



# 2023 WDBVC Local Plan Update

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# I. INTRODUCTION

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

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

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

According to the most recent U.S. Census Bureau, the total population of Ventura County is 839,785 that live over 1840.8 square miles, with approximately 462.2 people per square mile. This population represents a tale of two cities where the haves are well-off, well-educated, comfortably housed, and well-employed. Meanwhile, a large portion of the population is disconnected from work, has limited education and employable skills, is un-securely housed, and faces many upward mobility barriers.

Despite a wealthy and well-educated population, Ventura County's economy is doing worse than all six of the southern CA counties to its south. This sluggish economy is characterized by weak job growth, a shrinking population, and high housing costs, leaving the region relatively ill-prepared for continued inflation or a recession that most experts see on the horizon.<sup>1</sup> According to a Southern California Association of Governments, "Though the county economy has recovered from the COVID-19 pandemic recession of 2020, the principal issue indicative of many coastal counties in the state is the struggle to fill thousands of open jobs. Total employment has not yet returned to pre-pandemic levels. The looming recession will impact the labor market in 2023...."

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

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<sup>1</sup> 13<sup>th</sup> Annual Southern California Economic Summit, Resourcing the Region, Regional Briefing Book, Southern CA Association of Governments. December 2022

## II. WIOA CORE & REQUIRED PARTNER COORDINATION

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

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

### HOW PARTNERS WERE INCLUDED IN THE CREATION OF THIS LOCAL PLAN

The WDBVC is committed to building and nurturing strong local partnerships and collaborating to design a workforce system that creates upward mobility opportunities for individuals to meet and anticipate employers' needs while advancing the local economy. The WDBVC engages partners continuously and strives for continuous improvement in its delivery of services and predicting the region's needs. To proactively plan, the WDBVC developed a comprehensive strategic plan and logic model in the fall of 2019 that identified strategic priorities and an overarching vision statement. Then, every year since, the WDBVC holds a strategic planning session and updates the 2-year priorities to ensure they are achievable and being measured. The Board met in October of 2022 to update our strategic priorities and identify milestones to achieve them before the end of 2023.

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

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

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

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

These existing meetings were used to collect input and feedback that informed this plan.

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

## PARTNERS

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

### Workforce Development Board of Ventura County Membership

Organization	WIOA Category
Brighton Management	Business
Haas Automation	Business
Jaxx Manufacturing	Business
Kinamed	Business
Milgard Manufacturing	Business
Reiter Affiliated Companies	Business
Un1teee	Business
Manpower	Business
Ventura Pacific Company	Business
Hi-Tech Engineering	Business
Action Human Technologies, LLC	Business

Meissner Filtration Products	Business
Sespe Consulting, Inc	Business
Tri-Counties Central Labor Council	Workforce
Laborers' International Union of North America (LIUNA)	Workforce
UFCWIU, Local 770	Workforce
The Arc of Ventura County	Workforce
International Union of Operating Engineers, Local 12	Workforce
California State University, Channel Islands	Education & Training
Ventura County Community College District	Education & Training
Ventura Adult & Continuing Education	Education & Training
City of Simi Valley	Government, Economic Development, Community Development
Economic Development Collaborative	Government, Economic Development, Community Development
Employment Development Department	Government, Economic Development, Community Development
Department of Rehabilitation	Government, Economic Development, Community Development
The Port of Hueneme	Non-voting
Area Agency on Aging	Non-voting

### **Workforce Development Board of Ventura County AJCC MOU Partners**

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



## **A. WIOA MEMORANDUMS OF UNDERSTANDING**

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

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

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

The WDBVC uses the MOU to establish the roles and responsibilities of the WDBVC, the Board of Supervisors, and the AJCC partners in delivering program services through the AJCC network. The MOU identifies the “game plan” that the partners and WDBVC will use to serve customers best, job seekers, and businesses. In the fall of 2022, the WDBVC and its MOU partners created a Strategic Plan that outlined goals for the network to accomplish in the next two years.

## **B. STRATEGIC CO-ENROLLMENT**

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

Intake and case management are currently handled utilizing the CalJOBS software used by youth, adult, and dislocated worker services providers. This system tracks WIOA Title I and Title III (Wagner-Peyser) co-enrollment clients. Any clients co-enrolled in WIOA Title I and Title III are recorded in CalJOBS. The WDBVC is working with partners to determine how to best use CalJOBS for co-enrollment and common case management across all programs. The WDBVC piloted a referral



process with CalWORKs, which has proven successful. The WDBVC has replicated this model with Ventura County Child Support Services.

Recently, the WDBVC has piloted the use of the Unite Us system. Through the Unite Us system, providers across sectors can send and receive secure electronic referrals, track every person's journey, and report on tangible outcomes across a full range of services in a centralized, cohesive, and collaborative ecosystem. Unite Us' dedicated team builds authentic, lasting partnerships with local organizations to ensure their networks have a solid foundation, launch successfully, and continue to grow and thrive. Unite Us' solution establishes a new standard of care that identifies and predicts social care needs in communities, manages enrollment of individuals in services, and leverages meaningful outcome data and analytics to drive community investment further. This infrastructure enables social care funding at scale through funds distribution, invoice management, and reimbursement for social services. Unite Us will bring a fresh perspective from non-workforce sectors by helping us build our coordinated care network for workforce development and all social determinants of health. The Unite Us system also brings existing organizations in Ventura County into the web of providers to which navigators can refer participants. Additionally, Unite Us continues to outreach to organizations within the region to join the platform. As the network of providers and organizations grows with the support of Unite Us, job seekers and employers can benefit from increased connections.

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

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

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

The Ventura County Board of Supervisors is the governing body that oversees the County's Human Services Agency. The Workforce Development Board of Ventura County (WDBVC) activities are embedded. The WDBVC is a separate, independent board appointed by the Board of Supervisors. It is the Regional Planning Unit for Ventura County.

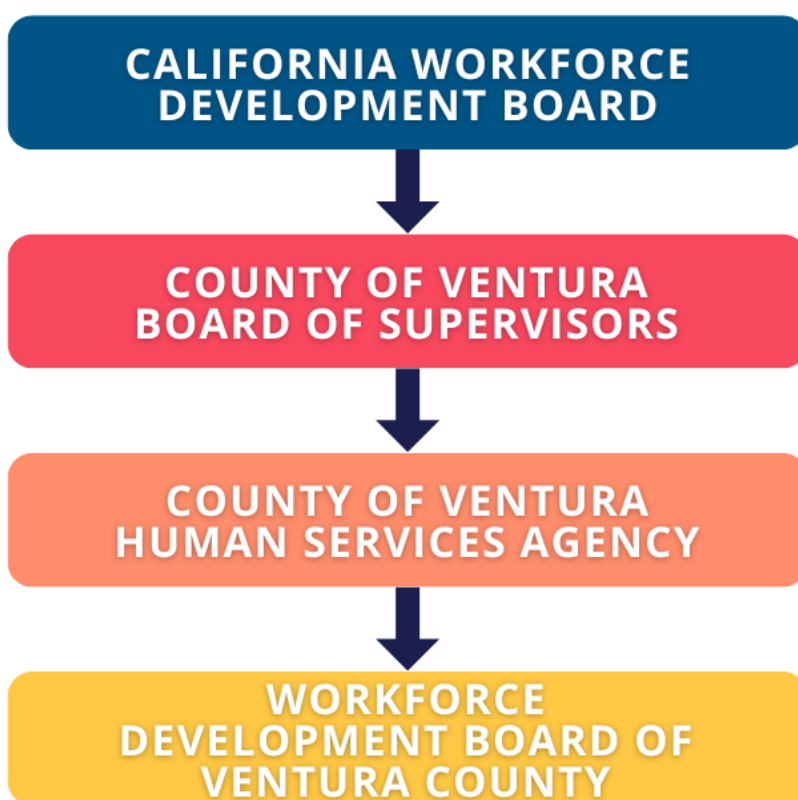
WIOA reinforces the partnerships and strategies necessary for America's Job Centers to provide all job seekers and workers with the high-quality career, training, and supportive services they need to obtain and maintain good jobs. WIOA identifies the required partner programs and states they must enter into a Memorandum of Understanding (MOU).

In Ventura County, the WDBVC currently provides in-person access to services through the AJCC system at sites in Oxnard (comprehensive center) and Simi Valley (affiliate center). In cases where access to services cannot be provided in person at the AJCC or one of the partner sites, we will provide electronic access and referral. The public can access workforce services and information through [www.caljobs.ca.gov](http://www.caljobs.ca.gov) and [www.workforceventuracounty.org](http://www.workforceventuracounty.org). They can also call 805-648-WORK to be connected to a live representative who will assess their needs and refer them to the appropriate

program or service. Outreach using technology targeted at youth is done through our website and social media.

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

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



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

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

- The WDBVC sector working groups meet bi-monthly and have industry, labor, and secondary and post-secondary education representatives. Community college industry sector Regional Directors are active committee members and are represented on each of the four industry sector committees. Adult Education representatives are actively involved in sector committee meetings.
- The Ventura County Office of Education, Ventura Community College District, and Oxnard Union High School District are active participants in WDBVC sector working group meetings.
- The Ventura County AJCC partners meet regularly to determine standard practices and coordinate services.
- WDBVC staff has participated, for over ten years, in the Community Colleges' South Central Coast Regional Consortium meetings.
- WDBVC staff is represented at the P-20 Business/Education meetings. The Ventura County P-20 Council unites key decision-makers from education, business, government, and community organizations to support the growth of educational and career pathways from pre-school (P) through college and post-secondary/career (20).
- California State University Channel Islands, Ventura County Office of Education, and WDBVC staff actively participate in VC STEM meetings. The Ventura County STEM Network (VC STEM) is a group of key decision-makers from education, business, parent organizations, and community agencies dedicated to improving academic access and excellence.
- WDBVC staff attend advisory meetings for Ventura Adult and Continuing Education.

Furthermore, there are many coalitions, partnerships, opportunities to network, and multiple formal and informal alliances. These existing committees, working groups, and initiatives bring together organizations across the county to narrow gaps in services, develop needed training, and serve target populations. For example, the AJCC partners with CalFresh and CalWORKs to ensure that participants served in WIOA are designed co-enrollment opportunities for WIOA-required core partners of the resources available to them and provide co-enrollment when possible. Most recently, the Centers of Excellence (COE) partnered with the South Central Coast Regional Consortium (SCCRC), Ventura Community College District, all Adult Schools, K-12 institutions, and regional 4-year universities convened to map all of the Career and Technical Education (CTE) programs and training taking place within Ventura County and discuss ways to streamline enrollment and inclusion to those most in need. Furthermore, 15 formal AJCC System Partners are working to align existing workforce programs, reduce duplication, identify gaps in services, and collaborate to provide career services to those with barriers to employment.

The WDBVC will continue to partner with educational institutions, non-profit organizations, and industry partners to improve the provision of supportive services, including how to co-enroll, co-locate, and streamline services for those most in need.

## **E. ADA COMPLIANCE (WIOA SECTION 188)**

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

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

When adaptive equipment was originally purchased for visually and hearing-impaired individuals, staff were trained. Furthermore, DOR staff provided robust professional development and training to AJCC and partner organization staff, including Windmills training. The AJCC-mandated partner, the Department of Rehabilitation (DOR) staff, is also onsite at the AJCC and available to assist individuals with disabilities.

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

### III. STATE STRATEGIC PARTNER COORDINATION

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

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

Ventura County has a significant structural advantage in this regard, as both the Workforce Development Board and CalFresh operate under the county umbrella, have worked together for years, and already have co-located services at the AJCC. A detailed assessment of Ventura County's CalFresh population can be found here: <https://www.ventura.org/human-services-agency/calfresh-data/>. It shows that more than 74,000 individuals are receiving CalFresh benefits in the county.

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

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

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

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

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

The data show that there are 15,402 non-custodial parents currently being tracked by DCSS. More than half identify as Hispanic; slightly under 15% are primarily Spanish-speaking. The exact overlap with the 30,000 adults receiving CalFresh is unknown. However, it is assumed by both CalFresh and DCSS to be significant. Non-custodial parents present several barriers. These include the typical barriers found among low-income job-seekers in general, along with inevitable disincentives built into the child support system, including the fact that a significant share of any new income is likely to go to cover arrearages in child support. Successfully reaching this population requires acknowledging those issues and, where possible, crafting flexible approaches.

Before creating the 2019 Local Plan, DCSS caseworkers provided individual non-custodial parents with written information about workforce services and referrals to the AJCC for anyone interested. While this was helpful to some individuals, it did not take place systematically or comprehensively and did not result in many non-custodial parents seeking workforce services.

While somewhat limited and ad hoc, existing partnerships have enabled DCSS, the AJCC, and the WDBVC to begin working together and have formed the basis on which this new partnership is being built. What is unique in the future is that there will be a formal partnership between those parties to try some immediate collaborations and work together over time to expand those efforts.

**Over the past two years, the WDBVC and DCSS have done the following to increase collaboration:**

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

**Challenges:**

- There are currently no eligibility criteria for workforce services that would prevent the WDBVC or the AJCC from providing non-custodial parent services, and no plans to enact such measures. According to DCSS, a primary obstacle to participation for this population appears to be a desire among some non-custodial parents to avoid earning a reportable income. In



this sense, motivation is a significant factor for at least some non-custodial parents. While some can be compelled, through job search orders, to participate in workforce services, a more successful strategy is likely to be educating participants about opportunities to find employment at wages high enough to allow them to support their families. Therefore, outreach strategies will help non-custodial parents understand the benefit of participating in workforce services that can lead to family-sustaining jobs.

- Time and distance are two significant obstacles to the partnership between the WDBVC and DCSS. Offices are spread out between Ventura, Oxnard, Camarillo, and Simi Valley. Bringing staff physically together is challenging. Even finding the time for everyone to participate in regular conference calls is difficult, pitting the time constraints of everyone's job against the need for frequent conversations between partners. Minimizing these challenges does not make them go away; the solution will create efficient and valuable structures. Some information, such as routine updates, can be handled by email or newsletter. Conference calls, especially in-person meetings, should not be devoted to simple updates but to actual work tasks and decision-making. Ensuring the best use of everyone's valuable time will be essential.

### **What we seek to accomplish in the next two years:**

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

*Online Collaboration:* The two organizations will create a team in MS Teams to provide virtual services.

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

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

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

*Data Sharing and Tracking:* Provide DCSS with "read-only" access to CalJOBS for DCSS to track referrals. DCSS provides liaisons to track referrals and develop referral worksheets (check with Career Services)

*Continue to Pilot Success:* Target 50 customers (youth, justice-involved, ELL, etc.) to be co-enrolled. The WDBVC and DCSS piloted this collaboration for an initial target group of 50 non-custodial parents. The DCSS caseworker and the AJCC counselor communicated directly with each other, the client, the service provider(s), and the employer on an ongoing basis. Maximizing the use of the temporary garnishment-reduction option and reducing the amount owed in arrears will be a critical incentivizing element of the strategy.

*Robust Outreach to Non-custodial parents:* AJCC to engage participants at the court and do presentations at the court

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

## C. SERVING INDIVIDUALS WITH DEVELOPMENTAL AND INTELLECTUAL DISABILITIES.

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

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

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

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

The Employment Development Department awarded the WDBVC \$350,000 to operate the Disability Employment Accelerator program. Through this program, 120 individuals with disabilities can access employment and training opportunities and wraparound case management. The program will also train staff and partners on improving services to people with disabilities through the AJCC system.

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

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

- The WDBVC needs to participate in regular LPA meetings and LPA employment collaborative meetings
- The LPA would like to use the AJCC for events
- Individuals served by Regional Center need to feel like they can access workforce development services.
- The AJCC needs to be more inviting to people with disabilities
- There needs to be a warm handoff and better coordination from LPA partners to the AJCC
- The AJCC staff need better to understand the target population, particularly their unique needs. This also includes a requirement for training to serve Regional Center clients
- A referral form should be developed to use between LPA partners

- Exploration of co-location opportunities for LPA partners at the AJCC or at LPA partner sites
- Integration of business services
- An internship program to benefit people with disabilities

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

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

English Language Learners – primarily Spanish speakers but several other languages – have historically made up a significant portion of Ventura County’s population and thus have long been a focus of the WDBVC’s outreach service efforts. According to the U.S. Census Bureau’s American Community Survey (ACS) 1-year update in 2021, 21.8% of Ventura County residents (183,002 people) were born outside of the United States, which is higher than the national average of 13.6%. Moreover, the U.S. Census Bureau ACS shows that 307,357 individuals in Ventura County speak a language other than English at home. Additionally, according to the Ventura County Reporter, there are approximately 36,000 farmworkers in Ventura County. Nearly 20,000 of these farmworkers are members of the indigenous Mexican community who only speak Aztec languages.

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

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

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

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

- Integrated English Literacy Civics (IELC) addresses employment needs, which includes training on Soft Skills and Digital Literacy

- Integrated Education and Training (IET) that includes vocational training courses with ELL support that leads to industry-recognized credentials

Since the creation of the Local Plan in 2020, the WDBVC has accomplished the following:

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

## IV. WIOA TITLE I COORDINATION

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

### A. EXPANDING DIGITAL FLUENCY

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

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

The pandemic introduced a need for frontline workforce staff to be trained to use technology such as Microsoft Teams and Zoom to provide virtual services and learning to customers. Additionally, the team was coached by Virginia Hamilton on how to improve the quality of online meetings and services. Virginia Hamilton is a former Department of Labor Regional Administrator and an expert in human-centered design.

Another way that the region is seeking to address the digital fluency needs of the region is to collaborate with the Economic Development Collaborative to develop and implement a Ventura County Digital Upskilling Initiative. The Ventura County Digital Upskilling Training Program is a FREE short-term program that increases the digital skills of job seekers, current workers, and small businesses. Workers will gain highly transferable digital literacy and technical skills to help them move into better-paying jobs in multiple industries. Small business owners will gain technical skills to modernize and improve their businesses. Employers will have access to training programs to upskill and advance their existing employees. The program has been made possible thanks to the dedication of Assemblymember Jacqui Irwin, who developed the project idea and secured funding for Ventura County.

Three Trainee groups:

1. **Novice “Intro to Computers” program- Provides 6-week FREE class to individuals** who need basic computer skills to get a well-paying job. Participants receive a free computer and an \$800 stipend.
2. **Current Workers “ICT Upskilling” program for** current workers or unemployed individuals who already have some basic digital skills but need training and/or specific industry certifications to qualify for more opportunities; and
  - CompTIA - Will provide training for at least 50 people who will earn A+ or Security + certificates.



- GBL - Will provide training for at least 50 people who will earn AWS cloud certificates

**3. Small Businesses in the “Get Your Business Online” course** for small businesses, entrepreneurs, and employers who need to modernize their business and implement e-commerce to grow and stay competitive.

Over three years (2022-2025), over 400 people will be trained and enhance their economic mobility within Ventura County. Many will be directly placed into well-paying jobs with upward mobility. A primary goal of this project is to Develop a rapid Digital Upskilling pilot that can be expanded across California.

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

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

## **C. RAPID RESPONSE AND LAYOFF AVERSION ACTIVITIES.**

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

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

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

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

The current COVID-19 pandemic exacerbates the challenges inherent to providing services to dislocated workers and those with the most barriers to employment. Due to this, the WDBVC Participated in a coordinated response to COVID 19 with EDC, WEV, Cities, County EVSP, and local Chambers holding weekly calls to share resources and solutions. In response to COVID-19, the

WDBVC moved quickly to secure additional funding available for dislocated workers and those most in need, including:

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

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

The WDBVC has a track record of being responsive to local needs and successfully applied for and won a *National Dislocated Worker Grant (NDWG)* in 2018 to address the negative impact of the CA Megafires. The grant provided job training and temporary jobs to assist in the repair and cleanup of areas affected by the Woolsey and Hill Fires in Ventura County. NDWG funding is intended to expand the capacity to serve dislocated workers, including military service members, and meet the increased demand for WIOA employment and training services. The purpose is to reemploy laid-off workers and enhance their employability and earnings. A total of \$810,404 was granted to WDBVC for this initiative.

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

The priority of service for adult workers is available to recipients of public assistance, other low-income individuals, individuals who are basic skills deficient, and veterans and eligible spouses.

Established at the time of eligibility determination, the priority of service remains constant during the period of participation. The priority of service does not apply to the dislocated worker population. Furthermore, fifteen formal AJCC System Partners are working to align existing workforce programs, reduce duplication, identify gaps in services, and collaborate to provide career services to those with barriers to employment.

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

#### *English Language Learners:*

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

#### *Justice Involved:*

- In partnership with Ventura County Probation, the Specialized Training and Employment Project for Success (STEPS) program provides justice-involved individuals with comprehensive training and wraparound services to promote marketable skills for job growth in manufacturing and Clean Green Industry sectors through training and direct placement. The STEPS program serves adults and youth between the ages of 16 and 24.
- The Workforce Board and Human Services Agency (HSA) have a grant totaling \$2,417,711 from the Federal Department of Labor Employment and Training Administration to provide workforce support to justice-involved individuals. The 42-month grant project, titled Bridges to Work, focuses on establishing a Pre-Release Specialized Job Center to serve 300 inmates at the Todd Road Jail.
- The Prison-to-Employment program provided community transition programming through a partnership with Goodwill of Ventura and Santa Barbara Counties, the County of Ventura Human Services Agency, Adult and Family Services, and VACE.
- The WDBVC was awarded \$250,000 from the CWDB to operate the Prison-to-Employment 2.0 program.

#### *Veterans*

- Veterans' Employment-Related Assistance Program (VEAP)- VC VETS was a program that focuses on serving veterans seeking employment. The program focuses on giving the veterans On-the-Job Training (OJT) by placing them directly into employment in the targeted industry sectors. Participating employers are provided with a wage reimbursement for hiring and training the veteran. To implement the strategies, the WDBVC was funded \$488,635 through March 31, 2021. Once the project is over, processes serving veterans will be sustained and implemented within the AJCC system.

- Naval Base Ventura County- The WDBVC works closely with the Naval Base Ventura County. The Naval Base Ventura County is a non-voting member on 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 non-profit providers, States, and local governments to quickly re-house homeless individuals and families while minimizing the trauma and dislocation caused to these individuals. It is also designed to promote access to and effectively utilize mainstream programs by homeless individuals and families. The WDBVC and the CoC will work together to better meet the needs of people experiencing homeless in Ventura County by participating in meetings, providing referrals, and promoting outreach.
- The WDBVC is also working with the City of Oxnard Homeless Services to pilot a co-enrollment program where individuals experiencing homelessness are provided work-based learning by the City of Oxnard and are enrolled into WIOA by the AJCC.
- In 2022, the WDBVC was awarded \$500,000 by the EDD to serve 100 individuals experiencing homelessness and those who are housing insecure through the Equity and Special Populations grant.

## **E. YOUTH WORKFORCE INVESTMENT ACTIVITIES**

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

The WDBVC recognizes that youth have varying workforce needs than adults and often need different services and case management. Due to this, the WDBVC intentionally partners with youth-serving organizations and agencies to ensure that services are provided in an accessible, culturally appropriate, and timely manner for youth. For example, the WDBVC convened a Youth Community Forum to provide an opportunity to hear the community's voice on programs and services to benefit the county's out-of-school youth. Furthermore, the WDBVC includes youth services providers in industry sector committee discussions to identify emerging and in-demand occupations, relevant pathways, and industry-recognized credentials.

Leaders from community, education, agency and youth organizations continue to provide feedback on how regional workforce development programs and services might offer additional support for out-of-school youth. The group will continue meeting to identify gaps in out-of-school youth needs and determine priorities and initial steps to close the gaps. Such conditions include better access to transportation, tutors, mental and physical health services, mentors, supportive housing, assistive technology, social and cultural support, child care, and appropriately skilled staff support.

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

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

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

The WDBVC released an AJCC Operator RFP in PY 2021-2022. The current AJCC Operator is Alamom Consulting, Inc. The WDBVC applied and was approved for a waiver to be the Career Services provider.

## **V. APPENDICES**

**A. STAKEHOLDER AND COMMUNITY ENGAGEMENT SUMMARY**

**B. PUBLIC COMMENTS RECEIVED**

**C. SIGNATURE PAGE**

## APPENDIX A: STAKEHOLDER AND COMMUNITY ENGAGEMENT SUMMARY

Mode Of Outreach	Target Of Outreach	Attendance Summary	Comments
Business and Industry Survey	This survey was distributed to businesses within Ventura County to initiate engagement, learn more about current work-based learning partnerships, programs, and services, and understand the challenges these organizations experience when hiring and training employees. The 22-item survey was distributed in electronic format using Survey Monkey.	73 responses were collected from 13 industries	
Industry Sector and Key Stakeholders Focus Groups	Focus groups were conducted with eight stakeholder groups. The focus groups were held with the WDBVC industry working groups. The groups included the existing working groups and additional groups, including: <ul style="list-style-type: none"> <li>• Clean Green working group</li> <li>• Business Services working group</li> <li>• Healthcare working group</li> <li>• Manufacturing working group</li> <li>• Non-Profit/CBOs</li> <li>• Ventura County Adult Education Consortium</li> <li>• Ventura County Employment Collaborative</li> <li>• Ventura County Training Consortium</li> </ul>	Stakeholder groups with approximately 86 individuals.	
Stakeholder Meetings	Stakeholder meetings were held to receive feedback and recommendations about the content of the Regional and Local plan. These focused on the needs of the AJCC System, regional needs, and system improvements to ensure that the system serves those most in need. <ul style="list-style-type: none"> <li>• AJCC partner meeting on December 16, 2020</li> <li>• Public meeting about regional needs and how to improve service provision on January 28, 2021</li> <li>• Public WDBVC board meeting review of recommendations and documents</li> </ul>	36 people were in attendance at the public meeting.  32 were in attendance for the AJCC partner meeting	
1-1 Interviews	Interviews were conducted with individuals from high-impact industries within the region, secondary and post-secondary education institutions, non-profits, and economic development organizations. These interviews were conducted to identify and inventory existing work-based learning	25 individuals were interviewed	



	partnerships, training, challenges, and meetings in Ventura County.		
Work-Based Learning Consortium Meetings	This consortium was established to provide guidance and leadership on implementing the WDBVC's regional plan initiative to research, identify gaps, and develop a strategic regional approach to work-based learning. Three Work-Based Learning Consortium meetings took place.	Each meeting had an average of 20 regional leaders or approximately 60 individuals.	

## **APPENDIX B: PUBLIC COMMENTS RECEIVED THAT DISAGREE WITH THE LOCAL PLAN**

The Local Plan Modification was available for public comment from January 20, 2023 through February 19, 2023. No public comments were received.

## TRENDS IN COMMUNITY, PROVIDER, AND CLIENT COMMENTS

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

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

- **Low education, language barriers, ELL,**
  - Potential Solution: A Navigator program would help address barriers to ELL
- **Huge increase in unemployment due to COVID-19**
  - Opportunity: Educate the community about career pathway advancement opportunities and how they can use downtime to advance in a pathway.
  - Opportunity: Educate people about the earning potential in various career pathways
- **COVID complicated the ability to follow up and follow through with clients who do not all have remote capability or access to safe transportation**
  - For example, college and adult school enrollment is up, but attendance and follow-through are down
  - Potential Solution: Apply for grants to increase digital literacy and access.
- **Lack of awareness of services:**
  - Clients need to know where to go and whom to call for the myriad of wraparound needs.
    - Potential Solution: Could we do a one-stop in each city for services?
  - People do not know about all of the services possible and available to them.
    - E.g., Tribal TANF- many people do not know about their services
    - E.g., Foster Youth who age out are not aware of the services for them
    - Potential Solutions:
      - Increase communication about existing programs.
      - Develop an interactive asset map that is updated annually that serves as a regional resource.
- **Lack of upward mobility jobs**
  - Potential; Solution: Develop more clearly articulated career pathways for many industries- not just those most in demand.
- **We constantly hear from employers that applicants lack soft skills**
- **Lack of access due to a lack of technical skills**
- **Mental health**
- **Childcare**
- **Need employment opportunities for Seniors**
- **Transportation**
  - Geography seems to be the most significant barrier for us. Ventura county has many cities that are separated by enormous distances. Students don't have easy access to services beyond their city.
  - Potential Solution: Could we do a one-stop in each city for services?
  - Potential Solution: Collaborate with Rideshare apps to assist with transportation issues

## HOW CAN WE IMPROVE COLLABORATION ACROSS PARTNERS?

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

## APPENDIX C: SIGNATURE PAGE