this regard, such as court orders. Both DCSS and the WDBVC focus on developing more positive incentives. The goal is to help noncustodial parents understand and accept the opportunity being presented to them: the chance to prepare for and obtain employment at wages that can allow them to meet their family financial obligations. Incentives such as gift cards and small bonuses for completing programs are helpful tools, but the real, long-term motivating factor is the pride inherent in being able to step up and provide for one's family.

Challenges:

- There are currently no eligibility criteria for workforce services that would prevent the WDBVC or the AJCC from providing noncustodial parent services and no plans to enact such measures. According to DCSS, a primary obstacle to participation for this population appears to be a desire among some noncustodial parents to avoid earning a reportable income. In this sense, motivation is a significant factor for at least some noncustodial parents. While some can be compelled, through job search orders, to participate in workforce services, a more successful strategy is likely to be educating participants about opportunities to find employment at wages high enough to allow them to support their families. Therefore, outreach strategies will help noncustodial parents understand the benefit of participating in workforce services that can lead to family-sustaining jobs.
- Time and distance are two significant obstacles to the partnership envisioned here between the WDBVC and DCSS. Offices are spread out between Ventura, Oxnard, Camarillo, and Simi Valley. Bringing staff physically together is challenging. Even finding the time for everyone to participate in regular conference calls is difficult, pitting the time constraints of everyone's job against the need for frequent conversations between partners. Minimizing these challenges does not make them go away; the solution will create efficient and useful structures. Some information, such as routine updates, can be handled by email or newsletter. Conference calls, and especially in-person meetings,

should not be devoted to simple updates, but rather to actual work tasks and decision-making. Ensuring the best use of everyone's valuable time will be essential.

What we seek to accomplish in the next 4 years:

Front Line Collaboration: Creating a comprehensive system of noncustodial parents' services requires both a strong relationship between WDBVC and DCSS leadership and a close on-going working relationship at the frontline staff level. Therefore, the WDBVC will provide an annual tour of DCSS staff's facilities and services about services that WDB provides and vice versa.

Online Collaboration: The two organizations will create a team in MS Teams to provide virtual services.

Cross Training: Issues presented by the noncustodial parent population must be a cross-training topic for AJCC staff; DCSS staff must become skilled at raising employment with clients and at effecting a warm referral to a career counselor at the appropriate point. Low-wage employment is insufficient to solve the noncustodial parent's financial dilemma. Both agencies must work together to ensure that noncustodial parents find their way into the kinds of jobs that can support themselves and their families.

Wrap-around case management and support services: Retention in programs is critical to success in the labor market. This starts with a thorough and accurate assessment to ensure that people are being placed in appropriate programs for which they are ready. Wrap-around case management and support services are necessary to ensure that minor issues don't develop into major crises. Active job placement, followed by strong post-placement support, will similarly ensure that job placements stick or (in the event they don't) that follow-up placement happens promptly.

Collaborative Marketing Strategies: WDBVC, DCSS, and the Human Services Agency partner develop and implement marketing and outreach strategies to reach this population. This can include collaborative flyers for marketing and outreach strategies, success story videos, and printed material

Data Sharing and Tracking: Provide DCSS with "read only" access to CalJOBS for DCSS to track referrals. DCSS provides liaisons to track referrals and Develop referral worksheet (check with Career Services) Continue to Pilot Success: Target 50 customers (youth, justice-involved, ELL, etc.) to be co-enrolled. The WDBVC and DCSS piloted this collaboration for an initial target group of 50 noncustodial parents. The DCSS caseworker and the AJCC counselor communicated directly with each other, the client, and the service provider(s), and the employer on an on-going basis. Maximizing the use of the temporary garnishment-reduction option and reducing the amount owed in arrears will be a critical incentivizing element of the strategy.

Robust Outreach to Noncustodial parents: AJCC to engage participants at the court and do presentations at the court

Explore Legal, Policy, and Incentive options: DCSS and the WDBVC will explore the development of tools and incentives for noncustodial parents, such as the release of licenses.

C. SERVING INDIVIDUALS WITH DEVELOPMENTAL AND INTELLECTUAL DISABILITIES.

How the Local Board will coordinate with local partnership agreement partners, established in alignment with the competitive integrated employment blueprint, and other local partners who serve individuals with developmental and intellectual disabilities.

A very active partnership currently exists between the workforce system, the Department of Rehabilitation, and community-based providers on Competitive Integrated Employment. DOR has had a seat on the WDBVC for many years, serves on multiple board committees, and is a core partner in the AJCC, resulting in a great deal of attention paid to job-seekers intellectual, developmental, and other disabilities. WDBVC is committed not just to compliance with the Americans with Disabilities Act but to make every effort to provide accommodation for the needs of every person with a disability.

The Workforce Development Board played a lead role in developing the Local Partnership Agreement, with the Board's DOR representative serving as a principal author. AJCC and other workforce staff have been trained on topics such as *What is DOR*; *Who does DOR serve*; and *Disability Etiquette*. The 'Windmills' program has been used to explore and improve attitudes towards people with disabilities. DOR staff are co-located two days a week at the AJCC.

The Oxnard/Ventura and Thousand Oaks branches of DOR's Santa Barbara District, Tri-Counties Regional Center, the Ventura County Office of Education, local school districts, non-public schools, and community partners, such as Goodwill, PathPoint, Jay Nolan Community Services, and the ARC of Ventura County, work closely to meet the needs of people with disabilities.

Another projected enhancement involves job fairs for individuals with developmental disabilities, which currently happen twice a year at the Ventura County Office of Education; the new plan is to bring at least one of these onsite or virtually at the AJCC.

In a meeting with the Local Partnership Agreement (LPA) on January 26, 2021, the identified the following needs:

- The WDBVC needs to participate in regular LPA meetings and LPA employment collaborative meetings
- The LPA would like to use the AJCC for events
- Individuals served by Regional Center need to feel like they can access workforce development services.
- The AJCC needs to be more inviting to people with disabilities
- There needs to be a warm handoff and better coordination from LPA partners to the AJCC
- The AJCC staff need better to understand the target population, particularly their unique needs. This also includes a requirement for training to serve Regional Center clients
- A referral form should be developed to use between LPA partners
- Exploration of co-location opportunities for LPA partners at the AJCC or at LPA partner sites
- Integration of business services
- An internship program to benefit people with disabilities

D. SERVING ENGLISH LANGUAGE LEARNERS, FOREIGN BORN, AND/OR REFUGEES

How the Local Board will coordinate with community-based organizations and other local partners who serve individuals who are English Language Learners, foreign born, and/or refugees.

English Language Learners – primarily Spanish-speakers but several other languages – have historically made up a significant portion of Ventura County’s population and thus have long been a focus of the WDBVC’s outreach service efforts. According to the U.S. Census Bureau’s American Community Survey (ACS) 5-year estimate in 2017, 22.3% of Ventura County residents (191,000 people) were born outside of the United States, which is higher than the national average of 13.7%. Moreover, the U.S. Census Bureau’s ACS shows that there were 115,401 individuals in Ventura County who speak a language other than English at home and speak English less than “Very Well.” This number constitutes over 14% of the population age five and older. Spanish speakers make up 80.08% of the people who speak English less than “Very Well.” Additionally, according to the Ventura County Reporter, there are approximately 36,000 farmworkers in Ventura County. Nearly 20,000 of these farmworkers are members of the indigenous Mexican community who only speak Aztec languages.

Many immigrants and refugees visit the AJCC for services, especially Migrant Seasonal Farmworkers (MSFW), who receive public assistance, including CalFresh, CalWORKs, or Dislocated Workers. Since CalWORKs and Career Services staff (Title I) are under the Adult Family Services Department, both programs are co-located in the AJCC. Interested ELLs, immigrants, and refugees who visit the AJCC are screened for various services, including WIOA Title I eligibility or CalWORKs. Participants interested and enrolled in WIOA Title I or other core WIOA programs may have access to supportive services, career, and training services. Finally, the AJCC and CalWORKs have developed an effective referral system through CalJOBS to ensure that participants can benefit from the full range of services available at the AJCC.

In all its programs and activities, the WDBVC works to ensure that English Language Learners, refugees, and the foreign-born are welcomed, accommodated, and provided with any specific additional assistance necessary for their success. Translation services are always available upon request. Several of our staff at the AJCC are certified in Spanish and use Video Remote interpretation service, Stratus, to assist customers who are deaf/hard of hearing or require translation services in other languages besides Spanish. Access to these services is easily reached using an iPad.

Over the past year, the WDBVC has:

- The WDBVC is one of four local Workforce Boards this year awarded \$350,000 by the California Employment Development Department (EDD) English Language Learners (ELL) Pathways to Careers program to provide English Learners with increased access to effective training models, supportive services, and incorporate innovative employment strategies with partners to create career opportunities in growing industries.
- Facilitate the WDBVC Roundtable for Ventura County English Language Learners (ELL), Migrant Seasonal Farmworkers (MSFW)

The WDBVC collaborates with many organizations that exclusively or primarily serve the Latino community. For example, the Community College District and the eight adult education schools in the County prioritize and continuously seek to improve service provision and access to the limited-English population. Through its partnership with WIOA Title II in the region, WDBVC coordinates service delivery to English learners, immigrants, and refugees. WIOA Title II provides the following classes tailored to this population:

- Integrated English Literacy Civics (IELC) that addresses employment needs, which includes training on Soft Skills and Digital Literacy
- Integrated Education and Training (IET) that includes vocational training courses with ELL support that leads to industry-recognized credentials

In the coming months and years, the WDBVC and its partners seek to accomplish the following:

- Partner with schools with Migrant programs to reach the parents who may be ELL and benefit from this program.
- Create a shared matrix of partners, their roles, and contact info to support service provision.
- Conduct spatial analysis to ensure services can be provided within a reasonable distance of potential clients. Many EL students have lower economic resources than their English-speaking counterparts. Thus, transportation from one section of the County to another for services is a significant barrier that we must address. For example, we seek to provide more direct assistance in Simi Valley to increase benefits to this population.
- Provide more Spanish-Language programming through Adult Schools and across the region.

IV. WIOA TITLE I COORDINATION

(This section should describe strategies for staff preparation, training, and on-going professional development to effectively respond to participant needs. This section of the Local Plan should also address the services, activities, and administrative requirements established for Local Boards under WIOA Title I)

A. EXPANDING DIGITAL FLUENCY

Training and/or professional development that will be provided to frontline staff to gain and expand proficiency in digital fluency and distance learning.

The WDBVC has already appointed an RPU coordinator 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. The pandemic has introduced new developments in technology, particularly for the workforce system. Frontline staff has been trained to use technology such as Microsoft Teams and Zoom to provide virtual services and learning to customers. Additionally, the team was trained by Virginia Hamilton on how to improve the quality of online meetings and services. Virginia Hamilton is a former Department of Labor Regional Administrator and an expert in human-centered design.

B. TRAINING AND/OR PROFESSIONAL DEVELOPMENT THAT WILL BE PROVIDED TO FRONTLINE STAFF TO ENSURE CULTURAL COMPETENCIES AND AN UNDERSTANDING OF THE EXPERIENCES OF TRAUMA-EXPOSED POPULATIONS.

AJCC staff are trained in trauma-informed care by the Human Services Agency. Staff learns how to provide trauma-specific interventions explicitly designed to address the consequences of trauma in the individual and facilitate healing. Frontline staff is also trained in diversity, equity, and inclusion by the Human Services Agency. Additional training available to staff includes motivational interviewing, cultural competency, customer service, and human-centered design.

C. RAPID RESPONSE AND LAYOFF AVERSION ACTIVITIES.

How the Local Board will coordinate workforce investment activities carried out in the local area with statewide rapid response activities, as outlined in WSD16-04 - rapid response and layoff aversion activities.

Rapid Response activities are provided by County of Ventura Human Services Agency staff who are situated in the AJCC. A dedicated Business Services team works with employers in the local area and attends the Rapid Response Regional Roundtable. The WDBVC contacts layoff aversion activities with the Economic Development Collaborative (EDC). In addition to providing layoff aversion services, the EDC operates the Small Business Development Center, which assists small businesses in the region. The EDC has a strong track record of providing services to companies and entrepreneurs, which aids in their layoff aversion services.

D. DISLOCATED WORKER EMPLOYMENT AND TRAINING ACTIVITIES IN THE LOCAL AREA

A description and assessment of the type and availability of adult and dislocated worker employment and training activities in the local area. This includes how the local Board will ensure that priority for adult career and training services will be given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient, as outlined in WSD15-14 – WIOA adult program priority of service.

The current COVID-19 pandemic exacerbates the challenges inherent to providing services to dislocated workers and those with the most barriers to employment. Due to this, the WDBVC Participated in a coordinated response to COVID 19 with EDC, WEV, Cities, County EVSP, and local Chambers holding weekly calls to share resources and solutions. In response to COVID-19, the WDBVC moved quickly to secure additional funding available for dislocated workers and those most in need, including:

- *WIOA Dislocated Worker Funds for Underserved COVID-19 Impacted Individuals-* To act swiftly to help workers most impacted financially by the COVID-19 pandemic, the Employment Development Department (EDD) made \$450,000 of Workforce Innovation and Opportunity Act (WIOA) 25%

Dislocated Worker Funds available to provide supportive services to individuals impacted by COVID-19 including equipment necessary to telework (e.g. computer, internet, etc.), housing assistance, utility assistance, childcare assistance, and transportation assistance.

- *COVID National Dislocated Worker Grant*- The California Employment Development Department (EDD) announced the release of \$23 million through two National Dislocated Worker Grants to address the COVID-19 pandemic's impact on California's workforce. We were awarded \$315,000 to provide employment and training services for workers laid off due to the effect of COVID-19.

In addition to these very recently funded projects, the Local Board provides 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.

The WDBVC has a track record of being responsive to local needs and was successful in applying for and winning a *National Dislocated Worker Grant (NDWG)* in 2018 to address the negative impact of the CA Megafires. The grant provided job training and temporary jobs to assist in the repair and cleanup of areas affected by the Woolsey and Hill Fires in Ventura County. NDWG funding is intended to expand capacity to serve dislocated workers, including military service members, and meet the increased demand for WIOA employment and training services. The purpose is to reemploy laid-off workers and enhance their employability and earnings. A total of \$810,404 was granted to WDBVC for this initiative.

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 and the affiliate AJCC site Simi Valley. Eligible individuals will have access to Individual Training Accounts (ITAs) and on-the-job training (OJT). Also, 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.

The 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, the priority of service remains constant during the period of participation. The priority of service does not apply to the dislocated worker population. Furthermore, twenty formal AJCC System Partners are working to align existing workforce programs, reduce duplication, identify gaps in services, and collaborate to provide career services to those with barriers to employment.

In addition to the aforementioned target populations, the WDBVC facilitates partnerships and directly implements various programs that seek to remove barriers to employment for target populations and connect them to education and workforce opportunities. These programs are separated into the target populations below.

English Language Learners:

- The WDBVC is one of four local Workforce Boards this year awarded \$350,000 by the California Employment Development Department (EDD) English Language Learners (ELL) Pathways to Careers program to provide English Learners with increased access to effective training models, supportive services, and incorporate innovative employment strategies with partners to create career opportunities in growing industries.
- Facilitate the WDBVC Roundtable for Ventura County English Language Learners (ELL), Migrant Seasonal Farmworkers (MSFW)

Justice Involved:

- STEPS Program. The Specialized Training and Employment Project for Success (STEPS) program, in partnership with Ventura County Probation, provides justice-involved individuals with comprehensive training and wrap-around services to promote marketable skills for job growth in manufacturing and Clean Green Industry sectors through training and direct placement. The STEPS program serves both adults and youth who are between the ages of 16 and 24.
- Bridges to Work for Justice-Involved Individuals- The Workforce Board and Human Services Agency (HSA) has a grant totaling \$2,417,711 from The Federal Department of Labor Employment and Training Administration to provide workforce support to justice-involved individuals. The 42-month grant project, titled Bridges to Work, focuses on establishing a Pre-Release Specialized Job Center to serve 300 inmates at the Todd Road Jail.
- The P2E program also provides community transition programming through a partnership with Goodwill of Ventura and Santa Barbara Counties
- Food handler credential program model provided by VACE at Todd Road Jail to include grounds-keeping work crew and expanded employer partnerships.

Veterans

- Veterans' Employment-Related Assistance Program (VEAP)- VC VETS is a program that focuses on serving veterans seeking employment. The grant assigns a VC VETS Veteran Employment Services Officer (ES III) to communicate and interact with veterans as only veterans can effectively. The ES III will serve as the veteran's "navigator," skillfully guiding the veteran through the program and providing case management to address food insecurities, housing, and other barriers. The program's focus is to give the veterans On-the-Job Training (OJT) by placing them directly into employment in the targeted industry sectors. Participating employers are provided with a wage reimbursement for hiring and training the veteran. The WDB-VC was funded \$488,635 through March 31, 2021, to implement the strategies. Once the project is over, processes serving veterans will be sustained and implemented within the AJCC system.
- Naval Base Ventura County- The WDB-VC works closely with the Naval Base Ventura County. The Naval Base Ventura County sits as a non-voting member on the WDB-VC board. Additionally, the Fleet & Family Support Center at the Naval Base Ventura County works closely with the AJCC for referrals and job fairs.

Individuals Experiencing Homelessness:

- The WDB-VC has an MOU with the Ventura County Continuum of Care Alliance. The Continuum of Care (CoC) Program is designed to promote a community-wide commitment to ending homelessness; to provide funding for nonprofit providers, States, and local governments to quickly re-house homeless individuals and families while minimizing the trauma and dislocation caused to these individuals. It is also designed to promote access to and effectively utilize mainstream programs by homeless individuals and families. The WDB-VC and the CoC will work together to meet better the needs of people experiencing homeless in Ventura County by participating in meetings, providing referrals, and promoting outreach.
- The WDB-VC is also working with the City of Oxnard Homeless Services to pilot a co-enrollment program where individuals experiencing homelessness are provided work-based learning by the City of Oxnard and are enrolled into WIOA by the AJCC.

E. YOUTH WORKFORCE INVESTMENT ACTIVITIES

A description and assessment of the type and availability of youth workforce investment activities in the local area, as outlined in WSD17-07- WIOA youth program requirements. This includes any strategies the local Board has about how to increase the digital literacy and fluency of youth participants, including youth with disabilities.

The WDBVC recognizes that youth have varying workforce needs than adults and often need different services and case management. Due to this, the WDBVC intentionally partners with youth-serving organizations and agencies to ensure that services are provided in an accessible, culturally appropriate, and timely manner for youth. For example, the WDBVC convened a Youth Community Forum to provide an opportunity to hear the community's voice on programs and services to benefit the county's out-of-school youth. Furthermore, the WDBVC includes youth services providers in industry sector committee discussions to identify emerging and in-demand occupations, relevant pathways, and industry-recognized credentials.

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 offer additional support for out-of-school youth. The group will continue meeting to identify gaps in out-of-school youth needs and determine priorities and initial steps to close the gaps. Examples of such conditions 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.

F. THE ENTITY RESPONSIBLE FOR THE DISBURSAL OF GRANT FUNDS AS DETERMINED BY THE CHIEF ELECTED OFFICIAL (CEO) OR THE GOVERNOR, AND THE COMPETITIVE PROCESS THAT WILL BE USED TO AWARD THE SUB-GRANTS AND CONTRACTS FOR WIOA TITLE I ACTIVITIES.

The WDBVC, under the County of Ventura Human Services Agency and as determined by the Ventura County Board of Supervisors, is responsible for the disbursement of grant funds. The WDBVC follows County rules and processes to award sub-grants and contracts for WIOA Title I activities. For example, the WDBVC utilizes competitive procurement processes such as Requests for Proposals. The WDBVC also adheres to small and micro-purchase requirements as outlined by the Uniform Guidance.

G. DESCRIPTION OF HOW THE LOCAL BOARD FULFILLS THE DUTIES OF THE AJCC OPERATOR AND/OR THE CAREER SERVICES PROVIDER AS OUTLINED IN WSD19-13 - SELECTION OF AJCC OPERATORS AND CAREER SERVICES PROVIDERS. THIS SHOULD INCLUDE THE NAME(S) AND ROLE(S) OF ANY ENTITIES THAT THE LOCAL BOARD CONTRACTS WITH.

The WDBVC is applying for waivers from the California Workforce Development Board to fulfill the AJCC Operator and the Career Services provider's duty. The WDBVC released a Request for Proposals (RFP) for the AJCC Operator but did not receive any bids. Therefore, the WDBVC has determined to Sole Source the AJCC Operator role to itself. The WDBVC intends to release a new AJCC Operator RFP in PY 2021-2022. The WDBVC is situated within the County's Human Services Agency. The County of Ventura Human Services Agency has been the Career Services provider for over twenty years. The Human Services Agency has been effective and responsive to employers' and job seekers' needs in the region. Therefore, a waiver was submitted to the California Workforce Development Board for the Human Services Agency to continue as the Career Services provider.

V APPENDICES

- A. Stakeholder and Community Engagement Summary
- B. Public comments received that disagree with the Local Plan
- C. Signature Page

APPENDIX A: STAKEHOLDER AND COMMUNITY ENGAGEMENT SUMMARY

Mode Of Outreach	Target Of Outreach	Attendance Summary	Comments
Business and Industry Survey	This survey was distributed to businesses within Ventura County to initiate engagement, learn more about current work-based learning partnerships, programs, and services, and understand the challenges these organizations experience when hiring and training employees. The 22-item survey was distributed in electronic format using Survey Monkey.	73 responses were collected from 13 industries	
Industry Sector and Key Stakeholders Focus Groups	Focus groups were conducted with 8 stakeholder groups. The focus groups were held with the WDBVC industry working groups. The groups included the existing working groups and additional groups including: <ul style="list-style-type: none"> • Clean Green working group • Business Services working group • Healthcare working group • Manufacturing working group • Non-Profit/CBOs • Ventura County Adult Education Consortium • Ventura County Employment Collaborative • Ventura County Training Consortium 	Stakeholder groups with approximately 86 individuals.	
Stakeholder Meetings	Stakeholder meetings were held to attain feedback and recommendations specifically about the Regional and Local plan content. These focused on the needs of the AJCC System, regional needs, and system improvements to ensure that the system serves those most in need. <ul style="list-style-type: none"> • AJCC partner meeting on December 16, 2020 • Public meeting about regional needs and how to improve service provision on January 28, 2021 • Public WDBVC board meeting review of recommendations and documents 	36 people were in attendance at public meeting. 32 were in attendance for the AJCC partner meeting	
1-1 Interviews	Interviews were conducted with individuals that came from high-impact industries within the region, secondary and post-secondary education institutions, non-profits, and economic development organizations. These interviews were conducted to identify and inventory existing work-based learning partnerships, training, challenges, and meetings in Ventura County.	25 individuals were interviewed	
Work-Based Learning Consortium Meetings	This consortium was established to provide guidance and leadership on implementing the WDBVC's regional plan initiative to research, identify gaps, and develop a strategic regional approach to work-based learning. Three Work-Based Learning Consortium meetings took place.	Each meeting had an average of 20 regional leaders or approximately 60 individuals.	

APPENDIX B: PUBLIC COMMENTS RECEIVED THAT DISAGREE WITH THE LOCAL PLAN

Throughout the regional and local planning process, stakeholder comments were solicited to ensure that both plans meet the needs of the entire Ventura County region. Throughout the public comment phase of there were few comments that disagreed with the plans. The comments that arose disagreed with how the WDB-VC plans to address the following:

- **Cost of housing compared to the cost of living:**

“With the unhoused population, there is not enough focus in adding additional housing resources, transitional resources, gap assistance between housing and maintaining employment or in interacting with the unhoused to inform them of processes in place currently to help or what additional services may be needed. There current and proposed resources are not enough.” - Ventura County resident

- **Increased community engagement is needed to address the disaster response within the region.** With the increased threat of fires, mud slides, and the current COVID-19 pandemic, there is not enough focus on the region’s plan to further engage and activate members of the community to develop a communication and action plans for addressing disaster response prior to a disaster.

TRENDS IN COMMUNITY, PROVIDER, AND CLIENT COMMENTS

During all of our stakeholder and community engagement leading up to this plan, we solicited feedback about the challenges in our current workforce development system and provision of services. Then, in an attempt to always be solutions-oriented, we discussed potential solutions to each identified challenge. The trends uncovered are throughout the WDB-VC Regional and Local Plans. This appendix outlines more of the raw feedback we received.

WHAT ARE THE PERSISTENT CHALLENGES TO SERVING THE MOST IN NEED?

- **Low education, language barriers, ELL,**
 - Potential Solution: A Navigator program would help address barriers to ELL
- **Huge increase in unemployment due to COVID-19**
 - Opportunity: Educate the community about career pathway advancement opportunities and how they can use down time to advance in a pathway.
 - Opportunity: Educate people about the earning potential in various career pathways
- **COVID complicated ability to follow up and follow through with clients who do not all have remote capability or access to safe transportation**
 - For example, college and adult school enrollment is up but attendance and follow through are down
 - Potential Solution: Apply for grants to increase digital literacy and access.
- **Lack of awareness of services:**
 - Clients need to know where to go and who to call for the myriad of wrap around needs.
 - Potential Solution: Could we do a one stop in each city for services.
 - People do not know about all of the services possible and available to them.
 - E.g. Tribal TANF- many people do not know about their services
 - E.g.: Foster Youth that age out are not aware of the services for them
 - Potential Solutions:
 - Increase communication about existing programs.
 - Develop an interactive asset map that is updated annually that serves as a regional resource.
- **Lack of upward mobility jobs**
 - Potential; Solution: Develop more clearly articulated career pathways for many industries- not just those most in demand.
- **We constantly hear from employers that applicants are lacking soft skills**
- **Lack of access due to a lack of technical skills**
- **Mental health**
- **Childcare**
- **Need employment opportunities for Seniors**
- **Transportation**
 - Geography seems to be the biggest barrier for us. Ventura county has many cities that are separated by big distances. Students don't have easy access to services beyond their city.
 - Potential Solution: Could we do a one stop in each city for services.
 - Potential Solution: Collaborate with Rideshare apps to assist with transportation issues

HOW CAN WE IMPROVE COLLABORATION ACROSS PARTNERS?

- **Service providers are also not aware of all other services**
 - Potential Solution: Do a monthly brown bag Zoom lunch to increase collaboration across providers and improve the ability to provide warm hand offs.
 - Potential Solution: WDBVC can facilitate more partner meetings

- **PD desired by providers:**
 - Potential Solution: when space allows, provide cross-agency and cross-provider PD. Also utilize in-house training capacity
 - Proactive job search approach. Provide lists of employers
 - More information about other employment sectors other than the big ones identified by the WDB (Medical, Manufacturing, Green Energy). Those may be the biggest sectors, but they employ a small sliver of the entire labor force
 - Information about industry sectors and how to connect with companies in those sectors, like IT
 - Information about apprenticeship programs
 - Cultural competency training for employers
 - E.G: Dayna Barrios can provide culturally competent training
 - Trauma-informed training for service providers

APPENDIX C: SIGNATURE PAGE

Workforce Development Board of Ventura County

Regional and Local Plans PY 2021-2024

Signature Page

The Workforce Development Board of Ventura County's regional and local plans are hereby submitted for Program Years 2021-2024, which comprise the period from July 1, 2021, to June 30, 2025, in accordance with the provisions of the WIOA.

Local Workforce Development Board
Chair



Signature

Tracy Perez

Name

Chair, Workforce Development Board of
Ventura County

Title

03/26/21

Date

Local Chief Elected Official



Signature

Linda Parks

Name

Chair, Ventura County Board of
Supervisors

Title

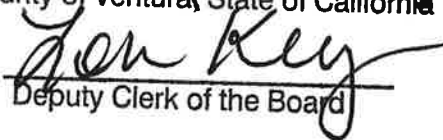
4/20/21

Date



ATTEST: MICHAEL POWERS
Clerk of the Board of Supervisors
County of Ventura, State of California

By:


Deputy Clerk of the Board