

## **EVSP Focus Area – Workforce Development**

### **Focus Area Formation Guidelines:**

1. Reach out to partners for participation in the sub-committee. Consider diversity and inclusion as you assemble the team.
2. Think meaningful and manageable as you contemplate the scope of work/goals to aim for in the next 12 months. Part of your role is to prioritize. Consider aspects such as timing, opportunity, and urgency. We do not have to identify a near term activity for every action item.
3. Avoid duplication. Part of each sub-committee's initial job will be an assessment or inventory of the current state resources and initiatives already in place. Consider what is already in place with our economic vitality partners and how we can support, expand or better coordinate those efforts, before looking to add or create new initiatives to support the Action Items in your Focus Area.
4. The EVSP was completed before the Thomas Fire. We encourage each sub-committee to call out activities taking place within their Focus Area that relate to Thomas Fire Recovery and have an Economic Vitality element to them. Opportunities to support/expand these efforts or fill an identified need are encouraged.
5. Consider the "Suggested Initial Objectives" for your Focus Area (Listed Below, if identified in the EVSP) as just that, a suggestion. Your sub-committee is empowered to choose the initial objectives and report those back to the Steering Committee.
6. Paul Stamper and Rachel Linares will be your primary contacts at the County if you have questions. We can also help to coordinate participation from the various County agencies on each of your sub-committees, where appropriate.
7. All EVSP reports and resources can be found at our website:  
<http://vcevsp.org/>

TABLE 1. SUGGESTED INITIAL OBJECTIVES

| Focus Area            | Action Items | Key Initial Objectives  |
|-----------------------|--------------|---|
| Workforce Development | A10<br>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:<br><ul style="list-style-type: none"><li>a. Identify any gaps within Action Items' implied objectives</li><li>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</li></ul> |

For Internal Purposes Only

| Focus Area<br>Action Item   | Recommended<br>Priority Level<br>(Scale 1-3: 1-<br>Highest, 3-<br>Lowest) | Proposed<br>Lead    |
|---|---|---------------------|
| A.10 Promote interaction between education partners and industry (maximize workforce connections) | 2   | WDB<br>P-20 Council |

**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>A.10 Promote interaction between education partners and industry (maximize workforce connections)</b>   |  |   |
|--|--|---|
| <p><b>KEY PARTNERS</b></p> <ul style="list-style-type: none"> <li>• Ventura County</li> <li>• Workforce Development Board of Ventura County (WDB)</li> <li>• Utilities</li> <li>• VC Innovates</li> <li>• P-20 Council</li> </ul>  | <ul style="list-style-type: none"> <li>• Advanced Manufacturing Partnership for Southern California – Ventura County (AMP SoCal)</li> <li>• Oxnard Chamber of Commerce</li> <li>• Ventura County Coast</li> <li>• Other COCs</li> <li>• Naval Base</li> <li>• VCOE</li> </ul>  | <ul style="list-style-type: none"> <li>• VCEDA</li> <li>• Ventura County Community College District</li> <li>• VACE</li> <li>• Universities: Cal Lutheran and CSUCI</li> <li>• Southern CA Gas</li> </ul>   |
| <p><b>APPLICABLE RESOURCES</b></p> <ul style="list-style-type: none"> <li>• Ventura County General Plan (Ventura County)</li> <li>• Workforce Investment Act Programs (in WDB)</li> <li>• WIA Resource Center (in WDB)</li> <li>• Ventura County Workforce Fund (in WDB)</li> <li>• VCEDA Business Outlook Conference</li> <li>• Ventura County Educational Collaboration</li> </ul> | <ul style="list-style-type: none"> <li>• Ad hoc Demand-Driven Workforce Committees (WDB)</li> <li>• SUSTAIN VC Initiative (VCEDA)</li> <li>• Linked Learning Executive Champions Group (Southern CA Gas)</li> <li>• Accessible Smart Manufacturing Platform (cloud-based) (AMP SoCal)</li> <li>• South Central Regional Consortium of the California Community Colleges</li> <li>• County Library online high school degree program</li> <li>• County Jobs and Career Centers</li> </ul> | <ul style="list-style-type: none"> <li>• Young Entrepreneurs Academy (YEA!) (Oxnard Chamber)</li> <li>• Workforce Development Grant</li> <li>• Institutional Research Advisory Committee (Ventura County Community College District)</li> <li>• Ventura County Economic Forecast (Ventura County)</li> <li>• Regional Economic Analysis Profile (WDB)</li> <li>• 2015 State of the Region report (Ventura County Civic Alliance)</li> </ul> |

| Focus Area<br>Action Item   | Recommended<br>Priority Level<br>(Scale 1-3: 1-<br>Highest, 3-<br>Lowest) | Proposed<br>Lead  |
|---|---|---|
| B.1 Promote job opportunity awareness among students, unemployed/underemployed residents, and other workers in need of retraining | 2   | WDB<br>P-20 Council<br>Job & Career<br>Center<br>Networks<br>Community<br>College<br>District |

**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.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"> <li>• Ventura County</li> <li>• WDB</li> <li>• Advanced Manufacturing Partnership for So. California – Ventura County (AMP SoCal)</li> <li>• Ventura County Continuum of Care</li> <li>• Chamber Alliance</li> <li>• Ventura County Community Foundation</li> <li>• City Econ Development Departments</li> </ul> | <ul style="list-style-type: none"> <li>• Oxnard Chamber of Commerce</li> <li>• VCEDA</li> <li>• Labor union representatives</li> <li>• Women's Economic Roundtable</li> <li>• Job and Career Center Networks</li> <li>• Naval Base</li> <li>• Libraries</li> <li>• VC Innovates</li> <li>• CoLAB</li> <li>• NAVSEA</li> <li>• NBVC/NAWC-WD’s Stem Initiatives</li> <li>• Utilities</li> </ul> | <ul style="list-style-type: none"> <li>• Ventura County Community College District</li> <li>• Ventura Adult and Continuing Education (VACE)</li> <li>• Universities: Cal Lutheran and CSUCI</li> <li>• Southern CA Gas</li> <li>• P-20 Council</li> <li>• Other COCs</li> <li>• EDC-VC</li> <li>• VCCCD – Econ Workforce Dev. Division</li> <li>• VCOE</li> </ul> |
|---|---|---|

**APPLICABLE RESOURCES**

- |   |  |   |
|---|--|---|
| <ul style="list-style-type: none"> <li>• Ventura County Civic Alliance: Workforce Education Committee</li> <li>• WIA Resource Center (WDB)</li> </ul> | <ul style="list-style-type: none"> <li>• Linked Learning Executive Champions Group (Southern CA Gas)</li> <li>• Ad hoc Demand-Driven Workforce Committees (WDB)</li> </ul> | <ul style="list-style-type: none"> <li>• County Library online high school degree program and technology classes</li> </ul> |
|---|--|---|

| Focus Area<br>Action Item                                   | Recommended<br>Priority Level<br>(Scale 1-3: 1-<br>Highest, 3-<br>Lowest) | Proposed<br>Lead  |
|---|---|---|
| B.2 Coordinate local employer needs with education/training | 2   | WDB<br>P-20 Council<br>Job & Career<br>Center<br>Networks<br>Community<br>College<br>District |

**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>B.2 Coordinate local employer needs with education/training</b>   |  |   |
|--|--|---|
| <p><b>KEY PARTNERS</b></p> <ul style="list-style-type: none"> <li>• Ventura County</li> <li>• WDB</li> <li>• EDC-VC</li> <li>• Labor union representatives</li> <li>• Habitat for Humanity</li> <li>• Women's Economic Roundtable</li> </ul> | <ul style="list-style-type: none"> <li>• Advanced Manufacturing Partnership for Southern California – Ventura County (AMP SoCal)</li> <li>• Oxnard Chamber of Commerce</li> <li>• Job and Career Center Networks</li> <li>• Naval Base</li> <li>• MRVC</li> <li>• CoLAB</li> <li>• VC Innovates</li> </ul> | <ul style="list-style-type: none"> <li>• Ventura County Community College District</li> <li>• VACE</li> <li>• Universities: Cal Lutheran and CSUCI</li> <li>• Southern CA Gas</li> <li>• P-20 Council</li> <li>• All Chambers of Commerce</li> <li>• Utilities</li> </ul> |
| <p><b>APPLICABLE RESOURCES</b></p>   | <ul style="list-style-type: none"> <li>• Contacts through business organizations (e.g. AMP)</li> </ul>   |   |

| Focus Area<br>Action Item   | Recommended<br>Priority Level<br>(Scale 1-3: 1-<br>Highest, 3-<br>Lowest) | Proposed<br>Lead  |
|---|---|---|
| B.3 Coordinate all education levels to ensure seamless path of training to employment | 2   | WDB<br>P-20 Council<br>Job & Career<br>Center<br>Networks |

**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>B.3 Coordinate all education levels to ensure seamless path of training to employment</b>   |  |  |
|--|--|--|
| <b>KEY PARTNERS</b>  | <ul style="list-style-type: none"> <li>Advanced Manufacturing Partnership for Southern California – Ventura County (AMP SoCal)</li> <li>Universities: Cal Lutheran and CSUCI</li> <li>Job and Career Center Networks</li> <li>CoLAB</li> <li>EDC-VC</li> <li>Incubators</li> </ul> | <ul style="list-style-type: none"> <li>VCEDA</li> <li>Ventura County Community College District Southern CA Gas</li> <li>P-20 Council</li> <li>Cal Lutheran Startups &amp; Center for Entrepreneurship</li> <li>Utilities</li> </ul> |
| <ul style="list-style-type: none"> <li>Ventura County</li> <li>WDB</li> <li>VACE</li> <li>VC Innovates</li> <li>Linked Learning – Ventura County Civic Alliance</li> </ul> | <ul style="list-style-type: none"> <li>Ad hoc Demand-Driven Workforce Committees (WDB)</li> </ul>  |  |
| <b>APPLICABLE RESOURCES</b>  | <ul style="list-style-type: none"> <li>WIA Resource Center (WDB)</li> </ul>  |  |

| Focus Area<br>Action Item   | Recommended<br>Priority Level<br>(Scale 1-3: 1-<br>Highest, 3-<br>Lowest) | Proposed<br>Lead  |
|---|---|---|
| B.4 Reach out to key employers to identify key workforce readiness issues | 2   | WDB<br>P-20 Council<br>Job & Career<br>Center<br>Networks |

**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>B.4 Reach out to key employers to identify key workforce readiness issues</b>  |   |  |
|---|---|--|
| <b>KEY PARTNERS</b>   | <ul style="list-style-type: none"> <li>Advanced Manufacturing Partnership for Southern California – Ventura County (AMP SoCal)</li> <li>Oxnard Chamber of Commerce</li> <li>Labor union representatives</li> <li>Jobs and Career Center Network</li> <li>City Econ Development Departments</li> </ul> | <ul style="list-style-type: none"> <li>VCEDA</li> <li>Ventura County Community College District – Econ Workforce Dev. Division</li> <li>Naval Base</li> <li>Other COCs</li> <li>CoLAB</li> </ul> |
| <ul style="list-style-type: none"> <li>Ventura County</li> <li>WDB</li> <li>VACE</li> <li>Universities: Cal Lutheran and CSUCI</li> <li>Civic Alliance</li> </ul> | <ul style="list-style-type: none"> <li>Ad hoc Demand-Driven Workforce Committees (WDB)</li> </ul>   |  |
| <b>APPLICABLE RESOURCES</b>   | <ul style="list-style-type: none"> <li>WIA Resource Center (WDB)</li> </ul>   |  |

| Focus Area<br>Action Item   | Recommended<br>Priority Level<br>(Scale 1-3: 1-<br>Highest, 3-<br>Lowest) | Proposed<br>Lead |
|---|---|------------------|
| 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   | CEO<br>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***

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.

| <b>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</b> |  |   |
|--|--|---|
| <b>KEY PARTNERS</b>  | <ul style="list-style-type: none"> <li>• Ventura County CEO and agencies</li> <li>• VACE</li> <li>• Universities: Cal Lutheran and CSUCI</li> <li>• Board of Realtors</li> </ul> | <ul style="list-style-type: none"> <li>• WDB</li> <li>• Military</li> <li>• Fire Departments</li> <li>• County Law Enforcement</li> </ul> |
| <b>APPLICABLE RESOURCES</b>  | <ul style="list-style-type: none"> <li>• Ad hoc Demand-Driven Workforce Committees (WDB)</li> </ul>  | <ul style="list-style-type: none"> <li>• Ventura County Job and Career Fair</li> </ul>  |