



**Goals and Objectives  
of the  
Workforce Development Board  
of Ventura County  
2019 – 2022**

*Bringing People &  
Opportunities Together*





**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.



**UPWARD  
MOBILITY**



**INDUSTRY-LED**



**INNOVATION**



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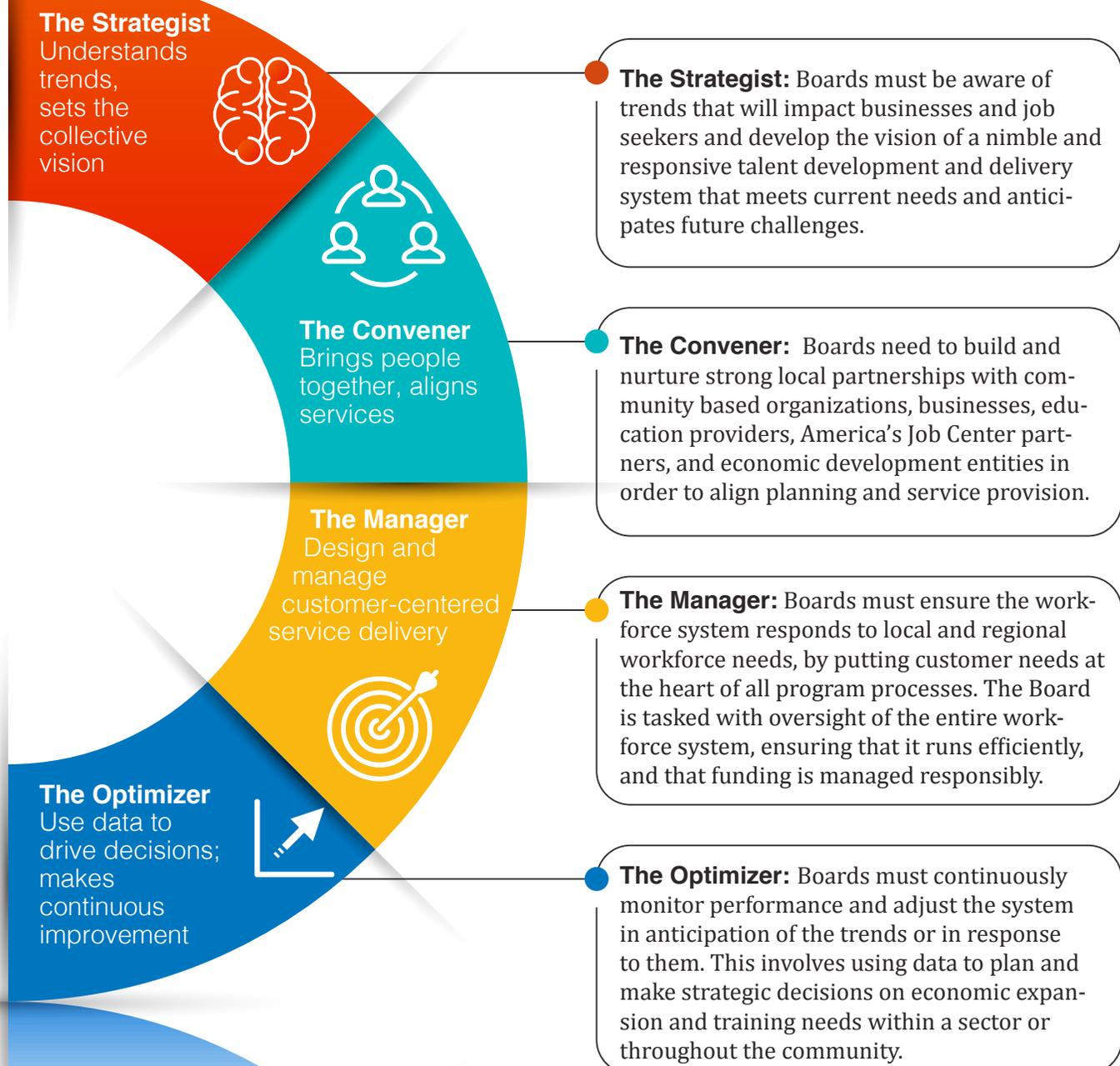


# WORKFORCE DEVELOPMENT BOARD 101

The Federal Workforce Innovation and Opportunity Act (WIOA), is designed to help job seekers access employment, education, training, and support services to succeed in the labor market and to match employers with the skilled workers they need to compete in the global economy. This is accomplished by positioning State and Local WDBs as the chief architects of the workforce system.

The Employment and Training Administration (ETA) outlines four strategic roles that all high-performing WDB's should play. WDBs are tasked to design a workforce system that provides opportunity for everyone who wants to go to work, find a better job, or improve their skills to succeed in the 21st century. The graphic below shows these roles.

## FOUR STRATEGIC ROLES OF THE WORKFORCE DEVELOPMENT BOARD<sup>1</sup>



Concept from: "2019 Workforce Development Boards, Drivers of Change Technical Assistance & Reference Guide"

# II. ABOUT THE WDB OF VENTURA COUNTY

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

The WDBVC analyzes labor market information to develop regional sector strategies that focus resources to address the 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 WDBVC 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.

The Geographic Boundaries of the Regional Planning Unit (RPU) directly align with those of Ventura County and is bounded on the north by Santa Barbara County, on the northeast by Kern County, on the southeast by Los Angeles County and on the west by the Pacific Ocean. The WDBVC 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.



# 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, in which 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 these programs must enter into a Memorandum of Understanding (MOU).

## WIOA ONE-STOP SYSTEM



WIOA Required MOUs	
WIOA Title I (Ad/DWkr/Youth) – County of Ventura HSA	Veterans – EDD
WIOA Title II (Adult Education) – VACE	Trade Adjustment Act/NAFTA – EDD
WIOA Title III (Wagner/Peyser) – EDD	Community Services Block Grants – Community Action Partnership
WIOA Title IV (Voc. Rehab.) – Dept. of Rehab.	Unemployment Compensation – EDD
Perkins CTE – Ventura County Office of Education	Migrant/Seasonal Farmworkers – Center for Employment Training (CET)
Title V (Older Americans) – County of Ventura Area Agency on Aging	TANF/CalWORKs – County of Ventura HSA
Native Americans – Candelaria Am. Indian Council	

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

# III. REGIONAL PARTNERS

A key responsibility of Workforce Development Boards is to engage stakeholders across sectors to increase collaboration, better utilize existing services, and ideate improvements to existing trainings 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. The graphic below shows an overview of these regional partners.



\* 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.; LC 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



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

**Government:** \*^Area Agency on Aging; \*^California Department of Rehabilitation; City of Camarillo; \*City of Simi Valley; City of Thousand Oaks; City of Ventura; \*^Employment Development Department; County of Ventura; Housing Authority of the City of Ventura; \*^Human Services Agency, County of Ventura; \*Naval Base Ventura County; Naval Warfare Center Weapons Division; \*Port of Hueneme 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)

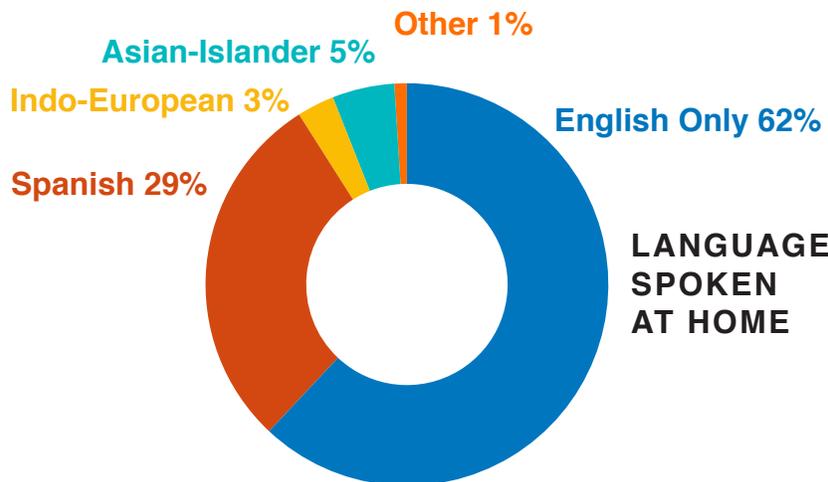
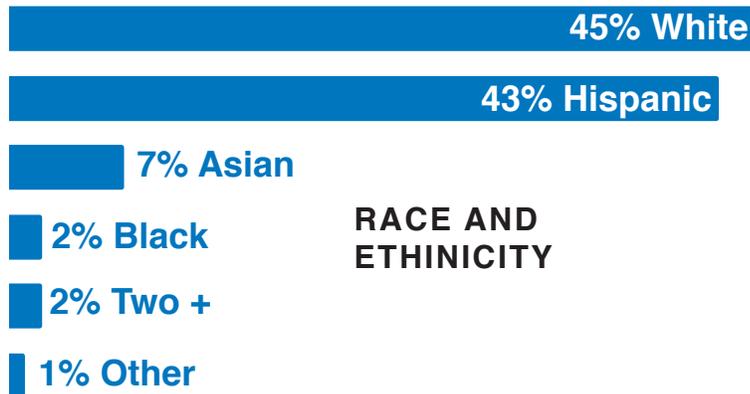
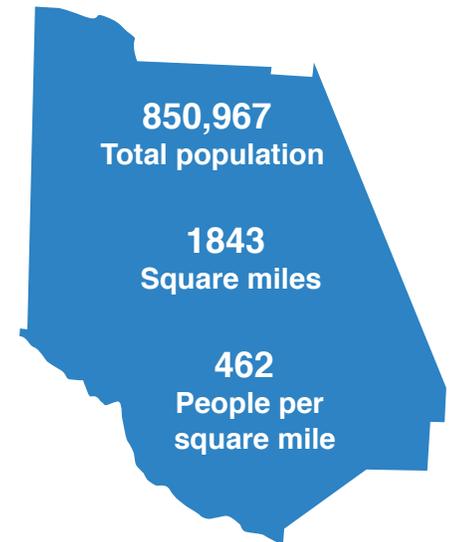
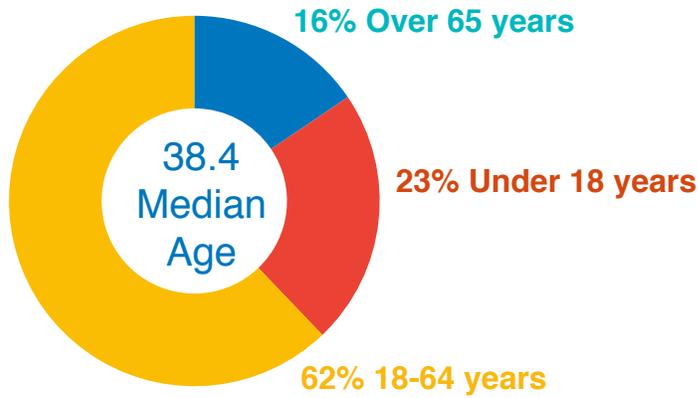
## Workforce Board

**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; Pacific Clinics – TAY Tunnel; Palmer Drug Abuse Program of Ventura County; PathPoint; Rainbow Connection Family Resource Center; Segue Career Mentors; ^Ser-Jobs for Progress; \*The Arc of Ventura County; The Energy Coalition; ^The Salvation Army HAVEN, Southern California Division; Ventura County Civic Alliance; Westminster Free Clinic; Women of Substance & Men of Honor; Workforce Education Coalition

# IV. KEY STATISTICS

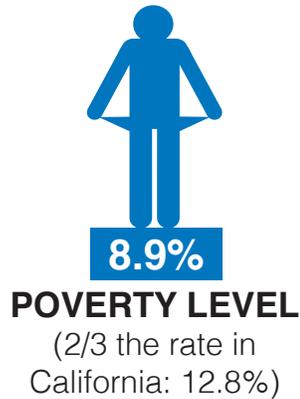
## POPULATION AND DEMOGRAPHICS

### POPULATION BY AGE



**21.2%**  
**FOREIGN BORN**

# INCOME AND SOCIOECONOMIC STATUS



## MEDIAN HOUSEHOLD INCOME

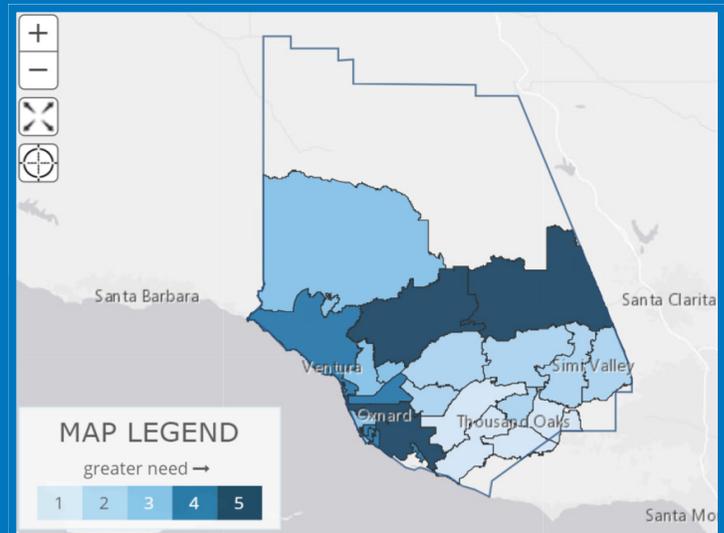
**\$84,566**

(about 10% higher than the amount in CA: \$75,277)



## Areas of Highest Need

A report by the Ventura County Department of Public Health<sup>6</sup> presented results of the 2018 SocioNeeds Index for zip codes in the County. The SocioNeeds Index is a tool created by Conduent Healthy Communities Institute, which considers factors such as income, poverty, unemployment, occupation, education, and language. According to this index, the County's areas of highest need include: Oxnard, Santa Paula, Fillmore, and Port Hueneme.



## TARGET POPULATIONS



### HOMELESS

**28%** Increase in Homelessness<sup>7</sup>  
**1,669** in 2019 compared to **1,299** in 2018



### OPPORTUNITY YOUTH

**11%** of youth ages 16-24 are neither working nor in school (Opportunity Youth)<sup>8</sup>



### JUSTICE-INVOLVED

**32,393** Justice-Involved Adults  
**1,168** Justice-Involved Youth



### VETERANS

**39,961** Vets in the County

Ventura County has a much higher proportion of Veterans than neighboring regions.

**6.1%** of the population compared to only 2.8% in LA County and 5.1% in CA overall.<sup>9</sup>

## LABOR MARKET

The level of economic opportunity in the County 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 2014 is among the lowest in the state.<sup>10</sup>

Ventura County's total labor market includes 417,300 people. Of that number, 401,200 are employed; and 16,100 are unemployed.<sup>11</sup>

Labor Force Data (Aug 2019)	
Civilian Labor Force	417,300
Employment	401,200
# Unemployed	16,100
Unemployment Rate	3.9%

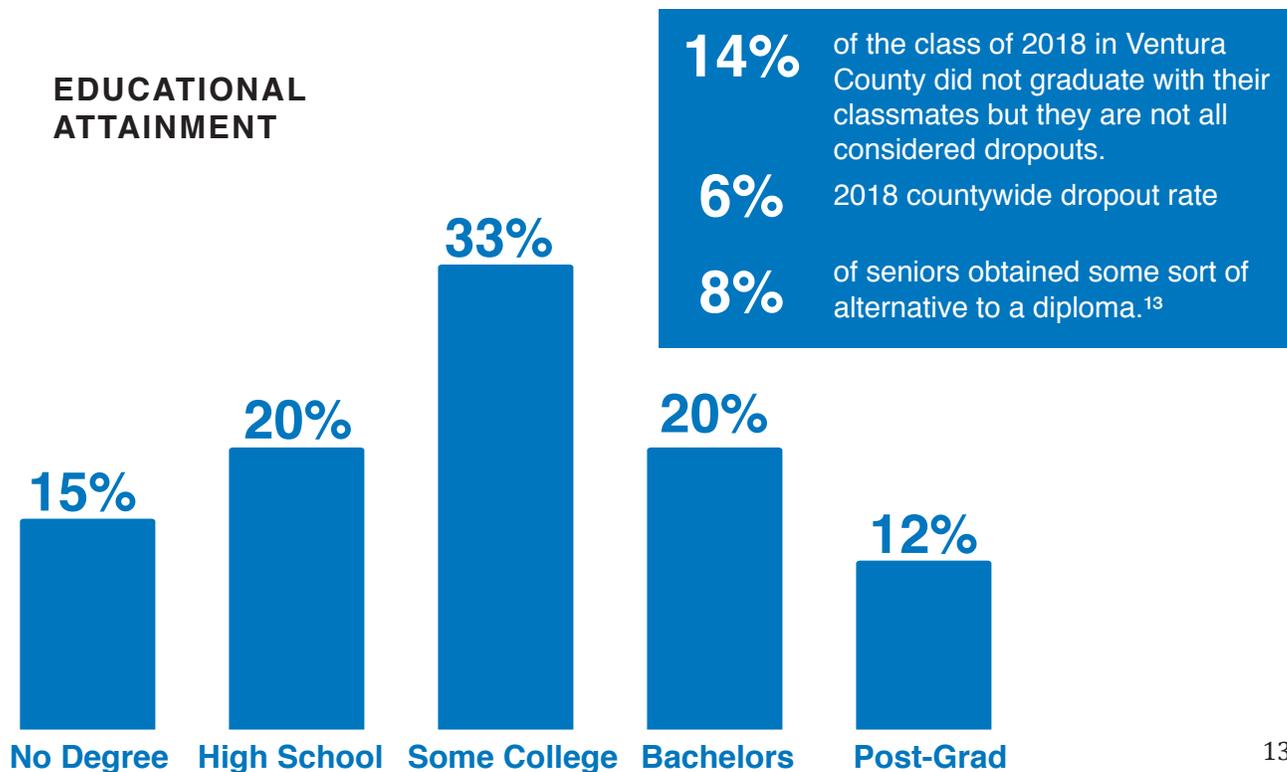
### UNEMPLOYMENT RATES BY RACE:<sup>12</sup>



**African American:** 8.3%  
**Caucasian:** 5.9%  
**Hispanic/Latino:** 5.4%  
**Asian:** 4.5%

African Americans have a disproportionately higher unemployment rate than Latinos or Caucasians.

### EDUCATIONAL ATTAINMENT

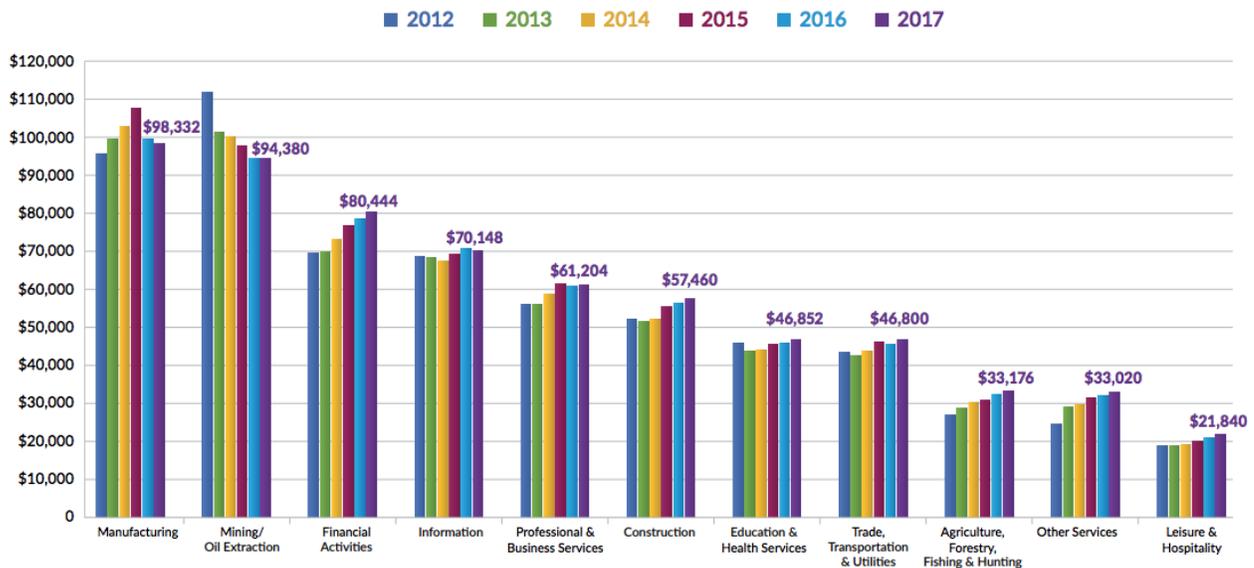


# ECONOMY

**County GDP: \$52 Billion (2018)<sup>14</sup>**

The Ventura County economy has been far from robust in recent years. Forecasts do not expect things to get much better in the coming years; they are projecting growth of 0.45 percent in 2019 and 0.3 percent in 2020. If those predictions hold true, Ventura County will go seven years without significant economic growth.<sup>15</sup>

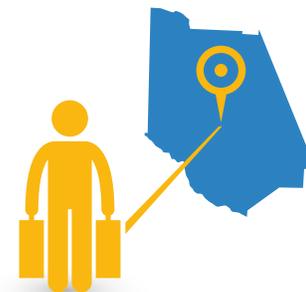
**Ventura County Salaries by Sector (2012 - 2017)**



**Out-migration: There are more people moving OUT of the county than into it.<sup>16</sup>**

Out migration is dominated by younger working-aged adults who are leaving the county in search of more/better economic opportunities.

“...The jobs we are creating do not allow a person to afford to live in Ventura County... 120,000 people pass on the freeways every day, with 80,000 people leaving Ventura County to find a job that lets them live here and 40,000 driving into the county because they can't afford to live in Ventura County.”



-Matthew Fienup, Regional Economist

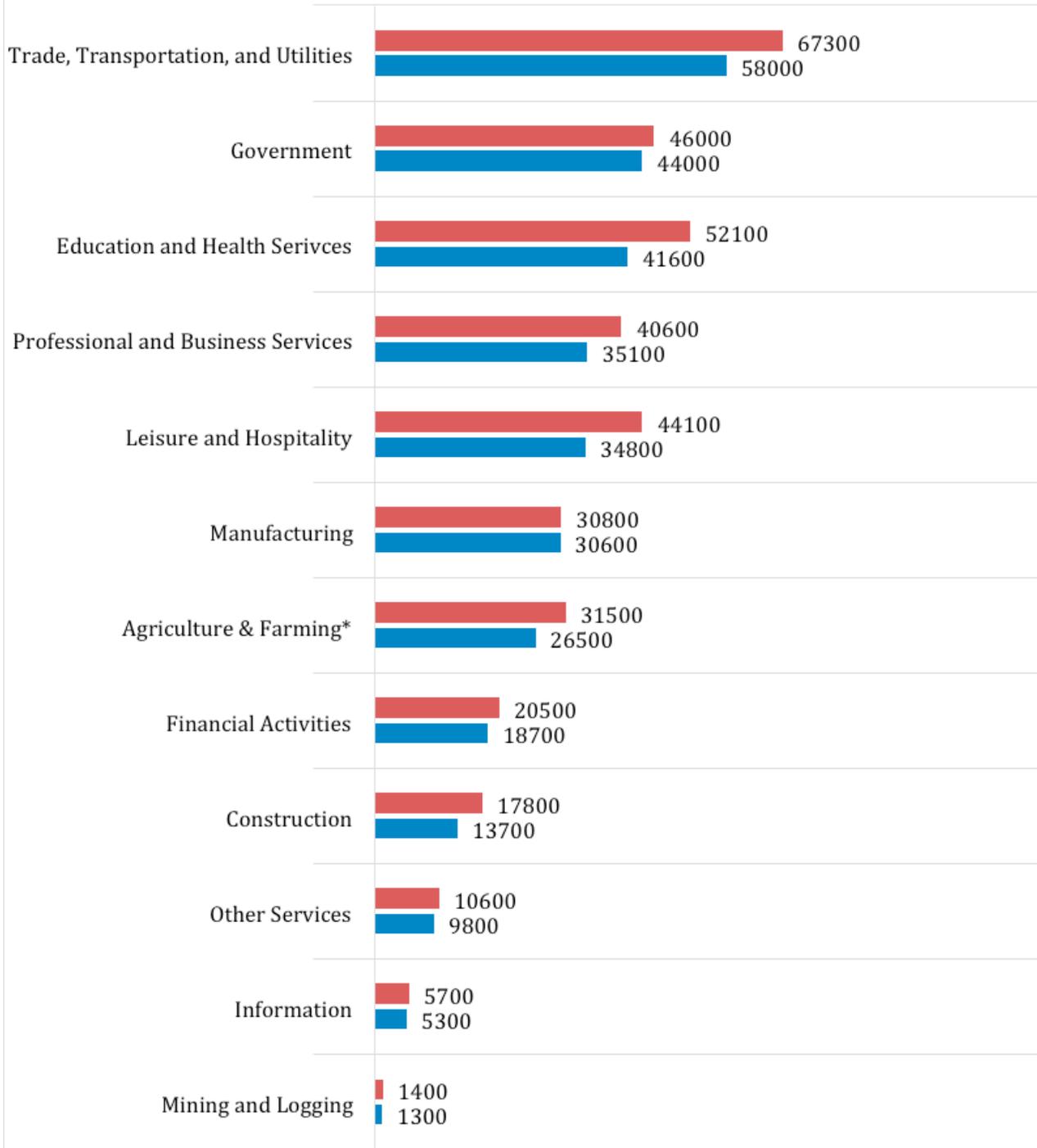


**Many people leave the County to work:**



**294,506** live and work in the County  
**43,864** inflow  
**84,146** outflow <sup>17</sup>

## Employment Projections by Major Industry Sector, EDD Ten-Year Growth Projections (2014-2024)



■ RED: Projected Employment 2024  
■ BLUE: 2014 Employment



# CAREER OPPORTUNITIES FOR HARD-TO-SERVE POPULATIONS

Many of the fastest growing jobs in Ventura County do not provide a living wage that can sustain residents living in this expensive county. Analysis conducted during the P2E Planning Grant identified “\*Opportunity Occupations” and industries that present the greatest level of opportunity for the hardest-to-serve populations of Ventura County. These “Opportunity Industries” offer high numbers of well paying, low- and middle-skill occupations, as well as ample opportunities for career progression and growth. The table below shows the number of “Opportunity Jobs” in these “Opportunity Industries”

**\*Opportunity Occupations are jobs that:**

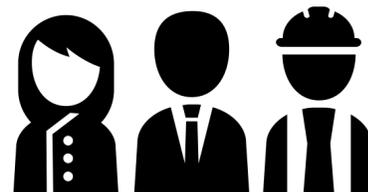
- Require less than a bachelor’s degree for entry-level work
- Pay at least \$33,000 per year—living wage for a single adult in Ventura County<sup>18</sup>
- Have positive or stable projected job growth through 2024
- Have career mobility (Have clear training & career pathways)

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

*Source Occupational Employment Statistics (OES) Data, June 2018*

Over 115,850 current jobs in Ventura County can be considered “Opportunity Occupations” (37.3% of total jobs). The highest number of jobs are in: Education and Health Services; Trade, Transportation, and Utilities; and Manufacturing. These three industries, along with Construction are also expected to add the highest number of new jobs in Opportunity Occupations per year. It is estimated that Ventura County will add close to 4,700 new job openings in Opportunity Occupations per year through 2024.<sup>19</sup>

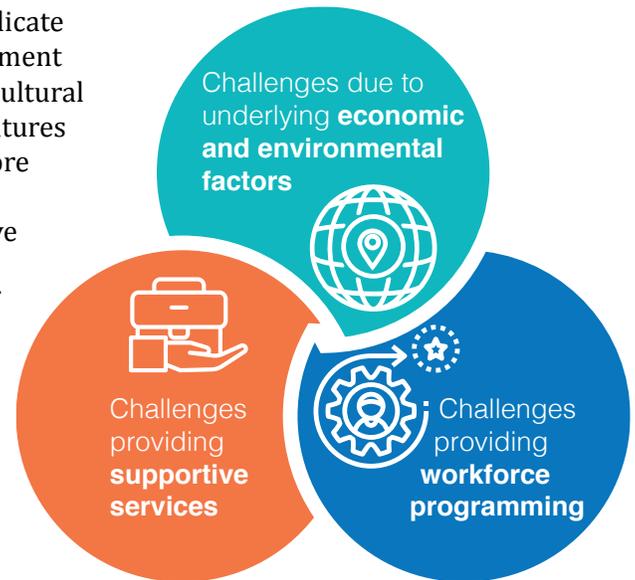
**Over 115,850 current jobs in Ventura County are considered “Opportunity Occupations”**



# V REGIONAL WORKFORCE CHALLENGES

Ventura County experiences multiple challenges that complicate the WDBVC's ability to serve those with barriers to employment and support industry needs. Some of these challenges are cultural in nature, meaning that they are deeply ingrained in the cultures of the agency and key stakeholders and will typically be more complex to address. Others stem from processes meaning that they can often be addressed by adjusting administrative practices, contracting protocols, and logistical practices. These are listed here to provide a holistic understanding of the economic and environmental factors that in turn affect the ecosystem of service provision and the challenges therein.

**The workforce challenges of Ventura County fall into three categorical buckets:**



## 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 an immense employment barrier for those who are homeless, in need of transitional housing, or in 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 sections of Ventura County, 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 for 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 barriers to employment. 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.

**Large English language learner population** has limited access to training programs due to limited outreach programs and trainings in Spanish.



## Challenges due to underlying economic and environmental factors

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**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 cost of housing and living in Ventura County. Furthermore, most new jobs in the County are low-wage positions that cannot provide a living wage.

**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.

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

**Limited ability to respond to needs created by natural disasters in a timely manner-** 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 major 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 that are out of the workforce or planning to retire.







## Challenges Providing Workforce Programming

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**Limited first opportunity employers-** There is a limited number of employers willing to hire people with barriers to employment such as a limited work history, justice-involvement, or homelessness.

**Limited number of agencies and CBOs that provide direct employment placement-** There are many County agencies and CBOs that provide supportive services, yet few provide direct service related to employment placement. It is very important to provide 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 in order 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 not sufficient 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 the potential for growth. 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 which makes it difficult for data sharing. Furthermore, some County agencies have different reporting methods, thus 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 the needs of industry-** Industry needs are constantly adjusting to economic variables. Due to this, educational programs are often created too slowly due to bureaucratic limitations to meet the needs of Industry.

**Lack of coordination providing business services-** Business services such as access to capital, business loans, and expansion support are not centralized in the County thus making it difficult for businesses to access needed services.

**Limited up-skilling programs** that provide career advancement opportunities.

# VI. REGIONAL WORKFORCE STRENGTHS

The economic region of Ventura County and the WDBVC that serves the region have many strengths and service expertise. Some of these are listed below.

## **Strengths of the Economic Region**

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**Small nimble county** makes it easier to collaborate, communicate, implement, and innovate. Furthermore, Ventura County represents one metropolitan statistical area and one WDB region.

**Many education and vocational training providers.** Apart from the three community colleges of the Ventura Community College District (Ventura, Oxnard and Moorpark), all of which have extensive career technical education curricula, there are eight adult schools, two of which are re-establishing programs for clients who are limited-English proficient. The Ventura County Adult Education Consortia brings these schools together to develop programs that are needed.

**Industry and occupation diversity as well as diversity in employers:** The County has a wealth of industry variation as well as the Naval Base, Port Hueneme, and the foreign trade zone.

- Sea Port Hueneme provides jobs and access to local importing and exporting.
- Naval Base Ventura County and Air National Guard Base provide training, jobs, and economic infrastructure.

## **Strengths of the WDBVC**

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**History of innovation and an appetite to try new things.** E.g.: Earn and Learn Programs, Cross-Agency partnerships, etc.

**Many existing partnerships and collaborations.** There are many coalitions, partnerships, and opportunities to network as well as 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 trainings, and serve target populations. 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.

**History of providing on the job training (OJT)** to those with barriers to employment.

**Many STEPS Program successes.** 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. In 2018, the STEPS Program served 92 adults and 79 youth were enrolled.

**Board diversity and commitment.** Board members come from many sectors and industries and are passionate about the WDBVC's mission and vision.

## 4 Priority Industry Sectors

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The WDV identified four priority industry sectors for targeted activities through industry meetings and regional data analysis in order to address needs for skilled local talent, industry growth, and upward mobility opportunities and career pathways.



1. **Business Services:** The Business Services industry focuses on companies that provide services mainly to other corporate entities or public bodies. This sector is comprised of jobs that provide specialized services for others, such as: Entertainment, Arts, Media, Publishing, and Printing; Financial, Real Estate and Insurance Services; Information and Communication Technologies; and Retail.



2. **Clean/Green:** This sector focuses on clean/green occupations specific to recycling, energy efficiency, natural and sustainable product manufacturing, renewable energy, water conservation, and infrastructure.



3. **Healthcare:** The Healthcare sector consists of companies that provide medical services, manufacture medical equipment or drugs, provide medical insurance, or otherwise facilitate the provision of healthcare to patients.



4. **Manufacturing:** The Manufacturing sector comprises establishments engaged in the mechanical, physical, or chemical transformation of materials, substances, or components into new products. Establishments in the Manufacturing sector are often described as plants, factories, or mills and characteristically use power-driven machines and materials-handling equipment.

## Many Industry-Led Sector Initiatives

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**Manufacturing Readiness Skills Training:** WDBVC and partners developed a six-week 90-hour fee-based Manufacturing Readiness Skills Training Program at Ventura Community College to address the workforce needs of local manufacturing employers.

**SlingShot: Health Care Coordinator Career Pathway Project** – An industry-driven cross-regional collaboration between six workforce boards in Los Angeles and Ventura Counties that brought industry and education together to identify career ladders and create industry-driven training programs for care coordinators.

**Biomedical Device Manufacturing Certificate:** WDBVC Manufacturing Committee identified the need for a biomedical device manufacturing certificate, which initiated a collaboration to develop a combined program in the Ventura County Community College District and the California State system.

**Diesel Mechanic Career Pathway and Master Repair Diesel Certificate:** Industry-driven partnership between Gibbs Truck Centers and Ventura College.

**Clinical Laboratory Scientist (CLS) Field Experience Program:** Consortium of four regional hospitals in partnership with California State University, Channel Islands; was approved for certification through the first consortium approach to CLS certification in California.

# VII. CALIFORNIA STATE WDB PRIORITIES

The California State Workforce Development Board identifies three policy objectives in the 2016-2020 Unified Strategic Workforce Development Plan. These objectives affect both state-level policy as well as administrative practices and service delivery in Ventura County.

## State Policy Objectives:

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1. **Fostering demand-driven skills attainment.** Workforce and education programs need to align program content with the state's industry sector needs so as to provide California's employers and businesses with the skilled workforce necessary to compete in the global economy.
2. **Enabling upward mobility for all Californians,** including populations with barriers to employment. Workforce and education programs need to be accessible for all Californians and ensure that everyone has access to a marketable set of skills, and is able to access the level of education necessary to get a good job that ensures both long-term economic self-sufficiency and economic security.
3. **Aligning, coordinating, and integrating programs and services** to economize limited resources to achieve scale and impact, while also providing the right services to clients, based on each client's particular and potentially unique needs, including any needs for skills-development.<sup>20</sup>

## Seven State Policy Strategies:

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1. **Sector strategies:** aligning workforce and education programs with leading and emergent industry sectors' skills needs. The success of these efforts will depend on the depth of industry engagement.
2. **Career pathways:** enabling of progressive skills development through education and training programs, using multiple entry and exit points, so that each level of skills development corresponds with labor market gains for those being trained or educated. These pathways should be flexibly designed and include, where necessary, remedial programming and English as a Second Language training, so as to allow those with basic skills deficiencies the ability to participate.
3. **Regional partnerships:** building partnerships between industry leaders including organized labor, workforce professionals, education and training providers, and economic development leaders to develop workforce and education policies that support regional economic growth. The success of these efforts will depend on the depth of industry engagement.
4. **"Earn and learn":** using training and education best practices that combine applied learning opportunities with material compensation while facilitating skills development in the context of actual labor market participation. The success of earn and learn programs depends on sustained employer engagement, and where appropriate, the involvement of organized labor, especially as this pertains to the development of partnerships with labor-management apprenticeship, pre-apprenticeship, and non-traditional apprenticeship programs.
5. **Supportive services:** providing ancillary services like childcare, transportation, and counseling to facilitate program completion by those enrolled in training and education courses.
6. **Creating cross-system data capacity:** using diagnostic labor market data to assess where to invest, and also, the use of performance data to assess the value of those investments.
7. **Integrated service delivery:** braiding resources and coordinating services at the local level to meet client needs.

# VIII. 2017-2020 COMMITMENTS

Ventura County recognizes and values the importance of fostering demand-driven skills attainment; enabling upward mobility for all Californians; and aligning, coordinating and integrating workforce development programs for maximum benefit with limited resources. The goals and strategies below were articulated in the 2017-2020 Regional WDB Plan, Local Plan, Prison to Employment application, and subsequent updates in 2019.

## WHAT WE SAID WE WOULD DO

All activities and tasks that the WDB said it would do are aggregated here using the seven state policy strategies as categories. Through this process, the WDB can track progress, evaluate success, ensure that the goals set forth by the State are met, and plan for the future.

**STATUS:** *Not-started, In-process, or Completed*  
**CARRY OVER:** *Will activity carry into 2020? Yes, No, or Ongoing*  
**2020 PRIORITY:** *1=Not a priority, 2=Minimally important, 3=Very important*

1. SECTOR STRATEGIES:	STATUS	CARRY OVER	2020 PRIORITY
Conduct bi-monthly industry sector meetings and an annual joint regional sector forum to identify cross-sector workforce challenges, essential job qualifications for workers in priority occupations and steps to address career pathways priorities.	in-process	ongoing	3
Prioritize working with employers who offer jobs with good wages and benefits, especially to high-need populations, disadvantaged, or with barriers to employment	in-process	yes	3
Create matrices of needed skill sets for jobs in in-demand sectors	completed	yes	2
Establish a biomedical device certificate, using the curriculum of two community colleges	completed	no	1
Institute a Clinical Laboratory Science (CLS) Field Experience Program at four regional hospitals	completed	yes	2

2. CAREER PATHWAYS	STATUS	CARRY OVER	2020 PRIORITY
Align industry workforce needs with CTE education.	in-process	ongoing	3
<ul style="list-style-type: none"> <li>Bring together the various sector advisory groups for high schools, adult education and community colleges for a yearly CTE forum.</li> </ul>	completed	ongoing	2
<ul style="list-style-type: none"> <li>On-going collaboration with the Community Colleges' South Central Coast Regional Consortium to align industry workforce needs with CTE education.</li> </ul>	in-process	ongoing	3
Increase post-secondary credential attainment.	in-process	ongoing	3
Implement Incumbent Worker Trainings to ensure progression along Career Pathways in WDBVC priority sectors	in-process	yes	2
Implement the SlingShot Project-The Los Angeles and Ventura County Regional Health Care Coordinator Career Pathway Project	in-process	ongoing	2

<b>3. PARTNERSHIPS: Sustain, support, and expand regional partnerships.</b>	<b>STATUS</b>	<b>CARRY OVER</b>	<b>2020 PRIORITY</b>
Develop 4-year regional plan with input from partners and the community	completed	yes	3
Update the regional plan with input from partners and the community	completed	yes	3
Collaborate to determine specific barriers to employment for youth and strategies to address the challenges.	in-process	yes	2
<ul style="list-style-type: none"> <li>Plan and convene a second 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.</li> </ul>	in-process	no	1
<ul style="list-style-type: none"> <li>Include youth services providers in industry sector committee discussions to identify emerging and in-demand occupations, relevant pathways, and industry-recognized credentials.</li> </ul>	in-process	no	1
<ul style="list-style-type: none"> <li>Identify successful models of workforce development programs for out-of-school youth.</li> </ul>	in-process	no	1
Meet with the Department of Child Support Services monthly to share information regarding progress toward the goal of reaching all non-custodial parents with information about workforce services and other needs.	in-process	yes	2
<ul style="list-style-type: none"> <li>Partner with DCSS to develop and implement marketing and outreach strategies to reach non-custodial parents and connect them to the AJCC.</li> </ul>	in-process	no	1
<ul style="list-style-type: none"> <li>Pilot this collaboration for a pilot group of at least 50 non-custodial parents.</li> </ul>	in-process	no	1
Create a regional employer outreach and training program. STEPS program will collaborate with partners to create a registry of 100 employers willing to do "first opportunity" hiring and employ those with felonies.	in-process	yes	3
Sustain and strengthen the Ventura County Reentry Council in order to align and provide robust services to the justice-involved population.	in-process	yes	1

<b>4. INTEGRATE SERVICE DELIVERY</b>	<b>STATUS</b>	<b>CARRY OVER</b>	<b>2020 PRIORITY</b>
Reduce duplication of efforts and increase collaboration with other existing service networks.	in-process	ongoing	3
Coordinate intake, assessment, and referrals regionally	in-process	ongoing	1
Develop a referral process through the state CalJOBS <sup>SM</sup> system that includes an online referral to the adult education providers and a document/referral to the participant in order to make provisions for individuals who demonstrate a need for basic skills remediation.	in-process	no	1
Increase the number of CalWORKs participants served in WIOA and develop co-enrollment opportunities for WIOA-required core partners.	in-process	yes	2
The AJCC will track CalFresh participation of customers and assist those who are CalFresh-eligible but not enrolled, to access that critical benefit.	in-process	no	1

5. EARN AND LEARN	STATUS	CARRY OVER	2020 PRIORITY
Increase apprenticeship opportunities in the region. (The region currently has eight labor unions offering apprenticeship training.)	in-process	ongoing	3
<ul style="list-style-type: none"> <li>Assist in starting a new Multi-Craft Core Curriculum (MC3) pre-apprenticeship program focused on entry-level residential building skills, with an English-Language Learner component (<i>anticipated start date of winter 2020</i>).</li> </ul>	in-process	yes	3
<ul style="list-style-type: none"> <li>Recruit participants from underrepresented populations such as women, veterans and justice-involved individuals for the program.</li> </ul>	in-process	yes	2
<ul style="list-style-type: none"> <li>Board will remain engaged with the MC3 programs and their labor partners to ensure that the workforce system fully supports the apprenticeship model.</li> </ul>	in-process	no	1
Provide on the job training to 30 people through the P2E Implementation Grant	in-process	yes	3
<ul style="list-style-type: none"> <li>Provide OJT and connected supportive services to a minimum of 15 enrolled participants by AFS through the STEPS service model.</li> </ul>	in-process	yes	3
<ul style="list-style-type: none"> <li>Arrange a minimum of 12 OJTs for Goodwill P2E enrollees (max 15)</li> </ul>	in-process	yes	3
<ul style="list-style-type: none"> <li>AFS will provide career services for 45 participants.</li> </ul>	in-process	yes	3
Pilot a program at the Main Jail and Todd Road Jail to develop mandatory pre-release resources and toolkit in order to simplify provision of mandatory documents	in-process	yes	3
<ul style="list-style-type: none"> <li>Create integrated reentry planning by a team that includes the Probation or Parole Officer on record, CBO, government agency, Behavioral Health, and others who develop comprehensive reentry plans.</li> </ul>	in-process	yes	3
Expand existing food handler credential program model provided by VACE at Todd Road Jail to include grounds-keeping work crew and expanded employer partnerships.	in-process	yes	3
<ul style="list-style-type: none"> <li>Serve 25 new participants and provide jail-to-employment placement.</li> </ul>	in-process	yes	3

6. SUPPORTIVE SERVICES	STATUS	CARRY OVER	2020 PRIORITY
<i>Supportive services provided through the local board's workforce and education programs include everything from academic and career counseling to subsidized childcare and dependent care, to transportation vouchers, to payment for books, uniforms and course equipment, to substance abuse treatment, as well as the use of assistive technology for the disabled population.</i>			
Identify gaps in services and collaborate on ways to provide services to those with barriers to employment and to create pathways to address each client's unique needs.	in-process	ongoing	3
Improve access to current resources and services for TANF/CalWORKS individuals, including increasing services connecting them to sector pathways to meet employment outcomes	in-process	ongoing	2
Facilitate the WDB Roundtable for Ventura County English Language Learners (ELL), Migrant Seasonal Farmworkers (MSFW)	in-process	ongoing	2
Provide maximum WIOA Title I support to EDD staff to make available all basic career services.	in-process	ongoing	2
Provide comprehensive supportive services to individuals who are enrolled in industry sector pathways programs.	in-process	no	1
Provide a new contract to Goodwill to provide a Continuum of Care into the Community for 30 participants.	in-process	yes	3
The P2E program will provide individuals intensive employment services through existing AJCC models and partner collaboration, including: 1) a pre- and post- vocational assessment, 2) the development of an Individual Employment Plan (IEP), 3) Job Readiness Workshops and or Career Academy Workshops, and 4) supportive services including an Individual Training Account voucher to access training for in-demand occupations in priority industry sectors (Manufacturing, Healthcare, Business Services and Clean-Green-Construction occupations).	in-process	yes	2

7. DATA	STATUS	CARRY OVER	2020 PRIORITY
Develop regional model for success to meet WIOA Title I and AJCC delivery system requirements and performance outcomes.	in-process	ongoing	2
Utilize the EDD Labor Exchange CalJOBS system to track clients with consistency.	in-process	ongoing	3
The AJCC will track all self-identified justice-involved individuals, not just those enrolled in specific re-entry programs, and will share data with partners regarding overall service to the target population.	in-process	yes	2
Continued improvement of reporting systems that can document success.	in-process	yes	3
Measure performance of core programs using WIOA performance metrics.	in-process	ongoing	3
Conduct P2E Data tracking using performance reporting requirements outlined in AB 1111 and the Prison to Employment Initiative Trailer Bill.	in-process	yes	2

# Major WDB Grant Activities That Carry Into 2020

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## **The Prison to Employment Initiative (P2E)**

P2E aims to strengthen collaboration between local workforce development programs and corrections systems to improve outcomes for Justice-Involved and formerly incarcerated individuals by providing access to well-paying, upward mobility careers. In December 2018, the Workforce Development Board of Ventura County was granted P2E funding to develop a Regional Plan, which contextualizes and provides strategic guidance on how to achieve the goals of the P2E Initiative in Ventura County. The WDBVC embarked on a planning process to garner robust stakeholder input collected through a series of in person dialog meetings. WDBVC engaged the services of a consulting firm with particular expertise in re-entry services for justice-involved populations called causeIMPACTS that facilitated six of the planning meetings, compiling and inviting a list of 170 individuals, representing more than 51 unique organizations serving justice-involved individuals in the Ventura County region. CauseIMPACTS also designed and implemented a stakeholder survey, an employer survey, one-on-one interviews with 21 practitioners, and focus groups with justice-involved individuals. The result is the P2E Regional Plan that reflects the input, expertise and commitment of all of these partners.

Eight overarching recommendations came out of the P2E Regional Plan and are summarized in the Appendix of this report. These recommendations can be referenced and considered while developing programs, applying for funding, or developing partnerships. In 2019, the Workforce Development Board was funded \$710,197 to implement select strategies from the P2E Regional Plan and those are reflected in our grant activities that are carried into 2020 through 2022.

## **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) whose role is to effectively communicate and interact with veterans as only veterans can. 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 focus of the program is to provide veterans with 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 was funded \$488,635 through December 31, 2020 to implement the strategies.

## **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 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 WDB for this initiative.



# IX. NEEDS & OPPORTUNITIES

A number of needs and opportunities are identified in the Regional WDB Plan, Local Plan, and subsequent updates in 2019, and grant applications. These needs should be discussed and enhanced in order to develop strategic priorities for the future.

**1. Facilitate and expand employer engagement.**

- Strengthen partnerships with small business and larger employers.
- Expand connections with organized labor.
- Develop an employer toolkit that all AJCC partners can use.
- Have an industry employer acknowledged as “Proud Partner of the AJCC”.
- Create an employer network within the AJCC and host an Employer Acknowledgement & Appreciation Event.

**2. Improve data collection and evaluation** protocols across the system.

- Improve performance and documentation among Youth providers.
- Explore more robust partnership with Ventura County Community College’s labor market analysis operation.

**3. Expand targeted basic skills education.** Employers in the region identified the need for basic skills training in the areas of math, writing, communications, English language, basic computer literacy, interpersonal skills, common sense, and work ethic.

**4. Develop apprenticeships** and nontraditional apprenticeships in in-demand sector.

- Strengthen policies for credential attainment in OJT programs.

**5. Expand partnerships with contiguous WDB regions** including Los Angeles and Santa Barbara/Mid-Coast Regions.

**6. Align Career and Technical Education (CTE) programs to industry needs.**

**7. Develop a job quality policy** that elevates the importance of upward mobility careers.

**8. Build the capacity of providers to serve hardest to serve populations** (displaced homemakers; low-income individuals; Indians, Alaska Natives, and Native Hawaiians; individuals with disabilities, including youth who are individuals with disabilities; older individuals; justice-involved individuals; homeless individuals; youth who are in or have aged out of the foster care system; individuals who are English language learners, individuals who have low levels of literacy, and individuals facing substantial cultural barriers; eligible migrant and seasonal farmworkers; individuals within 2 years of exhausting lifetime eligibility under part A of title IV of the Social Security Act; single parents (including single pregnant women); long-term unemployed individuals; and such other groups as the Governor involved determines to have barriers to employment as cited in WIOA)

**9. Develop a service goal for target populations** beyond the broad priority-of-service populations specified in WIOA. (E.g.: include justice-involved, CalFresh recipients, and other low-income residents.)

# X. 2020-2022 STRATEGIC PLAN

## SHARED VISION

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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.



- ❖ **Vision:** What will success look like?
- ❖ **Mission:** Action statement that explains how the vision will be achieved
- ❖ **Core Values:** How we work.
- ❖ **Smart Goals:** What needs to be accomplished to carry out the mission (Specific, Measurable, Agreed Upon, Realistic/Relevant, Time-Bound)

## MISSION

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The WDBVC 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

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- Collaboration
- Accountability
- Innovation
- Responsiveness to the needs of individuals and businesses
- Diversity and Inclusion

## 2020-2022 PRIORITIES AND SMART GOALS

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1. **Create a performance dashboard** by June 2020 that tracks customers served by the AJCC and partner organizations so that we can track performance and facilitate continuous evaluation and improvement.
2. **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 by June 2020.
3. **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 by December 2020.
4. **Analyze WDBVC 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 by April 2020

## 2020-2022 PRIORITY: ENHANCE DATA COLLECTION, TRACKING, AND USE

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### SMART GOAL:

**Create a performance dashboard by June 2020 that tracks customers served by the AJCC and partner organizations so that we can track performance and facilitate continuous evaluation and improvement.**

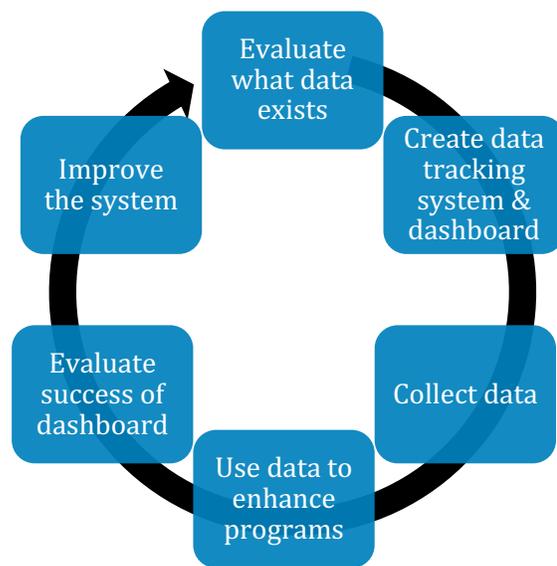
### WHY IS THIS A PRIORITY:

WDB currently reports on the mandated WIOA performance metrics, which do not provide the level of detail needed to effectively track performance and use that data to improve services and fill service gaps.

- Do not currently report data by priority populations (E.G: Homeless, Veteran, CalWORKs, Justice-Involved, CalFresh, etc.)
- Currently not reporting real-time data with which to evaluate effectiveness, assess performance of providers and contractors, and plan for the future
- Do not know what services are being provided to customers (E.G. what incumbent worker trainings were utilized, etc.)
- Current data is complex and difficult to communicate to the board and the public

### OBJECTIVES AND STRATEGIES TO ACHIEVE THE GOAL

1. Identify needed and desired data measures by November 30, 2019
  - Assess what data is available in CalJOBS
  - Present available data to ad-hoc data committee
  - Connect with other WDBs and CWA to identify best practices and existing dashboards we may want to learn from or emulate
2. Institutionalize CalJOBS data tracking and reporting knowledge by sending staff to CalJOBS trainings or bringing training in-house by February 2020
  - Research trainings available through CalJOBS
  - Research other planned trainings across the state that staff could attend at other WDBs
3. Develop performance dashboard by April 2020
4. Report understandable data to the Board and the public (Quarterly Beginning in June 2020)
5. Assess and evaluate data collection, tracking, and dashboard annually starting in November 2020.



## 2020-2022 PRIORITY: DEVELOP REGIONAL APPRENTICESHIP STRATEGY

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### SMART GOAL:

**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 by June 2020.**

### WHY IS THIS A PRIORITY:

- Many groups are interested in apprenticeship and some are developing programs
- Programs are being created in silos and there is no regional strategy
- There is a push at the federal level for apprenticeships

### OBJECTIVES AND STRATEGIES TO ACHIEVE THE GOAL

1. Asset map current regional apprenticeship programs and programs in neighboring regions by November 2019
2. Identify regional sectors and occupations that are ripe for apprenticeship
  - Meet with EDD LMID to discuss current apprenticeship research
  - Identify 3 occupation clusters on which to focus initial efforts
3. Choose apprenticeship model to implement (E.G: Swiss model)
4. Convene the regional partners of the WDB (employers, workforce providers, educational institutions, organized labor, and industry) to develop a regional apprenticeship strategy by March 2020
5. Implement strategy by June 2020



## 2020-2022 PRIORITY: ALIGN REGIONAL CTE RESOURCES

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### SMART GOAL:

**Align CTE program offerings with industry needs by convening education institutions (K-12, Adult Education, Colleges, Universities, Certificate programs, etc.) and industry by December 2020.**

### WHY IS THIS A PRIORITY:

- CTE programs often do not meet the needs of industry
- There are many existing CTE programs, CTE collaboratives and initiatives but no unifying effort
- WDB has participated in the creation of many industry-led education programs and initiatives based on industry needs but does not have a way to maintain and monitor the programs

### OBJECTIVES AND STRATEGIES TO ACHIEVE THE GOAL

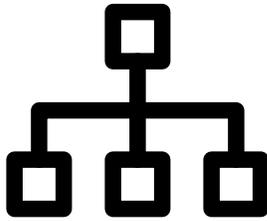
WDB will convene employers and educators to support the alignment of CTE with industry needs. A priority is placed on high demand sectors including manufacturing, healthcare, the business services industry, and clean and green initiatives as well as career pathways to meet a growing local need for workers who provide healthcare and in-home care for the aging population and individuals with disabilities.

1. Asset map current regional CTE programs by December 2019
  - Meet with education providers to assess what lists already exist (E.G. District CTE Director, CTE Deans at CC's, etc.)
2. Assess gaps between current CTE programs and needs and opportunities identified in the apprenticeship research by April 2020
3. Invite CTE Partners to the Regional Apprenticeship convening in March 2020 and allocate a portion of the agenda to CTE alignment
4. Convene Education Institutions (K-12, Adult-Education, Certificate programs, Colleges,) and Industry to align CTE program creation, tracking and connection to other programs by August 2020.
  - Identify other CTE convenings in the region that may already exist
5. Implement strategy by December 2020
6. Convene CTE group bi-annually to assess progress, identify regional needs, and plan for the future.



# 2020-2022 PRIORITY: EVALUATE WDBVC ORGANIZATIONAL STRUCTURE

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## SMART GOAL:

**Analyze WDBVC 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 by April 2020.**

## WHY IS THIS A PRIORITY:

**Analyze Board Governance Structure:** Current Board structure includes multiple committees, many of which are formalized and follow the Brown Act.

- Committees unintentionally create silos within program creation and management
- Committee structure mandates additional board member time
- Formal committees have to comply with the Brown act and the reporting mandated which required WDB resources

Some of these committees include:

- Executive Committee
- Committee Meetings
- 4 Sector Committees
- Standing Committees
- Outreach
- Programs
- Membership
- Finance and Resource

**Analyze Legal Structure:** Current WDB structure has limited flexibility and rigid funding allocations and timelines. Some workforce agencies develop 501c3 organizations or hybrid organizational structures in order to enhance flexibility, the ability to innovate, and response time.

## OBJECTIVES AND STRATEGIES TO ACHIEVE THE GOAL

1. Create an Ad Hoc committee to discuss the structure by November 2019
2. Request that the HSA research other potential models and best practices that provide maximum flexibility and increased response time by December 2019
3. Convene Ad Hoc committee in January 2020
4. Discuss results of the Ad Hoc at Feb 2020 Board meeting

# 2020-2022 LOGIC MODEL

**A Logic Model is a strategic planning tool that visually presents all planned activities and the outcomes desired that will result from those activities in a given time period.**

The logic model on the following pages presents all of the WDBs planned activities for the next two years (2020-2022). The table is organized into seven categories based on the seven state policy strategies. The objectives and outputs are based on the four priorities identified during the strategic planning session and the 2017-2020 carry over commitments listed in section VIII above.

## **7 State Policy Strategies:**

- 1. Sector Strategies:** Align workforce and education programs with industry sector needs in order to provide an appropriately-skilled workforce ready and able to meet the changing business needs of area employers
- 2. Career Pathways:** Develop career pathways training programs that meet people where they are and facilitate progressive skills development.
- 3. Partnerships:** Sustain, support, and expand regional cross-sector partnerships to develop workforce and education policies that support regional economic growth.
- 4. Earn & Learn:** Expand “Earn and learn” Opportunities such as apprenticeship and OJT (Compensate people while they are in training in the actual labor market)
- 5. Supportive Services:** Remove barriers to employment by providing supportive services. Serve those most in need
- 6. Data Capacity:** Use data to plan for the future and anticipate the needs of the labor market.
- 7. Integrate Service Delivery:** Collaborate to coordinate services, braid resources, and build system capacity in order to meet client needs.



## WDBVC 2020-2022 LOGIC MODEL

Internal Process (Our planned work)		External Results (Our intended results)				
State Priority	OBJECTIVES (What we do)	OUTPUTS (What we produce, who we reach)	Short Term Outcomes (6 months)	Intermediate Outcomes (1 year)	Long Term Outcomes (2 years)	
<b>SECTOR STRATEGIES</b>	Engage Employers through meetings and convenings	<ul style="list-style-type: none"> <li>Conduct quarterly industry sector meetings</li> <li>Conduct an annual joint regional sector forum to identify cross-sector workforce challenges, essential job qualifications for workers in priority occupations and steps to address career pathways priorities</li> </ul>	<ul style="list-style-type: none"> <li>Hold 2 industry sector meetings</li> </ul>	<ul style="list-style-type: none"> <li>Hold joint regional sector forum</li> </ul>	<ul style="list-style-type: none"> <li>30% more industry participation in WDB</li> </ul>	
	Identify industry sector needs	<ul style="list-style-type: none"> <li>Create matrices of needed skill sets for jobs in in-demand sectors</li> <li>Evaluate data to identify industry sector needs</li> </ul>	Matrices Created	Identify annual industry sector needs and employability skills with partners	Create a report	
<b>CAREER PATHWAYS</b>	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 by December 2020.	<ol style="list-style-type: none"> <li>Asset map current regional CTE programs by December 2019                             <ul style="list-style-type: none"> <li>Meet with education providers to assess what lists already exist (E.G. District CTE Director, CTE Deans at CC's, etc.)</li> </ul> </li> <li>Assess gaps between current CTE programs and needs identified in the apprenticeship research by April 2020</li> <li>Invite CTE Partners to the Regional Apprenticeship convening in March 2020 and allocate a portion of the agenda to CTE alignment</li> <li>Convene Education Institutions (K-12, Adult Education, Certificate programs, Colleges,) and Industry to align CTE program creation, tracking and connection to other programs by August 2020.                             <ul style="list-style-type: none"> <li>Identify other CTE convenings in the region that may already exist</li> </ul> </li> <li>Convene CTE group bi-annually to assess progress, identify regional needs, and plan for the future.</li> </ol>	<ul style="list-style-type: none"> <li>Regional asset map of existing CTE Programs and gaps</li> <li>Regional CTE convening</li> </ul>	<ul style="list-style-type: none"> <li>Implement strategy by Dec 2020-Align CTE needs to the needs of Industry and decide where to focus efforts</li> </ul>	<ul style="list-style-type: none"> <li>More of the Region's Educational Offerings align to the needs of industry and connect to career pathways</li> <li>Able to point to at least 2 curriculum updates that now match industry needs.</li> </ul>	
	Implement the Slingshot Project-The Los Angeles and Ventura County Regional Health Care Coordinator Career Pathway Project	<ul style="list-style-type: none"> <li>Developed Project and Curriculum</li> <li>Assess if the program can be expanded</li> </ul>	Assess challenges in implementing the Patient Navigator classes	Determine if Level II and III Manager training can be implemented	Work with colleges to implement programs	54% have attained post-secondary credentials, meeting our state negotiated goal of credential attainment and assessing the ability to increase the goal in the next year
<b>PARTNERSHIPS</b>	Increase post-secondary credential attainment	<ol style="list-style-type: none"> <li>Collect Data: A.) collect CalOBS data on post-secondary credential attainment B.) Ask supportive services round tables about their needs regarding incumbent work trainings and credentials desired C.) Use CTE and Apprenticeship research to identify gaps in career pathways in the post-secondary area.</li> <li>Select 3 areas to develop and implement Incumbent Worker Trainings to ensure Career Pathway progression</li> </ol>	Identify gaps in career pathways in the post-secondary area	<ul style="list-style-type: none"> <li>Select 3 areas to develop Incumbent Worker Trainings.</li> <li>Train Account Execs on how to access ETP</li> </ul>	100 new employers engaged through Career Services	WDB partners are representative of the industry and population diversity in the region
	Engage employers willing to employ individuals with barriers to employment (Via P2 E funded WIOA Career Services program based on STEPS model)	<ol style="list-style-type: none"> <li>Develop an employer engagement toolkit that explains the benefits of hiring those with barriers to employment and partnering with the WDB</li> <li>Create targeted list of desired employers</li> <li>Conduct outreach and trainings for potential employer partners at Chambers and regional meetings</li> <li>Create a registry of 100 employers willing to do "first opportunity" hiring and employ those with felonies.</li> </ol>	Develop the first cohort of committed employers who are employing individuals	50 new employers engaged through Career Services	50 new partners engaged	New legal structures and governance structures are entirely operational
<b>INTEGRATE SERVICE DELIVERY</b>	Sustain, support, and expand regional cross-sector partnerships to develop workforce and education policies that support regional economic growth	<ul style="list-style-type: none"> <li>Develop partner engagement calendar that outlines how and when to engage key stakeholders (E.G. Department of Child Support Services, CalWORKs, Probation, etc.)</li> <li>Invite new partners to the target population round tables</li> </ul>	Expand list of engaged partners by 10 organizations	Begin adjusting governance structure as determined	Review State Plan	Set up implementation and measurement plan
	Analyze WDBVC board governance and legal structures by creating an ad-hoc committee to support and implement structures that best review the accomplishment of the priorities and goals herein by April 2020	<ol style="list-style-type: none"> <li>Create an Ad Hoc committee to discuss the structure by November 2019</li> <li>Request that the HSA research other potential models and best practices that provide maximum flexibility and increased response time by January 2020</li> <li>Convene Ad Hoc committee in February 2020</li> <li>Decide on legal structure by April 2020 and begin filing necessary paperwork</li> </ol>	Engage the community in a collaborative process to develop regional and local plan			
	Develop 4-year Regional and Local Plans					

## WDBVC 2020-2022 LOGIC MODEL

Internal Process (Our planned work)		External Results (Our intended results)		
OBJECTIVES (What we do)	OUTPUTS (What we produce, who we reach)	Short Term Outcomes (6 months)	Intermediate Outcomes (1 year)	Long Term Outcomes (2 years)
<b>SECTOR STRATEGIES</b>	<ul style="list-style-type: none"> <li>Engage Employers through meetings and convenings</li> <li>Identify Industry sector needs</li> </ul>	<ul style="list-style-type: none"> <li>Hold 2 industry sector meetings</li> <li>Matrices Created</li> </ul>	<ul style="list-style-type: none"> <li>Hold joint regional sector forum</li> <li>Identify annual industry sector needs and employability skills with partners</li> </ul>	<ul style="list-style-type: none"> <li>30% more Industry participation in WDB</li> <li>Create a report</li> </ul>
<b>CAREER PATHWAYS</b>	<ul style="list-style-type: none"> <li>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 by December 2020.</li> <li>Develop Project and Curriculum</li> <li>Assess if the program can be expanded</li> </ul>	<ul style="list-style-type: none"> <li>Regional asset map of existing CTE Programs and gaps</li> <li>Regional CTE convening efforts</li> </ul>	<ul style="list-style-type: none"> <li>Implement strategy by Dec 2020-Align CTE needs to the needs of Industry and decide where to focus efforts</li> </ul>	<ul style="list-style-type: none"> <li>More of the Region's Educational Offerings align to the needs of industry and connect to career pathways</li> <li>Able to point to at least 2 curriculum updates that now match industry needs.</li> </ul>
<b>PARTNERSHIPS</b>	<ul style="list-style-type: none"> <li>Engage employers willing to employ individuals with barriers to employment (Via P2E funded WIOA Career Services program based on STEPS model)</li> <li>Sustain, support, and expand regional cross-sector partnerships to develop workforce and education policies that support regional economic growth</li> </ul>	<ul style="list-style-type: none"> <li>Identify gaps in career pathways in the post-secondary area</li> <li>Develop the first cohort of committed employers who are employing individuals</li> <li>Expand list of engaged partners by 10 organizations</li> </ul>	<ul style="list-style-type: none"> <li>Select 3 areas to develop Incumbent Worker Trainings.</li> <li>Train Account Execs on how to access ETP</li> <li>50 new employers engaged through Career Services</li> <li>50 new partners engaged</li> </ul>	<ul style="list-style-type: none"> <li>54% have attained post-secondary credentials, meeting our state negotiated goal of credential attainment and assessing the ability to increase the goal in the next year</li> <li>100 new employers engaged through Career Services</li> <li>WDB partners are representative of the industry and population diversity in the region</li> </ul>
<b>INTEGRATE SERVICE DELIVERY</b>	<ul style="list-style-type: none"> <li>Analyze WDBVC 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 by April 2020</li> <li>Develop 4-year Regional and Local Plans</li> </ul>	<ul style="list-style-type: none"> <li>Review State Plan</li> <li>Begin adjusting governance structure as determined</li> </ul>	<ul style="list-style-type: none"> <li>New legal structures and governance structures are entirely operational</li> </ul>	<ul style="list-style-type: none"> <li>Set up implementation and measurement plan</li> </ul>

# SOURCES

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# APPENDIX

## PRISON TO EMPLOYMENT REGIONAL PLAN

MARCH  
2019



Prepared by



## P2E Programmatic Recommendations Overview



**Create a Regional Employer Outreach and Training Program** dedicated to partnership cultivation, and train employers about the incentives to hiring Justice-Involved individuals. This will streamline employer outreach and establish a pipeline of employers that all CBOs and agencies can utilize.

**Provide Micro-Contracts to Sober Living Houses.** Expand housing for more Justice-Involved people by providing micro-contracts to sober living houses and allowing Probation and Parole to refer and pay for clients' housing for 90 days, regardless of probation status. Such micro-contracts will reduce existing waitlists for sober living facilities and provide needed funds for sober living houses.



**Contract with CBOs Focused On Direct Employment and Placement** to ensure gainful employment and a continuum of care into the community. Work with AJCC partners and expand CBO services to inmates from incarceration through reentry to facilitate a continuum of care as they transition back into the community. Subsequently provide career education, job placement, and earn and learn funding to support direct employment.

**Develop a Mandatory Pre-Release Resources File and Toolkit.** Pilot a program at Todd Road Jail, with STEPS enrollees and the newly contracted CBO partners, to develop a mandatory pre-release resources file and toolkit. Back up these documents on a virtual database through which individuals can access their paperwork even if they misplace hard copies.



**Expand Food Handler Credential Program Model at Todd Road Jail To Include Landscaping and Maintenance Work Crew and Expand Employer Partnerships.** Establish an industry-recognized credential in landscaping and maintenance for the groundskeeping work crew at Todd Road Jail. The work crew already exists, so by providing minimal classroom training, the inmates can also attain a valuable credential upon release. The program will also include direct outreach and partnership with relevant employers.

**Formalize a Ventura County Reentry Council** that can act as a convener and regular incubator for collaboration, planning, and reflection. This council will facilitate partnerships between public agencies, industry, community-based organizations, and other local organizations so that momentum developed during the P2E planning phase is not lost



**Develop a Registered Pre-Apprenticeship and Apprenticeship in Manufacturing Program** for Justice-Involved individuals that prepares people for entry-level jobs as an assembler on up. Manufacturing is the top industry in Ventura in terms of GDP, and includes multiple opportunity occupations with upward mobility that can help Justice-Involved individuals survive and thrive<sup>5</sup>.

**Develop a Joint Day Reporting Center for Probation and Parole.** There is currently no Day Reporting Center (DRC) for Parolees in Ventura County, even though there is a DRC for probationers. A joint DRC will encourage partnership between the two agencies and save resources as the two agencies serve clients with similar needs.



**Potential Recommendations to Explore**

In addition to the programmatic recommendations, the P2E strategic planning process uncovered a number of big picture policy and procedural changes that should be further explored for feasibility. These potential recommendations could greatly impact the lives of the Justice-Involved and formerly incarcerated in Ventura County.

Given the temporary nature of the P2E working group that was convened in order to develop this plan, the Ventura County Reentry Council or another existing coalition, could take on this list of potential recommendations, identify priorities, and advocate for them. These potential recommendations include:

- Engage and collaborate with local and regional elected officials in order to open paths to potential braided funding streams and new collaborations.
- Research and explore the possibility of a Ventura County public sector hiring set aside for some agencies and departments.
- Explore what it would take to develop a residential multi-service center that provides all services necessary in one location.
- Explore what it would take to enhance data collection, reporting, and sharing across CBO's and corrections departments in order to holistically manage case files

**The Justice-Involved and formerly incarcerated population represents an untapped pool of local talent that can help meet the demands of regional industry and address some of the County's overarching workforce challenges. But this cannot happen overnight. The County must be willing and prepared to forge cross sector partnerships, try new things, and develop programs that invest in people over time.**