

**SAN JOAQUIN VALLEY and ASSOCIATED COUNTIES (SJVAC)  
2019 BIENNIAL MODIFICATION TO 2017-2021 REGIONAL PLAN**

**PRINCIPAL NARRATIVE**

**I. WORKFORCE-CORRECTIONS PARTNERSHIP**

**A. INTRODUCTION:** Crafting and executing the 2017-2021 Regional Plan for the San Joaquin Valley and Associated Counties (SJVAC) Regional Planning Unit (RPU) has highlighted for the eight local workforce development boards (WDBs) that make up the state's largest planning region that implementing regional goals relies on marshalling local resources. Hence, regional goals concerning serving targeted industries, addressing the needs of priority populations or implementing innovative strategies naturally take shape in unique ways within each local workforce area given the resources that are present and available. While regional approaches are all "cut from the same cloth," local circumstances require that they be tailored to fit local needs. While, overall, the boards have done an excellent job of managing this dichotomy, the Central Valley's workforce system leaders clearly recognize that their regional "playing field" looks different than others. It is bigger (some 40,760 square miles) and is comprised of more WDBs than any other RPU. It represents 10 counties that range in population from 14,202 in Mono County to more than a million in Fresno County. Within this landscape, the prospect of developing a regional plan modification that is principally-focused on new workforce-corrections partnerships is equally exciting as it is challenging. As corrections partners (prisons, jails, probation agencies, law enforcement, and service providers) operate at the local level (many within county structures), the "cord" that will tie the regional Prison to Employment Initiative together throughout the Central Valley is each WDB's adherence to a shared philosophy, guiding principles and general approach. Within this context, the eight boards anticipate that local variations in service delivery will produce collaboration and service delivery models that can be replicated not only across the RPU, but throughout all of California. The common elements that will define the Central Valley workforce-corrections partnerships are those that follow.

**1. Overarching Prison to Employment Philosophy:** The SJVAC RPU's workforce-corrections partnerships will leverage multiple resources and various fund sources to address the needs of formerly incarcerated and justice-involved individuals by focusing the right interventions at the right time for the right individuals. Commitment from the full range of workforce, corrections and community stakeholders is needed to successfully connect targeted individuals to the local labor market and to reduce recidivism.

**2. Guiding Principles for Workforce Corrections Partnerships:** In providing services in connection with the statewide Prison to Employment Initiative, the region's workforce-corrections partnerships will adhere to the following principles that support and represent evidenced-based models and reflect both the Governor's goals and the Central Valley's philosophy.

- A job itself is not the goal. Rather, the goal is to address risks and needs that affect targeted customers, thereby increasing the likelihood of their success in the workplace and their long-term labor market outcomes.
- A thorough assessment of each customer's risks and needs is essential to a positive outcome.
- Interventions, including all workforce services and support, must be responsive to each customer's individual risks and needs.
- Customers' success will require close, on-going and wrap-round support from multi-disciplinary teams representing workforce, corrections and community services.
- Long-term success will require intensive follow-up and on-going support services.

**3. Regional Approach – Overview of Prison to Employment Protocols and Strategies:** The region's overall approach to implementing Prison to Employment strategies will entail local WDBs adopting agreed upon protocols and strategies that will then be customized, refined and implemented within the context of local resources, priorities and infrastructure capacity. Central to the region's approach will be a bifurcated focus, under which local workforce systems will work with both county probation agencies (to serve both the AB 109 supervised population and others subject to county oversight) and with the California Department of Corrections and Rehabilitation facilities located within the boundaries of the SJVAC RPU.

**Partnership and Collaboration with CDCR:** Of the 35 adult facilities operated by CDCR, nearly 40% are located inside counties represented by the SJVAC RPU. Together these institutions house more than 47,240 inmates. While only a fraction of the inmates are within six months of parole at any given time, at an estimated 15% of the total population in that window per year, local workforce boards could provide services to 7,086 transitioning inmates annually. For individuals incarcerated in CDCR facilities, our focus will be on providing a combination of work readiness services and information about training, career services and placement support available throughout the state.

Pre-Release Focus: Five of the eight WDBs within the region have CDCR facilities located within their service areas. There are five in Kern County, three in Kings County, two in Madera County, two in San Joaquin County and one in Fresno County for a total of thirteen (13). Based on past and current models of collaboration with CDCR facilities, the local boards will enter

*Key Terms Used By Corrections Professionals*

**Criminogenic Risk:** The likelihood that an individual will engage in new criminal activity. In this content, risk does not refer to the seriousness of a crime that a person may commit in the future. Instead, standard assessments generally provide information simply on the likelihood that a person will reoffend.

**Criminogenic Needs:** The characteristics (such as antisocial attitudes, beliefs, and thinking patterns) or circumstances (such as a person's friends or family dynamics) that research has shown are associated with criminal behavior, but which a person can change.

**Risk/Needs Assessment:** A comprehensive examination and evaluation of both dynamic (changeable) and static (historical and/or demographic) criminogenic factors that predict risk of recidivism. Results can be used to guide decisions about services, placements, supervision and sentencing in some cases.

*From "Integrated Reentry and Employment Strategies, The Council of State Governments Justice Center, September 2013"*

into agreements with CDCR institutions to provide pre-release job readiness preparation, transition support (including risk/needs assessment and retrieval of right to work and educational attainment documentation), and workforce services information to inmates preparing for parole. Since training and employment preparation services available at facilities varies significantly from institution to institution in terms of both type and intensity, the local board where CDCR facilities are located will contact the warden and/or other top administrative personnel from each facility to determine what services, if any, are desired from the local workforce system. In some cases, such as Kings County, discussions between the WDBs and state-run correctional

institutions have recently taken place. Based on these conversations, it appears that CDCR facilities are quite receptive to assistance from the local workforce system and that these services will complement vocational skills training and related services already available within state institutions. While it is logical that the local board with jurisdiction in the county where the CDCR facility is located will take the lead in providing services, it is anticipated that these boards may turn to adjacent local WDBs for assistance in providing pre-release services.

Hand-Off and Re-Entry Focus: The SJVAC RPU boards realize that most individuals served through CDCR pre-release services will be paroled to communities outside the RPU. This fact will shape both the content of pre-release services and efforts to provide a "warm hand-off" at the time of parole. Among the services provided to individuals within six months of parole will be information on the full array of workforce development and skills training services available throughout the state. Such information will include detailed descriptions of AJCC services, partners and locations. Referrals to local one-stops will be made for everyone for whom parole dates and locations are provided. In addition, a principal goal of the region's re-entry focus will be to work with the California Department of Motor Vehicles, the U.S. Social Security Administration and various county agencies to secure "right to work" documents prior to inmates' release. For individuals paroled to counties in the Central Valley from institutions located outside the region, Parole Officers will inform AJCC representatives of the need for services and a meeting of a co-case management team (described below) will be immediately scheduled to complete assessments and develop a service plan for customer.

**Partnerships and Collaboration with County Jails and Probation:** All the local WDBs have existing relationships with their probation departments, albeit with varying levels of intensity. Taking advantage of resources from CWDB-funded Prison to Employment implementation and direct services grants, it is the goal that every local board within the SJVAC RPU has a strong, well defined relationship with its corresponding probation agency to promote maximum job readiness and employment opportunities for individuals under probation supervision.

Pre-Release Focus: Each board that has not already done so will work with its local sheriff's and/or probation agency to develop an agreement to provide pre-release services like those described above for CDCR facilities. Again, the goal will be to supplement rather than supplant services that are already being offered within county-administered facilities.

Hand-Off and Re-Entry Focus: Unlike the hand-off and re-entry focus described for inmates of CDCR facilities, the WDBs of the SJVAC RPU anticipate that most individuals released from county jails will re-enter communities within their jurisdictions. Therefore, a connection with the local AJCC will be made in advance so that those on probation may connect with the local workforce system on the first day after release. The same scenario will be in effect for those transferred from state to county custody in accordance with realignment provisions of AB 109.

Additional information on SJVAC’s regional workforce-corrections approaches is provided throughout narrative sections I.B and I.C, below.

**4. Regional Workforce-Corrections Objectives: *Regional Workforce-Corrections Objectives:*** Given the region’s approach to implementing Prison to Employment programs and services at the local level, the flow of information and ideas among the eight boards and their workforce-corrections stakeholders will be critical. Therefore, each board agrees to participate in a Central Valley Workforce-Corrections Coalition, which will convene monthly (either in person or via web conferencing) as a platform for discussing strategies, innovations, accomplishments and challenges, along with performance on state-funded Prison to Employment contracts. It is envisioned that each local board will assign up to three representatives from its jurisdiction (presumably one from workforce, one from corrections and one from a community partner) to the coalition. The objectives of the coalition include:

**Promoting Communication:** The coalition will provide a means for all boards and partners to come together for dialog and the exchange of ideas. While these monthly meetings will not preclude more frequent communication, they will provide a structure for the region to convene monthly regarding programs serving justice-involved individuals. As discussed in section B.3, below, the region is considering an on-line communications platform for promoting Prison to Employment programs, a portion of which could be dedicated to information and documents sharing by and among coalition representatives.

**Fostering Collaboration:** Because the coalition will include representation that crosses not only regions (the eight local boards), but disciplines (workforce, corrections, community-based services), the opportunity for partnerships to develop among various professionals is significant. Individuals whose jurisdictions are separated by hundreds of miles will have the opportunity to collaborate on programs drawing from the same set of protocols and strategies.

**Replicating Promising Practices and Bringing Them to Scale:** As the coalition (and the virtual platform tool that will likely accompany it) result in the exchange of information about strategies and processes that are producing desired results, the coalition will serve to encourage adoption of high-performance practices by the stakeholders. Discussions among the partners will help coalition representatives determine the best options for replicating promising practices and whether certain strategies should be scaled-up within portions or the entirety of the region.

**5. Other Content of Regional Plan Modification:** While the workforce-corrections narrative accounts for nearly ninety-percent of the SJVAC RPU’s 2019 Regional Plan Modification content, other topics include: collaboration with building trades councils regarding Multi-Craft Core Curricula (MC3) Construction Pre-Apprenticeship training; a self-assessment pertaining to the California Workforce Development Boards (CWDB’s) Regional Coordination and Alignment Indicators; and a brief update on RPU priorities and progress on goals stated in the 4-year Regional Plan.

**B. SERVICES – WHO, WHAT, WHEN AND HOW OF REGIONAL ALIGNMENT**

**1. Partnerships to Support Service Delivery to the Target Population:** The 8 local boards of the SJVAC RPU either directly operate or manage the one-stop/AJCC system and coordinate the services of all WIOA-mandated and optional partners programs within their service areas. As such, connections to a wide range of workforce programs (WIOA, Wagner-Peyser, Veterans Employment Programs, Title V OAA, Rehabilitation Act) and education providers (WIOA Title II, adult education, community college CTE programs, Strong Workforce-funded programs) exist throughout the region.

Re-entry coordination involves participation of corrections agencies and CBOs that may not be part of the workforce system’s network of providers. However, in each RPU, relationships exist that can be expanded to meet the needs of justice-involved individuals that will be served under Prison to Employment implementation and direct services grants. A snapshot of existing workforce-correction partnerships in the region includes the following:

Fresno Regional WDB	FRWDB has a long-standing relationship with the County Probation Department to provide pre- and post-release services and maintains a workforce services resource room at the Fresno Day Reporting Center. AJCC staff is active in monthly Parole and Community Team (PACT) events and regularly receives referrals from Parole Officers. Re-Entry CBO partners include Turning Point, which offers substance abuse services and WestCare, which provides a continuum of health and human services.
Kern-Inyo-Mono WDB	KIM WDB/Employers’ Training Resource (ETR) is actively involved with the Community Corrections Partnership (CCP), which provides it connections to many experienced re-entry CBOs offering substance recovery, transitional housing and peer support services. ETR staff also attends monthly CDCR-led PACT meetings. The agency receives realignment funding under AB 109 from the Probation Department and provides pre-release services to individuals under the Sheriff’s custody at its Lerdo Jail facility.

Kings County WDB	Kings County Job Training Office (JTO) collaborates with the County Probation and Sheriff's Departments. JTO will co-locate a case manager at Probation and is providing workshops inside the County Jail. JTO is in discussions with three CDCR facilities located in the County (Avenal, Corcoran, and Substance Abuse Treatment Facility and State Prison, Corcoran) regarding provision of workshops and informational services to inmates pending release.
Madera County WDB	Madera County WDB is under contact with the County Department of Corrections (which operates the local jail) to provide in-custody transition services via a series of 4-week transition workshops, and also has a contract with the County Probation Department to provide post-release services. A State Board-funded grant currently supports housing a staff member at DOC and probation for pre- and post-release services. A program for juvenile probationers attending court day school will be piloted in 2019.
Merced County WDB	The WDB and the County Probation Department have entered a MOU that provides a framework for referrals of individuals under County supervision. In addition, Probation has provided \$100,000 to the WDB for the purpose of covering the costs of training for formerly incarcerated job seekers. Collaboration also exists with the County Office of Education's Phoenix Project, which provides basic education and workforce training services for justice-involved individuals.
San Joaquin County WDB	Two San Joaquin County WorkNet Case Managers are co-located within the Probation Department, thereby facilitating referrals. WorkNet actively participates in twice-monthly meetings of the CCP. WorkNet also receives referrals from the County Courts system. Community-based re-entry partners include Friends Outside, El Concilio, Fathers and Families of San Joaquin, and Mary Magdalene Community Services. WorkNet maintains a robust roster of second chance-friendly employers.
Stanislaus County WDB	An MOU between the Probation and Workforce Development departments supports the provision of in-custody and out of custody services to youth. A WIOA-funded program exists under the WDB's contract with Friends Outside (an experienced and well-regarded re-entry services agency) to provide work-based learning opportunities services to formerly incarcerated adults.
Tulare County WIB	In the region, Tulare County WIB, arguably, has the most evolved and multi-faceted collaboration with its County Probation Department. Under the Readiness for Employment through Sustainable Education and Training (RESET) program, AJCC staff works in tandem with Probation to provide many pre-release workforce services. Strong collaboration exists with CDCR Parole Officers, as evidenced by participation in PACT events to connect recently released parolees to workforce services. A strong relationship with the Sheriff's Department enables services to those serving sentences in County jail.

**2. Strategies for Customers with Multiple Barriers and Challenges:** Having a record of justice involvement is considered by many workforce development professionals as the biggest barrier a job seeker can face, as it closes too many doors of opportunity and elicits scant empathy from too many people with hiring authority. For formerly incarcerated individuals with additional barriers (such as having a disability or lacking educational attainment), the path to employment may be even more difficult. However, the approach to working with such individuals remains the same. Services begin with assessment of criminogenic risks and needs. These are followed by additional assessments that consider the secondary (and any additional) barriers. A service plan is then developed that identifies the full range of support needed to eradicate or minimize risks and barriers and to address needs. The plan will also prescribe specific workforce services required to prepare the participant for employment. Service strategies for individuals will include participation of organizations with the resources and expertise to deliver needed services. Therefore, in addition, to harnessing resources from organizations with expertise in re-entry, the workforce-corrections partners will secure services from other stakeholders. For individuals with disabilities, the California Department of Rehabilitation is an invaluable partner, as are local adult education agencies for customers needing remedial education, English-as-a-Second Language (ESL) training, or assistance in earning a high school diploma or an equivalent. Following assessment, service planning, securing resources and plan execution, intensive and frequent co-case management by an assigned team will increase customers' likelihood of success in achieving their plan goals, including securing and sustaining employment.

**3. Existing and Currently Funded Service Strategies:** The establishment of workforce-corrections partnerships throughout the region will produce more abundant, better coordinated and more effective services for formerly incarcerated individuals. Following is a summary of services that are currently being provided to the target group, along with an overview

of anticipated changes and improvements that will occur as the result of SJVAC's Regional Plan Modification and implementation of state-funded Prison to Employment grants.

**Services Currently Available:** The regional planning process triggered by the statewide implementation of workforce-corrections partnerships and the Governor's actions to make available funding to serve formerly incarcerated individuals have clarified for stakeholders throughout the Central Valley that a wide range of services are currently available. At the same time, there is widespread agreement that these services could be made exponentially more effective through better coordination. Among the services currently being offered are the following:

Corrections System Services: With varying levels of availability and intensity from place to place and agency to agency, various pre-release services are present, including: remedial education, support for diploma/equivalency attainment, and job skills training; some assessment of risks and needs; job readiness training; assistance in obtaining identification documents required for work; and transition support and referrals. Post-release support for employment and supportive services by parole and probation agencies relies largely on referrals to workforce agencies, training programs, contracted support providers, and other community-based resources.

Workforce Development Services: Like the corrections system, workforce services available to the target population – both inside correctional facilities and in the community – vary among places and providers. Still a wide variety of services are available. Several local boards provide workforce services within county facilities. These include workshops, information on career services available through AJCCs, and information on job opportunities and requirements, along with transition support by working with corrections system representatives to secure work-required identification documents and records of educational attainment and training certification. In some areas, conversations are underway with CDCR institutions to introduce or re-introduce local workforce system services into those facilities. Post-release, workforce providers receive referrals from both CDCR Parole Officers and local Probation agencies. The full range of workforce services is available to the targeted population via the AJCCs. All workforce agencies, through their business outreach and engagement strategies, have identified companies that will consider formerly incarcerated individuals for employment.

Community-Based Re-Entry Services: While not present in every community of the vast SJVAC region, community-based organizations with expertise in serving the re-entry population can be critical partners in addressing the holistic needs of those in transition. Services address barriers commonly experienced by the target population and include, but are not limited to, substance abuse treatment, mental health services, general health services, transitional housing, life and coping skills, family-centered services, and various forms of peer support. Some of the CBOs currently providing these services to formerly incarcerated individuals served by the workforce system are included in the partnership descriptions within the preceding response.

For a summary of baseline service numbers for individuals served by the local WDBs, please refer to Attachment B, item 3.

**Service Improvements Resulting from Establishment of the Workforce Corrections Partnership:** The establishment or strengthening of workforce-corrections partnerships will create a greater focus on the needs of the target population, thereby increasing services to formerly incarcerated and justice-involved individuals. The availability of specialized Prison to Employment funding will further enhance the ability of the partners to deliver services that fuel positive change for participants and increase their prospects for employment and sustained success in the workforce. Among the specific service improvements the partners anticipate are:

- Increased pre-release involvement by the workforce system that will enable better workforce preparation prior to re-entry and more successful referrals at transition.
- Greater use of criminogenic risk and needs assessments and the use of results to determine the preparedness of individuals for employment, along with the types and intensity of services to thwart risks and address needs.
- A more structured approach to collaboration in the delivery of services post-release, where a multi-disciplinary team of workforce, corrections and community representatives co-case manages and co-invests in participants.
- More effective and multi-faceted service planning that sets goals and devises strategies that extend well beyond starting a job to a point where customers are identifiably stable and secure.
- Improved identification and deployment of customized resources to address the specific needs of everyone.

And while not services per se, the following enhancements resulting from the partnership will improve service delivery:

- By the partners working together more often, more effectively and within more structured processes, workforce services will be more visible to customers and they are likely to perceive their prospects for employment being greater.
- The establishment of the Workforce-Corrections Coalition will provide a platform and mechanisms for process improvement, as representatives will consistently be reviewing, analyzing and suggesting ways to strengthen collaboration, services and service delivery.

**4. Strategies to Support Successful Program Participation and Completion:** Through MOUs in place and that will be developed with state and county corrections partners, the workforce system will encourage referrals of all formerly incarcerated individuals who need and are ready to participate in career services and employment. Central to the partnerships' approach and critical to their success will be holistic, wrap-around and sustained supportive services that address barriers to participation in workforce services, including training and employment. Stakeholders have identified the following as significant barriers and potential resources.

- Transitional and stable housing: The most basic, immediate need for the re-entry population is a place to stay. The Central Valley, however, lacks enough temporary and transitional housing to meet the level of need present in most counties. Community and faith-based organizations (such as rescue missions) fulfill critical needs, as do various publicly-funded sober living environments, treatment facilities and group homes. Both locally and regionally, identifying and cataloging resources will be a priority for workforce-corrections partners and the Coalition. Advocacy for establishment of additional housing resources will be a long-term goal.
- Transportation: Within the urban communities of the Central Valley, public transportation meets the needs of many formerly incarcerated individuals participating in job readiness services, skills training and job search. However, public transit schedules and routes still pose challenges for returning individuals who often manage training, work, and mandatory probation/parole activities. Individuals returning to rural communities face even greater challenges. Partnerships will explore transportation alternatives, such as contracting for private transportation services and working with programs that make donated vehicles available to low-income individuals.
- Counseling and Peer Support: For many within the target population, the need for these services is immediate and on-going. Several CBOs with a presence in the Central Valley have experience providing these services to formerly incarcerated individuals. Under the Prison to Employment initiative, local boards will procure qualified providers to support the goals of workforce-corrections partnerships in serving the target population.
- Tattoo Removal: Individuals with visible tattoos that evoke gang affiliation or antisocial attitudes face significant barriers to employment. Referrals to providers of tattoo removal services are critical for these individuals.
- Health and Wellness Services: In addition to the frequent need for substance treatment programs, many returning individuals have significant needs for mental and physical health services to stabilize them so that they are ready for employment. County public health and behavioral services agencies are critical allies in meeting these needs, as are community clinics and specialized, non-profit substance abuse providers, such as Turning Point and WestCare.

As availability of resources vary significantly from county to county and among communities within each county, local boards will be developing structured plans for providing support to Prison to Employment program participants. These plans will describe services to be offered, service providers and requirements/parameters for receiving services.

**5. Opportunities for Justice System Collaboration on Pre-Release Strategies:** As described, most of the local boards in the Central Valley are participating to some extent in pre-release activities at facilities under the jurisdiction of county law enforcement and probation agencies. This presence promotes the workforce system's ability to collaborate with corrections staff on planning structured transition services at the point of release. To promote successful re-entry, workforce and community partners want to contact exiting individuals as soon as possible after release. While offering services inside facilities increases successful referrals and contacts with workforce providers following release, improvements can still be made, as many individuals are released during non-business hours and workforce agencies are informed after the fact. In such cases, there is less likelihood that the re-entry individual will contact workforce services.

From CDCR, individuals parole from institutions throughout California. Therefore, referrals are generally made by local Parole Officers following release. However, WDBs in the region will work with Central Valley-based CDCR institutions to develop agreements to provide pre-release services, recognizing that only a small percentage of individuals released from these facilities will parole to Central Valley communities. However, for those who do, a structured transition plan, including immediate connection to workforce and community support agencies, could be achieved. In addition, if the state were to shepherd the installment of local workforce staff and information in all CDCR institutions, pre-release referrals to the workforce system in the community of parole could be made for all individuals released from state custody.

**6. Case Management Needs and Strategies:** Strong and effective working relationships with corrections and other government agencies will increase the workforce system's effectiveness in completing intake, assessment, service planning and in providing high quality case management. Key issues to be addressed pre-release that will promote successful engagement with workforce services providers include the following.

**Right to Work Documentation:** For the workforce system to engage individuals in employment of any kind, including subsidized work-based "earn and learn" activities, these customers must fulfill requirements for documenting their right to work. California Identification Cards, Social Security Cards, and birth certificates/verification of legal residency are among

the documents needed. Because the lag time for obtaining these documents can be weeks, beginning the process prior to release is essential. Support from state and county corrections agencies to identify those pending release and agreements with the DMV, Social Security and county registrars to facilitate the processing of requests would hasten the workforce system's ability to quickly connect the job ready re-entry population to work.

**Results of Risk/Needs Assessment:** Understanding an individual's criminogenic risks and needs is critical to devising an appropriate service plan and to determining the point at which he/she is ready for various career services. The workforce system partners intend to work with corrections facilities to ensure that such assessments are completed pre-release and that results are made available to the case management team that will identify appropriate workforce and support strategies.

**Documentation of Educational Attainment and Skills Certification:** Prior to release, the workforce-corrections partners, in cooperation with the customer, should identify all education and training completed by the customer and assemble documentation of these achievements. For diplomas or certificates earned while incarcerated, the corrections facility can assist in providing records. Pre-release identification of pre-incarceration educational attainment will help workforce staff in securing records from schools systems located throughout California and across the nation.

**7. Data Collection and Reporting:** SB 866 requires evaluation to be based on UI Code 14033 (b) to (d), as enacted by AB 1111. The applicable sections of 14033 state that the initiative's purpose is to provide individuals with barriers to employment "services they need to enter, participate in, and complete broader workforce preparation, training and education programs, and, ultimately, to obtain employment." It then describes performance evaluation criteria that are substantially similar to WIOA, as they deal with participants' enrollment and completion of workforce and training services, followed by job placement and retention. It is envisioned, therefore, that data collection and reporting would be similar to WIOA for which participant activities are recorded in CalJOBS, which produces reports on performance. San Joaquin County WDB, serving as fiscal agent for Prison to Employment implementation programs, will be responsible for developing data collection and reporting procedures and transmitting them to local WDBs for their use and that of their subcontractors. The WDB will consult with stakeholder representatives participating in Central Valley Workforce-Corrections Coalition for recommendations on procedures.

**8. Strategies to Support Job Retention:** As most of the formerly incarcerated and justice involved individuals served by the program will be recently released, the supportive services assembled to facilitate their transition and re-entry will generally need to remain in place for several months following initial placement on a job. This will be especially true for individuals who are in transitional housing. Because many will have little to no savings at the time they begin work, maintaining transitional services in place will be critical to participants' stability and success. At the time the participant begins work, the co-case management team will update the supportive services plan to ensure that it provides a detailed course of action and timeframe for all services needed. The plan will specify all services that will continue following placement, along with a timeframe for the participant's transition to self-sustainability concerning housing and other services. In updating the plan, the case management team will work with the participant to develop a budget and savings plan that will enable him/her to transition to stable housing that is unsubsidized. In addition to housing support, free and low cost services required to promote success and retention on the job will include transportation, counseling and health services, among others. All post-placement follow-up discussions with the participant and among the case management team will examine the participant's support needs and progress on the plan to achieve self-sufficiency.

**C. RELATIONSHIP TO REGIONAL LABOR MARKET NEEDS, REGIONAL SECTOR PATHWAY PROGRAMS, AND REGIONAL PARTNERSHIPS**

**1. Linking the Workforce-Corrections Initiative to the Region's Sector Pathways:** Based on extensive labor market research and analysis and considering priority sectors previously adopted by all 8 local boards, in 2017, the WDB leadership in the region agreed on the following regional priority sectors:

• Advanced Manufacturing	• Healthcare
• Construction (including Public Infrastructure)	• Transportation and Logistics
• Energy (including Green Energy)	• Value-Added Agriculture

As the economy of the region has continued to grow stronger over the last two years, these sectors have continued to show their value in terms of creating jobs, offering good wages and providing career advancement opportunities for those who build experience and attain credentials through school and work-based learning activities. Given the strength of these industries, the local boards of the Central Valley not only emphasize careers in these sectors to job seekers, but generally restrict WIOA training funds to programs that prepare workforce system customers for employment in a demand industry. Adult education and community college partners throughout the region, along with private technical and trades schools, are

working to support the region's sector focus by offering more courses linked to target industries. In addition, extensive outreach to and on-going engagement with businesses in SJVAC RPU's priority sectors continue to create opportunities to implement work-based learning programs ranging from transitional employment models to highly structured on-the-job training (OJT).

Boards prioritize jobs in priority sectors for all workforce system customers, including formerly incarcerated and justice-involved individuals. However, for this target group, consideration is given to the effect that their record (particularly the nature of the offense and subsequent conviction) may have on eligibility for particular jobs. The region's target sectors include a wide range of occupations and trades that are "second chance- friendly," providing employment opportunities for justice-involved individuals on a regular basis. In fact, of the region's 6 priority sectors, agriculture, construction, energy, manufacturing and transportation/logistics are all known for having jobs for which ex-offenders will qualify, assuming they have the right skills and meet other job requirements. Therefore, connecting individuals from this target group to sector pathway training will be a priority. As described, every Prison to Employment participant will undergo a thorough assessment of risks and needs, along with evaluations of vocational aptitudes and preferences. Based on results, participants may be referred to any number of sector pathway programs throughout the region, including, but not limited to the following:

Advanced Manufacturing	Maintenance Mechanic programs have been designed and implemented by several of the region's community colleges, in part with funding provided by the SlingShot grant. Students completing welding and blueprint reading courses are still in high demand.
Construction	In some areas of the Central Valley, public infrastructure projects are driving the demand for more workers. Throughout the region, commercial, industrial and residential building continue to grow. As described in Section II of the narrative, the local boards are working with their respective Building Trades Councils (BTCs) to increase the use of MC3 Pre-Apprenticeship Training and to transition those completing MC3 to building trades apprenticeships.
Energy	A subset of the sector that is showing growth is solar installation, including large scale projects. While several businesses have demonstrated a willingness to hire and train formerly incarcerated individuals, pathway training that provides career opportunities is generally provided via building trades apprenticeships.
Healthcare	While many jobs within healthcare are difficult for the target population to access, justice-involved individuals do qualify for certain positions of an administrative or support nature. These include jobs such as biller- coder, substance abuse counselor and healthcare navigator. In addition to training programs available across the valley, some training is available inside state institutions, such as Certified Drug and Alcohol Counselor training offered at the Central California Women's Facility.
Transportation/ Logistics	Sector pathway training for transportation maintenance, warehousing skills and truck driving are abundant throughout the Valley, as are jobs for which the target population is often hired.

**2. Coordination with State Board-Funded Initiatives:** Among the current grantees for these programs in the region, all are local boards. For the Forward Focus program, Tulare County WIB has received funding through two grants: Supervised 2.0 and Supervised 3.0. Under the Workforce Accelerator Fund (WAF), Tulare County WIB, Madera County WDB, and Fresno Regional WDB have an active project. Tulare County is using WAF funding, in part, to provide pre- and post- release services (education, job readiness and work experience) to youth probationers. Madera and Fresno are also serving justice-involved individuals who are in local custody or are being supervised by the Probation Department.

**3. Promoting Information on Regional Priority Sectors:** Each of the local boards collects and disseminates information about the labor market, demand occupations and growth/priority industries. The sources for such information vary from area to area, but generally include: State-published data and reports from the Labor Market Information Division of Employment Development Department; information gleaned from federal sources, such as O\*Net and the U.S. Department of Labor's Bureau of Labor Statistics; Dunn & Bradstreet; and information provided by local economic development agencies. Also, local boards meet with businesses representing priority sectors to gather information about their hiring and training needs. Examples of such activities include the work the San Joaquin County WDB is doing with employers from the healthcare sector and the various industry councils that have being developed by the Tulare County WIB. From time to time, local boards will independently or regionally commission labor market analysis, as was the case in 2016 when the Central Valley boards engaged Applied Development Economics (ADE) to analyze and report on growth industries. Information from that study was shared with stakeholders and the public via the publication of the 2017-2021 Regional Plan.



The 8 WDBs currently use a variety of approaches for sharing information on priority sectors and jobs with stakeholders. For instance, Madera County WDB produces newsletters to address the needs and interests of businesses for labor market data. Other WDBs get information out through reports presented at public board meetings or through publication of annual reports. Because the Prison to Employment initiative will involve a wide range of stakeholders, including corrections system organizations and their community-based partners, the SJVAC RPU will make data on target industries and the labor market much more accessible. On behalf of the region, the Merced County WDB has entered into a contract with the California Central Valley Economic Development Corporation (CCVEDC) to reach into the region's business communities to not only enhance industry engagement, but to secure additional intelligence on the needs of target industries. Concurrently, the RPU is developing a Regional Business Tool website, where a wide range of information, tools, and data can be shared. This platform will serve as an excellent means of communicating sector-focused information to all workforce-corrections partners.

**4. Business Engagement Strategy:** Surveys conducted with local boards and their providers, along with discussions during community forums, made clear that there are two key components to working with businesses to identify employment opportunities for formerly incarcerated individuals. The first is outreach, which all local boards and their workforce system partners do on an on-going basis. Business services staff identifies businesses where hiring opportunities likely exist. Such businesses include new companies, those in target sectors and businesses that are advertising for employees. Part of the process of working with new business customers is determining the requirements for positions in the company. Based on these requirements, boards typically take an assets-based approach, referring candidates meeting skills, experience and other background requirements. If there are conditions of employment that exclude individuals with certain felony convictions, these requirements are also considered in making referrals. The second key component is messaging, where business services staff develop specific benefits-focused language to persuade businesses to consider candidates. This message is tailored for every customer that is being promoted to employers, but often includes specific content for promoting job seekers with barriers. Hence, unique sets of messages have been developed for older workers, persons with disabilities, and justice-involved individuals. For the latter group, workforce services representatives share with employers a wide variety of reasons they should consider hiring individuals that were formerly incarcerated. These include:

- First and foremost, the specific qualifications of the candidate, including skills, abilities and attitudes related to the requirements of the job.
- Hiring incentives, including tax credits and free bonding.
- Employee reliability. Studies and workforce system experience have shown that many formerly incarcerated individuals are equally or more reliable and loyal than other workers.
- They are an under-utilized pool of talent.
- There is a positive economic and community impact to hiring these candidates as, over time, employment makes them less likely to rely on public support or reoffend.

Based on the combination of outreach and messaging strategies that are currently in use, the 8 local boards and their system partners have identified hundreds of Central Valley businesses that are second chance-friendly (see Attachment C, item 2 for additional information). The Coalition will produce a "messaging protocol" to guide all workforce-corrections partners in having productive and effective discussions with businesses about hiring justice-involved job seekers.

**5. Engaging System Stakeholders in Workforce-Corrections Partnership:** Of the eight boards in the region, six have received state approval to function as the service provider for their AJCCs. Two others (Fresno Regional WDB and Tulare County WIB) contract with independent providers that were procured under an open, competitive process. Therefore, MOUs with AJCCs are not necessary in the region. As described below, several local boards will seek to take advantage of the expertise that community-based organizations have in working with the re-entry population. Where direct services are provided to individuals enrolled in Prison to Employment grants, it is likely that the boards will competitively procure providers and enter into contracts for services. In cases where boards have previously procured a CBO's services, a separate procurement may not be necessary and contracts could be amended to include funding from these new state grants. Where CBOs are already funded to provide a specific service, WDBs will enter MOUs that describe the types of services to be provided and the referrals process. Utilizing existing MOUs as a resource, the Central Valley Workforce-Corrections Coalition will develop a template that can be used across the region.

**6. Engaging Re-Entry Service Organizations in Partnership Activities:** The local boards within the region recognize the necessity of having agreements in place with a variety of agencies to support the work of the workforce-corrections partnership. These include agreements with state and local corrections agencies (principally, CDCR/parole and county probation), law enforcement/jails, individual CDCR institutions, and public agencies controlling right to work documents. Many of these MOUs are in place, while other are in development or need to be negotiated. These agreements are a priority

and the local boards are committed to executing them as quickly as possible, but no later than June 30, 2019. Following is a snapshot of the status of desired MOUs by local WDB:

WDB	Probation	CDCR	Sheriff/Jails	CDCR Facilities	DMV	Social Security	Child Support	DSS
Fresno								
Kern-Inyo-Mono			X		X			
Kings								
Madera	X		X				X	X
Merced	X	N/A		N/A			X	X
San Joaquin	X							
Stanislaus	X	N/A		N/A			X	X
Tulare	X	N/A	X	N/A				

**7. Training for Staff and Stakeholders:** The process for updating and modifying the SJVAC RPU's Regional Plan to incorporate a workforce-corrections partnership included significant outreach to and engagement with workforce system stakeholders, representatives from the corrections system, community partners and others. Stakeholder and community engagement forums and meetings revealed that there are many effective partnerships already in place between workforce agencies and corrections partners. However, representatives from both sides indicated that advancing collaboration and achieving greater employment and anti-recidivism successes with formerly incarcerated individuals will require extensive additional training across disciplines. When queried regarding training needs and priorities, stakeholders suggested that several topics be prioritized. Training about the corrections system and justice-involved individuals should address: education and workforce services currently available within state and county corrections institutions; basics on parole, probation and supervision; building trust; building and maintaining motivation; basics on child support requirements; options for transitional housing; substance counseling and treatment programs; and mental health and trauma informed services. Training on the following workforce systems and services topics would benefit corrections and community partners: WIOA and workforce system basics; AJCC and workforce partner services; training programs; understanding the labor market; business outreach and job development; and work-based learning opportunities, including internships. Various stakeholders acknowledged the capacity of the California's Workforce Association's California Training Initiative to procure and broker training on many of these topics, while others recommended that state and county agencies (e.g. CWDB, CDCR, the California Prison Industry Association, local WDBs, county probation departments) take the lead in offering training. The Central Valley Workforce-Corrections Coalition will prioritize the development of and implementation of a Workforce-Corrections Training Plan no later than June 30, 2019.

**8. Case Management Collaboration with the Justice System:** The capacity to co-case manage participants relies foremost on the strength of partnerships and nearly equally on a sound structure for sharing information and apportioning responsibilities. Fortunately for Central Valley stakeholders and the justice-involved job seekers that they serve, effective working relationships currently exist between the workforce partners and their corrections/re-entry counterparts. Models for truly effective shared case management exist in the region and these strategies will be scaled-up in the implementation of state-funded Prison to Employment grants.

**Coordination with State Parole and County Probation Supervision:** As suggested in the introduction to this plan, coordination with state and local corrections systems will occur on two levels: pre-release and post-release. Pre-release coordination with CDCR will itself occur in two ways. For services provided inside the 13 SJVAC-based state corrections facilities, WDB services will complement those provided by the CDCR and its education contractors. Coordination of referrals will be directed to workforce areas to which inmates will parole. Hence, the hand-off will, for most inmates, signal the end of the facility's and the WDB's services to that individual. However, a small percentage of those being released will parole to Central Valley communities, in which CDCR and WDB staff providing pre-release services will provide a warm handoff to the SJVAC region WDB/AJCC staff and parole agents that will provide services. This staff will work together on a co-case management team to complete any remaining assessment, service planning and document retrieval that are necessary to engage the participant in workforce services and employment. For individuals paroled from institutions outside the RPU, Parole will quickly make referrals to the workforce system so that a co-case management team comprised of Parole, AJCC and CBO representatives can review and complete a risk/needs assessment and work toward developing a service plan for workforce development activities, supportive services and employment. For individuals under supervision of county probation agencies (including PRCS individuals and those in/released from county jails) coordination and referral will be substantially like that described for CDCR.

**Working with CBOs to Provide Support and Direct Services:** CBOs with expertise in serving formerly incarcerated individuals are a unique and immensely valuable resource. There are several highly experienced providers located in the Central Valley. However, in a region with several large cities, many small towns and a seemingly endless number of rural

hamlets, these CBOs are primarily clustered in and around large cities. Therefore, the region's strategy regarding experienced re-entry CBOs will be to use them where they are present and work to replicate their services (by AJCC staff or other providers) where they are not. As described above, community-based providers that have not already been procured will be invited to submit proposals under an open RFP. There are no presumptive providers and competition for supportive services funding under Prison to Employment grants will be fair and open. Once under contract, CBOs will become members of the multi-disciplinary co-case management team that will establish and execute plans for participants. As stated, the principal activities for contracted CBOs will include: peer support; provision and coordination of support services (including those provided via MOU at no cost to the grant); services that promote pro-social behaviors; and workshops dealing with anger management, goal setting, positive attitudes and motivation. Referrals to CBOs will come from assigned workforce services staff, so that they can be appropriately recorded and tracked.

## II. MULTI-CRAFT CORE CURRICULUM MC3 CONSTRUCTION PRE- APPRENTICESHIP PARTNERSHIPS

There are four (4) local/regional Building Trades Councils (BTCs) that align with the counties that comprises the SJVAC RPU: 1) Fresno, Madera, Tulare, Kings; 2) Kern, Inyo, Mono; 3) San Joaquin, Calaveras, Alpine; and 4) Stanislaus, Merced, Mariposa, Tuolumne. As part of the process to modify and update the Regional Plan, meetings were held with each of the four councils that were attended by: BTC leaders and representatives from various local building trades unions; Executive Directors and senior staff from each Local WDB; a regional planning consultant; and, in some cases, WDB members. The purpose of these meetings was for workforce system leaders to get a better understanding of how the councils were approving, overseeing and, possibly, operating MC3 training, their plans and/or goals regarding MC3, and how the workforce system (including WDBs, the AJCCs and partners) could support the councils' efforts pertaining to MC3. The third and fourth councils listed above also serve counties for which the Middle Sierra RPU has jurisdiction over workforce development programs. Therefore, the Executive Director of Mother Lode Job Training joined his Central Valley counterparts in meetings with BTC leaders from those areas. Following is a summary of the discussions that took place at each meeting, including plans for local boards for coordinate their programs and activities with BTCs and MC3 programs.

**Fresno, Madera, Tulare, Kings BTC:** The BTC serving this four-county region has the most fully developed program, operational strategies and relationship structures in the region when it comes to MC3 pre-apprenticeship training. The council not only oversees the 6-week program, it directly delivers the 10-day core curriculum, after which participants are exposed to various trades through modules provided by local trades unions. Content also includes visiting job sites and information by guest speakers. BTC and WDB leaders agreed on the importance of understanding one another's systems (e.g. eligibility and enrollment criteria) to working together effectively. The candidate vetting process (verification of high school completion, possession of a valid CDL, physical stamina and agility, passing a drug screening, etc.) is critical to a successful match, as apprenticeship and hiring standards are strict. Local boards have supported MC3 training through referrals and co-enrollments with WIOA. BTC leaders indicated that WDBs could provide additional support to MC3 programs by referring target populations, including women and formerly-incarcerated individuals.

**Kern, Inyo, Mono BTC:** In the past, various construction-related pre-apprenticeship programs have taken place in the county, including programs that focused on more than one trade, but these programs were not using the MC3 curriculum. Currently, programs are offered to students at Arvin High School (operating under the State Building Trades Council) and to adults in Rosemond through Los Angeles County-based Antelope Valley College. The BTC does not currently have an MC3 program operating under its auspices or approval, but is open to working with the WDB and local education providers (such as the Regional Occupational Center) to develop one or more programs. The question of need for more apprentices arose, as there are a limited number of project labor agreements in place, which often serve as the main driver for recruiting new apprentices through MC3 and other mechanisms. Still, projected retirements of skilled tradespeople may alone require that more people be apprenticed in the building trades. The BTC, represented unions, and the WDB agreed to continue discussions about increasing the availability of MC3 training, developing local capacity to provide pre-apprenticeship programs and ways the workforce system and labor can work better together to recruit, screen and prepare pre-apprentices.

**San Joaquin, Calaveras, Alpine BTC:** BTC leadership reported that the San Joaquin County Office of Education, through its YouthBuild program, operates the only BTC-approved MC3 pre-apprenticeship training in the County. Trainees participating in the program come from diverse backgrounds, like those served by the local workforce system. The MC3 program currently has the capacity to serve approximately 30 students per year. Like discussions that were held with other councils, local BTC representatives expressed that there are currently no specific plans to expand MC3 capacity, because it currently meets requirements for known public projects. Council leadership requested support from San Joaquin and adjacent counties in advocating for local hire language in public projects. San Joaquin County officials offered to have further

discussions on this matter. The WDB and BTC agreed to continue to work together to assess the need for more pre-apprenticeship training and to discuss the role of the workforce system in supporting a pipeline of candidates for MC3 and building trades apprenticeships.

**Stanislaus, Merced, Mariposa, Tuolumne BTC:** A very productive small group discussion occurred among two leaders from the local BTC and the Executive Directors of three local boards. While pre-apprenticeship training is being offered in the region (including programs provided by Modesto Junior College and Merced College), the curriculum was not officially BTC-approved for MC3. Council representatives agreed to review the programs, secure MC3 technical assistance and collaborate with local boards to consider current programs for approval. The boards agreed to work together to develop specific strategies for the workforce system to: promote building trades careers, MC3 and apprenticeships; to agree on protocols for candidate vetting and referrals; and provide funding, as available, to support training. Within the “Exhibits” section of this Regional Plan Modification, agendas, notes and sign-in sheets from these meetings are provided.

### III. REGIONAL COORDINATION AND ALIGNMENT INDICATORS

RPU leaders have overseen a multi-faceted process to review progress on regional alignment and coordination as expressed by the Indicators that have been cross-walked to SJVAC RPU goals. This process looked at work not only funded by RPI grants and other initiatives supported by the State board, but at other regional activities, including those being led by system partners. Following is a snapshot of self-assessment rankings for Indicators that touch on the principal objectives of the State Plan.

Indicator	Description	Level of Progress on Indicator		
		Learning/ Experimenting	Operationalizing/ Doing	Growing/ Expanding
<b>Demand-Driven Indicators</b>				
Indicator A	Team that jointly convenes industry/industry champions		X	
Indicator B	Shared industry sector focus and resources		X	
Indicator C	Communicating industry workforce needs to supply-side partners		X	
<b>Upward Mobility and Equity Indicators</b>				
Indicator F	Deploys shared resources to meet target population needs		X	
<b>System Alignment Indicators</b>				
Indicator H	Shared administrative systems to achieve efficiencies		X	
Indicator J	Processes for evaluating performance	X		

Detailed information on the region’s self-assessment on progress, including narratives describing progress on the indicators and rationales for ranking levels, is provided in Attachment D.

### IV. OTHER MODIFICATIONS TO 2017-2021 SJVAC RPU REGIONAL PLAN

Since the SJVAC Regional Plan was submitted in 2017, local boards have met frequently to discuss regional collaboration and strategies to improve services to key customer groups throughout the Central Valley. Following is a summary of progress made on the establishment of regional priorities and on numerous issues for which goals were set within the 4-year plan.

**A. Regional Workforce System Priorities:** Shortly after the Governor’s approval of the RPU’s Regional Plan, State Board representatives requested that the region identify from the goals stated in the plan a few priorities on which the partners would initially concentrate. The region zeroed in on five priorities, which include:

Coordination with Region-wide Economic Development: A portion of the region’s Implementation Grant funds has been used to secure the services of the California Central Valley Economic Development Corporation (CCVEDC), which is implementing regional strategies to assist the workforce system in expanding partnerships, enhancing industry engagement, and creating a structure for sharing information with business stakeholders.

Improving the Capacity of Regional Leaders: The goal is for leadership teams from each board in the region to complete the CWA-sponsored Workforce Executive Bootcamp. Regionally and locally, management will be prepared to develop innovative strategies and lead workforce system partnerships.

Coordination of Training Oversight: With leadership from FRWDB, the region has established an Eligible Training Provider List (ETPL) Council that is developing approaches to reducing duplication and promoting consistency in monitoring. The council also serves as a forum for sharing best practices.

Promotion of Priority Sectors: Standardized tools and informational resources are being developed to promote careers in key industry sectors. The goal is for local boards and stakeholders to provide consistent information that can be locally customized, across the region.

**B. Progress on Regional Plan Goals**: The 2017-2021 SJVAC Regional Plan enumerated goals in several areas. Based on these goals, the five foregoing priorities were identified. While the priorities have received significant attention, progress, some of which is substantial, has also been made in other goal areas. Following is an overview of regional activities related to these goals:

Engagement with Economic Development and Economic Analysis: The above-described regional project with CCVEDC exemplifies the RPU's commitment to maintaining strong partnerships with economic development and to utilizing economic and labor market data as a tool for both outreach to businesses and for providing services that meet the workforce needs of the Central Valley's leading industries.

Regional Sectors Pathway Programs and Credential Attainment: The region continues to work with businesses, industry associations and organized labor to develop and strengthen sector pathway programs and to guide job seekers to training, preparing them for opportunities in growth industries. The SlingShot grant was focused, in part, on developing industry-responsive programs for the manufacturing and construction industries that result in the award of industry-valued credentials.

System Accessibility and Inclusiveness: While SJVAC's 4-year plan addresses the needs of job seekers with barriers to employment, including English language learners and individuals with disabilities, modifications to local and regional plans are strengthening the workforce system's emphasis on priority populations identified in the 2018 State Plan modification.

Administrative and Operational Coordination: Where the Central Valley Workforce Collaborative has served for years as a platform for local board Directors to communicate on projects and share ideas, other structures (e.g. the ETPL Council, the Central Valley Workforce-Corrections Coalition) are being developed to promote communication on specific areas of administration and service delivery.

System Development and Collaboration with Partners: Each of the local boards reports progress on their partnerships working more collaboratively as part of a single workforce system, rather than in silos. Goals recently set in concert with local and regional plan updates and one-stop certification are further enhancing this collaboration.

In two remaining areas (Tracking the System's Training-Related Placements and Defining Job Quality), some progress has been made, but more work remains before the region will be ready to categorize these goals as poised for achievement. Updates will be provided in future reports concerning regional planning goals.