

## **WORKFORCE DEVELOPMENT BOARD OF VENTURA COUNTY**

## **EXECUTIVE COMMITTEE MEETING**

Thursday, February 14, 2019 8:00 a.m. - 9:30 a.m.

United Food and Commercial Workers, Local 770 (UFCW) 816 Camarillo Springs Road (Meeting Room/Suite A), Camarillo

## **AGENDA**

		AGENDA	
8:00 a.m.	1.0	Call to Order and Agenda Review	Gregory Liu
8:02 a.m.	2.0	Public Comments  Procedure: The public is welcome to comment. All comments not related to items on the agenda may be made at the beginning of the meeting only.	Gregory Liu
8:05 a.m.	3.0	WDB Chair Comments	Gregory Liu
8:10 a.m.	4.0	Consent Items 4.1 Approve Executive Committee Minutes: January 10, 2019 4.2 Receive and File: WDB Committees Meetings Updates/Reports	Gregory Liu
8:15 a.m.	5.0	<ul><li>Financial Report and Committee Discussion</li><li>Financial Status Report</li></ul>	Bryan Gonzales
8:30 a.m.	6.0	<ul> <li>Action Items</li> <li>6.1 Recommendation to Approve the Obligation of \$90,000 in 2019-2020, California Workforce Development Board (CWDB) Regional Plan Implementation Funds to the Economic Development Collaborative, to Augment and Support Existing Local Economic Development Efforts Related to Business Retention and Layoff Aversion Services As Defined by the CWDB Implementation Design Work Plan</li> </ul>	Rebecca Evans
8:35 a.m.	7.0	<ul> <li>WDB Administration</li> <li>WDB/WIOA Grants Update</li> <li>CWA Youth @Work 2019 Conference Update</li> </ul>	Rebecca Evans

• Update: WDB Regional and Local Plans PY 2017-21 – Two Year

**Modifications Meeting** 

- Update: WDB State Requirements
  - Local Board Certification
  - o AJCC Operator Selection
  - o Career Services Provider
  - MOU Phase I (Comprehensive, Affiliate, and Specialized)
  - o MOU Phase II( Comprehensive, Affiliate, and Specialized)
  - o AJCC Certification for Affiliate & Specialized
- 2018 WDB Awards
- On the Calendar

February 28, 2019 (8:00 a.m. – 10:00 a.m.)
WDB Meeting (2018-19 WDB Awards)
Ventura County Office of Education
5100 Adolfo Road (Salon C), Camarillo

March 23-27, 2019
The Forum 2019
National Association of Workforce Boards
The Washington Hilton, Washington, D.C.

#### 9:25 a.m. 8.0 Committee Member Comments

Committee Members

## 9:30 a.m. 9.0 Adjournment

**Gregory Liu** 

Next Meeting
March 14, 2019 (8:00 a.m.-9:30 a.m.)
United Food and Commercial Workers, Local 770
816 Camarillo Springs Road, Camarillo, CA

Individuals who require accommodations for their disabilities (including interpreters and alternate formats) are requested to contact the Workforce Development Board of Ventura County staff at (805) 477-5306 at least five days prior to the meeting. TTY line: 1-800-735-2922.



# WORKFORCE DEVELOPMENT BOARD OF VENTURA COUNTY EXECUTIVE COMMITTEE

## **FEBRUARY 14, 2019**

## WDB COMMITTEES' REPORTS AND UPDATES

<u>Committee</u>	<b>Next Meeting Date</b>	Committee Report Update
Business Services     Committee	February 12, 2019	Committee report from the February 12 meeting will be provided at the next Executive Committee meeting
Clean/Green Committee	March 15, 2019	Committee reports from the November 16 and January 18 meetings will be provided at the next Executive Committee meeting
Healthcare Committee	March 1, 2019	Committee report from the November 2 meeting will be provided at the next Executive Committee meeting
Manufacturing Committee	February 21, 2019	Committee report from the February 21 meeting will be provided at the next Executive Committee meeting
Membership Committee	February 5, 2019	Committee reports from the <u>December 4</u> and <u>January 7</u> meetings are attached
Outreach Committee	March 20, 2019	Committee report from the <u>January 16</u> is attached
Programs Committee	February 6, 2019	Committee report from the <u>December 5</u> meeting will be provided at the next Executive Committee meeting

EC Consent Item Page 1 of 1

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TO: EXECUTIVE COMMITTEE

FROM: PATTY SCHULZ, CHAIR

**MEMBERSHIP COMMITTEE** 

**DATE:** FEBRUARY 14, 2019

SUBJECT: MEMBERSHIP COMMITTEE REPORT

Two Membership Committee Reports listed herein: 1) December 4, 2018 and 2) January 7, 2019.

## I. December 04, 2018 REPORT

The Membership Committee met on December 4, 2018. In attendance were Committee members: Patty Schulz (Committee Chair), Captain Douglas King, and Jesus Torres. (All are Board members). WDB Staff present was Patrick Newburn. The following is a summary of topics discussed at the meeting:

#### **Membership Status**

- <u>Reappointments</u>: Victoria Jump, Captain Douglas King, and Alex Rivera were reappointed to three-year terms by the county Board of Supervisors with terms expiring November 3, 2021. Committee members reviewed appointed membership terms and noted that three current WDB member terms due to expire on March 8, 2019 are: Richard D. Trogman, Greg Van Ness, and Stephen Yeoh. No action needed at this time.
- <u>Appointments</u>: Committee members discussed board composition, WIOA categories of representation, required business member and workforce member ratios, and the engagement/recruitment process. The committee agreed that the WDB will require one new business category member following the WDB retirement of Byron Lindros in November. Although the board is not in compliance in the business category, according to WDB bylaws. the appointment must be made as soon as reasonably possible.
- <u>Recruitments</u>: One new candidate from the business category has been engaged and invited to attend committee and WDB meetings. This person represents a large agriculture company in Ventura County. The committee directed staff to provide an application and request resume and reference. Committee members expressed a strong desire to have representation from the agriculture sector on the WDB and agreed that this prospect could fulfill the business category vacancy.

## **WIOA Workforce Development Planning**

Committee Members discussed the October 25, 2018 WDB meeting that featured a consultant educating the board about WIOA education and the role of being a board member. Members

agreed that continued focus and education on roles and responsibilities is needed with the membership.

Committee members Committee members reviewed the 2017-2018 Year-End Review and agreed to make the report final and will be presented to the WDB at its February 28<sup>th</sup> Meeting.

#### **Committee Member Comments**

Committee members discussed attendance at WDB meeting and committee meetings. A few WDB members were identified having missed three consecutive meetings. Committee members divided contact list and agreed to extend personal outreach to those identified members to invite renewed meeting participation.

Patrick Newburn announced the application for a National Dislocated Worker Grant issued by the U.S. Department of Labor, to provide temporary jobs for individuals affected by the Woolsey and Hill Fires has been submitted and expected to be approved.

The next Membership Committee meeting is scheduled for February 5, 2019, from 8:30 a.m. to 10:00 a.m., at the United Food and Commercial Workers, Local 770 building, 816 Camarillo Springs Road, Camarillo, CA.

## II. January 07, 2019 (Special Meeting) REPORT

The Membership Committee was convened in special session due to the vacancy of one business category member, leaving WDB out of compliance in the business category. As required by WDB bylaws, board member vacancies are to be filled as soon as possible, and in recognition of the lead time required for Board of Supervisor consideration, the committee chair called a special session in advance of their normal bi-monthly schedule. The special meeting was arranged as a teleconference and posted as a public meeting with attendee's business addresses published as required in the Brown Act for telephone public meetings.

The Membership Committee met on January 7, 2019, 3:00pm-3:30pm, in Special Session via teleconference. In attendance via telephone were Committee members: Patty Schulz (Committee Chair), Jesus Torres, and Jeremy Goldberg. (All are Board members). WDB Staff present was Patrick Newburn. The following is a summary of topics discussed at the meeting:

#### **Membership Status**

• Appointments: Committee members discussed board composition, WIOA categories of representation, required business member and workforce member ratios, and the engagement/recruitment process. The committee agreed that the WDB will require one new business category appointment for a total of 14 business members. The business category is required to have 50% plus one. The vacancy was created following the retirement of Byron Lindros on November 3, 2018. Members reviewed the application, resume and, letter of reference from one prospective business candidate. The individual, working in a management role in large employer within the agriculture industry, and experienced in human resources and workforce development, was determined to be well qualified according to WIOA and WDB standards. Staff additionally provided support to the application, having previously conducted engagement meetings with the applicant. Committee members present voted unanimously to

recommend consideration for appointment to the county board of supervisors. Additionally, the remaining committee member, Capt. Doug King who was not present, was subsequently briefed with the application package, and he also concurred with the committees' recommendation. Staff was directed to prepare documents and submit the WDB Membership Committee recommendation to the Board of Supervisors for their appointment consideration at their soonest available meeting.

If appointed in February the WDB will remain WIOA compliant with 27 voting members in all mandated categories. Additionally, WDB has four non-voting members.

 <u>Recruitments</u>: Patrick Newburn reported that three new candidates from the business category are actively being engaged and invited to attend committee and WDB meetings.
 One education category candidate has expressed interest to participate in WDB and committee meetings. No other action by the committee was recommended at this time.

The most recent Membership Committee meeting was held on February 5, 2019, from 8:30 a.m. to 10:00 a.m., at the United Food and Commercial Workers, Local 770 building, 816 Camarillo Springs Road, Camarillo, CA. A report from that meeting will be provided to the WDB at its February 28, 2019 meeting.

If you have questions or need more information, please call me at (805) 650-8611, or contact Patrick Newburn at (805) 477-5470, email <a href="mailto:patrick.newburn@ventura.org">patrick.newburn@ventura.org</a>.

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TO: EXECUTIVE COMMITTEE

FROM: BRIAN GABLER, CHAIR

**OUTREACH COMMITTEE** 

**DATE:** FEBRUARY 14, 2019

SUBJECT: OUTREACH COMMITTEE REPORT

The WDB Outreach Committee met on January 16, 2019. Attending the meeting were Committee members Brian Gabler (Chair), and Bruce Stenslie; WDB staff Talia Barrera and Rebecca Evans; and guests Heidi Hayes (theAgency), Jaime Duncan (Adult and Family Services/ WIOA), and Yvonne Jonason (Employment Training Panel). The following is a brief summary of Workforce Development Board of Ventura County (WDB) outreach activities through December 2018.

#### **Employer Outreach**

## Workforce Wednesday

- September 26 ACE Charter High School IB Global Tony Skinner and Joe Clausi
- October 24 Prison to Employment Anthony Mireles and Patrick Newburn
- November 28 Veteran's Day, What can we do for you? Capt. Doug King and Mary Navarro-Aldana
- December 4 Spanish Interview Fire Recovery Resources KOXR, David Cruz Rigoberto Gonzalez (US Small Business Administration) and Alondra Gaytan (Economic Development Collaborative)
- December 11 Spanish Interview Prison to Employment KOXR, David Cruz Anthony Mireles and Patrick Newburn

## Workforce Update Eblast

- October 30 WDB Cohorts: 560 Sent/23.7% Open Rate/12.7% CTR
- October 30 Biz List: 3,067 Sent/6% Open Rate/74% CTR
- December 19 WDB Cohorts: 538 Sent/25% Open Rate/11.9% CTR
- December 19 Biz List: 3,051 Sent/4% Open Rate/3% CTR

## • Hill/Wolsey Fire Outreach Support

- Developed Woolsey Fire Resource Landing Page on VCGB
  - o https://www.venturacountygrowsbusiness.com/firerecovery/
  - Designed VCGB & WDB Website Sliders linking to resource page
  - Updated/added resources and information needed (daily, weekly)

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- KCLU
- Produced new :30 PSA directing listeners to business recovery resources
- o Designed three new digital elements of online and mobile
- KJR & KXLM Spanish Language Outreach
  - o Produced new :30 Spanish-language radio spot
  - o Added four-week schedule to WDB integrated outreach media calendar
  - o Coordinated and scheduled December 4th, KOXR David Cruz live radio interview
- Facebook and LinkedIn
  - Supported updates, deadlines, and business recovery resources with postings from mid-November to present
- Ventura County Grows Business Website July 1 to January 9, 2019
  - o 5,292 Users
    - 202% increase year-over-year
  - o 6,209 Sessions
    - 145% increase year-over-year
  - o 10,614 Pageviews
    - 50% increase year-over-year
- RPI Grant: Regional Business Outreach & Engagement
- VCGB/VCJWF Fall 2018 Media October 1 December 31, 2018
  - Designed new creative assets focusing on general business growth and retention resources for VCGB
  - Continue to integrate the "Work Based Learning" messaging into VCGB and VCJWF creative and content
  - 2.14 impressions projected: 2.41 impressions delivered 123% of projection
  - Negotiated Value 182% of cost
- VCGB Media Highlights:
  - o Pandora VCGB
    - 546,505 Total Impressions and 8.38 Frequency
    - 2,921 Clicked for a CTR rate = .67%
  - o LA Times
    - Admail 10/23 & 11/13 Bonus Eblast
      - 100,000 sent @ 19.82% open rate = 19.819
      - > 2,189 Clicked for a CTR rate = .67%
      - LinkedIn
        - > 82,888 Total Impressions
        - ➤ 169 clicked for a CTR
      - Programmatic Video
        - > 74,981 Total Impressions
        - ➤ 211 clicked for a CTR = .28%
      - Value-Add ROS
        - > 125,025 Total Impressions
        - ➤ 149 clicked for a CTR=.12%
      - Survey Length: Approx. 13-15 minutes for participants to complete.

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## **Business Services/Workforce Development Research**

- Survey Content Finalized and Programmed Ready to Launch
- Methodology: Panel survey, targeting business executives, owners and c-level decision makers of various sizes and industries reflecting the county
- Sampling by business size: 100 (Goal Competencies)
  - Utilizing data from 2017 Q3 data from EDD

	Our Sample	% Breakdown	Number of Businesses
Size of Business/employees			
			25,236
0-4		64%	16,117
5-9	79	15%	3,696
10-19	10	10%	2,587
20-49	7	7%	1,821
50-99	4	2%	617
100-249		1%	310
250-499		0%	54
500-999		0%	23
1000+		0%	11

- Sampling by industry
  - To ensure we have responses from a variety of industries, we will not have more than 6 or so businesses from a single category
- Sampling by region
  - East County/West County blend with the regions defined

    - ✓ East: Thousand Oaks, Simi Valley, Moorpark
       ✓ West: Camarillo, Ventura, Oxnard, Port Hueneme, Sana Paula, Fillmore and Ojai
- Reported survey results at the Outreach Committee Meeting on January 16, 2019.
- Creative
- Spanish Language Job Seeker Broadcast ran a four-week schedule in KXLM and KLJR to air during the holiday hiring season, produced :30 radio spot.
- AJCC Spanish Language Collateral
- VCGB Veterans Resources
- VCGB Website Veterans Resources (Slider and Landing Page)
- **VCGB New Pamphlet**

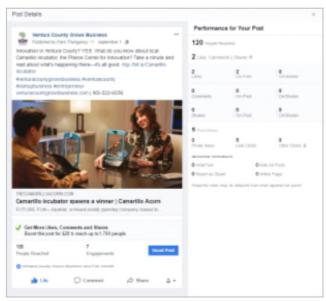
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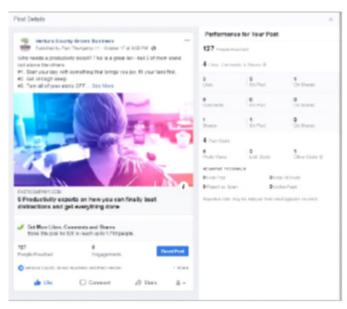
### VCGB Facebook – September to December 31, 2018

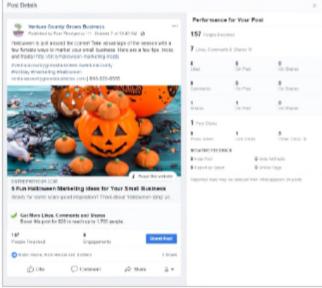
- As of December 31, 2018
  - o Likes/Fans 3,514
  - +4.96% (June 30, 2018 = 3,348)
  - o Posts: 104 total posts (approx. 26 per month or 5 per week)
  - o Total reach: 72,216 Average 4,289/week
  - o Organic Post Reach: 347 most for a single day

## Sept/Oct - Top Post Examples (by engagement): <= 4%



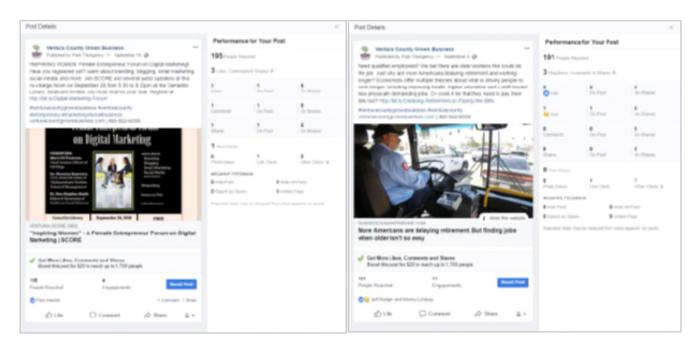


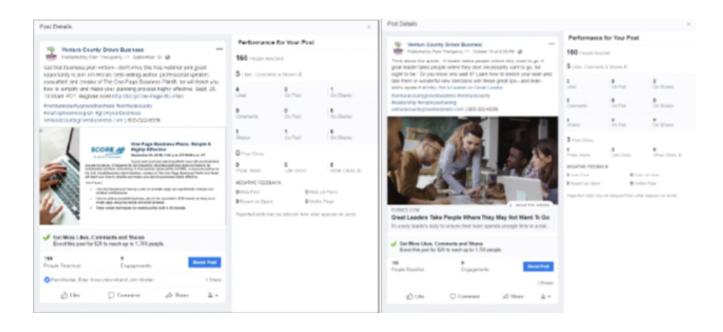




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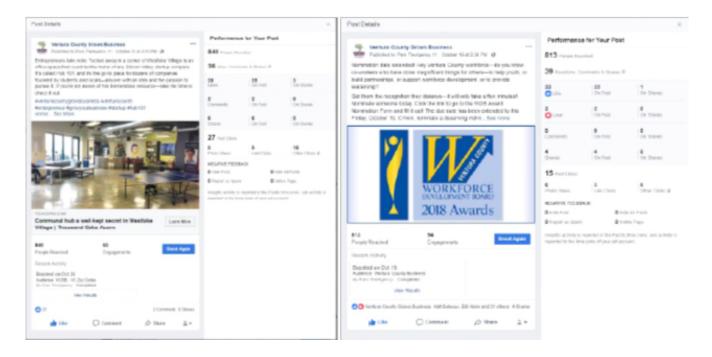
## Sept/Oct - Top Post Examples (by engagement):

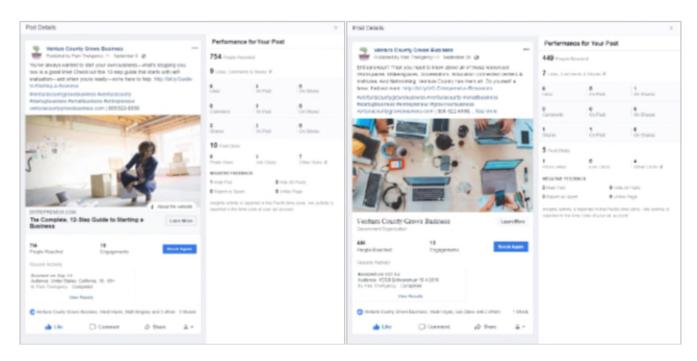




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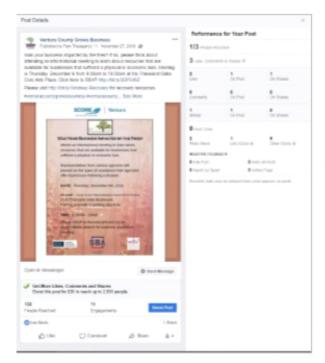
## Sept/Oct - Top Boosted Post Examples:



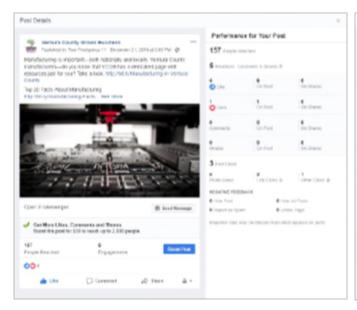


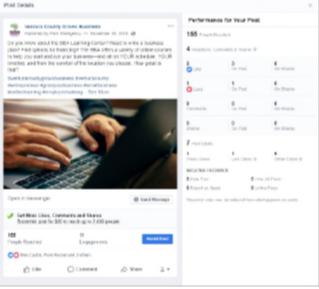
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## Nov/Dec - Top Post Examples (by engagement): <=4%





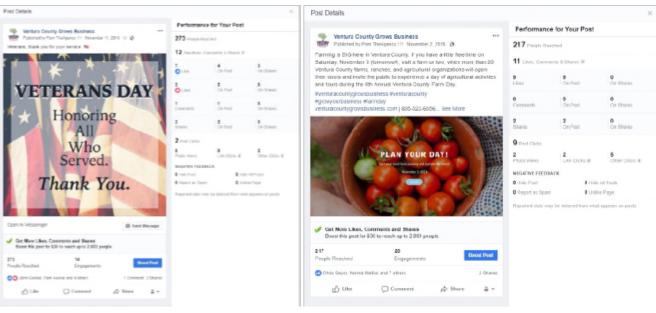




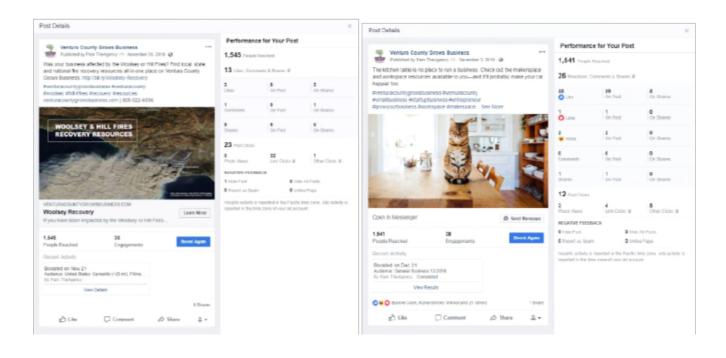
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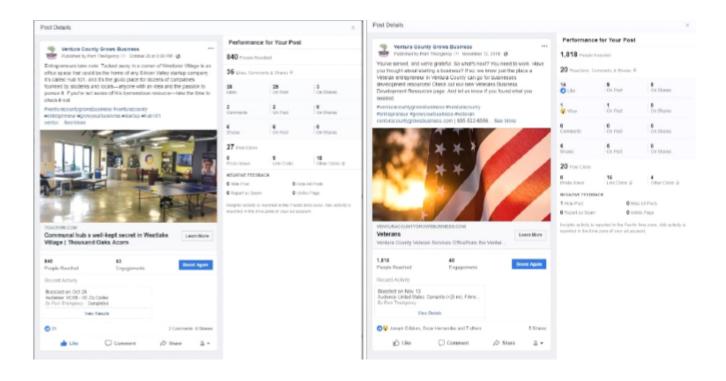
## Nov/Dec - Top Post Examples (by reach):





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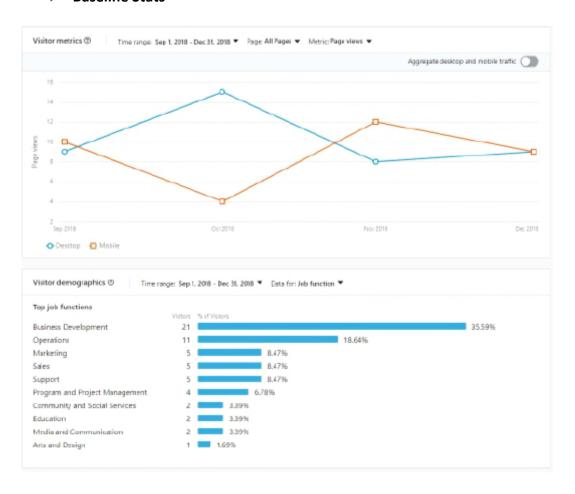


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## Sept/Oct/Nov/Dec VCGB LinkedIn Company Page:

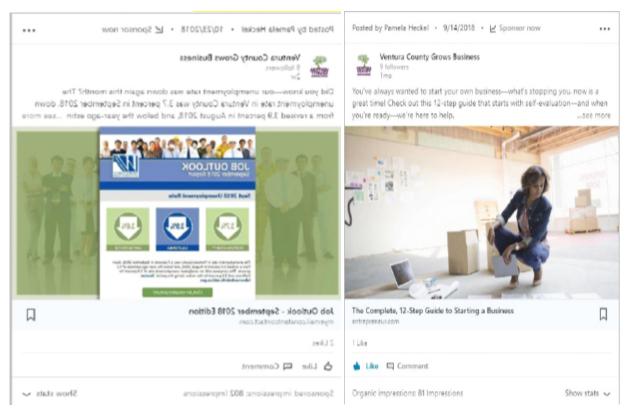
https://www.linkedIn.com/company/ventura-county-grows-business/

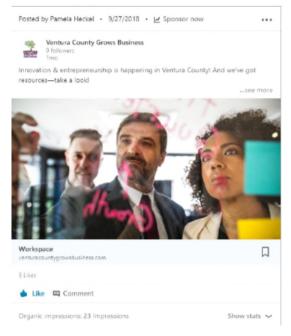
- > 62 posts, 4 posts per week average
- Baseline Stats



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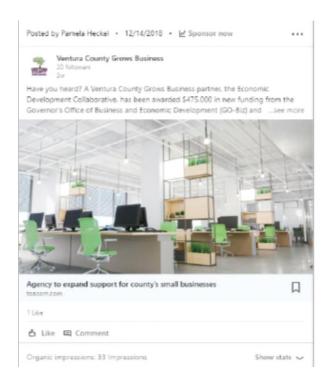
## Sept/Oct Sponsored post vs Organic post







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## **YOUTH OUTREACH**

- VC Jobs With a Future Website July 1, to January 10, 2019
  - o 2,535 Users 124% increase year-over-year
  - 3,024 Sessions 12% increase year-over-year
  - o 6,139 Pageviews 12% increase year-over-year
  - o Pandora October 1 to November 6, 2018 Media Highlights
    - > 279,230 Total impressions and 15.17 Frequency
    - 950 Clicked for a CTR rate = .43%
- VC Jobs with a Future Twitter: September 1 to January 2019
  - As of January 2019 1,060 followers
  - 203 Total Tweets
  - 1350 Profile Visits
  - 182,900 Impressions
  - 1,489 Impressions per day average

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#### **GENERAL OUTREACH**

- Workforce Ventura County Website July 1, to January 10, 2019
  - o 3,875 Users -4.5% decrease year-over-year
  - 5,356 Sessions -5.8% decrease year-over-year
  - o 12,845 Page Views -3.9% decrease year-over-year

#### Press releases

- Prepared and sent 2018 WDB Annual Awards and distributed calls for nominations on September 20 and October 8
- o Prepared new WDB Executive Director Announcement
- EVSP Outreach Committee participation

#### • JOB SEEKER OUTREACH

- Spanish Language Radio KXLM & KLJR
- Ran for 4 weeks
- ➤ 167,600 gross impressions
- Career Shops
  - Sent October workshops on September 14
  - Sent November workshops on October 14
  - Sent December workshops on November 6
  - Sent January workshops on December 7

#### Job Outlook Eblast:

- September 21 (August Report) WDB Cohorts: 549/26.4% open rate/10.1% CTR
- September 21 (August Report) Biz List: 3,087/7% open rate/67% CTR (Barracuda)
- October 19 (Sept 2018 Report) WDB Cohorts: 558/24.5% open rate/9.3% CTR
- October 19 (Sept 2018 Report) Biz List: 3,071/6% open rate/74% CTR (Barracuda)
- November 16 (Oct 2018 Report) WDB Cohorts:555/26.8% open rate/12.7 CTR
- November 16 (Oct 2018 Report) Biz List: 3,062/6% open rate/74% CTR (Barracuda)
- December 21 (Nov 2018 Report) WDB Cohorts: 560/24% open rate/12.7 CTR
- December 21 (Nov 2018 Report) Biz List: 3,043/5% open rate/3% CTR
- **Job Outlook Most Recent Stats:** The following highlights local, state and national data in terms of NOT seasonally adjusted rates for **November 2018:** 
  - **Ventura County was unchanged** from 3.7% in October 2018 to 3.7% in November 2018 (November 2017 = 4.1%)
  - California decreased .1% from 4.0% in October 2018 to 3.9% in November 2018 (November 2017 = 4.2%)
  - **U.S.** was unchanged from 3.5% in October 2018 to 3.5% in November 2018 (November 2017 = 3.9%)

The next meeting of the WDB Outreach Committee is scheduled for March 20, 2019, from 9:00 a.m. to 10:30 a.m., Economic Development Collaborative, 4001 Mission Oaks Blvd, Camarillo.

If you have questions or need more information, please call me at (805) 583-6701, or contact Talia Barrera at (805) 477-5341, email Talia.Barrera@ventura.org.

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# WDB Executive Committee Finance Report Summary Highlights February 14, 2019

- 1. FY 2018-19 Financial Status Report 7/1/18-12/31/18
  - a. Report Period 7/1/18-12/31/18
  - b. 50% through the fiscal year
  - c. Summary Chart provides a visual view of magnitude of grants and expenditures to date
  - d. Actual to Plan
    - i. Core Grants
      - 1. Total expenditures are in line in most Core Grants.
      - 2. Rapid Response Other Operating costs are at 85% of Plan amounts.
        - a. Smaller proportional size of this grant compared to the other core grants can result in significant % swings.
    - ii. Other Grants
      - 1. Smaller size of the grants can result in fairly significant % swings overall.
      - 2. Grants have varying contract ending dates.
        - a. Special attention needs to be paid to these ending dates when evaluating grant to date spend percentages.
      - 3. High Performing Boards (WDB-1080)
        - a. Overall Plan spend amount has been updated to reflect total grant amount of \$54K.
      - 4. Regional Capacity Building (AFS-1087; 1090)
        - a. Overall spending has been increased 8 percentage points since last report.
        - b. Salaries and Benefits are now at 83%. This amount contains adjustments from prior fiscal year.
        - c. Direct Program costs remain at 27%.
          - Current YTD amount includes \$3.5K of expenditures on VOS Greeter Project.
          - ii. Training totaling approximately \$19K to commence January 2019 which will increase these costs.
      - 5. Regional Organizer (WDB-1089)
        - a. Continuing to work with Program to monitor spend, especially with Salaries and Benefits.
          - i. Program is working with EDD to prepare a budget modification to fully utilize grant funds.
      - 6. Workforce Accelerator 6.0 (AFS-1117)
        - a. Overall actual to plan total amounts is at 28%.
        - b. Direct Program/WIOA amounts currently is at 0%
          - Contract of approximately \$65K for consultant to provide tools, resources, and facilitation of stakeholder meetings signed and implemented.
            - 1. First task (to develop workplan) invoiced by CWA January 2019.

# WDB Executive Committee Finance Report Summary Highlights February 14, 2019

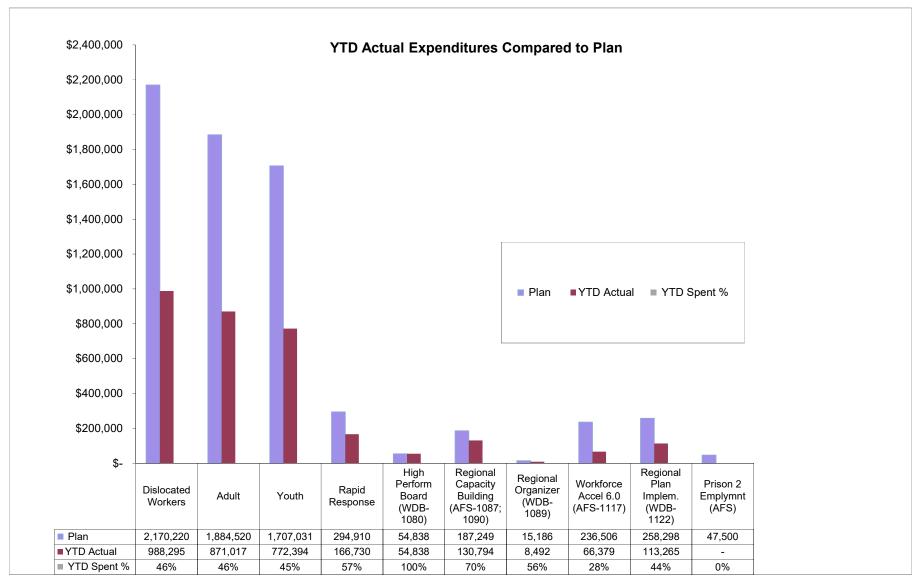
- 7. Regional Plan Implementation (WDB-1122)
  - a. Overall spend to Plan percentage is 44%
  - b. Direct Program costs are at 52%. Program staff will continue to work with EDC-VC and The Agency to monitor spend to agreement amounts.
- e. Paid & Accrued provides the breakout of actual paid and accrued expenditures
- f. Training Report
  - i. 17-19 Grants (Due 10/1/19)
    - 1. 100% of training requirement met as of 12/31/18.
    - 2. Have until 6/30/19 to meet this requirement.
  - ii. 18-20 Grants (Due 10/1/20)
    - 1. 41% of training requirement met as of 12/31/18.
    - 2. Have until 6/30/20 to meet this requirement.
- 2. FY 2018-19 WIOA Budget Plan (Presented at 1/10/19 WDB Executive Meeting With High Performance Board Expenditure Update) Year to Date Expenditures
  - a. Updates to Plan consist of:
    - i. High Performance Board planned expenditure amount has been updated to reflect total grant award amount.
    - ii. Column for 2018 Mega Wildfires NDWG grant totaling \$810K awarded 12/26/18 with a contract period of 12/6/18-12/31/20 will be added for January reporting.
  - b. Prison to Employment Contract effective 10/1/18-3/31/20. No costs have been incurred as of 12/31/18, however, contract for \$45K in consultant services has been approved and signed.
  - c. Row 26 Boys and Girls Club: Core Program Historically, costs have been low at the beginning of the fiscal year and increased as the year progresses. Current fiscal year is following this pattern.
  - d. Row 31 ITA/OJT This fiscal year, low training expenditures will be addressed in part with a shift of \$100,000 from Dislocated Worker to Adult where there is higher demand. Current FY 18/19 training expenditures first applied to line 32, "FY 17/18 ITA/OJT Committed 17/18 Spent in 18-19", with the balance applied to Line 31, "ITA/OJT (30% required-10% leverage)".
  - e. Row 39 Outreach/Marketing: The Agency –The Agency has amended its contract to include services for the Regional Plan Implementation. Reported amount is consistent with expectations and will continue to be monitored to contracted amount.
  - f. Rows 49-69 Variances among these various expenditure categories is common, especially in categories with relatively small expenditure levels.
    - Row 55 Books and Publications Includes purchase of "The Job Hunting Handbook" from Dahlstom and Company. Confirmed with Programs this is expected.
    - ii. Row 62 Conferences and Seminars WDB Staff Does not include "grant specific" travel that has been moved to row 40.
    - iii. Fiscal staff reviewed financial records and moved \$5.8K in travel costs to Line 39 "WDB Expense-Non Staff".
    - iv. Current year spend levels will be considered during consideration of future Plan levels.



Year to Date Expenditures from 07/01/18 to 12/31/18 (50% into the Fiscal Year)

Submitted on: February 14, 2019

Year to Date Expenditures from 07/01/18 to 12/31/18 (50% into the Fiscal Year)



Year to Date Expenditures from 07/01/18 to 12/31/18 (50% into the Fiscal Year)

Name of Grants	Salarie	es and Benefits		Direct Program	/WIOA Special I	Projects	Other Operating Expenses				Total		
Name of Grants	Plan	YTD Actual	%	Plan	YTD Actual	%	Plan	YTD Actual	%	Plan	YTD Actual	%	Plan Balance
Core Grants:													
Dislocated Worker	1,389,859	615,093	44%	503,168	232,933	46%	277,192	140,268	51%	2,170,220	988,295	46%	1,181,925
Adult	1,153,549	534,329	46%	495,428	213,789	43%	235,543	122,899	52%	1,884,520	871,017	46%	1,013,504
Youth	231,672	105,958	46%	1,262,000	564,975	45%	213,359	101,461	48%	1,707,031	772,394	45%	934,637
Rapid Response	144,050	86,039	60%	114,000	49,749	44%	36,860	30,941	84%	294,910	166,730	57%	128,181
Other Grants: High Perform Board													
(WDB-1080) (12/1/16-12/31/18) Regional Capacity Building	47,985	53,616	112%	-	-	0%	6,852	1,222	18%	54,838	54,838	100%	0
(AFS-1087; 1090) (3/1/17-3/31/19) Regional Organizer	136,645	112,904	83%	27,200	7,359	27%	23,404	10,531	45%	187,249	130,794	70%	56,455
(WDB-1089) (3/1/17-3/31/19) Workforce Accel 6.0 (AFS-1117)	7,788	7,290	94%	5,500	-	0%	1,898	1,202	63%	15,186	8,492	56%	6,693
(2/1/18-7/31/19)	136,645	63,981	47%	70,300	-	0%	29,561	2,398	8%	236,506	66,379	28%	170,127
Regional Plan Implem. (WDB- 1122) (1/1/18-6/30/19)	54,514	18,230	33%	171,500	88,426	52%	32,284	6,609	20%	258,298	113,265	44%	145,033
Prison 2 Employment (AFS)	-	-	0%	47,500	-	0%	-	-	0%	47,500	-	0%	47,500
Total WIOA Grants	\$ 3,302,708	\$ 1,597,443	48%	\$ 2,696,596	\$ 1,157,230	43%	\$ 856,955	\$ 417,530	49%	\$ 6,856,258	\$ 3,172,203	46%	\$ 3,684,055

Year to Date Expenditures from 07/01/18 to 12/31/18 (50% into the Fiscal Year)

	Sal	aries and Bene	fits	Direct Pr	ogram/Client Ex	penses	Other	Operating Exp	enses		Total	
	Paid	Accrued	YTD Total	Paid	Accrued	YTD Total	Paid	Accrued	YTD Total	Paid	Accrued	YTD Total
CORE GRANTS:												
Dislocated Worker	558,496	56,598	615,093	182,498	50,435	232,933	97,169	43,099	140,268	838,163	150,132	988,295
Adult	484,852	49,477	534,329	161,073	52,715	213,789	85,137	37,762	122,899	731,062	139,955	871,017
Youth	95,380	10,578	105,958	450,799	114,176	564,975	70,286	31,175	101,461	616,465	155,929	772,394
Rapid Response	76,762	9,278	86,039	30,227	19,522	49,749	21,434	9,507	30,941	128,423	38,307	166,730
OTHERS:												
High Perform Board (WDB-1080)	53,603	-	53,603	-	_	-	846	375	1,222	54,449	375	54,825
Regional Capacity Building (AFS-1087; 1090)	107,958	4,946	112,904	7,359	-	7,359	7,295	3,236	10,531	122,612	8,181	130,794
Regional Organizer (WDB-1089)	6,656	634	7,290	-	-	-	833	369	1,202	7,489	1,003	8,492
Workforce Accel 6.0 (AFS-1117)	62,717	1,265	63,981	-	-	-	1,661	737	2,398	64,378	2,001	66,379
Regional Plan Implem. (WDB- 1122)	16,645	1,585	18,230	65,717	22,709	88,426	4,481	2,128	6,609	86,843	26,422	113,265
Total WIOA Grants	\$ 1,463,069	\$ 134,360	\$ 1,597,430	\$ 897,672	\$ 259,558	\$ 1,157,230	\$ 289,142	\$ 128,388	\$ 417,530	\$ 2,649,884	\$ 522,306	\$ 3,172,190

#### **WIOA Training Activity Summary (Expended and Leveraged)**

(based on annual report "Summary of Leveraged Resources - Attachment 6 - page 35 of WSD12-3)

Year to Date Expenditures from 07/01/18 to 12/31/18 (50% into the Fiscal Year)

Rpt Line #	Program Year Funding and Traing Expenditures	14-16 Grants (Due 10/1/16)	15-17 Grants K698402 (Due 10/1/17)	16-18 Grants K7102079 (Due 10/1/18)	17-19 Grants K8106696 (Due 10/1/19)	18-20 Grants K8106696 (Due 10/1/20)
4)	Adult and Dislocated Worker Formula Fund Allocations	4,092,349	4,133,724	4,014,468	3,728,337	3,654,508
5)	Training Expenditures Required	1,023,087	1,240,117	1,204,340	1,118,501	1,096,352
	Training Expenditures % Required	25%	30%	30%	30%	30%
6)	Formula Fund Training Expenditures	1,128,877	941,344	810,112	701,097	367,976
	Leveraged Resources					
	- Total Leveraged Resources	425,933	348,361	460,403	380,348	126,271
	- Maximum Allowed Leveraged Resources (10%)	409,235	413,372	401,447	372,834	365,451
7)	- Total Leveraged Resources Used Towards Training Expenditures	409,235	348,361	401,447	372,834	126,271
8)	Total Amount Spent On Training (should equal/exceed Line 5)	1,538,112	1,289,705	1,211,559	1,118,501	449,677
	% of Training Requirement Met (final goal is 100%)	150%	104%	101%	100%	41%

9)	Leveraged Resources Detail (notes)					
	(a) Pell Grant	135,654	150,761	46,245	124,433	10,315
	(b) Programs Authorized by the Workforce Innovation and Opportunity Act	-				
	(c) Trade Adjustment Assistance (EDD)	-				
	(e) Match Fund from Empoyers, and Industry Associations (OJT 50%)	290,279	197,600	355,201	255,915	153,265
	Total	425,933	348,361	401,447	380,348	163,579

## Legends/Coding for Source/Type of Leveraged Resources:

- 9a) = Pell Grant
- 9b) = Programs Authorized by the Workforce Innovation and Opportunity Act (specify)
- 9c) = Trade Adjustment Assistance
- 9d) = Dept of Labor National Emergency Grants
- 9e) = Match funds from employers, industry, and industry associates (specify)
- 9f) = Match funds from joint labor-management trusts (specify)
- 9g) = Employment Training Panel grants

#### NOTES:

Early in the year, the "% of Training Requirement Met..." shown above may appear to "understate" the degree to which the organization is actually accomplishing its planned training goals (i.e. the organization is likely doing better than it looks here). This is because the training expenditures shown in this report do NOT include costs related to two areas of current year training activities that are in the current year Plan:

- 1) Current year training activities (in current year Plan) that have been paid with prior year grant funds
- 2) Current year training activities (in current year Plan) that have been committed to but not yet paid

(Presente	ed at 1/1	0/19 WDR				DGET PLAI	N nance Board E	xpenditura	Undate)					
(Fresent	54 4t 17 1	Dislocated Worker	Adult	Youth	Rapid	High Perform Board (WDB-1080)	Regional Capacity Building		Workforce Accel 6.0	Regional Plan Implem. (WDB-1122)	Prison 2 Employment (AFS)	FY 18-19 Plan	Year to D Expenditures 7/1/18 to 12/31 into the Fisca	s fron 1/18 (
						12/1/16-			2/1/18-		10/1/18-			
evenue Projection: FY18-19 Grants	-2.5%	2,051,956	1,502,552	1,630,835	297,362	12/31/18 54,838	3/1/17-3/31/19 205,000	3/1/17-3/31/19 85,714	7/31/19 250,000	1/1/18-6/30/19 350,000	3/31/20 47,500	6,475,757		
FY17-18 Mgmt. Reserve:(3% DW, Adult, Youth)	-2.570	(51,299)	(37,564)	(40,771)	-	-	-	-	-	-		(129,634)		
Transfer DW to Adult		(100,000)	100,000	-		-	-	-	-	-	-	-		
Grant balance rollover		-	-		-	-	-	-		-				
Spent in prior years		-	-	-	-	-	(14,943)	(70,377)	(7,136)	(86,246)	-	(178,702)		
Balance rolled over from prior year grants:														
FY17-18 Mgt Reserve		64,278	49,059	55,075	-	-	-	-	-	-	-	168,412		
Additional rollover - Salaries Savings/		2,603	122,116	5,881	-	-	-	-	-	-	-	130,600		
Overhead Saving/(Overage)			-		-	-	-	-	-	-	-	-		
FY 17-18 Unspent Direct expense		188,904	117,598	56,044	-	-	-	-	-	-	-	362,546 62,097		
ITA/OJT Committed FY17-18 Spent in FY18-19 Total Available Grants to be Spent		19,668 <b>2,176,110</b>	42,428 <b>1,896,189</b>	1,707,064	297,362	54,838	190,057	15,337	242,864	263,754	47,500	6,891,076		
Grants %		31.6%	27.5%	24.8%	4.3%	0.8%	2.8%	0.2%	3.5%	3.8%	0.7%	100.0%		
AFS FTEs Assigned to the programs		11.00	8.90	0.50	1.00	-	1.30	0.270	1.30	-	-	24.00		
% Direct FTES Allocated to Grants		45.8%	37.1%	2.1%	4.2%	0.0%	5.4%	0.0%	5.4%	0.0%	0.0%	100.0%	,	
% Admin Staff Allocated to Grants		30.0%	28.0%	23.00%	5.00%	6.0%	0.0%	1.0%	0.0%	7.0%	0.0%	100.0%		
penditure Projection:														
Salaries and Benefits:														
AFSWIOA (24 regular filled + 0.7 fixed term + 2 vacancies)	2,522,683	1,156,230	935,495	52,556	105,112	-	136,645	-	136,645	-	-	2,522,683	1,256,647	
WDB Admin (6 filled +.75 be filled+buydown)	778,765	233,630	218,054	179,116	38,938	47,985	-	7,788	-	54,514		780,025	340,795	
Salaries Reduction Subtotal Salaries and Benefits	-	4 200 050	4 452 540	224 070	144,050	47,985	136,645	7,788	136,645	E4 E4 :		2 202 700	1 507 440	
Subtotal Salaries and Benefits Direct Expenses:		1,389,859	1,153,549	231,672	144,050	47,985	136,645	7,788	136,645	54,514	-	3,302,708	1,597,443	
Grant Specific Contracts														
EDC-VC Business Services		_			95,000					100,000		195,000	98,368	
Boys and Girls Club: Core Program		_		604,000	-	-		_		-	_	604,000	246,291	
PathPoint: Core Program		-	-	604,000	-	-	-	-		-	-	604,000	283,211	
AFS-CalWORKs Activities		-	-	-	-	-	-	-	-	-	-	-	-	
Subtotal - Contracted Program Expense		-	-	1,208,000	95,000	-	-	-	-	100,000	-	1,403,000	627,870	
Client Expenses:														
ITA / OJT (30% required - 10% leverage)		390,000	375,000	-	-	-	-	-	-	-	-	765,000	306,410	
ITA / OJT Committed 17-18 Spent in 18-19		19,668	42,428	-	-	-	-	-	-	-	-	62,096	62,096	
Others/Childcare/Trans - JTA Subtotal - Client Expense		20,000 <b>429,668</b>	20,000 <b>437,428</b>	-	-	-	-	-	-	-	-	40,000 867,096	4,533 373,039	
Other Allocated/Contracted Expenses		429,000	437,420	-	-	-	•	-	-	-	-	007,090	373,039	
Contractual Services	166,500	_		_		_	24,000	5,500	65,000	24,500	47,500	166,500	5,702	
Outreach - theAgency	185,000	52,500	40,500	45,000	12,000		,	-,	-	35,000	,	185,000	136,500	
Outreach/Conference -WDB (\$12K RPI Conf.)	47,000	12,000	12,000	7,000	4,000	_	_	_	_	12,000	_	47,000	6,641	
WDB Expense - Non Staff	8,000	4,000	2,000	2,000	-	-	-	-		-	-	8,000	5,822	
Outreach/Meeting/Conf-AFS	20,000	5,000	3,500		3,000	-	3,200	-	5,300	-	-	20,000	1,657	
Subtotal - other allocated expense	426,500	73,500	58,000	54,000	19,000	-	27,200	5,500	70,300	71,500	47,500	426,500	156,322	
Subtotal- Program/Clients Expenses		503,168	495,428	1,262,000	114,000	-	27,200	5,500	70,300	171,500	47,500	2,696,596	1,157,230	
Total Direct Program Expense		1,893,027	1,648,977	1,493,672	258,050	47,985	163,845	13,288	206,945	226,014	47,500	5,999,304	2,754,673	
Overhead/Administration:		32.35%	27.49%	24.90%	4.30%	0.80%	2.73%	0.22%	3.45%	3.77%	0.00%	100.00%		
Communication/Voice/data	75,000	24,260	20,615	18,673	3,226	600	2,048	166	2,587	2,825	-	75,000	36,454	
Insurance	14,043	4,543	3,860	3,496	604	112	384	31	484	529	-	14,043	9,205	
Facilities Maint.	95,090	30,758	26,137	23,675	4,090	761	2,597	211	3,280	3,582	-	95,090	41,095	
Membership and dues	12,350	3,995	3,395	3,075	531	99	337	27	426	465	-	12,350	11,282	
Education allowance (consolidated with line 64+65	98,670	31,916	- 27,121	24,566	- 4,244	789	2,695	219	3,404	3,717		98,670	40 362	
Indirect cost recovery(County A87)  Books and Publication	98,670 2.000	31,916 647	27,121 550	24,566 498	4,244	789 16	2,695	219	3,404	3,717		2,000	49,362 13,783	
Office Equip./Supp. & Furniture/Fixtures<5000	20,000	6,469	5,497	4,979	860	160	55 546	44	690	75 753		20,000	10,226	
Mail Center - ISF	6,000	1,941	1,649	1,494	258	48	164	13	207	226		6,000	4,046	
Purchase Charges - ISF	3,800	1,229	1,044	946	163	30	104	8	131	143	-	3,800	2,139	
Copy Machine - ISF	9,000	2,911	2,474	2,241	387	72	246	20	310	339	-	9,000	3,350	
Information Tech - ISF	10,000	3,235	2,749	2,490	430	80	273	22	345	377	-	10,000	4,346	
Computer Services Non ISF	2,000	647	550	498	86	16	55	4	69	75	-	2,000	1,000	
Building Lease/Rental Storage Charges - ISF	95,000	30,729 1,617	26,112 1,374	23,653 1,245	4,086 215	760 40	2,595 137	210 11	3,277 172	3,579 188	-	95,000 5,000	51,012 3,715	
Mileage Reimb Staffs only	5,000 26,000	8,410	7,146	6,473	1,118	208	710	58	897	980		26,000	11,676	
Conference/Seminars - AFS Staffs	8,000	2,588	2,199	1,992	344	64	218	18	276	301	_	8,000	3,798	
Conference and Seminars - WDB Staffs	10,000	3,235	2,749	2,490	430	80	273	22	345	377		10,000	18,777	
Fiscal/HR/BTD/ET (HSA)	350,000	113,212	96,202	87,141	15,055	2,797	9,559	775	12,073	13,186	-	350,000	135,238	
Attorney Fees	10,000	3,235	2,749	2,490	430	80	273	22	345	377	-	10,000	4,821	
Other misc. Admin Services	5,000	1,617	1,374	1,245	215	40	137	11	172	188	-	5,000	2,203	
Subtotal Overhead	856,953	277,192	235,543	213,359	36,860	6,852	23,404	1,898	29,561	32,284		856,955	417,530	
Planned Total Grant Expenses		2,170,220	1,884,520	1,707,031	294,910	54,838	187,249	15,186	236,506	258,298	47,500	6,856,258	3,172,203	
Admin Rate for State Reporting		7%	7%	7%	7%	7%	7%	7%	7%	7%	0%	7%		Ī
Admin Rate (State Reported + Other)		13%	12%	12%	12%	12%	12%	12%	12%	12%	0%	12%		
Work in Progress: Grant Balances		5,891	11,669	33	2,452		2,808	151	6,358	5,456	-	34,820		
ual Spend Through 12/31/18		988,295	871,017	772,394	166,730	54,838	130,794	8,492	66,379	113,265	-			
uai Speliu Tiliougii 12/31/16														

Copy of FSR December 18 for 021419 WDB Exec Mtg1.xlsx FY18-19 Plan

130,632

59,263

0

6,845

176,485

1,187,815 1,025,173 934,670

Unspent Through 12/31/18

150,489

47,500

855 Partridge Drive, Ventura, CA 93003

(805) 477-5306

workforceventuracounty.org

TO: EXECUTIVE COMMITTEE

FROM: REBECCA EVANS, EXECUTIVE DIRECTOR

DATE: FEBRUARY 14, 2019

ACTION: RECCOMENDATION TO APPROVE THE OBLIGATION OF \$90,000 IN 2019-2020

CALIFORNIA WORKFORCE DEVELOPMENT BOARD (CWDB) REGIONAL PLAN IMPLEMENTATION FUNDS TO THE ECONOMIC DEVELOPMENT COLLABORATIVE, TO AUGMENT AND SUPPORT EXISTING LOCATION ECONOMIC DEVELOPMENT EFFORTS RELATED TO BUSINESS RETENTION AND LAYOFF AVERSION SERVICES AS DEFINED BY THE CWDB

IMPLEMENTATION DESIGN WORK PLAN

#### Background

In September 2017, the California Workforce Development Board (State Board), in partnership with the Employment Development Department (EDD) and the Labor and Workforce Development Agency, announced the availability of approximately \$7 million dollars in Workforce Innovation and Opportunity Act (WIOA) discretionary funds for the Program Year 2017/2018. The State Board offered this funding for the Regional Planning Units (RPU's) to have the opportunity to apply for flexible funding to support the efforts toward implementing regional plan goals in alignment with regional plans.

In January 2019, the Workforce Development Board of Ventura County was notified of the approval of additional funding in the amount of \$180,000. This funding is for the grant period of April 1, 2019 through October 2020.

The prior RPI funding included a regional initiative for improving the coordination and efficiency of business outreach and communication with local businesses. The goal of that initiative is an improved alignment of the partners involved in business engagement. The primary focus has been to reduce duplication of business outreach efforts, assuring maximum value from all business engagements, efficiency in referrals among business services partners, and expand targeted outreach to high demand priority sectors.

## Program Description and Performance Outcomes

The Regional Plan Implementation 2.0 will focus on aligning business services resources. Variety of objectives and outcomes to increase employer involvement, devise a system to merge and streamline employer feedback, and to develop a regional on-line branding and partner collaboration. The ultimate goal is that people have good jobs in industry recognized priority sectors.

Successful implementation of regional workforce system services requires informed and efficient outreach and communication with local business. The proposed project will leverage the resources of the region's Economic Development Corporation and Small Business Development Center, the RPU and America's Job Center to establish cross organizational training and processes and tools for

information sharing on business client needs and partner service offerings, coordination of leads and priorities, outcomes and follow-up needs.

The regional collaboration is key, and will be looking to the implementation of effective interorganizational communication and information sharing strategies and tools to enhance both unique program effectiveness and greater regional success in business, economic and workforce outcomes.

The proposed project will leverage the resources of the region's Economic Development Collaborative and Small Business Development Center, the RPU and America's Job Center to establish processes for improving the capacity of all business services partners for:

- the assessment of business demand for skills,
- identification of regional occupational skill deficits,
- development and delivery of curricula for both new hire and incumbent worker training, and
- delivering efficiency through the network of regional placement services for in-demand jobs and careers.

#### **Outcomes:**

- Enhance the emerging communication and information sharing network for business engagement to include career, occupational and training needs assessment tools and protocols for the region's partners in business outreach and engagement.
- Improved regional and systemic coordination of business outreach to the region's high demand sectors, as defined by the WDB and regional partners.
- Coordinated regional outreach and delivery of training resources to businesses, for new hires and incumbent workers, including On-the-Job Training, CA Employment Training Panel, CA Community College Sector Navigator and Strong Workforce, Career Pathways, etc.
- Establishment of a Council of Business Services Partners, concentrated on the delivery of career services and employment outcomes.
- Establishment of a sustainable communication structure with Community College and Adult School Industry Advisory Councils for connecting the career services and training needs intelligence gathered through the on-going business services engagement conducted by the regions business services partners.

## Alignment with State and Regional Strategic Workforce Plans Regional Planning Unit Grant Priorities:

The proposed activity is wholly in alignment with State and Regional Strategic Plans and the RFP's concentrations on:

- establishing uniform approaches to business services,
- fostering demand-driven skills attainment, and
- aligning, coordinating, and integrating programs and service to economize limited resources to achieve scale and impact.

Because of the urgency in expending RPI funds by October 2020, and the WDB commitment to doing so in a responsible manner, the Executive Committee will have to review, discuss and decide on the recommendation. In addition to the complexity of WIOA requirements, policies and procedures for distributing funds, and the limited time remaining in which to spend without risking a rescission of funds, other factors also were considered.

A draft budget summary of the WDB funding obligations is attached to this report.

Providers are required to begin program operations immediately following approval by the Board of Supervisors, and funds would have to be fully expended by October 2020.

If you have questions or need more information, please call me at (805)477-5306.

## **WDB Grants Update**

GRANT NAME	PURPOSE/OBJECTIVE	FUNDING AVAILABLE	SUBMITTAL/AWARD DATES
NDWG (Woolsey Fire) National Dislocated Worker Grant  P2E Prison to Employment Initiative 1. Planning Grant 2. Direct Services & Supportive Services	DOL funded emergency grant to provide paid temporary jobs to repair/clean-up fire damage to public property from 11/8/18 Woolsey and Hill Fires. Workforce development services also to be provided including training and supportive services for up to 50 participants  Ventura Regional Plan to provide employment and supportive services to formerly incarcerated and justice involved individuals. Emphasis on regional coalition with employers, labor, CBO's, CDCR, Sheriff, and local agencies. Gov. Brown & State	\$2.4 mil awarded based on need. Amount Received: \$810,404 (1st increment 1/3 of total received for 17 participants) 1/3 increments available based on continued need.  1) Planning Grant: \$47,500 received (planning grant) 2) Direct Services Grant: (Implementation of Plan) amount TBD	Submitted: 12/24/18 Award Received: 12/3/18  1) Round I Submitted: 12/24/18; Award Received: 12/3/18. (Allocated to WDB for CWA Consultant)
Grant  Slingshot 2.0 Regional Plan Implementation	legislature funded \$37 mil over three years.  CWDB grant to provide for Implementation of WDB regional plan. Two Projects to include: Expanding Business Engagement; Expand Apprenticeships	\$185,000 requested. Award Received <b>\$180,000</b>	2) Round II To be Submitted: 2/15/19 Submitted: 11/20/18 Award Date: 1/11/19
VEAP Veterans Employment Assistance Program	Ventura regional collaboration to provide Veterans employment services and supportive services for 55 participants.	<b>\$500,000</b> requested	Submitted: 12/24/18 Award: TBD
Workforce Accelerator 6.0	STEPS Connection does not enroll participants, however; it seeks to: strengthen partnerships to create an integrated and responsive "One-Stop" support services system; develop tools/resources to strengthen participation and employment outcomes; conduct a support service gap analysis; and develop a "best practice" guide	\$250,000	Award Received: 2/1/2018 (Allocated to AFS/WIOA)

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High Performing Boards	The California Workforce Development Board (State Board) has established standards for certification of high-performing Local Workforce Development Boards (Local Board). CUIC Section 14200(d) requires a portion of the Governor's discretionary fund to be made available for providing incentives to high-performing Local Boards. WDBVC was granted this award in 2017. Special Projects to be determined.	\$54,838	Award Received: 12/1/2016 (Allocated to WDB Admin)
Regional Capacity	Focus on the professional development of staff and	\$205,000 – First Award	First Award Received:
Building/ Regional	partners in the One-Stop System. Plan and	\$157,000 - Second Award for	3/1/2017
Training Coordinator	implement regional and statewide trainings	both Regional Organizer and	(Allocated to AFS/WIOA
	identified in the Statewide Training Plan. Implement a skill gap analysis for workforce	Regional Training Coordinator	for RTC \$200,000; \$5,000 for VOS Touch Screen).
	professionals, identifying training priorities and		ioi vos rouch screen).
	developing ongoing training and capacity-building		Second Award Received:
	initiatives		1/11/19
Regional Organizer	funds to augment our continuing support for regional organizing and regional plan implementation. The WDBVC will support efforts for program alignment across core programs and with all mandatory partners. Regional Organizing activities in Ventura County will help facilitate the importance of fostering demand-driven skills attainment; enabling upward mobility for all; and aligning, coordinating and integrating workforce development programs	\$85,714	Award Received: 3/1/2017 (Allocated to WDB Admin)
Regional Plan	will help the WDBVC support leadership structures,	\$350,000	Award Received:
Implementation	improve staff capacity and training, strengthen		1/1/2018
	sector initiatives, more fully integrate career		(Allocated to WDB
	services offered by AJCC partners, and help to build		Admin; Contracts
	sustainable investments. Subcontracts awarded to TheAgency and to EDC-VC.		awarded to: EDCVC and theAgency)

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