



2023 WDBVC Regional Plan Update

Workforce Development Board of Ventura County
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I. INTRODUCTION

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

About the Workforce Development Board of Ventura County

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

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

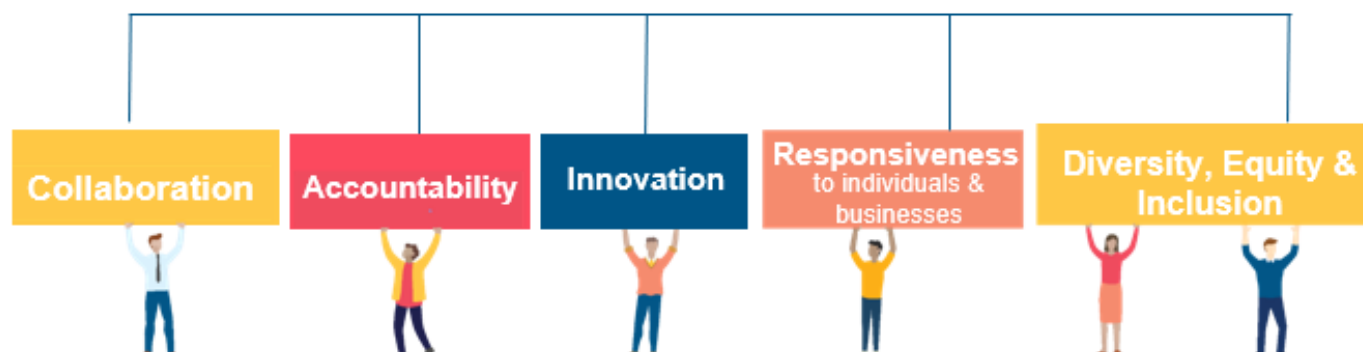
SHARED VISION

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

MISSION

The 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



Role of the WDBVC

We explain the role of the WDB to stakeholders using the simple framework below:

1. **Support workers and job seekers**, especially those with barriers to employment
2. **Support employers in the region.**
3. **Identify regional workforce needs**
4. **Build collaboration across the region** to address regional needs, reduce duplication of efforts, and streamline services

STRATEGIC PRIORITIES

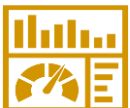
The WDBVC identifies strategic priorities every two years during annual strategic planning. Then in the in-between years, the Board reviews progress toward the intended goals and identify key milestones needed to achieve these goals. The Board also identifies any necessary course corrections or additional priorities based on the current regional needs. For example, this fall, the Board spent a lot of time discussing how we effectively come out of COVID stronger and ensure that our regional economy and the employees and employers that support it have what they need to thrive. Due to this, we made a few adjustments to our priorities to align them with the needs we see as we come out of the COVID-19 pandemic.



Increase support to job seekers with barriers to employment by analyzing number served, services provided, and needs of the region, and implement structures that best support the accomplishment.



Develop and implement a regional Information & Communications Technology Work Based Learning pathway.



Expand the performance dashboard that tracks customers served by all WDBVC programs (by looking at diversity, location of services, labor market information, etc.)



Develop a marketing strategy to expand awareness of WDBVC services and resources to job seekers and employers across the region.



Expand employer engagement to support employers in region who need a ready workforce and place job seekers.



Analyze the WDBVC board governance and legal structures to ensure optimal function and strategic positioning.



Embed Diversity, Equity, and Inclusion (DEI) throughout existing policies, programming, and representation (by reviewing service delivery, outreach, WDBVC for composition, etc.) and bring forward any necessary revisions in these areas.

2022-2023 STRATEGIC OBJECTIVES, STRATEGIES AND TACTICS

The table below outlines how we plan to achieve the identified objectives.

Objectives (SMART Goals)	Strategies (<i>How</i>)	Tactics
1.) Increase support to job seekers with barriers to employment (by analyzing the number served, services provided, and needs of the region, and implement structures that best support the accomplishment)	<ul style="list-style-type: none"> • Use GIS mapping to identify where WDBVC services are provided and who receives services compared to the demographic need • Research and analyze best practices in providing job seeker services (including program structures, services provided, contracted vs. non-contracted, number of AJCCs, location of AJCCs, virtual services provided, etc.) • Identify ways to ensure better worker supply in the region, including wrap-around supports for job seekers; affordable housing; transportation; health and childcare; and ways to combat fatigue and improve perceived job quality to increase support to job seekers. 	<ul style="list-style-type: none"> • Use Ventura County WORKS Hub data to track referrals • Improve collaboration with employers to hire job seekers • Improve collaboration and referrals to partners to address barriers to employment • Capturing walk-in and online data (How can we develop an accurate picture of the number served and not just those input into CalJOBS) • Develop a Job Seeker Advisory Council to hear from job seekers about how to support them better and reduce barriers to employment • Assess if Ventura County has sufficient starter jobs • Assess if CalJOBS can be used to track better whom we serve or if we need a different CRM to access services across all partners
2.) Develop and implement a regional Information & Communications	<ul style="list-style-type: none"> • Continue to convene the Work-based Learning Consortium every other month to solidify regional work-based learning processes and partnerships 	<ul style="list-style-type: none"> • Develop an ICT employer engagement strategy • Encourage alignment of college advisory groups

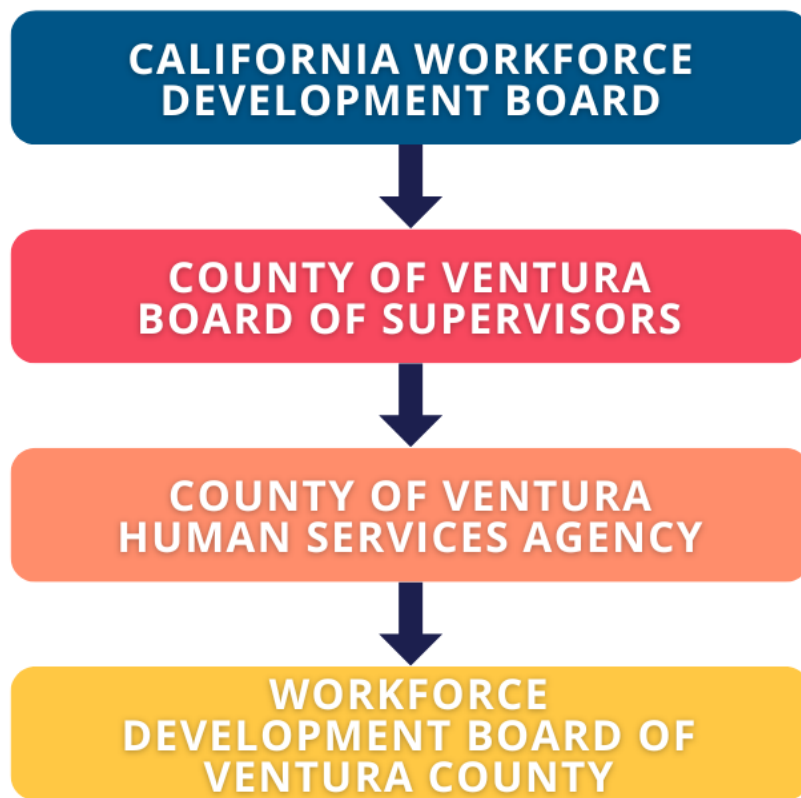
Technology Work-based Learning pathway	<ul style="list-style-type: none"> • Explore the creation of an ICT pre-apprenticeship and apprenticeship • Integrate funding across the region, collaboratively apply for new funding, and allocate resources where they are most needed. (EG: align CC strong workforce funds, adult education providers, chambers, cities, K-12 CTE funding, ARPA, etc.) 	<ul style="list-style-type: none"> • Map all ICT educational offerings and WBL, and identify gaps • Develop strategies for employers to connect with K-12 and CCs to develop experiential learning easily • Develop strategies to expand ICT internships and employer WBL partnerships
3.) Expand the performance dashboard that tracks customers served by all WDBVC programs (by looking at diversity, location of services, labor market information, etc.)	<ul style="list-style-type: none"> • Identify additional metrics to track (E.g., who we serve, where services are provided, etc.) and contracting with a business intelligence provider to present more detailed data • Develop a public-facing performance dashboard • Develop ways to use data to identify future regional labor market trends proactively. (EG: Convene a data collaborative (use COE LMI data to support employers better, identify employers entering the region, etc.) 	<ul style="list-style-type: none"> • Intentionally use LMI data by developing a holistic, year-round way to use data and contract with a labor market information provider • Use LMI data to better partner with cities and chambers to conduct workforce projection • Providing examples of outcomes related to who we typically serve
4.) Develop a marketing strategy to expand awareness of WDBVC services and resources to job seekers and employers across the region	<ul style="list-style-type: none"> • Continue the targeted marketing plan and outreach strategy for job seekers and employers • Continue the outreach plan to ensure that job seekers and employers in our region who most need and would most benefit from workforce services have a clear way to access them. <p>Completed:</p> <ul style="list-style-type: none"> ✓ <i>Rebrand the WDBVC</i> ✓ <i>Implement the marketing plan by releasing an RFP and contracting with a selected marketing vendor</i> 	<ul style="list-style-type: none"> • Attend Chamber Meetings to market services • Attend more existing community meetings • Create social media and email templates for Board and staff to share information using their accounts and networks • Collect success stories from job seekers and employers • Provide collateral and training to partners and Board so they can support outreach • Develop an Annual Report that highlights programs per page in a 10-15-page document that tells our impact story
5.) Expand employer engagement to support employers in the region who need a ready workforce and place job seekers	<ul style="list-style-type: none"> • Increase WDBVC direct relationships with employers and employer-serving organizations (meet with three employers per month and identify their needs) • Identify ways to address employers' need to improve worker supply in the region. 	<ul style="list-style-type: none"> • Train employer-serving organizations about what workforce services exist and cross-pollinate to serve customers better • Strengthen collaboration with City and County economic development and economic development organizations • Develop Business Profiles (the same way we developed job seeker profiles)

	<ul style="list-style-type: none"> • Explore how to integrate business services and employer engagement across partners • Continue providing HR Hotline • Continue providing in-person and virtual hiring opportunities through job fairs, job boards, etc. 	<ul style="list-style-type: none"> • Develop a list of WDBVC employers per priority sector to target and outreach (ensure inclusion of small businesses and larger employers) • Attend Employer Advisory Councils, chamber meetings, and other employer-focused meetings
6.) Analyze the WDBVC board governance and legal structures to ensure optimal function and strategic positioning	<ul style="list-style-type: none"> • Decide if a hybrid model should be developed to create more flexibility and opportunity <p>Completed:</p> <ul style="list-style-type: none"> ✓ <i>Research alternative business models for WDBs and conduct a cost-benefit analysis (e.g., auxiliary 501c3) to determine the business model that best serves the region.</i> ✓ <i>Present findings to the full Board</i> 	<ul style="list-style-type: none"> • Consider reconvening the Ad-Hoc Committee to look at governance structures and the hybrid model. Bring back information to the Executive Committee and the full Board
7.) Embed Diversity Equity and Inclusion (DEI) throughout existing policies, programming, and representation (by reviewing service delivery, outreach, and WDBVC composition) and bring forth necessary revisions	<ul style="list-style-type: none"> • Evaluate current service delivery to workers facing barriers (including technology access) • Embed DEI metrics into the WDBVC dashboard (Goal #1 and Goal #3) to evaluate whom we are serving and who needs to be served in our region • Evaluate current outreach and marketing strategy to ensure it targets those most-in-need • Continue reviewing WDBVC board member composition • Continuing affirmative outreach to ensure equal access to programs and activities 	<ul style="list-style-type: none"> • Create a Board Development Plan that identifies goals to ensure diversity, equity, and inclusion in the recruitment of future members • Reach out to and partner with diverse business organizations (e.g., small businesses of color, NAWBO, etc.) • Conduct a Job Quality Survey to communicate levels of job quality opportunities to the workforce and the public. • Provide just-in-time DEI training to board members, contractors, partners, and stakeholders

HOW THE WIOA ONE-STOP SYSTEM WORKS

The Ventura County Board of Supervisors is the governing body that oversees the County's Human Services Agency. The Workforce Development Board of Ventura County (WDBVC) activities are embedded. The WDBVC is a separate, independent board appointed by the Board of Supervisors. It 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 they must enter into a Memorandum of Understanding (MOU).



II. METHODOLOGY AND OUTREACH

The WDBVC is committed to building and nurturing strong local partnerships and collaborating to design a workforce system that creates upward mobility opportunities for individuals to meet and anticipate the needs of employers while advancing the local economy. Further, in 2020, the WDBVC voted to add diversity, equity, and inclusion priority to its previous strategic priorities list and to assess all of its efforts to ensure every WDBVC activity, from stakeholder outreach to client services to Board Member inclusion, is conducted with high equity standards.

This regional update was developed using various outreach and research methods to ensure that multiple perspectives were identified and heard across sectors and stakeholders. Some outreach was explicitly conducted to inform the Regional and Local plan updates. Additional outreach and stakeholder engagement was undertaken to assess portions of the WDBVC's services and inform this update. All outreach aimed to identify the strengths, challenges, existing collaborations, needs, and opportunities within the Ventura County Workforce Development System.

Outreach conducted to give direct input on the Regional and Local Plan Updates:

1. **Job Seeker Forum** – December 5, 2022
2. **Business and Industry Round Table** – December 13, 2022
3. **Continuum of Care meeting** – December 14, 2022
4. **WDBVC Board Strategic Planning** – October 20, 2022

Stakeholder Meetings and Engagement that informed this regional and Local Plan Update:

These existing meetings collected input and feedback that informed this plan.

5. **AJCC Partner Meeting** – This meeting focused on the needs of the AJCC System, regional needs, and the needs of justice-involved individuals
6. **Ventura County Reentry Council Meeting**
7. **1-1 Interviews with P2E Case Managers and contracted partner organizations**
8. **Work-Based Learning Consortium Meetings**- The Ventura County Work-Based Learning Consortium is a cross-sector working group of employers, educators, community-based organizations (CBOs), government, and labor, that collaborates to develop a regional vision for Work Based Learning and create sustainable aligned systems for building and strengthening regional career pathways that meet the needs of Ventura County employers and jobseekers. The Ventura County Work-Based Learning Consortium is the “umbrella” working group of the sector working groups of the WDB and provided significant input for this regional update.
9. **Sector Work Groups of the WDBVC**- The WDBVC has a few Sector work groups that meet monthly to build sector initiatives, collaborate, and leverage collective resources. Current Sector work Groups include:
 - Manufacturing

- Clean Green Industries
- Healthcare
- ICT and professional Services

III. REGIONAL PARTNERS

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

Workforce Development Board of Ventura County Membership

Organization	WIOA Category
Brighton Management	Business
Haas Automation	Business
Jaxx Manufacturing	Business
Kinamed	Business
Milgard Manufacturing	Business
Reiter Affiliated Companies	Business
Un1tee	Business
Manpower	Business
Ventura Pacific Company	Business
Hi-Tech Engineering	Business
Action Human Technologies, LLC	Business
Meissner Filtration Products	Business
Sespe Consulting, Inc	Business
Tri-Counties Central Labor Council	Workforce
Laborers' International Union of North America (LIUNA)	Workforce
UFCWU, Local 770	Workforce
The Arc of Ventura County	Workforce
International Union of Operating Engineers, Local 12	Workforce
California State University, Channel Islands	Education & Training
Ventura County Community College District	Education & Training
Ventura Adult & Continuing Education	Education & Training
City of Simi Valley	Government, Economic Development, Community Development
Economic Development Collaborative	Government, Economic Development, Community Development
Employment Development Department	Government, Economic Development, Community Development
Department of Rehabilitation	Government, Economic Development, Community Development
The Port of Hueneme	Non-voting
Area Agency on Aging	Non-voting

Workforce Development Board of Ventura County AJCC MOU Partners

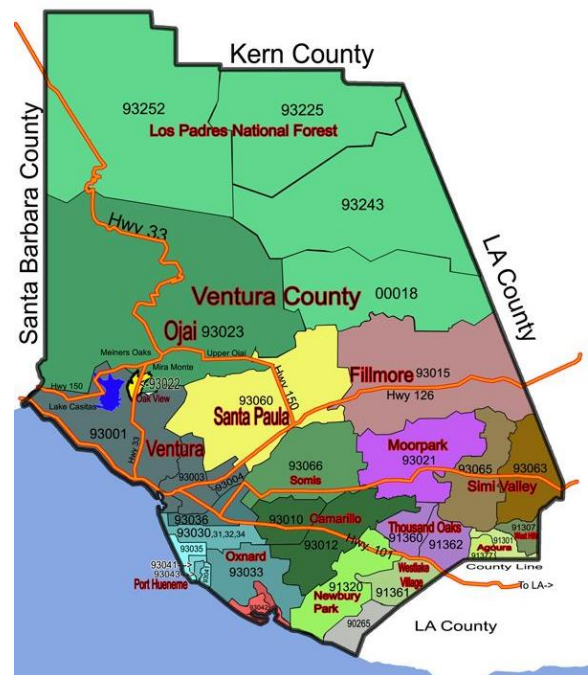
- County of Ventura Human Services Agency
- Goodwill Industries of Ventura and Santa Barbara Counties
- Ventura Adult and Continuing Education (VACE)
- Oxnard Adult School
- Conejo Adult Education
- Employment Development Department
- Department of Rehabilitation
- Career and Technical Education at Ventura County Office of Education
- Area Agency on Aging
- Los Angeles Job Corps
- Southern California American Indian Rescue Center
- Center for Employment Training
- Community Action of Ventura County
- Housing Authority of the City of San Buenaventura
- Salvation Army
- Simi Institute

IV. ANALYTICAL OVERVIEW OF THE REGION

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

A. REGIONAL ECONOMIC CONDITIONS

Ventura County stretches 43 miles of Southern California coastline, covers 1,840.8 square miles, and is home to 839,784¹ people. Ventura County is the 12th most populous county in California out of 58 counties. The Ventura County RPU is bounded on the north by Santa Barbara County, on the northeast by Kern County, on the southeast by Los Angeles County, and west by the Pacific Ocean. There are ten incorporated cities in the Ventura County Region: Camarillo, Fillmore, Moorpark, Ojai, Oxnard, Port Hueneme, Santa Paula, Simi Valley, Thousand Oaks, and Ventura. The WDBVC is one of three WDBs with one Regional Planning Unit, and one Workforce Development Board represented in 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 and counties containing multiple workforce boards.



Economic Overview

Ventura County has a regional economy valued at over \$46,597,738 billion in current-dollar GDP². According to the Bureau of Economic Analysis, this GDP is ranked 13th in the state. The County has a broad economic base that includes the in-demand sectors of healthcare, biotechnology, manufacturing, construction, Global trade, transportation, logistics, and agriculture. There is also a large number of Information and Communication Technology firms and professional services providers in the region, many of which provide remote services. The county contains Port Hueneme, an important deep-water trade port and a significant military naval base in addition to these sectors. The County's economy has traditionally depended on goods-producing sectors such as Mining, Agriculture, and Manufacturing. However, industries such as Healthcare and Public Administration, Construction, and Professional, Scientific, and Technical Services have been rising in recent years.

Continuing Impact of the COVID-19 Pandemic:

The Ventura County economy, like every other region in the nation, has experienced economic declines due to the COVID-19 Pandemic and the resultant decrease in hiring due to stay-at-home orders, social masking, and a reduction in retail and social settings. This, paired with the slowing

¹ U.S. Census Bureau (2021). American Community Survey 1-year estimates. Retrieved from Census Reporter Profile page for Ventura County, CA <<http://censusreporter.org/profiles/05000US06111-ventura-county-ca/>>

² Bureau of Economic Analysis, 2022. Retrieved from <https://apps.bea.gov/regional/bearfacts/action.cfm?geotype=4&fips=06111&areatype=06111>

economy, rising gas prices, and inflation, has contributed to increased unemployment and new barriers for low-income job seekers and businesses trying to seek employees.

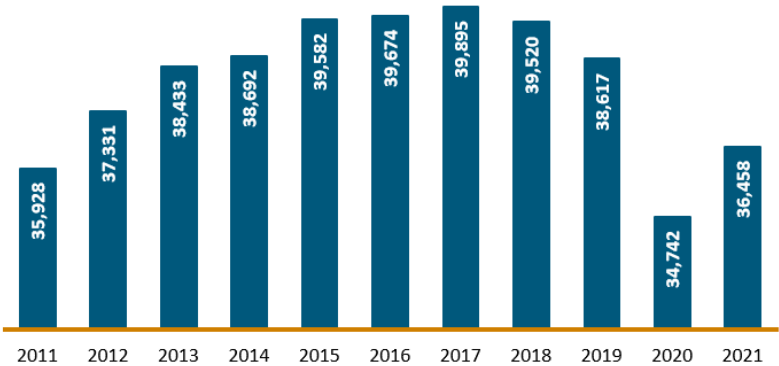
While Ventura County residents have higher annual incomes than most Counties in California, the population includes well-educated, comfortably housed, and well-employed individuals and another group disconnected from work, facing housing instability and insecure employment.

Despite its large wealthy, and well-educated population, Ventura County's economy is doing worse than all six of the southern CA counties to its south. This sluggish economy is characterized by weak job growth, a shrinking population, and high housing costs, leaving the region relatively ill-prepared for continued inflation or a recession that most experts see on the horizon.³ According to a Southern California Association of Governments, "Though the county economy has recovered from the COVID-19 pandemic recession of 2020, the principal issue indicative of many coastal counties in the state is the struggle to fill thousands of open jobs. Total employment has not yet returned to pre-pandemic levels. The looming recession will impact the labor market in 2023..."⁴

The California Labor Market Information Division's (LMID) November 2022 report shows a rise in the Ventura County unemployment rate, from 3.4% in October to 3.7% in November. While this is a meager rate, Ventura County typically sees a spike in Holiday Retail hiring.⁵ Table 1 at the right below shows the retail hiring over the past decade. This chart is an excellent example of how the COVID-19 pandemic impacted and continues to impact the region.

The COVID-19 also pandemic increased the digital divide and led to a surge in the use of digital technologies. This has exacerbated the discrepancy in digital skills and pushed us to identify new ways to serve those in need. Unfortunately, the rise in remote work requires more workers to have digital skills, and many low-income minority individuals have neither digital skills nor access to reliable internet to attain those opportunities.

Table 1: Ventura County Retail Employment



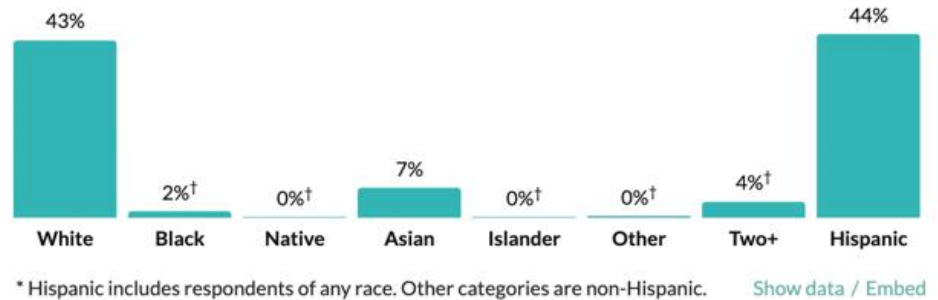
B. POPULATION & DEMOGRAPHICS

According to the most recent U.S. Census Bureau, the total population of Ventura County is 839,784 that live over 1840.8 square miles, with approximately 462.2 people per square mile. The population's median age is 39, higher than the rest of the state. Additionally, the county's age distribution is 22% under 18, 61% ages 18-64, and 17% of the population 65 and over.

³ 13th Annual Southern California Economic Summit, Resourcing the Region, Regional Briefing Book, Southern CA Association of Governments. December 2022
⁴ Ibid 1
⁵ LMI Minute (November 2022). EDD, Labor Market Info Division, Los Angeles Central Coastal Area

The racial composition of Ventura County indicates that the majority of the population is Hispanic, at 44%, with white as the next largest race at 43%. Additionally, the region comprises 7% Asian, 3% Black, and 3% of individuals who report more than two races Table 2 shows this graphically.

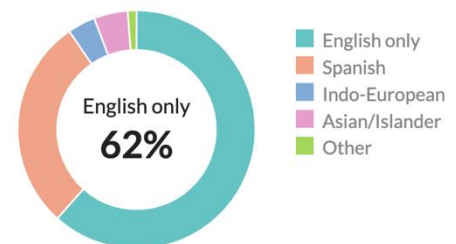
Table 2: Ventura County Race and Ethnicity



English as a Second Language (ELL)

While 62% of residents ages eighteen and over speak English within Ventura County, Spanish speakers account for 29%, and 38.6% of the population speak a language other than English at home.⁶ The number of foreign-born residents is 180,340.

Table 3: Language at home, adults 18+



Income and Socioeconomic Status

The median household income in Ventura County is high at \$96,454, which is around 10% higher than the state average. The per capita income is \$42,913. Additionally, the poverty rate in the region is meager at 8.8%, which is two-thirds lower than the state⁷. However, the COVID-19-related recession and housing costs have increased, with more people from the L.A. area purchasing homes in Ventura County. Due to this, an essential segment of the population struggles to secure affordable housing, jobs that pay a living wage, food, and other basic amenities.⁸

Hard-to-Serve Priority Populations

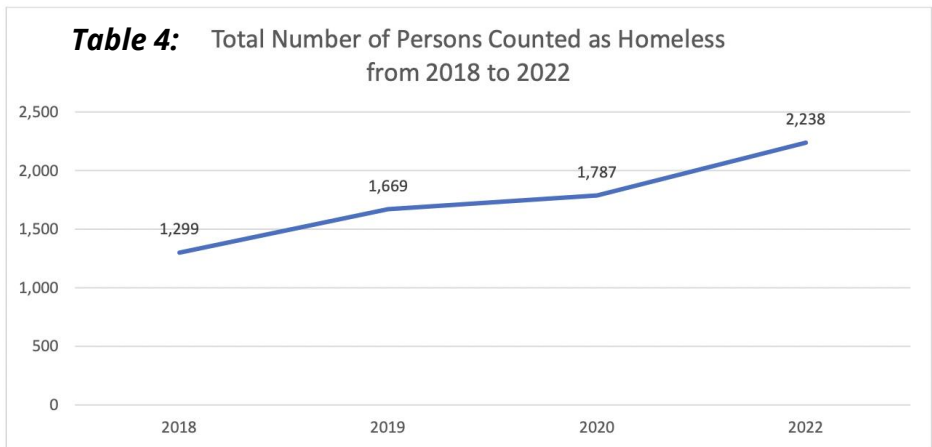
Individuals Experiencing Homelessness:

⁶ U.S. Census Bureau (2021). *American Community Survey 1-year estimates*. Retrieved from *Census Reporter Profile page for Ventura County, CA*. Retrieved from <https://censusreporter.org/profiles/05000US06111-ventura-county-ca/>

⁷ Ibid 1

⁸ State of Ventura County's Economy. Center for Economic Research and Forecasting, Cal Lutheran University. Retrieved from https://www.clucrf.org/files/2020/10/2020VC_EconomyForecast_final.pdf

In 2022, Ventura County experienced a considerable increase (25.2%) in the percentage of adults and youth experiencing homelessness compared to 2020.⁹ Table 4 to the right shows this increase due to several factors, including COVID-related job loss and hardship, cost of living in Ventura County, lack of affordable housing, and the digital divide that pushed people out of jobs in the past few years.



Opportunity Youth: The percent of youth ages 16-24 that are neither working nor in school is 6%¹⁰.

Veterans: The number of Veterans increased in 2021 from 34,837 to 35,812, which is approximately 25% higher than the rate in California¹¹. This is due to the existence of the Naval base.

Justice-Involved: Up-to-date demographic information about the number of justice-involved individuals in a region is difficult to access without comprehensive data-sharing agreements with the CDCR and local law enforcement. The WDB attained such data in 2019 while completing the P2E strategic plan.

In 2019, Ventura County had 32,393 Justice-Involved Adults and 1,168 Justice-Involved Youth.¹² Most Justice-Involved individuals in Ventura County are adults between the ages of 25 and 50 (66%), followed by 18–24-year-olds (16%). These two age groups represent individuals of prime working-age who may serve as a potential source of employees for local businesses looking to address labor shortages.

In the Spring of 2022, we evaluated our P2E grant. We identified the below-updated demographics for youth and adults in diversion, on probation, and in facilities in Ventura County.

Youth Demographics

- **549 Justice-involved youth in diversion, on probation, and in facilities in Ventura County.** This includes youth who are: Awaiting their court date, during which cases are often dropped, and youth are released, and youth who reside in another county awaiting pick up and transfer.)

⁹Ventura County Homeless Count and Subpopulation Survey (2022). Continuum of Care Alliance. Retrieved from <https://s33020.pcdn.co/wp-content/uploads/2021/03/VC-2022-Homeless-Count-Report-FINAL.pdf>

¹⁰ County Health Rankings, 2022. <https://www.countyhealthrankings.org/explore-health-rankings/california/ventura?year=2022>

¹¹ Ibid 3

¹² P2E Strategic Plan, 2019

- **54% of detained and incarcerated youth are TAY.** (35 out of 65 Ventura County youth in facilities are Transition Aged Youth.)
- **>80% of all justice-involved youth in Ventura County are Hispanic/LatinX**
- **Hispanic/LatinX and African American youth are vastly overrepresented in the population on probation compared to their proportion of the general population.** African-Americans comprise 2% of the County population but account for 5% of the youth on Probation. Hispanics/Latinos comprise 43% of the County population but account for over 80% of youth on Probation.¹³

**Table 5: Race of Youth on Probation in Ventura County
in Proportion to Countywide Proportion of the Population**

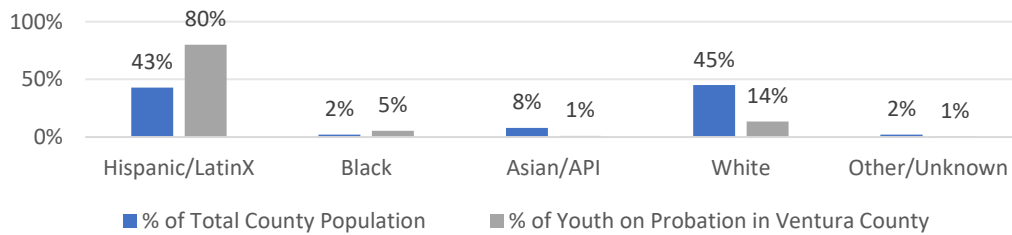


Table 6: Justice-Involved Youth Population in Ventura County

	Youth in Diversion		Youth on Probation		Youth in Facilities		
	Point in time data March 9, 2022				Data from January 1, 2021		
	#	%	#	%	Serving Commitment (for a period of time)	In Detention (awaiting trial for a few days)	Booked & Awaiting Trial or Transfer
Total (N)	107		377		*39	*26	*465
Sex							
Male	68	64%	307	81%	394		
Female	39	36%	70	19%	134		
Unknown				0%	2		
Race							
Hispanic/LatinX	93	87%	302	80%	428		
Black	0	0%	20	5%	37		
Asian/API	0	0%	2	1%	4		
White	12	11%	51	14%	53		
Other/Unknown	2	2%	2	1%	8		
Age							
<15	38	36%	27	7%	87		
15-17	61	57%	160	42%	324		
18-24	8	7%	190	50%	118		

**Due to COVID, all youth are being housed in the detention facility as it has more capacity and provides sufficient space to provide every youth their own room rather than sharing a room on the commitment side.*

¹³ US Census Bureau Quick Facts, Ventura County Population Estimates July 1, 2021. Retrieved from: [U.S. Census Bureau QuickFacts: Ventura County, California](https://www.census.gov/quickfacts/ventura-county-california)

Adult Demographics

The number of Adults on Probation

The number of adults on probation has decreased significantly to 5,193 from over 8,000 in 2019. This is primarily due to three legal and legislative changes, including:

- Proposition 47 reduced many crimes to misdemeanors that do not mandate supervision.
- AB1950 limited the amount of time someone could be on probation. For example, most individuals with a felony charge are now placed on probation for two years versus 3-5 years before the passage of AB190.
- Ventura County courts no longer place first-time DUI charges on formal probation. This adjustment reduced the number of adults on formal probation by over 1,000.

Table 7: Number of Adults on Probation (Data Snapshot 2-17-22)

Supervision Type	Total	Gender		Race				
		Female	Male	Hispanic/ LatinX	Black	Asian/API	White	Other/ Unknown
PRCS	566	40	526	362	26	10	151	17
MS	452	83	369	261	24	11	126	30
Formal	3,954	730	3,224	2,384	182	50	1,156	182
Mental Health Pretrial Diversion	61	19	42	19	4	1	30	7
Pretrial	160	48	112	81	7	3	63	6
Total on Formal Probation	5,193	920	4,273	3,107	243	75	1,526	235
% of Total		18%	82%	60%	5%	1%	29%	5%

Table 8: Number on Adults on Parole

# Adults on Parole and Under State Supervision	Total	Gender	
		Female	Male
Total on Parole	765	58	707
# in Diversion by CDCR	118		
# to be Released from State Prison in 2022 to Ventura County**	82		

**** unable to filter all Ventura County Inmates that are currently incarcerated in the Prisons.**

C. WORKFORCE TRENDS

Employment Data

The county's level of economic opportunity is limited for new workers looking to enter the labor force. The economy is growing at a sluggish pace, and new jobs being added are mostly low-skill. These low-wage positions do not offer adequate compensation to afford the high cost of living in the area. Ventura County's economic growth rate since 2013 is among the lowest in the state.¹⁴

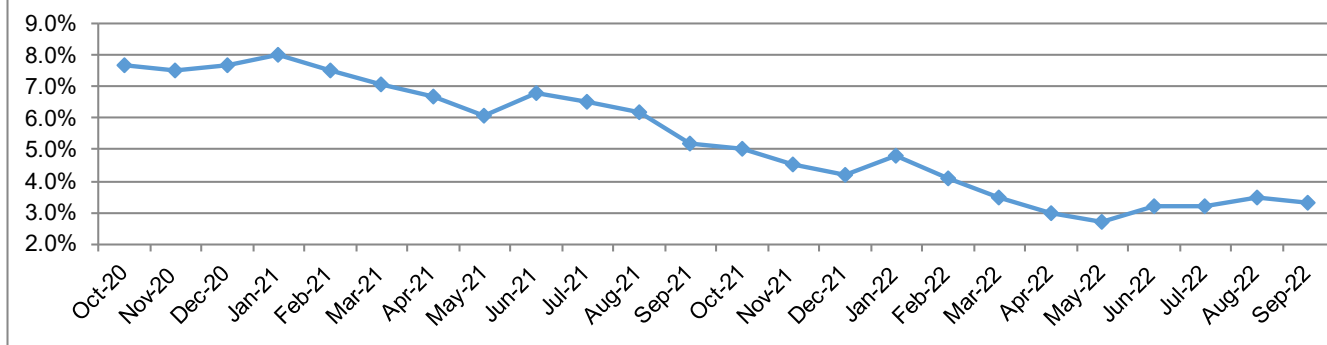
Labor Force Participation

Ventura County's total labor market includes 413,700 people, 400,200 employed and 13,500 unemployed¹⁵. The unemployment rate spiked at the onset of COVID-19 but has been slowly increasing. The unemployment rate in Ventura County was 3.3 percent in September 2022, down from a revised 3.5 percent in August 2022 and below the year-ago estimate of 5.2 percent. This compares with an unadjusted unemployment rate of 3.7 percent for California and 3.3 percent for the nation during the same period.¹⁶

Table 10:

Labor Force Data (September 2022)	
Civilian Labor Force	413,700
Employment	400,200
# Unemployment	13,500
Unemployment Rate	3.3%

Table 11: Unemployment Rate Historical Trend



Education and Skill Levels

The distribution of educational attainment in Ventura County is relatively evenly distributed, with most of the population having some college¹⁷. Table 1 below shows that 34.7% of the population has a Bachelor's or advanced degree. This is slightly lower than the statewide average of 36.2% in California¹⁸.

¹⁴ 2019 State of the Region Report. Ventura County Civic Alliance. Retrieved from: <https://civicalliance.org/wp-content/uploads/2019/07/2019-State-of-the-Region-Report-Final-Web-1.pdf>

¹⁵ U.S. Department of Labor. (2022, October). Economy at a Glance: Oxnard-Thousand Oaks-Ventura, CA. U.S. Bureau of Labor Statistics. Retrieved December 5, 2022, from https://www.bls.gov/eag/eag.ca_oxnard_msa.htm

¹⁶ Ventura County Labor Force and Industry Employment Summary, EDD, September 2022

¹⁷ Ibid 1

¹⁸ Ibid 1

Table 12: Ventura County Population by Minimum Level of Education

Educational attainment

84.7%

High school grad or higher

about the same as the rate in California: 84.5%

a little less than the rate in United States: 89.4%

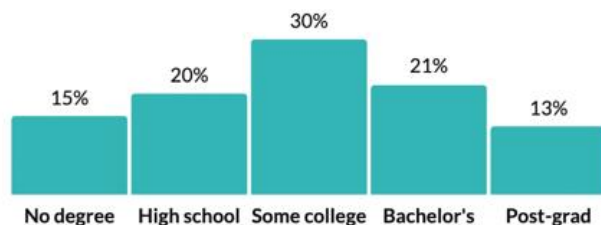
34.7%

Bachelor's degree or higher

a little less than the rate in California: 36.2%

about the same as the rate in United States: 35%

Population by highest level of education



* Universe: Population 25 years and over

[Show data / Embed](#)

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

- 16.7% of 2020/2021 in Ventura County did not graduate with their classmates but are not all considered dropouts.
- The 2020/2021 countywide dropout rate is 7.1%, increasing over the 6% rate in 2018/2019.
- 47.9% of graduating students in 2020/2021 met the UC/CSU requirements for admission to a 4-year college or university.¹⁹

D.EMPLOYER TRENDS & INDUSTRY DEMAND

Industry Demand- Top Industries By Number of Jobs

Table 13 below shows industries in Ventura County by the number of jobs in each sector. The largest industry in Ventura County is government, followed by health care, social assistance, and retail trade. Local government positions make up 33,944 of the 49,943 jobs in the government category. Federal government jobs comprise 13,944 jobs, leaving 2,410 jobs related to state government. Agriculture, forestry, fishing, and hunting have a far more significant proportion of employment than average for similarly sized regions, with the majority of those jobs in crop production.²⁰

¹⁹ California Department of Education. (n.d.). Ventura County. Education Data Partnership. Retrieved November 5, 2022, from http://www.ed-data.org/county/Ventura/ps_MjYzNjc%5E

²⁰ Lightcast, December 2022 Data

Table 13. Ventura County Industries by Number of Jobs, 2022.

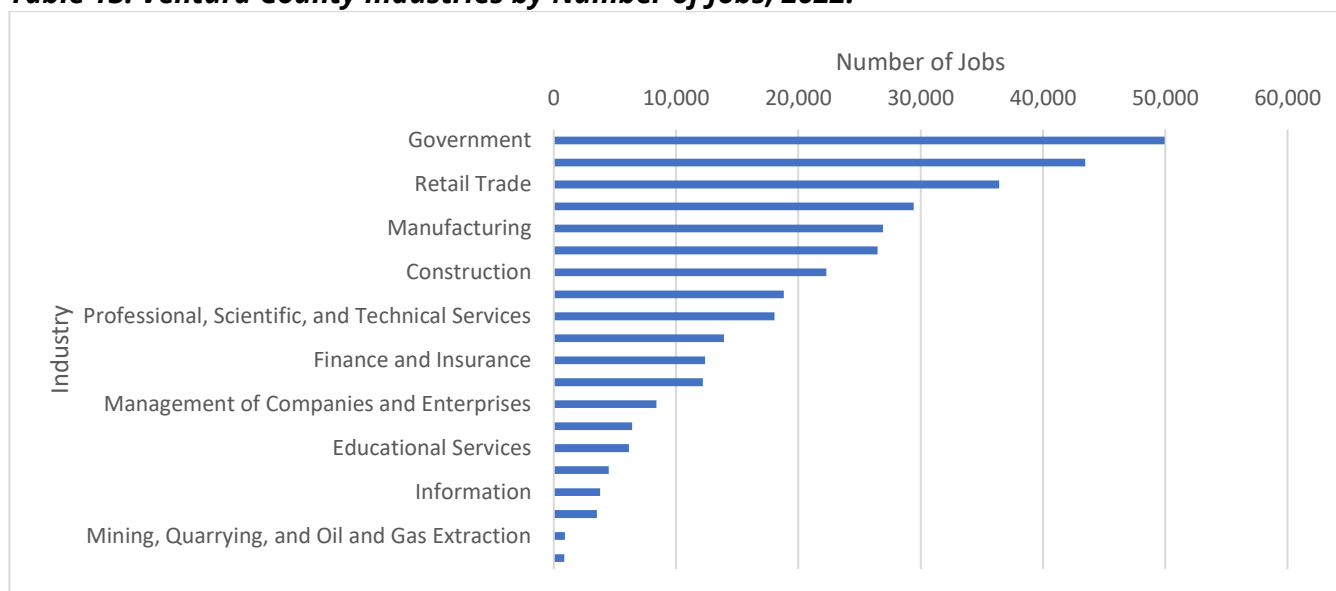


Table 14 shows a more granular breakdown of Ventura County industries.

Table 14: Top 10 Sub-Industries in Ventura County by Number of Jobs, 2022.²¹



Table 15 below shows the percent change in the number of jobs over the last five years in top industries where the loss or gain was a minimum of 100 jobs. The percent loss in jobs is shown in red, and the percent increase in jobs is shown in blue. The most significant percent increase was seen in management of companies and enterprises, with an increase of 6,109 jobs or 268%. The tremendous loss of jobs was in the arts, entertainment, and recreation industry, decreasing 1,359 jobs or 28%. This is likely pandemic-related. Between 2018 and 2019, there was an overall increase of 9% in arts, entertainment, and recreation jobs, followed by a 33 percent drop between 2019 and 2020. This fluctuation is also likely pandemic related as recreation and arts opportunities “opened up” and then closed back down.

²¹ Ibid 20

Table 15: Percent Change in Number of Jobs by Industry in Ventura County, 2017-2022 (minimum 100 jobs).²²

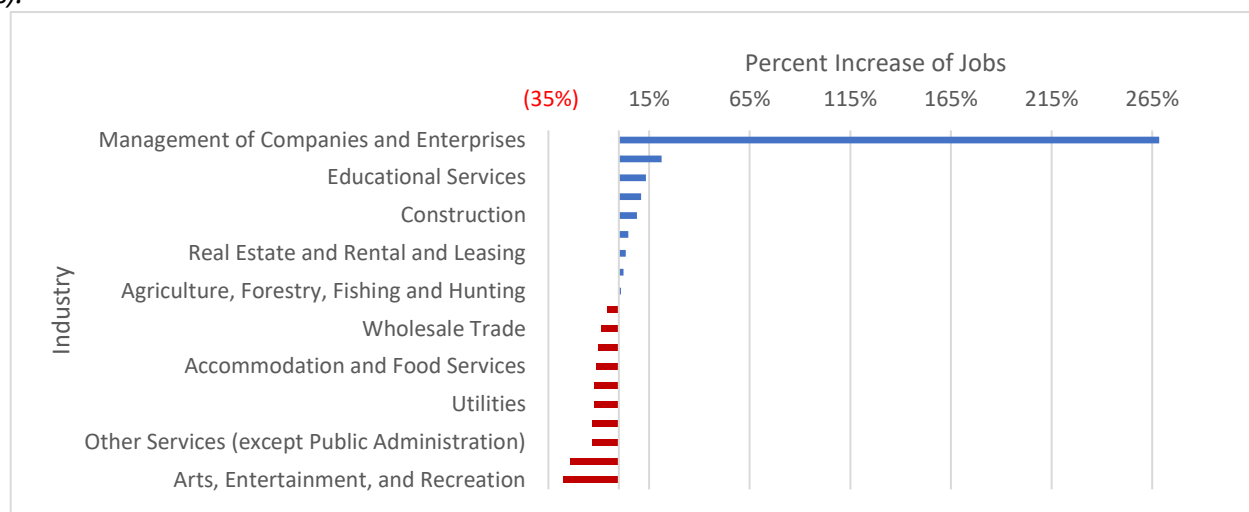
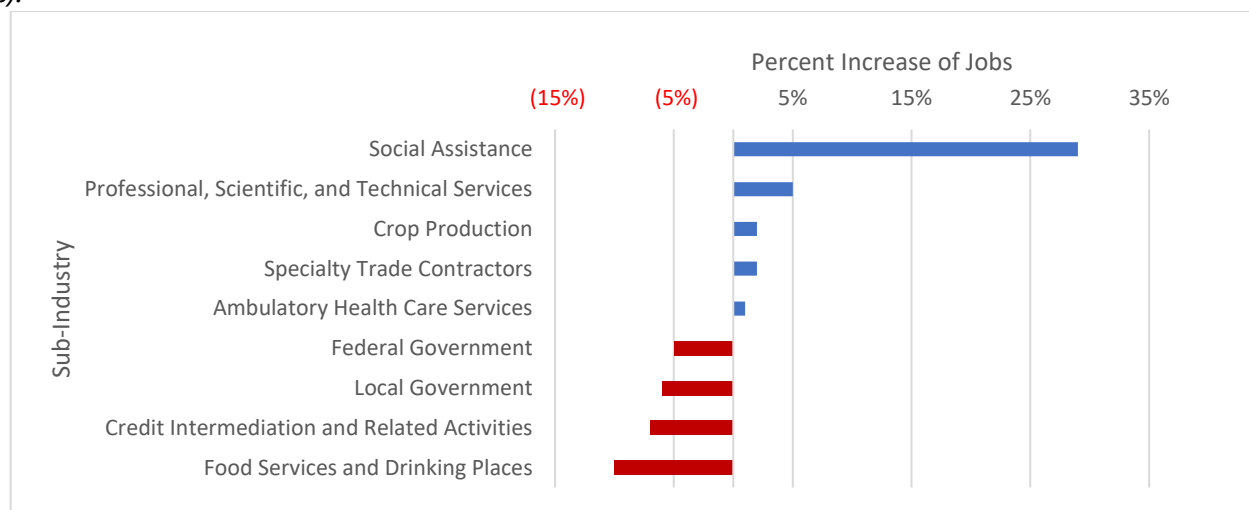


Table 16 shows the change in jobs for the top sub-industries in Ventura County, with the most significant percent increase found in social assistance.

Table 16: Percent Change in Number of Jobs by Sub-Industry in Ventura County, 2017-2022 (minimum 100 jobs).²³



Job Postings Over the Last 90 Days

Over the last 90 days, there were 26,828 unique job postings made in Ventura County (see Table 17), the largest number coming out of the biopharmaceutical company Amgen. Other top organizations posting jobs included Ventura County Community College District, HCA Healthcare, and Actalent.

²² Ibid 20

²³ Ibid 20

Table 17: Number of Unique Monthly Job Posts in Ventura County, October 2022 to December 2022.

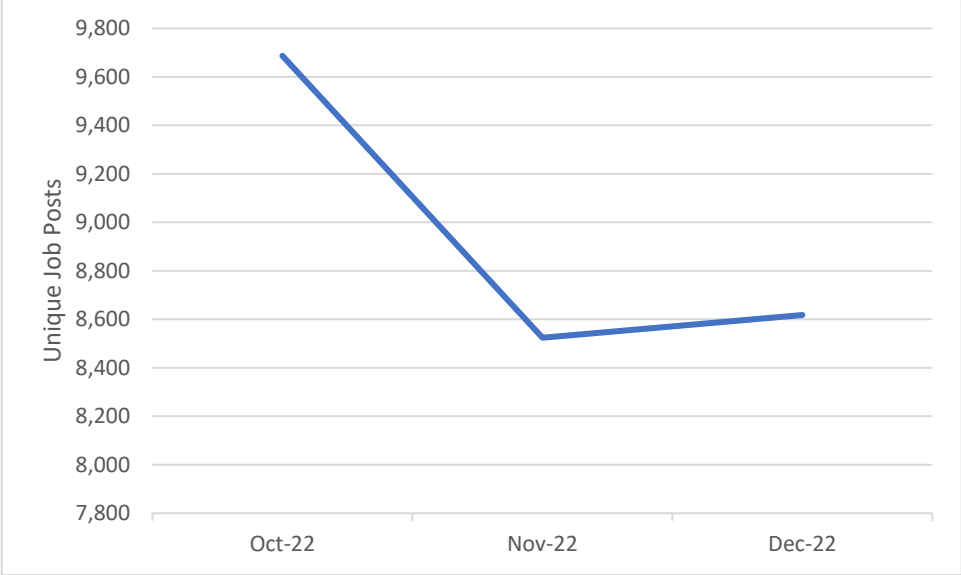
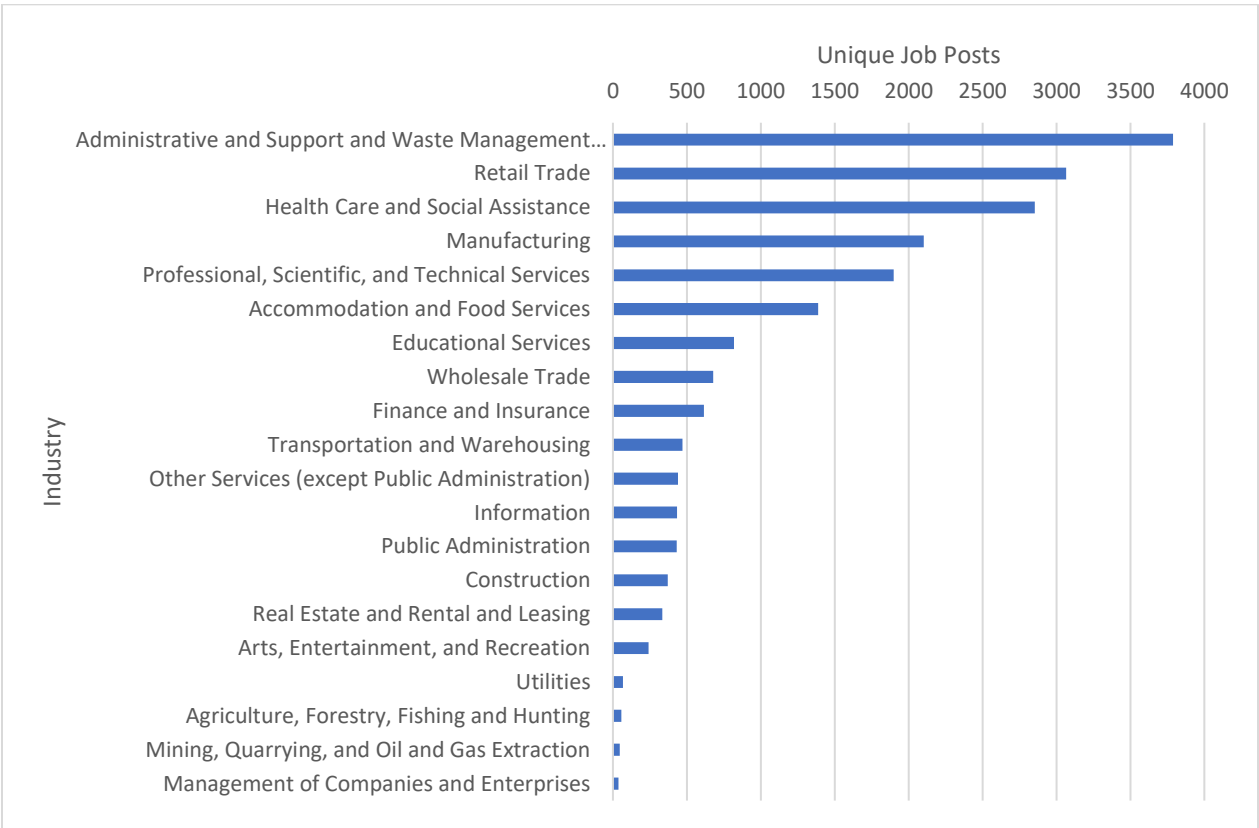


Table 18 shows the number of job posts in Ventura County by industry between October 2022 and December 2022. Administrative and Support and Waste Management and Remediation Services, Retail Trade, Health Care and Social Assistance, and Manufacturing were the industries seeing the unique job posting activity.

Table 18: Number of Unique Monthly Job Posts by Industry in Ventura County, October 2022 to December 2022.



Examined by occupation, Table 19 shows the most significant number of unique job posts in the healthcare industry where a disproportionate amount of demand is made up by healthcare diagnosing or treating practitioners and health technologists and technicians.

Table 19: Number of Unique Monthly Job Posts by Occupation in Ventura County, Oct.2022 to Dec. 2022.

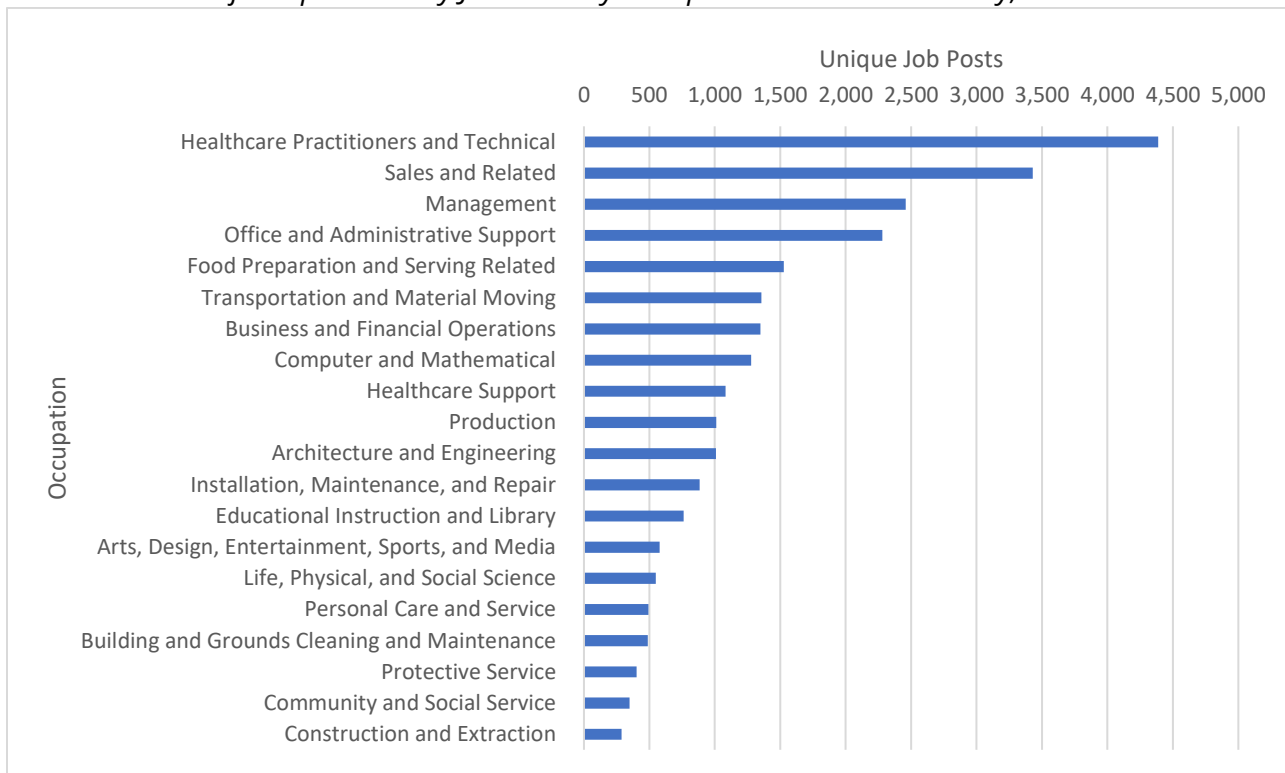


Table 20: Number of Unique Monthly Job Posts by Specific Occupation in Ventura County, Oct. 2022 to Dec.2022.



Employer Challenges

Ventura County employers face several challenges, including difficulty finding employees willing to not work from home, skills gaps, and a lack of childcare and housing for potential employees. The following challenges were identified during focus groups and stakeholder outreach.

CHALLENGES DUE TO UNDERLYING REGIONAL ECONOMIC AND ENVIRONMENTAL FACTORS

Lack of Employees- Many employers reported a labor shortage. This shortage is incredibly dominant in the retail and hospitality sectors that mandate employees go into a physical location to work. Some reasons for this shortage include: Many employees desire remote work; the cost of gas and rising inflation reduces the incentive to work low-wage jobs; lack of childcare; lack of affordable housing near retail centers increases transit costs to and from employers' place of work.

Digital Skills Gap- Many sectors are experiencing a digital boom and push toward automation. In some cases, this is making jobs irrelevant. However, in many, it creates new jobs that mandate new digital skills learning and application. Unfortunately, many prior blue-collar workers do not have the digital skills or access to relevant training to move into new jobs.

Wages in Ventura County do not match the cost of living- The County has a high cost of living and housing and limited high-paying jobs. Due to this, many people live in Ventura County but work outside of the County to maintain a salary that can fund the higher housing cost and live in Ventura County. Furthermore, most new jobs in the County are low-wage positions that cannot provide a living wage. This causes high levels of out-migration wherein more people are moving OUT of the county than into it.²⁴

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.²⁵

Sizeable homeless population- Soaring housing costs, minimal housing inventory, and displacement due to natural disasters such as the 2020 Thomas Fire contributed to the rise of the county's homeless population. In 2022, the County's homeless population increased by 25.2% over 2020 figures.

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

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

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

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

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

²⁴ State of California Employment Development Department, Labor Market Information Division, 2019. Retrieved From: <http://www.labormarketinfo.edd.ca.gov/>

²⁵ State of California Employment Development Department, Labor Market Information, 2019. Retrieved from: <http://www.labormarketinfo.edd.ca.gov>

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

Basic skills deficiencies- Basic skills deficiencies persist among all age groups, especially among youth and Spanish speakers. The skills gap in the region affects the bottom line for many industries. Businesses in the region have noted that skills gaps translate into slower growth, high on-the-job training costs, and lost productivity. Ultimately these businesses report an inability to compete and build a strong pipeline of workers.

E. REGIONAL INDICATORS

The WDBVC has prioritized Regional Indicator A, “Region has a process to communicate industry workforce needs to supply-side partners.” The WDBVC developed new benchmarks around developing feedback loops and communication strategies to increase the awareness and perception of the WDBVC brand among the region's businesses and job seekers and promote local-state collaboration while strengthening the WDBVC network. Over the past year, we have undergone extensive rebranding and marketing to ensure that we have a communications plan that is equitable, inclusive, and aligns with partners.

During RPI 3.0, we conducted a regional asset mapping process that identified many gaps in the existing continuum of work-based learning programming from K-12 through career. As a result, we asset-mapped all that exists and created an interactive online workforce resource guide. The guide streamlines resource identification and increases collaboration between partners in the region. The guide can be found here: <https://guide.workforceventuracounty.org/>

The WDBVC also identified the below strategies for each regional indicator in our annual strategic planning.

Regional Indicator	Strategies	Desired Outcomes	Evaluation Metrics
A)Region has a process to communicate industry workforce needs to supply-side partners.	<ul style="list-style-type: none"> Asset map existing resources, initiatives, and Conduct Extensive rebranding effort and create marketing collateral Develop targeted marketing campaign to those most in need Hire new Business outreach staff who can conduct community outreach and employer engagement Build and Expand Workforce Resource Guide Convene Work-Based-Learning Consortium Facilitate Sector work Groups Create and Use LMI data dashboard to build more transparent communication and support employer partners 	<ul style="list-style-type: none"> More job seekers and employers who need our support know about our services Partners understand resources in the region Work Based learning Consortium and Sector Work Groups sustain and grow and begin to develop initiatives 	<ul style="list-style-type: none"> # served Demographics of individuals served Workforce resource Guide is used and grows in function and use

B) Region has policies supporting equity and strives to improve job quality.	<ul style="list-style-type: none"> • Developed DEI Strategic Priority • Evaluate equity in access across the region using GIS Mapping and demographic assessment • Develop data dashboard that includes priority populations 	<ul style="list-style-type: none"> • # individuals served by AJCC by priority groups • % served in proportion to population demographics • Average wages • Develop job equity strategy 	
C)Region has shared target populations of emphasis.	<ul style="list-style-type: none"> • Target services to address homelessness given the immense increase in homelessness. • Expand on the progress made by the P2E initiative by providing services at partner locations such as the Day Reporting Center for probationers • Partner with the EDC to develop and deliver a Digital Upskilling Initiative to individuals with little to no digital skills • Build on the newly created Youth Apprenticeship at ACE Charter School. 	<ul style="list-style-type: none"> • Identify joint priorities across County, EDC, CBOs and local municipalities 	
D)Region deploys shared/pooled resources to provide services, training, and education to meet target population needs.	<ul style="list-style-type: none"> • Build and Expand Workforce resource Guide • Convene Work-Based-Learning Consortium • Facilitate Sector work Groups • Create and Use LMI data dashboard • Use the RERP Grant to build collaboration with CCs 	<ul style="list-style-type: none"> • Identify 1 new collaborative grant opportunity 	

Anticipated impacts tracking and evaluating the regionally agreed-upon metrics will have on the local workforce service delivery system.

Tracking and evaluating these metrics are directly aligned with our strategic priorities at the beginning of this document. We hope that by assessing these metrics, we will achieve the following:

- **Increase in accountability-** By tracking these Regional Indicator A metrics, we will be better equipped to identify the return on investment in energy, staffing, and funding, that we spend trying to reach our target populations. This, in turn, will allow us to prioritize our efforts to ensure that we get those individuals whom most need our support
- **Change in service strategies-** Our rebranding effort has already highlighted many inequities and inefficiencies in how we communicated industry and workforce needs to supply-side partners. Due to work by our contracted marketing consultant, we have developed new outreach methods that include social media, a podcast, and interactive dashboards that supply-side partners can use.
- **New partner engagement-** To better communicate with partners, we have hired two new employer engagement outreach workers who will build new relationships and build back relationships that were reduced during the pandemic. Some desired results include re-forced partnerships with the multiple local Chambers of Commerce, expanded partnerships with City Economic Mobility initiatives, and new partnerships with homeless service partners.

V. FOSTERING DEMAND-DRIVEN SKILLS ATTAINMENT

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

A. WDBVC's SECTOR PRIORITIES

The WDBVC is committed to developing research-based, needs-driven, collaborative sector initiatives. In October 2020, amidst the raging pandemic, the agency reassessed its previous sector initiatives and industry priorities.

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

In-Demand Industry Sectors

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



These include:

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

Through this process, the WDBVC Identified its new Industry Sector priorities, which include:

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

These five sectors have high regional demand, projected future demand, upward mobility opportunities, living wage jobs, and resistance to market shocks such as fires and COVID-19. Furthermore, these industries align with the SCCRC's Regional Priority and Emergent Sectors. And provide living wage opportunities and upward mobility. Given these additional variables, the WDBVC chose not to focus on Agriculture as a sector priority because there are not enough Middle Skill jobs directly associated with the sector. Even so, agriculture plays an integral part in the local economy and "feeds" many other industries in Ventura, such as Agricultural Manufacturing and Trade and Transportation; thus, the WDBVC plans to integrate the needs of the industry into Clean Green Initiative. Furthermore, the WDB does not list Construction as a priority, not due to a lack of demand, but rather due to a healthy marketplace in supply and demand that warrants focusing on these other sectors over Construction.

Sector Priorities



Clean Green Ventura County Cross-Sector Initiative

Ventura County is surrounded by mountains and sea and punctuated with agriculture and farmland. Many of the in-demand industries and occupations in the region depend on conserving and preserving these natural assets to continue thriving. Therefore, the WDBVC facilitates and maintains a Clean Green Cross-Sector Initiative.

This cross-sector initiative provides a platform for collaboration to protect and maintain Ventura County's natural assets while responsibly developing the economy around them. From this platform, the WDBVC seeks to proactively address responsible environmental regulations and the challenges posed for businesses, the detrimental impacts of climate change, and the need for 21st-century technologies in every industry if we are to innovate into the future responsibly.

In 2022 the Clean Green Initiative conducted intensive research in partnership with the COE to develop a Clean Green Jobs report to identify in-demand jobs and skills needed in the region and

proactively establish training programs and partnerships to fill those gaps. The information will be released in early 2023.

The focus of this initiative includes:

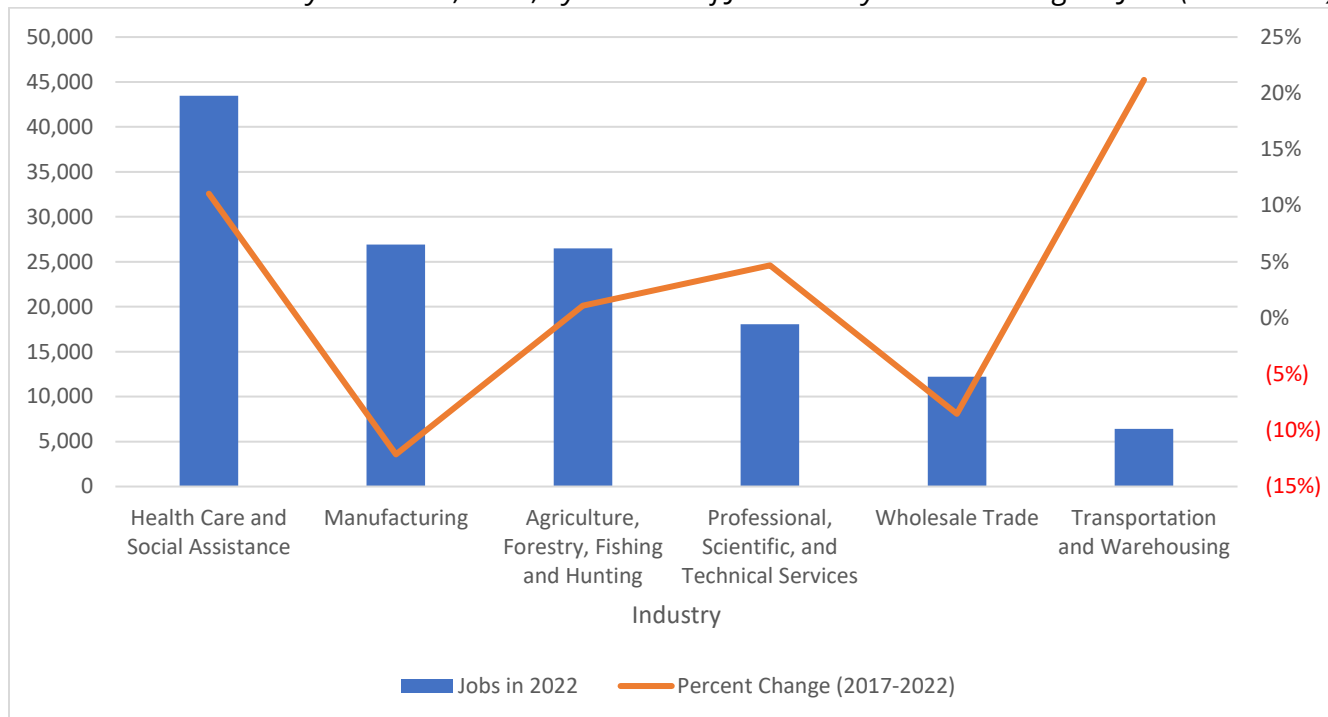
- Focus on jobs and training that will support environmentally sustainable business practices and legal compliance
- Engrain sustainability and green jobs across the County and into everything the WDBVC does
- Integrate and prioritize sustainability opportunities and needs into every sector priority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

B. IN-DEMAND INDUSTRY SECTORS

Overview of Five Industries of Interest

Table 21 shows a broad comparison of five industries. Columns represent the number of jobs, and the percent change in jobs between 2017 and 2022 is plotted above in orange.

Table 21. *Ventura County Industries, 2022, By Number of Jobs and By Percent Change In Jobs (2017-2022)*²⁶

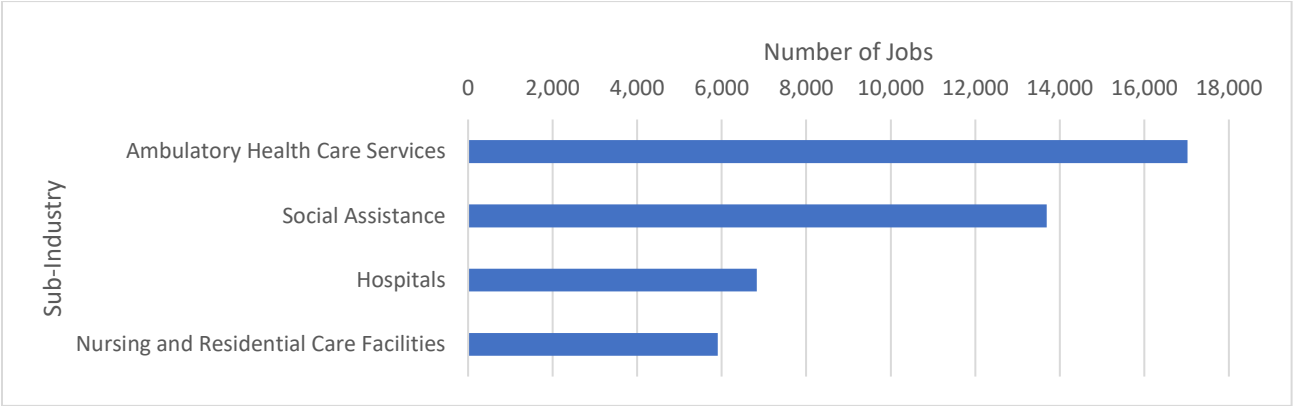


Health Care and Social Assistance

Health care and social assistance made up the most significant proportion of jobs in 2022. It has relatively low average earnings per job (\$67,927) compared to the lowest average in agriculture, forestry, fishing, and hunting (\$51,792). Between 2017 and 2022, there was an 11% increase in jobs (4,330), with the most considerable percent change in the lowest-paying sub-industry, social assistance. Most social assistance positions are within elder-care-related fields. Figure 10 shows a breakdown of the sub-industries by the number of jobs in 2022.

²⁶ Lightcast, December 2022

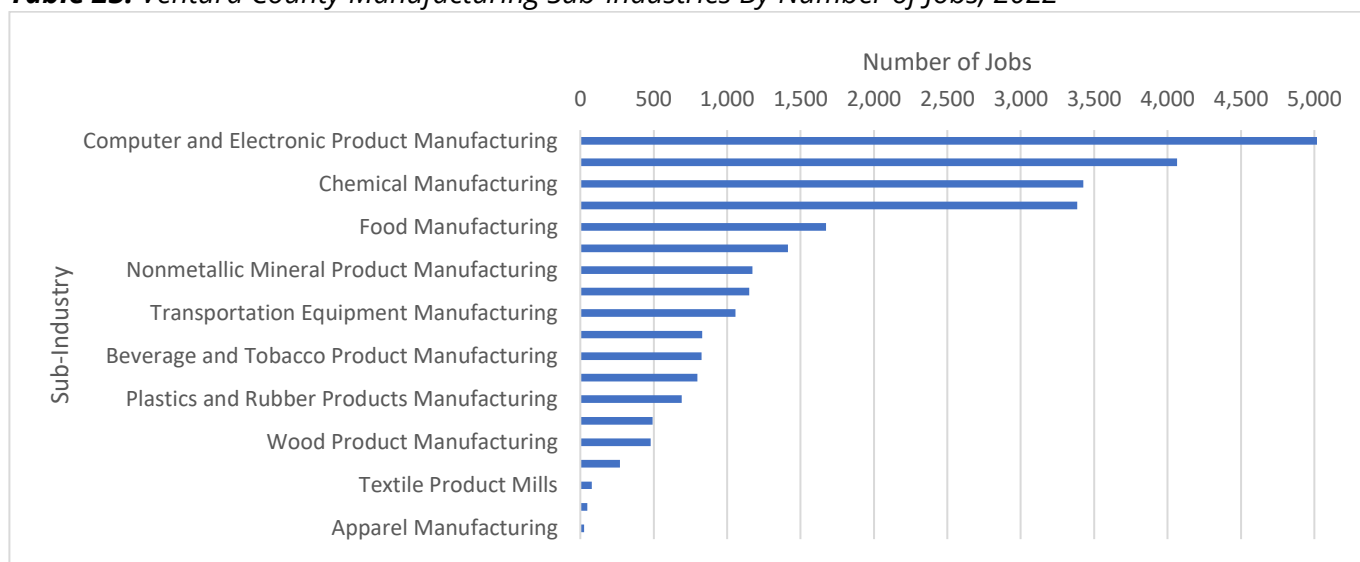
Table 22: *Ventura County Health Care and Social Assistance Sub-Industries By Number of Jobs, 2022*



Manufacturing

The manufacturing industry in Ventura County is average for a region of its size, but with a larger than average computer and electronic product manufacturing industry and a larger than average chemical manufacturing industry for its size. Many jobs in the manufacturing industry fall within the computer and electronic product sub-industry (Table 23). The number of manufacturing industry jobs decreased by 12% between 2017 and 2022; Nearly all job losses took place between 2017-2018 in the chemical and textile manufacturing sub-industries. In the years just before 2017 and following 2018, there was very little change in the industry aside from a 3% drop in 2019.

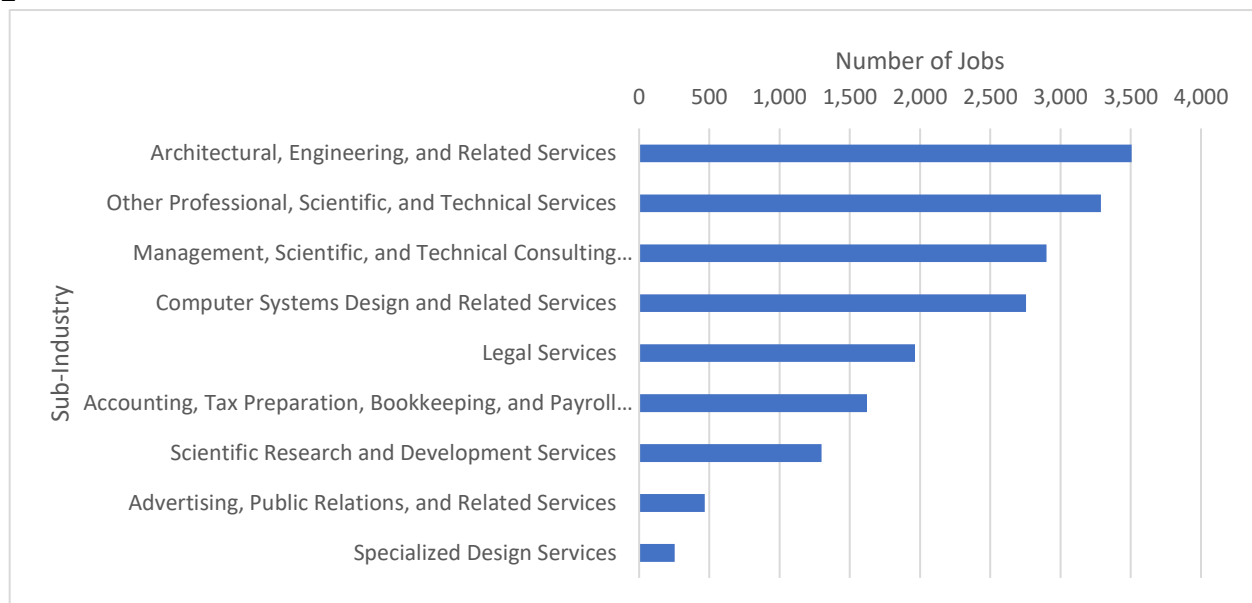
Table 23: Ventura County Manufacturing Sub-Industries By Number of Jobs, 2022



Professional, Scientific, and Technical Services

There are 18,052 jobs found in the scientific and technical services industries in Ventura County. The largest subsector in 2022 was architectural and engineering-related services, mainly owing to engineering roles. Possibly due to the large agricultural sector, a large proportion of jobs are in the field of veterinary services (within the “Other” sub-industry), accounting for a larger than average share of jobs for areas of this size.

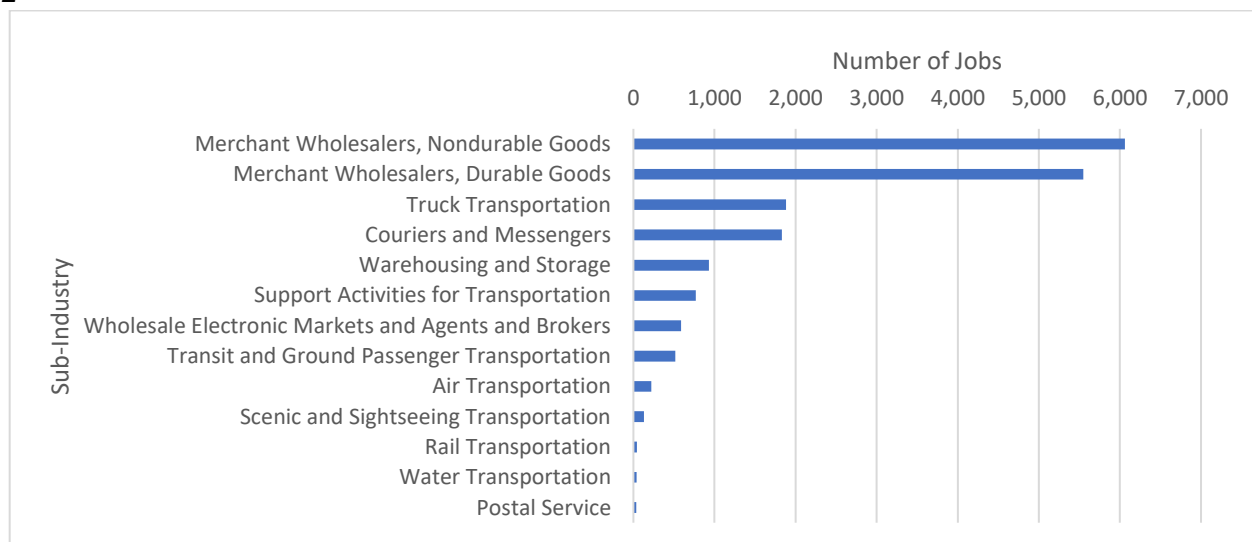
Table 24: *Ventura County Professional, Scientific, and Technical Services Sub-Industries By Number of Jobs, 2022*



Transportation and Warehousing / Wholesale Trade

Given that Ventura County has a deep-water port, the region has many transportation and warehousing jobs. The wholesale trade industry of Ventura County accounts for nearly twice the number of jobs that transportation and warehousing provide, at 12,126 and 6,572, respectively. Truck transportation and couriers and messengers are the highest job producers within transportation and warehousing, and merchant wholesalers for nondurable goods have the most significant number of jobs within the transportation and warehousing industry.

Table 25: *Ventura County Transportation, Warehouse, & Wholesale Trade Sub-Industries by Number of Jobs, 2022*

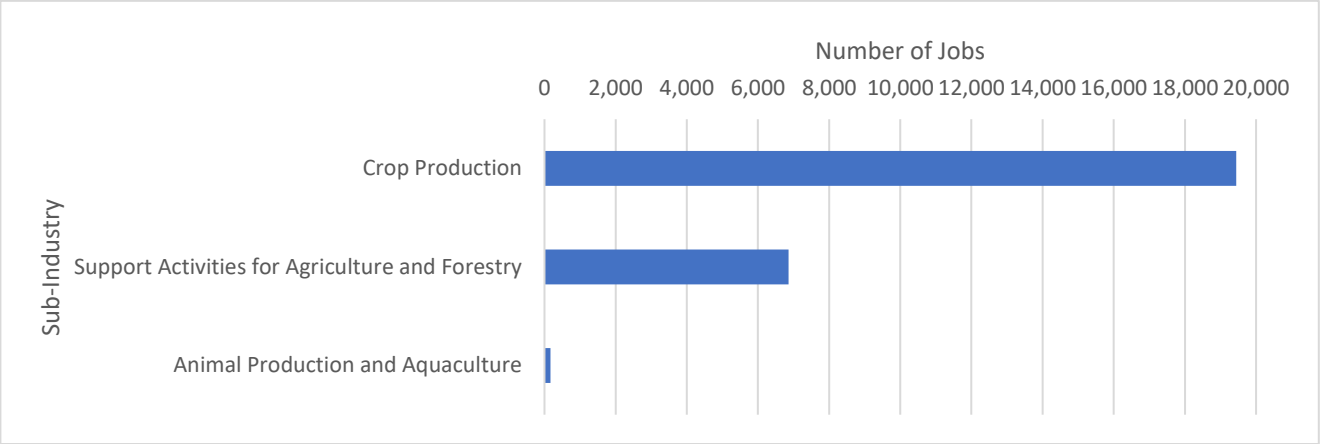


Agriculture, Forestry, Fishing, and Hunting

The agriculture, forestry, fishing, and hunting industries in Ventura County are extensive for a region of its size. Support activities for agriculture and forestry make up 6,859 jobs, a vast majority of which

is comprised of crop production support, and crop production makes up another 19,031 (see Table 26). Few industry jobs are driven by forestry and logging, animal production and aquaculture, or fishing, hunting, and trapping industries. Average earnings are relatively low across sub-industries, particularly within crop and animal production support sub-industries.

Table 26: *Ventura County Agriculture, Forestry, Fishing, and Hunting Sub-Industries By Number of Jobs, 2022*



C. IN-DEMAND OCCUPATIONS IN THE REGION

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

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

According to a 2022 Q3 Lightcast data report, most jobs in Ventura County are found in the restaurant and hospitality industry.

Table 27:

Most Jobs are Found in the Restaurants and Other Eating Places Industry Sector



Table 28 below shows an overview of the in-demand occupations in Ventura County as of December 2022. This table sorted the percent change in job postings over the past year and shows which occupation categories are the most resistant to the market shocks of COVID-19. For example, the demand for construction occupations increased over the past year.

Table 28: In-Demand Occupations in Ventura County

Occupation Category	Postings Past 90 Days	Avg. Latest 365 Days Po..	Annual Earnings
Farming, Fishing, and Forestry	23	82%	\$38,070
Community and Social Service	798	55%	\$59,595
Installation, Maintenance, and Repair	1,421	43%	\$55,576
Transportation and Material Moving	2,012	42%	\$72,369
Building and Grounds Cleaning and Maint..	512	41%	\$42,015
Life, Physical, and Social Science	500	37%	\$80,823
Legal	308	36%	\$92,057
Healthcare Support	802	34%	\$48,577
Healthcare Practitioners and Technical	5,427	32%	\$97,806
Personal Care and Service	905	30%	\$44,566
Construction and Extraction	416	29%	\$54,630
Arts, Design, Entertainment, Sports, and ..	469	27%	\$61,598
Production	1,001	23%	\$47,745
Protective Service	160	22%	\$81,554
Office and Administrative Support	4,149	22%	\$47,628
Food Preparation and Serving Related	75	21%	\$34,466
Educational Instruction and Library	962	21%	\$63,444
Sales and Related	2,694	18%	\$54,231
Computer and Mathematical	3,168	15%	\$97,434
Architecture and Engineering	1,734	9%	\$91,394
Business and Financial Operations	2,163	8%	\$76,802

Table 29: In-Demand Occupations Sorted by Job Postings in Ventura County

Table 29 sorts this same data by the number of job postings in the last 90 days and highlights a different insight- that healthcare occupations were the most posted.

Occupation Category	Postings Past 90 Days	Avg. Latest 365 Days Posti..	Annual Earnings
Healthcare Practitioners and Technical	5,427	32%	\$97,806
Office and Administrative Support	4,149	22%	\$47,628
Management	3,836	5%	\$109,434
Computer and Mathematical	3,168	15%	\$97,434
Sales and Related	2,694	18%	\$54,231
Business and Financial Operations	2,163	8%	\$76,802
Transportation and Material Moving	2,012	42%	\$72,369
Architecture and Engineering	1,734	9%	\$91,394
Installation, Maintenance, and Repair	1,421	43%	\$55,576
Production	1,001	23%	\$47,745
Educational Instruction and Library	962	21%	\$63,444
Personal Care and Service	905	30%	\$44,566
Healthcare Support	802	34%	\$48,577
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Arts, Design, Entertainment, Sports, and ..	469	27%	\$61,598
Construction and Extraction	416	29%	\$54,630
Legal	308	36%	\$92,057
Protective Service	160	22%	\$81,554
Food Preparation and Serving Related	75	21%	\$34,466

Finally, Table 30 shows the in-demand occupation clusters in the region sorted by the percentage of jobs available for a living wage. These family-sustaining occupations do not require a 4-year degree.

*Opportunity Occupations are jobs that:

- Require less than a bachelor's degree for entry-level work
- Pay at least \$37,130 per year—a living wage for a single adult in Ventura County
- Have positive or stable projected job growth through 2026
- Have career mobility (Have clear training & career pathways)²⁷

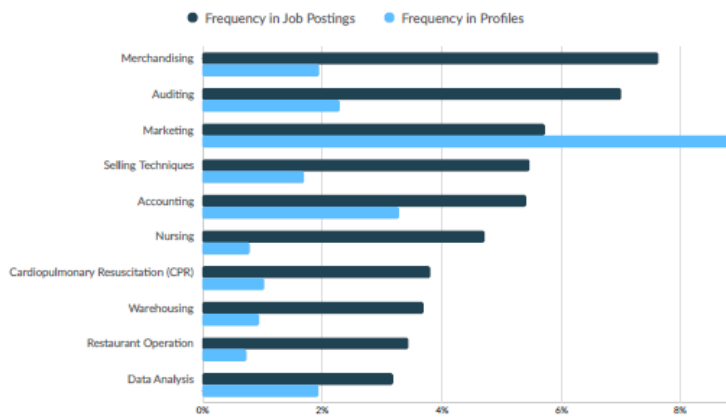
Table 30: Living Wage Occupations in Ventura County that Require < 4-year Degree

²⁷ California Budget Project's Making Ends Meet 2017 Report. Retrieved from: <https://calbudgetcenter.org/resources/making-ends-meet-much-cost-support-family-california/>

Occupation	Avg Experience	Level of Education	Postings Past 90 Days	Annual Earnings
First-Line Supervisors of Retail Sales Workers	<=6 years	High School Diploma	1,068	\$43,992
Heavy and Tractor-Trailer Truck Drivers	<=4 years	High School Diploma	1,021	\$55,806
Customer Service Representatives	<=2 years	High School Diploma	865	\$39,998
Secretaries and Administrative Assistants, Except Legal, Medical, a..	<=2 years	High School Diploma	549	\$41,517
Maintenance and Repair Workers, General	<=2 years	High School Diploma	515	\$43,243
Bookkeeping, Accounting, and Auditing Clerks	<=6 years	High School Diploma	305	\$46,301
First-Line Supervisors of Production and Operating Workers	>10 years	High School Diploma	268	\$62,067
Licensed Practical and Licensed Vocational Nurses	None	Post-Secondary Certifi..	243	\$59,363
Medical Secretaries and Administrative Assistants	<=2 years	Some College Courses	235	\$43,826
Medical Assistants	<=2 years	Post-Secondary Certifi..	197	\$41,018
Lawyers	<=4 years	First Professional Degr..	194	\$140,213
First-Line Supervisors of Mechanics, Installers, and Repairers	<=6 years	High School Diploma	180	\$79,082
Surgical Technologists	<=1 year	Associate's Degree	179	\$61,838
Office Clerks, General	<=2 years	High School Diploma	177	\$39,229
Automotive Service Technicians and Mechanics	<=4 years	Post-Secondary Certifi..	177	\$53,893
Electrical and Electronic Engineering Technologists and Technicians	<=10 years	Associate's Degree	174	\$87,630
Pharmacy Technicians	None	High School Diploma	156	\$43,680
Inspectors, Testers, Sorters, Samplers, and Weighers	None	High School Diploma	153	\$45,614
Executive Secretaries and Executive Administrative Assistants	<=4 years	Associate's Degree	133	\$75,504
Food Service Managers	<=4 years	High School Diploma	127	\$47,382
Production, Planning, and Expediting Clerks	<=4 years	High School Diploma	113	\$51,064
Paralegals and Legal Assistants	<=1 year	Associate's Degree	107	\$57,699

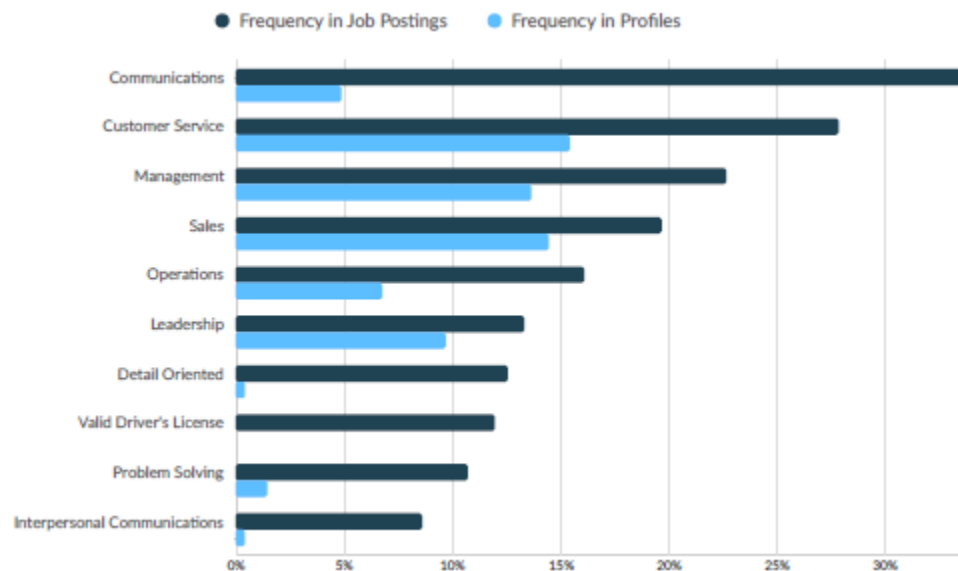
Table 31: Skills Needed²⁸

Top Specialized Skills



²⁸ Lightcast Q3 Occupations Report, November 2022

Table 32: Top Common Skills:



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

The region is uniquely well-positioned to supply education and training to fill workforce needs. Apart from the three community colleges of the Ventura Community College District (Ventura, Oxnard, and Moorpark), all of which have extensive career technical education curricula, there are ten adult schools, two of which are re-establishing programs for clients who are limited-English proficient.

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

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

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

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

Apprenticeships

The WDBVC is committed to furthering the state's emphasis on apprenticeship and pre-apprenticeship models as vehicles for residents to achieve income mobility. Ventura Community College District (VCCCD) is a primary partner in the Ventura County workforce development system and has an increased emphasis on designing programs that meet employer needs by ensuring students develop the basic and advanced skills required for family-sustaining employment, integrated education programs by combining literacy, numeracy, civics, and job skills in a model that accelerates learning gains.

Some existing Regional Apprenticeships are listed below:

- VCCCD pre-apprenticeship programs in Biotechnology and STEM-related fields
- VCCCD Agriculture apprenticeship includes a Spanish-language agricultural supervisor training program that incorporates ESL. The community colleges complement the basic education services offered at Adult Schools by bringing advanced technical instruction. They are committed to ensuring that all students meet basic English and math standards by the end of their first year of college.
- VCCCD Manufacturing - VCCCD has a Dept. of Apprenticeship Standards (DAS) approved pre-apprentice and apprenticeship in CNC Machining and National Institute for Metalworking Skills (NIMS) certifications in eight critical areas offered through short-term not-for-credit/contract education courses.
- Traditional Building and Construction Trades apprenticeships and pre-apprenticeships, notably the High Road Construction Careers (HRCC) program funded by the California Workforce Development Board
- MC3 Youth Pre- Construction Apprenticeship
- Ventura County also has apprenticeships in Cosmetology and Barbering, Public Service, and Information and Communication.

A full list of apprenticeships and pre-apprenticeship programs in Ventura County can be found on our Workforce Resource Guide here: [Apprenticeship Programs – Ventura County Workforce Resource Guide \(workforceventuracounty.org\)](https://workforceventuracounty.org).

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

Furthermore, fifteen (15) formal AJCC System Partners are working to align existing workforce programs, reduce duplication, identify gaps in services, and collaborate to provide career services to those with barriers to employment. The creation of the Ventura County Workforce Resources Guide showed us that Ventura County has a wealth of innovative programs and funding to carry out such programs. However, before the creation of the Guide, there was no central location through which such efforts could be tracked. The WDBVC partnered with the Ventura County Economic Development Collaborative to digitize the final asset map to ensure that it continues and that the

assets stay in the public eye. This resource will enhance collaboration and reduce duplication of efforts, thus focusing on those most in need.

E. HOW TO COLLABORATE ACROSS SECTORS/PARTNERS

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

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

PURPOSE AND FUNCTION OF THE WDBVC'S SECTOR WORKING GROUPS

In 2022 the WDBVC developed a Sector Working Groups toolkit to ensure that every sector work group of the Workforce Development Board of Ventura County has consistent approaches and processes that can be evaluated and improved upon.

Purpose: Sector work groups engage employers, industry, education, municipalities, elected officials, community, and labor sector leaders to determine joint sector priorities and *collectively take action* to address sector workforce needs. Sector work group priorities and actions advance the WDBVC's mission, vision, and values.

Working Group Definition: A working group is a defined set of people, typically coming from multiple teams or disciplines, with an apparent problem to overcome together. Working groups naturally solve cross-functional issues together. Some working groups have concrete goals and disband after a few months, while others exist for many years and evolve.

The function of a Sector Working Group: Sector working groups are focused on taking action together. Sector working groups typically collaborate on the following activities:

- **Engage employers, industry, education, and labor sector leaders:** They create focused time, place, and space to collaborate and assess sector needs.
- **Determine priorities** for sector workforce development.
- **Take action:** They develop unique projects and programs while participating in advocacy. The working group's efforts may include the following:
 - Developing a pipeline of skilled workers
 - Creating regional programs
 - Participating in an advocacy cycle around a standard issue/solution
 - Aligning educational skills development with employer needs
- **Monitor progress-** conduct an annual review of progress and update the working group's 2-year plan.

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

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

The WDBVC supports work groups by doing the following:

- **Take inventory** of training providers, programs, and key players in the region.
- **Identify gaps:** monitor gaps while continuing to identify new gaps between education and workforce development needs, training needs, etc.
- **Conduct research and analyze data:** conduct annual research to identify workforce needs in the sector and changes.

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

Sector Work Group	Sector Initiative	Initiative Description
Clean Green	Clean Green Jobs Report	Collaborated with the COE to develop a Clean Green Jobs Report that proactively identifies industry-side demand and supply side gaps in skills.
Clean Green	Labor Apprenticeships	Coordinated with LiUNA to make apprenticeship training accessible through our WIOA Eligible Training Provider List (ETPL).
Professional, Scientific, and IT	Digital Upskilling Initiative	Collaborate with the EDC to develop a \$5M Digital Upskilling Initiative that trains3 cohorts of people in ICT skills and careers (very novice computer users, small business owners who want to get their businesses online, and incumbent workers who need upskilling).
Healthcare	Biomedical Device Manufacturing Certificate	The first two-campus certificate program in the Ventura County Community College District and the California State system.
Healthcare	Healthcare Case Manager Project	Regional collaboration with six workforce boards in Los Angeles and Ventura counties to advance opportunities in healthcare.
	Diesel Mechanic Career Pathway and Master Repair Diesel Certificate	Industry-driven partnership between Gibbs Truck Centers and Ventura College.
Healthcare	Clinical Laboratory Scientist (CLS) Field Experience Program	Consortium of four regional hospitals in partnership with California State University, Channel Islands; approved for certification through the first consortium approach to CLS certification in California.

Healthcare	Care Coordinator Certification	Actively participated in a California WDBVC-funded, two-region project with six Los Angeles workforce boards to develop a certification program for care coordinators in response to healthcare employer needs.
Manufacturing	Manufacturing Curriculum Development	Provided the WDBVC Manufacturing Readiness Skills list and manufacturing employer feedback to help support the development of a Ventura College curriculum of eight manufacturing-related courses.

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

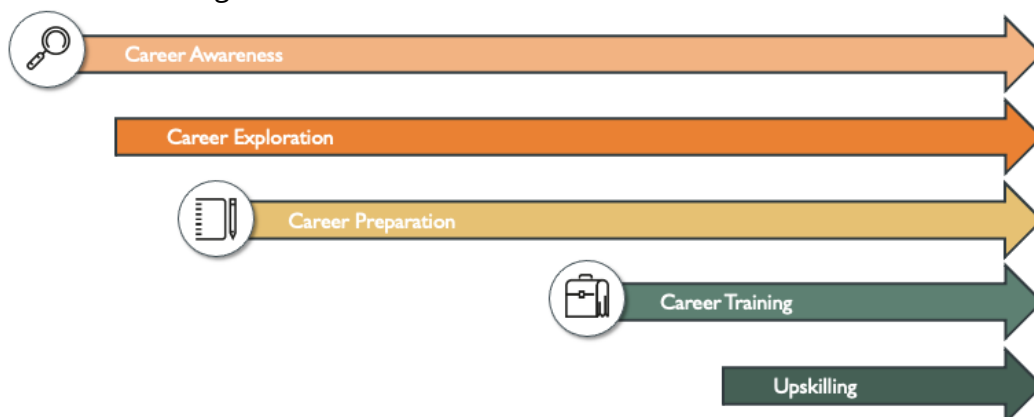
The WDBVC Work-Based Learning Consortium developed regional definitions for some of the most often used workforce terms. The goal is to create a universal language the region can agree with and align around. There was a need to develop a term at the center to explain the spectrum of activities involved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

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

Elements of effective Work-Based Learning Continuum Programs include:

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

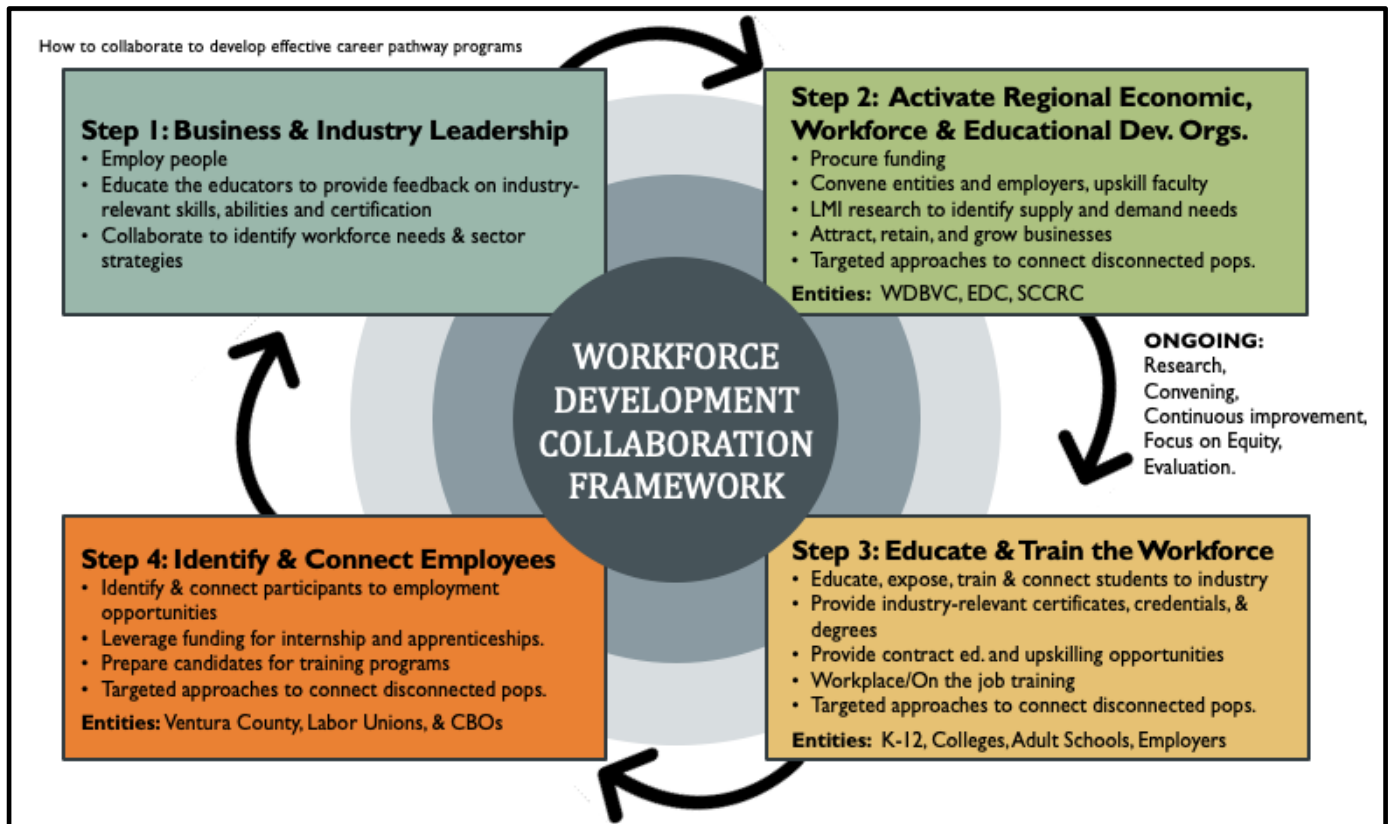
The Work-Based Learning Continuum



Develop a Regional Collaboration Framework

To collaborate across sectors, stakeholders need an aligned strategy. Major workforce development strategies fall into two categories- Career pathway Strategies that help students and learners access

education opportunities; and Sector Strategies that help employers address workforce needs. These two strategies often force would-be partners into antagonistic roles as they have to choose whether to prioritize the needs of learners/job-seekers or employers' requirements. To develop effective and sustainable sector initiatives and career pathway programs, all partners must agree on collaborating. Due to this, the WDBVC developed the *Workforce Development Collaboration Framework*.



Align industry workforce needs with CTE education.

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

- Californians, increasing the numbers of women and workers from disadvantaged communities in State-approved apprenticeship programs.
- **Local Educational Agencies and sponsors for apprenticeships.** Even though there are no apprenticeship programs within Adult Schools, the WDBVC has partnered with local sponsors. Among these is California Fire Fighter Joint Apprenticeship Committee for firefighters, firefighter II, fire medics, paramedics, fire officers, fire engineers, fire apparatus engineers, fire inspectors, hazardous materials technicians, training officers, fire marshals, fire prevention officers, firefighter paramedics and arson/bomb investigator; sheet metal specialties; Ventura County Electrical JATC; and Apprenticeship Journeyman Training Trust Fund in pipefitting, plumbing, steam fitting, refrigeration, and air conditioning mechanic, and maintenance plumber service and repair.

VI. ENABLING UPWARD MOBILITY FOR ALL CALIFORNIANS

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

A.WDBVC EQUITY POLICY

The WDBVC agrees with the statement in the Regional Directive that "California believes that diversity is a strength, and advancing equity is an economic and moral imperative."²⁹ Thus, in 2020, the WDBVC voted to add diversity, equity, and inclusion priorities to its previous strategic priorities list. The WDBVC recognizes diversity, equity, and inclusion as a priority in workforce development and will review existing policies, programming, and representation; and bring forward any necessary revisions in 3 areas, including service delivery, outreach, and WDBVC composition.

WDBVC Equity Statement

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

*"As a local Workforce Development Board, we want to ensure that our community receives the support necessary to prevent discrimination and racial bias. Organizations are being compelled and inspired to take a closer look at their operations and practices to ensure diversity, inclusion, equality, and equity. We are committed to demonstrating through action and policy that Black, Indigenous, and People of Color matter in our community. Our Board is committed to assuring that there is Equal Opportunity Employment for all. The nondiscrimination and equal opportunity provision found in Section 188 of the Workforce Innovation and Opportunity Act (WIOA) and 29 CFR Part 38 prohibit discrimination based on race; color; religion; sex (including pregnancy, childbirth, and related medical conditions, transgender status, and gender identity); national origin (including limited English proficiency); age; disability, political affiliation or belief; or, for beneficiaries, applicants, and participants only, based on citizenship status or participation in a WIOA Title I-financially assisted program or activity. As a local Workforce Development Board, we will continue to ensure this through our services, contract agreements, job training plans, and policies and procedures. Our Workforce Board will continue to work to ensure greater diversity, inclusion, equality, and equity in our Career Services, our Outreach efforts in the community, and our Board members to ensure that we truly represent the Ventura County region."*³⁰

B.HIGH ROAD WORKFORCE SYSTEM

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

Quality Jobs Policy for our service providers:

²⁹ 2021 Regional Directive for Regional Plan https://www.edd.ca.gov/Jobs_and_Training/pubs/wsdd-216.pdf

³⁰ 2020 Diversity, Equity, and Inclusion commitment statement press release

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

S.B. 1 –Workforce Development

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

CHALLENGES PROVIDING SUPPORTIVE SERVICES

Limited housing- Ventura County is expensive, with limited basic, affordable housing. The County has few transitional housing beds, sober living houses, group homes, and homeless shelters. This gap adds a huge employment barrier for homeless people needing transitional housing or 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 go out of the County for treatment.

Limited County transportation infrastructure and funded transportation- Some Ventura County sections, such as East County, are inaccessible via public transportation. This presents an additional barrier to employment for those residing in these communities and the job developers trying to place them.

Challenge connecting people to mental health services- Many people have mental health needs that go undiagnosed and untreated, thus increasing their employment barriers. Unfortunately, there is a deep stigma around needing mental health services. Consequently, many people do not ask for help.

Fragmented funding- Many funding streams are set aside for a specific population, such as AB-109, homeless, etc. This creates complications when braid funding to develop comprehensive system coverage for those most in need.

The large English language learner population has limited access to training programs due to little outreach programs and training in Spanish.

C.ADVANCING ECONOMIC PROSPERITY OF TARGET POPULATIONS

Ventura County experiences multiple challenges that complicate the WDBVC's ability to serve those with barriers to employment and support industry needs. These challenges fall into two main buckets and include:

- 1) Challenges to providing the supportive services needed to address barriers to employment and
- 2) Challenges to providing workforce programming.

CHALLENGES IN PROVIDING WORKFORCE PROGRAMMING

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

A limited number of agencies and CBOs provide direct employment placement- There are many County agencies and CBOs offer supportive services. Yet, few provide direct services related to employment placement. It is essential to give people with soft skills job training such as interviewing skills, what to wear, and how to speak to a manager. However, these skills are pointless if these clients are not placed in employment. Broad-based support is needed to obtain employment.

Limited paid training and earn-and-learn opportunities- While the County has a track record of providing On the Job training and earn and learn opportunities, there are insufficient placements to meet the robust demand for such placements.

Temporary and transitional employment placements do not offer upward mobility- Many job developers focus on getting employees into "first employment resume builder" jobs. These positions serve a purpose as a ladder back into the job market. However, they do not provide a family-sustaining wage or growth potential. Furthermore, the regular practice of using temp agencies to hire individuals by serving as the employer of record does not offer a solution for the client in the long term.
Basic skills deficiencies- Basic skills deficiencies persist among all age groups, especially among youth and Spanish speakers. The skills gap in the region affects the bottom line for many industries. Businesses in the region have noted that skills gaps translate into slower growth, high on-the-job training costs, and lost productivity. Ultimately these businesses report an inability to compete and build a strong pipeline of workers.
Limited and challenging data collection and sharing- Not all partners use the Cal JOBS system, making it difficult for data sharing. Furthermore, some County agencies have different reporting methods, making it difficult to share information and track outcomes.
Current reporting does not capture a person's status as justice-involved or homeless. For example, many justice-involved individuals receive services at the AJCC. However, they are not counted in the totals of justice-involved individuals served because they are not part of STEPS.
Educational programs do not always meet industry needs- Industry needs are continually adjusting to economic variables. Due to this, educational programs are often created too slowly due to bureaucratic limitations to meet industry needs.
Lack of coordination in providing business services- Business services such as access to capital, business loans, and expansion support are not centralized in the county, making it difficult for businesses to access needed services.
Limited up-skilling programs that provide career advancement opportunities

The WDBVC addresses the challenges above by intentionally integrating equity and inclusion into every aspect of our strategic priorities. Some of our current strategies to address inequities and increase inclusion are listed below.

- Use GIS mapping to identify where WDBVC services are currently provided, whom services are provided and who receives services compared to the demographic need.
- Research and analyze best practices in providing job seeker services (including program structures, services provided, contracted vs. non-contracted, number of AJCCs, location of AJCCs, virtual services offered, etc.)
- Explore the creation of a Job Seeker Advisory Council to hear from job seekers about how to support them better and reduce barriers to employment
- Create a Board Development Plan that identifies goals to ensure diversity, equity, and inclusion in the recruitment of future members
- Reach out to and partner with diverse business organizations (e.g., small businesses of color, NAWBO, etc.)
- Conduct a Job Quality Survey to communicate levels of job quality opportunities to the workforce and the public.
- Provide just-in-time DEI training to board members, contractors, partners, and stakeholders
- Develop job seeker personas of individuals we serve to ensure programs are designed with a Human-Centered Design Approach.

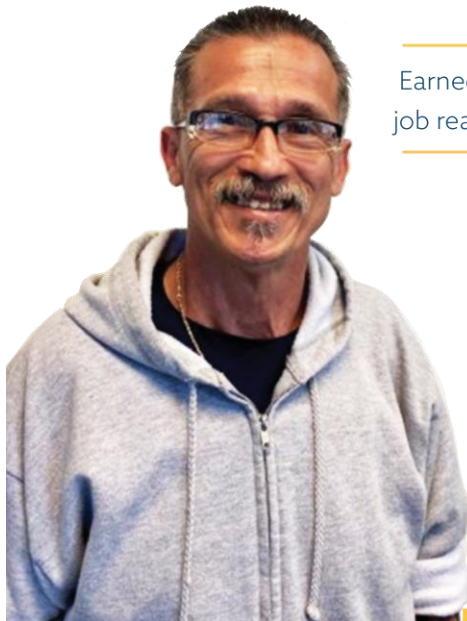
Sample Job Seeker Persona

FRANK ALVAREZ

 **Age**
50

 **City/Town**
Oxnard

 **Race/Ethnicity**
Latino



Goals/Objectives

Earned landscaping certificate and enjoys being outdoors. Seeking support in job readiness & education in hopes of **building his own landscaping business.**

 **Language Preference**
Spanish/English
(Bilingual)

 **Family**
Siblings and cousins
in the area, no children

 **Education Level**
No high
school diploma
or equivalent

 **Skills**
maintenance,
landscaping,
and basic retail

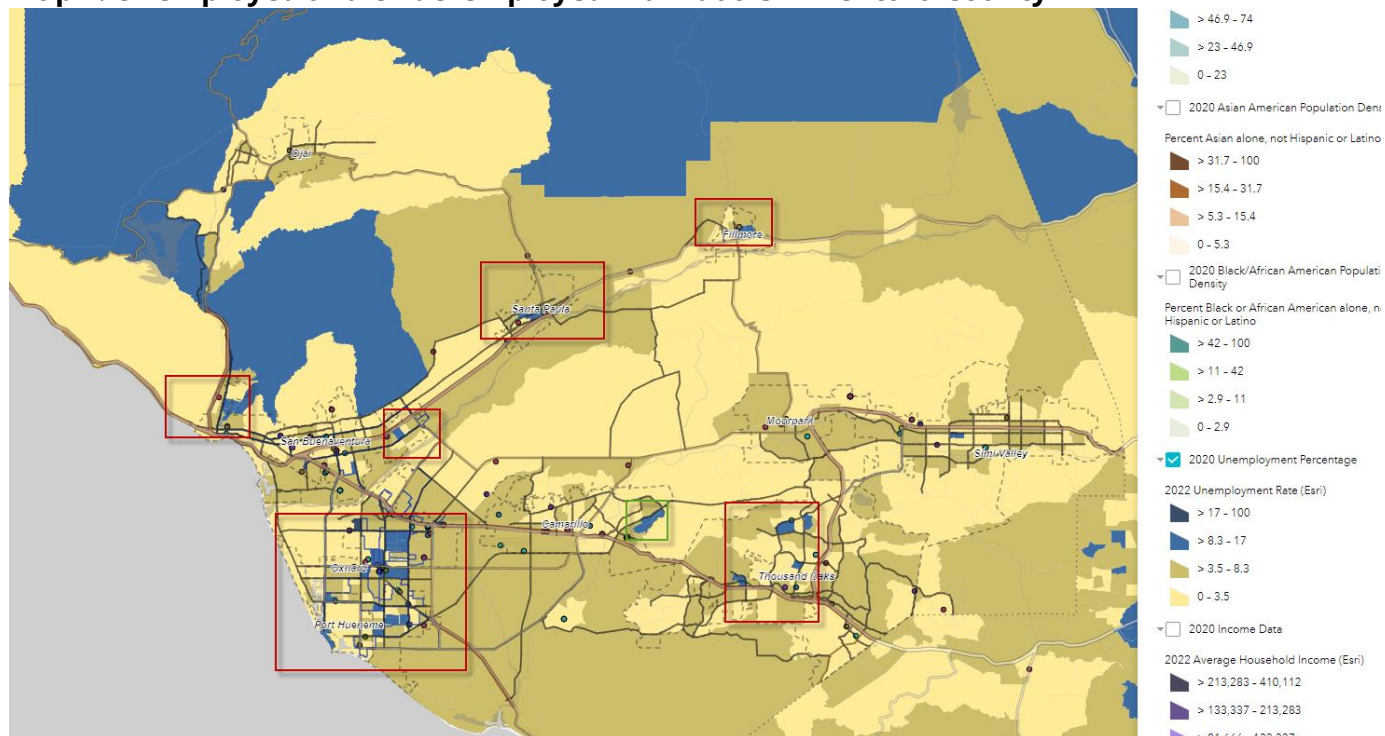
 **Employment**
Unemployed, worked clerk,
commissary, and landscaping
maintenance positions
while in prison

 **Challenges/Barriers
to Economic Mobility**
Formerly incarcerated, spent
27 years incarcerated

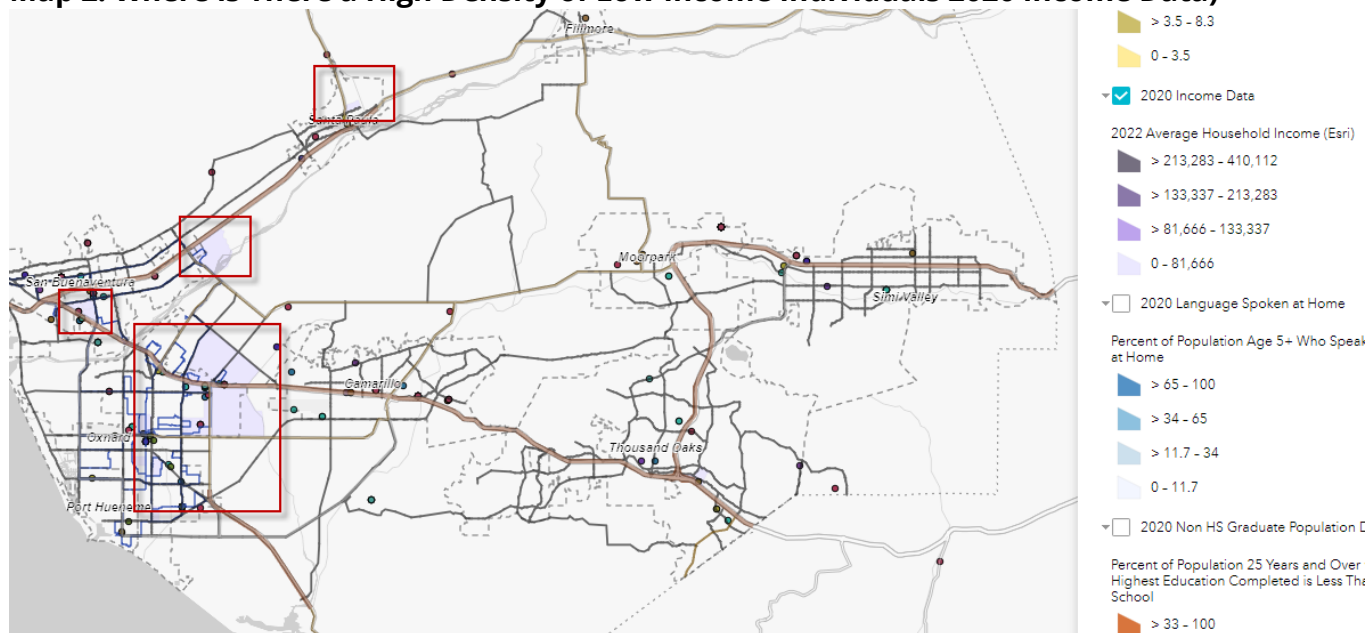
**WORKFORCE
DEVELOPMENT
BOARD** of Ventura
County

Use GIS Mapping to Identify Gaps and Regional Needs: The WDBVC worked with Ventura County's Information Technology Services Division to use GIS mapping to identify where WDBVC services are currently provided, who services are provided, and who receives services compared to the demographic need. The result is an interactive map that anyone can access. We plan to update CalJOBS client data yearly to attain a more accurate picture of whom we serve. Some of the maps are shared below to highlight how the mapping will help us provide more accessible, equitable, and needed services to those most in need in our region. The maps below show job seekers needs.

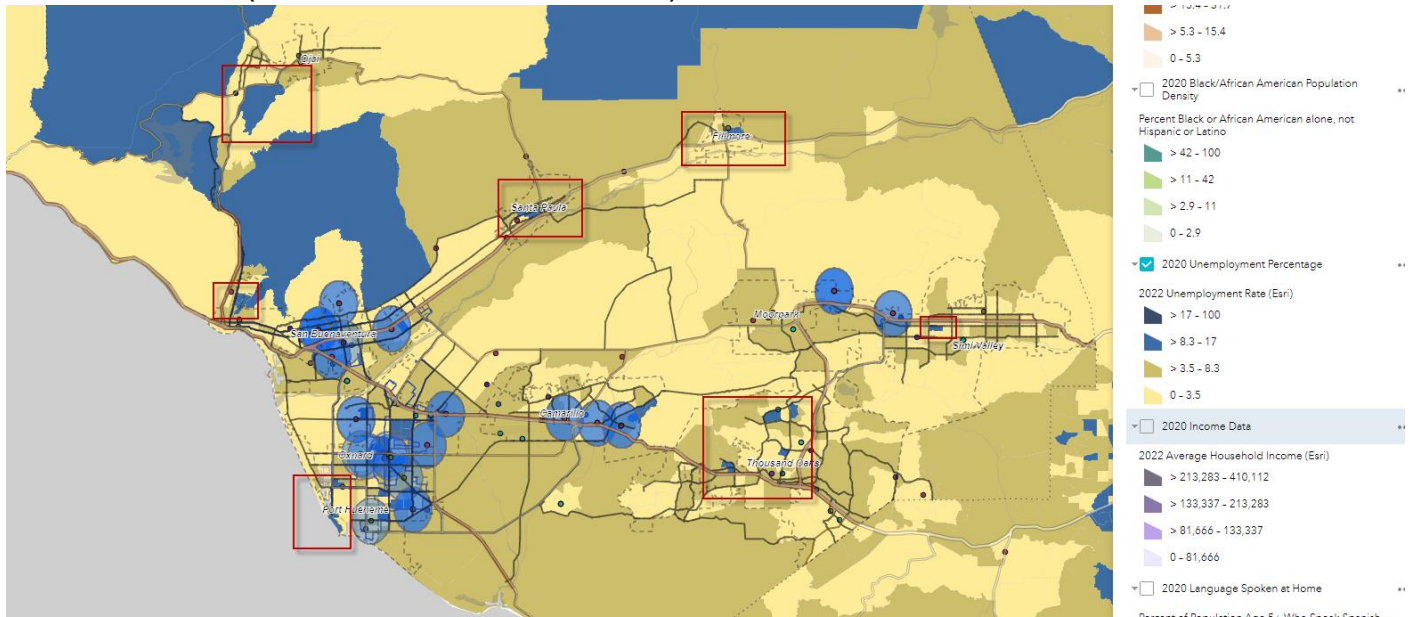
Map 1: Unemployed and Underemployed Individuals in Ventura County



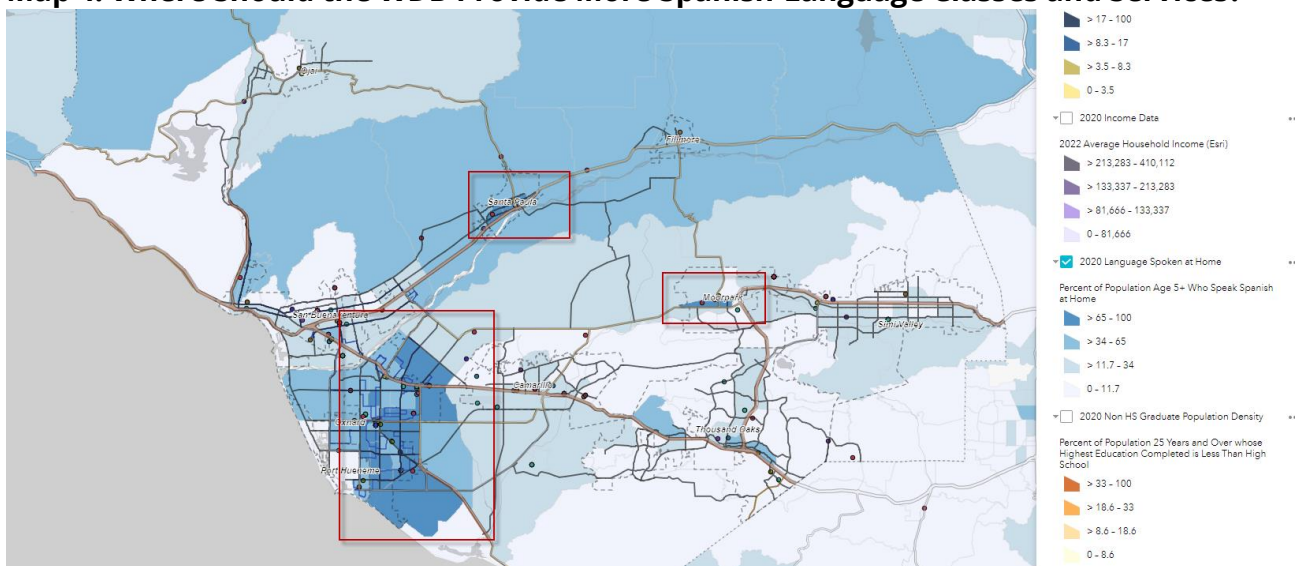
Map 2: Where is There a High Density of Low Income Individuals 2020 Income Data)



Map 3: What areas are 1 or more miles away from Job Search and Resume Support Services
(1 mile buffer around services)

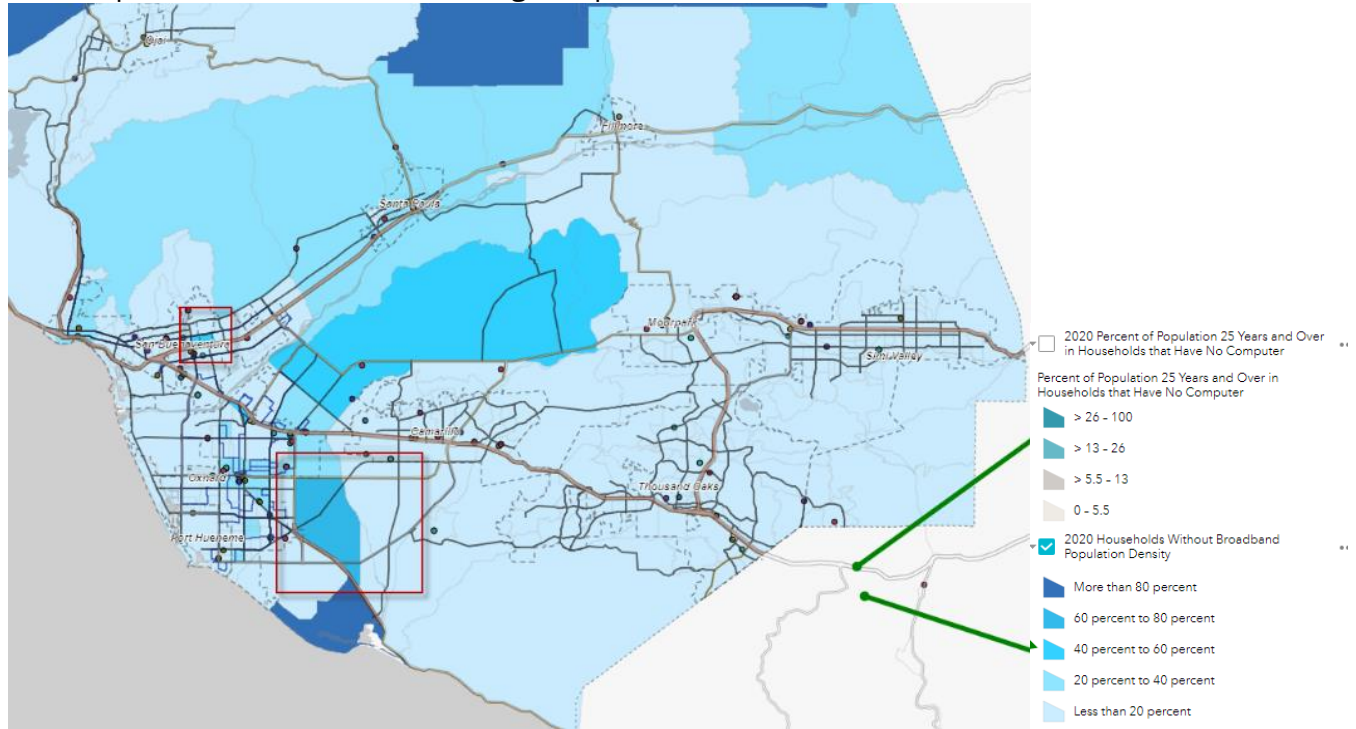


Map 4: Where Should the WDB Provide More Spanish-Language Classes and Services?



Map 5: Where are There Technology Access Gaps?

This map shows areas that are lacking computer and broadband access.



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

The WDBVC facilitates partnerships and directly implements programs that seek to remove barriers to employment for target populations and connect them to education and workforce opportunities. These include:

English Language Learners:

- In 2019, the WDBVC was awarded \$350,000 by the California Employment Development Department (EDD) English Language Learners (ELL) Pathways to Careers program to provide English Learners with increased access to practical training models, supportive services and incorporate innovative employment strategies with partners to create career opportunities in growing industries.
- Facilitate the WDBVC Roundtable for Ventura County English Language Learners (ELL) and Migrant Seasonal Farmworkers (MSFW).

Justice-Involved:

- In partnership with Ventura County Probation, the Specialized Training and Employment Project for Success (STEPS) program 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 adults and youth between the ages of 16 and 24.
- The Workforce Board and Human Services Agency (HSA) have a grant totaling \$2,417,711 from the Federal Department of Labor Employment and Training Administration to provide

workforce support to justice-involved individuals. The 42-month grant project, titled Bridges to Work, focuses on establishing a Pre-Release Specialized Job Center to serve 300 inmates at the Todd Road Jail.

- The Prison-to-Employment program provided community transition programming through a partnership with Goodwill of Ventura and Santa Barbara Counties, the County of Ventura Human Services Agency, Adult and Family Services, and VACE.
- The WDBVC was awarded \$250,000 from the CWDB to operate the Prison-to-Employment 2.0 program.

Opportunity Youth

- The WDBVC Plans and convenes a Youth Community Forum to provide an opportunity to hear the community's voice on programs and services to benefit the County's out-of-school youth.
- In 2020, the WDBVC conducted several roundtables around improving services to opportunity youth in the region.
- The WDBVC includes youth services providers in industry sector committee discussions to identify emerging and in-demand occupations, relevant pathways, and industry-recognized credentials.
- The WDBVC was awarded \$250,000 from EDD to pilot a project to serve youth laid off from their jobs, particularly those impacted by COVID-19.
- In 2022, the WDBVC was awarded \$250,000 by the Foundation for California Community Colleges to provide work experience to 50 students with disabilities.

Veterans

- Veterans' Employment-Related Assistance Program (VEAP)- VC VETS was a program that focuses on serving veterans seeking employment. The program focuses on giving the veterans On-the-Job Training (OJT) by placing them directly into employment in the targeted industry sectors. Participating employers are provided with a wage reimbursement for hiring and training the veteran. To implement the strategies, the WDBVC was funded \$488,635 through March 31, 2021. Once the project is over, processes serving veterans will be sustained and implemented within the AJCC system.
- Naval Base Ventura County- The WDBVC works closely with the Naval Base Ventura County. The Naval Base Ventura County is a non-voting member of the WDBVC board. Additionally, the Fleet & Family Support Center at the Naval Base Ventura County works closely with the AJCC for referrals and job fairs.

Individuals Experiencing Homelessness:

- The WDBVC has an MOU with the Ventura County Continuum of Care Alliance. The Continuum of Care (CoC) Program is designed to promote a community-wide commitment to ending homelessness; to provide funding for efforts by nonprofit providers, States, and local governments to quickly re-house homeless individuals and families while minimizing the trauma and dislocation caused to these individuals. It is also designed to promote access to and effectively utilize mainstream programs by homeless individuals and families. The WDBVC and the CoC will work together to better meet the needs of people experiencing homeless in Ventura County by participating in meetings, providing referrals, and promoting outreach.

- The WDBVC is also working with the City of Oxnard Homeless Services to pilot a co-enrollment program where individuals experiencing homelessness are provided work-based learning by the City of Oxnard and are enrolled into WIOA by the AJCC.
- In 2022, the WDBVC was awarded \$500,000 by the EDD to serve 100 individuals experiencing homelessness and those who are housing insecure through the Equity and Special Populations grant.

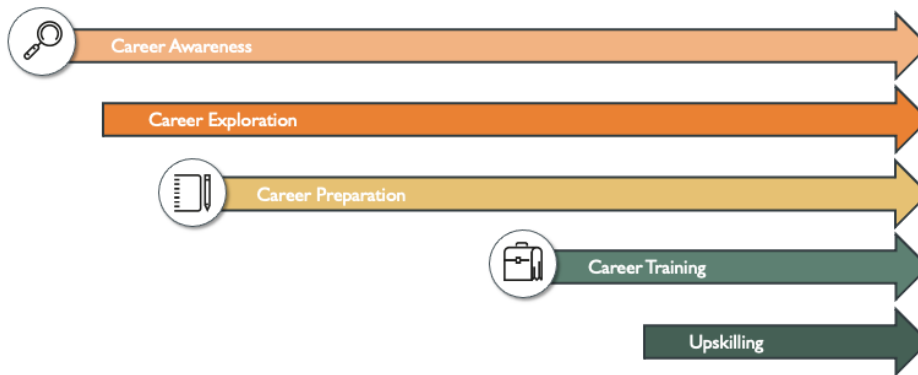
Dislocated Workers:

- The National Dislocated Worker Grant (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 the capacity to serve dislocated workers, including military service members, and meet the increased demand for WIOA employment and training services. The purpose is to reemploy laid-off workers and enhance their employability and earnings. A total of \$810,404 was granted to WDBVC for this initiative.
- The NDWG COVID-19 grant provides funding for services to individuals who lost their job due to COVID-19. The grant ends in March 2023.

Investing In The Entire Work-Based Learning Continuum

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

The Work-Based Learning Continuum



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

EDC Digital Upskilling Initiative

One way that this is happening is through the EDC Digital Upskilling Initiative. The Ventura County Digital Upskilling Training Program is a free short-term program that increases the digital skills of job seekers, current workers, and small businesses. Workers will gain highly transferable digital literacy and technical skills to help them move into better-paying jobs in multiple industries. Small business owners will gain technical skills to modernize and improve their businesses. Employers will have access to training programs to upskill and advance their existing employees. The program has been

made possible thanks to the dedication of Assemblymember Jacqui Irwin, who developed the project idea and secured funding for Ventura County.

Three Trainee groups:

1. **Novice “Intro to Computers” program- Provides 6-week FREE class to individuals** who need basic computer skills to get a well-paying job. Participants receive a free computer and an \$800 stipend.
2. **Current Workers “ICT Upskilling” program for** current workers or unemployed individuals who already have some basic digital skills but need training and specific industry certifications to qualify for more opportunities; and
 - CompTIA - Will provide training for at least 50 people who will earn A+ or Security + certificates.
 - GBL - Will provide training for at least 50 people who will earn AWS cloud certificates
3. **Small Businesses in the “Get Your Business Online” course** for small businesses, entrepreneurs, and employers who need to modernize their business and implement eCommerce to grow and stay competitive.

Over three years, over 400 people will be trained and enhance their economic mobility within Ventura County. Many will be directly placed into well-paying jobs with upward mobility. A primary goal of this project is to Develop a rapid Digital Upskilling pilot that can be expanded across California.

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

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

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

- In implementing incumbent worker training strategies for progression along career pathways, the Local Board follows the WDBVC Policy on training (Local Policy Bulletin #2019-13). In detail, the policy defines the criteria that determine the eligibility of employers and their incumbent workers for a WIOA-funded training program. The training is restricted to activities undertaken for skill attainment in alignment with WDBVC priority sectors and represents in-demand occupations providing living wages.
- **On the Job Training (OJT)** OJTs and customized training are offered to adult, dislocated worker, and older youth. Local policy outlines how a "learn and earn" program is provided by an employer to a WIOA- enrolled employee or group. In this policy, OJTs are arranged by a contract with an employer for an individual who needs remedial occupation skills training. The policy defines customized training (C.T.) for groups of individuals (incumbent workers) who need the same training from one provider. This training is arranged by contract as required. Contracts for OJT and C.T. are the same in structure. The arrangements are made with the vendor rather than the enrolled client, and the training is described in detail.

An example is an incumbent worker/C.T. training program with local veterinarians to meet a great demand for registered technicians. OJTs have been highly successful for over 20 years. They have resulted in long-term placement outcomes and, in many cases, industry-recognized credentials. WDBVC has a history of providing OJT placement to individuals with barriers to employment. We will continue to strengthen policies for credential attainment in the OJT program.

VII. ALIGNING, COORDINATING, AND INTEGRATING PROGRAMS & SERVICES

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

REGIONAL SERVICE STRATEGY

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

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

- *Goodwill Industries of Ventura and Santa Barbara Counties*. This organization serves youth ages 14-24 through educational opportunities and targeted programs.
- *Economic Development Collaborative (EDC)*. The EDC supports businesses within Ventura County, including grant funding, training, and additional resources to support businesses' growth and the economy within the region.
- *Alamom Consulting, Inc.* Alamom Consulting, Inc. serves as the One-Stop Operator for the region.

REGIONAL COST ARRANGEMENTS

The WDBVC is a single-board region. Therefore, there are no regional administrative cost arrangements.

COORDINATION OF SERVICES

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

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

Developing Collective Accountability

The WDBVC has established and will continue to convene and partner with several countywide and interdisciplinary consortiums that include labor, social services, economic development, and workforce organizations to inform and discuss the regional workforce needs. A priority for the WDBVC moving forward is to convene regional entities to ensure that each organization's strategic priorities align with the region's strategic vision. With increased strategic alignment, including growing opportunities to braid funding across educational, economic, nonprofit, government, and labor entities, will have the incentive to ensure that all of the workforce and education programs, resources, and services are aligned to bolster regional workforce development efforts for both job seekers and employers.

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

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

V. APPENDICES:

A. STAKEHOLDER AND COMMUNITY ENGAGEMENT SUMMARY

B. PUBLIC COMMENTS RECEIVED

C. SIGNATURE PAGE

APPENDIX A: STAKEHOLDER AND COMMUNITY ENGAGEMENT SUMMARY

OUTREACH OVERVIEW

Outreach conducted to give direct input on the Regional and Local Plan Updates:

1. **Job Seeker Forum** – December 5, 2022
2. **Business and Industry Round Table** – December 13, 2022
3. **Continuum of Care meeting** – December 14, 2022
4. **WDBVC Board Strategic Planning** – October 20, 2022

Stakeholder Meetings and Engagement that informed this regional and Local Plan Update:

1. **AJCC Partner Meeting**- This meeting focused on the needs of the AJCC System, regional needs, and the needs of justice-involved individuals
2. **Ventura County Reentry Council Meeting**
3. **1-1 Interviews with P2E Case Managers and contracted partner organizations**
4. **Work-Based Learning Consortium Meetings**- The Ventura County Work-Based Learning Consortium is a cross-sector working group of employers, educators, community-based organizations (CBOs), government, and labor, that collaborates to develop a regional vision for Work Based Learning and create sustainable aligned systems for building and strengthening regional career pathways that meet the needs of Ventura County employers and job seekers. The Ventura County Work-Based Learning Consortium is the “umbrella” working group of the sector working groups of the WDB and provided significant input for this regional update.
5. **Sector Work Groups of the WDBVC**- The WDBVC has a few Sector work groups that meet monthly to build sector initiatives, collaborate, and leverage collective resources. Current Sector work Groups include:
 - Manufacturing
 - Clean Green Industries
 - Healthcare
 - ICT and Professional Services

APPENDIX B: TRENDS IN COMMUNITY, PROVIDER, AND CLIENT COMMENTS

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

OVERALL TRENDS

- Need more short-term credentials
- Employer engagement and outreach workers shared that they need/want incentives that can pay employers to advance people
- Employers and job seekers both need to understand existing resources better. For example, employers do not know about OJT programs or that they can have support filling out the paperwork to take advantage of such programs through the WDBVC
- Many job seekers need and want flexibility – to take kids to and from school, care for an elderly parent, save time and money on a long commute, etc. Due to this, many are seeking remote work.
- CalJOBS is confusing to use and navigate
- Benefits counseling is needed to teach people how to return to work and not jeopardize their family's financial health by losing benefits overnight.
- Transportation must be addressed in Ventura County, such as "islands" that do not have access to public transportation.

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

- **Low education, language barriers, ELL,**
 - Potential Solution: A Navigator program would help address barriers to ELL
- **Massive increase in unemployment due to COVID-19**
 - Opportunity: Educate the community about career pathway advancement opportunities and how they can use downtime to advance in a pathway.
 - Opportunity: Educate people about the earning potential in various career pathways
- **COVID complicated the ability to follow up and follow through with clients who do not all have the remote capability or access to safe transportation**
 - For example, college and adult school enrollment is up, but attendance and follow-through are down
 - Potential Solution: Apply for grants to increase digital literacy and access.
- **Lack of awareness of services:**
 - Clients need to know where to go and whom to call for the myriad of wrap-around needs.
 - Potential Solution: Could we do a one-stop in each city for services?
 - People do not know about all of the services possible and available to them.
 - E.g., Tribal TANF- many people do not know about their services
 - E.g., Foster Youth who age out are not aware of the services for them
 - Potential Solutions:
 - Increase communication about existing programs.
 - Develop an interactive asset map that is updated annually that serves as a regional resource.

- **Lack of upward mobility jobs**
 - Potential; Solution: Develop more clearly articulated career pathways for many industries- not just those most in demand.
- **We constantly hear from employers that applicants lack soft skills**
- **Lack of access due to a lack of technical skills**
- **Mental health**
- **Childcare**
- **Need employment opportunities for Seniors**
- **Transportation**
 - Geography seems to be the most significant barrier for us. Ventura county has many cities that are separated by immense distances. Students do not have easy access to services beyond their city.
 - Potential Solution: Could we do a one-stop in each city for services?
 - Potential Solution: Collaborate with Rideshare apps to assist with transportation issues

HOW CAN WE IMPROVE COLLABORATION ACROSS PARTNERS?

- **Service providers are also not aware of all other services**
 - Potential Solution: Do a monthly brown bag Zoom lunch to increase collaboration across providers and improve the ability to provide warm handoffs.
 - Potential Solution: WDBVC can facilitate more partner meetings
- **PD desired by providers:**
 - Potential Solution: when space allows, provide cross-agency and cross-provider PD. Also, utilize in-house training capacity
 - Proactive job search approach. Provide lists of employers
 - More information about other employment sectors than the big ones identified by the WDB (Medical, Manufacturing, Green Energy). Those may be the most prominent sectors, but they employ a tiny sliver of the entire labor force
 - Information about industry sectors and how to connect with companies in those sectors, like IT
 - Information about apprenticeship programs
 - Cultural competency training for employers
 - E.g.: Dayna Barrios can provide culturally competent training
 - Trauma-informed training for service providers

PUBLIC COMMENTS RECEIVED THAT DISAGREE WITH THE REGIONAL PLAN

APPENDIX C: SIGNATURE PAGE