

WORKFORCE DEVELOPMENT BOARD *of Ventura County*



2025-2028 WDBVC Local Plan

Prepared by:



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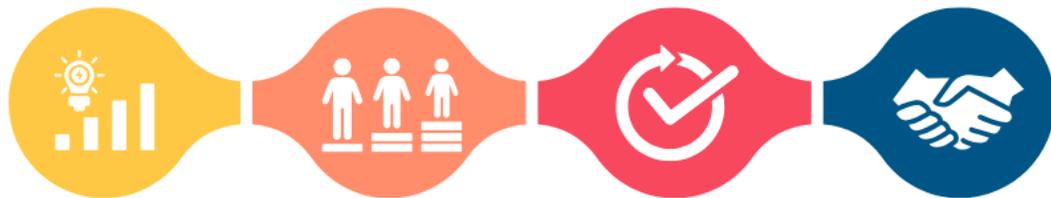
I. INTRODUCTION

The Local Board is committed to its role. It will coordinate workforce development programs and economic development by serving as the neutral broker, convener, facilitator, and matchmaker to bring disparate elements of the region's workforce, education, human service, and economic development programs into alignment through partnerships. Seeking practical workforce solutions across traditional private and public sector boundaries, the WDBVC will continue to identify and leverage networks, systems, and resources within Ventura County and in partnership with other regions.

The Workforce Development Board of Ventura County (WDBVC) is committed to supporting a high-quality, appropriately skilled workforce ready to support local employers' changing business needs in a dynamic, competitive, global economic environment. The Local Board workforce strategy includes ongoing skills attainment that promotes regional growth in industry sectors and is enabled by a braided, leveraged workforce system that addresses business-driven demands and worker needs for well-paid, steady employment.

The WDBVC has four strategic pillars that drive our work:

Strategic Pillars



Creating a Demand-Driven System

Align workforce development programs with business needs.

Increasing Access and Equity

Ensure all job seekers, regardless of background or barriers, have access to effective workforce development services.

Promoting Continuous Improvement

Continuously improve the effectiveness and efficiency of workforce development programs.

Building Strong Partnerships

Foster collaboration among all stakeholders involved in workforce development.



The WDBVC's Theory of Change centers on the belief that aligning and integrating regional workforce and economic development resources can create a more inclusive and sustainable economy.

THE ISSUES

Job loss and lack of work can lead to compounding life challenges. Individuals in such situations can benefit from access to needed services beyond job placement. Moreover, the career journeys of workers and job seekers can benefit from guidance and empowerment.

Businesses face unmet demands for agile and innovative solutions to address the evolving needs of their workforce.



WHO WE FOCUS ON

- Job seekers
- Workers
- Businesses

OUR VALUES

- Collaboration
- Diversity, Equity, and Inclusion
- Empathy
- Innovation
- Agility

OUR STRATEGIES



Guide

We guide job seekers and businesses to training and resources.



Empower

We empower individuals and strengthen our community through our services.



Invest

We invest in high-quality skills training for job seekers and solutions for businesses.



Convene

We convene diverse stakeholders from the community to gather their input and perspective.



Measure

We measure all activities and providers to ensure we meet required and high standards.

OUR IMPACT

Job seekers and workers are matched to living-wage jobs.

Local businesses have access to a skilled labor force.

Our stakeholders collaborate and have deep relationships.

Our board's work creates synergies and efficiencies.

Our future direction is data-informed.



This theory places that when regional partners work cohesively to provide coordinated services, Ventura County residents will have increased access to skills development, career pathways, and quality jobs. The intended outcomes are long-term economic mobility for individuals and a strengthened local economy driven by a skilled workforce that meets the demands of high-growth industries.

In support of regional economic growth and economic self-sufficiency, the Local Board has entered into agreements with mandated and voluntary partners and stakeholders to ensure the implementation of an integrated, job-driven service delivery system that provides job seekers (specifically individuals with barriers to employment) with the skills and credentials necessary to secure and advance in career pathways and enable employers to identify and hire skilled workers and grow their businesses.

This local plan seeks to address how we can provide services to individuals who need the workforce services we provide while collaborating with partners to build our regional economy.

II. WIOA CORE & REQUIRED PARTNER COORDINATION

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

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

HOW PARTNERS WERE INCLUDED IN THE CREATION OF THIS LOCAL PLAN

The WDBVC is committed to building and nurturing strong local partnerships and collaborating to design a workforce system that creates upward mobility opportunities for individuals to meet and anticipate employers' needs while advancing the local economy. The WDBVC engages partners continuously and strives for continuous improvement in its delivery of services and predicting the region's needs. To proactively plan, the WDBVC developed a comprehensive strategic plan and logic model in the fall of 2019 that identified strategic priorities and an overarching vision statement. Then, every year, the WDBVC holds a strategic planning session and updates the 2-year priorities to ensure they are achievable and being measured. The Board met in September of 2024 to update our strategic priorities and identify milestones to achieve them before the end of 2025.

This local 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. When possible, the WDBVC requested time on existing meeting agendas to reduce the burden of participation and increase representation. Additional outreach and stakeholder engagement was undertaken to assess portions of the WDBVC's services and inform this plan.

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

Meeting Description	Who Attended/Participated	Date
WDBVC Quarterly Partner Meeting <i>45-minute long in-person workshop to discuss regional needs, challenges, and opportunities for improvement</i>	<ul style="list-style-type: none"> All WDBVC staff Contracted adult and youth workforce services providers Staff from all three local Community Colleges 	9-30-24 10 AM-12 PM In-person at VACE
Continuum of Care (CoC Meeting) <i>30-minute facilitated workshop to listen and learn about the workforce needs and challenges of individuals experiencing homelessness or housing insecurity.</i>	<ul style="list-style-type: none"> Ventura County Housing Housing Authority staff Individuals with lived experience Housing service providers, including housing navigators, case managers, housing site operators, etc. 	10-17-24 10:30 AM-12 PM Zoom
Work-Based Learning Consortium <i>60-minute long facilitated workshop to get feedback on the current work-based learning infrastructure in Ventura County, identify gaps, and develop recommendations to include in the Regional and Local plans</i>	<ul style="list-style-type: none"> Adult School Representatives Representatives from all 3 Community Colleges K-12 CTE Representatives Union/Labor Representatives Industry partners who have internship and apprenticeship programs Nonprofit workforce development and economic development partners 	11-12-24 9 AM-10 PM Zoom
WDBVC Quarterly Goal review <i>A 120-minute facilitated workshop was conducted to hear the staff's perspectives on the regional economic and workforce needs and the needs of job seekers and employers.</i>	<ul style="list-style-type: none"> All WDBVC staff WDBVC Director and Leadership 	11-6-24 9 AM-11 AM In-person at the Oxnard AJCC
WDBVC Board Strategic Planning <i>4-hour-long annual strategic planning meeting inclusive of a review of the past year's accomplishments SMARTIE goals, and facilitated discussion about priorities for the regional and Local plans.</i>	<ul style="list-style-type: none"> WDBVC Board members All WDBVC staff and leadership EDD staff 	9-26-24 8A M-12 PM In-person at the Oxnard AJCC
Meeting with Ventura County Department of Child Support Services <i>45-minute long Zoom conversation to listen and learn how collaboration between the WDBVC and Child Support is going and how it can be improved</i>	<ul style="list-style-type: none"> Ventura County Department of Child Support Services Staff- Kiara Nowlin WDBVC Leadership 	10-28-24 10 AM-11 AM Zoom
Veteran Collaborative of Ventura County <i>30-minute facilitated</i>	<ul style="list-style-type: none"> Ventura County Staff Veteran Services 	10-10-24 9 AM-11 AM

<i>workshop during the monthly meeting to listen and learn about the workforce needs and challenges of Veterans in Ventura County.</i>	<ul style="list-style-type: none"> • Non-profit organizations that serve the veteran population 	In-person at the Oxnard AJCC
Justice Involved & Reentry Discussion <i>60-minute-long facilitated small-group discussion to listen and learn about the workforce needs and challenges of Justice-Involved individuals in Ventura County.</i>	<ul style="list-style-type: none"> • CDCR Staff • Ventura County Sheriff's Department • Adult and Youth Staff Representatives from the Ventura County Probation Department • Staff from Todd Road Jail • County staff members 	10-3-2024 2 PM-2:45 PM Zoom
Sector Working Group Meetings <ul style="list-style-type: none"> • Healthcare • Manufacturing • Clean Green <i>15-minute-long agenda items were added to work group meetings to discuss sector needs that should be prioritized in the Plans. The environmental needs and changes were also discussed.</i>	<ul style="list-style-type: none"> • Industry leaders • WDBVC Industry Representatives • Labor representatives 	Bi-monthly In-person and on Zoom

In addition to the meetings above, this plan was deeply informed by a robust planning process in the Spring of 2024 to develop an AJCC Partner Strategic Plan to guide customer service, program provision, and collaboration.

The planning included:

1. Focus groups with job seekers
2. Focus groups with employers and businesses
3. Series of AJCC Partner Strategic Planning Meetings

Below are the strategic goals and objectives the partnership created for July 2024 through June 2026:

- STRATEGIC GOAL 1: Increase equitable access to services for job seekers and employers to increase the use of workforce services.
- STRATEGIC GOAL 2: Enhance outreach efforts to underserved populations, businesses, and job seekers to expand awareness of the workforce system.
- STRATEGIC GOAL 3: Develop strategies and methods that ensure knowledge about all programs and services in the workforce system is reinforced and internalized by all staff to enhance customer service through intentional collaboration among partners.

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

Board Member	Organization	WIOA Category
Brian Winic	California Department of Rehabilitation	Vocational Rehabilitation
Victor Dollar	Brighton Management	Business
Marilyn Jansen	United Food and Commercial Workers International Union, Local 770	Workforce/Labor
Bruce Stenslie	Economic Development Collaborative-Ventura County	Community and Economic Development
Gregory Liu	Jaxx Manufacturing, Inc.	Business
Celina Zacarias	California State University, Channel Islands	Education
Ken Wiseman	Corazon de Piru	Business
Esther Anaya	The Arc of Ventura County	Workforce/Labor
Celia Daniels	Rebekon Consulting	Business
Davita Carpenter	HCA Healthcare, Los Robles	Business
Cesar Valladares	Employment Development Department, Workforce Services Division	Wagner-Peyser
Anthony Mireles	Laborers International Union North America 585	Workforce/Labor
William (Bill) Pratt	Kinamed, Inc.	Business
Cynthia Herrera	Ventura County Community College District	Education
Blanca Mendieta	Fillmore Unified School District	Education
Dr. Scott McNutt	Ventura Adult and Continuing Education (VACE)	Education
Lisa Safaeinili	Westminster Free Clinic	Workforce/Labor
Miguel Rodriguez	Port of Hueneme	Community and Economic Development
Rosa Serrato	Reiter Affiliated Companies	Business
Jeremy Goldberg	Tri-Counties Central Labor Council	Workforce/Labor
Stephen Yeoh	Un1tee	Business
Byron Ward (VICE CHAIR)	Action Human Technologies, LLC	Business
Peter Zierhut	Haas Automation, Inc.	Business
Tracy Perez	KFI Staffing	Business
Laura Martinez (CHAIR)	HR Force, Inc	Business

The latest membership roster can be found here: <https://workforce.venturacounty.gov/about-us/wdb-members/>.

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
- Managed Career Solutions
- Career TEAM

The WDBVC and its AJCC MOU Partners have branded the partnership as the Ventura County Workforce Development Alliance. A website regarding the partnership and its services can be found here: <https://workforceventuracounty.org/ventura-county-workforce-development-alliance/>.

A. WIOA MEMORANDUMS OF UNDERSTANDING

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

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

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

The WDBVC uses the MOU to establish the roles and responsibilities of the WDBVC, the Board of Supervisors, and the AJCC partners in delivering program services through the AJCC network. The MOU identifies the "game plan" partners and WDBVC will use to best serve customers, job seekers, and businesses. In the spring of 2024, the WDBVC and its MOU partners created a Strategic Action Plan to serve as a roadmap for the partnership, ensuring actions align with the Workforce Development Board's mission and goals. The process was designed to build consensus across all workforce partners so that the Ventura Partnership Team is focused, driven, and ready to increase impact. The Action Plan is a dynamic blueprint for the sustainability and growth of the workforce system with its partners.

B. STRATEGIC CO-ENROLLMENT

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

Intake and case management are currently handled utilizing the CalJOBS software used by youth, adult, and dislocated worker services providers. This system tracks WIOA Title I and Title III (Wagner-Peyser) co-enrollment clients. Any clients co-enrolled in WIOA Title I and III are recorded in CalJOBS.

The WDBVC has used the Unite Us system for partner referrals. In the spring of 2025, the WDBVC and its partners will be moving to use the ATLAS system for partner referrals. ATLAS is a highly customizable web-based platform designed from the ground up to streamline workflow and service delivery methods for Workforce Development agencies. ATLAS incorporates technology that empowers Workforce Boards to track customers efficiently, archive activity and documents, and inclusively link all information utilizing a robust and centralized application. ATLAS is the only product exclusively built for the Workforce Development Industry.

Through the ATLAS system, providers across sectors can send and receive secure electronic referrals, track every person's journey, and report on tangible outcomes across a full range of services in a centralized, cohesive, and collaborative ecosystem. The WDBVC's One-Stop Operator builds authentic, lasting partnerships with local organizations to ensure their networks have a solid foundation, launch successfully, and continue to grow and thrive. Unite Us' solution establishes a new standard of care that identifies and predicts social care needs in communities, manages enrollment of individuals in services, and leverages meaningful outcome data and analytics to drive community investment further. ATLAS will bring a fresh perspective from non-workforce sectors by helping us build our coordinated care network for workforce development and all social determinants of health. The ATLAS system also brings existing organizations in Ventura County into the web of providers to which navigators can refer participants.

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

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

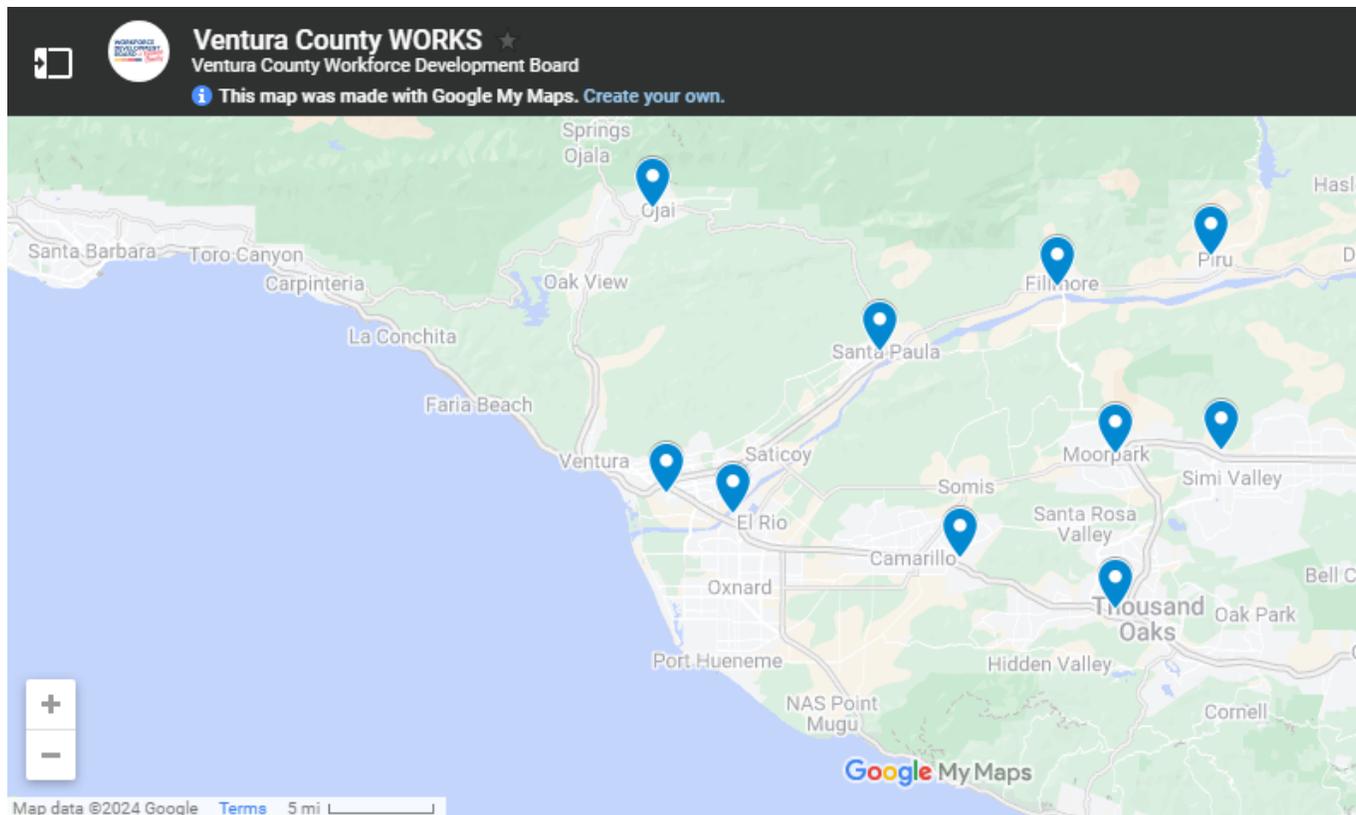
The AJCC delivery system comprises all parties committed to implementing the Workforce Innovation and Opportunity Act (WIOA). The chart below (Figure 1) identifies all programs in the local system and shows how they are interrelated.

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).

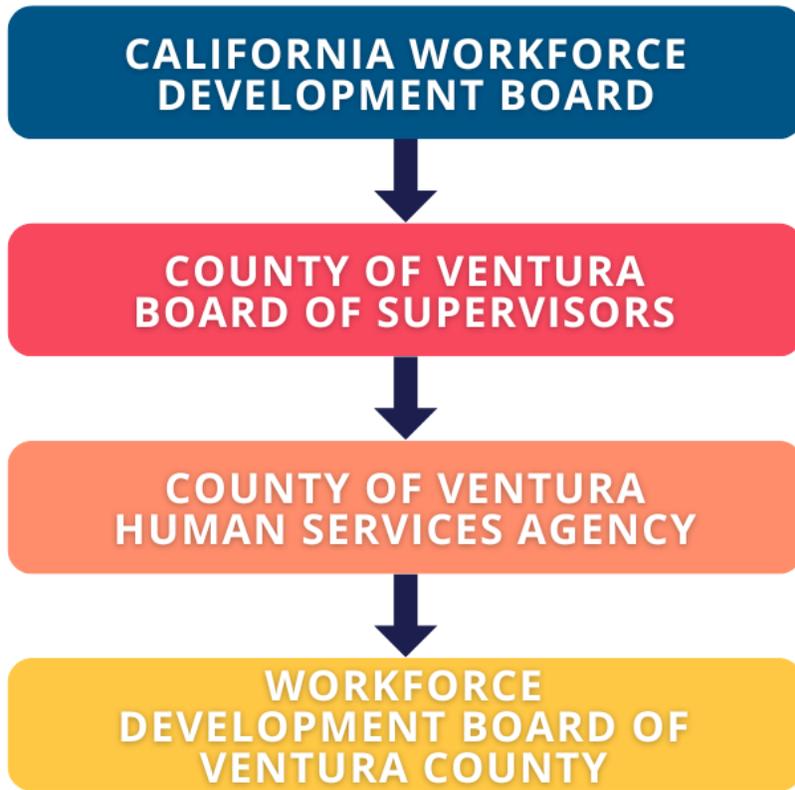
In Ventura County, the WDBVC provides in-person access to services through the AJCC system at sites in Oxnard (comprehensive center) and Simi Valley (affiliate center). In cases where access to services

cannot be provided in person at the AJCC or one of the partner sites, we will provide electronic access and referral. The public can access workforce services and information through www.caljobs.ca.gov and www.workforceventuracounty.org. They can also call 805-648-WORK to be connected to a live representative who will assess their needs and refer them to the appropriate program or service. Outreach using technology targeted at youth is done through our website and social media.



Employment services are available online through CalJOBS at the two AJCCs and all other public information centers operated by the County's Human Services Agency, including remote areas. The WDBVC produces live radio interviews with industry leaders on Workforce Wednesday through AM radio broadcasts and the Ventura County Works podcast. The WDBVC provides access to services, outreach, and posting announcements through radio, social media, and our website.

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



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

The region is uniquely well-positioned to supply education and training to fill workforce needs. Apart from the three community colleges of the Ventura Community College District (Ventura, Oxnard, and Moorpark), all have extensive career technical education curricula, many of which have programs for limited-English proficiency clients.

The region has multiple efforts, including several education collaboratives, to identify employer and industry needs, track student demand, and fill the gaps identified. For example, the Ventura County Community College District is currently mapping all Career and Technical Education (CTE) programs to the WDBVC's sector priorities. Also, the K-12 system recently did a similar mapping project to track existing K-12 CTE pathways from high schools to community colleges. This tracking effort has led to a better understanding of the current education and training.

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. The WDBVC actively pushes all partners and contracted providers to cross-enroll and cross-market their services to more eligible individuals. For example:

- The AJCCs partner with CalFresh and CalWORKs to ensure that participants are served in WIOA programs. They created co-enrollment opportunities for WIOA-required core partners and the resources available to them, and they provided co-enrollment when possible. They are also made aware of job training and education opportunities.
- The WDBVC has staff who collocate at the County Child Support Office. Staff from both teams actively share educational and training resources with child support clients, knowing that additional training often results in more ability to pay child support and increases other outcomes measured by child support.

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

Stakeholder	Tactics
Ventura County Office of Education (VCOE):	Provide fiscal, training, and technology support services to local school districts, helping to maintain and improve lifelong educational opportunities and have: <ul style="list-style-type: none"> • CTE and Industry Aligned Pathways • Articulation Agreements and dual enrollment programs with post-secondary institutions (focus on expansion)
Ventura County Community College District (VCCCD):	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. VCCD engages in education, credentialing, and training for both job seekers and incumbent workers.

SCCRC	The SCCRC facilitates and promotes effective regional educational initiatives for VCCCD and supports local, regional, and statewide workforce development efforts.
Ventura County Adult Education Consortium (VCAEC):	Adult Education Consortium is a collaborative of regional educational providers to expand and improve opportunities for adult learners
CBOs	Participate in WDBVC Work Based Learning Consortium, CTE meetings, P-20 council, and Ventura County Employment Collaborative: <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.
Eligible Training Provider List (ETPL)	Partners on the ETPL provide career services, job training, and education services to incumbent workers and job seekers.

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. VCCCD has an increased emphasis on designing programs that meet employer needs by 1) ensuring students develop basic and advanced skills required for family-sustaining employment 2) integrating 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.
- 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 1) 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 2) sheet metal specialties 3)

Ventura County Electrical JATC 4) Apprenticeship Journeyman Training Trust Fund in pipefitting, plumbing, steam fitting, refrigeration, and air conditioning mechanic, and maintenance plumber service and repair.

A complete 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).

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

- Six annual meetings of the cross-sector Work-Based Learning Consortium.
- The WDBVC sector working groups meet bi-monthly and have industry, labor, and secondary and post-secondary education representatives. Adult Education representatives are actively involved in sector committee meetings.
- Ventura County Clean Green Cross-Sector Initiative outlines environmental needs and industry opportunities in the Green Economy. The committee collaborates closely with the COE and colleges to develop aligned training opportunities based on industry demand and projected demand.
- The Ventura County Office of Education, Ventura Community College District, and Oxnard Union High School District actively participate in WDBVC sector working group meetings.
- The Ventura County AJCC partners meet regularly to determine standard practices and coordinate services.
- WDBVC staff has participated, for over ten years, in the Community Colleges' South Central Coast Regional Consortium meetings.
- WDBVC staff is represented at the P-20 Business/Education meetings. The Ventura County P-20 Council unites key decision-makers from education, business, government, and community organizations to support the growth of educational and career pathways from pre-school (P) through college and post-secondary/career (20).
- California State University Channel Islands, Ventura County Office of Education, and WDBVC staff actively participate in VC STEM meetings. The Ventura County STEM Network (VC STEM) is a group of key decision-makers from education, business, parent organizations, and community agencies dedicated to improving academic access and excellence.
- WDBVC staff attend advisory meetings for Ventura Adult and Continuing Education.

Furthermore, there are many coalitions, partnerships, opportunities to network, and multiple formal and informal alliances. These existing committees, working groups, and initiatives bring together organizations across the region to narrow gaps in services, develop needed training, and serve target populations. For example, the AJCC partners with CalFresh and CalWORKs to ensure that WIOA program participants are provided information on co-enrollment opportunities and resources available to them. 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 to map all of the Career and Technical Education (CTE) programs and training taking place within Ventura County. They discussed ways to streamline enrollment and inclusion to those most in need. Additionally, over 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 WDBVC will continue to partner with educational institutions, non-profit organizations, and industry partners to improve supportive services for those most in need.

E. ADA COMPLIANCE (WIOA SECTION 188)

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

The AJCC delivery system, including applicable operators and partners, complies with WIOA Section 188 and the Americans with Disability Act regarding physical and programmatic accessibility. The current AJCC comprehensive center has incorporated all the appropriate assistive technology and partner staff training (?) to address the physical and programmatic needs of individuals with disabilities.

When adaptive equipment was initially purchased for visually and hearing-impaired individuals, staff were trained. Furthermore, Department of Rehabilitation (DOR) staff provide robust professional development and training to AJCC and partner organization staff, including Windmills training.

All applicable WIOA contracted providers also entirely comply with the Americans with Disabilities Act. WIOA service providers complete a self-assessment every two years, as WIOA requires, and contractors are regularly monitored by WDBVC staff.

III. STATE STRATEGIC PARTNER COORDINATION

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

It is important to note that the WDBVC has been closely tracking the development of the Master Plan for Career Education and intentionally included goals that are aligned with the framework. We will continue to look for opportunities to increase alignment and bring state-level recommendations and programs to the local level. For example, the framework's recommendations encourage us to increase credit for prior learning for veterans and others with real-world experience but limited college experience. The WDBVC seeks to expand the county's training offerings and "skill-building infrastructure" to increase access to upward mobility. This includes expanding apprenticeships, focusing on CTE programs, supporting our colleges in the development of flexible, non-traditional offerings, and ensuring that those most in need know about and have the capacity to enroll in these opportunities.ⁱ

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

Ventura County has a significant structural advantage in this regard, as the Workforce Development Board and CalFresh operate under the county umbrella, have worked together for years, and already have co-located services at the AJCC. A detailed assessment of Ventura County's CalFresh population shows that 79,411 people received CalFresh benefits in October 2024, 30,449 of whom were 17 years of age and younger.ⁱⁱ

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

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

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

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

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

Most recently, the WDBVC has staff co-locate at the Child Support Services office every Tuesday to increase co-enrollment and ensure that individuals know about existing workforce supports. This co-location provides many WIOA-eligible clients with information about workforce support and hastens CalJOBS completion by directly connecting them to workforce support. The two agencies are grappling with simplifying further co-enrollment and referral tracking to ensure they are not overburdening the client with double the paperwork.

The data show that there are 14,872 non-custodial parents currently being tracked by DCSS. Over half identify as Hispanic; slightly under 15% are primarily Spanish-speaking. The exact overlap with the adults receiving CalFresh is unknown. However, both CalFresh and DCSS assume that this is significant. Non-custodial parents face several barriers similar to other job seekers from low-income backgrounds. In addition they also encounter the inevitable disincentives built into the child support system, such as the fact that a significant share of any new income will likely cover arrearages in child support. Successfully reaching this population requires acknowledging those issues and, where possible, crafting flexible approaches.

The WDBVC and DCSS have done the following to increase collaboration:

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

helpful tools. However, the real, long-term motivating factor is the pride inherent in stepping up and providing for one's family.

Challenges:

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

What we seek to accomplish:

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

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

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

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

Data Sharing and Tracking: Provide DCSS with "read-only" access to CalJOBS to track referrals. DCSS provides liaisons to track referrals and develop referral worksheets.

Robust Outreach to Non-custodial Parents: AJCC will engage participants and give presentations at the court.

Explore Legal, Policy, and Incentive Options: DCSS and the WDBVC will explore the development of tools and incentives for non-custodial parents, such as the release of licenses.

C. SERVING INDIVIDUALS WITH DEVELOPMENTAL AND INTELLECTUAL DISABILITIES.

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

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

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

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

The Employment Development Department awarded the WDBVC \$600,000 to operate the Equity Target Population Fund program. Through this program, 110 individuals with disabilities can access employment and training opportunities and wraparound case management. The program will also train staff and partners on improving services to people with disabilities through the AJCC system. The Foundation for California Community Colleges also awarded the WDBVC \$1.5 M to operate the Student Training and Employment Program (STEP). Through that program, the WDBVC has contracted with the Arc of Ventura County to serve at least 50 students with Intellectual and Developmental Disabilities.

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

The WDBVC continues to work on the following needs identified by the LPA:

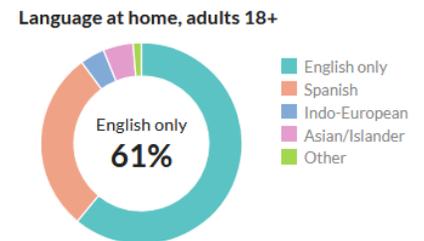
- The WDBVC needs to participate in regular LPA meetings and LPA employment collaborative meetings.
- The LPA would like to use the AJCC for events.
- Individuals served by the Regional Center must feel like they can access workforce development services.
- The AJCC needs to be more inviting to people with disabilities.

- There needs to be a warm handoff and better coordination from LPA partners to the AJCC.
- The AJCC staff needs to understand the target population better, particularly their unique needs. This also includes a requirement for training to serve Regional Center clients.
- A referral form should be developed for use between LPA partners.
- Exploration of co-location opportunities for LPA partners at the AJCC or LPA partner sites
- Integration of business services.
- An internship program to benefit people with disabilities.

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

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

English Language Learners – primarily Spanish speakers but several other languages – have historically made up a significant portion of Ventura County's population and thus have long been a focus of the WDBVC's outreach service efforts. According to the U.S. Census Bureau's American Community Survey (ACS) 1-year update, Spanish speakers account for 34% while 39.3% speak a language other than English at home.ⁱⁱⁱ The number of foreign-born residents is 187,465. Other notable languages spoken at home include Tagalog, Vietnamese, and Korean, each contributing to the cultural tapestry of the county. Additionally, according to the Ventura County Reporter, there are approximately 36,000 farmworkers in Ventura County. Nearly 20,000 of these farmworkers are members of the indigenous Mexican community who only speak Aztec languages.



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

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

In 2024, the WDBVC was awarded \$900,000 by the California Employment Development Department (EDD) Farmworker Advancement Program to provide farmworkers with language literacy training

through Cell-ed. This increased access to effective training models, supportive services, and incorporated innovative employment strategies with partners to create career opportunities in growing industries.

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

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

The WDBVC has accomplished the following:

- Created a shared matrix of partners, their roles, and contact info to support service provision.
- Conduct spatial analysis to ensure services can be provided reasonably far from potential clients. Many EL students have lower economic resources than their English-speaking counterparts. Thus, transportation from one section of the county to another for services is a significant barrier that we must address. For example, we seek to provide more direct assistance in Simi Valley to increase benefits to this population.

E. How the Local Board will coordinate with Local Veteran Affairs, community-based organizations, and other local partners who serve veterans.

Veterans in Ventura County make up 5.1% of the population or 33,049 individuals, approximately 20% higher than the rate in California^{iv}. This is due to the Naval base and a large deep-water port that employs many veterans. Due to this, the WDBVC actively collaborates with various veteran-serving organizations and the VA.

The Veterans Service office is situated within the Human Services Agency and the WDBVC. This allows for close coordination between the two departments regarding services and referrals.

Goodwill of Ventura and Santa Barbara Counties is a contracted service provider that offers a comprehensive Veteran Services program to assist veterans, their spouses, and dependents in transitioning to civilian employment. This program provides a range of no-cost resources and support, including:

- Employment Preparation and Job Placement: Personalized career counseling, job search strategies, resume writing assistance, interview practice, and job placement services.
- Training and Skills Development: Computer skills training and access to certification opportunities to enhance workplace competencies.

- Supportive Services: Assistance with obtaining work attire, transportation, and other needs to facilitate successful employment transitions.

The Naval Base Ventura County's Fleet & Family Support Center works closely with the AJCC for referrals and job fairs.

To improve service provision for Veterans, we met with partners to identify challenges and opportunities for improved service provision, collaboration, and employment outcomes.

Challenges Veterans in Ventura County face while trying to access workforce services:

Lack of Awareness of Transferrable Skills:

- Many employers are unaware of military specialties and how veterans' skills can apply to civilian jobs.
- While aerospace industries recruit veterans due to familiarity with their skills, other sectors do not, leaving many veterans without opportunities.
- Veterans need support translating military experience into civilian jobs, soft skills, and resume skills.

Limited Exposure and Understanding of Local Opportunities:

- Veterans, particularly those stationed at bases, often lack familiarity with local businesses and civilian career options outside of the VA.

Lack of Targeted Career Assistance:

- There is a need for veteran-specific career fairs and social media campaigns targeting veterans to increase awareness of resources like the America's Job Center of California (AJCC).
- Greater collaboration is needed between county and federal services to support veterans in identifying local opportunities and resources.

Gaps in Guidance and Purpose Post-Service:

- Veterans often struggle to identify career goals and may lack a sense of purpose after leaving the military.
- Veterans can benefit from resources like aptitude tests, career cohorts, and online classes to help them explore new career paths.

Financial and Logistical Barriers to Job Training:

- Financial constraints make it challenging for veterans to participate in unpaid training programs, especially with the high cost of housing.
- Delays between program enrollment and paid employment create gaps in financial stability, making the transition from military to civilian life difficult.
- Some training programs offer lower wages or require extended time commitments, which may not be feasible for veterans balancing housing and financial needs.

Stigma Around Certain Career Paths:

- When referred to certain jobs (e.g., security roles) that rely heavily on military experience, some veterans feel pigeonholed and may resist these options due to perceived limitations.

F. How the Local Board will collaborate with the Strategic Planning partners to address environmental sustainability.

The Ventura County Workforce Development Board (WDBVC) collaborates with partners to promote environmental sustainability by aligning workforce development with climate-neutral goals. Key initiatives include:

- **Clean Green Workgroup:** This group is a collaborative forum for planning and research, addressing the environmental impacts across various sectors. It fosters resilience by encouraging industry leaders to consider sustainability in their planning.
- **Climate-Focused Job Reports:** In partnership with the South Central Coast Center of Excellence (COE), the WDBVC has developed reports identifying essential clean/green jobs across Ventura County. This includes roles in Advanced Manufacturing, Advanced Transportation, Agriculture, Water and Environmental Technologies, and Energy sectors, helping focus workforce planning on sustainability-oriented jobs.
- **Climate Grants:** The WDBVC is utilizing climate-specific grants, such as the UPLIFT Central Coast grant, to fund green transportation infrastructure, including support for green vehicles and enhanced public transit. This aligns with broader goals to reduce regional emissions.
- **Green Port Initiatives:** Collaboration with local leaders supports clean energy and low-emissions practices at the Port of Hueneme, aiming to create a climate-neutral logistics sector while expanding green job opportunities.
- **Preparing for Emerging Roles:** Recognizing the need for career transition support, the WDBVC is developing programs to help veterans, older workers, and others upskill or reskill for climate-neutral jobs.
- **Exploring Offshore Wind Potential:** Efforts to establish Ventura County as a hub for offshore wind energy highlight WDBVC's commitment to green industry growth and job creation in renewable energy.
- **Collaborative Sustainability Efforts:** The WDBVC participates in the Sustainable Central Coast Regional Collaborative (SCCRC) to centralize resources, share best practices, and support regional green industry goals.
- **Innovative Training Programs:** Pre-apprenticeship programs, like CFROG's VR-simulated training modules, help prepare workers for roles in green jobs, providing hands-on experience for climate-sensitive occupations.
- **Funding for Sustainable Practices:** Special funds are allocated for energy-efficient training and sustainable construction, ensuring the workforce is prepared for jobs that align with environmentally sustainable practices.

These collaborative efforts highlight the WDBVC's role in integrating environmental sustainability into workforce development and supporting Ventura County's transition to a climate-conscious economy. Our Clean Green Cross-Sector workgroup has been a phenomenal tool and forum through which we continue researching and implementing collaboration.

IV. WIOA TITLE I COORDINATION

This section describes strategies for staff preparation, training, and ongoing professional development to effectively respond to participant needs. This section of the Local Plan addresses the services, activities, and administrative requirements established for Local Boards under WIOA Title I.

A. EXPANDING DIGITAL FLUENCY

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

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

In 2024, the WDBVC implemented Northstar Digital Literacy. Northstar Digital Literacy is a no-cost assessment tool that helps users identify and strengthen the basic skills needed to use a computer and the internet for daily life, employment, and higher education. The Northstar Digital Literacy is a series of short tests determining whether a person has the basic skills to perform tasks on computers and online. These skills may be required when seeking employment or furthering your education. If an individual passes an assessment, they can earn a certificate to present to potential employers.

Assessment areas include:

- Basic Computer Skills
- Internet Basics
- Using Email
- Windows 10
- Mac OS
- Microsoft Word
- Microsoft Excel
- Microsoft PowerPoint
- Social Media
- Information Literacy
- Career Search Skills
- Your Digital Footprint

Another way that the region is seeking to address the digital fluency needs of the region is to collaborate with the Economic Development Collaborative to develop and implement a Ventura County Digital Upskilling Initiative. The Ventura County Digital Upskilling Training Program is a no-cost, 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 can access 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.

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

All WDBVC and provider staff are required to be trained in Family-Centered Coaching. Family-Centered Coaching is a set of strategies, tools, and resources that help human service organizations reinvent how they engage with families experiencing poverty. Family-Centered Coaching offers coaches, managers, and organizations a path to create and sustain robust, holistic services and programs. By deciding to partner with families to address their needs and make progress on their goals, this partnership increases the likelihood of long-term success for everyone involved. Family-Centered Coaching is designed with a trauma-informed care lens to support families who have experienced or are experiencing trauma. Training modules are available online that staff can access 24/7. Participants are surveyed regularly to ensure that staff are utilizing Family-Centered Coaching techniques.

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

C. RAPID RESPONSE AND LAYOFF AVERSION ACTIVITIES.

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

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

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

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

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

- *WIOA Dislocated Worker Funds for Underserved COVID-19 Impacted Individuals-* To act swiftly to help workers most impacted financially by the COVID-19 pandemic, the Employment Development Department (EDD) made \$450,000 of Workforce Innovation and Opportunity Act (WIOA) 25% Dislocated Worker Funds available to provide supportive services to individuals impacted by COVID-19. This included equipment necessary to telework (e.g., computer, internet, etc.), housing assistance, utility assistance, childcare assistance, and transportation assistance.
- *COVID National Dislocated Worker Grant-* The California Employment Development Department (EDD) announced the release of \$23 million through two National Dislocated Worker Grants to address the COVID-19 pandemic's impact on California's workforce. We were awarded \$315,000 to provide employment and training services for workers laid off due to the COVID-19 pandemic.
- *Dislocated Youth Worker Innovation Challenge-* The EDD awarded \$250,000 to the WDBVC to serve out-of-school youth who were laid off due to the COVID-19 pandemic.

In addition to these recently funded projects, the Local Board provides policy, structure, and funding for Title I employment and training activities. WIOA Title I adult and dislocated worker employment training activities in the Local Area include job search and placement assistance (including career counseling); labor market information (which identifies job vacancies, skills needed for in-demand jobs, and local, regional, and national employment trends); initial assessment of skills and needs; and information about available services and follow-up services to help participants keep their jobs after placement in employment.

The WDBVC has a track record of being responsive to local needs. It successfully applied for a *National Dislocated Worker Grant (NDWG)* in 2018 to address the negative impact of the CA Megafires. The grant provided job training and temporary jobs to assist in the repair and cleanup of areas affected by the Woolsey and Hill Fires in Ventura County. NDWG funding is intended to expand 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. An additional NDWG grant was awarded in response to the 2023 storms that impacted local parks in Ventura County.

The WDBVC contracts to a subrecipient to provide WIOA Title I adult and dislocated worker activities. Services are provided at the comprehensive AJCC in Oxnard and the affiliate AJCC site in Simi Valley. Eligible individuals can access Individual Training Accounts (ITAs) and on-the-job training. (OJT). Also, eligible employers benefit from incumbent worker training (IWT), which includes coordination of Title I and Employment Training Panel (ETP) funding. The local plan supports the "earn and learn" model, using training and education practices that combine applied learning opportunities with compensation. The success of earn-and-learn programs depends on sustained employer engagement, and where appropriate, the Board engages organized labor, especially for developing apprenticeship programs.

The priority of service for adult workers is available to recipients of public assistance, individuals from low-income backgrounds, basic skills deficient individuals, and veterans and their eligible spouses. Established at the time of eligibility determination, the priority of service remains constant during participation. The priority of service does not apply to the dislocated worker population. Furthermore, fifteen formal AJCC System Partners are working to align existing workforce programs, reduce duplication, identify gaps in services, and collaborate to provide career services to those with barriers to employment.

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

English Language Learners:

- \$900 K to serve farmworkers and assist them with language literacy and employment services through Cell-ed.
- \$1.5 M National Farmworker Jobs Program grant from the Department of Labor to assist farmworkers and their dependents.

Justice-Involved:

- The Workforce Board and Human Services Agency (HSA) completed a grant in December 2024 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 WDBVC was awarded \$250,000 from the CWDB to operate the Prison-to-Employment 2.0 program.

Opportunity Youth and Young Adults

- Successfully awarded a \$1.6 M grant to provide opportunities to young adults ages 18-28 with work experience at the County of Ventura and Six Sigma Yellow Belt training.
- Developing a Youth Advisory Council to engage youth in the cocreation of strategies to support them better and reduce barriers to employment.
- The WDBVC includes youth services providers in industry sector committee discussions to identify emerging and in-demand occupations, relevant pathways, and industry-recognized credentials.

- In 2024, the WDBVC was awarded \$1.5 M by the Foundation for California Community Colleges to provide work experience to students with disabilities.

Veterans

- 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 homelessness in Ventura County by participating in meetings, providing referrals, and promoting outreach.

Dislocated Workers:

- The National Dislocated Worker Grant (NDWG) 2023 Winter Storms grant was awarded to assist with the cleanup of County parks damaged by the storms.
- The WDBVC Business Solutions team conducts Rapid Response services. It assists affected employees by connecting them to the AJCC system for services.

E. YOUTH WORKFORCE INVESTMENT ACTIVITIES

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

The WDBVC acknowledges that youth—particularly those who are out of school and those with disabilities—have distinct workforce development needs that differ from those of adults. In response, WDBVC intentionally partners with youth-serving organizations, agencies, and community stakeholders to ensure that services are accessible, culturally relevant, and responsive to the needs of youth.

To guide and improve local youth workforce strategies, WDBVC convened a Youth Community Forum to gather feedback directly from young people and the community on how to enhance support for out-of-school youth. Additionally, youth service providers are integrated into industry sector committee discussions to align workforce programming with in-demand occupations, relevant career pathways, and industry-recognized credentials.

Ongoing engagement with education, agency, and community partners continues to identify unmet needs and improve service delivery for vulnerable youth. Key areas of concern include access to transportation, tutors, mental and physical health services, mentors, supportive housing, assistive technology, child care, and skilled staff support. The WDBVC will continue to convene stakeholders to address these service gaps and ensure that youth-centered, wraparound supports are in place.

The WIOA Youth Program has been rebranded based on input from local youth, informed by human-centered design principles. It is now known as Ventura County NextGen. More information can be found at www.vcnnextgen.org. The NextGen Program offers targeted, inclusive services to all eligible youth, including youth with disabilities, through the following strategies:

- **In-Person and Virtual Service Options:** Participants can access services in flexible formats that accommodate varying needs, including those related to disability, accessibility, and geographic or transportation challenges.
- **Customized Trainings and Workshops:** Instruction is tailored to each participant's learning style, pace, and ability level, ensuring equitable access to skill-building opportunities.
- **Integrated Digital Skills Training:** Digital literacy is embedded in job readiness and career development services. Youth receive hands-on training in tools such as email, online applications, Google Workspace, and Zoom, ensuring they build the digital fluency needed for modern education and employment.
- **Collaboration with Partner Agencies:** The program works closely with partners, including the Department of Rehabilitation (DOR) and local education agencies, to ensure that youth with disabilities receive coordinated support, accommodations, and employment preparation aligned with their career goals.
- **Staff Training and Professional Development:** Program staff receive ongoing training in inclusive service delivery, disability awareness, trauma-informed care, and youth engagement strategies to ensure services meet the needs of all youth participants.

Together, these coordinated strategies reflect WDBVC's commitment to equitable and inclusive youth workforce development services that prepare all young people—especially those with barriers—to succeed in Ventura County's evolving labor market.



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

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

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

The WDBVC released WIOA Adult/DW and AJCC Operator RFPs in PY 2023. The current WIOA Adult/DW service provider is Career TEAM, LLC. The current AJCC Operator is Eckerd Connects.

V. APPENDICES

A. STAKEHOLDER AND COMMUNITY ENGAGEMENT SUMMARY

B. PUBLIC COMMENTS RECEIVED

C. SIGNATURE PAGE

APPENDIX A: STAKEHOLDER AND COMMUNITY ENGAGEMENT SUMMARY

Meeting Description	Who Attended/Participated	Date
WDBVC Quarterly Partner Meeting <i>45-minute long in-person workshop to discuss regional needs, challenges, and opportunities for improvement</i>	<ul style="list-style-type: none"> All WDBVC staff Contracted adult and youth workforce services providers Staff from all three local Community Colleges 	9-30-24 10 AM-12 PM In-person at VACE
Continuum of Care (CoC Meeting) <i>30-minute facilitated workshop to listen and learn about the workforce needs and challenges of individuals experiencing homelessness or housing insecurity.</i>	<ul style="list-style-type: none"> Ventura County Housing Housing Authority staff Individuals with lived experience Housing service providers, including housing navigators, case managers, housing site operators, etc. 	10-17-24 10:30 AM-12 PM Zoom
Work-Based Learning Consortium <i>60-minute long facilitated workshop to get feedback on the current work-based learning infrastructure in Ventura County, identify gaps, and develop recommendations to include in the Regional and Local plans</i>	<ul style="list-style-type: none"> Adult School Representatives Representatives from all 3 Community Colleges K-12 CTE Representatives Union/Labor Representatives Industry partners who have internship and apprenticeship programs Nonprofit workforce development and economic development partners 	11-12-24 9 AM-10 PM Zoom
WDBVC Quarterly Goal review <i>A 120-minute facilitated workshop was conducted to hear the staff's perspectives on the regional economic and workforce needs and the needs of job seekers and employers.</i>	<ul style="list-style-type: none"> All WDBVC staff WDBVC Director and Leadership 	11-6-24 9 AM-11 AM In-person at the Oxnard AJCC
WDBVC Board Strategic Planning <i>4-hour-long annual strategic planning meeting inclusive of a review of the past year's accomplishments SMARTIE goals, and facilitated discussion about priorities for the regional and Local plans.</i>	<ul style="list-style-type: none"> WDBVC Board members All WDBVC staff and leadership EDD staff 	9-26-24 8A M-12 PM In-person at the Oxnard AJCC
Meeting with Ventura County Department of Child Support Services <i>45-minute long Zoom conversation to listen and learn how collaboration between the WDBVC and Child Support is going and how it can be improved</i>	<ul style="list-style-type: none"> Ventura County Department of Child Support Services Staff- Kiara Nowlin WDBVC Leadership 	10-28-24 10 AM-11 AM Zoom
Veteran Collaborative of Ventura County <i>30-minute facilitated</i>	<ul style="list-style-type: none"> Ventura County Staff Veteran Services 	10-10-24 9 AM-11 AM

<p><i>workshop during the monthly meeting to listen and learn about the workforce needs and challenges of Veterans in Ventura County.</i></p>	<ul style="list-style-type: none"> • Non-profit organizations that serve the veteran population 	<p>In-person at the Oxnard AJCC</p>
<p>Justice Involved & Reentry Discussion <i>60-minute-long facilitated small-group discussion to listen and learn about the workforce needs and challenges of Justice-Involved individuals in Ventura County.</i></p>	<ul style="list-style-type: none"> • CDCR Staff • Ventura County Sheriff's Department • Adult and Youth Staff Representatives from the Ventura County Probation Department • Staff from Todd Road Jail • County staff members 	<p>10-3-2024 2 PM-2:45 PM Zoom</p>
<p>Sector Working Group Meetings</p> <ul style="list-style-type: none"> • Healthcare • Manufacturing • Clean Green <p><i>15-minute-long agendized items were added to work group meetings to discuss sector needs that should be prioritized in the Plans. The environmental needs and changes were also discussed.</i></p>	<ul style="list-style-type: none"> • Industry leaders • WDBVC Industry Representatives • Labor representatives 	<p>Bi-monthly In-person and on Zoom</p>

APPENDIX B: PUBLIC COMMENTS RECEIVED

PUBLIC COMMENTS THAT DISAGREE WITH THE LOCAL PLAN

The Local Plan was available for public comment from November 21, 2024 through December 27, 2024. One public comment was received below:

There are a few elephants in the room that I believe are very well known and intentionally disregarded due to many factors one being followed in this plan after explaining the 60+ billion dollar economy in no way is there any implementation or efforts in regards to the populous and the industries and companies that make up the large majority of this economy they small few. The likely reasons are due to the cost of which it would take to train individuals for these places of business and types of work, coupled with a bottle neck of certain skills being desire to be in the hands of public something I've seen in a lot of areas not just here. It's in a nutshell symptoms of placing control and dollars for a desirable and where the hands are few. I've seen firsthand how someone like myself noticed while others exponentially, discuss still, and desire receive or can easily be described as stream line 3 shot aborted by voice is being invented around them, which already in a few and not the positive or any of the groups in discussion regarding the statistics. This point number two from above the term tells me at the moment, educated life. You should know what I am intending to say, regardless of what you're looking for it would be the justice system, which is a big education employment. There is a sort of nepotism that systemically parades the community. It could be terrible Teacher, who broke the rules that gets allowed off the hook to change school district and continue doing the same thing. She talk to you because of a few letters from Control simply trying to keep one of their own safe. They could be the bold tree displayed systemic deficiencies or common justice system, and it's Public Defenders Office that can literally post judgment instead of five people's entire life without once seeking a single opinion of that person and blindly listening against all rules to the "favorable" party. Something I gladly accept any argument to as an avid advocate on both those points. Is my firm opinion that not addressing these elephants in the world that are well known to be there in the room will make any plan such as this in immediate failure. And simply a pony show. There's too much time going into building plans that avoid the problem to endorse the comfort of few. And if the county wishes to see it's entire populous prosper which only the fool should argue against that profiting all it needs to stop putting more energy into avoiding the uncomfortable truths and more into addressing them. When will we have integrity again and lose sleep at night knowing our cowardice?

APPENDIX C: SIGNATURE PAGE

Workforce Development Board of Ventura County

Local Plan PY 2025-28

Signature Page

The Workforce Development Board of Ventura County's Local Plan PY 2025-28 is hereby submitted, in accordance with the provisions of the WIOA.

Local Workforce Development Board Chair

Local Chief Elected Official


Signature


Signature

Laura Martinez

Supervisor Janice Parvin

Name

Name

Chair, Workforce Development Board of
Ventura County

Chair, Ventura County Board of
Supervisors

Title

Title

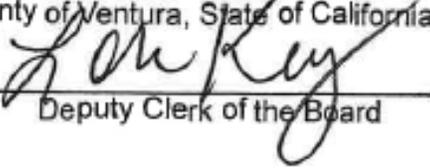
2/19/25

3/18/25

Date

Date

ATTEST: DR. SEVET JOHNSON
Clerk of the Board of Supervisors
County of Ventura, State of California

By: 
Deputy Clerk of the Board



ⁱ California Master Plan for career Education, December 2024, Retrieved from: chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.gov.ca.gov/wp-content/uploads/2024/12/CA-Master-Plan-Framework-Governors-Office.pdf

ⁱⁱ Cal Fresh Data Retrieved November 11, 2024 from: <https://www.ventura.org/human-services-agency/calfresh-data/>

ⁱⁱⁱ U.S. Census Bureau (2022). 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/>

^{iv} U.S. Census Bureau (2023). 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/>