

County of Ventura Economic Vitality Strategic Plan



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COUNTY OF VENTURA ECONOMIC VITALITY STRATEGIC PLAN

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STAKEHOLDERS

Involved in Strategic Planning Process



Oversight Committee

Chris Stephens – Director Resource Management Agency

Mike Pettit – Chief Information Officer

Melissa Livingston – Chief Deputy Director-Human Services Agency

Christy Madden – Senior Deputy Executive Officer

Paul Stamper – Deputy Executive Officer

Mike Powers – County Executive Officer

Sponsoring Organizations for Economic Vitality Summit Workshops

County of Ventura

Economic Development Collaborative - Ventura County (EDC-VC)

Ventura Council of Governments (VCOG)

Ventura County Economic Development Association (VCEDA)

Service Excellence Council

Agriculture: Henry Gonzales, Agricultural Commissioner

Airports: Todd McNamee, Director of Airports

Animal Services: Tara Diller, Director of Animal Services

Area Agency on Aging: Victoria Jump, Director of Area Agency on Aging

Assessor: Dan Goodwin, County Assessor

Auditor Controller: Jeffery S. Burgh, Auditor-Controller

CEO: Michael Powers, County Executive Officer

County Clerk and Recorder: Mark A. Lunn, County Clerk-Recorder, Registrar of Voters

District Attorney: Gregory D. Totten, County District Attorney

Fire: Mark Lorenzen, County Fire Chief

General Services Agency: David Sasek, Director of General Services Agency

Harbor: Lyn Krieger, Director of Harbor

Health Care Agency: Johnson K. Gill, Director of Health Care Agency

Human Services Agency: Barry Zimmerman, Director of Human Services Agency

Cheryl Moore, Workforce Development Board Executive Director

Information Technology Services: Mike Pettit, County Chief Information Officer

Library: Jackie Griffin, Library Director

Probation: Mark Varela, Director/Chief Probation Officer

Public Defender: Todd Howeth, County Public Defender

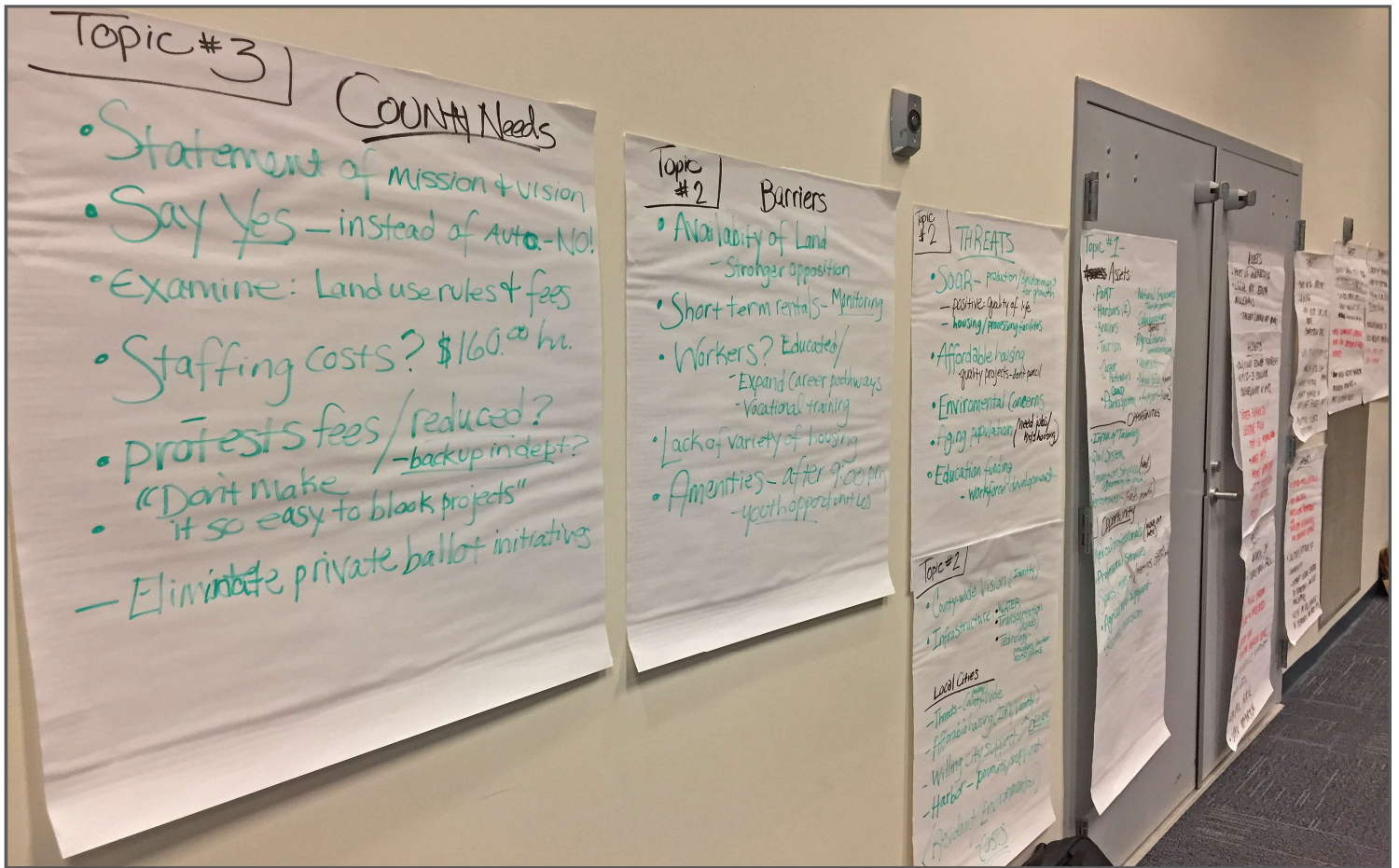
Public Health: Rigoberto Vargas, Director of Public Health

Public Works Agency: Jeff Pratt, Director of Public Works Agency

Resource Management Agency: Chris Stephens, Director of Resource Management Agency

Sheriff: Geoff Dean, County Sheriff

Treasurer-Tax Collector: Steven Hintz, County Treasurer-Tax Collector



Summit Workshop Participants

Name	Organization	Name	Organization
Haider Alawami	City of Thousand Oaks	Brian Chong	City of Moorpark
Gerhard Apfelthaler	California Lutheran University	Chris Collier	Rincon Strategies
Lenore Arab	Women's Economic Roundtable	Amanda Covarrubias	Ventura County Star
Shawn Atin	County of Ventura	Elaine Crandall	County of Ventura
Bill Bartels	Ventura County Film Commission	Gary Cushing	Chamber of Commerce - Camarillo
Morgan Benevedo	Peoples' Self Help Housing	Roger Dale	The Natelson Dale Group
Marvin Boateng	Economic Development Collaborative	Tim Dowler	County of Ventura
Ray Bowman	Economic Development Collaborative	Nan Drake	E.J. Harrison Industries
Linda Braunschweiger	Ventura County Housing Trust Fund	Henry Dubroff	Pacific Coast Business Times
Brian Brennan	County of Ventura	Leigh Eisen	City of Ventura
Ellen Brokaw	House Farmworkers	Rebekah Evans	Ventura County Lodging Association
Marta Brown	Ventura County Coastal Association of Realtors	Amanda Fagan	Naval Base Ventura County
Oksana Buck	City of Camarillo	John Fowler	Peoples' Self Help Housing
Stephanie Caldwell	Chamber of Commerce - Ventura	Marie Francois	CSU Channel Islands
Bill Camarillo	Agromin	John Fraser	City of Camarillo
Matt Carroll	County of Ventura	Brian Gabler	City of Simi Valley
Tara Carruth	County of Ventura	Veronica Garcia	Housing Authority of the City of San Buenaventura



Name	Organization	Name	Organization
Joe Gibson	Ventura County Economic Development Association (VCEDA)	Arcenio Lopez	Mixteco Indigena Community Organizing Project
Johnson Gill	County of Ventura	Mark Lorenzen	County of Ventura
Greg Glover	City National Bank	Amy Luoma	County of Ventura
Brad Golden	Chicago National Title	Bernard Luskin	Ventura County Community College District
Ron Golden	Fidelity National Title	Christy Madden	County of Ventura
Henry Gonzales	County of Ventura	Abel Magana	Oxnard Downtown Management District
Rosa Gonzalez	County of Ventura	Nancy Mayerson	Mayerson Marketing & Public Relations
John Hugh Gormley	CSU Channel Islands	Tracy McAulay	County of Ventura
Lynn Gray Jensen	Ventura County Coalition of Labor, Agriculture and Business	Joe McClure	The Natelson Dale Group
Mary Ann Guariento	County of Ventura	Todd McNamee	County of Ventura
Matt Guthrie	County of Ventura	Kevin McSweeney	City of Fillmore
Heidi Hayes	The Agency	Brian Miller	County of Ventura
John Hecht	Sespe Consulting	David Moe	City of Camarillo
Kymberly Horner	City of Oxnard	Cheryl Moore	Workforce Development Board
Tracy Hudak	CreativityWorksVC	Maricela Morales	Central Coast Alliance United for A Sustainable Economy
Nancy Kierstyn Schreiner	Law Offices of Nancy Kierstyn Schreiner	Susan Mulligan	Calleguas Municipal Water District
Lyn Krieger	County of Ventura	Bill Nash	County of Ventura
Donna Lacayo	Oxnard Harbor District/Port of Hueneme	Lauren Nichols	Peoples' Self Help Housing
Jaclyn Lee	City of Camarillo	Michael Nigh	Area Housing Authority Ventura County
Alan Levenson	The Natelson Dale Group	Dave Norman	City of Camarillo
Eric Levitt	City of Simi Valley	Sean Paroski	Ventura County Coalition of Labor, Agriculture and Business
Nancy Lindholm	Chamber of Commerce - Oxnard	Mike Pettit	County of Ventura
Melissa Livingston	County of Ventura	Rick Post	Ventura County Community College District



Name	Organization	Name	Organization
Mike Powers	County of Ventura	Sandy Smith	Ventura County Economic Development Association (VCEDA)
Jeff Pratt	County of Ventura	Lourdes Solorzano	County of Ventura
Roger Rice	Ventura County Office of Education	Paul Stamper	County of Ventura
Hugh Riley	Ventura Council of Governments	Bruce Stenslie	Economic Development Collaborative Ventura County (EDC-VC)
Catherine Rodriguez	County of Ventura	Chris Stephens	County of Ventura
Stacy Roscoe	Ventura County Civic Alliance	Sim Tang-Paradis	City National Bank
Carrie Sabatini	Area Housing Authority Ventura County	Jesus Torres	Frontier Communications
Maria Santana	City of Oxnard	Josh Travers	Oxnard Convention and Visitors Bureau
Jennifer Santos	City of Simi Valley	Joe Vacca	City of Camarillo
Dave Sasek	County of Ventura	Maria Ventura	Southern California Gas Company
Rick Schroeder	Many Mansions	Suzy Watkins	County of Ventura
Laurel Shockley	Southern California Edison	Larry Willett	Service Corps of Retired Executives (SCORE)
Martin Shum	Chamber of Commerce - Camarillo	Damon Wing	County of Ventura
Bill Simmons	County of Ventura Broadband Consortium	Denise Wise	Housing Authority of the City of San Buenaventura
Tony Skinner	I.B.E.W. - Local 952	Alexandria Wright	Ventura County Community College District
Mike Smith	Waste Management (WM)	Barry Zimmerman	County of Ventura



INTRODUCTION

This document provides a strategic framework for the County of Ventura government to support Ventura County’s long-term economic vitality. Whereas the plan is primarily intended to outline a course of action for the **County of Ventura Government** (led by the County Executive Office), it recognizes that a wide array of public- and private-sector entities have important roles in the overall process of encouraging economic vitality in Ventura County. In this regard, the Economic Vitality Strategic Plan (EVSP) is intended to position the County’s involvement in a way that will support and complement (rather than replace or duplicate) these existing efforts. Thus, while the scope of the plan is broad in the sense that it considers the overall “landscape” of economic vitality in Ventura County (including an assessment of needs and a review of the existing programs that are addressing those needs), it is ultimately focused on defining specific activities that the County can lead, coordinate, or support existing efforts within the region’s larger network of economic vitality partners.

Even for those action items in which the County’s role is essentially coordination, this function can take many forms and is often critical to solving problems that may not otherwise have a clear constituency or single responsible entity assigned to resolving them. Action items in which the County is likely to take a lead may also involve major infrastructure investments or policy guidance vital to the region’s continued prosperity.

The recommended course of action for the County reflects a comprehensive strategic planning process designed to answer the following questions:



- What impact do the County of Ventura’s operations have on the larger Ventura County economy, and are there ways that this positive influence can be further leveraged through new or expanded programs, investments, and partnerships?
- What opportunities exist to enhance Ventura County’s economic vitality, and what role(s) can the County play in pursuing these opportunities?
- Are there ways that the County of Ventura’s operations could be refined to provide a more positive interface with the business community?
- What industries are the key “drivers” of the Ventura County economy in terms of job and income creation, and what are the future growth prospects for these industries?
- What are the potential constraints to the long-term success of these key industries, or to overall economic vitality in Ventura County, and are there ways that the County can help to mitigate these constraints?

Since the EVSP is a County-led and County-focused initiative, it is intended to support but not direct, duplicate, or supersede the economic vitality efforts of the incorporated cities or the initiatives undertaken by other entities in the region. The primary emphasis is on aligning the County with the cities and entities such as the EDC-VC, Workforce Development Board, VCEDA, and others in order to build on existing efforts. However, in some instances the plan identifies opportunities to which other entities might respond, and for the County to serve as a neutral convener or coordinator of other organizations/resources, in order to respond to specific issues warranting some level of County involvement.

Economic Development and Economic Vitality

This type of document is often called an “economic development” strategic plan. In this case, the County has deliberately chosen to call it an “economic *vitality*” plan. Although the differences between these two terms are subtle, the distinction is important in that it effectively conveys the tone of the County’s anticipated roles in championing the local economy. These envisioned roles stem from several guiding principles:



- **Emphasis.** Economic vitality efforts are more likely to place primary emphasis on “growth from within” (i.e., supporting the retention/growth of existing businesses, encouraging entrepreneurial development and expanding the availability and coordination of resources for startups), and less emphasis on business attraction (i.e., recruitment of external firms).
- **Foundations.** Economic vitality is about more than marketing and business development. Long-term success at business development requires sustained attention to the “foundational elements” that make business growth feasible. These foundations include physical and social infrastructure, workforce development, access to business capital, adequate housing options, recreational amenities and quality of life, and a business-friendly regulatory environment.
- **Collaboration.** The County is firmly committed to continuing its excellent working relationships with a variety of organizations/partners that directly or indirectly influence economic vitality. In this regard, the County does not expect to lead most collaborative efforts, but to focus its attention on supporting/complementing the work of its partner organizations (including individual municipalities) and connecting groups with a common purpose.
- **Unified message.** Within this collaborative framework, it is understood that individual organizations will have different constituencies, priorities and corporate cultures. Nevertheless, in terms of both the County’s public image and the programmatic substance of its economic vitality initiatives, it is critical that Ventura County have a unified vision for economic progress. A key objective of the EVSP is to strengthen this unified “voice.”



Industry Clusters as a Strategic Focus

A core strategic focus of the EVSP is to “maximize growth of key industries/clusters with the potential to create high-quality employment opportunities.” The EVSP (Strategy Group C, as described later in this document) outlines a spectrum of action items related to business retention, expansion, and entrepreneurial development. The EVSP identifies 17 “priority” clusters that can guide and support focused initiatives to strengthen these clusters. For example, when shared with the Workforce Development Board and the P-20 Council, this information can guide training and education development. The process of refining this list of priority clusters and selecting a subset of “target” industries/clusters (and of determining the unique strategic focus of each target) will be an early, high-priority action item as part of the implementation of the EVSP. To facilitate this selection process, the consultant team has prepared an in-depth industry cluster analysis for Ventura County. The designation of target industries/clusters will draw on the cluster analysis and will also reflect the strategic priorities (e.g., a longstanding focus on further developing an excellent healthcare system; the importance of other well-established industries such as agriculture and biopharmaceuticals; etc.) of the County and other stakeholders directly involved in business/industry development.

The industry cluster study is summarized in the EVSP and provided in detail in a separate companion document.

Overview of the Strategic Planning Process

The recommended policies and program activities are based on an extensive planning process that included the following components:

- An economic impact analysis to document the positive effects of the County’s investments/ operations in terms of job creation and overall economic activity in the region.
- An analysis of Ventura County’s existing and projected demographic profile, providing an understanding of underlying trends that may affect economic growth potentials.
- A series of four (4) stakeholder workshops (the “Ventura County Economic Vitality Summit”) involving approximately 60 participants representing relevant County departments/agencies, incorporated cities, and other local government entities; nonprofit economic development and community service organizations; and key businesses/industries.
- A review of the various public- and private-sector entities involved in different aspects of economic vitality (or related activities), along with a summary of their existing program offerings.
- An industry “cluster” analysis to identify the industry groups that are the most important “engines” of the existing local economy, as well as the industry groups that are likely to offer the most attractive growth potentials in the future.
- A review of potential funding sources and financing mechanisms that could potentially be accessed to support expanded economic vitality programming by the County.



Where relevant, key findings of the background and technical studies are referenced in the EVSP. The full studies are provided as separate reports.

Goals of the EVSP

The strategies and action items detailed in the subsequent chapters are designed to support the following major goals of the EVSP:

- Major Goal 1:** Proactively foster economic growth in a manner that is consistent with the County's longstanding commitments to quality of life and environmental sustainability.
- Major Goal 2:** Elevate the profile of the County's programming and capital investments related to economic vitality, increasing public awareness of the importance of these functions.
- Major Goal 3:** Continue to leverage the County's investments in economic vitality through partnerships with a wide array of public- and private-sector partners.
- Major Goal 4:** Systematically coordinate County operations and capital projects (across all departments and agencies) to prioritize investments that facilitate quality economic growth.
- Major Goal 5:** Continue the focus of all County agencies on providing excellent customer service to the public and a business-friendly environment.
- Major Goal 6:** Continually monitor and refine the County's economic vitality initiatives to remain responsive to the evolving needs and opportunities of the local economy, as these arise, based on both internal and external changes.
- Major Goal 7:** Leverage and support coordinated efforts of economic vitality partners.



EXECUTIVE SUMMARY

The framework for implementing the EVSP is summarized in this section and detailed in the remainder of the document.

OVERVIEW OF STRATEGY CATEGORIES

The EVSP includes a total of six major strategy groups that are detailed in terms of 31 specific action items. The six strategy categories are outlined below.

Major Theme:	Maximize Opportunities for Expanded Economic Vitality
Strategy Group A:	Protect and strengthen the County’s key assets for encouraging economic vitality
Strategy Group B:	Maximize workforce readiness
Strategy Group C:	Focus on key industries/clusters with the potential to create high-quality employment opportunities
Strategy Group D:	Focus marketing/branding efforts on economic vitality
Major Theme:	Maintain Strong Foundational Conditions
Strategy Group E:	Review infrastructure conditions and needs
Strategy Group F:	Address key threats to economic progress in the County

Implementation Priorities. The identified action items have been prioritized based on a scale of 1 to 3, with 1 being the highest priority level. The recommended priority levels reflect the input of stakeholders participating in the planning process, as well as recognized best practices for comprehensive economic vitality programming.

County Roles. Implementation of the EVSP is designed to be led by the County in coordination with a range of partner organizations. Whereas the County will assume ultimate responsibility for leading all action items, the County’s management approach and level of involvement will vary depending on the nature of each initiative. For some action items, the County will assume the lead responsibility for carrying out the indicated tasks. For other items, the County will function in more of a coordination role and act as the “convener” or connector, serving to link various partner entities that would support the day-to-day implementation of specific programs. This partnership approach builds on the County’s existing, successful relationships with the other organizations, and will expand the reach and impact of the County’s economic vitality efforts and the effectiveness of partner initiatives through strategic allocation of resources. Role designations are based on the following key:

Lead: Indicates an item that is intended to be carried out by designated County staff/agencies; many of these activities represent continuation and/or refocusing of existing County programs/services and therefore will not initially require additional staff members to implement.

Convener: Indicates an item for which the County would convene selected partner entities to support the implementation of selected initiatives; for these action items, County staff would primarily serve in a coordination/oversight role.

For several action items, the County is indicated as the *interim* Lead. In these cases, it is recommended that the County initially serve in a leadership/management role until sufficient partner support can be established to allow the County to assume more of a convener role.

Key Entities. This column indicates the specific County agencies and partner entities that are recommended to have primary involvement in implementation of each action item. If the County is listed as the Lead, the table designates the specific County department(s) or agency(s) most relevant to the action item.

New Resources Needed. While the new resources identified within this column may be required in some cases, many of the recommended action items represent continuations of existing programs administered by the County and/or the partner organizations. In order to give a sense of the extent to which new resources maybe required for implementation, the Action Item Summary and Prioritization table below denotes items that are closely related to existing programs as follows: “continue existing,” “refocus existing,” or “refocus/expand existing,” Action items that are likely to require new County funding resources are classified according to the following ranges of estimated costs:

\$: Less than \$10,000 (one-time or annually, as noted for each item)
\$\$: \$10,000 to \$25,000 (one-time or annually, as noted)
\$\$\$: \$25,000 to \$50,000 (one-time or annually, as noted)
\$\$\$\$: \$50,000 to \$100,000 (one-time or annually, as noted)



ACTION ITEM SUMMARY AND PRIORITIZATION

Theme Strategy Group Action Item	Recommended Priority Level (Scale 1-3: 1- Highest, 3- Lowest)	County Role	Key Entities	New Resources Needed
MAJOR THEME 1: MAXIMIZE OPPORTUNITIES FOR EXPANDED ECONOMIC VITALITY				
A. Maximize Potential of County's Key Assets for Encouraging Economic Vitality				
A.1 Convene an EVSP Steering Committee to coordinate implementation of the EVSP and, as an initial priority, determine what organizations or organizational arrangements may need to be established to implement strategic actions that are not currently addressed by the County or the partner entities, or which require more coordination, etc.	1	Lead	CEO	Refocus Existing (partner-ships)
A.2 Establish Housing Solutions Coalition to raise public/policymaker awareness of housing affordability and availability issues	1	Convener	CEO (Comm. Dev.) VCEDA Civic Alliance Housing Authorities CERF	See Action Items F.1 & F.2
A.3 Continue to prioritize investment in infrastructure, County services and other assets that are recognized strengths within Ventura County and critical to future economic vitality, including public safety, healthcare, library services, environmental assets, and other quality of life / business climate conditions	1	Lead	CEO Sheriff Fire HCA PWA Harbor Airports Library RMA	Continue Existing
A.4 Continue to capitalize on strong agriculture sector by promoting growth of related business opportunities (e.g., agritourism; "farm-to-table" movement [pertaining to restaurants and also household consumption]; irrigation technologies; etc.). Limit additional regulatory burdens on agricultural activity	1	Convener	EDC-VC	Budget included in Strategy Group C & Action Item F.3
A.5 In connection with other related action items that imply the need for expanded development capacity, establish framework and policies for optimizing future use of Ventura County's remaining developable (or re-developable) land	1	Lead	County RMA Cities	\$\$ (one-time)
A.6 Establish countywide Arts and Culture Collaborative to define and coordinate economic vitality strategies focused on the local creative economy	2	Interim Lead	CEO	Budget included in Action Item D.2
A.7 Identify potential spin-off opportunities from Naval Base Ventura County	2	Convener	EDC-VC RDP-21	See Strategy Group C

Theme	Strategy Group	Action Item	Recommended Priority Level (Scale 1-3: 1-Highest, 3-Lowest)	County Role	Key Entities	New Resources Needed
A.8		Identify potential spin-off opportunities from the general aviation airports, the Port of Hueneme (including the free trade zone [FTZ]) and Channel Islands Harbor	2	Lead	Airports Harbor	See Strategy Group C
A.9		Leverage business development/spin-off opportunities of higher educational institutions	3	Convener	EDC-VC	See Strategy Group C
A.10		Promote interaction between education partners and industry (maximize workforce connections)	2	Convener	WDB P-20 Council	See Strategy Group B
B. Maximize Workforce Readiness						
B.1		Promote job opportunity awareness among students, unemployed/underemployed residents, and other workers in need of retraining	2	Lead (WDB)	WDB P-20 Council Job & Career Center Networks Community College District	Refocus Existing
B.2		Coordinate local employer needs with education/training	2	Lead (WDB)	WDB P-20 Council Job & Career Center Networks Community College District	Refocus Existing
B.3		Coordinate all education levels to ensure seamless path of training to employment	2	Lead (WDB)	WDB P-20 Council Job & Career Center Networks	Refocus Existing
B.4		Reach out to key employers to identify key workforce readiness issues	2	Lead (WDB)	WDB P-20 Council Job & Career Center Networks	\$ (annually)
B.5		Leverage County (government) status as the second-largest employer in the county to pursue best practices aimed at optimizing local hiring, in coordination with education/training providers	2	Lead	CEO WDB	Refocus Existing
C. Maximize growth of key industries/clusters with the potential to create high-quality employment opportunities						
C.1		In conjunction with interested partners, review materials in the EVSP pertaining to potential target industries, and establish consensus on initial target industry focus throughout Ventura County	1	Convener	EDC-VC WDB	Refocus Existing

Theme Strategy Group Action Item	Recommended Priority Level (Scale 1-3: 1- Highest, 3- Lowest)	County Role	Key Entities	New Resources Needed
C.2 Proactively focus on retention of existing businesses, especially in key clusters identified to be at risk for downsizing or relocation outside Ventura County	1	Convener	EDC-VC	Continue Existing
C.3 Facilitate expansion of existing firms in key clusters	1	Convener	EDC-VC	Continue Existing
C.4 Systematically encourage/support entrepreneurial development and startup culture in key clusters, bolstering resources such as incubators and access to investors	2	Convener	EDC-VC Chambers of Commerce	Expand Existing (\$\$\$ Annually)
C.5 Maintain/expand access to capital investment funding sources	2	Convener	EDC-VC	Expand Existing (budget TBD)
C.6 Focus on targeting “spillover” opportunities from Los Angeles County (this could apply to recruitment and/or entrepreneurial development)	3	Convener	EDC-VC	Included in C.4
D. Focus marketing/branding efforts on economic vitality				
D.1 Establish countywide Marketing Collaborative focused on economic vitality, to ensure consistency of marketing efforts, including branding, with countywide themes/priorities identified in the EVSP and with existing campaigns such as “Grow Your Business Live Your Life”	1	Convener	EDC-VC WDB CEO TBID’s	Refocus Existing
D.2 In conjunction with Marketing Collaborative partners, identify opportunities for implementing specialized marketing campaigns (i.e., marketing initiatives focused on special topics such as the arts, recreation, quality of life, etc.)	1	Interim Lead	CEO EDC-VC WDB TBID’s	Budget TBD
MAJOR THEME 2: MAINTAIN STRONG FOUNDATIONAL CONDITIONS				
E. Review infrastructure conditions and needs				
E.1 Prioritize investment in infrastructure improvements to ensure water supply/quality	1	Lead	Public Works Agency Cities and Water Wholesalers	TBD
E.2 Continue to monitor and seek improvements to transportation infrastructure involving road/transit/bicycle/pedestrian systems within city and county jurisdiction, in order to minimize the cost and inconvenience of traffic congestion, while continuing to seek funding through lobbying, grant writing, and similar means, for transportation infrastructure under federal and state jurisdiction	2	Lead	Public Works Agency Cities Caltrans GCTD	TBD
E.3 Continue to improve and develop technology/broadband-related infrastructure	2	Convener	IT Services Department/ Broadband Consortium	TBD

Theme Strategy Group Action Item	Recommended Priority Level (Scale 1-3: 1- Highest, 3- Lowest)	County Role	Key Entities	New Resources Needed
E.4 Ensure energy availability, reliability, and sustainability	2	Lead	CEO (Energy Team) GSA VCREA SCE So Cal Gas	TBD
F. Address Key Threats to Economic Progress in the County				
F.1 Address housing affordability – a potential constraint to retaining/attracting residents; given the widespread nature of this problem, take advantage of best practices as they develop around the state and nation	1	Convener	CEO (Comm. Dev.) VCEDA Civic Alliance Housing Authorities	\$\$\$\$ (one-time) for initial coordination and needs assessments
F.2 Continue to address homelessness, as both a social and business-impact issue, throughout Ventura County	1	Convener	Continuum of Care Board Downtown Organizations	Continue/Refocus Existing
F.3 Continue to promote business-friendliness in the regulatory/permitting environment throughout Ventura County, through collaboration, exchange of ideas and best practices, continued use of Lean Six Sigma, streamlining regulations and permitting requirements, adding ombudsman/facilitator resources, and promoting consistency in policy and practice, among cities and the County	1	Lead	RMA CEO Public Works Agency Fire Agricultural Comm.	\$\$ (one-time) for needs assessment



Focus Areas

Implementation of the EVSP will be organized around an EVSP Steering Committee led and managed by the County Executive Office (CEO). The EVSP Steering Committee will be charged with defining implementation priorities for the overall Plan, as well as a range of Core and Resource Partners (other entities that would provide focused, as-needed support on specific initiatives). The following chart shows the initial composition of the EVSP Steering Committee:

EVSP Steering Committee	Resource Partners
Lead:	<ul style="list-style-type: none"> Agricultural Commission
<ul style="list-style-type: none"> CEO 	<ul style="list-style-type: none"> Airports
Core Partners:	<ul style="list-style-type: none"> Aspire 3
<ul style="list-style-type: none"> Resource Management Agency (RMA) 	<ul style="list-style-type: none"> Broadband Consortium
<ul style="list-style-type: none"> Workforce Development Board (WDB) 	<ul style="list-style-type: none"> Building Industry Assoc. of So. California (BIASC)
<ul style="list-style-type: none"> Economic Development Collaborative – Ventura County (EDC-VC) 	<ul style="list-style-type: none"> Cabrillo Economic Development Corporation
<ul style="list-style-type: none"> Ventura County Economic Development Association (VCEDA) 	<ul style="list-style-type: none"> Caltrans
<ul style="list-style-type: none"> Chambers of Commerce* 	<ul style="list-style-type: none"> Center for Economic Research and Forecasting (CERF) at California Lutheran University
<ul style="list-style-type: none"> City Managers* 	<ul style="list-style-type: none"> Civic Alliance
<ul style="list-style-type: none"> P-20 Council 	<ul style="list-style-type: none"> CoLAB
<ul style="list-style-type: none"> Ventura County Community Foundation 	<ul style="list-style-type: none"> Continuum of Care Alliance
<ul style="list-style-type: none"> Housing Authorities* 	<ul style="list-style-type: none"> Convention and Visitors Bureaus (CVBs)
	<ul style="list-style-type: none"> CreativityWorks
	<ul style="list-style-type: none"> Fire Department
	<ul style="list-style-type: none"> Gold Coast Transit District (GCTD)
	<ul style="list-style-type: none"> Harbor Department
	<ul style="list-style-type: none"> Health Care Agency (HCA)
	<ul style="list-style-type: none"> Human Services Agency (HSA)
	<ul style="list-style-type: none"> IT Services Department
	<ul style="list-style-type: none"> Job & Career Center Networks
	<ul style="list-style-type: none"> Library
	<ul style="list-style-type: none"> Matter Labs
	<ul style="list-style-type: none"> Public Works Agency
	<ul style="list-style-type: none"> Regional Defense Partnership (RDP-21)
	<ul style="list-style-type: none"> Sheriff's Department
	<ul style="list-style-type: none"> Tourism Business Improvement Districts (TBIDs)
	<ul style="list-style-type: none"> Utilities
	<ul style="list-style-type: none"> Ventura Council of Governments (VCOG)
	<ul style="list-style-type: none"> Ventura County Community College District
	<ul style="list-style-type: none"> Ventura County Housing Trust Fund
	<ul style="list-style-type: none"> Ventura County Regional Energy Alliance (VCREA)
	<ul style="list-style-type: none"> Ventura County Transportation Commission (VCTC)
	<ul style="list-style-type: none"> Water Wholesalers
	<ul style="list-style-type: none"> Women's Economic Ventures

* Chambers of Commerce, City Managers, and Housing Authorities will each have one representative on the EVSP Steering committee.

Given the vast array of programs and projects potentially associated with the individual Action Items, it is recommended that implementation of the overall EVSP be organized under common themes or “focus areas,” representing Action Item topics that cross over strategy groups. This organizing concept also facilitates the coalescing of key entities under Action Items that have a common theme. The six focus areas are listed below.

1. Economic Development (Action Items A4, A5, A7-A8, C1-C6, D1)
2. Workforce Development (A10, B1-B5)
3. Infrastructure / County Services (A3, E1-E4)
4. Housing (A2, F1-F2)
5. Business Climate (A9, F3)
6. Arts, Culture & Recreation (A6, D2)

The responsibilities of the EVSP Steering Committee include the following:

- Oversee and guide the overall implementation process of the Economic Vitality Strategic Plan.
- From the master list of Action Items, prioritize and select items / focus areas for near term action.
- Create an annual implementation plan / work program for the EVSP based on the identified near-term priorities while activating key partners in focus areas as needed.
- Delegate responsibilities to Core Partners for associated Action Items (or for any additional reconnaissance needed to make final decisions regarding the most efficient implementation approaches for individual action items).
- Invite participation from other community partners (Resource Partners) where opportunities or needs arise.
- Inventory resources/activities/initiatives already in place that are making progress towards the priority Action Items.
- Leverage/support existing resources/organizations without introducing separate groups to work on the same activities. Where existing activities are already addressing priority action items, the County (and EVSP Steering Committee) would focus on support/coordination roles to help other groups work together more efficiently.
- Identify potential funding sources.
- Monitor and report progress in EVSP focus areas.



It is anticipated that the EVSP Steering Committee will meet quarterly to review progress, refine priorities and identify opportunities to enhance collaboration with Core or Resource Partners. During the initial “ramp up” period for the EVSP implementation, more frequent meetings (e.g., once or twice per month) may be advantageous.

SUGGESTED INITIAL OBJECTIVES

Table 1 below shows suggested initial steps pertaining to each of the six topical or Focus Areas. These steps are provided for consideration by the Steering Committee, and in some cases may serve as a point of departure for preparing more detailed implementation plans.

TABLE 1. SUGGESTED INITIAL OBJECTIVES BY FOCUS AREA

Focus Area	Action Items	Key Initial Objectives
EVSP Steering Committee	Oversight of all focus areas	Establish coordinating entity for implementing the EVSP, for defining those strategic actions that are not being addressed within Ventura County but should be addressed, and for reaching consensus on how those strategic actions <i>will</i> be addressed, organizationally or otherwise. Set up coordination system by which entities in focus areas coordinate to establish how actions, overall schedules and milestones, etc. might interrelate, so that synergy is maximized throughout the EVSP implementation processes.
Economic Development	A4, A5, A7-A8, C1-C6, D1	Establish target industries/clusters, by inventorying all “target influencers,” and initially evaluating various indications of the most advantageous targets. This evaluation could be based on either additional formal analysis processes or coalescing existing research and observations, recognizing different criteria of: <ul style="list-style-type: none"> a. Timing of opportunity for expanding/capturing targets b. Short-term and/or long-term goals (with respect to any aspect of the EVSP) c. Presence of institutional support for industry d. Economic base support e. Indications of competitive advantage (see EVSP industry cluster analysis) f. Workforce compatibility
Workforce Development	A10, B1-B5	Resolve any gaps within Strategy Group B Action Items’ implied objectives, by convening all existing organizations with an interest in workforce issues, to: <ul style="list-style-type: none"> a. Identify any gaps within Action Items’ implied objectives b. Find ways in which an existing group(s) or a new group can address existing gaps, or (at a minimum) supports existing efforts that will, with this additional support, close the gaps
Infrastructure/ County Services	A3, E1-E4	Identify any infrastructure deficiencies that are constraining or will soon constrain desired development options. Initial steps could include generating inventory of what is known about infrastructure conditions: <ul style="list-style-type: none"> a. Where infrastructure deficiencies could constrain desired development options, the nature of such deficiencies, and plans for addressing (or lack or incompleteness of plans) b. Infrastructure partners and their influence on current and future infrastructure issues
Housing	A2, F1-F2	Generate a series of initial options for addressing housing affordability, within the context of other land use conditions in Ventura County. Initial steps could include compiling information on and reviewing existing efforts, and documenting the different influences on affordability and the entities that could intervene in affecting those influences.
Business Climate	A9, F3	Prepare a working document cross-referencing County and city regulations in major categories of land and building real estate development activity. Identify commonalities and differences in structure of regulations, procedures, estimates of timing to complete each milestone, and content.

Focus Area	Action Items	Key Initial Objectives
Arts, Culture & Recreation	A6, D1-D2	<p>Determine how best to approach the mutual sharing, distilling, or adjustment of current disparate brand materials, to maximize consistency and minimize confusion among various target audiences. To achieve this, initial steps could include compiling all branding concepts, materials, etc., identifying a spokesperson for each distinct branding effort, and defining:</p> <ol style="list-style-type: none"> What is important to each entity What components differ or exist in common What common/varied messages exist The different and common purposes served by brand messages, and What shared/different audiences apply to each

Performance Measurement

EVSP implementation participants (led by the EVSP Steering Committee) will devise their own performance measures based on the specific action items prioritized in initial efforts, and determine the metrics and reporting periods appropriate for these particular areas of focus. The EVSP Steering Committee will prepare an Annual EVSP Progress Report based on the selected metrics. Given the nature of the EVSP action items (which mostly seek to address specific, focused issues), it is anticipated that the metrics will be defined in a manner that primarily tracks specific programmatic accomplishments (i.e., quantifies the resources devoted to EVSP initiatives and documents direct outcomes attributable to those activities) rather than monitoring broader economic measures such as countywide unemployment rates, per capita income levels, etc. (since changes in these measures are not solely attributable to the County's programmatic investments).



INDUSTRY CLUSTERS

and the Ventura County Economy

As part of the strategic planning process, The Natelson Dale Group, Inc. (TNDG) completed a detailed examination of industry growth/retraction trends in Ventura County, comparing the local economy's recent and longer-term performance to state and national benchmarks. Consistent with standard approaches to regional economic analysis, the report considers Ventura County's economic/ employment base in terms of industry "clusters." Clusters are groups of inter-related industry sectors whose growth potentials within a region tend to be closely aligned. The tendency of individual industries to co-locate in clusters reflects linkages through supply-chain relationships, as well as commonalities in terms of workforce requirements and infrastructure needs. The concept of industry clusters is an effective framework for economic vitality programming since it reflects a holistic understanding of the regional economic conditions driving the growth or retraction of individual sectors.

Definitions and Focus of Cluster Study

The clusters analyzed in TNDG's study are based on definitions (i.e., industry groupings) from the U.S. Cluster Mapping Project, an economic development initiative which is led by Harvard Business School's Institute for Strategy and Competitiveness.

Per the North American Industry Classification System (NAICS), the U.S. economy is composed of a total of approximately 1,100 detailed industry sectors, grouped into a total of 67 U.S. clusters, with 16 classified as "local" clusters and 51 classified as "traded" clusters. Total current (2015) employment in Ventura County is estimated at 342,528 jobs. Of this total, 304,337 jobs are in industries that are included in either a local or traded cluster. The local clusters currently represent a total of 211,336 jobs in Ventura County, while the traded clusters account for 93,001 jobs in the County.

Whereas local and traded clusters are both critically important components of a balanced economy, they have distinct roles and characteristics, and these distinctions can be helpful in terms of planning economic vitality programs. Some of these distinctions are summarized as follows:

- **Local clusters** typically form the core of a region's economy; they primarily provide goods and services for the local (resident) population. They tend to account for the majority of jobs in a region (in the case of Ventura County, local clusters represent 62% of total jobs), and support a high quality of life by ensuring the availability of a diverse range of goods and services. These clusters include a wide array of business opportunities of all sizes. Local clusters are generally expected to grow in proportion to overall growth in the economy (i.e., population, employment and income growth) and, as such, their growth potentials tend to be strongly enhanced by programs and investments that strengthen a region's overall economic attractiveness. One of Ventura County's most important clusters is Health Services (defined by the Cluster Mapping Project as a "local" cluster). The County of Ventura's longstanding commitment to excellent healthcare facilities and services provides a strong example of the synergistic effects of this type of public investment in terms of both economic stimulus and broader social "infrastructure." With approximately 32,000 jobs, the Health Services cluster accounts for nearly 10% of the entire Ventura County economy. Moreover, County healthcare facilities and services ensure a comprehensive care system that strengthens overall quality of life and thereby elevates Ventura County's profile as a strong location for many types of businesses.

- **Traded clusters** are “export-oriented” in the sense that they include industries that are engaged in producing goods and services for end customers outside the region (in this case, outside Ventura County). Although traded clusters represent only 27% of the jobs in the county, they are still important from an economic vitality perspective given that they tend to have higher wages and higher “multiplier impacts” compared to local clusters. That is, they have a strong potential to inject new dollars into the local economy and thereby serve as “drivers” for broader economic growth. An example of an important traded cluster in Ventura County is Biopharmaceuticals, anchored by the presence of the Amgen headquarters in Thousand Oaks. This cluster currently has a total of 5,415 jobs and an extraordinarily high average wage/salary of over \$300,000 per year, which generates substantial consumer/household spending that indirectly supports a range of other jobs/businesses in the local economy. Traded clusters tend to reflect a region’s unique competitive advantages and, as such, may warrant special (and perhaps highly focused) programmatic attention to ensure their ongoing vitality in the region.

Table 2 shows the industries that comprise each of the local and traded clusters that had 1,000 or more jobs in Ventura County in 2015. The table is organized as follows: clusters are first divided into Local and Traded categories, and within each category the order follows that in Table 3, following (in which the clusters are ordered by number of employees, regardless of whether Local or Traded).

TABLE 2. INDUSTRIES IN EACH CLUSTER¹ (FOR CLUSTERS WITH 1,000 OR MORE EMPLOYEES)

Local Clusters	
Hospitality Establishments:	Establishments that serve food and beverage, as well as recreational facilities including country clubs, fitness clubs, and bowling centers. Also includes gift and souvenir retail stores.
Health Services:	Local health care establishments and services such as hospitals, medical laboratories, residential care, and funeral services and crematories. Also includes pharmacies and optical goods stores.
Real Estate, Construction, and Development:	Local real estate services, general contracting, and specialty contracting.
Education and Training:	Includes local educational institutions such as schools for elementary and secondary education, technical and vocational training, fine arts instruction, as well as automobile driving.
Commercial Services:	Legal, accounting, temporary help, and office administrative activities; also includes building services, commercial printing, laundry services, testing laboratories, and office supply stores.
Retailing of Clothing and General Merchandise:	Local retail stores, department stores, and warehouse clubs.
Community and Civic Organizations:	Social service organizations; grantmaking foundations; business, political and religious organizations.
Food and Beverage Processing and Distribution:	Firms that sell food and beverages (wholesale and retail).
Motor Vehicle Products and Services:	Auto sales and repair, gas stations, parking lots, car washes, and towing.
Personal Services (Non-Medical):	Includes self-service laundry, hair care, repair services, and child care.
Financial Services:	Firms that facilitate financial transactions, such as depository institutions, third-party administrative services, insurance agencies, tax preparation, and payment collection.
Household Goods and Services:	Services for individual households such as landscape services, electronics repair, as well as retail stores for appliances, hardware, gardening, and furniture.
Entertainment and Media:	Includes newspaper publishers, radio and TV broadcasting, and movie theaters. Also includes retail establishments that sell or rent books, music, movies, sporting goods, and electronics.
Logistical Services:	Local passenger and freight transport; storage facilities; truck and car rental services.
Utilities:	Local communications services, energy distribution, and sewage and waste treatment.
Industrial Products and Services:	Rental & maintenance of electronics, appliances, and general equipment.

¹ This table provides an abbreviated list of representative industries included in each cluster; for complete lists of the component industries, see Appendix C of the EVSP Industry Cluster Study (under separate cover, dated January 10, 2017).

Traded Clusters

Business Services: Includes corporate headquarters, and professional services (e.g., consulting, legal, engineering and architecture, placement services, and for-hire ground passenger transportation).

Distribution and Electronic Commerce: Includes traditional wholesalers as well as mail order houses and electronic merchants. The cluster also includes packaging, labeling, and equipment rental and leasing.

Education and Knowledge Creation: Higher educational and training institutions; R&D institutions.

Agricultural Inputs and Services: Farming and related services (soil preparation, planting, cultivation, harvest, fertilizer creation, and post-harvest activities). It also includes services that supply farm labor.

Information Technology and Analytical Instruments: Computers, software, A.V equipment, laboratory instruments, medical apparatus, and precision electronics (e.g., circuit boards and semiconductors).

Biopharmaceuticals: Chemical/biological substances used in medications, vaccines, and diagnostic tests.

Financial Services: Firms involved in the transaction and growth of financial assets, including securities brokers, dealers, and exchanges; credit institutions; and financial investment support.

Hospitality and Tourism: Includes sport venues, casinos, museums, and other attractions. It also includes hotels and other accommodations, transportation, reservation services and tour operators.

Marketing, Design, and Publishing: Design services, marketing (including advertising creation, marketing research, media buying, and public relations), and publishing (both in hard copy and on the internet).

Metalworking Technology and Heavy Machinery: Machine tools and process metal for use in metal working.

Construction Products and Services: Construction materials, components, products, and services.

Insurance Services: Firms providing insurance, and services such as reinsurance and claims adjustment.

Downstream Chemical Products: Manufacturing of complex chemical products for end users.

Performing Arts: Organizations & services that produce, promote, and support live artistic performances.

Production Technology and Heavy Machinery: Manufacturing of machines used in the production of downstream products.

Downstream Metal Products: Manufacturing of prefabricated metal structures & end user metal products.

Printing Services: Commercial printing, digital printing, and binding.

Food Processing and Manufacturing: Processing of raw food materials and the manufacturing of downstream food products for end users.

Communications Equipment and Services: This cluster involves goods and services used for communications.

Medical Devices: Manufacturing of surgical, medical, dental, optical, ophthalmic, and veterinary instruments and supplies.

Paper and Packaging: This cluster contains paper mills and manufacturers of paper products used for shipping, packaging, containers, office supplies, personal products, and similar products.

Source: U.S. Cluster Mapping Project; TNDG.

Table 3, beginning on the next page, summarizes key findings from the more detailed industry cluster analysis provided in TNDG's full report. The summary table lists all local and traded clusters that had 1,000 or more jobs in Ventura County in 2015, and provides the following information about each listed cluster:

- Total number of jobs in Ventura County in 2015 (the latest full year for which data are available).
- Location quotient (compared to U.S. benchmark) in 2015. The location quotient (LQ) measures how concentrated/important an industry cluster is in a region compared to national benchmarks. An LQ value greater than 1.0 indicates that a cluster is more concentrated in the region than it is nationally. This is generally regarded as an indication that the region has a comparative advantage relative to a particular cluster, although (especially for local clusters) an LQ below 1.0 can indicate a strong growth opportunity.
- Average annual wage in Ventura County.
- Change in the number of jobs for two time periods:
 - 2001-2015;
 - 2010-2015 (representing the post-recession expansion period)

TABLE 3. SUMMARY CHARACTERISTICS AND TRENDS, VENTURA COUNTY'S LARGEST INDUSTRY CLUSTERS
(LIST INCLUDES ALL CLUSTERS WITH MORE THAN 1,000 JOBS IN 2015)

Cluster	Traded / Local	Ventura County Jobs in 2015	Location Quotient in 2015	Average Annual Wage ¹	Change in Jobs 2001-2015	Change in Jobs 2010-2015	Projected National Growth 2016-2026 ²
Hospitality Establishments	Local	33,366	1.16	\$20,311	8,628	4,993	5.1%
Health Services	Local	32,012	0.79	\$59,216	9,566	3,124	20.7%
Real Estate, Construction, and Development	Local	24,246	0.95	\$53,994	-2,527	2,682	9.2%
Education and Training	Local	19,810	1.02	\$47,663	379	778	4.3%
Commercial Services	Local	18,487	0.86	\$49,691	-2,629	-507	6.4%
Business Services	Traded	16,106	0.76	\$80,960	548	48	13.7%
Retailing of Clothing and General Merchandise	Local	12,781	1.15	\$21,615	3,019	934	7.3%
Community and Civic Organizations	Local	12,677	1.07	\$22,421	6,519	5,602	8.7%
Food and Beverage Processing and Distribution	Local	12,224	1.18	\$33,436	3,152	1,954	1.5%
Distribution and Electronic Commerce	Traded	11,681	0.89	\$96,214	1,145	-84	8.2%
Motor Vehicle Products and Services	Local	10,239	1.01	\$50,698	-66	1,365	7.6%
Personal Services (Non-Medical)	Local	9,181	1.04	\$30,923	1,106	406	7.0%
Financial Services	Local	7,603	1.18	\$70,023	3,650	822	3.2%
Education and Knowledge Creation	Traded	6,620	0.59	\$54,381	1,812	454	8.3%
Agricultural Inputs and Services	Traded	6,609	6.92	\$36,595	-1,330	-1,151	7.2%
Household Goods and Services	Local	6,540	1.46	\$34,169	276	870	2.0%
Information Technology and Analytical Instruments	Traded	5,577	2.02	\$97,236	-5,192	-655	-0.9%
Biopharmaceuticals	Traded	5,415	8.45	\$328,105	-190	-1,274	-1.0%
Financial Services	Traded	5,381	1.14	\$92,300	-1,795	-1,312	15.4%
Hospitality and Tourism	Traded	5,211	0.64	\$32,958	-287	444	5.0%
Entertainment and Media	Local	4,740	1.27	\$42,215	-22	-67	-1.2%
Logistical Services	Local	4,094	0.67	\$46,358	957	925	5.9%
Marketing, Design, and Publishing	Traded	3,303	0.84	\$74,240	-284	-523	7.1%
Metalworking Technology	Traded	2,407	2.14	\$68,353	189	529	-1.8%
Construction Products and Services	Traded	2,277	1.01	\$65,844	424	427	20.3%
Insurance Services	Traded	1,949	0.63	\$124,663	-4,065	-2,612	0.5%
Utilities	Local	1,851	0.62	\$82,499	-872	-442	-11.3%
Industrial Products and Services	Local	1,484	1.08	\$51,694	-518	-175	7.4%
Downstream Chemical Products	Traded	1,442	2.32	\$82,598	-472	286	-10.2%
Performing Arts	Traded	1,420	1.00	\$54,292	131	70	5.0%
Production Technology and Heavy Machinery	Traded	1,381	0.63	\$64,744	-796	-135	-1.9%

Cluster	Traded / Local	Ventura County Jobs in 2015	Location Quotient in 2015	Average Annual Wage ¹	Change in Jobs 2001-2015	Change in Jobs 2010-2015	Projected National Growth 2016-2026 ²
Downstream Metal Products	Traded	1,240	1.23	\$55,769	346	475	0.0%
Printing Services	Traded	1,156	1.04	\$46,223	-116	8	-18.2%
Food Processing and Manufacturing	Traded	1,139	0.47	\$73,674	29	-38	-0.8%
Communications Equipment and Services	Traded	1,074	1.41	\$76,389	-3,412	-788	-3.5%
Medical Devices	Traded	1,028	1.60	\$66,226	71	169	0.2%
Paper and Packaging	Traded	1,011	1.19	\$72,489	-172	-39	-11.5%

Notes: 1. Countywide average for all jobs is \$54,821.

2. Overall national growth projected at 6.5%

Source: U.S. Cluster Mapping Project; Chmura Economics; TNDG.



Recommended Priority Clusters and Potential Strategic Approach

Strategy Group C of the EVSP focuses on optimizing employment growth (and/or stemming job losses) within key industry clusters. The EVSP recommends that EDC-VC take the lead role in implementing the industry cluster initiative, in close coordination with the Ventura County Workforce Development Board and other organizations focused on workforce development.

As outlined elsewhere in the EVSP, it is recommended that EDC-VC continue its successful programs oriented towards business retention/expansion and entrepreneurial development.

The initial step (Action Item C.1) of the industry cluster program would involve a coordination process between the County and interested partners to thoroughly review the EVSP industry cluster study and establish consensus to the extent possible on initial target industry focus throughout Ventura County. In addition to identifying a manageable list of target clusters, this initial coordination effort should also *segment* the targets in terms of potential areas of strategic focus. Although the potential strategic direction for each cluster can be generally classified in terms of the categories of retention, expansion, and entrepreneurial development, the actual programmatic needs of each cluster tend to be more nuanced (i.e., more a response to cluster-specific conditions, needs and opportunities). Whereas the EVSP cluster study provides a strong foundation of data to identify major trends, the more nuanced insights needed to develop effective programs will in some cases require follow-up investigations (as part of the implementation process) via direct interface with representative local firms and other key informants.

Table 4 narrows the total universe of 67 clusters down to 17 “priority” clusters that warrant some level of programmatic attention within the EVSP. The priority clusters are listed in order of existing jobs in Ventura County (i.e., the cluster listed at the top of the table has the most jobs). The following screening criteria were applied to select the priority clusters:

- Total existing employment
- Indication of competitive advantage relative to state/national trends, based on the location quotient (LQ) analysis described previously
- Average wage levels (preference given to higher-wage clusters)
- Recent (15-year and 5-year) local growth trends (and comparison to state/national performance)
- Projected national employment growth over next 10 years
- Linkages to other clusters and/or other strategic priorities of County

The final column of the table recommends the potential areas of strategic focus for each cluster.

Whereas the EVSP assumes that EDC-VC will take the lead for most clusters, there are a few clusters for which other partners would be more appropriate leads (based on the specialized nature of some clusters and/or their unique programmatic priorities).



TABLE 4. CHARACTERISTICS OF RECOMMENDED PRIORITY CLUSTERS

Cluster	Key Component Industries In Ventura County	Notable Features	Ventura County 15-Year Performance Compared to State/U.S.	Potential Strategic Focus
Health Services	<ul style="list-style-type: none"> Hospitals Mental health facilities Medical offices Dental offices Home health care services Nursing care facilities 	<ul style="list-style-type: none"> 2nd largest cluster High wage High growth Lower LQ (shows growth capacity) Consistent with County's strategic priorities 	<ul style="list-style-type: none"> Better than both state and U.S. 	Identify business expansion opportunities within context of continuing to ensure that Ventura County residents have access to a full spectrum of excellent health care services and facilities
Real Estate, Construction and Development	<ul style="list-style-type: none"> Specialty contractors General contractors Construction materials retailing Real estate services 	<ul style="list-style-type: none"> 3rd largest cluster High wage High growth 	<ul style="list-style-type: none"> Worse than state Better than U.S. (last 5 years) 	Focus on strengthening construction sector through: <ul style="list-style-type: none"> Workforce development Links to County procurement Encouraging affordable housing Optimizing permitting
"Traded" (i.e., non-local) Business Services	<ul style="list-style-type: none"> Engineering services Corporate headquarters / regional offices Custom computer programming services Computer systems design services Professional, scientific and technical services Management consulting services 	<ul style="list-style-type: none"> Large cluster High wage High growth 	<ul style="list-style-type: none"> Worse than both state and U.S. 	<ul style="list-style-type: none"> Outreach to key existing firms Cluster building through links to higher education and other institutional "anchors"
Agricultural Inputs and Services	<ul style="list-style-type: none"> Farm management and labor services Agricultural services 	<ul style="list-style-type: none"> Large cluster Extremely high LQ High growth nationally (but losing jobs locally) 	<ul style="list-style-type: none"> Worse than both state and U.S. 	<ul style="list-style-type: none"> Outreach to key firms Cluster building –identify supply chain gaps Dialogue on business climate issues

Cluster	Key Component Industries In Ventura County	Notable Features	Ventura County 15-Year Performance Compared to State/U.S.	Potential Strategic Focus
Information Technology and Analytical Instruments	<ul style="list-style-type: none"> Semiconductors Electronic components Process and laboratory instruments Medical apparatus Software publishers Software reproducing Computers and peripherals manufacturing 	<ul style="list-style-type: none"> Large cluster High LQ High wage 	<ul style="list-style-type: none"> Worse than both state and U.S. 	Retention/expansion focus through: <ul style="list-style-type: none"> Business outreach, especially to Los Angeles County Cluster building Identification of emerging opportunities Link to entrepreneurial programs
Biopharmaceuticals	<ul style="list-style-type: none"> Pharmaceutical manufacturing 	<ul style="list-style-type: none"> Large cluster Extremely high LQ Extremely high wage 	<ul style="list-style-type: none"> Worse than both state and U.S. 	Retention/expansion focus through: <ul style="list-style-type: none"> Outreach to key firms Cluster building Dialogue on business climate issues
Financial Services	<ul style="list-style-type: none"> Real estate credit 	<ul style="list-style-type: none"> Large cluster High wage High growth nationally (but losing jobs locally) 	<ul style="list-style-type: none"> Better than both state and U.S. 	Retention/expansion focus: <ul style="list-style-type: none"> Outreach to key firms to understand opportunities (although total employment in the real estate credit sector is well below its pre-mortgage meltdown peak, it has recovered significantly over the past 5 years) Target expanded presence of venture capital firms (part of this cluster nationally, but currently not well represented in Ventura County)
Hospitality and Tourism (non-local components)	<ul style="list-style-type: none"> Hotels Amusement and recreation industries Tour operators 	<ul style="list-style-type: none"> Large cluster Lower LQ (shows growth capacity) Growing nationally and locally Facilitates “placemaking” and image enhancement 	<ul style="list-style-type: none"> Worse than both state and U.S. 	<ul style="list-style-type: none"> Placemaking focus to support ongoing tourism marketing Branding coordination

Cluster	Key Component Industries In Ventura County	Notable Features	Ventura County 15-Year Performance Compared to State/U.S.	Potential Strategic Focus
Marketing, Design and Publishing	<ul style="list-style-type: none"> • Book publishers • Marketing research and public opinion polling • Marketing consulting services • Libraries and archives • Advertising services • Graphic design services 	<ul style="list-style-type: none"> • High wage • Lower LQ (shows growth capacity) • Growing nationally (but losing jobs locally) • Complements “creative economy” activities 	<ul style="list-style-type: none"> • Worse than both state and U.S. 	<ul style="list-style-type: none"> • Outreach to key firms to identify growth opportunities • Creative economy initiative
Metalworking Technology	<ul style="list-style-type: none"> • Machine tool manufacturing • Plating, polishing, anodizing and coloring • Bolt/nut/screw manufacturing • Metal coating • Industrial mold manufacturing 	<ul style="list-style-type: none"> • High LQ • High wage • Strong recent growth in Ventura County (but slightly declining nationally) 	<ul style="list-style-type: none"> • Better than both state and U.S. 	<ul style="list-style-type: none"> • Outreach to key firms to identify growth opportunities • Focused expansion efforts
Construction Products and Services	<ul style="list-style-type: none"> • Water supply and irrigation systems • Mineral wool manufacturing • Heavy and civil engineering construction • Power/communication line construction 	<ul style="list-style-type: none"> • High wage • High growth 	<ul style="list-style-type: none"> • Better than both state and U.S. 	<ul style="list-style-type: none"> • Outreach to key firms to identify niche markets and growth opportunities • Focused expansion efforts
Insurance Services	<ul style="list-style-type: none"> • Direct health and medical insurance carriers • Direct property and casualty insurance carriers 	<ul style="list-style-type: none"> • High wage • Stable nationally, but dramatic job losses in Ventura County over past 15 years 	<ul style="list-style-type: none"> • Worse than both state and U.S. 	<ul style="list-style-type: none"> • Investigate reasons for major employment losses in this cluster • Assess feasibility of future expansion efforts

Cluster	Key Component Industries In Ventura County	Notable Features	Ventura County 15-Year Performance Compared to State/U.S.	Potential Strategic Focus
Downstream Chemical Products	<ul style="list-style-type: none"> Processed chemical products Personal care and cleaning products 	<ul style="list-style-type: none"> High LQ High wage Strong recent growth in Ventura County (but declining nationally) 	<ul style="list-style-type: none"> Worse than state Better than U.S. (last 5 years) 	<ul style="list-style-type: none"> Outreach to key firms to identify niche markets and growth opportunities Focused expansion efforts
Performing Arts	<ul style="list-style-type: none"> Independent artists, writers and performers 	<ul style="list-style-type: none"> Above average wage Growing nationally and locally Complements “placemaking” and “creative economy” activities 	<ul style="list-style-type: none"> Worse than both state and U.S. 	<ul style="list-style-type: none"> Placemaking focus Link to education system Link to creative economy initiative
Downstream Metal Products	<ul style="list-style-type: none"> Metal window and door manufacturing Small arms and ordnance manufacturing Miscellaneous fabricated metal product manufacturing 	<ul style="list-style-type: none"> High LQ Above average wage Strong recent growth in Ventura County (but not growing nationally) 	<ul style="list-style-type: none"> Better than both state and U.S. 	<ul style="list-style-type: none"> Outreach to key firms to identify niche markets and growth opportunities Focused expansion efforts
Food Processing and Manufacturing	<ul style="list-style-type: none"> Perishable prepared food manufacturing Fruit and vegetable canning Wineries Soft drink manufacturing Frozen fruit, juice and vegetable manufacturing 	<ul style="list-style-type: none"> Direct link to Ventura County’s core cluster High wage Low LQ (suggests unmet demand) Relatively stable employment 	<ul style="list-style-type: none"> Worse than both state and U.S. 	<ul style="list-style-type: none"> Identify opportunities through outreach to agricultural (farming) cluster Identify constraints to growth
Medical Devices	<ul style="list-style-type: none"> Surgical appliance and supplies manufacturing Optical instrument and lens manufacturing Surgical and medical instrument manufacturing 	<ul style="list-style-type: none"> Link to other key clusters High LQ High wage Strong recent growth in Ventura County (but not growing nationally) 	<ul style="list-style-type: none"> Better than both state and U.S. 	<ul style="list-style-type: none"> Outreach to key firms to identify niche markets and growth opportunities Focused expansion efforts Link to health services and biopharmaceuticals clusters

THE CRITICAL ROLE OF WORKFORCE DEVELOPMENT

in the EVSP

Ventura County is strategically advantaged by an exemplary workforce development system, which includes the following key players:

- The Ventura County Workforce Development Board (WDB);
- The Ventura County P-20 Council - a group of key decision makers from education, business, parent organizations, government and community agencies who bring together partners throughout the region to promote and to support the strengthening of educational and career pathways from pre-school through college and post-secondary/careers;
- The Job & Career Center Network operated by the County Human Services Agency, which provides a very complete spectrum of services to individuals preparing themselves to enter or re-enter the workplace, or seeking career advancements.

An important focus of the EVSP is to build on the successes of these partners and continue to strengthen the connections between the workforce development system and the region's private- and public-sector employers. Within Ventura County, the connection between economic vitality and workforce development is already well established. The WDB has in recent years taken the lead in countywide economic development marketing via the venturacountygrowsbusiness.com website and the related "Grow Your Business, Live Your Life" initiative.

The EVSP (Strategy Group B) seeks to maximize the benefits of Ventura County's workforce development resources through their participation on the EVSP Steering Committee. Implementation of the EVSP plan will seek to further strengthen (but not replace) the highly successful efforts of these existing groups through support and collaboration.

The WDB has recently completed a Local Workforce Development Plan for program years 2017 through 2020. This very comprehensive workforce development strategy will strongly complement many of the initiatives outlined in the EVSP. Key features of the Plan are briefly summarized below.

Synopsis of the Ventura County Regional Workforce Development Plan, for Program Years 2017-2020, *Skills Attainment for Upward Mobility: Aligned Services for Shared Prosperity*. February 28, 2017

The regional partners in Ventura County have developed an inclusive approach to the development and implementation of regional strategies by providing a neutral forum for the open and candid exchange of ideas. The Workforce Development Board of Ventura County (WDBVC) engaged participants in more than 75 public meeting forums to shape the Ventura County Regional Plan. The regional planning process, designed for flexibility and responsiveness, benefited from a results-oriented combination of committee, sector, cross-sector and work group activities.

The Ventura County Regional Plan, in alignment with California's Unified Strategic Workforce Development Plan, is committed to:

- Fostering "demand-driven" skills attainment by aligning regional education programs with industry sector needs through activities such as:
 - WDBVC oversight and leadership of a strategic set of sector committee meeting forums that bring education, industry, labor, and CBOs together in the region's identified sectors of Healthcare, Manufacturing, Clean/Green, and the recently added Business Services sector. The Committees work with

industry to analyze regional job data, identify regional employment needs, determine credentials, employability skills, and work with educators to implement programs to address industry needs.

- Maintaining on-going collaboration with the Community Colleges' South Central Coast Regional Consortium, working to align industry workforce needs with CTE education.
- Coordination with Los Angeles County in the Regional Health Care Coordinator Career Pathway Project, an industry-driven project focused on collaborating with education to identify career ladders and create industry-driven training programs for care coordinators.
- Enabling upward mobility for all Californians, through activities such as the following:
 - AJCC Partners working collaboratively to provide services to job seekers with barriers to employment; facilitating career pathways to address job seekers diverse needs.
 - Ventura County Adult Education Consortia addressing adult basic skills, and ESL region gaps; and further expanding adult literacy programs to those regions.
 - Ventura Adult and Continuing Education, in cooperation with the Ventura County Sherriff's Office, provides educational programs for inmates at the Todd Road jail.
 - The region has eight labor unions offering apprenticeship training.
 - The region's three community colleges have TANF/CalWORKs offices located on campus that work collaboratively with Ventura County Human Services –Community Services Departments TANF/CalWORKs offices and WIOA AJCC partners.
- Aligning, coordinating and integrating programs and services:
 - Ventura AJCC partners collaborate in the streamlining of services; sharing and braiding resources/services to most effectively meet businesses and job seekers diverse needs.
 - WDBVC Sector Committees share information and collaborate across agencies; aligning industry and education in the development of career pathway programs, that deliver industry-valued credentials in support of regional workforce needs.



DETAILED ACTION ITEMS

by Strategy Category

MAJOR THEME 1: MAXIMIZE OPPORTUNITIES FOR EXPANDED ECONOMIC VITALITY

A. Maximize Potential of County's Key Assets for Encouraging Economic Vitality

- A.1** *Convene an EVSP Steering Committee to coordinate implementation of the EVSP and, as an initial priority, determine what organizations or organizational arrangements may need to be established to implement strategic actions that are not currently addressed by the County or the partner entities, or which require more coordination (e.g. Action Item B.3), etc.*

This action item would be addressed in full recognition of the existing economic vitality efforts undertaken on behalf of the County, including the work being done by EDC-VC and the Workforce Development Board (including but not limited to maintenance of the informational website, venturacountygrowsbusiness.com). One fundamental question to be addressed at the beginning of the work on this action item is to explore the extent to which individual cities may want to internalize any of these strategic actions, for themselves or perhaps including neighboring communities. Individual cities considering such an approach would of course need to assess the greater efficiencies, and potentially greater effectiveness, likely to accrue from a countywide or other regional approach. To this end, potential regional efficiencies could be examined in terms of at least the following:

- The extent of alignment of economic vitality goals, target industries, and other considerations among Ventura County cities and the County.
- An understanding, and some level of consensus, regarding how the different cities and areas in the County support one another economically and/or compete, and the different capacities each place has in terms of either a supporting or competing role.

- A.2** *Establish Housing Solutions Coalition to raise public/policymaker awareness of housing affordability and availability issues*

This action item focuses on raising public awareness of the critical connection between housing issues and Ventura County's overall economic vitality (e.g., the direct influence on workforce availability and recruitment, etc.). This topic needs to be viewed as an urgent economic vitality issue, and not as something peripheral to economic development. The public awareness campaign should directly address NIMBYism² and other public opinions that have dampened political support for affordable housing development. Whereas action item A.2 focuses on advocacy and public education, specific steps related to housing/homelessness are outlined under related items F.1 and F.2.

This action item emerged as the highest priority from a special EVSP workshop focused exclusively on housing issues. The meeting attracted a diverse array of public and private stakeholders actively involved in affordable housing / homeless issues. A detailed summary of the workshop discussions is provided in a separate companion report. Key stakeholder comments relative to the public awareness campaign include the following:

² NIMBY: Not In My Back Yard.

- Awareness is important, but commitment and political will are ultimately needed to make meaningful progress on these issues.
- Awareness campaign needs to start with a focus on the public; the public will then influence policymakers.
- Need to establish coalition/advocacy group(s) to address NIMBYism.
- Awareness of affordable housing issues needs to be based on an ongoing/sustained dialogue and education process (for both the public and policymakers).



A.3 *Continue to prioritize investment in infrastructure, County services and other assets that are recognized strengths within Ventura County and critical to future economic vitality, including public safety, healthcare, library services, environmental assets, and other quality of life / business climate conditions*

This action item is intended to maintain an appropriate level of attention on the elements identified in the statement, so that they continue to be viewed as assets, through ongoing enhancements, expansions, and other measures. For the most part, maintaining this attention will be part of operational plans, capital improvement plans, and general plans, as well as interdepartmental and other coordination.

A.4 *Continue to capitalize on strong agriculture sector by promoting growth of related business opportunities (e.g., agritourism; “farm-to-table” movement [pertaining to restaurants and also household consumption]; irrigation technologies; limit additional regulatory burdens on agricultural activity; etc.)*

Other action items in this Plan address agricultural-infrastructure-related issues such as land and water supply. This action item includes a focus on spinoff activities related to agriculture, which support tourism, agriculturally related technology (which could involve both research and development and production activities in industries such as irrigation technology, the use of plants in pharmaceuticals, etc.), and quality of life enhancements for residents. As such, this action item is less likely to involve formal organizational structuring and more likely to be reflected in operational plans of different entities responsible for supporting specific types of economic activity in

the County, such as convention and visitors bureaus, manufacturers' organizations, business incubators, and the like.

A.5 *In connection with other related action items that imply the need for expanded development capacity, establish framework and policies for optimizing future use of Ventura County's remaining developable (or re-developable) land*

A key element of that action item and this one is the extent to which the County coordinates with cities on these procedures. At the most basic level of coordination, the County could prepare guidelines, backed by analysis and a strategic framework, for optional use by cities at locations where it is relevant to apply such considerations. Properties within the County's jurisdiction could be planned for development as appropriate, within the strategic framework. The intent of the framework would be to match land supply, by designated use type, to anticipated future demand to the extent practical to do so. This would also have the effect of expediting desired economic activity (recognizing that future demand for land will arise for virtually all types of uses in addition to commercial and industrial, and all uses have some relationship to sustaining economic vitality).

At a more ambitious level, this action item could encourage potential infill/revitalization sites, primarily within the cities, that could have the effect of both increasing the land supply and achieving other objectives of the strategic plan. For example, policy recommendations that encourage higher density housing within urban cores could ease the pressure for additional residential land, provide housing stock suitable for younger workers that might be critical to a desired target industry, help revitalize overall urban neighborhoods and businesses, and in general reduce the likelihood of "brain drain" from Ventura County.



A.6 *Establish countywide Arts and Culture Collaborative to define and coordinate economic vitality strategies focused on the local creative economy*

This action item anticipates an organization having the specific purpose of increasing the effectiveness of the many activities, venues, other commercial and public establishments, installations, etc. related to the arts in Ventura County. The working assumption behind the action item is that some sort of coordinating function could help maximize effectiveness of the arts as an integral part of economic vitality strategies. From an economic vitality point of view, the arts are a meaningful asset, and in some cases are unique assets, for the County.



A.7 *Identify potential spin-off opportunities from Naval Base Ventura County*

Naval Base Ventura County, would be a key actor in both articulating and implementing this activity. The Regional Defense Partnership-21st Century (RDP-21), which advocates for and supports the county's military facilities and defense contractors, would also be a key partner. Elements of this action item would include relatively simple steps such as ensuring that local businesses are fully aware of procurement activities related to the Base, plus identification and in-depth examinations of industries directly related to Base functions and potential additional cluster relationships that could be enhanced or developed based on these core industries.

A.8 *Identify potential spin-off opportunities from the general aviation airports, the Port of Hueneme (including the free trade zone [FTZ]) and Channel Islands Harbor*

The primary facilities associated with this action item, as identified above, would be key actors in both articulating and implementing this activity. As with the preceding action item, elements of this action item would include relatively simple steps such as ensuring that local businesses are fully aware of procurement activities related to these facilities, plus identification and in-depth examinations of industries directly related to their functions and potential additional cluster relationships that could be enhanced or developed based on these core industries.

For both of this action item and the preceding, all of the named facilities should be included within an investigation of economic interrelationships among them, so that the magnitudes of involved industries are fully recognized.

A.9 *Leverage business development/spin-off opportunities of higher educational institutions*

This action item could be a spinoff activity related to A.1 above. Appendix A, Action Items by Theme/Strategy Group: Suggested Partners and Resources, identifies a number of organizations related to this activity, including business incubators located in both Ventura County and at nearby UC Santa Barbara, Startup Weekend Ventura County, Women's Economic Ventures, EDC-VC/SBDC, and umbrella groups such as VC Innovates and Ventura County Center of Innovation. An understanding of the resources available to these organizations, and any interrelationships, overlap, specific areas of focus, etc. among them, would be a necessary first step to organizing a formal approach to accomplishing this action item.

A.10 *Promote interaction between education partners and industry (maximize workforce connections)*

One way to approach this action item is to start with establishing a group of executive-level representatives of the County's higher education institutions (which might be a self-selected group based on each institution's level of interest) having the specific purpose of identifying their higher-education resources relevant to business development in general and specific sectors in particular. The institutions could then assess the degree to which they interact directly with the relevant business community with respect to these resources, from the standpoint of both putting information out and receiving feedback from the business community. Collectively the group could decide on useful practices for expediting this type of exchange.

B. *Maximize Workforce Readiness*

Action items within this strategy group could all benefit from coordination among representatives from the entire educational spectrum, including the Ventura County P-20 Council (VC P-20), a group of key decision makers from education, business, parent organizations, government and community agencies who bring together partners throughout the region to promote and to support the strengthening of educational and career pathways from pre-school through college and post-secondary/careers. Coordination issues would include challenges at both the beginning of educational life and the culmination of education/training leading to gainful employment. This is no small task, as a general lack of communication among different educational entities, and employers, is an enduring problem across the entire nation. Nevertheless, a variety of programs exist with the potential to help bridge these kinds of gaps, and part of the effort within this strategy group would be to inventory and assess best practices nationwide. As a starting point, the EVSP Steering Committee could make certain that already-established, relevant programs that focus on enhancing certain types of critical skills are active within the County.

Although the action items within this strategy group are currently being pursued at some level, most directly by the Workforce Development Board, adequate funding, and in some cases desired levels of cooperation, are practical limitations to how much work can be done in regards to any of these efforts.

B.1 *Promote job opportunity awareness among students, unemployed/underemployed residents, and other workers in need of retraining*

A number of existing institutions, such as the Workforce Development Board (WDB), provide these kinds of services, and social media and the Internet in general, including Internet access provided by the County library, have greatly expanded access to information about employment opportunities. The action item could include steps to encourage participation in “Cal Jobs” through the Workforce Development Board. Expanded/additional methods, communication channels, etc. could help maximize awareness of both available jobs and of training/retraining resources applicable to them. This challenge is made all the more relevant by the tendency for the nature of even established jobs to change in response to evolving technology, certification requirements, ways of doing business, and the like.

B.2 *Coordinate local employer needs with education/training*

Improving the coordination between the needs of local employers and the local education/training establishment is a frequent request among economic development stakeholders across the country. Given the inherent difficulty of maintaining ongoing communication with a broad range of employers about this topic, employer business organizations can be one source of this information. In some regions, the “retention and expansion” function of the organization charged with sustaining economic vitality (and this function could be formalized countywide within Ventura County) includes this kind of inquiry into its regular process of periodic employer interviews.

B.3 *Coordinate all education levels to ensure seamless path of training to employment*

Stakeholders’ call for this kind of action frequently arises based on their observations of conditions such as the following:

- A general lack of technical skills among recent graduates at both the high school and college level, which may be due to any combination of the following:
 - An overemphasis within the educational system of the value of a college degree, and college-prep courses of study, when numerous well-paying technical jobs are needed by certain employers.
 - Lack of awareness on the part of young people about the existence of such jobs and the training path to secure them.
- Deficiencies in workforce readiness on the part of recent graduates (see Action Item B.4, which should be closely coordinated with this action item).

The challenge of successfully fulfilling this action item is heightened by a number of factors including the fact that cross-commuting among regions is a fairly well-established pattern of behavior, so preparing young residents for work within the local economy is not necessarily a sufficient objective. Intuitively, the aptitude of individual students would help establish their course of study. At the same time, the focus of coursework within any particular school, combined with peer pressure and parental attitudes, will steer students along educational paths that may or may not be optimal for them. In areas such as Ventura County, where housing costs tend to economically segregate the population, students will probably be more likely to choose college degrees over technical fields.

The nature of elementary and secondary school curricula is a subject of ongoing debate across the country, and promising directions can be encouraged within any particular region, even if only, initially, in the form of pilot projects.

B.4 *Reach out to key employers to identify key workforce readiness issues*

To generate awareness of this issue, interviews with even a limited sample of employers can be very illuminating. To the extent these problems exist, improving the work-readiness of young people can help reduce the considerable waste of time and energy involved in this all-too-common problem. How to best accomplish this objective is not readily apparent, given the typical structure of educational systems nationwide. That being said, programs that have provided students with exposure to various workplaces and situations have shown some promise. Having employers as part of an established process of educational-needs coordination could facilitate this kind of exposure.

B.5 *Leverage County (government) status as the second-largest employer in the county to pursue best practices aimed at optimizing local hiring, in coordination with education/training providers*

Ventura County government is the second-largest employer in the County, and hired 2,850 new employees over the last three years. The County also has direct experience in encountering a shortage of candidates for key skilled jobs. As such, County personnel can play a role in the workforce-enhancement action items discussed above, and in doing so help other employers as well as address County hiring challenges.

C. *Maximize growth of key industries/clusters with the potential to create high-quality employment opportunities*

Action items within this strategy group should be fully coordinated with Action Item A.1, establishing an EVSP Steering Committee and pursuing its recommended initial priority, which is to decide on the organizational arrangements for implementing strategic actions in this Plan that are not yet fully addressed or would benefit from increased coordination. Action items C.1 through C.3 pertain to the common “core” functions of economic development practice: business retention and expansion. While these functions can be divided among different organizations (and any single function could in theory be segmented according to geographic areas), at a minimum they should be closely coordinated at the regional level. Any system for coordinating among communities and areas within Ventura County must be structured in recognition of the differences among these communities, based on a number of factors but including for example their proximity to Los Angeles County, proximity to the coast and to specific coastal resources, existing concentrations of economic activity of various types, cross-commuting patterns, population size and demographic makeup, and fiscal capacity.

Strategy Group C outlines a spectrum of action items related to business retention, expansion, and entrepreneurial development, but does not identify the specific industries/clusters that should be the focus of these efforts. The process of selecting target industries/clusters (and of determining the unique strategic focus of each target) will be an early, high-priority action item as part of the implementation of the EVSP (identified here as Action Item C.1).



C.1 *In conjunction with interested partners, review materials in the EVSP pertaining to potential target industries, and establish consensus on initial target industry focus throughout Ventura County*

The designation of target industries/clusters will draw on the cluster analysis prepared for the EVSP and will also reflect the strategic priorities (e.g., a longstanding focus on further developing an excellent healthcare system; the importance of other well-established industries such as agriculture and biopharmaceuticals; etc.) of the County and other stakeholders directly involved in business/industry development. Other important industries include mining, oil, gas, and the film industry.

C.2 *Proactively focus on retention of existing businesses, especially in key clusters identified to be at risk for downsizing or relocation outside Ventura County*

Although capturing a major new employer into a region generates headlines, much of the hard work of sustaining economic vitality is the largely unsung activity of helping existing businesses remain viable or expand in the face of changing market conditions that affect their business, regulations, real estate conditions that may affect their ability to remain in some facility or community, or labor market conditions (which may be an indirect effect of changing residential real estate market conditions, an issue in Ventura County). The “retention” and “expansion” functions carried out by economic development professionals are often formally structured using some form of periodically administered survey of employers, as a way of supplementing ad hoc responses to any particular existing firm where unexpected conditions have arisen. Maintaining a formal system of outreach helps to diffuse potential criticism of economic development as a process by which incoming firms might appear to be granted competitive advantages. Outreach combined with industry cluster studies provide an opportunity to identify local business needs that can be addressed through collaboration with community partners (e.g., housing information and resources for employees; career training educational institutions aligning offerings with the needs of the local business community; etc.)

C.3 *Facilitate expansion of existing firms in key clusters*

(See action item C.1) Expanding firms are especially desirable within a region and particularly vulnerable to recruitment from areas outside the region; if they need to relocate from an existing facility, incentives offered by some other place may be worth the effort to relocate an additional distance. For these reasons, economic development organizations should treat expanding firms similarly to prime recruitment targets, especially since an expanding firm is already in the region and therefore is presumed to be at least reasonably well accommodated there. Other action items within this Economic Vitality Strategic Plan that pertain to helping ensure the availability of developable land can be important components of providing support to expanding firms.

C.4 *Systematically encourage/support entrepreneurial development and startup culture in key clusters, bolstering resources such as incubators and access to investors*

Successful homegrown businesses provide some of the most satisfying stories for local economic developers. Many advantages can accrue from successful entrepreneurial-development programs:

- Such entrepreneurs are more likely to be committed to the region than those nurtured elsewhere.
- Entrepreneurial startups can expand quickly, whether or not they also become major businesses.
- Entrepreneurially minded individuals will leave a region where opportunities to pursue their interests are insufficient. As an attractive location in general, including for entrepreneurs with the means to afford living there, Ventura County may have, or come to have, a disproportionately large proportion of entrepreneurs or individuals with an entrepreneurial disposition.

Establishing meaningful entrepreneurial infrastructure requires a broad understanding of the separate elements involved in successful business startups, including for example business incubator space and services (which cannot always be supplied in the same facility), angel investors and venture capital funds (although ideally other startup funding sources can also be made available that are less burdensome to the entrepreneur), and transitional business space for incubator graduates (ideally, space located, configured, and priced at a lower level than top-tier facilities in premium locations, which could be a challenge in Ventura County except that spaces of this type can sometimes be found in older downtown areas). Expanding and promoting the local startup culture may involve taking an inventory of the available resources, identifying and addressing gaps, improving coordination between existing providers/resources, and improving accessibility for entrepreneurs.

C.5 *Maintain/expand access to capital investment funding sources*

This Action Item includes the County's continued support of the EDC-VC's small business lending program.

C.6 *Focus on targeting "spillover" opportunities from Los Angeles County (this could apply to recruitment and/or entrepreneurial development)*

This action item represents a distinct, very focused function within the general economic vitality function of attraction/recruitment. Some level of analysis would be required to identify logical industry targets, if not actual firms, in Los Angeles County in which spillover opportunities are likely. These opportunities would be screened for compatibility with selected industry targets for Ventura County, along with other compatibility criteria such as the level of demand on resources and other environmental implications.

D. Focus marketing/branding efforts on economic vitality

D.1 *Establish countywide Marketing Collaborative focused on economic vitality, to ensure consistency of marketing efforts including branding, with countywide themes/priorities identified in the EVSP and with existing campaigns such as “Grow Your Business Live Your Life”*

This action item would be closely coordinated with A.1, which calls for establishing the EVSP Steering Committee, and with the existing informational website, venturacountygrowsbusiness.com, currently maintained by the Workforce Development Board. The functions of a Marketing Collaborative called for in this action item that are specific to the core functions of sustaining economic vitality could be incorporated into the overall EVSP Steering Committee processes. Either way, and regardless of the organizational arrangement under which marketing takes place, the marketing function should be fully integrated with other countywide economic vitality strategic positions and operations. Ideally, marketing efforts of other entities, such as cities and their respective Chambers of Commerce, related to economic vitality could fit within the marketing “umbrella” created through this action item. In this sense, the countywide marketing program would address major themes in a way largely compatible with, and not overshadowing, the messages generated by the other entities.

D.2 *In conjunction with Marketing Collaborative partners, identify opportunities for implementing specialized marketing campaigns (i.e., marketing initiatives focused on special topics such as the arts, recreation, quality of life, etc.)*

This action item would also be closely coordinated with A.5, which calls for establishing the arts/culture collaborative, given that arts and culture may be one of the specialized marketing campaign themes. Visitors will be a prime target for many of these campaigns. However, a primary function of this action item is to acknowledge, programmatically where possible, that the assets of Ventura County that are likely to be marketed to specific audiences, in support of specific industries, are also inherently related to messages pertaining to general economic vitality. That is, these assets are not only meaningful to residents and visitors but also part of the “checklist” for employers evaluating whether to invest (or remain) in Ventura County. Even marketing campaigns directed to very specific audiences, such as bicycling tourists for example, will make use of typical messages. To the extent specialized marketing messages convey a *unified vision* of the County, the benefit to both the specific economic activities being marketed and the overall economy should be magnified.

MAJOR THEME 2: MAINTAIN STRONG FOUNDATIONAL CONDITIONS

E. Review infrastructure conditions and needs

E.1 *Prioritize investment in infrastructure improvements to ensure water supply/quality*

The Integrated Regional Water Management (IRWM) program provides billions of dollars in grants and low-interest loans to address infrastructure needs related to water supply; water quality; and flood, wastewater, and stormwater management across California, while leveraging billions of dollars in local matching funds. The County of Ventura manages the IRWM program on behalf of the Watersheds Coalition of Ventura County, and as of December 2016, the County has been awarded and manages more than \$82 million in funding for planning and implementation of 37 projects across Ventura County.

E.2 *Continue to monitor and seek improvements to transportation infrastructure involving road/transit/bicycle/pedestrian systems within city and County jurisdiction, in order to minimize the cost and inconvenience of traffic congestion, while continuing to seek funding through lobbying, grant writing, and similar means, for transportation infrastructure under federal and state jurisdiction*

The intent of this action item is to emphasize that cities and the County can maximize the management of the overall transportation system while continuing to seek additional federal and state revenues to fund new facilities and services. Management and operational resources that will play a role in this action item could include jurisdictions' capital improvement plans, transit plans and operations, and resources such as the County Roads Fund and the Pavement Condition Index. Ongoing investments in roads and streets, along with other transportation elements, will be needed in order to maintain the road conditions and connections between cities in the County, for all users including tourists and the special case of bicycle tourism.

Efforts within this action item will recognize that transportation planning has grown more complex in recent years for a variety of reasons. Plans and policies that encourage alternative modes of travel can potentially provide a wide range of benefits, both directly and indirectly related to the movement of goods and people. For example, bicycle tourism is now a relevant consideration in local transportation planning in Ventura County. Continued investments in bicycle resources and developing "bicycle friendly" designations can further economic benefit from transportation infrastructure. Other "global" conditions emerging could also have major, and relatively immediate, effects on transportation planning and programming, including autonomous vehicle technology, increased emphasis on multi-modal transportation facilities, and increasing numbers of electric and hybrid vehicles entering the market.

E.3 *Continue to improve and develop technology/broadband-related infrastructure*

The geographic distribution, other aspects of general accessibility, and the quality of broadband infrastructure have become increasingly critical aspects of an area's competitiveness for economic activity. Due to the location-specific nature of broadband infrastructure, the notion of competitiveness in a region such as Ventura County applies to individual communities and areas within communities, as well as to the overall perception of the County as a place to do business. Specific considerations that apply to broadband-location strategies include the following:

- Encouraging broadband infrastructure installations in areas where other assets make the area especially attractive for heavy users of this infrastructure.
- Considering the equity effects of broadband infrastructure locations. This infrastructure can be critical for companies other than high-tech, "high value" companies. There is also a geographic component to maintaining equitable distribution of the infrastructure. That is, are all populations, business districts, etc. adequately served?
- Does the appropriate infrastructure exist where development or redevelopment capacity is also present in the property base? In this regard, work within this action item must be coordinated with action item A.5, pertaining to land supply.

E.4 *Ensure Energy Availability, Reliability, and Sustainability*

In addition to its traditional roles in permitting energy facilities/infrastructure, the County is currently actively engaged in many initiatives that impact energy resources for Ventura County residents: In April 2017, the County Board of Supervisors approved a groundbreaking Energy Services Agreement between the County and Ventura Solar, LLC. The agreement, which will be administered by the General Services Agency (GSA), will enable the County to purchase electricity generated from a planned 3-megawatt photovoltaic system to be installed in the

unincorporated area of Fillmore. Ventura Solar will engineer, construct, operate and maintain this project. The project will be connected directly to the Southern California Edison utility grid, resulting in GSA annual credits from SCE with a value of \$72,000 above the County's normal costs. Once the facility is operational, nearly one-third of all power used by GSA-managed County facilities will be from renewable sources.

The CEO Energy Team (Team) is responsible for coordinating with County departments/agencies on the County's greenhouse gas inventory, the Climate Protection Plan, and preparing progress reports on those efforts to the Board of Supervisors.

The Team has for the past three years administered, on behalf of Ventura County, a tri-County residential energy efficiency program known as emPower. The Energy Team is currently awaiting approval from the California Public Utilities Commission (CPUC) to manage a ten-year, \$54 million tri-County residential energy efficiency Regional Energy Network program.

The Team administers the Ventura County Regional Energy Alliance, a Joint Powers Agency, composed of public agencies working in collaboration to address good energy stewardship through integrated demand-side management practices in the region.

The Team is undertaking the development of a Certified Green Business program, an effort to help local businesses with energy and water conservation, waste reduction and recycling, responsible purchasing practices, customer and employee education, and pollution prevention.

Additionally, the Team has for the past 18 months been working with Santa Barbara and San Luis Obispo Counties and several of tri-County Cities on a study to determine the feasibility of developing a Community Choice Energy program for Ventura County residents.

F. Address Key Threats to Economic Progress in the County

F.1 Address housing affordability – a potential constraint to retaining/attracting residents; given the widespread nature of this problem, take advantage of best practices as they develop around the state and nation

The problem of maintaining housing affordability in “high amenity” areas is pervasive throughout the country. Approaches to addressing this problem have tended to involve practices such as requiring housing developers to include subsidized units and enacting rent controls, for example. Such practices can of course simply drive market-based costs higher, widen the (market-based) affordability gap, add administrative costs, and increase the challenge of matching housing units (affordable and otherwise) with cities' and neighborhoods' expectations. The problem is made worse by the fact that some people who have the means to live in desirable areas such as Ventura County exist independently of the local economy.

To some extent government programs, including some federal programs, that subsidize housing costs can help with this issue, but these are generally intended to serve “traditionally disadvantaged” populations (e.g. those with incomes at some percentage below the area median). Another example of this is the Ventura County Board of Supervisors setting aside \$1 million to support Farmworker Housing. Programs such as these however do not generally address systemic problems of ongoing limited supply (of land or actual housing products) and high demand.

Potential strategies related to this action item were discussed at a special EVSP workshop focused exclusively on housing issues. The meeting attracted a diverse array of public and private stakeholders actively involved in affordable housing / homeless issues. A detailed summary of the workshop discussions is provided in a separate

companion report. The highest-priority strategies are summarized below (along with related stakeholder comments):

<p>Priority: Address the cost of affordable housing development through improvements in permitting/entitlement process and fees</p> <p>Abbreviated summary of comments:</p> <ul style="list-style-type: none"> • Implement flexible, expedited approval processes for affordable housing projects • Remove uncertainties from the approval process – clarity and speed are critical to development feasibility • Expand use of ministerial approvals • Standardize pre-approval and design requirements • Incentivize innovative housing products/projects with streamlined approvals and density bonuses
<p>Priority: Improve County/City coordination on specific housing development projects</p> <p>Abbreviated summary of comments:</p> <ul style="list-style-type: none"> • Include planning directors and VCOG in coordination • Improve coordination among housing authorities • Build a regional “voice”
<p>Priority: Build policymaker support for non-traditional housing products (e.g., “tiny houses,” domes, modular construction, etc.)</p> <p>Abbreviated summary of comments:</p> <ul style="list-style-type: none"> • Include accessory dwelling unit (ADU) and other innovative programs • Encourage conversion of existing housing units (i.e., single-family to multi-family) • Flexible zoning for mixed-use projects
<p>Priority: Address the cost of affordable housing development through reductions in development impact fees</p> <p>Abbreviated summary of comments:</p> <ul style="list-style-type: none"> • Reduce and waive when possible • Reduce fees for infill housing projects • Adopt flexible payment schedules
<p>Priority: Publicly-funded infrastructure investments (to reduce costs to developers)</p> <p>Abbreviated summary of comments:</p> <ul style="list-style-type: none"> • Address in General Plan policy • Identify dedicated (county-level) funding sources for housing-related infrastructure

F.2 Continue to address homelessness, as both a social and business-impact issue, throughout Ventura County

Functional operations with a major existing role in this issue, particularly the Continuum of Care coordinating function within Ventura County government, will be key to implementing this action item. Similar to the affordability issue, homelessness is a nationwide problem for which best practices continue to be assembled, which will have varying applicability to conditions in Ventura County. To some extent, there is no optimal “local” solution to homelessness, because the demand (for “good” housing and services for the homeless) is essentially infinite with respect to any individual jurisdiction. Strategies must include regional, if not national, coordination and cooperation to address this issue.

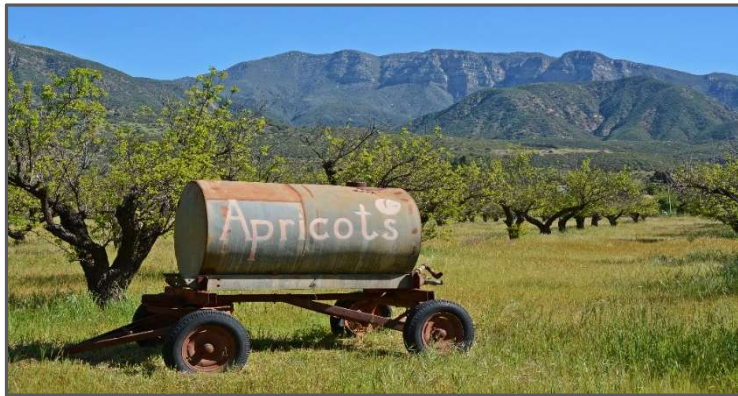
At the EVSP affordable housing / homelessness “summit” workshop, the following specific ideas for addressing homelessness were discussed:

- Identify older hotels, similar properties suitable for single-room occupancy (SRO) units.
- Pursue master-leasing agreements (e.g., County would partner with nonprofit organizations to reduce risk for property owners willing to consider “high risk” tenants).
- Improve integration of housing issues with other County social services, including the following potential connections:
 - Match non-profit service providers with existing “aging in place” residents
 - Whole Person Care (connections to permanent housing)
 - Field-base case management
 - Dedicate new / turned-over HUD vouchers to homeless

F.3 Continue to promote business-friendliness in the regulatory/permitting environment throughout Ventura County, through collaboration, exchange of ideas and best practices, continued use of Lean Six Sigma, streamlining regulations and permitting requirements, adding ombudsman/facilitator resources, and promoting consistency in policy and practice, among cities and the County

“Business friendliness” is a matter of perception as well as function, and affected parties are often less interested in which specific jurisdiction they are dealing with than the efficiency of the overall process. To the extent jurisdictions can share common practices, businesses and developers will experience consistent treatment, which will promote economic vitality directly, and also indirectly by virtue of the positive image created. Implementation steps within this action item could include any of the following:

- Review best practices pertaining to this action item (see resources in Appendix A).
- Continue to coordinate with representatives of the development community and Ventura County Planning Division to identify and review any specific “business friendliness” issues that might require attention. In addition, identify and review any specific “business friendliness” issues of the Environmental Health Division and its work related to restaurants, as well as Weights and Measures (accuracy of measuring devices and other details), that involve a wide range of businesses. Give particular attention to conditions that might be contributing to creating a competitive disadvantage for local businesses.
- Consider the desirability of creating a formal process by which to recognize and highlight the business impact of new regulations.
- Establish within the County a “navigator/ombudsmen” role to support those going through the permitting process or navigating multiple agency services. (Update: This ombudsmen role has been added already)
- Review County policies on expedited project reviews and any other development-related incentives.
- Continue to move County services online where possible to improve accessibility, speed, and convenience for the public and local businesses. Online applications such as Accella, Safe Dining, and Safe Beaches demonstrate the County’s intention to be “online, not in line”.
- Review existing checklists pertaining to business and development permitting, and revise as appropriate to make as user-friendly as possible.
- Assess the extent to which the County’s one-stop online permitting process could be adopted by cities.
- Offer training in programs used by the County to other jurisdictions (e.g. Lean Six Sigma and LEAP)
- Review County procurement policies in recognition of how such policies can maximize and facilitate support of local businesses.



The matrix on Table 5 summarizes the potential involvement of various organizations associated with Ventura County economic vitality in each of the action items. The numbered columns correspond to the organizations named in the Legend section that follows the matrix.

The matrix on Table 6 summarizes the potential involvement of individual County of Ventura agencies/departments in each of the action items. The numbered columns correspond to the County agencies named in the Legend section that follows the matrix.

TABLE 5. ACTION ITEMS BY POTENTIAL ORGANIZATION INVOLVEMENT

#	Organizations/Action Items	A	A	A	A	A	A	A	A	A	B	B	B	B	B	C	C	C	C	C	C	D	D	E	E	E	E	F	F	F	
		1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	1	2	3	4	5	6	1	2	1	2	3	4	1	2	3
Action Item key leaders																															
1	EDC-VC	X		X	X	X	X	X	X	X	X	X	X	X			X	X	X	X	X	X					X	X			X
2	Ventura COG	X	X																							X	X		X		
3	Ventura Cnty CEO	X	X	X		X	X									X	X						X	X	X	X	X	X	X	X	
4	Ventura Cnty RMA					X																					X			X	
5	Workforce Dev. Bd.							X	X		X	X	X	X	X	X	X	X	X	X											
Other entities																															
6	805 Startups									X									X	X											
7	ACE High School									X		X																			
8	Advanced Mfg P’ship							X	X	X	X	X	X	X			X	X	X	X							X				
9	All CVBs	X			X		X				X												X	X	X						
10	Arts Guilds					X																			X						
11	Aspire 3																		X	X											
12	AWA Ventura Cnty				X																				X						
13	Board of Realtors		X			X																	X						X		
14	Broadband Consort.																										X	X			
15	Building Ind. Assoc.		X			X																					X	X	X		
16	C of C Alliance of VC & Santa Barbara Cnty			X								X																			
17	CA Manuf & Tech As.																X	X										X			
18	CA Public Util. Comm.										X	X	X	X														X			
19	Cal Lutheran (CLU)																X													X	
20	Cal Lutheran Startups												X																		
21	CalGold, GO-Biz					X		X	X	X										X	X										
22	California Competes																		X		X										

#	Organizations/Action Items	A 1	A 2	A 3	A 4	A 5	A 6	A 7	A 8	A 9	A 10	B 1	B 2	B 3	B 4	B 5	C 1	C 2	C 3	C 4	C 5	C 6	D 1	D 2	D 3	D 4	E 1	E 2	E 3	E 4	F 1	F 2	F 3
23	Camarillo C of C	X							X	X	X	X	X				X	X	X	X	X	X	X	X			X			X			X
24	Camarillo, City of	X						X																									
25	CBDG: VC and Cities	X																X	X						X	X		X	X				
26	Central Coast (CAUSE)				X																								X				
27	Central Coast Power																											X					
28	Central Coast Tourism																							X									
29	Cities, Cultural Affairs						X																										
30	Cities, including ED, Planning, Pub. Works	X	X				X	X	X	X		X			X		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
31	Cities, IT Departments																										X						
32	Cnty Jobs/Career Ctrs										X	X	X	X	X																		
33	Colleges & Tech Schls				X				X	X	X	X	X	X			X	X	X	X													
34	Conejo C of C	X						X	X	X	X	X	X	X			X	X	X	X	X	X	X	X	X	X		X			X		X
35	Contractors assoc.	X																													X		
36	CreativityWorks						X																	X	X								
37	CSU Channel Islands						X			X							X																
38	CSUCI Bus/Tech Part.								X																				X				
39	Cycle Cal Coast																								X								
40	Distr. Export Council							X																									
41	Faith-based orgs.		X																													X	
42	Farm Bureau of VC				X	X												X															X
43	FDIs and consultants																																
44	Federal elected ofcls/ Congressional reps.							X																									
45	Habitat for Humanity											X																		X			
46	Health care providers	X																													X		
47	House Farm Workers!	X																												X			
48	Housing Auth., VC	X																X												X	X		
49	Housing Opps. Made Easier																													X			
50	HUB101									X											X	X											
51	Hueneme C of C		X					X	X	X	X	X	X	X				X	X	X	X	X	X	X	X	X	X		X		X		X
52	iDEA Hub							X	X										X		X	X											
53	Incubators (other)												X																				
54	Information Tech, VC																										X						
55	Internet providers																											X	X				
56	Land use consultants					X																											
57	Major Employers	X																											X				
58	Major Universities				X			X	X	X	X	X	X	X	X			X	X	X	X										X		
59	Manuf. Roundtbl. VC											X						X	X										X				
60	Many Mansions		X																											X			
61	Media			X																													
62	Moorpark C of C	X							X	X	X	X	X	X				X	X	X	X	X	X	X	X	X	X		X			X	
63	Museums					X																											
64	Naval Base VC										X	X	X	X													X						
65	NAVSEA											X																X					
66	NAWC-WD											X																					
67	Non-employer bus.																			X													
68	Oil and Gas industry																	X											X				

#	Organizations/Action Items	A 1	A 2	A 3	A 4	A 5	A 6	A 7	A 8	A 9	A 10	B 1	B 2	B 3	B 4	B 5	C 1	C 2	C 3	C 4	C 5	C 6	D 1	D 2	E 1	E 2	E 3	E 4	F 1	F 2	F 3
69	Ojai C of C	X						X	X	X	X	X	X	X			X	X	X	X	X	X	X	X				X		X	
70	Other Energy Utilities										X	X	X				X											X			
71	Oxnard C of C	X		X				X	X	X	X	X	X	X			X	X	X	X	X	X	X	X	X			X		X	
72	Oxnard CITD			X				X	X								X	X	X	X											
73	Oxnard Harbor Distr.	X		X	X			X															X			X					
74	Oxnard WTC							X																							
75	Oxnard, City of	X						X																							
76	Peoples Self-Help Hsg	X																										X	X		
77	Port of Hueneme			X			X	X	X																X	X					
78	Project Hope	X																											X		
79	Project Understand-ing (+ other NPOs)	X																											X		
80	RDP-21							X																							
81	Real Est. Developers	X						X																				X			
82	Real estate brokers	X						X															X								
83	S.C.O.R.E. VC			X				X	X	X	X	X	X				X		X			X			X					X	
84	Santa Barbara Cnty																					X									
85	Santa Monica Mtns Bicycle Tourism																							X							
86	Santa Paula C of C	X						X	X	X	X	X	X	X			X	X	X	X	X	X	X	X	X		X		X	X	
87	SEEAG			X	X																										
88	Senior agencies	X																										X			
89	Simi Valley C of C	X						X	X	X	X	X	X				X	X	X	X	X	X	X	X	X		X		X	X	
90	SOAR			X	X																									X	
91	Southern CA Edison			X					X	X	X	X					X	X	X	X					X	X	X				
92	Southern CA Gas			X					X	X	X	X					X	X							X		X				
93	Totally Local VC			X																											
94	Tourism BIDs	X					X																X	X	X						
95	UCSB							X																							
96	VC Agric. Assoc,			X	X												X								X						
97	VC Arts Council					X	X																	X							
98	VC Cattlemen's Assoc.			X																										X	
99	VC Center of Innov.							X	X	X	X	X	X						X								X				
100	VC Civic Alliance	X										X	X															X			
101	VC Coast/Vent. VCB	X								X																					
102	VC Coastal/ Conejo Simi Moorpark – Assoc. of Realtors	X												X														X			
103	VC CoLAB			X	X						X	X	X	X			X	X	X	X				X						X	
104	VC Comm Coll. Dist.			X				X	X	X	X	X	X	X			X	X	X	X											
105	VC Community Fndtn									X							X														
106	VC Continuum of Care	X								X																		X	X		
107	VC ED Roundtable																X		X												
108	VC Film Commission																X					X	X								
109	VC Fire Department													X																	
110	VC Hsg. Trust Fund	X																										X			
111	VC Innovates							X	X	X	X	X	X								X										
112	VC Job & Career Fair															X															
113	VC Lodging Assoc.			X	X																	X	X	X	X	X					
114	VC Mental Health	X									X																		X		

#	Organizations/Action Items	A 1	A 2	A 3	A 4	A 5	A 6	A 7	A 8	A 9	A 10	A 11	B 1	B 2	B 3	B 4	B 5	C 1	C 2	C 3	C 4	C 5	C 6	D 1	D 2	E 1	E 2	E 3	E 4	F 1	F 2	F 3
115	VC Office of Education										X	X																				
116	VC P-20 Council	X										X	X	X																		
117	VC Taxpayers Assoc.																									X						
118	VC Transp. Comm.			X																												
119	VC Transp./ PW			X																												
120	VCEDA	X	X					X	X	X	X	X		X	X			X	X	X										X		X
121	VCREA																												X			
122	Ventura Bio Center																	X	X		X											
123	Ventura C of C (VCOC)		X					X	X	X	X	X		X				X	X	X	X	X	X	X	X	X		X		X		X
124	Ventura Cnty (gnrl)			X	X			X	X	X	X	X	X	X	X	X					X	X	X			X	X					
125	Ventura Cnty GSA																												X			
126	Ventura Cnty Library						X					X																				
127	Ventura Cnty Sheriff																X														X	
128	Ventura Cnty HSA	X	X								X	X	X	X	X															X	X	X
129	Ventura Solar																												X			
130	Veterans svcs. groups		X																												X	
131	Watersheds Coalition				X																					X						
132	Western Foundation of Vertebrate Zoology						X																									
133	Women’s Econ Rndtbl											X	X					X		X												
134	Women's Economic Ventures (WEV)				X			X	X	X								X	X	X	X	X	X									
135	WSPA																									X			X			

Note: C of C is Chamber of Commerce

Organizational list supplement (selected entries with long-form organization names/descriptions where relevant)

- 1 Economic Development Collaborative-Ventura County (EDC-VC)
- 5 Workforce Development Board of Ventura County (WDB)
- 7 Architecture, Construction & Engineering High School (ACE)
- 8 Advanced Manufacturing Partnership for Southern California – VC (AMP SoCal)
- 9 Convention & Visitors Bureaus (all) (CVB)
- 12 Association of Water Agencies, Ventura County (AWA)
- 14 Broadband Consortium of the Pacific Coast
- 15 Building Industry Association (BIA) [Los Angeles/Ventura chapter]
- 17 CMTA CA Manufacturers & Tech. Assoc.
- 18 Calif. Public Utilities Commission (PUC)
- 19 California Lutheran University (CLU)
- 20 California Lutheran Startups & Center for Entrepreneurship
- 21 CalGold, GO-Biz (CA Governor's Office of Business & ED)
- 22 California Competes Tax Credit (Program)
- 26 Central Coast Alliance United for a Sustainable Economy (CAUSE)
- 28 Central Coast Tourism Council
- 32 County Jobs and Career Centers
- 33 Colleges and Technical Schools
- 34 Conejo Chamber of Commerce (Serving Thousand Oaks, Westlake Village & Agoura Hills) (CjCOC)
- 38 CSUCI Business and Technology Partnership
- 40 District Export Council, So. California (DEC)
- 43 Foreign Direct Investors and their consultants
- 44 Federally elected officials/Congressional representatives
- 61 Media (notifications, recruitment)

Organizational list supplement (selected entries with long-form organization names/descriptions where relevant)

- 64 Naval Base Ventura County (NBVC)
- 65 Naval Sea Systems Command (NAVSEA)*
- 66 Naval Air Warfare Center - Weapons Division (NAWC-WD)
- 67 Non-employer businesses
- 70 Other Energy Utilities (besides So. Cal. Edison/Gas)
- 72 Oxnard Center for International Trade Development (CITD)
- 74 Oxnard World Trade Center (WTC)
- 82 Real Estate brokers and Leasing Agents
- 85 Santa Monica Mountains Bicycle Tourism Roundtable
- 87 Students for Eco-Education and Agriculture (SEEAG)
- 90 Save Open Space and Agricultural Resources (SOAR)
- 94 Tourism Business Improvement Districts (TBID)
- 95 University of California, Santa Barbara (UCSB)
- 101 Ventura County Coast/Ventura Visitors & Convention Bureau
- 103 Ventura County Coalition of Labor, Agriculture and Business (CoLAB, Ventura County)
- 104 Ventura County Community College District (VCCCD)
- 106 Ventura County Continuum of Care Alliance
- 107 Ventura County Economic Development Roundtable
- 118 Ventura County Transportation Commission (VCTC)
- 119 Ventura County Transportation/Public Works
- 121 Ventura County Regional Energy Alliance
- 122 Biotech Network (Ventura Bio Center)
- 130 Veterans services groups
- 131 Watersheds Coalition of Ventura County (WCVC)
- 132 The Western Foundation of Vertebrate Zoology ("Bird Museum")
- 133 Women's Economic Roundtable
- 135 Western States Petroleum Association (WSPA)



TABLE 6. ACTION ITEMS BY SUPPORTING COUNTY AGENCIES

Strategy Action Item		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	
General/support role in overall implementation:		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
Direct roles in specific action items:																										
A.1	Convene an EVSP Steering Committee to coordinate implementation of the EVSP and, as an initial priority, determine what organizations or organizational arrangements may need to be established to implement strategic actions that are not currently addressed by the County or the partner entities, or which require more coordination, etc.							X								X										
A.2	Establish Housing Solutions Coalition to raise public/policymaker awareness of housing affordability and availability issues				X			X							X	X						X	X	X		
A.3	Continue to prioritize investment in infrastructure, County services and other assets that are recognized strengths within Ventura County and critical to future economic vitality, including public safety, healthcare, library services, environmental assets, and other quality of life / business climate conditions							X				X			X			X					X			
A.4	Continue to capitalize on strong agriculture sector by promoting growth of related business opportunities (e.g., agritourism; “farm-to-table” movement [pertaining to restaurants and also household consumption]; irrigation technologies; limit additional regulatory burdens on agricultural activity; etc.)	X																					X			
A.5	In connection with other related action items that imply the need for expanded development capacity, establish framework and policies for optimizing future use of Ventura County’s remaining developable (or re-developable) land					X																	X			

Strategy Action Item		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
A.6	Establish countywide Arts and Culture Collaborative to define and coordinate economic vitality strategies focused on the local creative economy							X							X			X							
A.7	Identify potential spin-off opportunities from Naval Base Ventura County																						X		
A.8	Identify potential spin-off opportunities from the general aviation airports, the Port of Hueneme (including the free trade zone [FTZ]) and Channel Islands Harbor		X											X									X		
A.9	Leverage business development/spin-off opportunities of higher educational institutions															X							X		
A.10	Promote interaction between education partners and industry (maximize workforce connections)		X						X				X		X	X									
B.1	Promote job opportunity awareness among students, unemployed/underemployed residents, and other workers in need of retraining		X						X			X			X	X	X	X							
B.2	Coordinate local employer needs with education/training												X			X	X								
B.3	Coordinate all education levels to ensure seamless path of training to employment								X				X			X									
B.4	Reach out to key employers to identify key workforce readiness issues												X			X									
B.5	Leverage County (government) status as the second-largest employer in the county to pursue best practices aimed at optimizing local hiring, in coordination with education/training providers							X					X			X								X	
C.1	In conjunction with interested partners, review materials in the EVSP pertaining to potential target industries, and establish consensus on initial target industry focus throughout Ventura County							X								X									
C.2	Proactively focus on retention of existing businesses, especially in key clusters identified to be at risk for downsizing or relocation outside Ventura County					X		X								X									
C.3	Facilitate expansion of existing firms in key clusters					X		X								X									
C.4	Systematically encourage/support entrepreneurial development and startup culture in key clusters,		X					X								X	X								

Strategy Action Item		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
	bolstering resources such as incubators and access to investors																								
C.5	Maintain/expand access to capital investment funding sources							X																	
C.6	Focusing on targeting “spillover” opportunities from Los Angeles County (this could apply to recruitment and/or entrepreneurial development)							X								X									
D.1	Establish countywide Marketing Collaborative focused on economic vitality, to ensure consistency of marketing efforts, including branding, with countywide themes/priorities identified in the EVSP and with existing campaigns such as “Grow Your Business Live Your Life”							X								X									
D.2	In conjunction with Marketing Collaborative partners, identify opportunities for implementing specialized marketing campaigns (i.e., marketing initiatives focused on special topics such as the arts, recreation, quality of life, etc.)							X	X							X									
E.1	Prioritize investment in infrastructure improvements to ensure water supply/quality											X										X	X		
E.2	Continue to monitor and seek improvements to transportation infrastructure involving road/transit/bicycle/pedestrian systems within city and county jurisdiction, in order to minimize the cost and inconvenience of traffic congestion, while continuing to seek funding through lobbying, grant writing, and similar means, for transportation infrastructure under federal and state jurisdiction		X									X			X							X	X		
E.3	Continue to improve and develop technology/broadband-related infrastructure											X					X								
E.4	Ensure energy availability, reliability, and sustainability							X														X	X		
F.1	Address housing affordability – a potential constraint to retaining/attracting residents; given the widespread nature of this problem, take				X			X							X	X						X	X		

Strategy Action Item		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
advantage of best practices as they develop around the state and nation																									
F.2	Continue to address homelessness, as both a social and business-impact issue, throughout Ventura County				X			X							X	X						X	X	X	
F.3	Continue to promote business-friendliness in the regulatory/permitting environment throughout Ventura County, through collaboration, exchange of ideas and best practices, continued use of Lean Six Sigma, streamlining regulations and permitting requirements, adding ombudsman/facilitator resources, and promoting consistency in policy and practice, among cities and the County							X				X	X	X		X						X	X		

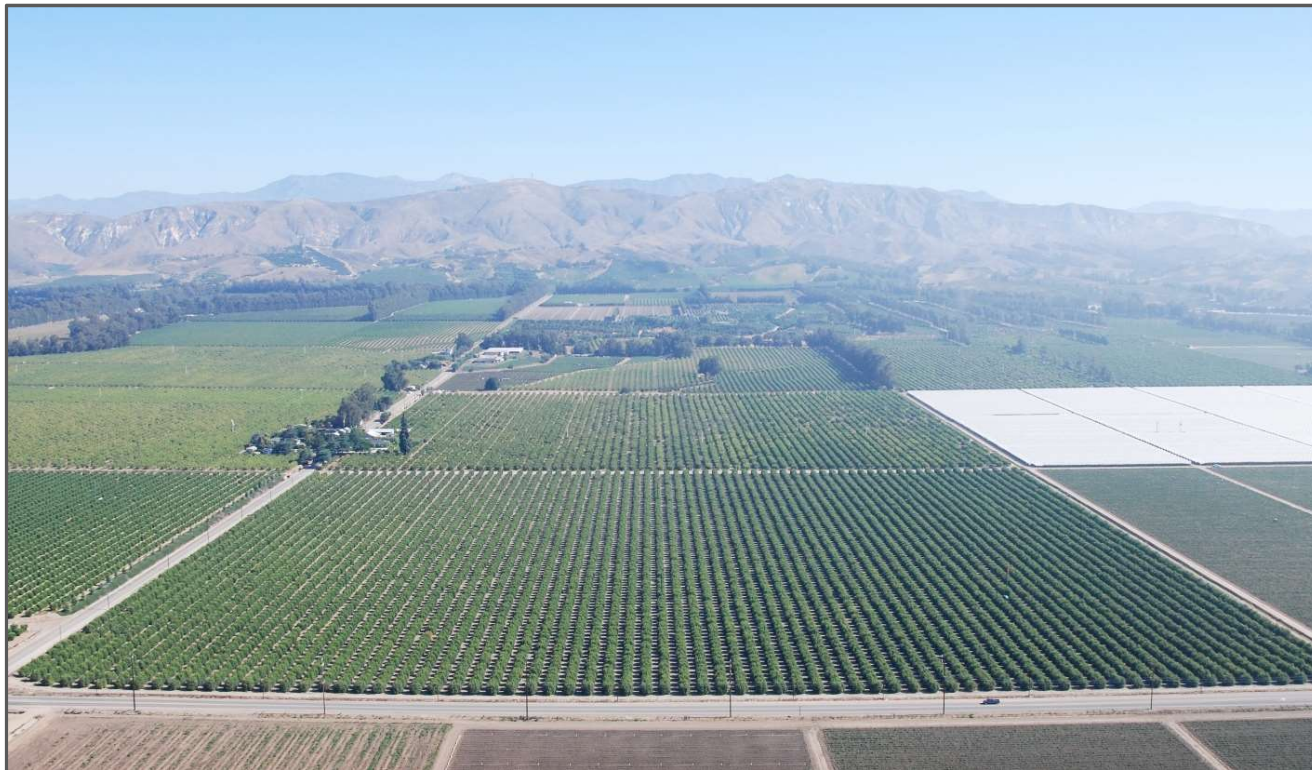


TABLE 6 LEGEND

#	Departments
1	Agriculture
2	Airports
3	Animal Services
4	Area Agency on Aging
5	Assessor
6	Auditor Controller
7	County Executive Office (CEO)
8	CEO, Human Resources Division
9	County Clerk and Recorder
10	District Attorney
11	Fire
12	General Services Agency
13	Harbor
14	Health Care Agency
15	Human Services Agency, Workforce Development Board
16	Information Technology Services
17	Library
18	Probation
19	Public Defender
20	Public Health
21	Public Works Agency
22	Resource Management Agency
23	Sheriff
24	Treasurer-Tax Collector



The Table 7 matrix displays the action items listed in a series of rows in the left-hand columns and the numbers corresponding to those same action items in the series of right-hand columns. The matrix field indicates action items (in the numbered column headings) that potentially interrelate with each of the action items listed in the rows. The matrix can serve two purposes: 1) to expedite overall management of EVSP implementation, and 2) alert parties involved in any one particular action item to be aware of what others might be doing with regard to potentially related action items.



TABLE 7. MATRIX OF ACTION ITEM INTERRELATIONSHIPS

		A	A	A	A	A	A	A	A	A	A	B	B	B	B	B	C	C	C	C	C	C	D	D	E	E	E	E	F	F	F
		1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	1	2	3	4	5	6	1	2	1	2	3	4	1	2	3
A1	Convene an EVSP Steering Committee to coordinate implementation of the EVSP																X	X	X	X	X		X								
A2	Establish Housing Solutions Coalition to raise public/policymaker awareness of housing affordability and availability issues																												X	X	
A3	Continue to prioritize investment in infrastructure, County services and other assets that are recognized strengths within Ventura County						X																			X	X				
A4	Continue to capitalize on strong agriculture sector by promoting growth of related business opportunities																		X	X					X						
A5	In connection with other related action items, establish framework and policies for optimizing future use of Ventura County’s remaining developable (or re-developable) land																							X		X	X		X		
A6	Establish countywide Arts and Culture Collaborative to define and coordinate economic vitality strategies focused on the local creative economy				X																		X								
A7	Identify potential spin-off opportunities from Naval Base Ventura County					X													X		X										
A8	Identify potential spin-off opportunities from the general aviation airports, the Port of Hueneme (including the free trade zone [FTZ]) and Channel Islands Harbor					X													X		X										
A9	Leverage business development/spin-off opportunities of higher educational institutions	X			X						X								X	X	X										
A10	Promote interaction between education partners and industry (maximize workforce connections)								X			X	X	X		X			X	X											
B1	Promote job opportunity awareness among students, unemployed/underemployed residents, and other workers in need of retraining												X	X	X																
B2	Coordinate local employer needs with education/training											X		X	X	X															

	A	A	A	A	A	A	A	A	A	A	B	B	B	B	B	C	C	C	C	C	C	D	D	E	E	E	E	F	F	F
	1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	1	2	3	4	5	6	1	2	1	2	3	4	1	2	3
B3 Coordinate all education levels to ensure seamless path of training to employment											X	X		X					X											
B4 Reach out to key employers to identify key workforce readiness issues											X	X	X		X		X													
B5 Leverage County (government) status as the second-largest employer in the county to pursue best practices aimed at optimizing local hiring, in coordination with education/training providers											X	X	X	X																
C1 In conjunction with interested partners, review materials in the EVSP pertaining to potential target industries, and establish consensus on initial target industry focus	X							X	X									X	X	X	X					X				
C2 Proactively focus on retention of existing businesses, especially in key clusters at risk										X				X		X		X	X									X		X
C3 Facilitate expansion of existing firms in key clusters	X			X	X	X				X						X	X													X
C4 Systematically encourage/support entrepreneurial development and startup culture in key clusters	X				X					X			X			X	X													
C5 Maintain/expand access to capital investment funding sources				X	X					X						X			X											
C6 Focus on targeting “spillover” opportunities from Los Angeles County																														
D1 Establish countywide Marketing Collaborative focused on economic vitality, including branding	X						X	X	X	X										X			X							
D2 In conjunction with Marketing Collaborative partners, identify opportunities for implementing specialized marketing campaigns			X	X				X														X	X		X					
E1 Prioritize investment in infrastructure improvements to ensure water supply/quality			X	X	X																									
E2 Continue to monitor and seek improvements to transportation infrastructure involving road/transit/bicycle/pedestrian systems within city and county jurisdiction, in order to minimize the cost and inconvenience of traffic congestion, while continuing to seek funding through lobbying, grant			X																				X							

		A	A	A	A	A	A	A	A	A	B	B	B	B	B	C	C	C	C	C	C	D	D	E	E	E	E	F	F	F	
		1	2	3	4	5	6	7	8	9	10	1	2	3	4	5	1	2	3	4	5	6	1	2	1	2	3	4	1	2	3
E3	writing, and similar means, for transportation infrastructure under federal and state jurisdiction																														
	Continue to improve and develop technology/broadband-related infrastructure									X																					
E4	Ensure energy availability, reliability, and sustainability			X																											
F1	Address housing affordability – a potential constraint to retaining/attracting residents		X							X							X												X		
F2	Continue to address homelessness, as both a social and business-impact issue, throughout Ventura County		X																									X			
F3	Continue to promote business-friendliness in the regulatory/permitting environment throughout Ventura County, through collaboration, exchange of ideas and best practices, continued use of Lean Six Sigma, streamlining regulations and permitting requirements, adding ombudsman/facilitator resources, and promoting consistency in policy and practice, among cities and the County		X															X	X	X											

APPENDIX A

Action Items by Theme/Strategy Group: Suggested Partners and Resources

A. Maximize potential of County's key assets for encouraging economic vitality

A.1

Convene an EVSP Steering Committee to coordinate implementation of the EVSP and, as an initial priority, determine what organizations or organizational arrangements may need to be established to implement strategic actions that are not currently addressed by the County or the partner entities, or which require more coordination, etc.

KEY PARTNERS

Lead: Ventura County CEO

EVSP Steering Committee Core Partners:

- Resource Management Agency (RMA)
- WDB
- EDC-VC
- VCEDA
- Chambers of Commerce
- City Managers
- Ventura County Community Foundation
- Housing Authority(s)

EVSP Steering Committee Resource Partners:

- Agricultural Commission
- Airports
- Aspire 3
- Broadband Consortium
- Building Industry Association of Southern California (BIASC)
- Cabrillo Economic Development Corporation
- Caltrans
- Center for Economic Research and Forecasting (CERF) at Cal Lutheran
- Civic Alliance
- CoLAB
- Continuum of Care Alliance
- CVBs (Simi Valley, Conejo, Camarillo, Ojai)
- CreativityWorks
- Fire Department
- Gold Coast Transit District (GCTD)
- Harbor Department
- Health Care Agency (HCA)

EVSP Steering Committee Resource Partners, contd.:

- IT Services Department
- Job & Career Center Networks
- Library
- Matter Labs
- Public Works Agency
- Regional Defense Partnership (RDP-21)
- Sheriff's Department
- TBIDs
- Utilities
- Ventura Council of Governments (VCOG)
- Ventura County Community College District
- Ventura County Housing Trust Fund
- Ventura County Regional Energy Alliance (VCREA)
- Ventura County Transportation Comm. (VCTC)
- Water Wholesalers
- Women's Economic Ventures

APPLICABLE RESOURCES

- This EVSP including background reports

- EDC-VC upcoming "economic dashboard"

A.2

Establish Housing Solutions Coalition to raise public/policymaker awareness of housing affordability and availability issues

KEY PARTNERS

- Ventura County CEO
- Ventura County Continuum of Care Alliance
- Cities
- VCEDA

- Chambers of Commerce
- Non-profit affordable housing developers
- For-profit housing developers
- Major employers
- Housing Authorities

- Building industry and contractors associations
- Civic Alliance

(see F.1 and F.2 for full list of potential participants)

APPLICABLE RESOURCES

Civic Alliance State of the Region Report

Federal Reserve Bank of San Francisco Report ("The Rise of Underemployment: Supporting the Needs of Low-Income Workers")

Summary of EVSP Housing Summit Workshop

A.3 Continue to prioritize investment in infrastructure, County services and other assets that are recognized strengths within Ventura County and critical to future economic vitality, including public safety, healthcare, library services, environmental assets, and other quality of life / business climate conditions		
KEY PARTNERS <ul style="list-style-type: none"> Ventura County CEO and agencies VCTC 	<ul style="list-style-type: none"> Oxnard Harbor District (OHD) EDC-VC Chamber Alliance 	<ul style="list-style-type: none"> Transportation/Public Works Media (notifications, recruitment)
APPLICABLE RESOURCES <p>County Capital Improvement Plans and other plans and operational documents</p>		
A.4 Continue to capitalize on strong agriculture sector by promoting growth of related business opportunities (e.g., agritourism; “farm-to-table” movement [pertaining to restaurants and also household consumption]; irrigation technologies; etc.); limit additional regulatory burdens on agricultural activity		
KEY PARTNERS <ul style="list-style-type: none"> Ventura County Workforce Development Board of Ventura County Oxnard Center for International Trade Development (CITD) VCAA Port of Hueneme/Oxnard Harbor District (OHD) CAUSE SOAR 	<ul style="list-style-type: none"> Oxnard Chamber of Commerce S.C.O.R.E. Ventura County Ventura County Community College District VACE Universities: Cal Lutheran and CSUCI VC Lodging Association/Visitors’ Bureaus Cattlemen’s Association CoLAB Ventura County Coast 	<ul style="list-style-type: none"> CalGold & GO-Biz (CA Governor’s Office of Business & ED) Women’s Economic Ventures Southern CA Edison EDC-VC Farm Bureau So Cal Gas Water Districts/Agencies Total Local VC SEEAG
APPLICABLE RESOURCES <ul style="list-style-type: none"> Farm Bureau of Ventura County Ventura County Farm Day (SEEag.org) 	<ul style="list-style-type: none"> Partnership for a Healthy Ventura County Treasure Our Farms 	<ul style="list-style-type: none"> UC Cooperative Extension, Ventura County Watersheds Coalition of Ventura County
A.5 In connection with other related action items that imply the need for expanded development capacity, establish framework and policies for optimizing future use of Ventura County’s remaining developable (or re-developable) land		
KEY PARTNERS <ul style="list-style-type: none"> Cities’ ED function Agricultural Cultural Community Representatives 	<ul style="list-style-type: none"> Real estate brokers, developers, and owners associations in the County Farm Bureau Land use consultants Ventura County RMA & Other Cities RMA 	<ul style="list-style-type: none"> Ventura County (CEO) SOAR EDC-VC VCAA BIA
APPLICABLE RESOURCES	<ul style="list-style-type: none"> Ventura City’s Vacant Land Study Final Report, November 2002 	
A.6 Establish countywide Arts and Culture Collaborative to define and coordinate economic vitality strategies focused on the local creative economy		
KEY PARTNERS <ul style="list-style-type: none"> Ventura County (CEO) CreativityWorks City Cultural Affairs Dept. Museum Alliance of Ventura County 	<ul style="list-style-type: none"> Convention & Visitors Bureaus (all) Museums VC Lodging Association Bird Museum 	<ul style="list-style-type: none"> Cities’ ED function County Library Ventura County Arts Council Arts Guilds
APPLICABLE RESOURCES	<ul style="list-style-type: none"> Ventura County Arts Council 	

A.7 Identify potential spin-off opportunities from Naval Base Ventura County		
KEY PARTNERS <ul style="list-style-type: none"> • Ventura County • Workforce Development Board of Ventura County • EDC-VC • CSUCI • Oxnard Chamber of Commerce • Hoteliers (TBIDs) 	<ul style="list-style-type: none"> • Advanced Manufacturing Partnership for Southern California – Ventura County (AMP SoCal) • Oxnard Center for International Trade Development (CITD) • Hueneme Chamber of Commerce • Port of Hueneme • Federal elected officials/Congressional representatives • Naval Base Ventura County • California State Trade and Export Promotion Program (California STEP) (CalGold & Go-Biz) 	<ul style="list-style-type: none"> • VCEDA • CalGold & GO-Biz (CA Governor’s Office of Business & ED) • Women’s Economic Ventures • RDP-21 • Local Arts Council • City Economic Development Departments • California-China Office of Trade and Investment (CTO) (CalGold & Go-Biz) • iDEA Hub
APPLICABLE RESOURCES		
A.8 Identify potential spin-off opportunities from the general aviation airports, the Port of Hueneme (including the free trade zone [FTZ]) and Channel Islands Harbor		
KEY PARTNERS <ul style="list-style-type: none"> • Ventura County <ul style="list-style-type: none"> • Airports & Harbor • Workforce Development Board of Ventura County • EDC-VC • DEC • World Trade Center 	<ul style="list-style-type: none"> • Advanced Manufacturing Partnership for Southern California – Ventura County (AMP SoCal) • Oxnard Center for International Trade Development (CITD) • Hueneme Chamber of Commerce • City of Oxnard • City of Camarillo 	<ul style="list-style-type: none"> • VCEDA • CalGold & GO-Biz (CA Governor’s Office of Business & ED) • Women’s Economic Ventures • Oxnard Chamber of Commerce • OHD/Port of Hueneme • Developers • Real Estate brokers
APPLICABLE RESOURCES <ul style="list-style-type: none"> • Port of Hueneme • Port of Hueneme U.S. Foreign-Trade Zone #205 	<ul style="list-style-type: none"> • California State Trade and Export Promotion Program (California STEP) (CalGold & Go-Biz) • Camarillo and Oxnard Airports 	<ul style="list-style-type: none"> • California-China Office of Trade and Investment (CTO) (CalGold & Go-Biz) • iDEA Hub
A.9 Leverage business development/spin-off opportunities of higher educational institutions		
KEY PARTNERS <ul style="list-style-type: none"> • Ventura County • EDC-VC • Advanced Manufacturing Partnership for So. California – Ventura County (AMP SoCal) • ACE Charter • UCSB 	<ul style="list-style-type: none"> • S.C.O.R.E. Ventura County • VCEDA • VACE • Universities: Cal Lutheran, CSUCI, and UCSB • VC Innovates • COCs • Media • City Economic Development Departments 	<ul style="list-style-type: none"> • Ventura County Community College District • CalGold & GO-Biz (CA Governor’s Office of Business & ED) • Women’s Economic Ventures • CI Business and Technology Partnership • 805 startups
APPLICABLE RESOURCES <ul style="list-style-type: none"> • CSU Channel Islands (CI) Business & Technology Partnership (B&TP) 	<ul style="list-style-type: none"> • Global Classroom Education Libraries • Ventura BioCenter 	<ul style="list-style-type: none"> • UC Santa Barbara Office of Technology & Industry Alliances • Institutional Research Advisory Committee

A.10 Promote interaction between education partners and industry (maximize workforce connections)		
KEY PARTNERS		
<ul style="list-style-type: none"> • Ventura County • Workforce Development Board of Ventura County (WDB) • Utilities • VC Innovates • P-20 Council 	<ul style="list-style-type: none"> • Advanced Manufacturing Partnership for Southern California – Ventura County (AMP SoCal) • Oxnard Chamber of Commerce • Ventura County Coast • Other COCs • Naval Base • VCOE 	<ul style="list-style-type: none"> • VCEDA • Ventura County Community College District • VACE • Universities: Cal Lutheran and CSUCI • Southern CA Gas
APPLICABLE RESOURCES		
<ul style="list-style-type: none"> • Ventura County General Plan (Ventura County) • Workforce Investment Act Programs (in WDB) • WIA Resource Center (in WDB) • Ventura County Workforce Fund (in WDB) • VCEDA Business Outlook Conference • Ventura County Educational Collaboration³ 	<ul style="list-style-type: none"> • Ad hoc Demand-Driven Workforce Committees (WDB) • SUSTAIN VC Initiative (VCEDA) • Linked Learning Executive Champions Group (Southern CA Gas) • Accessible Smart Manufacturing Platform (cloud-based) (AMP SoCal) • South Central Regional Consortium of the California Community Colleges • County Library online high school degree program • County Jobs and Career Centers 	<ul style="list-style-type: none"> • Young Entrepreneurs Academy (YEA!) (Oxnard Chamber) • Workforce Development Grant • Institutional Research Advisory Committee (Ventura County Community College District) • Ventura County Economic Forecast (Ventura County) • Regional Economic Analysis Profile (WDB) • 2015 State of the Region report (Ventura County Civic Alliance)
B. Maximize workforce readiness		
B.1 Promote job opportunity awareness among students, unemployed/underemployed residents, and other workers in need of retraining		
KEY PARTNERS		
<ul style="list-style-type: none"> • Ventura County • WDB • Advanced Manufacturing Partnership for So. California – Ventura County (AMP SoCal) • Ventura County Continuum of Care • Chamber Alliance • Ventura County Community Foundation • City Econ Development Departments 	<ul style="list-style-type: none"> • Oxnard Chamber of Commerce • VCEDA • Labor union representatives • Women's Economic Roundtable • Job and Career Center Networks • Naval Base • Libraries • VC Innovates • CoLAB • NAVSEA • NBVC/NAWC-WD's Stem Initiatives • Utilities 	<ul style="list-style-type: none"> • Ventura County Community College District • Ventura Adult and Continuing Education (VACE) • Universities: Cal Lutheran and CSUCI • Southern CA Gas • P-20 Council • Other COCs • EDC-VC • VCCCD – Econ Workforce Dev. Division • VCOE
APPLICABLE RESOURCES		
<ul style="list-style-type: none"> • Ventura County Civic Alliance: Workforce Education Committee • WIA Resource Center (WDB) 	<ul style="list-style-type: none"> • Linked Learning Executive Champions Group (Southern CA Gas) • Ad hoc Demand-Driven Workforce Committees (WDB) 	<ul style="list-style-type: none"> • County Library online high school degree program and technology classes

³ List of technical schools and colleges/universities in Ventura County
<http://www.labormarketinfo.edd.ca.gov/cgi/databrowsing/localAreaProfileQSMOREResult.asp?viewAll=yes&viewAllUS=¤tPage=1¤tPageUS=&sortUp=&sortDown=&criteria=Training+Providers&categoryType=General&geogArea=0604000111×eries=&more=More&menuCho>

B.2 Coordinate local employer needs with education/training		
KEY PARTNERS	<ul style="list-style-type: none"> • Advanced Manufacturing Partnership for Southern California – Ventura County (AMP SoCal) • Oxnard Chamber of Commerce • Job and Career Center Networks • Naval Base • MRVC • CoLAB • VC Innovates 	<ul style="list-style-type: none"> • Ventura County Community College District • VACE • Universities: Cal Lutheran and CSUCI • Southern CA Gas • P-20 Council • All Chambers of Commerce • Utilities
<ul style="list-style-type: none"> • Ventura County • WDB • EDC-VC • Labor union representatives • Habitat for Humanity • Women's Economic Roundtable 		
APPLICABLE RESOURCES	<ul style="list-style-type: none"> • Contacts through business organizations (e.g. AMP) 	
B.3 Coordinate all education levels to ensure seamless path of training to employment		
KEY PARTNERS	<ul style="list-style-type: none"> • Advanced Manufacturing Partnership for Southern California – Ventura County (AMP SoCal) • Universities: Cal Lutheran and CSUCI • Job and Career Center Networks • CoLAB • EDC-VC • Incubators 	<ul style="list-style-type: none"> • VCEDA • Ventura County Community College District Southern CA Gas • P-20 Council • Cal Lutheran Startups & Center for Entrepreneurship • Utilities
<ul style="list-style-type: none"> • Ventura County • WDB • VACE • VC Innovates • Linked Learning – Ventura County Civic Alliance 		
APPLICABLE RESOURCES	<ul style="list-style-type: none"> • Ad hoc Demand-Driven Workforce Committees (WDB) 	
<ul style="list-style-type: none"> • WIA Resource Center (WDB) 		
B.4 Reach out to key employers to identify key workforce readiness issues		
KEY PARTNERS	<ul style="list-style-type: none"> • Advanced Manufacturing Partnership for Southern California – Ventura County (AMP SoCal) • Oxnard Chamber of Commerce • Labor union representatives • Jobs and Career Center Network • City Econ Development Departments 	<ul style="list-style-type: none"> • VCEDA • Ventura County Community College District – Econ Workforce Dev. Division • Naval Base • Other COCs • CoLAB
<ul style="list-style-type: none"> • Ventura County • WDB • VACE • Universities: Cal Lutheran and CSUCI • Civic Alliance 		
APPLICABLE RESOURCES	<ul style="list-style-type: none"> • Ad hoc Demand-Driven Workforce Committees (WDB) 	
B.5 Leverage County (government) status as the second-largest employer in the county to pursue best practices aimed at optimizing local hiring, in coordination with education/training providers		
KEY PARTNERS	<ul style="list-style-type: none"> • Ventura County CEO and agencies • VACE • Universities: Cal Lutheran and CSUCI • Board of Realtors 	<ul style="list-style-type: none"> • WDB • Military • Fire Departments • County Law Enforcement
<ul style="list-style-type: none"> • Ventura County Community College District 		
APPLICABLE RESOURCES	<ul style="list-style-type: none"> • Ad hoc Demand-Driven Workforce Committees (WDB) 	<ul style="list-style-type: none"> • Ventura County Job and Career Fair

C. Maximize growth of key industries/clusters with the potential to create high-quality employment opportunities

C.1 In conjunction with interested partners, review materials in the EVSP pertaining to potential target industries, and establish consensus on initial target industry focus throughout Ventura County

KEY PARTNERS	<ul style="list-style-type: none"> • WDB • Cities Manufacturers Roundtable 	<ul style="list-style-type: none"> • EDC-VC • Chambers of Commerce (all) • Energy utilities • Media
<ul style="list-style-type: none"> • Economists at Cal Lutheran and CSUCI • VCEDA 		
APPLICABLE RESOURCES	<ul style="list-style-type: none"> • See EVSP and background reports (information on existing targets, etc.) 	

C.2 Proactively focus on retention of existing businesses, especially in key clusters identified to be at risk for downsizing or relocation outside Ventura County

KEY PARTNERS	<ul style="list-style-type: none"> • Oxnard Center for International Trade Development (CITD) • Oxnard Chamber of Commerce • S.C.O.R.E. Ventura County • Simi Valley Chamber of Commerce • Conejo Chamber of Commerce (Serving Thousand Oaks, Westlake Village and Agoura Hills) • Ojai Chamber of Commerce • Women's Economic Ventures • Southern CA Edison 	<ul style="list-style-type: none"> • Santa Paula Chamber of Commerce • VCEDA • Ventura Chamber of Commerce • Ventura County Community College District • VACE • Universities: Cal Lutheran and CSUCI • CMTA CA Manufacturers & Tech. Assoc.
<ul style="list-style-type: none"> • EDC-VC • Workforce Development Board of Ventura County • Advanced Manufacturing Partnership for Southern California – Ventura County (AMP SoCal) • Camarillo Chamber of Commerce • Moorpark Chamber of Commerce 		
APPLICABLE RESOURCES	<ul style="list-style-type: none"> • http://www.blancanada.com/product_synchro.html 	

C.3 Facilitate expansion of existing firms in key clusters

KEY PARTNERS	<ul style="list-style-type: none"> • Oxnard Center for International Trade Development (CITD) • Oxnard Chamber of Commerce • Moorpark Chamber of Commerce • Simi Valley Chamber of Commerce • Conejo Chamber of Commerce • CMTA CA Manufacturers & Tech. Assoc. • Women's Economic Ventures • Southern CA Edison 	<ul style="list-style-type: none"> • Ojai Chamber of Commerce • Santa Paula Chamber of Commerce • VCEDA • Ventura Chamber of Commerce • Ventura County Community College District • VACE • Universities: Cal Lutheran and CSUCI
<ul style="list-style-type: none"> • Workforce Development Board of Ventura County • EDC-VC • Advanced Manufacturing Partnership for Southern California – Ventura County (AMP SoCal) • Camarillo Chamber of Commerce 		
APPLICABLE RESOURCES	<ul style="list-style-type: none"> • (see C.2) 	

C.4 Systematically encourage/support entrepreneurial development and startup culture in key clusters, bolstering resources such as incubators and access to investors

KEY PARTNERS	<ul style="list-style-type: none"> • S.C.O.R.E. Ventura County • Advanced Manufacturing Partnership for Southern California – Ventura County (AMP SoCal) • Oxnard Center for International Trade Development (CITD) • Women's Economic Roundtable • Women's Economic Ventures • Ventura County Center of Innovation 	<ul style="list-style-type: none"> • Southern CA Edison • Ventura County Community College District • VACE • Universities: Cal Lutheran and CSUCI • CalGold & GO-Biz (CA Governor's Office of Business & ED)
<ul style="list-style-type: none"> • Ventura County • Workforce Development Board of Ventura County • EDC-VC • Chambers of Commerce (all) • Camarillo Chamber of Commerce/Startup weekend 		
APPLICABLE RESOURCES	<ul style="list-style-type: none"> • Ventura Ventures Technology Center • Hub101 (incubator) 	<ul style="list-style-type: none"> • Ventura BioCenter • Matter Labs
<ul style="list-style-type: none"> • Aspire 3 (business incubator) 		

C.5 Maintain/expand access to capital investment funding sources		
KEY PARTNERS	<ul style="list-style-type: none"> • EDC-VC 	
<ul style="list-style-type: none"> • Ventura County 		
APPLICABLE RESOURCES		
<ul style="list-style-type: none"> • Ventura County's ongoing support of EDC-VC's small business lending program 		
C.6 Focus on targeting "spillover" opportunities from Los Angeles County (this could apply to recruitment and/or entrepreneurial development)		
KEY PARTNERS	<ul style="list-style-type: none"> • EDC-VC 	
<ul style="list-style-type: none"> • Ventura County 		
APPLICABLE RESOURCES	<ul style="list-style-type: none"> • See background reports for this EVSP 	
D. Focus marketing/branding efforts on economic vitality		
D.1	Establish countywide Marketing Collaborative focused on economic vitality, to ensure consistency of marketing efforts, including branding, with countywide themes/priorities identified in the EVSP and with existing campaigns such as "Grow Your Business Live Your Life"	
KEY PARTNERS	<ul style="list-style-type: none"> • Convention & Visitors Bureaus (all) • Cities' ED function • EDC-VC • WDB 	<ul style="list-style-type: none"> • Chambers of Commerce (all) • CreativityWorks
<ul style="list-style-type: none"> • Ventura County (CEO) 		
APPLICABLE RESOURCES	<ul style="list-style-type: none"> • Compile existing marketing packages from relevant organizations (Chambers, CVBs, etc.) 	
D.2	In conjunction with Marketing Collaborative partners, identify opportunities for implementing specialized marketing campaigns (i.e., marketing initiatives focused on special topics such as the arts, recreation, quality of life, etc.)	
KEY PARTNERS	<ul style="list-style-type: none"> • Convention & Visitors Bureaus (all) • Chambers of Commerce (all) 	<ul style="list-style-type: none"> • CreativityWorks • EDC-VC • WDB
<ul style="list-style-type: none"> • Ventura County (CEO) 		
APPLICABLE RESOURCES	<ul style="list-style-type: none"> • http://www.heraldargus.com/news/mc-eyes-new-city-website/article_383c3bc8-de5f-5e2f-bb10-39dc684a751f.html (news article on similar effort) 	<ul style="list-style-type: none"> • (see D.1) • Cycle Cal Coast • Santa Monica Mountains Bicycle Tourism Roundtable
E. Review infrastructure conditions and needs		
E.1 Prioritize investment in infrastructure improvements to ensure water supply/quality		
KEY PARTNERS	<ul style="list-style-type: none"> • Cities' ED function, CDBG • Cities and water wholesalers 	<ul style="list-style-type: none"> • Watersheds Coalition of Ventura County (WCVC)
<ul style="list-style-type: none"> • Ventura County Agencies <ul style="list-style-type: none"> • PWA 		
APPLICABLE RESOURCES	<ul style="list-style-type: none"> • City of Ventura 2013 Comprehensive Water Resources Report, RBF Consulting • NFIP Community Rating System (CRS) 	<ul style="list-style-type: none"> • Sustainable Groundwater Management Act (SGMA)
<ul style="list-style-type: none"> • State Water Project • FEMA Levee Certification Program 		

E.2 Continue to monitor and seek improvements to transportation infrastructure involving road/transit/bicycle/ pedestrian systems within city and county jurisdiction, in order to minimize the cost and inconvenience of traffic congestion, while continuing to seek funding through lobbying, grant writing, and similar means, for transportation infrastructure under federal and state jurisdiction		
KEY PARTNERS	<ul style="list-style-type: none"> • Ventura COG • Caltrans 	<ul style="list-style-type: none"> • Convention & Visitors Bureaus (all) • Cities' ED function • GCTD
<ul style="list-style-type: none"> • Ventura County CEO • PWA 		
APPLICABLE RESOURCES	<ul style="list-style-type: none"> • The 2016-2040 Regional Transportation Plan/Sustainable Communities Strategy (RTPSCS), SCAG, Adopted April, 2016.⁴ • Federal Transportation Improvement Program (FTIP) projects (most current project list), on SCAG's FTIP website.⁵ 	<ul style="list-style-type: none"> • VC Pavement Condition Index • RTPSCS Selected Appendices – Transportation System: Passenger Rail; Highways & Arterials; Project List • Website with link to federal automated vehicles policy: https://www.transportation.gov/AV
<ul style="list-style-type: none"> • Ventura County Transportation Commission (VCTC), various resources mainly related to transit and other alternative modes • Ventura County CEO • Ventura COG • VC County Roads Fund 		
E.3 Continue to improve and develop technology/broadband-related infrastructure		
KEY PARTNERS	<ul style="list-style-type: none"> • EDC-VC • Southern CA Edison • Cities' ED function 	<ul style="list-style-type: none"> • Broadband Consortium of the Pacific Coast • Ventura COG
<ul style="list-style-type: none"> • Ventura County CEO and Agencies <ul style="list-style-type: none"> • IT Services Department 		
APPLICABLE RESOURCES	<ul style="list-style-type: none"> • Broadband Consortium of the Pacific Coast, various ongoing efforts to improve region's broadband service 	<ul style="list-style-type: none"> • County Library broadband connection/services for patrons
<ul style="list-style-type: none"> • Broadband Consortium of the Pacific Coast, various ongoing efforts to improve region's broadband service 		
E.4 Ensure energy availability, reliability and sustainability		
KEY PARTNERS	<ul style="list-style-type: none"> • Ventura Solar • Cities • Central Coast Power 	<ul style="list-style-type: none"> • Ventura COG • VCREA • SCE
<ul style="list-style-type: none"> • Ventura County CEO, GSA and RMA • So Col Gas 		
APPLICABLE RESOURCES		
<ul style="list-style-type: none"> • Community Choice Energy (CCE) program 		
F. Address key threats to economic progress in the County		
F.1 Address housing affordability – a potential constraint to retaining/attracting residents; given the widespread nature of this problem, take advantage of best practices as they develop around the state and nation		
KEY PARTNERS	<ul style="list-style-type: none"> • Area Housing Authority of the County of Ventura and housing authorities of Santa Paula, Port Hueneme, San Buenaventura and Oxnard • Cities • Cities' ED function • Senior agencies 	<ul style="list-style-type: none"> • House Farm Workers! • Major employers • Building Industry Association • Peoples' Self-Help Housing • Many Mansions
<ul style="list-style-type: none"> • Ventura County CEO and CDBG • Civic Alliance • Contractors associations • Realtors • Chambers of Commerce 		
APPLICABLE RESOURCES	<ul style="list-style-type: none"> • League of California Cities – Response to Assessment • Area Housing Authority of the County of Ventura, 5-Year and Annual Plan for FY2016 	<ul style="list-style-type: none"> • Ventura County Community Development Corporation (VCCDC)
<ul style="list-style-type: none"> • Statewide Housing Assessment 2025: Challenges and Opportunities 		

⁴ <http://scagrtpscs.net/Documents/2016/final/f2016RTPSCS.pdf>

⁵ <http://ftip.scag.ca.gov/Pages/default.aspx>

F.2 Continue to address homelessness, as both a social and business-impact issue, throughout Ventura County		
KEY PARTNERS		
<ul style="list-style-type: none"> • Ventura County CEO and CDBG • Ventura County Continuum of Care Alliance • Downtown Organizations 	<ul style="list-style-type: none"> • Oxnard Downtown Management District • Peoples' Self-Help Housing • Many Mansions • Cities' CDBG programs 	<ul style="list-style-type: none"> • Chambers of Commerce • Veterans services groups • Health care providers
APPLICABLE RESOURCES		
<ul style="list-style-type: none"> • Downtown Ventura Organization 	<ul style="list-style-type: none"> • HUD Exchange Homelessness Assistance • Oxnard Downtown Management District 	<ul style="list-style-type: none"> • Ventura County Continuum of Care Alliance databases and other resources
F.3 Continue to promote business-friendliness in the regulatory/permitting environment throughout Ventura County, through collaboration, exchange of ideas and best practices, continued use of Lean Six Sigma, streamlining regulations and permitting requirements, adding ombudsman/facilitator resources, and promoting consistency in policy and practice, among cities and the County		
KEY PARTNERS		
<ul style="list-style-type: none"> • Ventura County CEO, RMA, PWA, Fire, and Agricultural Commissioner • Camarillo Chamber of Commerce • Moorpark Chamber of Commerce • Ojai Chamber of Commerce 	<ul style="list-style-type: none"> • Oxnard Chamber of Commerce • Simi Valley Chamber of Commerce • Conejo Chamber of Commerce (Serving Thousand Oaks, Westlake Village and Agoura Hills) • Cities' ED function 	<ul style="list-style-type: none"> • Santa Paula Chamber of Commerce • Ventura Chamber of Commerce • EDC-VC
APPLICABLE RESOURCES		
<ul style="list-style-type: none"> • City of Anaheim Regulatory Relief Task Force, Phase 1 Recommendations, November 2011 	<ul style="list-style-type: none"> • Ventura County and cities' regulations and procedural guides 	