

# WORKFORCE DEVELOPMENT BOARD *of Ventura County*



## 2025-2028 WDBVC Regional Plan

Prepared by:



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# I. INTRODUCTION

This Regional Plan culminates an extensive collaborative planning process by Ventura County public, private, and community-based stakeholders.

## 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 addressing workforce needs, challenges, and opportunities. This often involves skill training for employees, local businesses, and industries and facilitating partnerships between businesses with similar training needs.

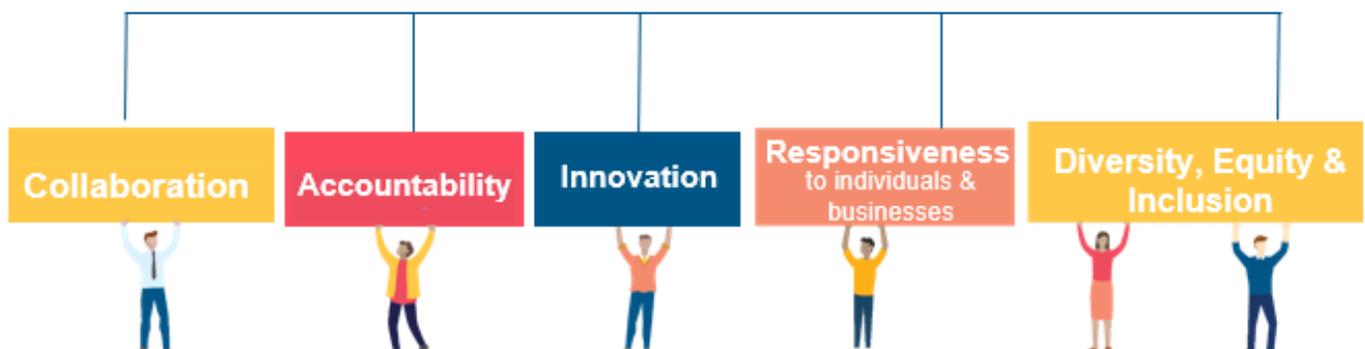
## SHARED VISION

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, makes necessary adjustments based on current events and economic needs, and identifies critical milestones to achieve the goals. The staff also use these strategic priorities to measure progress every quarter. Staff identifies any necessary course corrections or additional priorities based on the current regional needs and makes recommendations to the Board. The last goals were set in September 2023, so the next set will be created in Fall 2025.



**Convene a regional work-based-learning workforce summit** that brings employers and education/training providers together to align their strategies and develop training that meets employer demand (Unify and align siloed and fragmented existing strategy.)



**Strengthen operational support for job seekers** with barriers to employment by diversifying funding, implementing protocols, and building partnerships.



**Systematize customer feedback processes** to improve reporting and service delivery for job seekers and employers.



**Fully Implement business solutions and services for employers** to address their needs and help them thrive.

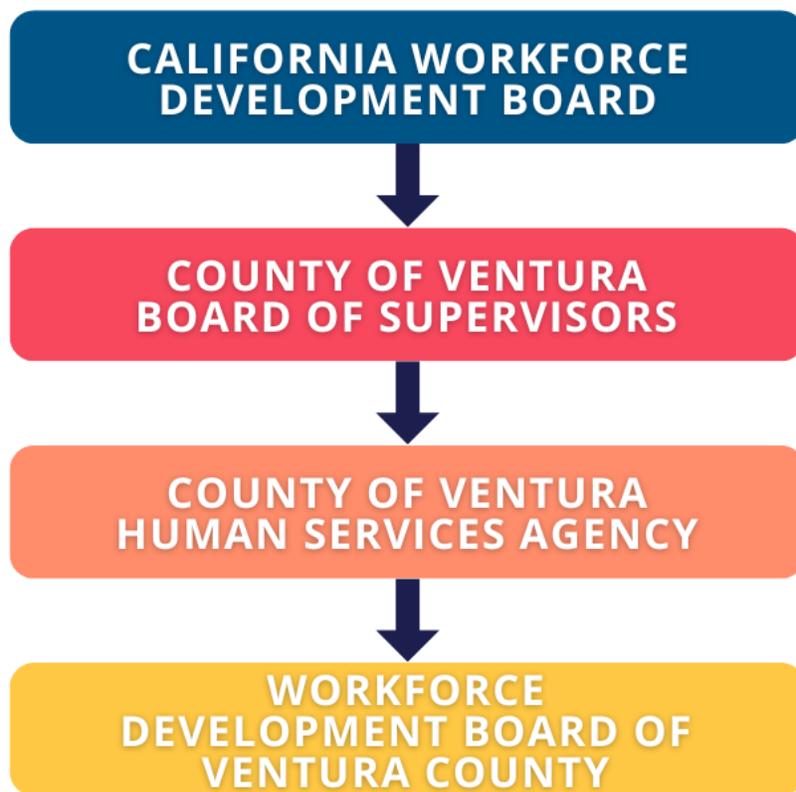


**Expand awareness of the WDBVC services and resources for job seekers and employers** by deploying an outreach and communication strategy to increase visibility across the region.

## HOW THE WORKFORCE INNOVATION AND OPPORTUNITY ACT (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

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. 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 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:

Meeting Description	Who Attended/Participated	Date
<b>WDBVC Quarterly Partner Meeting</b> <i>45-minute long in-person workshop to discuss regional needs, challenges, and opportunities for improvement</i>	<ul style="list-style-type: none"> <li>All WDBVC staff</li> <li>Contracted adult and youth workforce services providers</li> <li>Staff from all three local Community Colleges</li> </ul>	<b>9-30-24</b> <b>10 AM-12 PM</b> In-person at VACE
<b>Continuum of Care (CoC Meeting)</b> <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"> <li>Ventura County Housing</li> <li>Housing Authority staff</li> <li>Individuals with lived experience</li> <li>Housing service providers, including housing navigators, case managers, housing site operators, etc.</li> </ul>	<b>10-17-24</b> <b>10:30 AM-12 PM</b> Zoom
<b>Work-Based Learning Consortium</b> <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"> <li>Adult School Representatives</li> <li>Representatives from all 3 Community Colleges</li> <li>K-12 CTE Representatives</li> <li>Union/Labor Representatives</li> <li>Industry partners who have internship and apprenticeship programs</li> <li>Nonprofit workforce development and economic development partners</li> </ul>	<b>11-12-24</b> <b>9 AM-10 PM</b> Zoom
<b>WDBVC Quarterly Goal review</b> <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"> <li>All WDBVC staff</li> <li>WDBVC Director and Leadership</li> </ul>	<b>11-6-24</b> <b>9 AM-11 AM</b> In-person at the Oxnard AJCC
<b>WDBVC Board Strategic Planning</b>	<ul style="list-style-type: none"> <li>WDBVC Board members</li> <li>All WDBVC staff and leadership</li> </ul>	<b>9-26-24</b> <b>8A M-12 PM</b>

<p><b><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></b></p>	<ul style="list-style-type: none"> <li>• EDD staff</li> </ul>	<p>In-person at the Oxnard AJCC</p>
<p><b>Meeting with Ventura County Department of Child Support Services</b>  <b><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></b></p>	<ul style="list-style-type: none"> <li>• Ventura County Department of Child Support Services Staff- Kiara Nowlin</li> <li>• WDBVC Leadership</li> </ul>	<p><b>10-28-24</b>  <b>10 AM-11 AM</b>  Zoom</p>
<p><b>Veteran Collaborative of Ventura County 30-minute facilitated workshop during the monthly meeting to listen and learn about the workforce needs and challenges of Veterans in Ventura County.</b></p>	<ul style="list-style-type: none"> <li>• Ventura County Staff</li> <li>• Veteran Services</li> <li>• Non-profit organizations that serve the veteran population</li> </ul>	<p><b>10-10-24</b>  <b>9 AM-11 AM</b>  In-person at the Oxnard AJCC</p>
<p><b>Justice Involved &amp; Reentry Discussion</b>  <b><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></b></p>	<ul style="list-style-type: none"> <li>• CDCR Staff</li> <li>• Ventura County Sheriff's Department</li> <li>• Adult and Youth Staff Representatives from the Ventura County Probation Department</li> <li>• Staff from Todd Road Jail</li> <li>• County staff members</li> </ul>	<p><b>10-3-2024</b>  <b>2 PM-2:45 PM</b>  Zoom</p>
<p><b>Sector Working Group Meetings</b></p> <ul style="list-style-type: none"> <li>• Healthcare</li> <li>• Manufacturing</li> <li>• Clean Green</li> </ul> <p><b><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></b></p>	<ul style="list-style-type: none"> <li>• Industry leaders</li> <li>• WDBVC Industry Representatives</li> <li>• Labor representatives</li> </ul>	<p><b>Bi-monthly</b>  In-person and on Zoom</p>

**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.

### 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

Board member	Organization	WIOA Category
Davita Carpenter	HCA Human Resources Group	Business
Celia Daniels	Rubicon Consulting	Business
Victor Dollar	Brighton Management	Business
Julia Justus	Meissner Filtration Products	Business
Gregory Liu	Jaxx Manufacturing Inc.	Business
Tracy Perez	Roth Staffing Companies	Business
Bill Pratt	Kinamed Inc.	Business
Shaffiq Rahim	Lifetech Resources LLC	Business
Rosa Serrato	Reiter Affiliated Companies	Business
Ken Wiseman	Corazon de Piru	Business
Stephen Yeoh	Un1tee	Business
Peter Zierhut	Haas Automation Inc.	Business
Cynthia Herrera	Ventura County Community College District	Education & Training
Celina Zacarias	California State University Channel Islands	Education & Training
Blanca Mendieta	Fillmore Adult School	Education & Training
Scott McNutt	Ventura Adult and Continuing Education	Education & Training
Elizabeth Arias	Port of Hueneme	Government, Economic Dev, Community Dev
Bruce Stenslie	Economic Development Collaborative	Government, Economic Dev, Community Dev
Cesar Valladares	Employment Development Department	Government, Economic Dev, Community Dev
Brian Winic	California Department of Rehabilitation	Government, Economic Dev, Community Dev
Esther Anaya	The Arc of Ventura County	Workforce
Jeremy Goldberg	Tri-Counties Central Labor Council (AFL-CIO)	Workforce
Marilyn Jansen	United Food & Commercial Workers Union Local 770	Workforce
Anthony Mireles	Laborers International Union of North America	Workforce

## **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

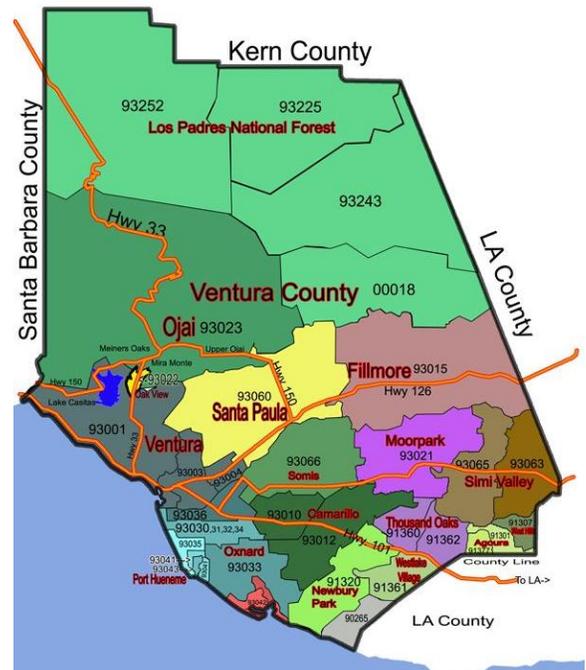
The WDBVC and its AJCC MOU Partners have branded the partnership as the Ventura County Workforce Development Alliance. A website regarding the partnership and its services can be found here: <https://workforceventuracounty.org/ventura-county-workforce-development-alliance/>.

# 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 832,605<sup>i</sup> people. Ventura County is California's 12th most populous county 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 part of 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 \$62.57 billion in current-dollar GDP<sup>ii</sup>. According to the Bureau of Economic Analysis, this GDP is ranked 13<sup>th</sup> 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 are also many 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, Professional, Scientific, and Technical Services have been rising in recent years.

### Continuing Impact of the COVID-19 Pandemic and other disasters:

Like every other region in the nation, the Ventura County economy 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. Ventura County is also impacted by wildfires that impacts the economy. This, paired with the slowing economy, rising gas prices, and inflation, has contributed to increased unemployment and new barriers for job seekers from low-income backgrounds and businesses seeking employees. From 2019 to 2023, the GRP increased from approximately \$51.37 billion to \$62.57 billion, highlighting a period of recovery and expansion. This growth trajectory underscores the resilience of Ventura County's economy despite the

challenges posed by the COVID-19 pandemic and other economic disruptions. The substantial increase in GDP, totaling nearly \$10 billion over four years, indicates robust industrial performance, increased productivity, and significant contributions from critical sectors such as agriculture, pharmaceuticals, and technology.

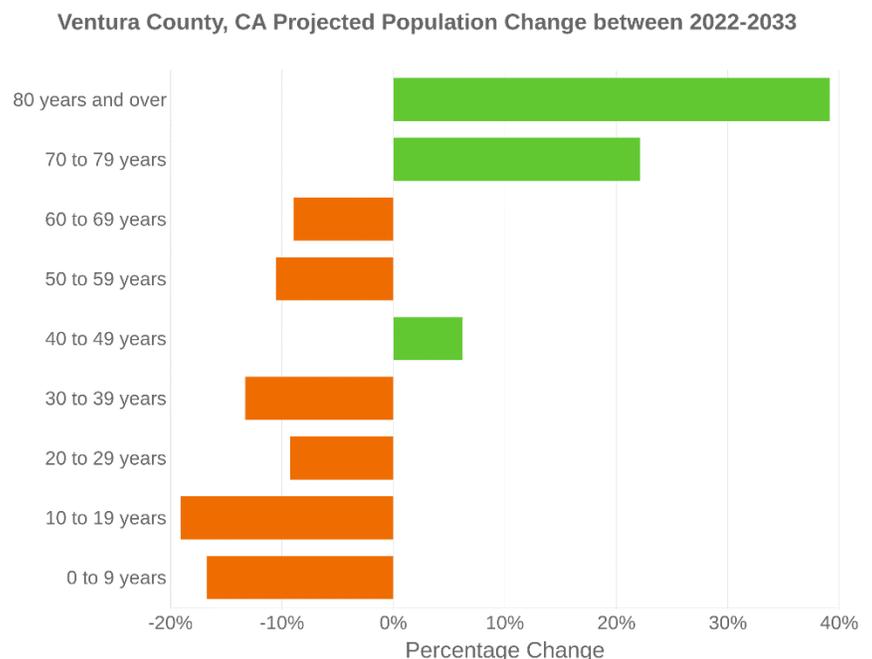
Year	GDP
2023	\$ 62,574,221,443.17
2022	\$ 59,840,624,719.60
2021	\$ 54,947,067,942.25
2020	\$ 50,692,462,893.53
2019	\$ 51,373,888,473.66

Although Ventura County residents have higher annual incomes than most counties in California and the population includes well-educated, comfortably housed, and well-employed individuals, there is a section of the population that is disconnected from work, faces housing instability, and insecure employment.

The COVID-19 pandemic also 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 people from low-income backgrounds have neither digital skills nor access to reliable internet to attain those opportunities.

## B. POPULATION & DEMOGRAPHICS

Ventura County is experiencing substantial demographic shifts that have far-reaching implications for workforce and economic development. According to the most recent U.S. Census Bureau, the total population of Ventura County is 832,605, and it lives over 1840.8 square miles, with approximately 462.2 people per square mile. The county's senior residents (ages 75 and older) is expected to rise by 39.14% by 2033<sup>iii</sup>. This significant growth in the elderly population will likely drive increased demand for healthcare services, senior living accommodations, and other support services tailored to older adults.



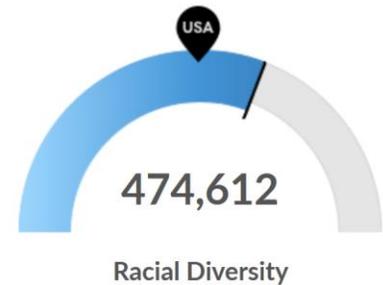
Conversely, a decline in younger cohorts, particularly those in the early working-age groups (ages 20-24), projected to decrease by 19.09%, could pose challenges in sustaining a robust workforce<sup>iv</sup>. These demographic changes call for strategic planning to address potential labor shortages and to bolster education and training programs to prepare a diverse, skilled workforce capable of meeting the evolving economic demands of Ventura County.



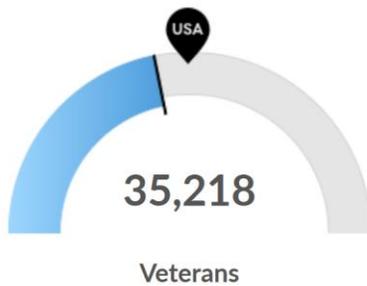
Ventura County, CA has 164,168 millennials (ages 25-39). The national average for an area this size is 169,298.



Retirement risk is about average in Ventura County, CA. The national average for an area this size is 249,517 people 55 or older, while there are 255,171 here.



Racial diversity is high in Ventura County, CA. The national average for an area this size is 342,402 racially diverse people, while there are 474,612 here.



Ventura County, CA has 35,218 veterans. The national average for an area this size is 42,566.



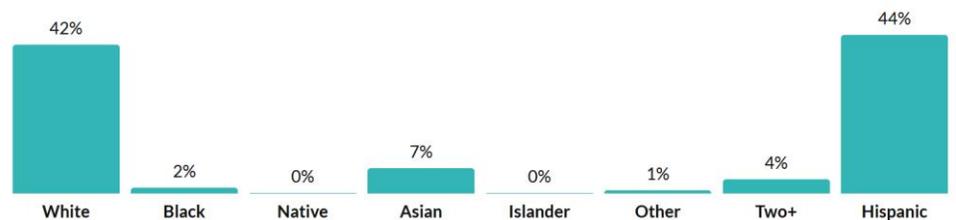
Ventura County, CA has 1.96 violent crimes per 1,000 people. The national rate is 3.6 per 1,000 people.



Ventura County, CA has 13.21 property crimes per 1,000 people. The national rate is 18.22 per 1,000 people.

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 42%. Additionally, the region comprises 7% Asian, 2% Black, and 4% individuals who report more than two races. The table shows this graphically.

**Race & Ethnicity**



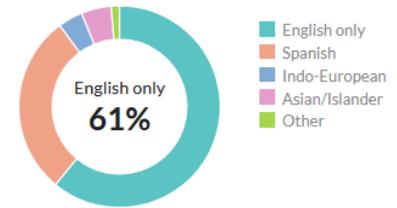
\* Hispanic includes respondents of any race. Other categories are non-Hispanic.

[Show data / Embed](#)

## English as a Second Language (ELL)

While 61% of residents ages eighteen and over speak English within Ventura County, Spanish speakers account for 34%, and 39.3% of the population speak a language other than English at home.<sup>v</sup> 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.

Language at home, adults 18+



## Income and Socioeconomic Status

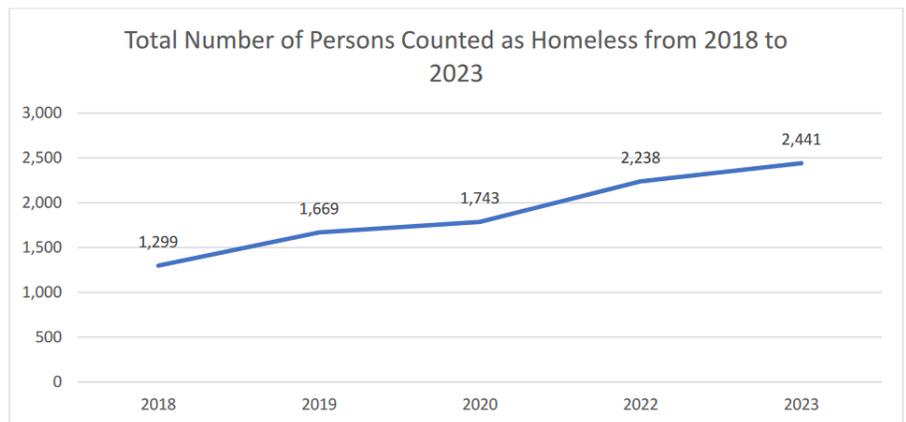
The median household income in Ventura County is \$102,569, around 10% higher than the state average. The per capita income is \$48,150. Additionally, the poverty rate in the region hovers around 9.4%, which is three-quarters lower than the state<sup>vi</sup>. However, the COVID-19-related recession 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.<sup>vii</sup>

## Hard-to-Serve Priority Populations

### Individuals Experiencing Homelessness:

In 2023, Ventura County experienced a considerable increase (9.1%) in the percentage of adults and youth experiencing homelessness compared to 2022.<sup>viii</sup>

The table 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 9.6%<sup>ix</sup>.

*Veterans:* The number of Veterans makes up 5.1% of the population or 33,049, approximately 20% higher than the rate in California<sup>x</sup>. This is due to the existence of the Naval base.

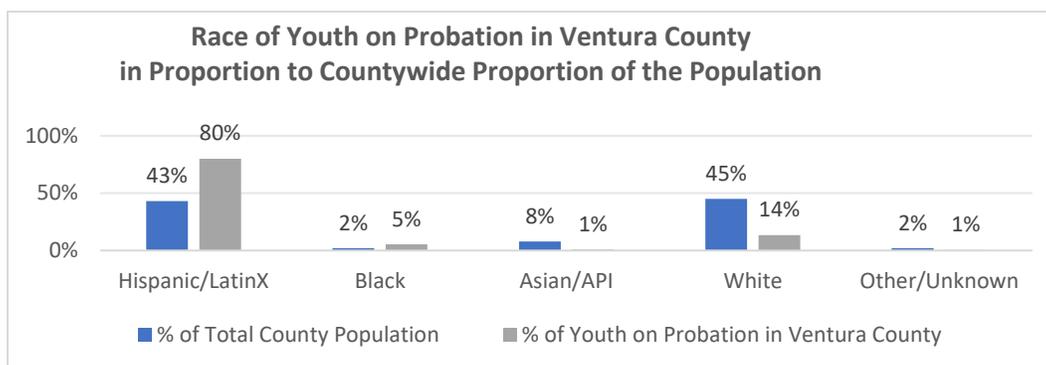
*Justice-Involved:* Up-to-date demographic information about the number of justice-involved individuals in a region is difficult to access without comprehensive data-sharing agreements with the CDCR and local law enforcement. In the Spring of 2022, we evaluated our P2E grant and identified the below-updated demographics for youth and adults in diversion, on probation, and in facilities in Ventura County.

*On an average day in 2022, there were 1,331 people in county jails and 1,415 people from Ventura County in the state prison system. In 2022, law enforcement agencies made 24,485 arrests and 22,295 county jail admissions, and courts sentenced 448 people to state prison. 75 percent of all arrests in*

Ventura County in 2022 was for misdemeanors. Sixty-eight percent of people in jail in Ventura are pretrial, meaning they have not been convicted of charges filed against them. Eighty-four percent of the jail population in Ventura County has mental health needs.<sup>xi</sup>

### Youth Demographics

- **549 Justice-involved youth in diversion, on probation, and in facilities in Ventura County.** This includes youth awaiting their court date (during which cases are often dropped and released), and youth residing in another county awaiting pick up and transfer.
- **54% of detained and incarcerated youth (35 out of 65) are Transitional Age Youth (TAY).**
- **>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.<sup>xii</sup>



### Adult Demographics

**The number of Adults on Probation** on 2-17-2022 was 5,193, down from over 8,000 in 2019. The number of adults on probation and parole has been steadily going down due to three legal and legislative changes:

- 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.

**The number of adults on Parole** on 2-17-22 was 765 individuals, 58 of which were women and 707 of which were male.

# C. WORKFORCE TRENDS

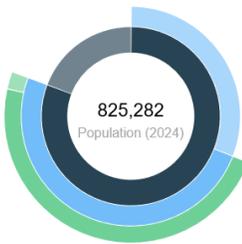
## Employment Data

From 2019 to 2023, jobs increased by 0.1% in Ventura County from 380,203 to 380,442. This change fell short of the national growth rate of 4.3% by 4.2%. As the number of jobs increased, the labor force participation rate decreased from 62.8% to 61.7% between 2018 and 2023<sup>xiii</sup>. While jobs are projected to grow by 19,889 over the next 5 years, much of the county's level of economic opportunity is limited for new workers looking to enter the labor force. Jobs in the agriculture, hospitality, and service industries tend to be low-paying and can fall short of providing the income necessary for workers to own or rent homes comfortably in most of Ventura County. If our economy is going to afford more opportunities for widespread prosperity, it will need to generate more jobs in well-paying industries and must provide housing at costs within reach of more of our workers.<sup>xiv</sup>

## Labor Force Participation

Ventura County's total labor market includes 410,792 people, 392,213 employed and 18,579 unemployed<sup>xv</sup>. The unemployment rate spiked at the onset of COVID-19 but has now returned to hovering around 4 percent. The unemployment rate in Ventura County was 4.52 percent in June 2024, up from 3.64 percent 5 years before. This compares with an unemployment rate of 5.31 percent for California and 4.28 percent for the nation during the same period.<sup>xvi</sup>

Jun 2024 Labor Force Breakdown

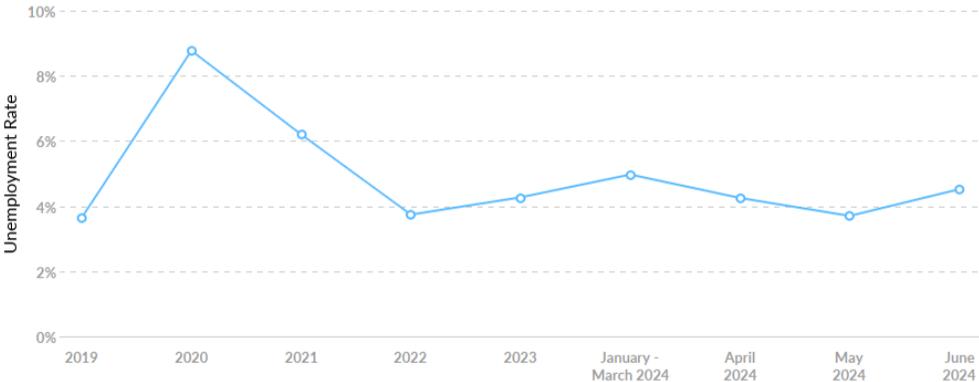


	Population
16+ Civilian Non-Institutionalized Population	665,524
Not in Labor Force (16+)	254,732
Labor Force	410,792
Employed	392,213
Unemployed	18,579
Under 16, Military, and Institutionalized Population	159,758

Per EDD's Labor Market Information Division for Ventura County, more granular data below the state level is unavailable. Therefore, because of the relatively small sample size of the state estimates, the U-6 Unemployment Rate is unavailable. It can be estimated at 9.04 percent.

### Unemployment Rate Trends

Ventura County, CA had a June 2024 unemployment rate of 4.52%, increasing from 3.64% 5 years before.



## Education and Skill Levels

The distribution of educational attainment in Ventura County is relatively evenly distributed, with most of the population having some college<sup>xvii</sup>. The table below shows that 38.2% of the population has a Bachelor's or advanced degree. This is slightly higher than the statewide average of 37% in California and 10% than the rate in the United States<sup>xviii</sup>.

### Ventura County Population by Minimum Level of Education

Educational attainment

**85.1%**

High school grad or higher

about the same as the rate in California: 84.7%

a little less than the rate in United States: 89.6%

**38.2%** ±1.2%

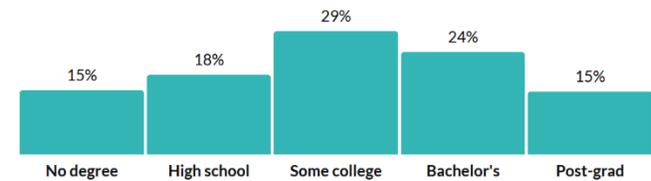
(220,554 ±6,731.7)

Bachelor's degree or higher

a little higher than the rate in California: 37% 9,935,941 (±0.2% / ±52,591.7)

about 10 percent higher than the rate in United States: 35.7% 81,908,335 (±0.1% / ±1,175,321.9)

Population by highest level of education

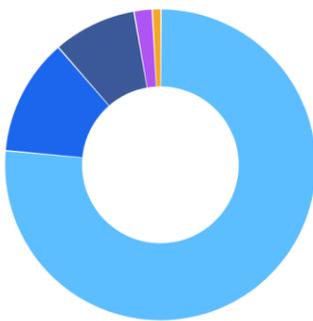


\* Universe: Population 25 years and over

[Show data](#) / [Embed](#)

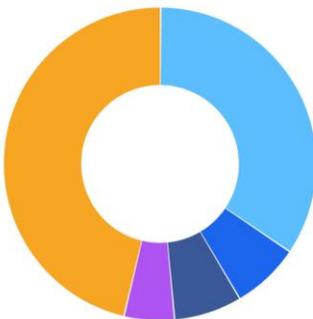
In 2023, there were 15,914 graduates in Ventura County, CA. This pipeline has remained stable (neither grown nor shrunk) over the last 4 years.

#### Market Share by Institution Type



Institution Type	Completions (2023)	Market Share
Public, 2-year	12,156	76.4%
Public, 4-year or above	1,934	12.2%
Private not-for-profit, 4-year or above	1,379	8.7%
Private for-profit, less-than-2-year	300	1.9%
Other	145	0.9%

#### Market Share by Program



Program	Completions (2023)	Market Share
Liberal Arts and Sciences/Liberal Studies (24.0101)	5,472	34.4%
Biological and Physical Sciences (30.0101)	1,119	7.0%
Business Administration and Management, General (52.0201)	1,117	7.0%
Psychology, General (42.0101)	828	5.2%
Other	7,378	46.4%

### Completions by Institution

Institution	Completions (2023)	Growth % YOY (2023)	Market Share (2023)	IPEDS Tuition & Fees (2022)	Completions Trend (2019-2023)
Moorpark College	4,909	-3.5%	30.8%	\$1,394	
Ventura College	4,443	6.1%	27.9%	\$1,394	
Oxnard College	2,804	22.5%	17.6%	\$1,394	
California State University-Channel Islands	1,934	-3.2%	12.2%	\$6,817	
California Lutheran University	1,218	-6.2%	7.7%	\$48,012	
Lu Ross Academy	242	36.7%	1.5%	N/A	
Thomas Aquinas College	102	-11.3%	0.6%	\$27,000	
Ventura Adult and Continuing Education	97	34.7%	0.6%	N/A	
The Colleges of Law at Ventura	59	13.5%	0.4%	N/A	
Modern Beauty Academy	58	75.8%	0.4%	N/A	

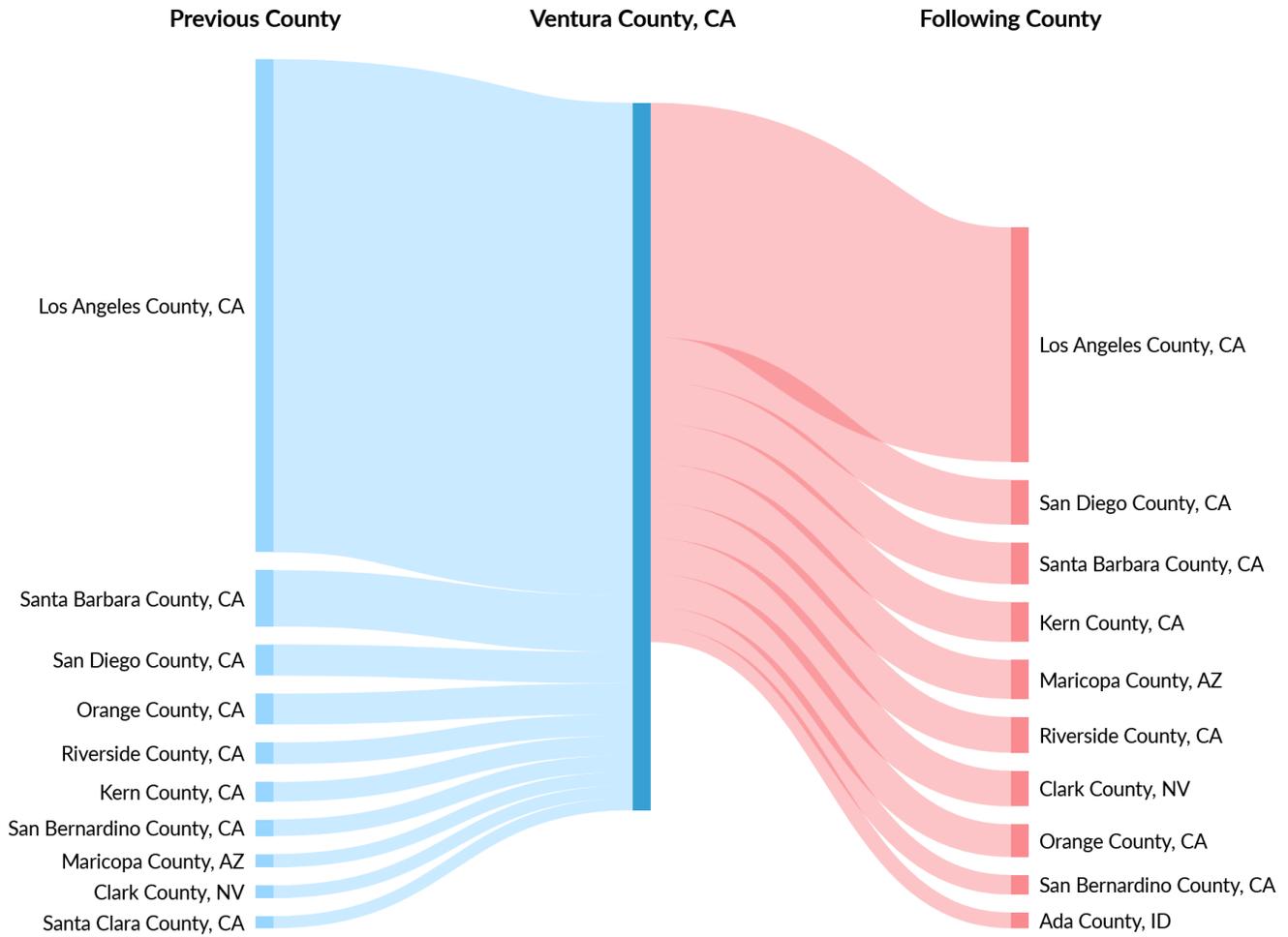
Additionally, the college and career readiness of the population is as follows:

- 87.8% of high school students graduated with their cohort in Ventura County in 2022/2023 however not all of the remaining 12.2% are considered dropouts.
- The 2022/2023 countywide dropout rate is 5.2%, decreasing from the 6% rate in 2022/2023.
- 44.9% of graduating students in 2022/2023 met the UC/CSU requirements for admission to a 4-year college or university.<sup>xix</sup>

### Inbound and Outbound Migration for Work

The table below analyzes past and current residents of Ventura County, CA. The left column shows residents of other counties migrating to Ventura County. In contrast, the right column shows residents migrating from Ventura County to other counties.

As of 2021, 12,200 people have migrated from Los Angeles County, CA, to Ventura County, CA. In the same year, 5,801 people left Ventura County, CA, and moved to Los Angeles County, CA. The total Net Migration for Ventura County, CA, in 2021 was 3,702.



The table below demonstrates that 70% of residents commuted in single vehicles and 11% carpooled. Notably, over 15% of residents continue to work from home post-pandemic. There is very little public transportation, and biking and walking are not available.

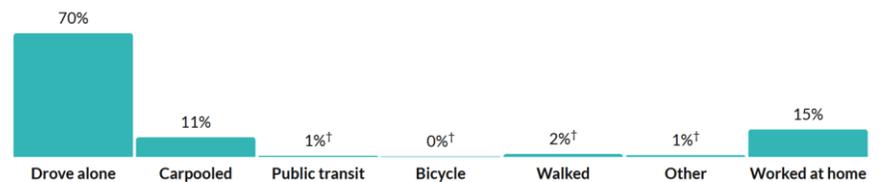
Transportation to work

**25.3** minutes

Mean travel time to work

about 90 percent of the figure in California: 28.3  
 a little less than the figure in United States: 26.4

Means of transportation to work



\* Universe: Workers 16 years and over

[Show data / Embed](#)

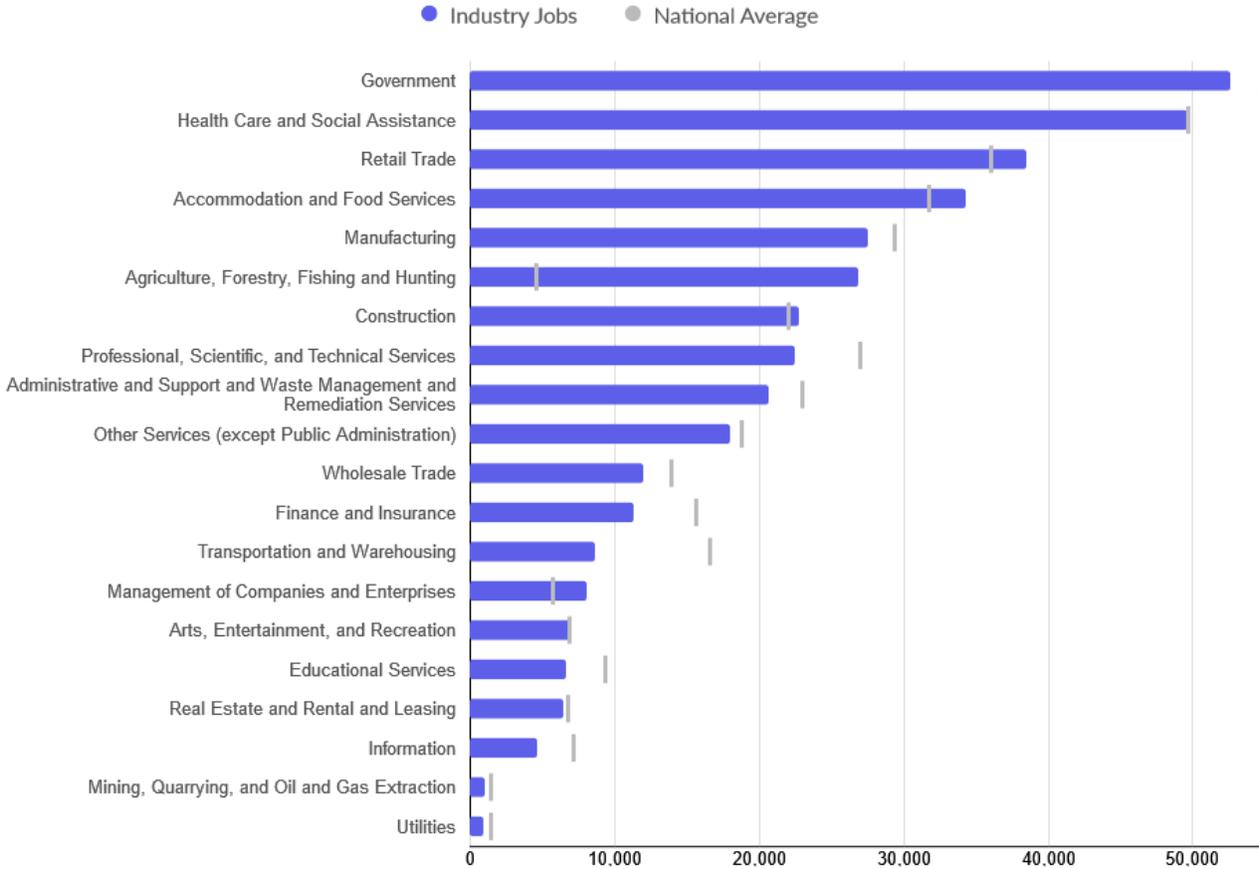
# D.EMPLOYER TRENDS & INDUSTRY DEMAND

## Industry Demand- Top Industries By Number of Jobs

The table 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.

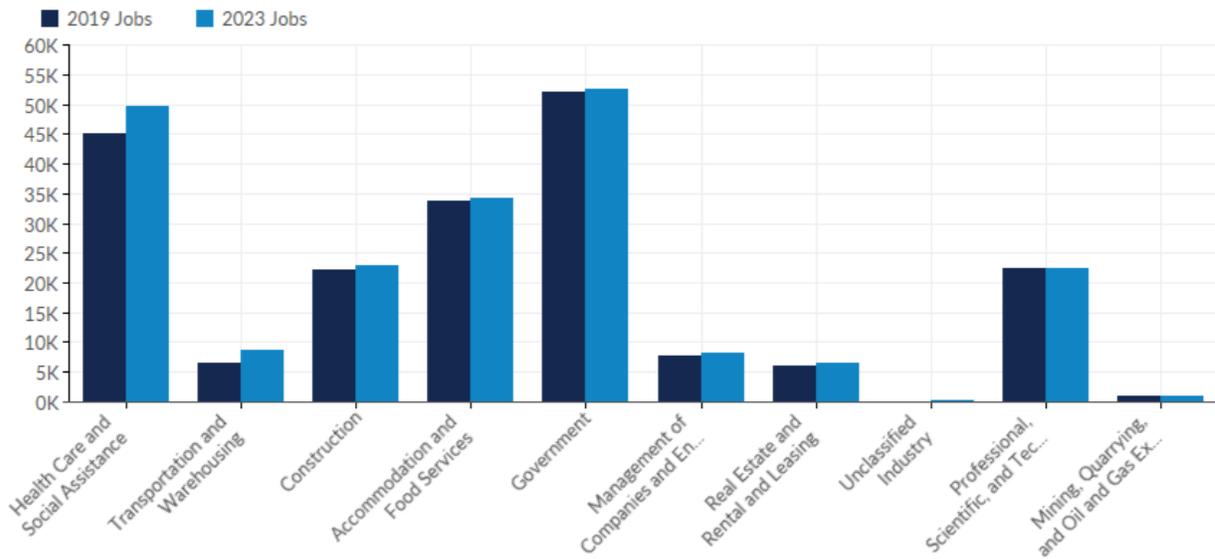
### Ventura County Industries by Number of Jobs, 2024.

Largest Industries



The Table below shows the top growing industries between 2019 and 2023, where Healthcare is far outpacing all other sectors in terms of total number of jobs. However, Transportation and Logistics is leading percentage growth with over 36% within the region.

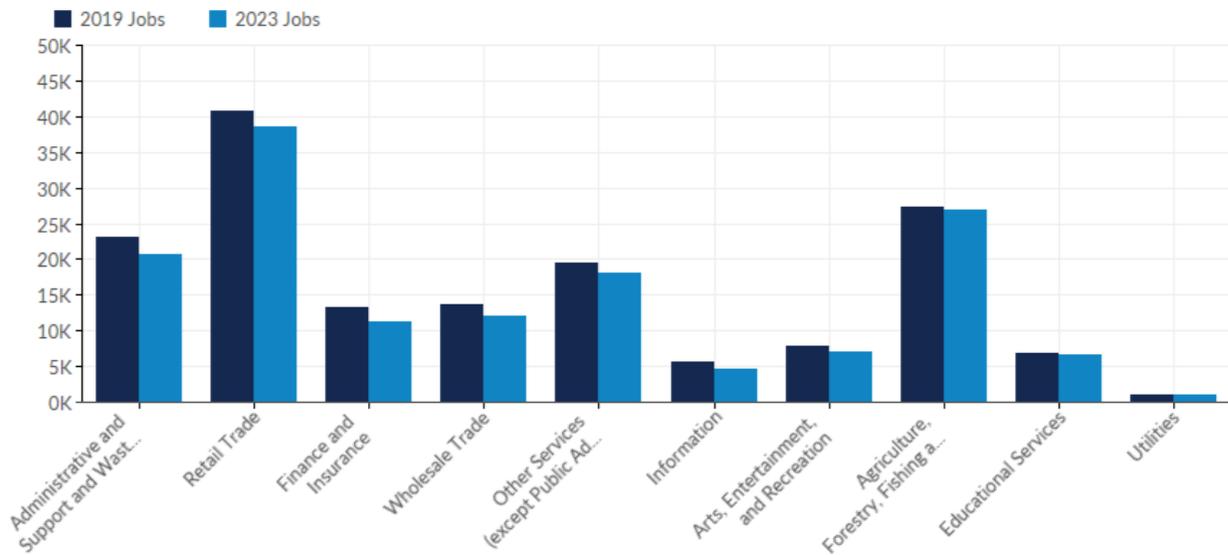
### Fastest Growing Industries



Industry	2019 Jobs	2023 Jobs	Change in Jobs (2019-2023)	% Change	2023 Earnings Per Worker
Health Care and Social Assistance	45,122	49,651	4,529	10%	\$69,467
Transportation and Warehousing	6,393	8,683	2,290	36%	\$75,401
Construction	22,115	22,830	715	3%	\$79,048
Accommodation and Food Services	33,811	34,321	510	2%	\$34,063
Government	52,113	52,604	491	1%	\$113,290
Management of Companies and Enterprises	7,675	8,117	442	6%	\$195,747
Real Estate and Rental and Leasing	6,128	6,456	328	5%	\$81,644
Unclassified Industry	1	126	Insf. Data	Insf. Data	\$154,331
Professional, Scientific, and Technical Services	22,444	22,495	51	0%	\$119,981
Mining, Quarrying, and Oil and Gas Extraction	958	1,006	48	5%	\$141,073

The table below shows the slowest-growing industries. Administrative and support positions and retail trade have decreased the number of jobs over the preceding 5-year period.

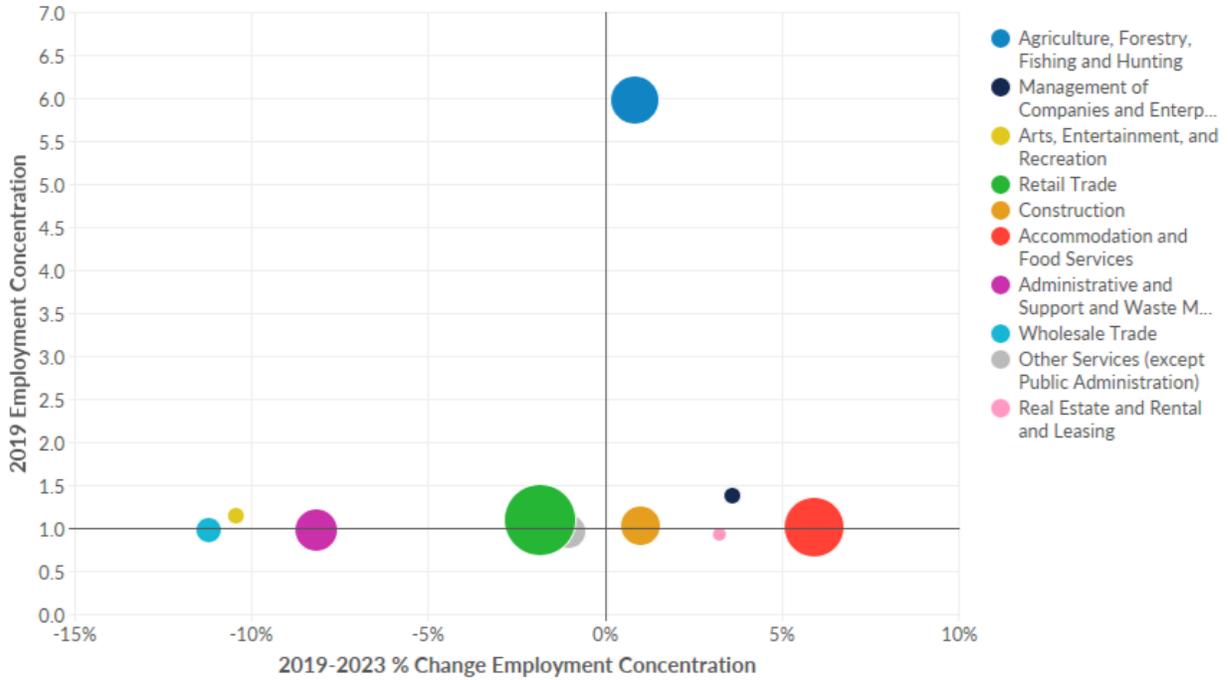
Slowest Growing Industries



Industry	2019 Jobs	2023 Jobs	Change in Jobs (2019-2023)	% Change	2023 Earnings Per Worker
Administrative and Support and Waste Management and Remediation Services	23,175	20,718	-2,457	-11%	\$59,717
Retail Trade	40,822	38,477	-2,345	-6%	\$52,404
Finance and Insurance	13,249	11,311	-1,938	-15%	\$143,618
Wholesale Trade	13,562	11,970	-1,592	-12%	\$110,132
Other Services (except Public Administration)	19,559	18,002	-1,557	-8%	\$39,847
Information	5,668	4,714	-954	-17%	\$106,924
Arts, Entertainment, and Recreation	7,778	6,966	-812	-10%	\$41,071
Agriculture, Forestry, Fishing and Hunting	27,251	26,857	-394	-1%	\$54,316
Educational Services	6,865	6,678	-187	-3%	\$49,243
Utilities	1,008	939	-69	-7%	\$198,963

The dot plot table below shows the Location Quotient (LQ) for Ventura County industries and the LQ change over 5 years. Agriculture's Location Quotient is extraordinarily high (6.04), indicating a large concentration within this industry compared to the nation.<sup>xx</sup>

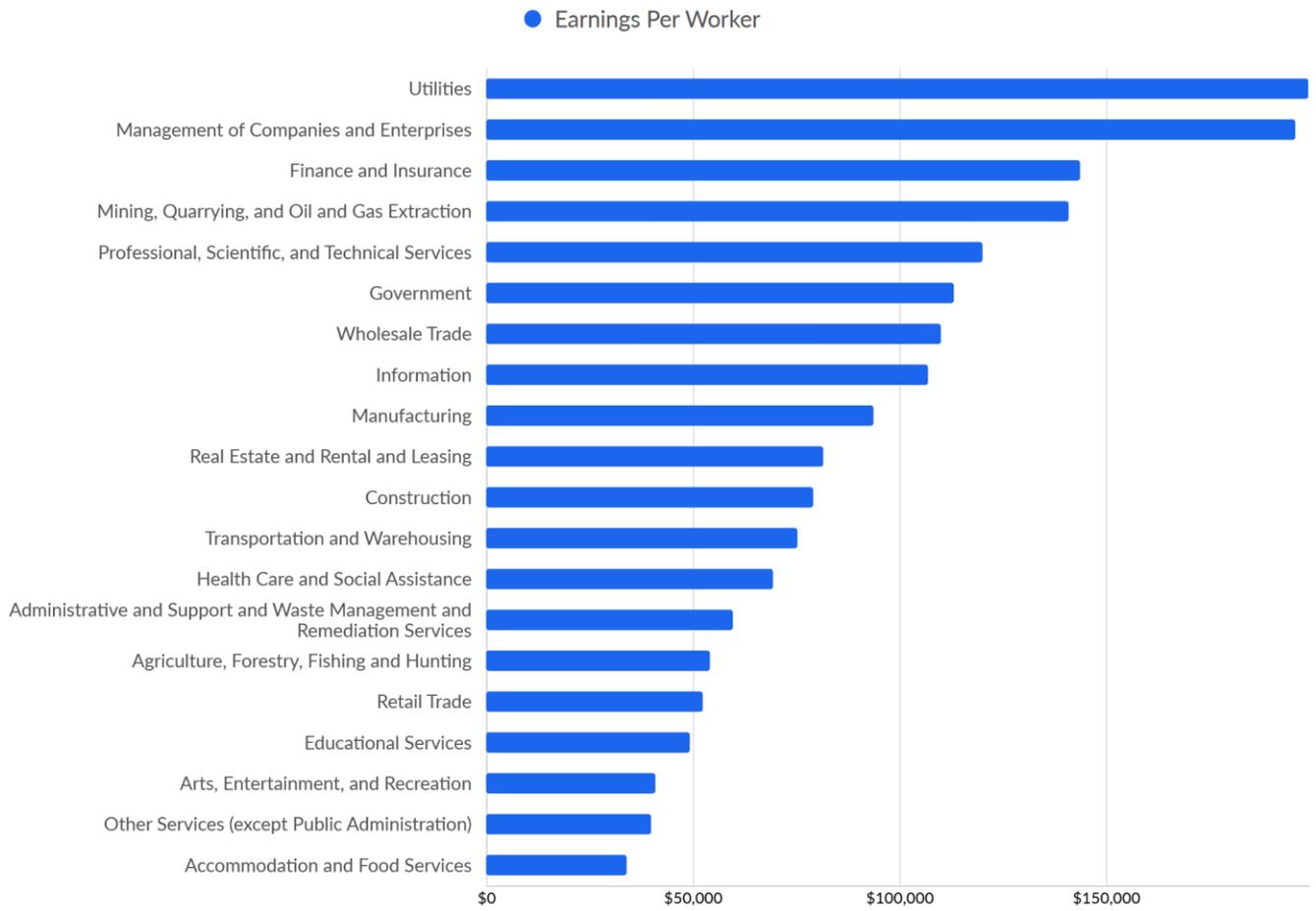
Highest Industry Employment Concentration



Industry	2019 Jobs	2023 Jobs	% Change	2019 Employment Concentration	2023 Employment Concentration	% Change Employment Concentration	2023 Earnings Per Worker
Agriculture, Forestry, Fishing and Hunting	27,251	26,857	-1%	5.99	6.04	0.9%	\$54,316
Management of Companies and Enterprises	7,675	8,117	6%	1.39	1.44	3.7%	\$195,747
Arts, Entertainment, and Recreation	7,778	6,966	-10%	1.15	1.03	-10.3%	\$41,071
Retail Trade	40,822	38,477	-6%	1.09	1.07	-2.0%	\$52,404
Construction	22,115	22,830	3%	1.03	1.04	1.2%	\$79,048
Accommodation and Food Services	33,811	34,321	2%	1.02	1.08	5.9%	\$34,063
Administrative and Support and Waste Management and Remediation Services	23,175	20,718	-11%	0.98	0.90	-7.7%	\$59,717
Wholesale Trade	13,562	11,970	-12%	0.98	0.87	-11.2%	\$110,132
Other Services (except Public Administration)	19,559	18,002	-8%	0.97	0.96	-1.0%	\$39,847
Real Estate and Rental and Leasing	6,128	6,456	5%	0.93	0.96	3.5%	\$81,644

## Top Industry Earnings

Earnings across industries show several high-paying opportunities, including utilities, management, finance, and some of the lower-paying retail, education, and food services industries.



[Show Detailed Data](#) [Jump to Detailed Table](#)

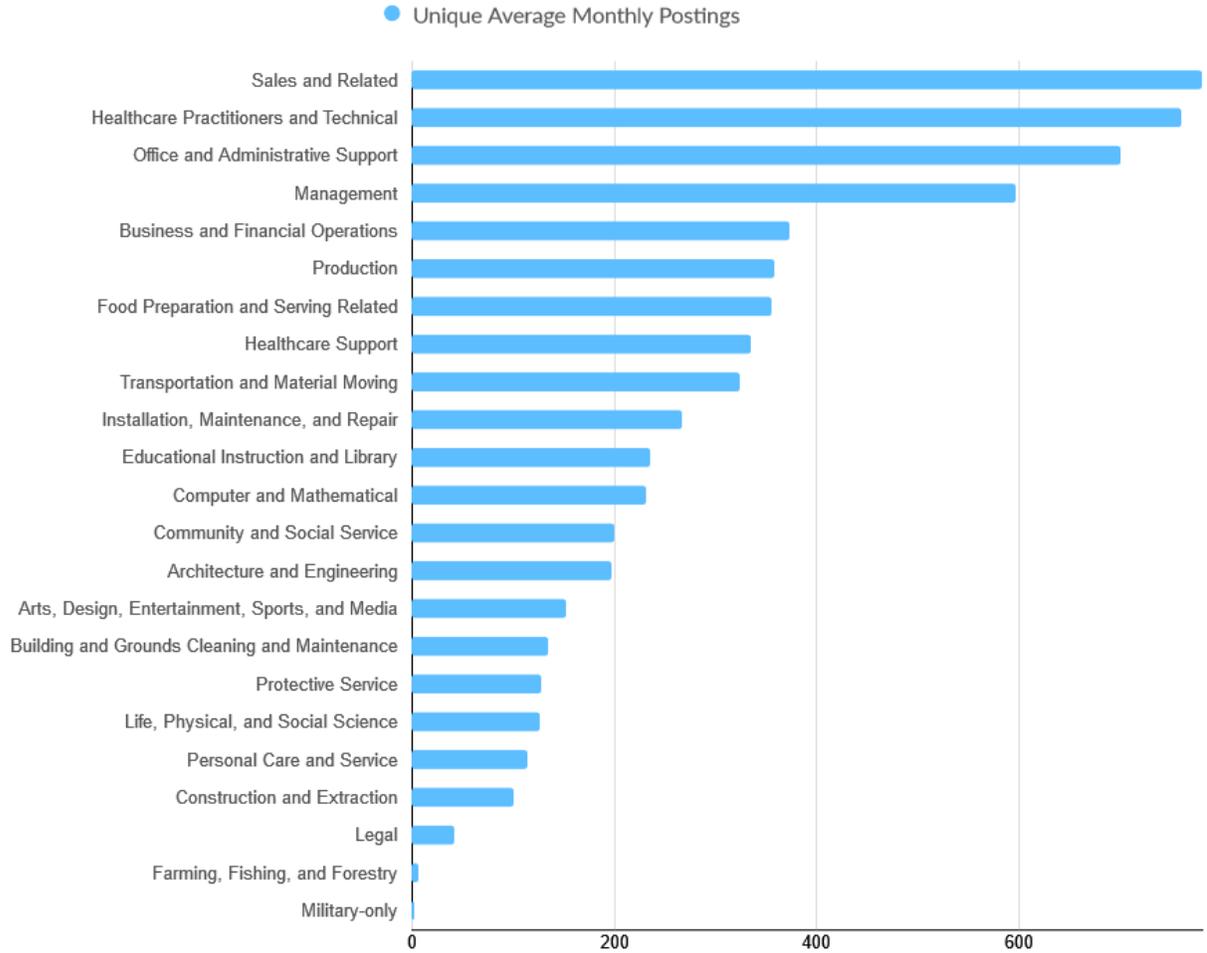
Largest Occupations 2 digit SOC, 2024.<sup>xxi</sup>

Largest Occupations

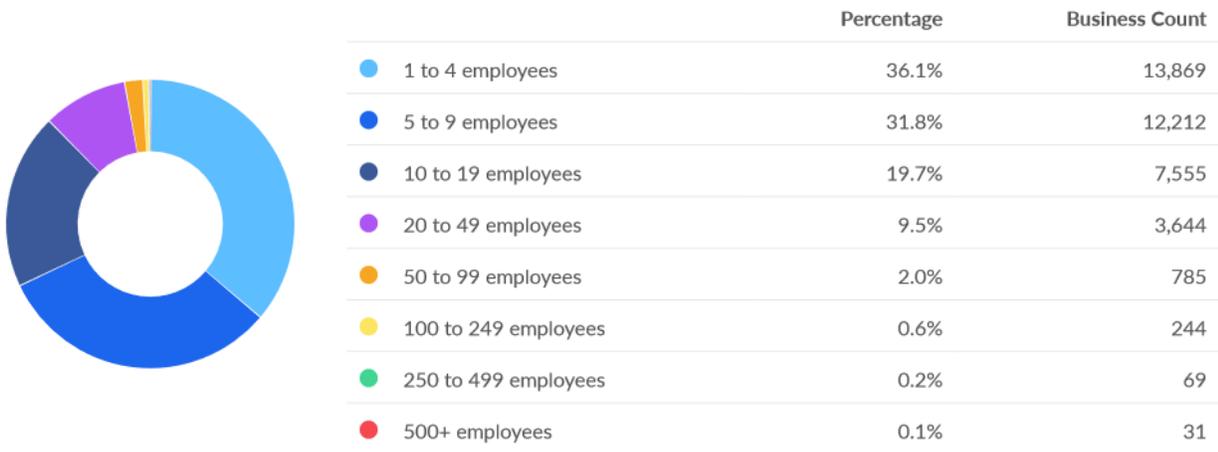


# Top Posted Occupations 2 Digit SOC, 2024

## Top Posted Occupations



## Business Size



\*Business Data by DatabaseUSA.com is third-party data provided by Lightcast to its customers as a convenience, and Lightcast does not endorse or warrant its accuracy or consistency with other published Lightcast data. In most cases, the Business Count will not match total companies with profiles on the summary tab.

# Posting Data 2024

## Job Postings Overview

80,986

Unique Postings  
229,866 Total Postings

8,590

Employers Competing  
8,590 Total Employers

27 Days

Median Posting Duration  
Regional Average: 27 Days

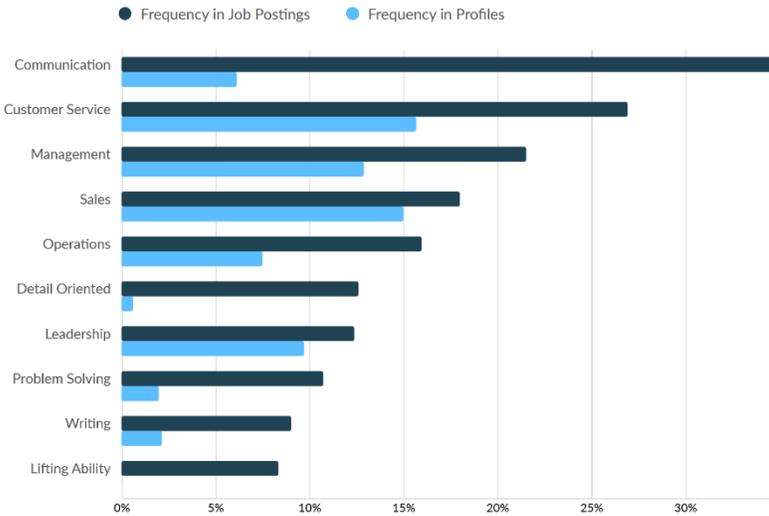
3 : 1

Posting Intensity

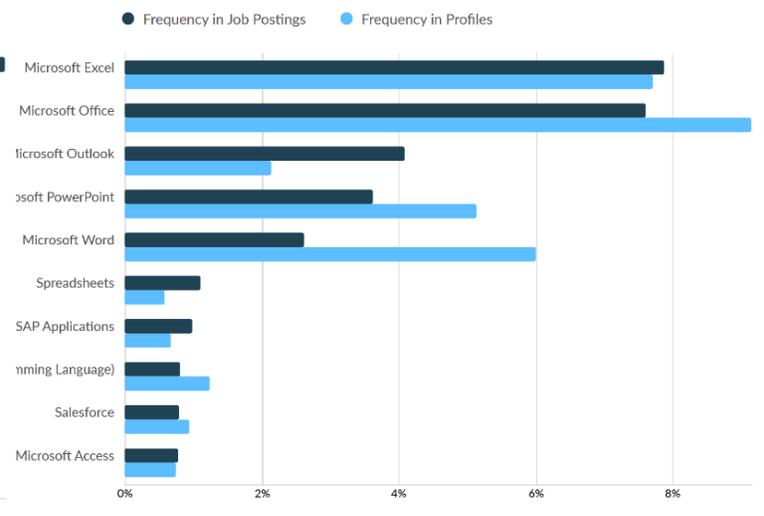


Company	Total/Unique (Oct 2023 - Sep 2024)	Posting Intensity	Median Posting Duration
Amgen	4,636 / 1,028	5 : 1	20 days
Ventura County Community College District	2,091 / 802	3 : 1	26 days
Aerotek	1,276 / 635	2 : 1	19 days
Ventura County	989 / 558	2 : 1	24 days
Actalent	1,152 / 535	2 : 1	20 days
Community Memorial Health System	1,285 / 531	2 : 1	28 days
HCA Healthcare	3,314 / 527	6 : 1	28 days
AppleOne	989 / 518	2 : 1	21 days
CommonSpirit Health	1,343 / 475	3 : 1	29 days
Community Memorial Healthcare	1,439 / 437	3 : 1	34 days
Adventist Health	1,599 / 376	4 : 1	31 days
Belcan	764 / 364	2 : 1	28 days
Starbucks	851 / 363	2 : 1	34 days
Allied Universal	1,442 / 347	4 : 1	28 days
Express Employment Professionals	470 / 318	1 : 1	16 days
Robert Half	451 / 316	1 : 1	24 days
Securitas	663 / 313	2 : 1	21 days
Aerovironment	1,084 / 301	4 : 1	34 days
Aston Carter	603 / 294	2 : 1	20 days
Walmart	736 / 282	3 : 1	27 days

## Top Common Skills



## Top Software Skills



## Job Postings Over the Last 90 Days

Over the last 90 days, 20,678 unique job postings were made in Ventura County, the most significant number coming from the biopharmaceutical company Amgen. Other top organizations posting jobs included Community Memorial Health System, AppleOne, Aerotek, and Ventura County.

### Job Postings Overview

20,678

Unique Postings  
55,615 Total Postings

3,851

Employers Competing  
3,851 Total Employers

20 Days

Median Posting Duration  
Regional Average: 20 Days

3 : 1

Posting Intensity  
Regional Average: 3 : 1

## Top Industries

Industry	Total/Unique (Jul 2024 - Sep 2024)
Administrative and Support Services	7,495 / 3,241
Professional, Scientific, and Technical Services	3,885 / 1,580
Ambulatory Health Care Services	2,888 / 1,151
Educational Services	1,940 / 738
Hospitals	2,747 / 722
Food Services and Drinking Places	1,545 / 626
General Merchandise Retailers	1,276 / 402
Food and Beverage Retailers	1,271 / 383
Social Assistance	1,119 / 364
Sporting Goods, Hobby, Musical Instrument, Book, and Miscellaneous Retailers	771 / 356

## Top Posted Occupations

Occupation (SOC)	Total/Unique (Jul 2024 - Sep 2024)
 Registered Nurses	3,319 / 943
 Retail Salespersons	2,667 / 829
 First-Line Supervisors of Retail Sales Workers	1,358 / 437
 Customer Service Representatives	1,036 / 388
 Home Health and Personal Care Aides	1,024 / 332
 Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	831 / 321
 Production Workers, All Other	921 / 321
 Security Guards	957 / 317
 Maintenance and Repair Workers, General	673 / 287
 Fast Food and Counter Workers	755 / 283

Company	Total/Unique (Jul 2024 - Sep 2024)
Amgen	880 / 174
Community Memorial Health System	535 / 173
AppleOne	342 / 173
Aerotek	321 / 173
Ventura County	293 / 156
CommonSpirit Health	638 / 143
Walmart	414 / 133
HCA Healthcare	713 / 128
Ventura County Community College District	374 / 127
Starbucks	268 / 112

## 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:

- **There is low unemployment but low skills (Persistent skills gap).** While there is generally low unemployment (4.52%), many employers face a persistent and widening skills gap—meaning that the existing employees and job seekers do not have the skills needed to fill employers' needs. This shortage is dominant in the manufacturing, healthcare, and skilled trades.
- **Quality Jobs Gap.** There is a lack of quality jobs that pay a living wage, offer benefits, and provide career ladders for advancement. Some industries have lasted in Ventura County and are growing (such as logistics and warehouse jobs due to the Port and a new Amazon facility). However, many executives and senior leadership positions are simultaneously moving out of state.
  - **60% of the jobs in the central coast fail to meet "quality jobs" standards. (They do not pay a living wage sufficient for a family to make ends meet or offer a career pathway to secure a living wage job within 10 years -Uplift Central Coast)**
  - Employers grapple with providing quality jobs and benefits while addressing their bottom-line needs. **Almost 50,000 County businesses are small businesses with 50 or fewer employees.** As inflation rises and the cost of employees also rises due to minimum wage adjustments and COLA, employers do not know how to support their employees, build robust career pathways, and maintain their businesses.
- **The influx of AI is changing how people work,** what jobs exist, and how we train people for jobs. Employers of all sizes must learn to use AI and train their staff to stay relevant and adjust to the pace of work facilitated by AI.
- **Changing technology is leading to skills obsolescence. Many sectors are experiencing a digital boom and are pushing** 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. Employers need funds to upskill their workforces and job seekers need support for reskilling.
- **Wages in Ventura County do not match the cost of living.** The County has a high cost of living and housing with limited high-paying jobs. As a result, many people live in Ventura County but work outside of the 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 move out of the county than into it.<sup>xxii</sup>
- **Housing insecurity, homelessness, and an increasing cost of housing-** 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. Further, employers struggle to find employees due to the high cost of housing in Ventura County and the difficulty of commuting into the county to work.
- **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.

- **Aging population-** Ventura County is home to many retired individuals who are 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 Indicators A and B.**

**Indicator A - Region has a process to communicate industry workforce needs to supply-side partners.** Over the past two years, we have undergone extensive rebranding and marketing to ensure that we have a communications plan that is equitable, inclusive, and aligns with partners. Further, we 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 collaboration.

Some of this progress to date includes:

- Rebranding research highlighted many inequities and inefficiencies in communicating industry and workforce needs to supply-side partners. To address this, we developed new outreach methods that include social media, podcasts, and interactive dashboards that supply-side partners can use.
- Developed and launched a brand guide for partners, contractors, and staff across all documents and deliverables.
- Taught board members how to spread the word by providing elevator scripts, marketing collateral, and brand story cards.
- Conducting a robust assessment of our outreach and marketing and making adjustments to ensure materials are language-appropriate to all target communities. To do this, our contractor, Consortium Media, now provides targeted outreach for grant-specific communities such as people with disabilities, farmworkers, and more.
- We are expanding marketing outlets to include more in-person engagement, such as job fairs, employer meetings, and chamber meetings.
- Expanding and collaborating on social media campaigns to engage more target audiences

**Indicator B - Region has policies supporting equity and strives to improve job quality.**

Over the past 2 years, we have done deep thinking about how to embed equity-based thinking and practices into everything we do.

Some of this progress to date includes:

- Developed an updated job quality policy and toolkit for employers and partners.
- We updated our priority sectors based on a co-created quantitative and qualitative process.

- Conducted a *Board Diversity Assessment* and then actually diversified our Board to ensure representation
- Utilized GIS mapping to identify service gaps and populations that may have inequitable access to services or gaps in services.
- Developed multiple special programs for target populations to fill the service gaps identified in our last regional plan.
- Continued to facilitate sector work groups and the Work Based Learning Consortium to ensure cross-sectoral voices are heard

**The WDBVC also identified Indicator D** as an area where we seek to improve and develop specific regional success strategies.<sup>xiii</sup> The table below outlines some of our strategies as a snapshot.

Regional Indicator	Desired Outcomes	Strategies	Evaluation Metrics
<p>A) INDUSTRY DRIVEN TRAINING SOLUTIONS</p> <p>Region has a process to communicate industry workforce needs to supply-side partners.</p>	<p>Region has developed benchmarks and measurements to track improvement in the number of individuals placed in jobs that align with the sectors and occupations emphasized in the Regional Plan.</p>	<ul style="list-style-type: none"> <li>• Identify priority sectors for the region.</li> <li>• Develop priority sector posters to share with stakeholders.</li> <li>• Convene Work-Based-Learning Consortium</li> <li>• Facilitate Sector work Groups</li> <li>• Create and Use LMI data to build more transparent communication and support employer partners.</li> </ul>	<ul style="list-style-type: none"> <li>• Adult Employment Rate 2<sup>nd</sup> Q After Exit: 70.5%</li> <li>• DW Employment Rate 2<sup>nd</sup> Q After Exit: 74.0%</li> <li>• Youth Employment Rate 2<sup>nd</sup> Q After Exit: 75.0%</li> </ul> <p>Placements will be analyzed to create baseline metrics for priority sectors.</p>
<p>B) EQUITY AND JOB QUALITY</p> <p>Region has policies supporting equity and strives to improve job quality.</p>	<p>Region has developed benchmarks and measurements to track individuals that complete training and/or attain industry recognized credentials aligned with the sectors and occupations emphasized in the Regional Plan</p>	<ul style="list-style-type: none"> <li>• Identify priority sectors for the region.</li> <li>• Develop priority sector posters to share with stakeholders.</li> <li>• Convene Work-Based-Learning Consortium</li> <li>• Facilitate Sector work Groups</li> </ul>	<ul style="list-style-type: none"> <li>• Adult Credential Attainment Rate: 60.70%</li> <li>• DW Credential Attainment Rate: 62.70%</li> <li>• Youth Credential Attainment Rate: 75.00%</li> </ul> <p>Credentials will be analyzed to create baseline metrics for priority sectors.</p>
<p>D) PARTNERSHIPS AND SHARED RESOURCES</p>	<p>Region has developed benchmarks and methods to track workforce staff and</p>	<p>Create an AJCC Partnership Strategic Plan and Utilize the One-Stop Operator to manage</p>	<p>Provide at least 4 professional development trainings on services, training,</p>

Region deploys shared/pooled resources to provide services, training, and education to meet target population needs.	partners' professional development training on services, training, and education to meet target population needs.	partners and ensure the AJCC Partnership Strategic Plan is implemented.	and education on target population needs per Program Year.
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## F. CLIMATE AND ENVIRONMENTAL SUSTAINABILITY

Ventura County proactively aligns its workforce development and industry support initiatives with climate-neutral goals. By fostering green jobs, securing climate-focused funding, involving educational partners in sustainability-focused curriculum, and addressing workforce transition needs, the region is preparing to support a resilient, climate-conscious economy.

Ventura County has been thinking about and planning for a climate-resilient economy for years. Ventura County is nestled between the Pacific Ocean and the Los Padres National Forest and has a dominant agriculture industry—all of which needs a climate-neutral transition.

**Some of the Ways the WDBVC is working to achieve climate-neutral goals and resilience include:**

**The WDBVC Clean Green Workgroup provides a forum for research, collaboration, and planning.**

The WDBVC's cross-sector "Clean Green Work Group" has met for over ten years to ensure that all sectors think critically about environmental impacts on their industries and how to build resilience into planning efforts.

In 2024, the South Central Coast Center of Excellence (COE) developed a few industry reports highlighting the state of clean/green jobs in Ventura County. To do this, the WDBVC and COE used several resources to create a list of clean/green jobs that benefit the environment, support the conservation of natural resources, and are vital to the transition to the green economy. The subcommittee reviewed the identified occupations and selected key clean/green jobs for Ventura County that could be the focus of future initiatives, CTE expansion efforts, and planning. The COE sorted the master list of occupations by industry sector. Most occupations were within four industry sectors: Advanced Manufacturing, Advanced Transportation, Agriculture, Water and Environmental Technologies, and Energy, Construction, and Utilities.

**Regional Climate Grants:** Ventura County is leveraging climate-specific grants, such as the UPLIFT Central Coast grant, to develop infrastructure for green vehicles and enhance public transportation options. This grant supports energy-efficient transportation, aligning with climate goals while addressing regional transit needs.

**Clean Port Initiatives:** Local efforts at the Port of Hueneme include promoting clean energy and low-emissions practices, supported by collaborations with regional leaders like Senator Limon and

Senator Bennett. These initiatives highlight the county's focus on creating a cleaner, climate-neutral logistics sector.

**Expansion of Green Job Opportunities:** Ventura County is actively developing opportunities in green sectors, mainly by expanding Port of Hueneme's logistics careers and green job initiatives. Significant funding is being allocated to support zero-emissions efforts, reflecting a clear prioritization of sustainable industries.

**Preparing Workers for Emerging Roles:** The County acknowledges the need to bridge generational and skills gaps as technology evolves and industries shift toward sustainability. Programs are being developed to address career transitions, ensuring that older and existing workers can upskill or reskill to meet the demands of climate-neutral jobs.

**Offshore Wind Development Potential:** The county is exploring offshore wind as an emerging green industry with considerable potential for job creation. Regional leaders and sustainability advocates are pushing for projects to establish Ventura County as a leader in renewable energy, promoting economic growth and environmental stewardship.

**Centralized Coordination for Regional Climate Solutions:** The Sustainable Central Coast Regional Collaborative (SCCRC) is taking a regional approach to support green industry sectors, focusing on sustainability, clean energy, and long-term environmental impact reduction. This collaborative framework allows Ventura County to pool resources, share best practices, and ensure workforce development aligns with regional climate objectives.

**Pre-Apprenticeship Programs Using Innovative Tools:** Programs such as CFROG's pre-apprenticeship module utilizes VR goggles to simulate green job tasks to prepare workers for roles in climate-sensitive sectors. This approach demonstrates a commitment to equipping individuals with the hands-on experience necessary for climate-related occupations.

**Funding for Energy-Efficiency and Sustainable Construction:** Special funds have been allocated for projects like energy-saving training for employers and green construction upgrades in housing. This funding is instrumental in preparing the workforce and industry stakeholders for more sustainable practices.

**In addition to the efforts of the WDBVC, there are many regional sustainability initiatives in which the WDBVC is actively collaborating. Some of these include:**

- **Renewable Energy Transition:**

Ventura County has prioritized transitioning to renewable energy sources. The county has adopted policies encouraging the development of solar, wind, and other clean energy projects. The Ventura County General Plan includes goals to reduce greenhouse gas (GHG) emissions by 40% below 1990 levels by 2030. Various incentives have been established for businesses and residents to install solar panels to support these targets, reducing dependence on fossil fuels.<sup>xxiv</sup>

- **Sustainable Agriculture:**

Agriculture remains a cornerstone of the county's economy, contributing significantly to local employment. However, the county's farming practices are evolving to embrace sustainable

techniques. These include regenerative agriculture which enhances soil health, increases biodiversity, and reduces the need for chemical inputs. The shift to organic farming has also grown with Ventura County becoming a leader in producing organic crops such as citrus, strawberries, and avocados.<sup>xxv</sup>

- **Water Conservation:**

With ongoing drought conditions in California, Ventura County has implemented aggressive water management strategies. The Groundwater Sustainability Plan (GSP) aims to ensure the long-term availability of water resources through conservation, recycling, and responsible usage. The Fox Canyon Groundwater Management Agency oversees regulations to protect the region's precious aquifers, and smart irrigation technologies have become widespread among farmers to ensure water-efficient crop production.<sup>xxvi</sup>

- **Transportation and Green Jobs:**

Ventura County is reducing transportation-related emissions by promoting public transit, adopting electric vehicles (EV), and improving infrastructure. By 2025, the county aims to increase EV charging stations by 50%, supporting California's goal of having 5 million EVs on the road by 2030.<sup>xxvii</sup> Investments in public transit, including the electrification of buses, are creating green jobs while reducing emissions. Moreover, the Port of Hueneme, a critical driver of economic activity, is implementing cleaner shipping practices, electrifying cargo handling, and integrating sustainable logistics operations.<sup>xxviii</sup>

### **Balancing Industry with Environmental Protection**

Ventura County's economic strategy hinges on balancing job creation and environmental stewardship. Over 50,000 people work in agriculture, tourism, and technology sectors. However, there is a clear emphasis on ensuring that industrial growth does not compromise ecological health. Policies such as the "green zoning" initiative support environmentally sustainable industries while attracting innovative companies that contribute to a low-carbon economy.

The county's efforts are reflected in employment growth in the clean energy sector, which has increased by 30% over the past five years. Ventura County has also implemented job training programs to equip workers with skills for green careers, including solar panel installation, sustainable farming, and electric vehicle maintenance.

### **Data-Driven Progress**

Data underpins Ventura County's climate goals. The county's GHG Inventory Report shows that since 2010, emissions have decreased by 15%, mainly due to cleaner energy adoption and improved public transportation infrastructure. Furthermore, agricultural water use has dropped by 20% since 2015, a result of targeted conservation practices and technology integration.<sup>xxix</sup>

As Ventura County continues its path toward environmental sustainability, its leadership in renewable energy, sustainable agriculture, and green transportation highlights its commitment to preserving the environment and fostering economic growth. By pursuing smart growth strategies, Ventura County is securing a sustainable future and setting a model for other regions.

# 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.

The WDBVC conducted research and planning in the Fall of 2023 to analyze and update the region's priority sectors to ensure they were grounded in labor market data, needs-driven, and agreed upon by key stakeholders. To do this, we developed a process that used robust quantitative data analytics and qualitative methods to reach a consensus and add context that the data alone cannot uncover.

## A. METHODOLOGY FOR UPDATING VENTURA COUNTY SECTOR PRIORITIES

### STEP 1: QUANTITATIVE DATA ANALYSIS

- **We used both NAICS and SOC** codes to define "sectors" using available labor market information (LMI). Using both NAICS and SOC, our analysis is much stronger and elevated nuances in the data.
  - Defined sectors using industry codes from the North American Industry Classification System (NAICS)
  - Used occupational codes from the Standard Occupational Classification (SOC) system.
- **The CA Community Colleges Chancellor's (CCCCO) Priority Industries was used** to conduct the analysis as it is the most up-to-date framework for understanding the alignment between CA employers and training needs.
  - This crosswalk shows that the CCCCCO aligns with other industry sector groupings. ([Industry Sector Crosswalk | California Community Colleges Chancellor's Office \(ccccco.edu\)](#))
- **Analyzed each sector based on 15 metrics**

#### Each sector was analyzed based on 15 metrics

##### NAICS Metrics

- # of Jobs (22)
- Projected % Job Change (22-27)
- Average Earnings by Job (2022)
- % Change Avg. Earnings by Job (17-22)
- Establishments (Businesses) (22)
- % Change in Establishments (17-22)
- % of Workers Age 55+ (22)
- Job Multiplier

##### SOC Metrics

- Projected Annual Job Openings (22-27)
- Projected % Job Change (22-27)
- Average Entry-Level Hourly Earnings (22)
- Average Median Hourly Earnings (22)
- % of Workers Age 55+ (22)
- Location Quotient
- Automation Index

## STEP 2: INTRODUCE QUALITATIVE QUESTIONS AND VARIABLES TO CONSIDER

Quantitative data alone and the rankings above should not be the only things considered when making decisions. Therefore the quantitative analysis was presented to the board, and various qualitative variables were identified and included in further study.

### Qualitative Variables to Consider

#### A. Influence the Workforce System can make on the Sector

- a. Can the workforce development board and its contracted partners influence the sector?
- b. What does WIOA historically influence? Which industries provide opportunities to underrepresented groups?
- c. Can we influence training and wages?

#### B. Upward mobility & Career Pathways

- a. Does the sector have a variety of career pathways from entry level up?
- b. Does the industry provide upward mobility? (e.g., advanced manufacturing, union jobs)

#### C. Quality Jobs?

- a. Does the industry provide quality, stable jobs and a living wage?
- b. Do employees get benefits

#### D. Local infrastructure.

- a. Is there something local that makes the sector lasting/more important/etc.? (e.g., port, naval base for government sector, agriculture ( Biotech, trade and logistics, agriculture)

#### E. Resilience

- a. Are industries resilient to economic downturns, market shocks, etc.?
- b. Is the industry at risk of being changed or shrunk due to technological changes?
- c. How did some of these industries do during the COVID-19 pandemic?

#### F. Local Training Capacity

- a. Are there existing local resources, assets, programs, or infrastructure that can support sector programs and initiatives? (e.g., Community college programs, existing apprenticeships, etc. )
- b. Are the training programs full?

#### G. Political will or momentum:

- a. Is there a political or policy window of opportunity or focus on the sector? (e.g., CA state min wage increase for fast food workers, federal investment in Manufacturing)
- b. How does the community perceive the industry locally?

#### H. Incoming Industries of Import

- a. What industries are "incoming" that have projected importance? (e.g., Wind, Emerging technology)
- b. Are there activities or initiatives happening that will drive the growth of this industry that may not be captured in quantitative data? (e.g., building a big Amazon distribution center)

## B. IN-DEMAND INDUSTRY SECTORS

This analysis led to the following 6 In-demand Sectors:



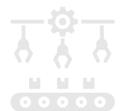
### 1. Health



### 2. Business and Entrepreneurship *(Includes professional services)*



### 3. Retail, Hospitality, and Tourism



### 4. Advanced Manufacturing



### 5. Agriculture, Water, and Environmental Technology



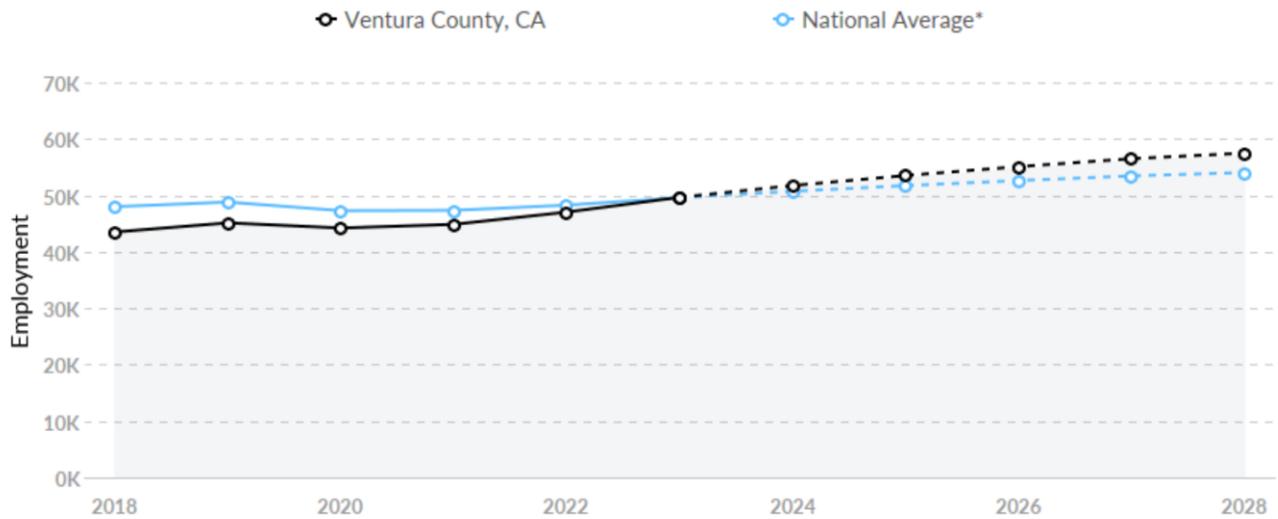
### 6. Education and Human Development

## 1. Health Care and Social Assistance



Health care and social assistance made up the most significant proportion of jobs in 2024. It has a medium average earnings of \$67,927 per job. Between 2018 and 2028, there was an expected 32% increase in jobs, with the most considerable percent change in the lowest-paying sub-industry, social assistance. Most social assistance positions are within elder-care-related fields. Below is a breakdown of the sub-industries by the number of jobs in 2023.

Earnings per job are about the same as the national average. The national average salary for Health Care and Social Assistance in an area this size is \$75,506, while in Ventura County, CA it is \$69,467. Earnings per jobs is the total industry earnings divided by the number of jobs in the industry.



Region	2018 Jobs	2028 Jobs	Change	% Change
Ventura County, CA	43,502	57,479	13,977	32.1%
National Average	47,991	54,037	6,046	12.6%



### 10,482 Unique Job Postings

The number of unique postings for this job over the last 12 months.



### 860 Employers Competing

All employers in the region who posted for this job over the last 12 months.



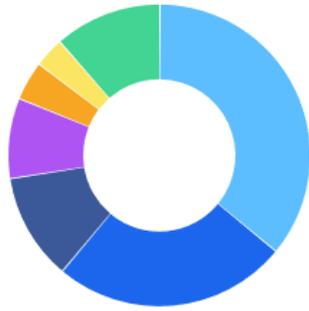
### 28 Day Median Duration

Posting duration is 1 day longer than what's typical in the region.

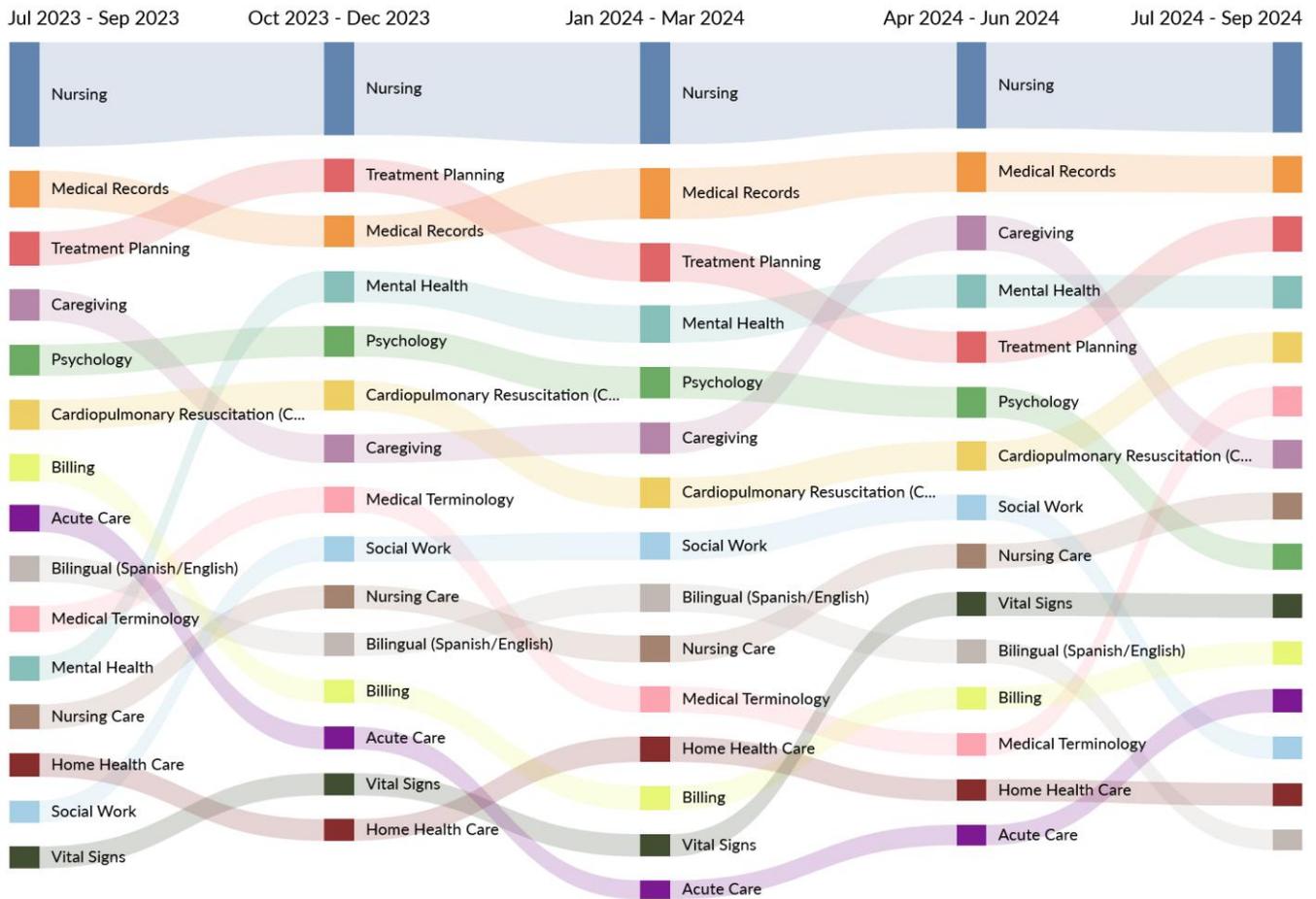
Top Companies	Unique Postings
Community Memorial Health :	531
HCA Healthcare	528
CommonSpirit Health	440
Community Memorial Healthc	439
Adventist Health	378

Top Job Titles	Unique Postings
Caregivers	245
Medical Assistants	188
Registered Nurses	173
Licensed Vocational Nurses	170
Dental Assistants	135

## Most Jobs are Found in the Healthcare Support Occupations Industry Sector



Occupation	% of Industry in Occupation (2023)
Healthcare Support Occupations	35.9%
Healthcare Practitioners and Technical Occupations	25.1%
Office and Administrative Support Occupations	11.4%
Community and Social Service Occupations	8.6%
Management Occupations	4.2%
Personal Care and Service Occupations	3.2%
Other	11.5%

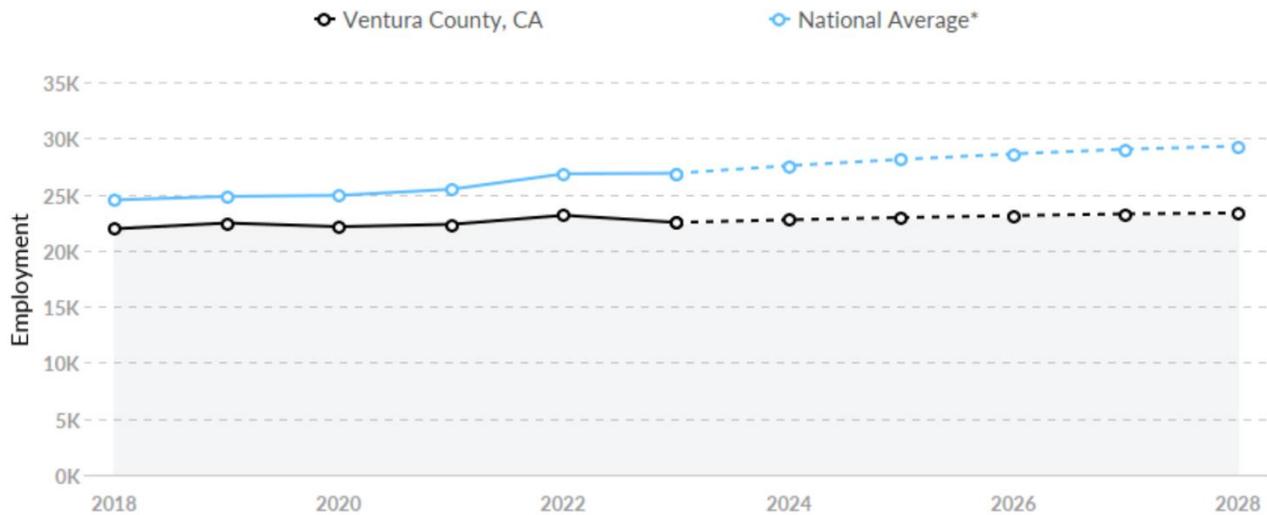


## 2. Business, Entrepreneurship and Professional Services



Between 2018 and 2028, there is an expected job growth from 21,927 to 23,346 in business, entrepreneurship, and professional services in Ventura County. The earnings per job were \$119,981, significantly higher than others. The largest subsector in 2023 was business and financial operations. Possibly due to the large agricultural sector, many jobs are in the field of veterinary services (within the "Other" sub-industry), accounting for a larger than average share of employment for areas of this size.

Earnings per job are about the same as the national average. The national average salary for Professional, Scientific, and Technical Services in an area this size is \$132,428, while in Ventura County, CA it is \$119,981. Earnings per jobs is the total industry earnings divided by the number of jobs in the industry.



Region	2018 Jobs	2028 Jobs	Change	% Change
● Ventura County, CA	21,927	23,346	1,419	6.5%
● National Average	24,497	29,297	4,800	19.6%

## Most Jobs are Found in the Business and Financial Operations Occupations Industry Sector



Occupation	% of Industry in Occupation (2023)
Business and Financial Operations Occupations	19.0%
Office and Administrative Support Occupations	13.0%
Computer and Mathematical Occupations	12.4%
Architecture and Engineering Occupations	10.9%
Management Occupations	10.9%
Legal Occupations	8.9%
Other	24.9%



### 6,033 Unique Job Postings

The number of unique postings for this job over the last 12 months.



### 905 Employers Competing

All employers in the region who posted for this job over the last 12 months.

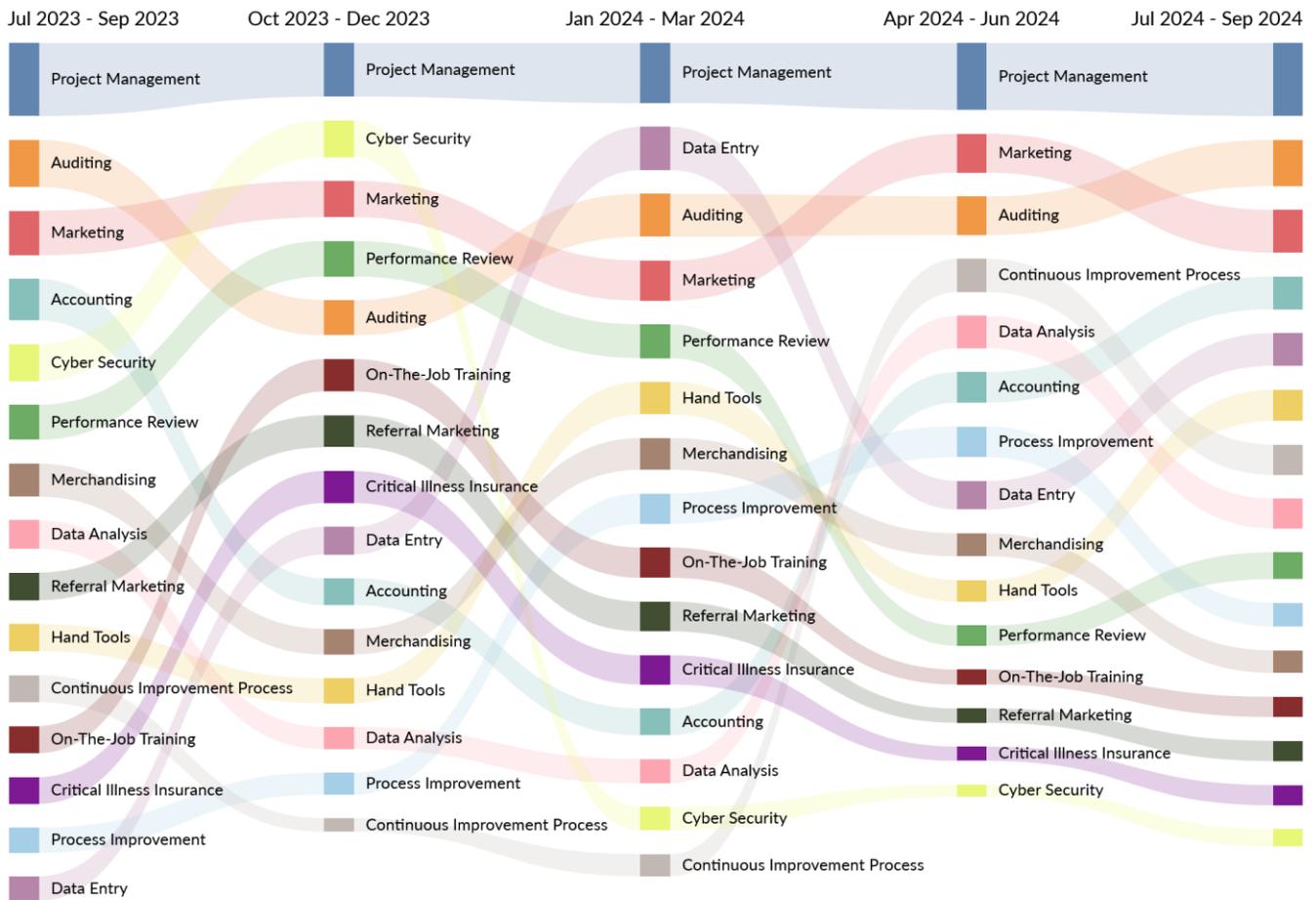


### 26 Day Median Duration

Posting duration is 1 day shorter than what's typical in the region.

Top Companies	Unique Postings
Belcan	365
TEKsystems	120
Banfield Pet Hospital	111
Guidehouse	99
Ultimate Staffing	99

Top Job Titles	Unique Postings
Retail Merchandisers	83
Veterinarians	63
Manufacturing Associates	59
Administrative Assistants	46
Veterinary Technicians	43

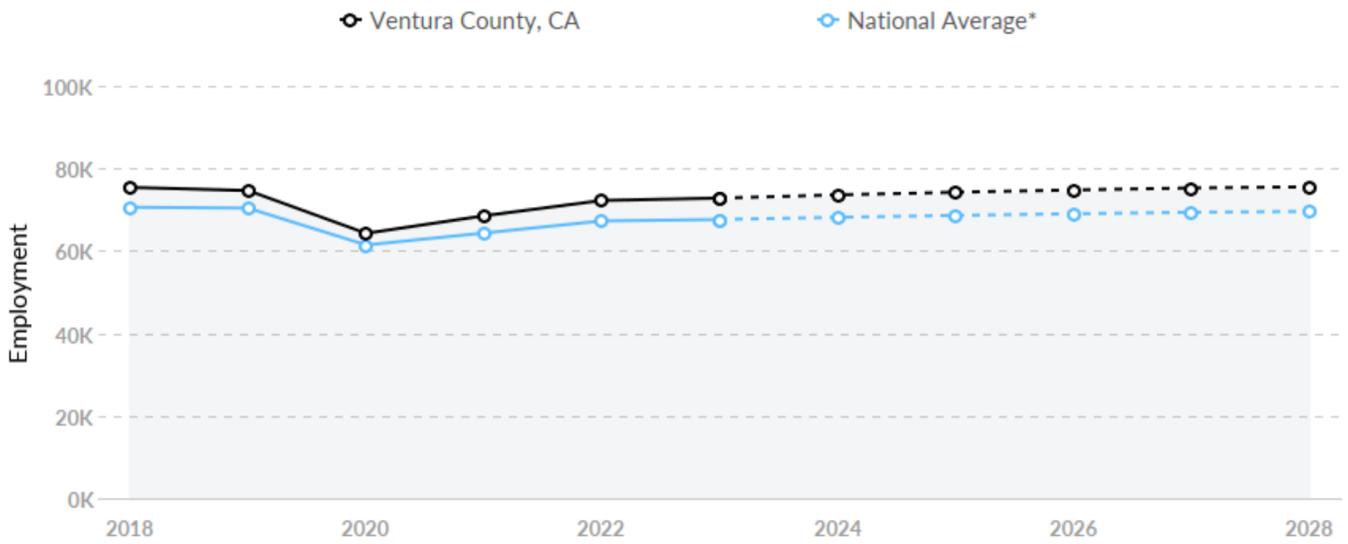


### 3. Retail, Hospitality and Tourism



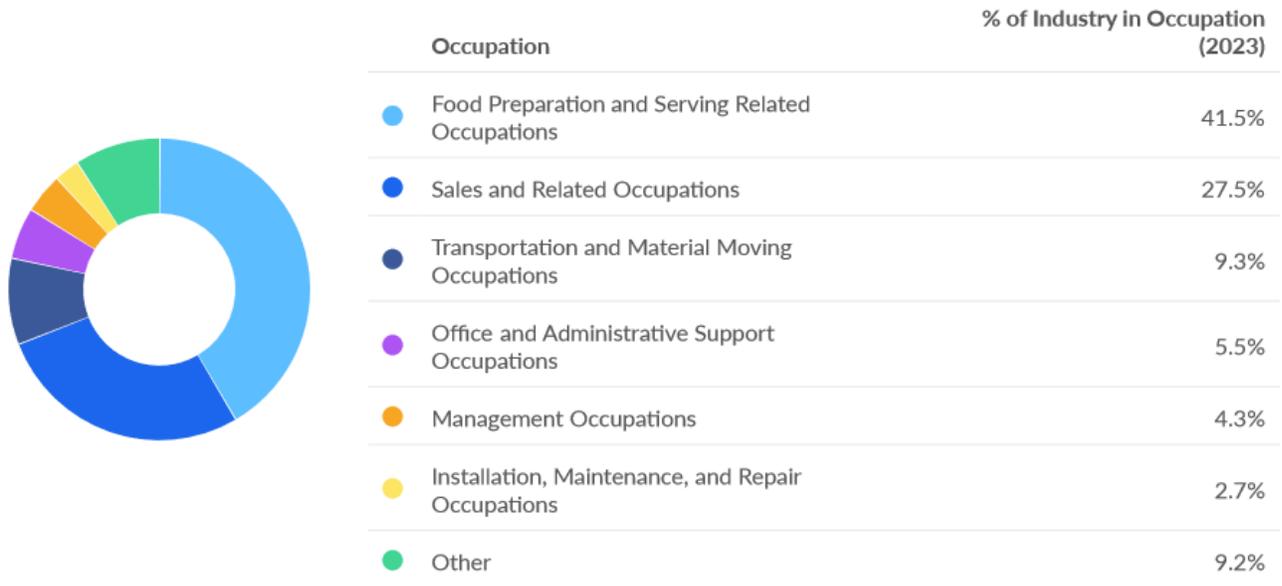
Retail, hospitality, and tourism make up many jobs and will see little growth over the coming years. It has a medium average earnings per job of \$43,757. Between 2018 and 2028, there was an expected 0.2% increase in jobs. Most positions are in the sub-sectors of food preparation and sales. Below is a breakdown of the sub-industries by the number of jobs in 2023.

Earnings per job are about the same as the national average. The national average salary for your industries in an area this size is \$41,190, while in Ventura County, CA it is \$43,757. Earnings per jobs is the total industry earnings divided by the number of jobs in the industry.



Region	2018 Jobs	2028 Jobs	Change	% Change
Ventura County, CA	75,394	75,527	133	0.2%
National Average	70,585	69,568	-1,017	-1.4%

**Most Jobs are Found in the Food Preparation and Serving Related Occupations Industry Sector**





### 12,029 Unique Job Postings

The number of unique postings for this job over the last 12 months.



### 956 Employers Competing

All employers in the region who posted for this job over the last 12 months.

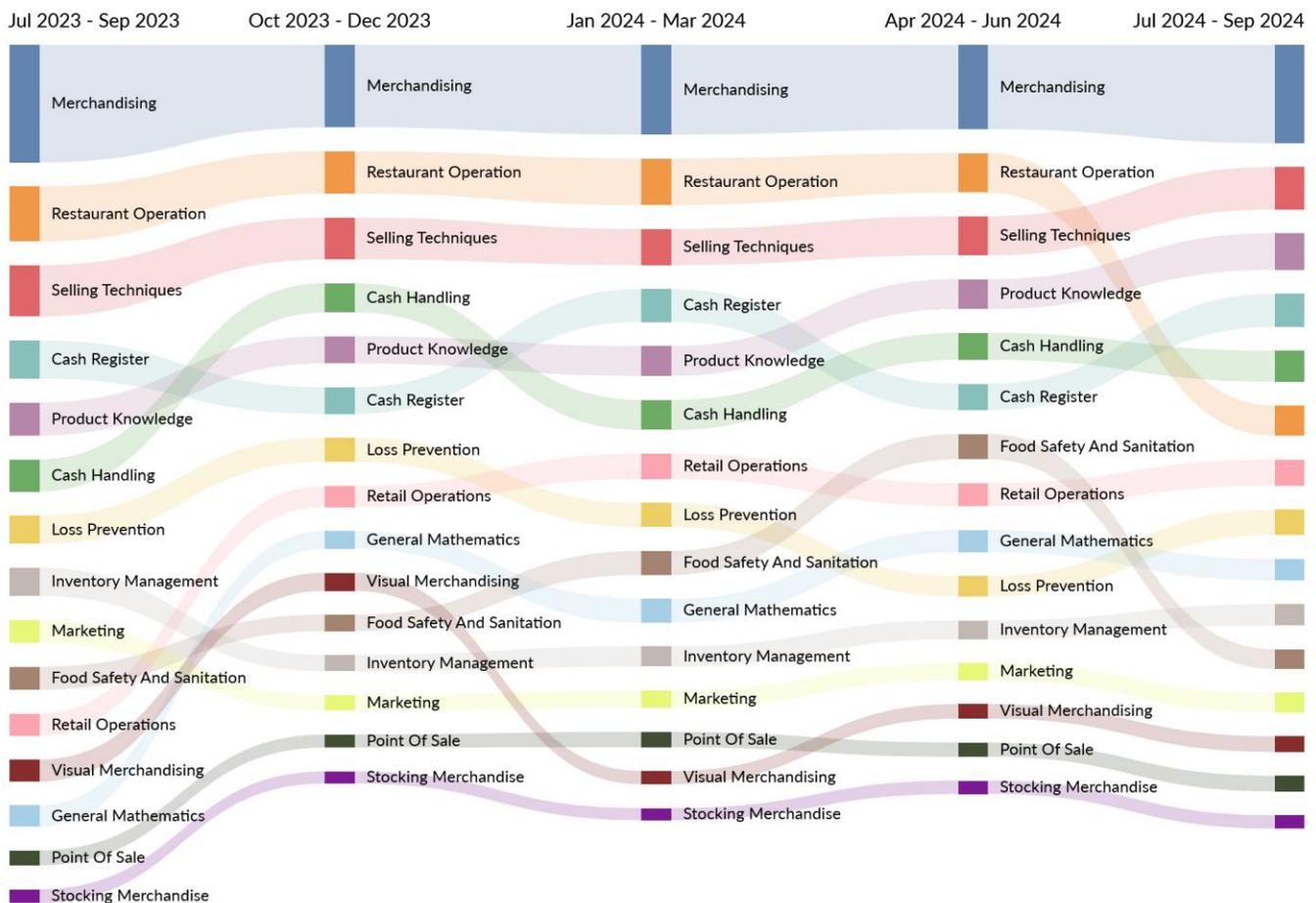


### 30 Day Median Duration

Posting duration is 3 days longer than what's typical in the region.

Top Companies	Unique Postings
Starbucks	364
Walmart	283
Kroger	262
Ojai Valley Inn	230
CVS Health	229

Top Job Titles	Unique Postings
Sales Associates	277
Baristas	257
Shift Supervisors	233
Assistant Store Managers	202
Team Members	201



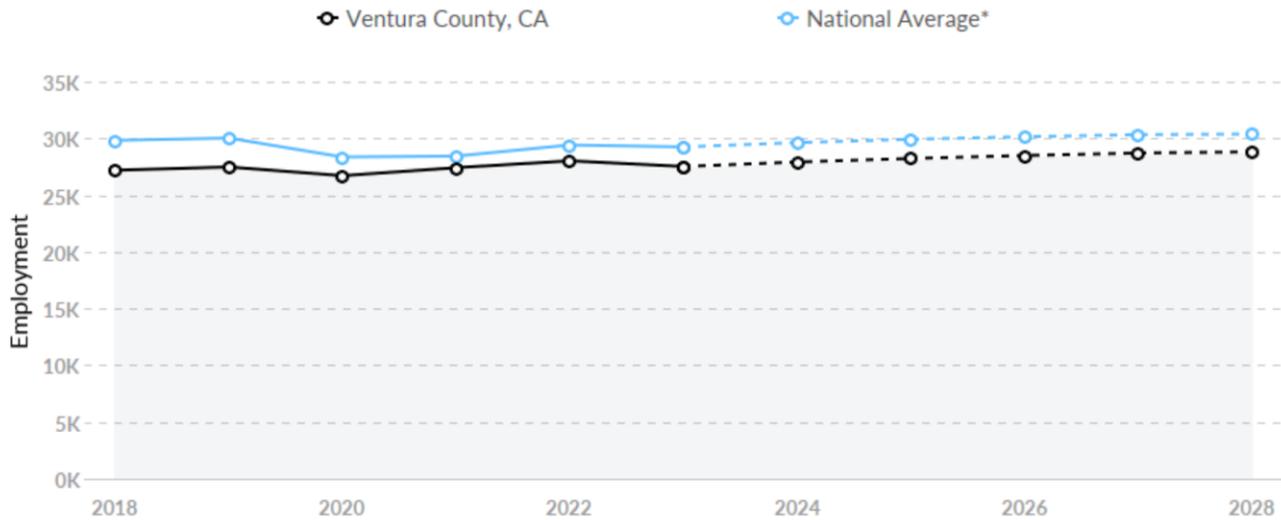
## 4. Advanced Manufacturing



**Earnings Per Job**

Earnings per job are about the same as the national average. The national average salary for Manufacturing in an area this size is \$100,024, while in Ventura County, CA it is \$93,729. Earnings per jobs is the total industry earnings divided by the number of jobs in the industry.

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 production and engineering sub-industries. Manufacturing industry jobs increased by 6% between 2018 and 2028. Nearly all job losses occurred 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 besides a 3% drop in 2019.



Region	2018 Jobs	2028 Jobs	Change	% Change
● Ventura County, CA	27,189	28,811	1,623	6.0%
● National Average	29,817	30,381	564	1.9%



Occupation	% of Industry in Occupation (2023)
Production Occupations	45.8%
Architecture and Engineering Occupations	9.0%
Management Occupations	8.6%
Office and Administrative Support Occupations	8.4%
Transportation and Material Moving Occupations	6.9%
Business and Financial Operations Occupations	5.6%
Other	15.7%



### 5,966 Unique Job Postings

The number of unique postings for this job over the last 12 months.



### 529 Employers Competing

All employers in the region who posted for this job over the last 12 months.

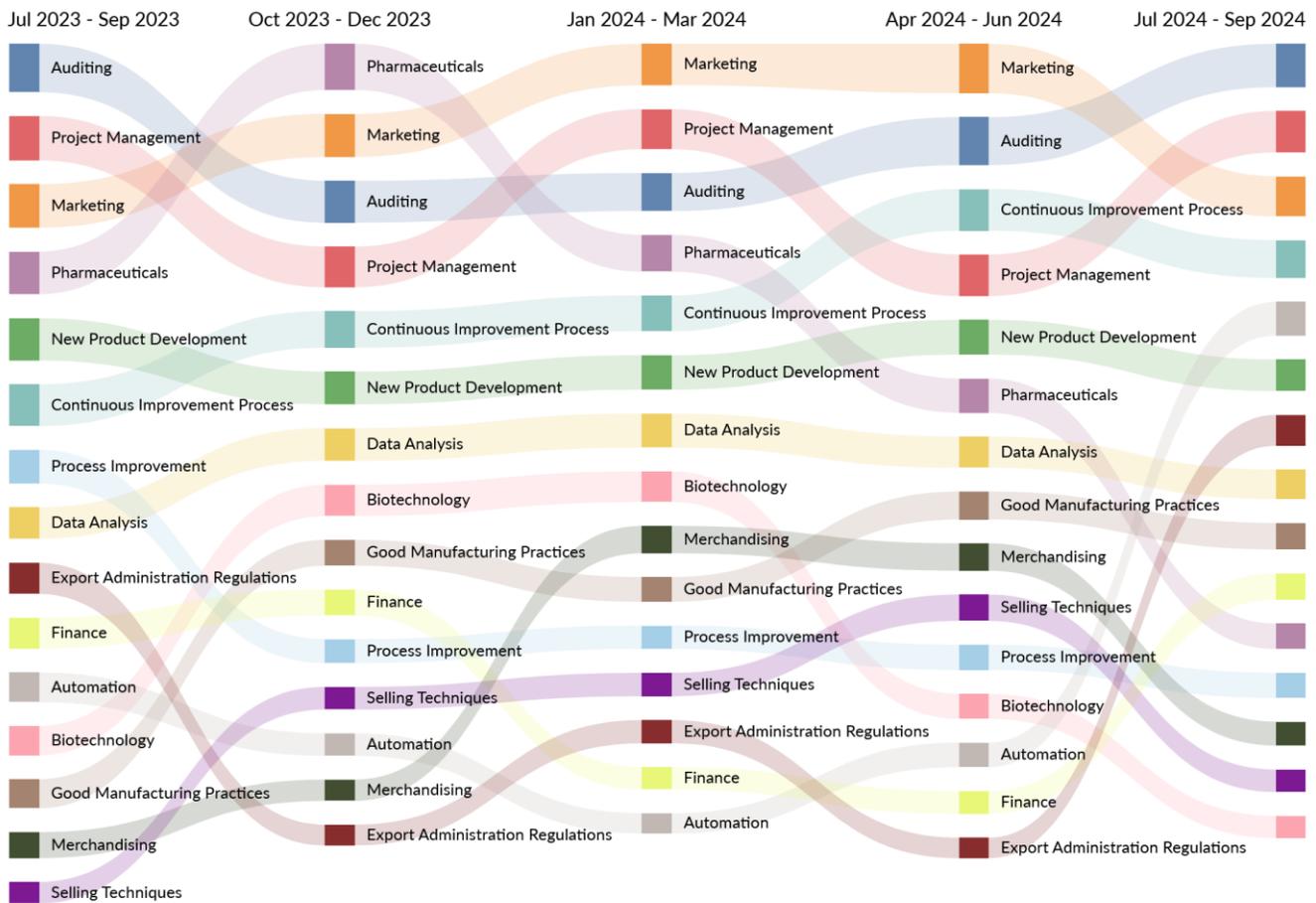


### 28 Day Median Duration

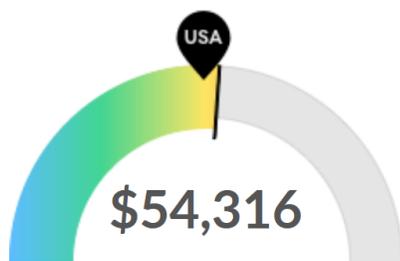
Posting duration is 1 day longer than what's typical in the region.

Top Companies	Unique Postings
Amgen	1,031
Aerovironment	301
Parker Hannifin	264
Skyworks	156
Northrop Grumman	149

Top Job Titles	Unique Postings
Production Assemblers	44
Quality Inspectors	43
Sales Associates	39
Customer Service Represental	37
Buyers	31



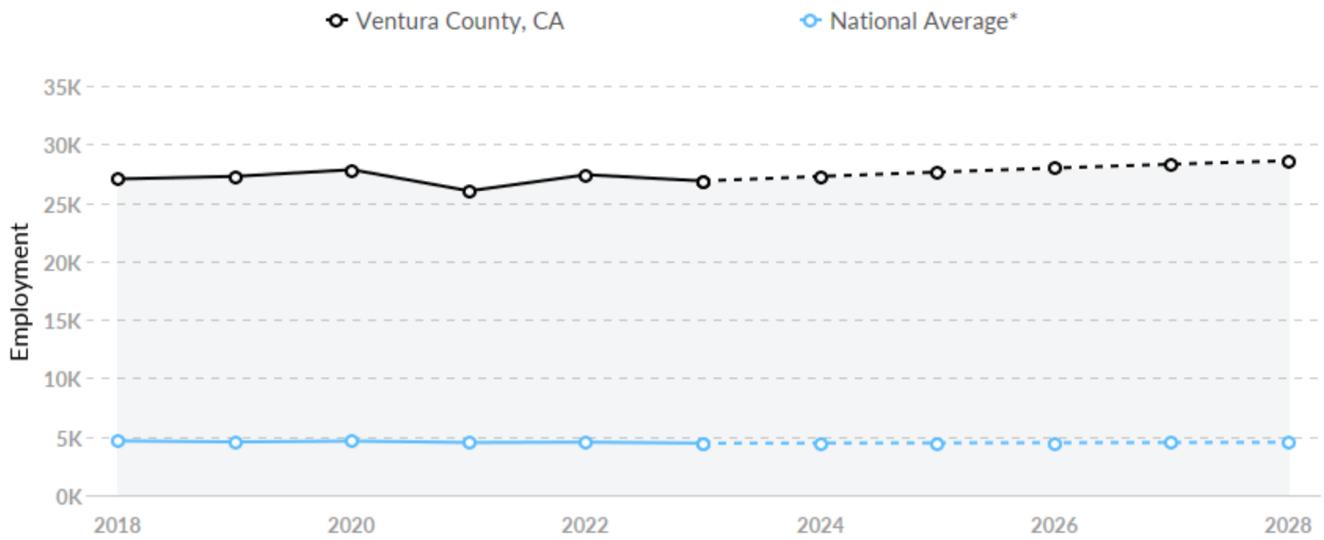
## 5. Agriculture, Water and Environmental Technology



Earnings Per Job

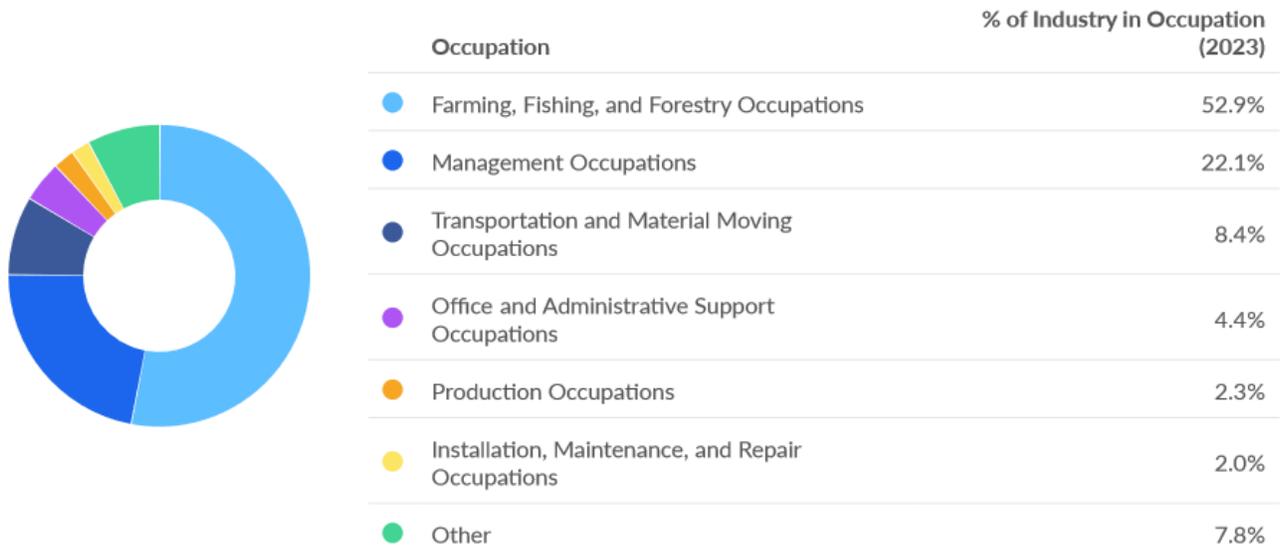
The agriculture, forestry, fishing, and hunting industries in Ventura County are extensive for a region of its size. Average earnings (\$53,316) are relatively low across sub-industries, particularly within crop and animal production support.. The industry is expected to grow 5.8% between 2018 and 2028.

Earnings per job are about the same as the national average. The national average salary for Agriculture, Forestry, Fishing and Hunting in an area this size is \$53,344, while in Ventura County, CA it is \$54,316. Earnings per jobs is the total industry earnings divided by the number of jobs in the industry.



Region	2018 Jobs	2028 Jobs	Change	% Change
● Ventura County, CA	27,031	28,590	1,559	5.8%
● National Average	4,646	4,517	-129	-2.8%

### Most Jobs are Found in the Farming, Fishing, and Forestry Occupations Industry Sector





### 48 Unique Job Postings

The number of unique postings for this job over the last 12 months.



### 21 Employers Competing

All employers in the region who posted for this job over the last 12 months.

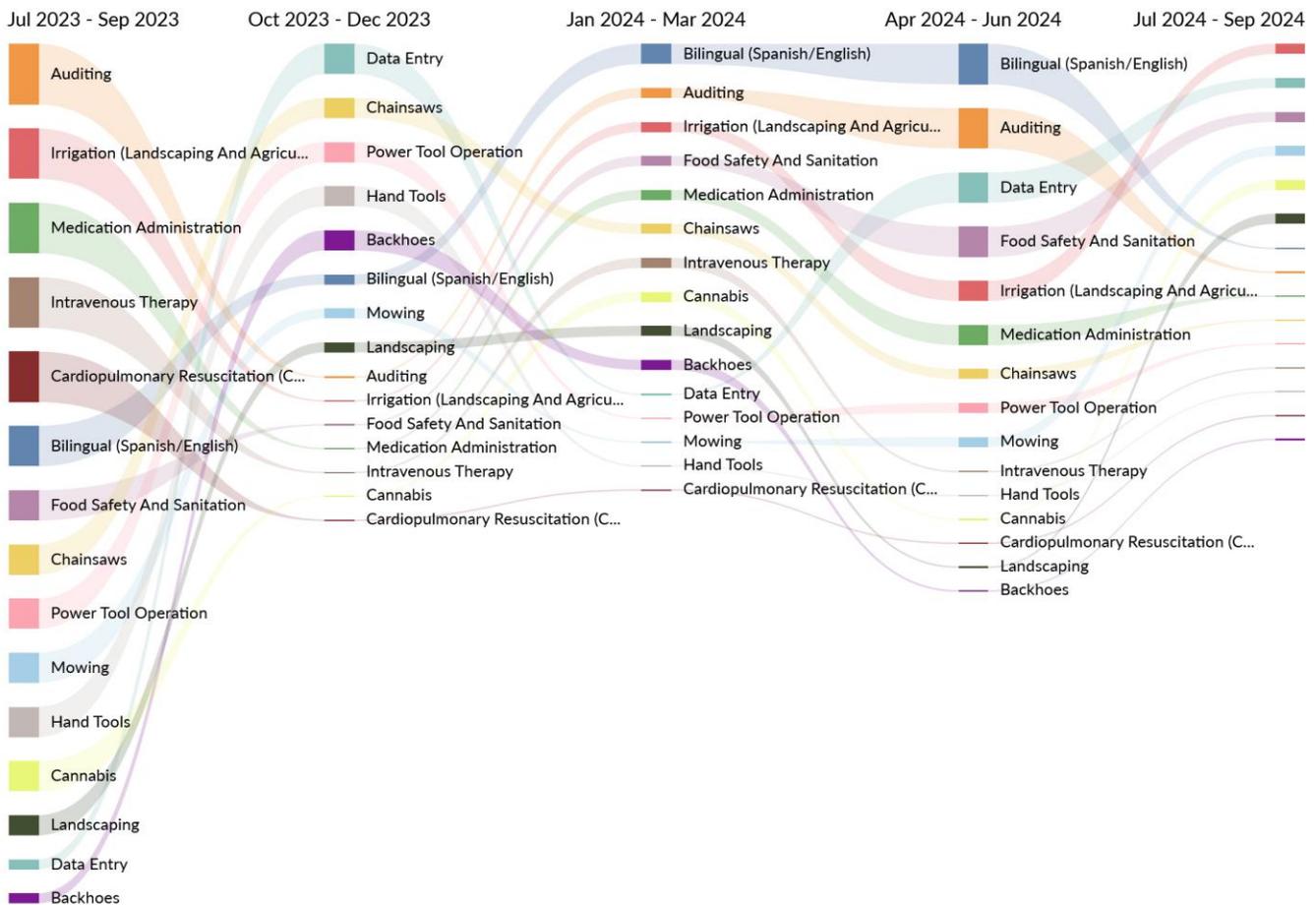


### 25 Day Median Duration

Posting duration is 2 days shorter than what's typical in the region.

Top Companies	Unique Postings
R.A. Atmore & Sons	9
Boskovich Farms	5
Arts Labor Service	3
Gills Onions	3
Pet Pawz-Itive	3

Top Job Titles	Unique Postings
Heavy Equipment Operators	3
Administrative Assistants	2
Care Specialists	2
Data Entry Clerks	2
Equipment Operators	2

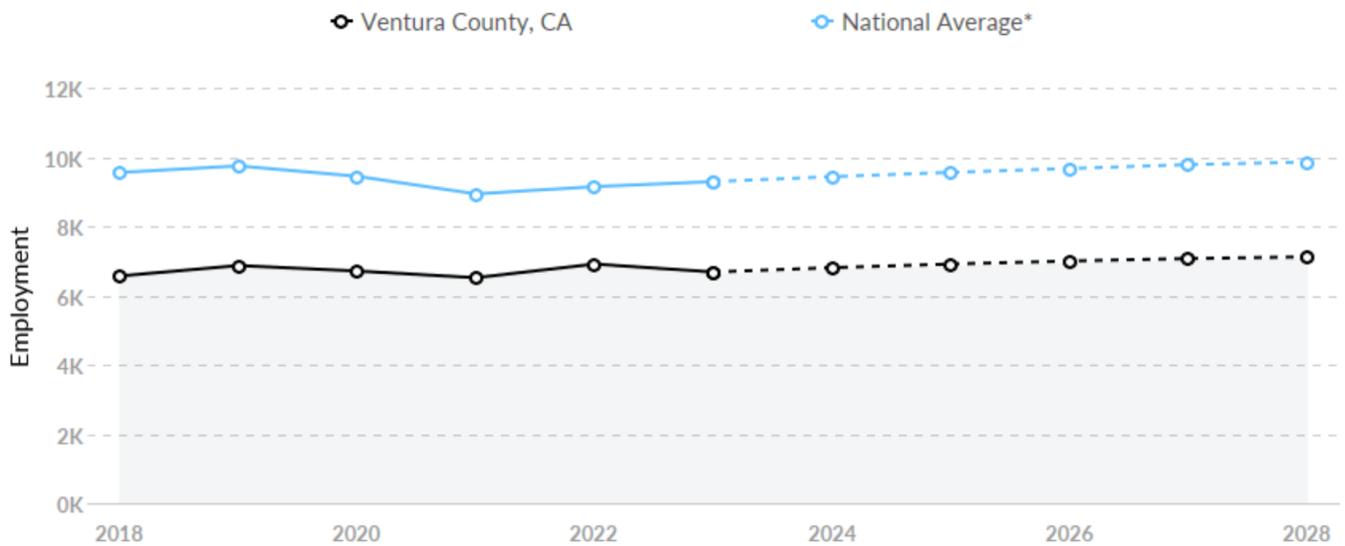


## 6. Education



Education makes up an essential part of the Ventura economy. It has a medium average earnings per job of \$49,245 and an expected growth in jobs between 2018 and 2028 of 8.4%. Most education positions are within instruction and library occupations, followed by administrative and support. Below is a breakdown of the sub-industries by the number of jobs in 2023.

Earnings per job are below the national average. The national average salary for Educational Services in an area this size is \$62,653, while in Ventura County, CA it is \$49,243. Earnings per jobs is the total industry earnings divided by the number of jobs in the industry.



Region	2018 Jobs	2028 Jobs	Change	% Change
● Ventura County, CA	6,563	7,116	553	8.4%
● National Average	9,553	9,853	300	3.1%

## Most Jobs are Found in the Educational Instruction and Library Occupations Industry Sector



Occupation	% of Industry in Occupation (2023)
Educational Instruction and Library Occupations	54.5%
Office and Administrative Support Occupations	9.2%
Management Occupations	8.5%
Arts, Design, Entertainment, Sports, and Media Occupations	5.4%
Business and Financial Operations Occupations	4.9%
Personal Care and Service Occupations	4.2%
Other	13.2%



### 3,287 Unique Job Postings

The number of unique postings for this job over the last 12 months.



### 182 Employers Competing

All employers in the region who posted for this job over the last 12 months.

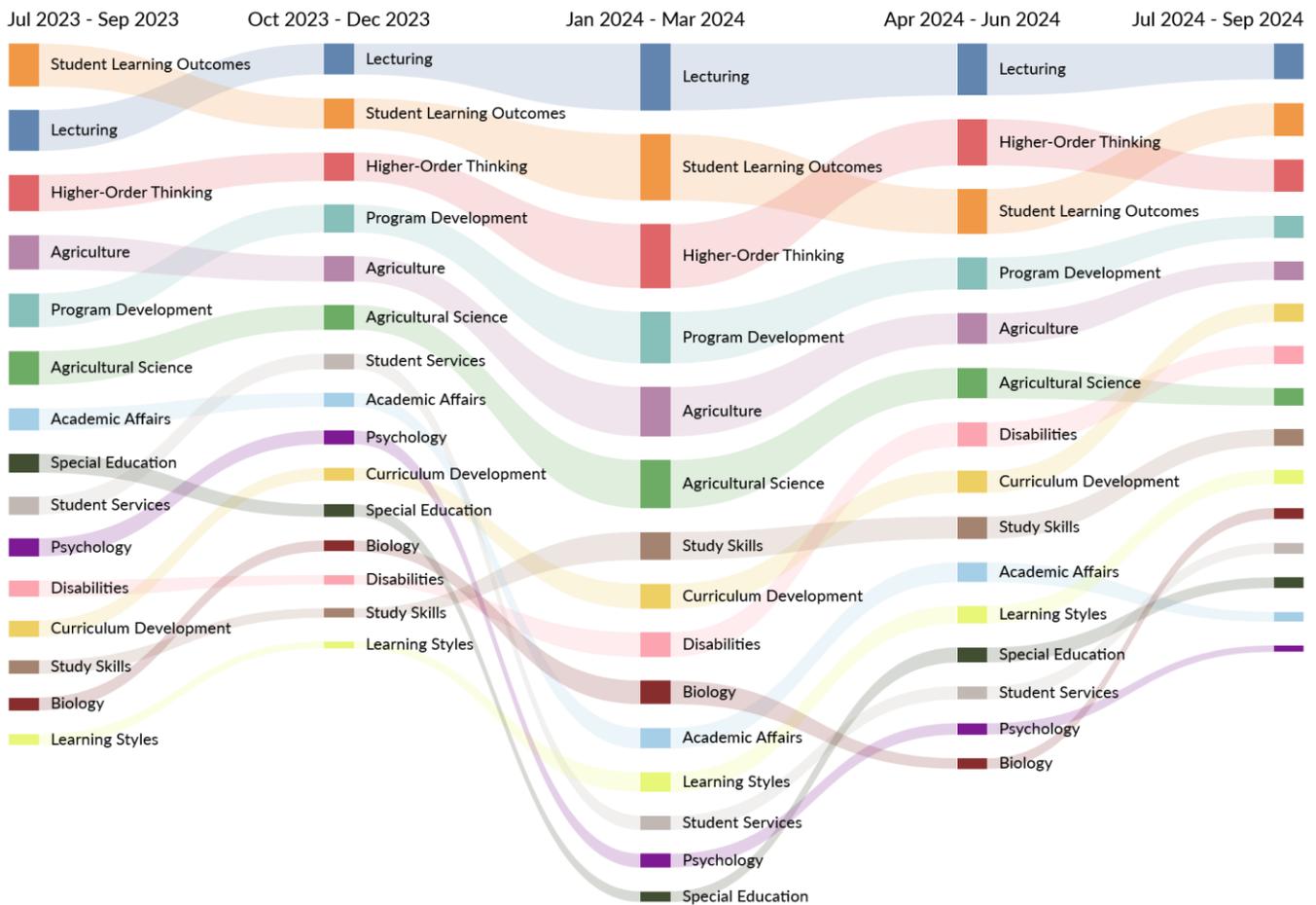


### 28 Day Median Duration

Posting duration is 1 day longer than what's typical in the region.

Top Companies	Unique Postings
Ventura County Community C	803
California Lutheran University	303
University of California	206
Oxnard School District	184
California State University-Ch	155

Top Job Titles	Unique Postings
House Parents	34
Paraeducators	32
Clinical Subjects Coordinators	26
Front Office Administrators	25
Custodians	23



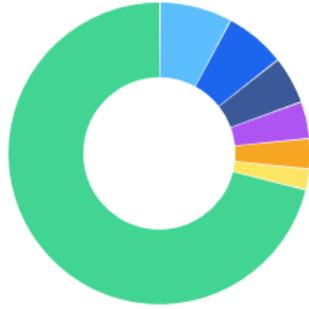
### C. IN-DEMAND OCCUPATIONS IN THE REGION

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 2024 Q3 Lightcast data report, most jobs in Ventura County are in the restaurant and hospitality industry.

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



Industry	% of Occupation in Industry (2024)
Restaurants and Other Eating Places	7.8%
Education and Hospitals (Local Government)	6.5%
Crop Production	5.1%
Individual and Family Services	4.0%
Local Government, Excluding Education and Hospitals	3.2%
Management of Companies and Enterprises	2.2%
Other	71.2%

***In-Demand Occupations in Ventura County***

Occupation	Avg Monthly Postings (Oct 2023 - Sep 2024)	Avg Monthly Hires (Oct 2023 - Sep 2024)
Retail Salespersons	276	504
Registered Nurses	275	128
Unclassified Occupation	213	0
First-Line Supervisors of Retail Sales Workers	151	100
Customer Service Representatives	133	214
Home Health and Personal Care Aides	131	883
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	113	193
Production Workers, All Other	105	61
Fast Food and Counter Workers	100	825
Security Guards	88	179

### Education Breakdown

Education Level	Unique Postings	% of Total
No Education Listed	41,182	51%
High school or GED	20,146	25%
Associate's degree	6,417	8%
Bachelor's degree	18,443	23%
Master's degree	7,343	9%
Ph.D. or professional degree	3,036	4%

### ***In-Demand Occupations Sorted by Job Postings in Ventura County***

This table 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	Avg Monthly Postings (Jul 2024 - Sep 2024)	Avg Monthly Hires (Jul 2024 - Sep 2024)
Registered Nurses	313	128
Retail Salespersons	275	503
Unclassified Occupation	205	0
First-Line Supervisors of Retail Sales Workers	145	100
Customer Service Representatives	129	213
Home Health and Personal Care Aides	109	900
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	107	193
Production Workers, All Other	107	60
Security Guards	105	181
Maintenance and Repair Workers, General	95	116

## 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 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 colocate 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 some ways the region increases participant access to training and education programs that align with regional labor market dynamics.

Stakeholder	Tactics
<b>Ventura County Office of Education (VCOE):</b>	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"> <li>• CTE and Industry Aligned Pathways</li> <li>• Articulation Agreements and dual enrollment programs with post-secondary institutions (focus on expansion)</li> </ul>
<b>Ventura County Community College District (VCCCD):</b>	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. VCCCD engages in education, credentialing, and training for both job seekers and incumbent workers.

<b>SCCRC</b>	The SCCRC facilitates and promotes effective regional educational initiatives for VCCCD and supports local, regional, and statewide workforce development efforts.
<b>Ventura County Adult Education Consortium (VCAEC):</b>	Adult Education Consortium is a collaborative of regional educational providers to expand and improve opportunities for adult learners
<b>CBOs</b>	Participate in WDBVC Work Based Learning Consortium, CTE meetings, P-20 council, and Ventura County Employment Collaborative: <ul style="list-style-type: none"> <li>• 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.</li> </ul>
<b>Eligible Training Provider List (ETPL)</b>	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).**

## **E. HOW TO COLLABORATE ACROSS SECTORS/PARTNERS**

The RPU is committed to maintaining and further developing collaborations across sectors and with various partners. This is accomplished in multiple ways, including:

- Six annual meetings of the cross-sector Work-Based Learning Consortium
- Ventura County Clean Green Cross-Sector Initiative outlines environmental needs and industry opportunities in the Green Economy.
- Facilitate monthly sector workgroup meetings in Manufacturing and Healthcare and share insights.
- Align industry workforce needs with CTE education at the K-12 system-level through frequent meetings with CTE coordinators and VCOE staff.
  - The WDBVC collaborates with the Community Colleges' South Central Coast Regional Consortium to align industry workforce needs with CTE education.
- Partner with the Ventura County Community College District and the three local community colleges on the Regional Equity and Recovery Partnerships program.
- Align with the CA State Masterplan for Career Education. 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. 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.<sup>xxx</sup>

## **PURPOSE AND FUNCTION OF THE WDBVC'S SECTOR WORKING GROUPS**

In 2022, the WDBVC developed a Sector Working Groups toolkit to ensure that every Workforce Development Board of Ventura County sector work group 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 from multiple teams or disciplines, with an apparent problem to overcome. 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..

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 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 skills gaps.
Clean/Green	Identifying emerging green Industries in the region to determine the training and skills needed.	The Clean/Green working group has been working to identify the skills and training needed for the region's rapidly expanding green industry needs. Wind power, EV, solar, and hydrogen have been a focus. Guest speakers from the California Energy Commission, GO-Biz and the California Hydrogen Business Council have presented.

<b>Clean/Green</b>	Develop a resource list of training programs supporting green industries in the Ventura region.	This resource was developed to support industries in the Ventura region by creating a list of training programs that provide training in agriculture, water, environmental technologies, and construction. This will enable industries to provide pathways from the training programs to fill their employment needs and identify which training programs need to be developed to meet industry needs.
<b>Healthcare</b>	Critical Shortages in Healthcare.	During and after the pandemic, the Healthcare Working Group has focused on identifying critical shortages in the health professions and working with industry and education to explore ways to address the shortages.
<b>Healthcare</b>	Develop a resource list of training programs in healthcare in the Ventura Region.	This resource was developed to support industries in the Ventura region by creating a list of training programs that provide training in areas that support the healthcare industry. This document will enable industries to provide pathways from the training programs to fill their employment needs and identify which training programs need to be developed to meet industry needs.
<b>Healthcare</b>	Identifying Healthcare inequities in the region and promoting health equity.	The Healthcare Working Group discussed healthcare inequities in the LGBTQ community, the indigenous community (Mixteco), and the need for more behavioral health support for young children and teens. A subgroup is being developed to discuss ways to promote health equity in the region.
<b>Manufacturing</b>	Collaborate with VCIC to support manufacturing in the Ventura region.	Working to increase the number of industry partners joining the manufacturing working group. Collaborate with VCIC to support manufacturing in the Ventura region

Across all sector workgroups, the WDBVC's Business Solutions team has partnered with businesses that attend the workgroup to host job fairs, hiring events, and open house events.

## 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 that 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."<sup>xxxix</sup> 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 to bring forward any necessary revisions in 3 areas 1) service delivery 2) outreach 3) 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 look closer 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 ensuring 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."<sup>xxxix</sup>*

### B. HIGH ROAD WORKFORCE SYSTEM

This section explains how the RPU defines job quality and prioritizes work with employers who provide quality jobs. It also describes how we collaborate to develop targeted service strategies for the region's unserved and underserved communities.

#### Job Quality Policy

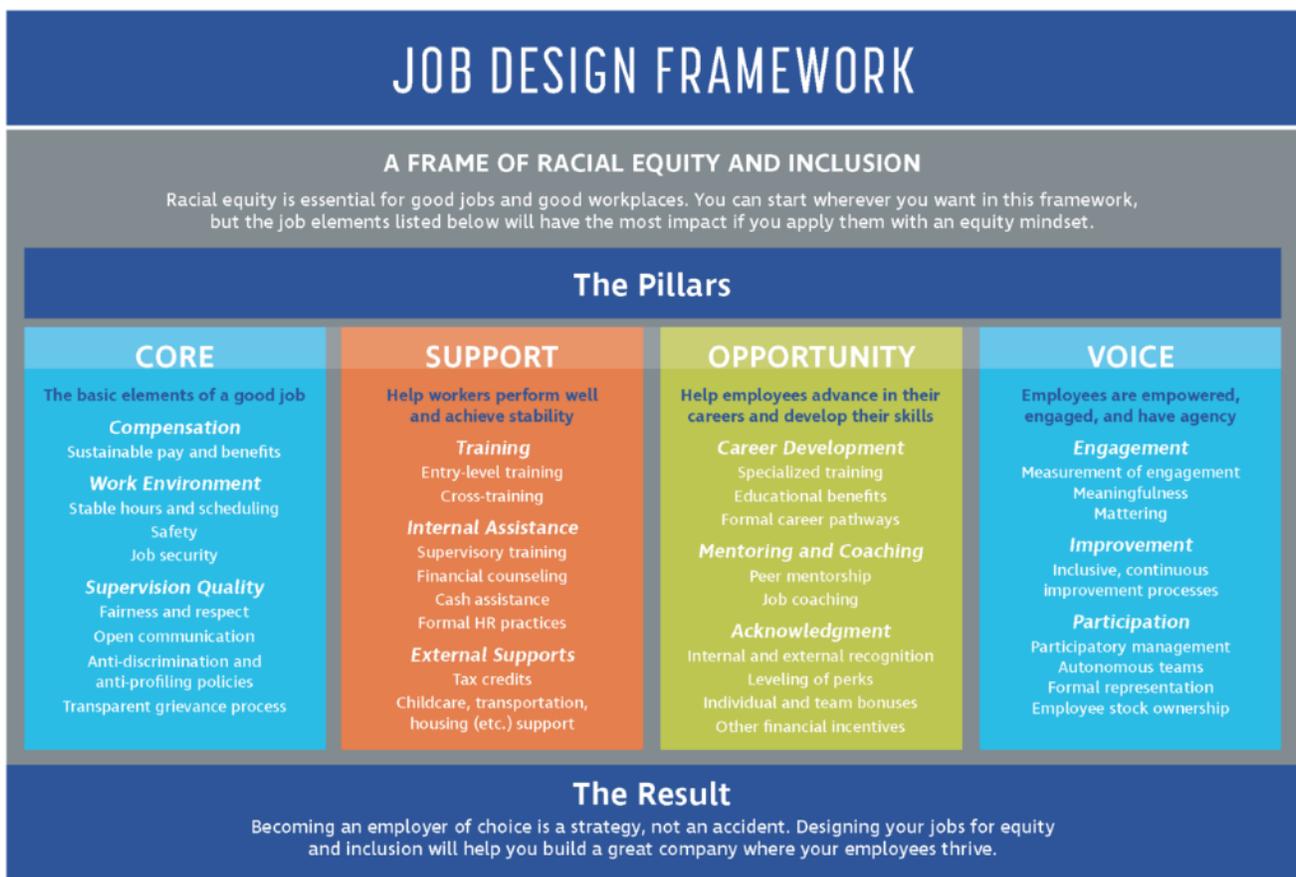
In June 2023, we updated our Job Quality Policy to include DEIA language and focus more intentionally. This updated Ventura County Job Quality Policy helps align the Ventura County

Workforce Development Board's efforts to federal and state grant requirements that increasingly focus on equity and inclusion. The updated policy also guides employers and workers.

**Ventura County adopted the National Fund for Workforce Solution's Job Design Framework and added metrics under the Equity & Inclusion frame to ensure explicit equity metrics are in place to support Ventura County's commitment to promoting diversity, equity, and inclusion in the workforce system.**

The framework proposed offers a clear bundle of job quality dimensions that allow the region to assess the state of job quality holistically.

The non-extended version of the National Fund's framework and metrics are below.



\*This framework was originally developed by Steven Dawson, a senior advisor to the National Fund for Workforce Solutions. An earlier version appears in *Now or Never: Heeding the Call of Labor Market Demand* by the Pinkerton Foundation.

## 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::

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

### 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.

**Insufficient elder care and childcare in the region-** As family members age or people begin families, many caretakers are forced to decide to stop working to become a caretaker. Unfortunately, even those who wish to work part-time or remotely often cannot find job opportunities in Ventura due to a lack of caretakers. This is the same in child care.

**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.

**Lack of access to mental health and substance use resources-** Many people have mental health needs that go undiagnosed and untreated, thus increasing their employment barriers. The fentanyl crisis and broader substance use challenges further highlight the need for integrated support services that include mental health support, medically assisted treatment, and sober living options.

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

**Siloed service providers-** Many supportive services have restrictive enrollment processes that are an immense burden to participate in. Many supportive services are also not connected, which adds to the burden of the potential recipient of services.

## CHALLENGES PROVIDING WORKFORCE PROGRAMMING

**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.

**Lack of a pipeline from education to 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.

**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.

**Low awareness of job training programs** – As one provider stated, "We have a lot of job training but people do not know about them or where to go for help." We must continue to improve our outreach and marketing.

**Lack of paid earn and learn opportunities and internships that expose people to job opportunities-** Many youth and job seekers do not have access to job exploration opportunities, which are essential to career development and decision making as well as the creation of a social network.

The WDBVC addresses the challenges above by intentionally integrating equity and inclusion into every aspect of our strategic priorities. In 2023, we developed SMARTIE Goals instead of just "SMART" goals to ensure that every objective was created in an "inclusive" and "equitable" manner.

**Some of our current strategies to address inequities and increase inclusion are listed below.**

- **Evaluate the diversity and representation of the Board** - in 2023 as part of RPI 5.0, a Board Development Plan was developed to ensure diversity, equity, and inclusion in the recruitment of future members. The plan has been implemented, and board diversity has dramatically

increased. For example, the Board added more racial diversity, gender diversity, regional representation, and business size inclusion. Further, the Board now regularly assesses its composition to ensure it is a representative group.

- **Developing a Youth Advisory Council** – the Youth Advisory Council engages youth in the co-creation of strategies to support them better and reduce barriers to employment
- **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, to whom services are provided, and who receives services compared to the demographic need. The result is an interactive map that anyone can access. Staff and partners now regularly use the GIS maps.
  - We plan to add in annual CalJOBS client data to attain a more accurate picture of the population we serve and any changes in demographics.
  - Some 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.
- **Applying to special grants to ensure workforce access for underrepresented groups** such as Latino communities and individuals with disabilities. For example, in 2024 we have received two new grants totaling \$2,500,000.
  - \$900 K to serve farmworkers and assist them with language literacy and employment services
  - \$1.6 M to provide opportunities young adults ages 18-28 with work experience at the County of Ventura
  - \$4,246,962 to support the High Road Construction Careers (HRCC) Resilient Workforce Fund (RWF) initiative. The California Workforce Development Board (CWDB) awarded the grant to Ventura, Santa Barbara, and San Luis Obispo Counties, with Ventura WDBVC as the lead. The HRCC: RWF 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.
- **Targeted outreach to diverse business organizations** - examples include small businesses of color, NAWBO, etc.
- **Providing DEIA training** to board members, contractors, staff, partners, and stakeholders. For example, we have provided implicit bias training, equity-focused case management, human-centered design workshops, etc.
- **Developed job seeker personas** of individuals we serve to ensure programs are designed with a Human-Centered Design Approach. The personas are included in all Board packets and ground us in who we serve. We plan to design personas for the business side customers next.

## D.EQUITY AND ECONOMIC JUSTICE

This section outlines how the RPU defines equity and ensures equal access to the regional sector pathways, earn-and-learn opportunities, supportive services, and other effective service strategies identified by the RPU.

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:*

- \$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.

## **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. 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 adults, dislocated workers, and older youth. Local policy outlines how an employer provides a "learn and earn" program 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 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 organizations to expand the 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:

- *Career TEAM*. Career TEAM is the WIOA Title-I Adult and Dislocated Worker service provider.
- *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.
- *Eckerd Connects*. Eckerd Connects serves as the region's one-stop operator.

### 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 WDBVC is fully committed to offering and targeting services to those facing the most significant labor market challenges. The priority on building upward mobility for individuals from low-income backgrounds 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 employment and wrap-around services that support their health and well-being.

The Performance and Evaluation Committee Charter allows the WDBVC to have programmatic oversight, partnership facilitation of the AJCCs, and 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 priorities align with the region's vision. With increased strategic alignment that includes 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; 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**

**D. SAMPLE WDBVC EQUITY TOOLS**

## APPENDIX A: STAKEHOLDER AND COMMUNITY ENGAGEMENT SUMMARY

### OUTREACH OVERVIEW

Meeting Description	Who Attended/Participated	Date
<p><b>WDBVC Quarterly Partner Meeting</b>  <i>45-minute long in-person workshop to discuss regional needs, challenges, and opportunities for improvement</i></p>	<ul style="list-style-type: none"> <li>All WDBVC staff</li> <li>Contracted adult and youth workforce services providers</li> <li>Staff from all three local Community Colleges</li> </ul>	<p><b>9-30-24</b>  <b>10 AM-12 PM</b>                      In-person at VACE</p>
<p><b>Continuum of Care (CoC Meeting)</b>  <i>30-minute facilitated workshop to listen and learn about the workforce needs and challenges of individuals experiencing homelessness or housing insecurity.</i></p>	<ul style="list-style-type: none"> <li>Ventura County Housing</li> <li>Housing Authority staff</li> <li>Individuals with lived experience</li> <li>Housing service providers, including housing navigators, case managers, housing site operators, etc.</li> </ul>	<p><b>10-17-24</b>  <b>10:30 AM-12 PM</b>                      Zoom</p>
<p><b>Work-Based Learning Consortium</b>  <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></p>	<ul style="list-style-type: none"> <li>Adult School Representatives</li> <li>Representatives from all 3 Community Colleges</li> <li>K-12 CTE Representatives</li> <li>Union/Labor Representatives</li> <li>Industry partners who have internship and apprenticeship programs</li> <li>Nonprofit workforce development and economic development partners</li> </ul>	<p><b>11-12-24</b>  <b>9 AM-10 PM</b>                      Zoom</p>
<p><b>WDBVC Quarterly Goal review</b>  <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></p>	<ul style="list-style-type: none"> <li>All WDBVC staff</li> <li>WDBVC Director and Leadership</li> </ul>	<p><b>11-6-24</b>  <b>9 AM-11 AM</b>                      In-person at the Oxnard AJCC</p>
<p><b>WDBVC Board Strategic Planning</b>  <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></p>	<ul style="list-style-type: none"> <li>WDBVC Board members</li> <li>All WDBVC staff and leadership</li> <li>EDD staff</li> </ul>	<p><b>9-26-24</b>  <b>8A M-12 PM</b>                      In-person at the Oxnard AJCC</p>
<p><b>Meeting with Ventura County Department of Child Support Services</b>  <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></p>	<ul style="list-style-type: none"> <li>Ventura County Department of Child Support Services Staff- Kiara Nowlin</li> <li>WDBVC Leadership</li> </ul>	<p><b>10-28-24</b>  <b>10 AM-11 AM</b>                      Zoom</p>

<p><b>Veteran Collaborative of Ventura County</b> <i>30-minute facilitated 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"> <li>• Ventura County Staff</li> <li>• Veteran Services</li> <li>• Non-profit organizations that serve the veteran population</li> </ul>	<p><b>10-10-24</b> <b>9 AM-11 AM</b> In-person at the Oxnard AJCC</p>
<p><b>Justice Involved &amp; Reentry Discussion</b> <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"> <li>• CDCR Staff</li> <li>• Ventura County Sheriff's Department</li> <li>• Adult and Youth Staff Representatives from the Ventura County Probation Department</li> <li>• Staff from Todd Road Jail</li> <li>• County staff members</li> </ul>	<p><b>10-3-2024</b> <b>2 PM-2:45 PM</b> Zoom</p>
<p><b>Sector Working Group Meetings</b></p> <ul style="list-style-type: none"> <li>• <b>Healthcare</b></li> <li>• <b>Manufacturing</b></li> <li>• <b>Clean Green</b></li> </ul> <p><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></p>	<ul style="list-style-type: none"> <li>• Industry leaders</li> <li>• WDBVC Industry Representatives</li> <li>• Labor representatives</li> </ul>	<p><b>Bi-monthly</b> In-person and on Zoom</p>

## APPENDIX B: PUBLIC COMMENTS RECEIVED

### PUBLIC COMMENTS RECEIVED THAT DISAGREE WITH THE REGIONAL PLAN

The Regional 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**

**Regional Plan PY 2025-28**

**Signature Page**

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

Local Workforce Development Board Chair

  
Signature

Laura Martinez

Name

Chair, Workforce Development Board of  
Ventura County

Title

2/19/25

Date

Local Chief Elected Official

  
Signature

Supervisor Janice Parvin

Name

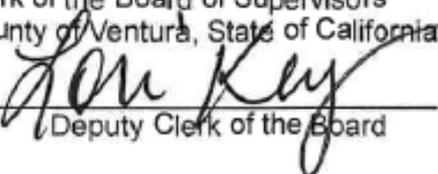
Chair, Ventura County Board of  
Supervisors

Title

3/18/25

Date

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

By:   
Deputy Clerk of the Board



## APPENDIX D: SAMPLE WDBVC EQUITY TOOLS

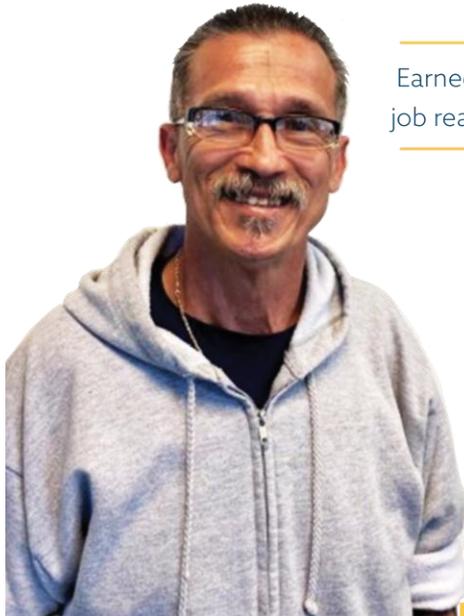
### Sample Job Seeker Persona

# 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

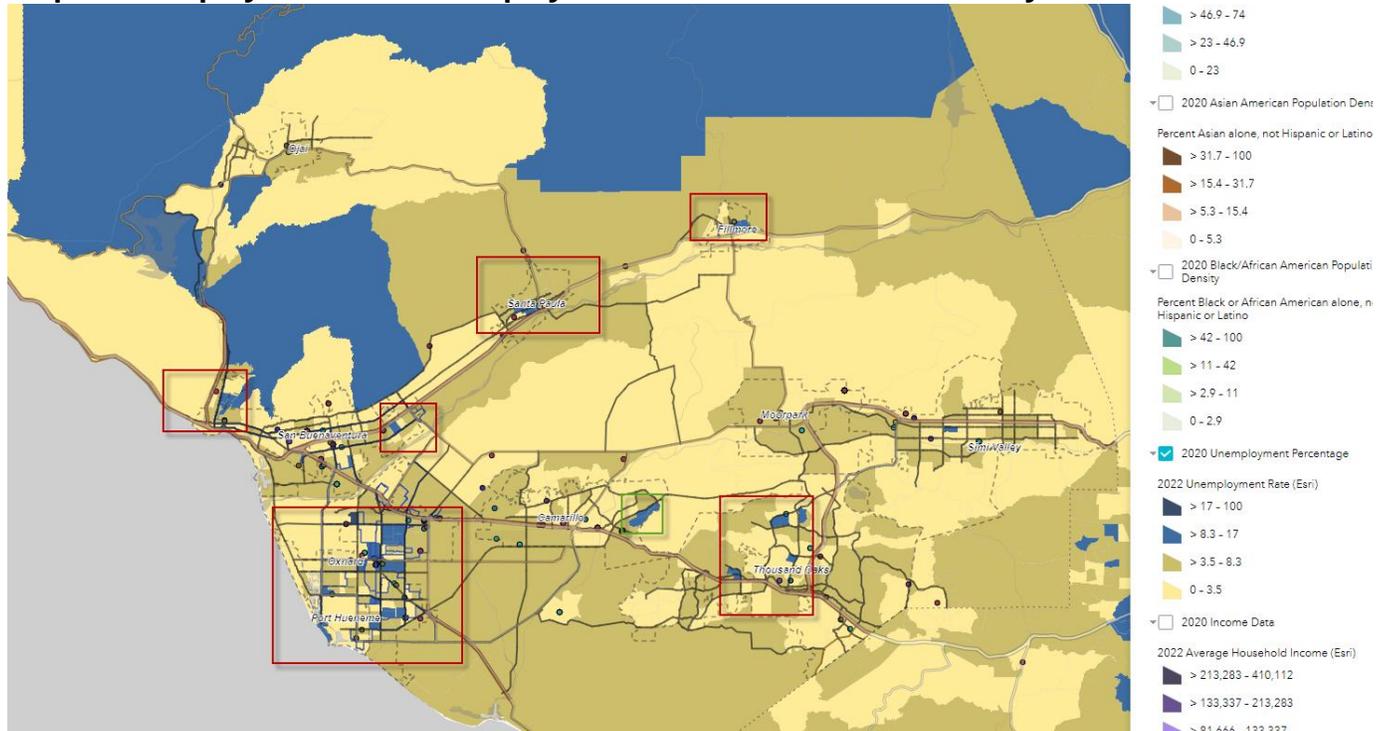


**Challenges/Barriers  
to Economic Mobility**  
Formerly incarcerated, spent  
27 years incarcerated

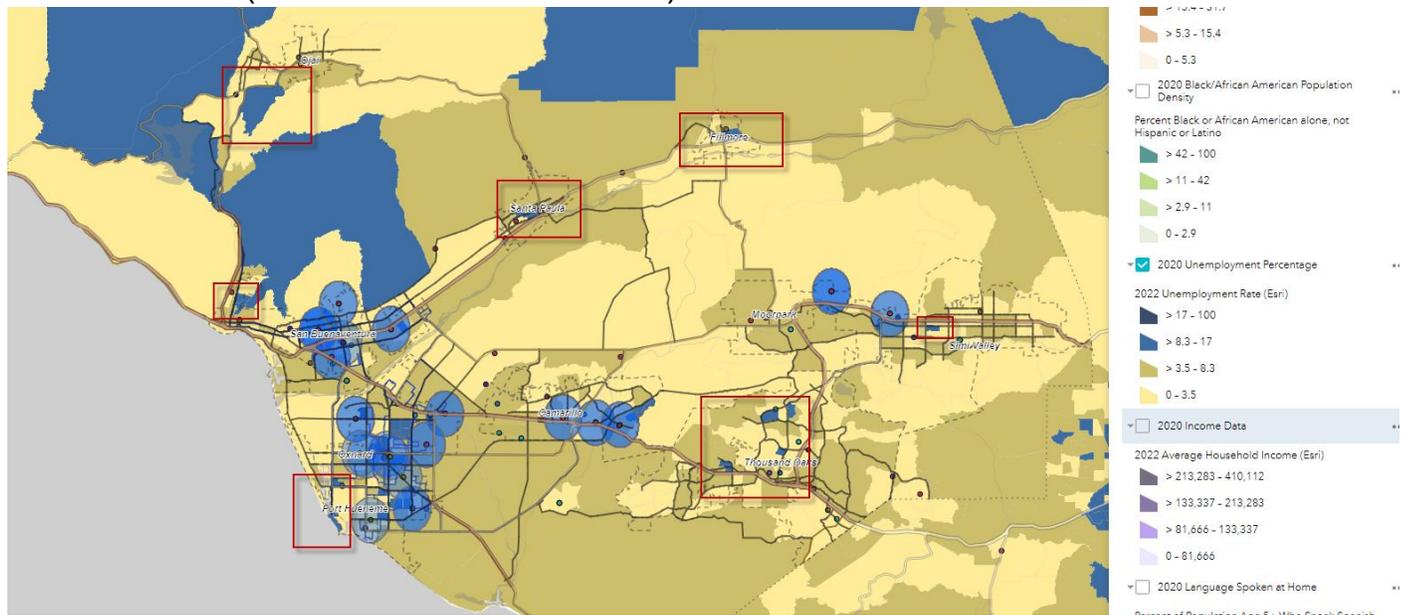
WORKFORCE  
DEVELOPMENT  
BOARD *of Ventura  
County*

## Sample Maps of Job Seeker Needs

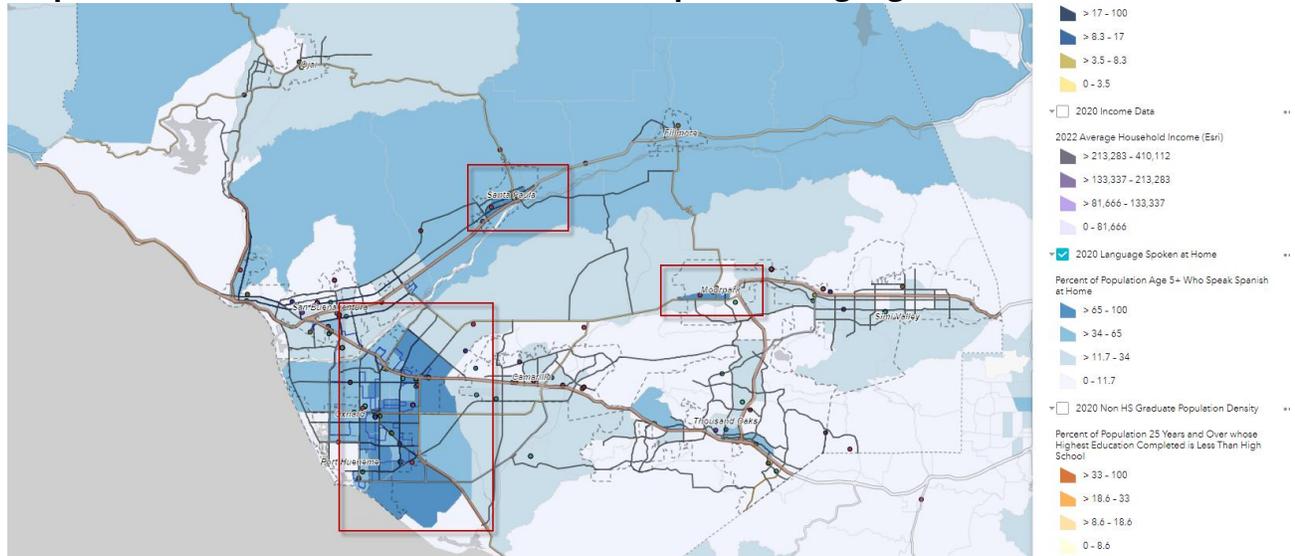
**Map 1: Unemployed and Underemployed Individuals in Ventura County**



**Map 2: What areas are 1 or more miles away from Job Search and Resume Support Services (1 mile buffer around services)**

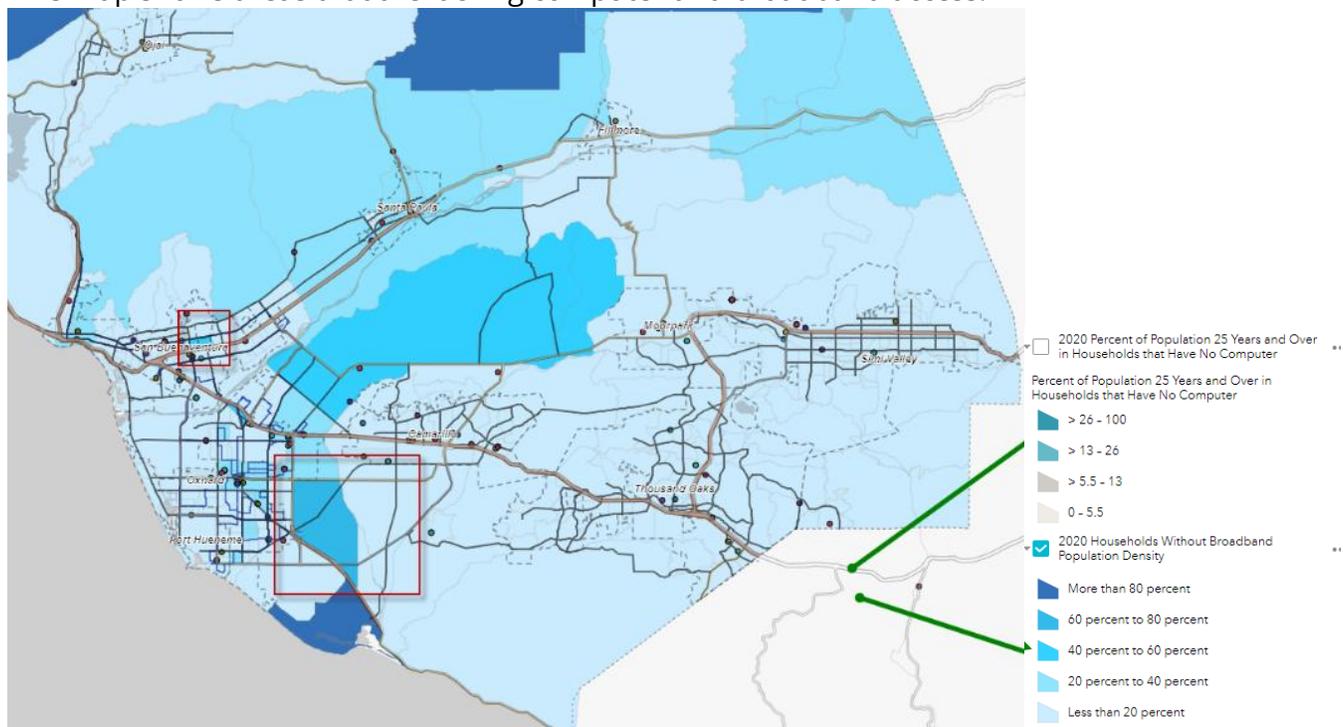


### Map 3: Where Should the WDB Provide More Spanish-Language Classes and Services?



### Map 4: Where are There Technology Access Gaps?

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



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- <sup>i</sup> U.S. Census Bureau (2023). American Community Survey 1-year estimates. Retrieved from Census Reporter Profile page for Ventura County, CA <<http://censusreporter.org/profiles/05000US06111-ventura-county-ca/>>
- <sup>ii</sup> Bureau of Economic Analysis, 2023. Retrieved from <https://apps.bea.gov/regional/bearfacts/action.cfm?geotype=4&fips=06111&areatype=06111>
- <sup>iii</sup> Lightcast 2024
- <sup>iv</sup> Ibid
- <sup>v</sup> 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/>
- <sup>vi</sup> Ibid 1
- <sup>vii</sup> 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](https://www.clucrf.org/files/2020/10/2020VC_EconomyForecast_final.pdf)
- <sup>viii</sup> Ventura County Homeless Count and Subpopulation Survey (2023). Continuum of Care Alliance. Retrieved from <https://s33020.pcdn.co/wp-content/uploads/2023/04/VC-2023-Homeless-Count-Report-FINAL.pdf>
- <sup>ix</sup> Measure of America <https://www.measureofamerica.org/DYinteractive/#County>
- <sup>x</sup> 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/>
- <sup>xi</sup> Vera Institute Research: [https://vera-ca-data.s3.us-west-1.amazonaws.com/curated\\_data/factsheet/Ventura\\_County\\_fact\\_sheet.pdf](https://vera-ca-data.s3.us-west-1.amazonaws.com/curated_data/factsheet/Ventura_County_fact_sheet.pdf)
- <sup>xii</sup> 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)
- <sup>xiii</sup> Lightcast 2024
- <sup>xiv</sup> 2013 State of the Region Report. Ventura County Civic Alliance. Retrieved from: <https://publuu.com/flip-book/111925/659299/page/2>
- <sup>xv</sup> Lightcast 2024
- <sup>xvi</sup> Ibid
- <sup>xvii</sup> 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/>
- <sup>xviii</sup> Ibid 1
- <sup>xix</sup> 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](http://www.ed-data.org/county/Ventura/ps_MjYzNjc%5E)
- <sup>xx</sup> Lightcast, December 2022 Data
- <sup>xxi</sup> Ibid 20
- <sup>xxii</sup> State of California Employment Development Department, Labor Market Information Division, 2019. Retrieved From: <http://www.labormarketinfo.edd.ca.gov/>
- <sup>xxiii</sup> CA Workforce Development Board. Retrieved from: [https://cwdb.ca.gov/wp-content/uploads/sites/43/2023/03/Regionalism-Webpage-Attachment-Regional-Indicators-12.9.22\\_ACCESSIBLE.pdf](https://cwdb.ca.gov/wp-content/uploads/sites/43/2023/03/Regionalism-Webpage-Attachment-Regional-Indicators-12.9.22_ACCESSIBLE.pdf).
- <sup>xxiv</sup> Ventura County General Plan 2040; Ventura County Regional Energy Alliance): <https://www.vcenergy.org/>
- <sup>xxv</sup> Ventura County Resource Conservation District: <https://vcrd.org/>
- <sup>xxvi</sup> (Fox Canyon Groundwater Management Agency: <https://fcgma.org/>
- <sup>xxvii</sup> Clean Power Alliance - Electric Vehicle Programs: <https://cleanpoweralliance.org/impact-report-2023/>
- <sup>xxviii</sup> Port of Hueneme - Green Initiatives: <https://www.portofhueneme.org/environmental-framework/>
- <sup>xxix</sup> Ventura County Greenhouse Gas Inventory: <https://egeneralplan.vcrma.org/chapter/climate-change-and-greenhouse-gas-emissionsreduction/>
- <sup>xxx</sup> 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](https://www.gov.ca.gov/wp-content/uploads/2024/12/CA-Master-Plan-Framework-Governors-Office.pdf)
- <sup>xxxi</sup> 2021 Regional Directive for Regional Plan [https://www.edd.ca.gov/jobs\\_and\\_training/pubs/wsdd-216.pdf](https://www.edd.ca.gov/jobs_and_training/pubs/wsdd-216.pdf)
- <sup>xxxii</sup> 2020 Diversity, Equity, and Inclusion commitment statement press release