

# **Los Angeles Basin Regional Planning Unit Regional Workforce Development Plan Modification Draft Narrative**

## **Background**

In 2017, the California Workforce Development Board (State Board) approved the Local and Regional Workforce Development Plans, 2017 – 2021, of the Los Angeles Basin Regional Planning Unit (LA Basin RPU). As one of fourteen RPUs in the state, the LA Basin RPU is comprised of seven local Workforce Development Boards (Local Boards or WDBs) serving 88 cities in the LA Basin including the City of Los Angeles WDB, Foothill WDB, Pacific Gateway WDB, South Bay Workforce Investment Board, Southeast Los Angeles County WDB (SELACO), Verdugo WDB, and the County of Los Angeles WDB. The LA Basin Regional Plan is built upon four strategic goals to ensure the regional workforce system: 1) is demand-driven, reflecting the needs of priority sectors; 2) is inclusive and accessible, enabling all individuals to train for and obtain a quality job; 3) seeks alignment across disciplines, including workforce services, education and economic development; and 4) uses regional sector pathway strategies to build a skilled and competitive workforce.

Under the federal Workforce Innovation and Opportunity Act (WIOA), which governs the statewide workforce system, a biennial update of regional and local plans is required to ensure plans remain current and account for “changes in labor market and economic conditions or in other factors affecting the implementation of local and regional plans.” Pursuant to this requirement, changes were made to the State Plan which required modification to local and regional plans to keep consistent with the policy direction of the State Plan. The specific requirements for regional plan modifications are to:

- Align, coordinate, and integrate reentry and workforce services to the formerly incarcerated and other justice-involved individuals;
- Detail compliance with State Plan guidance and state law relating to Multi-Craft Core Curriculum (MC3) pre-apprenticeship partnerships;
- Conduct a regional self-assessment using Indicators of Regional Coordination and Alignment to determine regional implementation progress in achieving the objectives of the State Plan; and

A dynamic and inclusive community engagement process was conducted to ensure meaningful stakeholder, community, and service population participation and to ensure the interests of client populations were placed at the center of discussions to modify the regional plan. Planning activities were organized within the seven Local Board areas and the eight economic regions of the county. A schedule of community engagement meetings/listening sessions was noticed to the State Board and broadly published on the websites, social media and bulletin boards of the seven Local Boards and their America’s Job Centers of California (AJCCs) and community partners. More than 300 stakeholders from corrections, education, community, labor and industry participated in sixteen regional reentry and self-assessment planning forums; five partnership planning meetings and a focus group of justice-involved individuals; and sixteen reentry workgroup planning meetings. The responses, insights and recommendations of these stakeholders helped to inform and shape the development of the Regional Plan Modification. A more detailed description of the manner in which stakeholder involvement and community outreach requirements were met is detailed in Attachment B.

I. **Align, coordinate and integrate reentry and workforce services to formerly incarcerated and justice involved individuals**

A. **Services – Who, What, When, and How of Regional Alignment**

**LA County is California’s most populous county, and historically, the top feeder into the state’s prison system.** The shift in management, under AB 109 Realignment, of non-violent, lower-level offenders from the California Department of Corrections and Rehabilitation (CDCR) state prison system to county jail, parole and probation systems – has had major impacts on the criminal justice landscape in Los Angeles County (LA County). The following summarizes the impact of Realignment – a more detailed description is provided in Attachment A:

- **State Prison Releases:** CDCR reports 32,127 state prisoners released to supervision in LA County in a three-year period, 2015 to 2017; averaging 10,000 new releases annually with a 3-year recidivism rate of 46.1%; more than a third of released prisoners received in-custody mental health/substance use disorder treatment and will require ongoing treatment services in post-release; unemployment among reentry populations is estimated at more than 27% (Prison Policy Institute’s “Out of Prison & Out of Work”2018);
- **LA County Sheriffs and Probation:** LA County Sheriff’s Dept. (LASD) experienced a 25% increase in jail population currently averaging more than 16,000 inmates annually at 8 jail facilities; LA County Probation supervises an average of 60,000 non-AB 109 probationers annually at 19 LA area offices; averaging 27.6 months of supervision; and
- **Cost of Living:** With a diverse population of more than 10 million people, LA County’s cost of living<sup>1</sup> is 43% higher than the national average; MIT living wage calculator indicates an hourly wage of \$30.72 or \$63,897 annually is needed for a family size of 4, with median earnings in the county well below at \$48,682; more than 50,000 people are homeless due to affordable housing shortages; median home prices are near \$600,000, 157% above the national average; and average monthly rent for a one-bedroom apartment is above \$2,200.

To improve labor market outcomes of formerly incarcerated and justice-involved individuals (reentry individuals) and reduce recidivism, the LA Basin RPU will work in coordination with stakeholders across the region to:

- Increase the capacity of workforce and community partners to serve reentry individuals through seamless, integrated service delivery, leveraged public-private resources and evidence-based practices;
- Achieve regional alignment of the corrections and workforce systems to support data-driven decision-making and a “warm hand-off” from corrections to community; and
- Implement demand-driven education, training and employment programming leading to living-wage, career pathway employment.

Existing and Perspective Stakeholder Partnership and Opportunities to Collaborate with Parole and Probation: In alignment with the county’s Community Corrections AB109/111 Implementation Plan, significant reentry stakeholder partnerships were initiated with Parole, LA Probation, LA Sheriffs, community-based organizations (CBOs) and workforce agencies since 2011 Realignment. The LA Basin RPU will build upon

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<sup>1</sup> PayScale; <https://www.payscale.com/cost-of-living-calculator/California-Los-Angeles>

existing successful partnerships and develop new opportunities to leverage private and public reentry assets with the following partners. The LA County Board of Supervisors **Office of Diversion and Reentry (ODR)** is operated by the Department of Mental Health (DMH) in partnership with county social service and workforce agencies, CBOs and LA Probation to develop and implement diversion and reentry support services, particular for individuals with mental and/or substance use disorders. The **LA City Mayor's Office of Reentry (City OR)** works in partnership with LA Probation, AJCCs, CBOs and public and private businesses to operate New Roads to Second Chances, a transitional jobs program with the California Department of Transportation (Caltrans), Project Impact offering counseling and legal support, and the Blue-Ribbon Commission on Employment Equity, a public-private partnership to increase employment opportunities for reentry individuals. The **Los Angeles Regional Reentry Partnership (LARRP)** and the **Community Action Partners (C.A.P.) Alliance** function as conveners, organizers and advocates to shape policy and support capacity building for more than 400 CBO reentry providers. The **Electronic Referral System** partnership with Parole, CalJOBS and AJCCs pilots a client referral and data tracking system for parolees. Additionally, numerous partnerships with corrections agencies have been initiated by Local Boards, AJCCs and community agencies throughout the region.

Strategies to Serve Reentry Individuals Facing Major Labor Market Challenges: The lack of identification/right to work documents, soft skills and limited or no work experience were chief among the labor market challenges identified by stakeholders and reentry individuals, one of whom commented that “it took five months to get a CA identification and social security card after release from prison.” Stakeholder workgroups determined Transitional Subsidized Employment (TSE), which provides supervised, paid work experience followed by entrance in employment, was the most effective strategy in improving work-readiness and, according to recent national evaluations<sup>2</sup>, is also “effective at decreasing recidivism among ex-offenders.” TSE will be accessed at 14 AJCC Reentry Hubs in the seven WDB areas, modeled after successful local programming such as LA: Rise, a public/private partnership serving youth and adult offenders and offering work experience at social enterprises leading to training and/or employment; Center for Employment Opportunities, a non-profit employment and training service operating transitional work crews in indoor/outdoor maintenance leading to paid employment, and the South Bay Workforce Investment Board's regional partnership with the Department of Public Social Services offering transitional work experience leading to OJT, apprenticeship and employment for CalWORKs participants. These earn and learn models are implemented through a network of AJCCs and transition to employment in public and private sectors. Soft-skills training and assessments to determine supportive services needs are offered in advance of TSE work experience. Reentry Teams formed of AJCC and CBO case management staff will be co-located at each AJCC Reentry Hub and, guided by an Individual Employment Plan (IEP), will provide supportive services, job coaching and peer mentoring to support employment placement, retention and career advancement.

Potential Barriers to Successful Participation and Completion: Mental health and substance use disorders were identified by reentry providers as primary barriers impacting successful participation and completion rates followed by low self-esteem, feelings of stigmatization, criminogenic thinking and behaviors, and fear of failure and re-arrest as secondary attitudinal barriers which, according to Psychology Today<sup>3</sup>, “affect decisions, actions and outcomes.” CDCR reports at least one-third of adult offenders receiving in-custody services related to a mental health designation will require post-release mental health services. Qualified CBO providers will be contracted through County Mental Health's Office of Diversion and Reentry (ODR) to

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<sup>2</sup> MDRC, [www.mdrc.org/publication/subsidized-employment-strategy-bad-economic-times-and-hard-employ](http://www.mdrc.org/publication/subsidized-employment-strategy-bad-economic-times-and-hard-employ)

<sup>3</sup> Psychology Today, Dec. 27, 2017; Tsaousides Ph.D., Smashing the Brainblock, “Why Fear of Failure Can Keep You Stuck”.

provide intensive case management and supportive services, leveraging state and county resources. Additionally, ODR will act as an intermediary to promote service integration between the AJCCs and CBO providers; and ensure the fidelity of service delivery. Emphasis will be placed on evidence-based trauma-informed approaches to treatment and whole family case management. Cognitive behavioral therapy (CBT), an evidence-based therapeutic approach that helps identify and change dysfunctional beliefs, thoughts, and patterns, will be offered in post-release services for moderate- and high-risk reentry individuals. AJCC/CBO case management Reentry Teams will conduct in-reach and outreach recruitment bi-monthly. In-reach will be conducted 60 – 90 days pre-release in coordination with education and training providers Five Keys and New Opportunities Charter Schools co-located at selected jails and through in-custody Male Community Reentry Programs (MCRP) and Custody to Community Transitional Reentry Programs for females (CCTRP) operated by CDCR-contracted CBOs Amity Foundation, HealthRight 360 and The GEO Group. Post-release outreach will be conducted at Parole Community Team (PACT) meetings and LA Probation field offices. Service needs determined through initial intake will inform the development of an IEP to guide transition to services.

Currently Funded Services: It is incredibly challenging to determine baseline levels of reentry services for a region as large and complex as the Los Angeles Basin with seven Local Boards overseeing employment and training services at forty-two AJCCs; more than 400 community-based organizations providing a variety of reentry services; and nearly 50 public post-secondary institutions offering a full array of education and training programs. In lieu of providing baseline levels across all services, the following is an overview of currently funded services, with estimate baselines reported in employment and training services offered through the workforce system.

Community-based Services: In preliminary asset mapping, 400 CBOs were identified serving thousands of reentry individuals under various types of supervision. These agencies are central to alignment of the correction and workforce systems as are the services they provide to reintegrate reentry individuals into community. An estimated 60% provide a full array of services including case management and lived-experience peer mentoring, job readiness/soft skills and life skills training, employment services, and referral to education/training and supportive services; more than 40% report coordination with a local AJCC; less than 20% report direct provision of mental health and substance use disorder treatment services, cognitive behavior skills training and legal services; less than 15% operate transitional jobs programs; and less than 50% report a direct referral relationship with CDCR parole or LA Probation.

Post-Secondary Education and Training: Extensive education and vocational training programming are available throughout the region. Eight Regional Adult Education Consortia (RAEC) with twenty-seven campuses offering high school diploma or equivalency, English language instruction, citizenship assistance, career preparation and vocational skills training, some of which are tied to industry-recognized certifications. Twenty-one community colleges provide a wide range of educational and workforce training, basic courses in English and math, certificate and degree programs, career and technical education and preparation for transfer to four-year institutions. The Intrastate Training Resource and Information Network (I-TRAIN) lists public, private and non-profit education/training programs vetted by industry. These training providers work in coordination with industry and the workforce system to align with career pathway employment in demand occupations and industries. In preliminary analysis of FY 2017/18 workforce system training, 8,395 individuals were enrolled of which 5.7% or 485 individuals self-reported as a justice-involved individuals. Transportation, Healthcare Support, Construction and Office Administration are among the top occupations across all types of training; and one-fourth were enrolled in earn and learn transitional jobs, on-the-job training and paid internships.

Local Boards and America's Job Centers of California (AJCCs): The region's workforce system consists of 42 AJCCs in the seven local workforce board areas with the majority operated by contracted CBO providers. A total of 2,218 reentry individuals were employed through the workforce system in FY 2016-17, as reported in CalJOBS, at an average hourly wage of \$12.00, with additional employed through special grant-funded programs. The total is comprised of reentry individuals who self-report a justice background and is not reflective of the total number served. Nearly 50% of reported jobs were in the Professional and Business Services, Trade and Logistics, Leisure and Hospitality, and Construction sectors. High growth sectors in Manufacturing and Infotech prove more challenging, particularly when background clearances are required, however inroads are being made in these sectors. Promising AJCC-operated reentry programs include **INVEST**, which partners with LA Probation, and **Career Pathways 180 Job Preparation Academy**, which partners with State Parole. Both provide co-located CBO case-management, soft-skills training and integrated employment and supportive services.

Across all workforce, education and community-based programming, significant system alignment gaps exist making it increasingly challenging to serve a burgeoning high-needs reentry population with shrinking resources. Prison to Employment (P2E) grant funding will expand coordination through a variety of best practice strategies including co-located AJCC Reentry Hubs and co-case management AJCC/CBO teams. Additionally, access to services will be enhanced through a regional electronic database with a full menu of reentry programs and services, developed in coordination with a comprehensive online human and social service information system such as 211.or and 1degree.org.

Existing Intake and Case Management Needs/Shared Case Management: Wrap-around case management is needed to support continuity of care from pre- to post-release services beginning with a meaningful in-custody connection and continuing with a strong handoff transition to community-based services. In its role as case management intermediary, County Mental Health's Office of Diversion and Reentry (ODR) will facilitate CBO-provided Reentry Intensive Case Management Services (RICMS) to improve health outcomes and reduce recidivism. RICMS teams will consist of Community Health Workers with a history of incarceration/lived experience, case managers, social workers, and administrative staff with a caseload not exceeding 30:1. They will conduct in-reach/outreach recruitment in coordination with the Jails, Parole Community Team (PACT) meetings, Probation field offices and in-custody MCRP/CCTRP CBO facilities. RICMS will include systems navigation with referral and linkage to physical and mental health and substance use treatment; housing and transportation support services, cognitive behavioral interventions, and other supportive services based on client need.

Dedicated space will be provided at AJCC Reentry Hubs for RICMS teams to interface with reentry individuals engaged in employment services and conduct regular co-case management client review with AJCC staff to determine progress and appropriate interventions. Clients with employment barriers and multiple supportive service needs will be serviced at RICMS CBO facilities. Duration of service is determined by the needs of the client with assessments, supportive services and service participation documented regularly in the IEP with a goal of transitioning to employment services at the AJCC Reentry Hub when deemed work ready. RICMS and AJCC case management teams will continue co-case management review of individual client progress, recognize benchmark achievements of short-term goals and apportion incentives toward long-term career goals.

Data Collection Methods and Reporting Procedures: Cross-system data collection and sharing is challenging and often contributes to operational silos. County agencies, CBOs, Local Boards/AJCCs and corrections agencies all use different data systems. An interim solution was developed to streamline processes and enhance information sharing across agencies until a more long-term, statewide solution is available. LA County Workforce Development, Aging, and Community Service (WDACS), with current capacity to access

CalJOBS and state wage-based data on behalf of the LA Basin 7 Local Boards, will augment the existing Active Roles Server (ARS) system to collect and report data on behalf of reentry workforce and community partners. Regional data sharing partnership agreements and client release of information will enable access to pre-approved Parole and Probation client referral data. WDACS will serve as the region's *agent responsible for ensuring all relevant program data is collected* within the following protocols:

- Compliance with internal policies and external regulations, ensuring that approved users and groups have access to agreed-upon information;
- Reporting will meet state board requirements, including those of AB 111;
- Approved client profile data from CDCR's Strategic Offender Management System (SOMS) and the Adult Probation Systems (APS) will be referred via email to Reentry Hub RICMS teams to determine appropriate service strategies;
- Data will be collected and reported in CalJOBS through a Local Grant Code;
- Protocols will be created to establish levels of access based upon agency function and data purpose; with data sharing via email as an alternative.
- The stakeholder System Alignment Workgroup will convene quarterly with Reentry Hub teams for assessment of aggregate data to inform operations and determine system-level improvements and needs.

Interface with Existing State Board Grantees: State-funded grantees (Grantees) were convened in January 2019 to determine ongoing mechanisms for information sharing and collaboration. In attendance were: Workforce Accelerator Fund (Jewish Vocational Services, South Bay Workforce Investment Board, Hospitality Training Academy), High Roads Partnerships for Construction Careers (Flintridge Center, LA Trade Tech College), and Forward Focus (Friends Outside Los Angeles), several of whom participated in reentry forums and stakeholder workgroup planning meetings. Individual program strengths and challenges were shared. Fostering relationships with a regional network of service providers to leverage assets and cross refer clients was a central theme of discussion. LA Basin partners will convene bi-annually with state-funded grantees to review progress and share promising practices. Grantees will be invited to participate in quarterly Reentry Services, Employer Engagement and System Alignment Workgroup meetings to share information and review aggregate data on the LA Basin corrections and workforce system improvement.

Existing and New MOUs with AJCCs and Other Service Providers: Local Board One Stop Memoranda of Understanding will be revised, as needed, to outline new service agreements and roles and responsibilities under P2E. New Letter of Partnership agreements have been established between the LA Basin RPU and education, workforce, corrections, industry, labor and community partners outlining roles and responsibilities, leveraged resources and commitments to collaborate. The precepts of the agreement are to:

- Continuously build partnerships;
- Participate in continuous quality improvement activities;
- Utilize common data collection and reporting tools;
- Participate in the operation of the LA Basin corrections workforce system consistent with the terms of the Letter of Partnership agreements, the LA Basin 2017-21 Regional Plan, and requirements of applicable laws; and
- Participate in cross-training among partner staff.

New agreements have been executed with the following partners: California Employment Development Department (EDD), California Department of Corrections and Rehabilitation (CDCR), LA County Probation Department, LA County Department of Mental Health Office of Diversion and Reentry, City of Los Angeles Office of Reentry, Goodwill Industries, Amity Foundation, Friends Outside Los Angeles, Los Angeles

Regional Reentry Partnership, Chrysalis, Los Angeles Chamber of Commerce, Hospitality Training Academy, and AMS Fulfillment. Additional agreements with employers and other partners are in development.

Staff Training Needs: The training recommendations by the Employment and Homelessness Task have been adopted by the LA Basin to align competencies across regional programs and initiatives, many of which target the same dual-system clients. Training will be evidence-based to enhance service integration and delivery to strengthen understanding and connections of workforce, housing/homeless, reentry and social services. Corrections workforce system staff will have access to selected training based upon job function and competency level, particularly AJCC Reentry Hub case management and job coaching staff, RICMS CBO staff, and selected education, industry and community partner staff engaged in integrated reentry service delivery. Training topics include but are not limited to: Coordinated Entry System (CES) services and navigation, trauma-informed care, cultural competency, harm reduction, motivational interviewing, critical time intervention, mental health first aid, and nonviolent crisis intervention. Training will be ongoing, with schedules published well in advance, standardized, coordinated between systems partners using a train-the-trainer approach, and offered in-person, via teleconference and web-based options. Additional topics such as relationships between housing and income, population-specific employment models (e.g., reentry, youth, veterans and Intellectual/Developmental Disabilities, etc.), job retention support, local job market, and work and benefits incentives. AJCC and CBO staff will be engaged to participate in homeless coalition meetings and/or care coordination to share resources, integrate services and build relationships.

#### ***B. Relationship to Regional Labor Market Needs, Regional Sector Pathway Programs, and Regional Partnerships***

Engagement with Employers, Sector and Labor Management Partnerships: The current economic environment of low unemployment and high demand in jobs requiring less than a four-year degree are opportune for engagement with business to demonstrate the value of hiring reentry individuals. Many face unique challenges as they seek to enter the labor market in good paying jobs, often exiting the criminal justice system without identification/right to work documents, low educational attainment, limited or no work experience, and vocational and soft-skills deficits. Yet research suggests that hiring people with criminal backgrounds is simply smart business - retention rates are higher, turnover is lower, and employees with criminal records are more loyal. Given the costs associated with turnover and recruitment, researchers have found that “employees with a criminal background are in fact a better pool for employers (ACLU, Back to Business: How Hiring Formerly Incarcerated Job Seekers Benefits Your Company).”

Industry engagement and identification of employers willing to hire reentry individuals will be achieved through a demand-driven approach placing emphasis on meeting the need for a skilled labor force and shifting the decision to hire reentry individuals from good will to good business. Its basis is fostering trusted relationships with hiring employers and maintaining knowledge of the company – the culture, work environment and organizational structure – in order to match the strengths and assets of the reentry candidate to the right job. Job coaching, lived-experience mentoring and ongoing supportive services to address barriers after placement in employment are designed to build resilience and capacity to respond to the pressure and demands of a new work environment. Not only does this approach streamline the onboarding processes but it also enhances retention benefiting both the employer and the new reentry hire. More than 500 local public and private sector employers hired reentry individuals through the LA Basin workforce system in FY 2016 – 2017. While the majority of jobs were entry-level averaging just above

minimum wage at \$12.00 an hour, opportunities were provided to build soft skills and work experience in the high growth sectors identified in the regional plan:

<b>Sector Type</b>	<b>Sector Name</b>	<b>Median Hourly Wage</b>
High Growth	Construction	\$15.00
	Entertainment and Infotech	\$11.25
	Health Services	\$12.00
	Leisure and Hospitality	\$11.00
	Selected Manufacturing	\$13.00
	Trade and Logistics	\$13.75
	<b>Average Wage</b>	<b>\$12.00</b>

Advancement to living wage jobs in these high-growth sectors will average \$14.62 an hour by July 2019, as defined by city/county living wage guidelines; generally, requires at least a year of work experience and may also require short-term vocational training and certifications. Critical consideration to licensing barriers related to criminal backgrounds will be made to ensure placement in appropriate industries and career pathways. Long-term engagement in key industries will focus on identifying ways to lower risks related to licensing barriers and ease restrictions. Additionally, earn and learn transitional jobs, on-the-job training, apprenticeship and concurrent vocational classroom training will provide viable avenues to upskill for advancement to living wage jobs.

The labor management partnership between the Los Angeles/Orange County Building Trades Council and community-based agencies serving reentry populations offers a model for pathways to living-wage employment through apprenticeship. “Bringing ex-offenders into the building trades provides a second chance at life...this is good for the unions, the economy and our communities.” The Anti-Recidivism Coalition, LA Trade Tech College and Flintridge Center work in collaboration with the Council to provide guidance, peer mentors and supportive services to address barriers as young adult offenders transition from MC3 pre-apprenticeship training to living-wage jobs as apprentices and eventually as skilled trades journeymen. The Hospitality Training Academy (HTA), a Taft-Hartley/labor-management partnership between UNITE HERE Local 11 and its contributing employers, provides a variety of workforce development, apprenticeship and training programs to train low income, marginalized and justice-involved individuals for jobs in the hospitality industry, in coordination with 160 hospitality and food service employers in Los Angeles and Orange counties and the State of Arizona.

Interface Between Regional Reentry Partnerships and Existing Sector Pathway Efforts: Regional reentry partnerships bring together stakeholders connected to an industry – including multiple firms, workforce intermediaries, colleges and training providers, labor and others– to address skill shortages while developing talent pipelines of skilled workers to meet future demand. These partnerships promote industry growth and competitiveness and improve worker training and retention by developing cross-firm skill standards that facilitate the advancement of workers at all skill levels. LA Basin’s demand-driven sector pathway partnerships with educators, private sector firms, social enterprises, community providers and government agencies are designed to ensure that all residents, including reentry individuals, have the opportunity to participate and thrive in the regional economy.

Current regional sector partnerships include the *Aero-Flex Pre-Apprenticeship Partnership* in the manufacturing, transportation and logistics sectors to meet industry need for a pipeline of skilled technical

workers, particularly for small to mid-size supply chain manufactures; and *New Roads to Second Chances*, a transitional jobs partnership building avenues to living-wage employment in the transportation sector in collaboration with Caltrans, one of the nation's largest transportation systems. The region's SlingShot initiative in the healthcare sector, *C3 Skills Alliance*, is an employer-driven public-private partnership to train new and upskill existing workers in care coordination. With industry in the driver's seat, the *Alliance* developed career pathways with onramps and advancement opportunities for entry, technical and professional level healthcare workers. Inherent in these and other sector pathway efforts are strategic alliances between industry, workforce and community agencies to provide access and opportunity for reentry individuals to engage in the broader regional economy in alignment with regional plan goals to be "inclusive and accessible, enabling all individuals to train for and obtain a quality job."

Resources to Inform Employers/ Strategies to Identify and Catalog Employers: AJCC Business Services Representatives (BSRs) will function as the central point of contact to inform and assist employers in navigating access to the federal Work Opportunity Tax Credit, California New Employment Tax Credit, Federal Fidelity Bonding and other resources. Instructions and forms will be available online at each of the 14 Reentry Hubs and throughout the regional workforce system with direct links to the BSR for assistance, as needed. At a Reentry Business Roundtable hosted at the White House, employers encouraged raising the profile of the Department of Labor's 52-year-old federal bonding program, which guarantees for six months the honesty of hard-to-place job candidates, including people with criminal records. Many employers were not aware of the bonding program and after learning of the benefits - most viewed it as an incentive to hire.

Benefits-oriented messaging will be communicated through a variety of outreach mechanisms. The LA Chamber of Commerce provided leadership to launch a business-to-business campaign to dispel myths about justice-involved individuals, raise awareness of the Fair Chance Act, and promote the bottom-line benefits of hiring a ready, willing and able reentry workforce. The LA Basin will coordinate with the LA Chamber and nearly 50 other chambers in the region to identify industry champions and promote business-to-business messaging using podcasts on chamber websites and roundtable guest speakers at industry events. CEO Mike Brady of Greystone, a small-business bakery in New York, dispelled some of the myths around hiring ex-offenders, whom he called "fully functional and productive members of our team." Insurance and workers' comp costs at Greystone are no higher than at comparable businesses, and turnover is actually lower. "Our history is a demonstration that people coming out of the criminal justice system make for an amazing workforce," said Brady. Similar industry champions will be developed in the LA Basin and supported in promoting to employers in driving industry sectors. Essential to the success of reentry business engagement will be the responsive follow-up by the BSRs working in partnership with Reentry Hub case management teams to assist employers, especially small companies, with human resources issues that may arise when life challenges intersect with work.

Supportive Services to Support Job Retention: Supportive services to enhance job retention are centered around co-case management strategies at AJCC Reentry Hubs. Reentry Intensive Case Management Services (RICMS) provided by CBOs managed through the County Mental Health Department's Office of Diversion and Reentry will team with AJCC case management and job coaching staff to provide wraparound case management. RICMS, which are staffed by Community Health Workers with a history of incarceration/lived experience, case managers, social workers, and administrative staff, will include systems navigation with referral and linkage to physical and mental health and substance use treatment; housing and transportation support services, cognitive behavioral interventions, and other supportive services based on client need. Through co-location at AJCC Reentry Hubs, RICMS staff will interface regularly with reentry individuals engaged in employment services and will conduct frequent co-case management review with

AJCC staff to determine progress and appropriate interventions. P2E supportive services grant funding will be leveraged with Prop 47 and SB 678 resources to extend services through completion of earn and learn activities and up to six months of employment.

Provision of Information About Priority Industry Sectors and Occupations to Partners: Labor market information regarding priority sectors and occupations will be available to partners via two mechanisms. Current data on placements in employment by sector, occupation and wage will be provided bi-annually to the stakeholder Employer Engagement Workgroup for review and analysis as it relates to the effectiveness of sector engagement and outreach and the achievement of planned outcomes for living wage jobs in demand occupations and sectors for reentry individuals. Broader, regional data in relation to priority sector and occupations growth projections will be provided in an annual LA Basin LMI report with data compiled from EDD and Los Angeles Economic Development Corporation (LAEDC) LMI reports. The annual report will be published on the websites of the seven local boards of the LA Basin RPU and distributed via email to the three stakeholder workgroups: Reentry Services, System Alignment and Employer Engagement.

## **ii. Detail compliance with State Plan guidance and state law relating to Multi-Craft Core Curriculum (MC3) pre-apprenticeship partnerships.**

Representatives of the LA Basin RPU Workforce Development Boards (Local Boards) met with the Los Angeles/Orange County Building Trades Council (the “BTC”) on November 28, 2018 to review and expand coordination and partnership between the seven Local Boards and AJCCs, and all core workforce partners. The BTC is a partnership between 48 affiliated unions covering fourteen building trades, includes 140,000 union members and 15,000 apprentices. It oversees the nation’s largest local MC3 program. About 2500 new apprentices are expected to train in the MC3 curriculum each year.

Local Boards and community partners coordinate with the BTC to recruit potential apprentices for MC3 focusing primarily on underrepresented target groups including veterans, women and justice-involved individuals. Financial assistance is provided on an individual-needs basis for supportive services and essential work tools, including offsetting costs when gaps in funding occur. The BTC and the seven Local Boards agreed to 1) continue compliance with State Plan guidance and state law relating to MC3, 2) hold regular follow-up meetings to improve communication and coordination, 3) identify best practices in coordinating workforce services with MC3 and expand those practices to include more AJCC’s and more core workforce partners, and 4) recruit and screen approximately 1000 new MC3 candidates each year.

## **iii. Conduct a regional self-assessment using Indicators of Regional Coordination and Alignment to determine regional implementation progress in achieving the objectives of the State Plan.**

Stakeholders were convened in eight public forums conducted throughout the region, from November 14, 2018 to December 13, 2018, to review the status of and make recommendations for the LA Basin RPU Regional Plan, 2017 – 2021, according to the guidelines of the Regional Coordination and Alignment Self-Assessment. Additionally, review and recommendations were made by the Executive Directors of the seven Local Boards of the LA Basin RPU. Attachment C, to the Plan Modification, provides a narrative description of the review process and all recommendations made by stakeholders and Executive Directors.

**Los Angeles Basin Regional Plan Modification**  
**Attachment A: Supervised Populations - Assessment of Need and Population Size (Draft)**

The Assessment of Need and Population Size includes the following: 1) Overview of the size and demographics of the supervised population and the number of individuals released to the region annually from state prison; 2) An assessment of the types of services and a rationale as to why the services are needed to achieve long-term, livable wage employment outcomes; 3) The number of formerly incarcerated individuals served by the region’s workforce system since July 2016 and data on rates of success; and 4) A description of how program partners will facilitate information sharing to evaluate need.

**Part I Overview of the Size and Demographics**

Data Sources:

California Department of Corrections and Rehabilitation (CDCR) *Offender Data Points Report – Offender Demographics; period ending December 2017*; <https://sites.cdcr.ca.gov/research/wp-content/uploads/sites/9/2018/07/Offender-Data-Points-as-of-December-31-2017-1.pdf>

LA County Probation Governance Study; February 2018, by Resource Development Associates Inc. - LA County Adult Probation System (APS)  
<http://file.lacounty.gov/SDSInter/probation/1033765 LAPGS FinalMergedReport 20180206.pdf>

**LA County is California’s most populous county, and historically, the top feeder into the state’s prison system.** The shift in management, under AB 109 Realignment, of non-violent, lower-level offenders from the California Department of Corrections and Rehabilitation (CDCR) state prison system to county jail, parole and probation systems – has had major impacts on the criminal justice landscape in Los Angeles County (LA County).

**Table 1** below indicates nearly **one-third of the state’s adult offenders are released to supervision in LA County annually**: half to State Parole supervision and half to LA Probation post-release community supervision (PRCS):

<b>Table 1. RELEASED TO SUPERVISION</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>Annual Average</b>
Statewide Prison Releases to Parole and Probation PRCS	39,628	33,868	35,623	36,373
<b>LA COUNTY</b>				
Annual Releases to Parole Supervision	6,602	5,289	5,695	5,862
Annual Releases to Probation PRCS	5,264	4,612	4,665	4,847
Total	11,866	9,901	10,360	10,709
% of State Total	29.9%	29.2%	29.0%	29.4%

The average length of in-custody stay is higher among the more serious offenders released to Parole supervision than the lower-level offenders released to Probation PRCS:

Average Length of Stay in State Prison

Released to Parole Supervision:	4.46 years
Released to LA Probation PRCS:	1.43 years

Tables 2 – 5 are CDCR data profiles of “supervised populations” – individuals released from state prison to Parole or Probation PRCS in LA County. Data is similar for general probation population.

**Table 2.** Nearly one-half of supervised populations are between the ages of 25 and 39, with an average age of 38.2 years for males and 37.6 years for females; gender distributions are approximately 81% male and 19% female.

Age	%	Age	%
Under 18	0.0%	45 – 49	9.3%
18 – 24	12.0%	50 – 54	8.1%
25 – 29	18.7%	55 - 59	6.1%
30 – 34	15.8%	60 – 64	3.2%
35 – 39	13.8%	65 and Older	2.9%
40 – 44	10.0%		

**Table 3.** More than one-fourth of supervised populations are Black/African American, which is disproportionate to the racial makeup of LA County with a population of only 9% Black/African American:

Adults - 2017	Supervised	LA County US Census
Hispanic/Latino	40.2%	48.6%
Black/African American	26.4%	9.0%
White	26.1%	26.2%
Other	7.3%	16.2%

**Table 4.** Of the four most common offense types for supervised populations, Crimes Against Persons represent more than half of all offenses at 64.8%:

Adults - Type of Offense	%
Crimes Against Persons	64.8%
Property Crimes	16.5%
Drug Crimes	4.4%
Other Crimes	14.3%

**Table 5.** One-third of adults released from state prison have a Mental Health Designation, with most requiring some level of post-release care, particularly for co-occurring disorders:

Mental Health Designation	Average %
Correctional Clinical Case Management System (CCCMS)	23.3%
Enhanced Outpatient Program (EOP)	6.9%
Total	30.2%

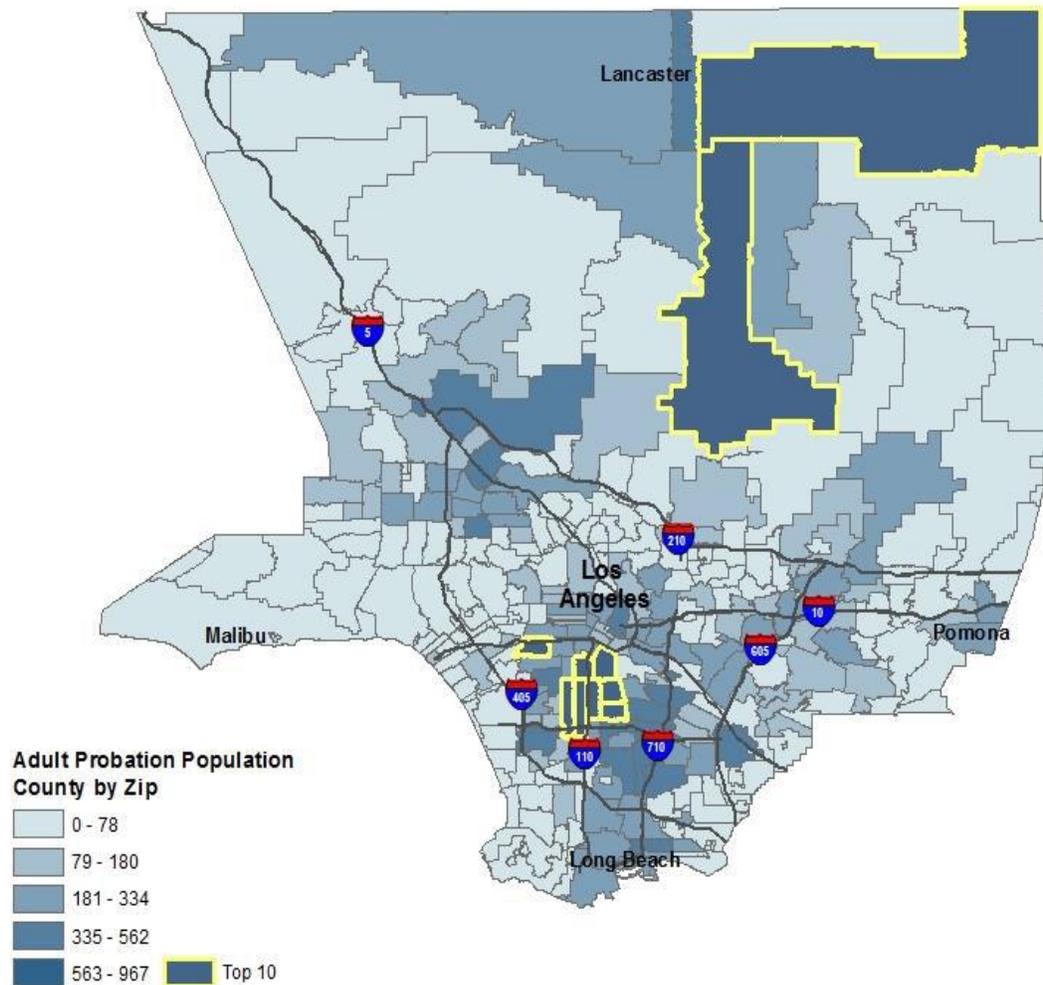
**Recidivism.** CDCR re-defined recidivism after Realignment as “conviction of a new felony or misdemeanor committed within three years of release from custody or committed within three years of placement on supervision for a previous criminal conviction.” Recidivism data below is provided by CRDC for the most recent cohort of offenders released from state prison during Fiscal Year 2013-14 and tracked for three years.

**Recidivism among supervised populations in LA County is 46.1%; with statewide predictors of recidivism as follows:**

- **Crime Type:** Property and drug crime offenders are associated with higher recidivism rates, while offenders committing crimes against persons are associated with lower rates; overall, non-serious/non-violent offenders had the highest three-year conviction rates across all age groups when compared to the rates of offenders with serious and violent offenses.
- **Age:** As the age of offenders increases the recidivism rate decreases: rates are higher among young adult offenders: 18 and 19 (67.1%); 20 – 24 (58.9%) and 25 – 29 (52.2%); with lower rates among 50 – 54 (35.3%) 60 and over (21.5%).
- **Race/Ethnicity:** Hispanic/Latino offenders had the highest recidivism rate (47.6%), followed by White (46.8%), Black/African American (45.6%), and Asian/Pacific Islanders at (40.8%).
- **Mental Health Designation:** Across all age groups offenders with a mental health designation (EOP or CCCMS) at the time of release have higher recidivism rates than offenders without a mental health designation.
- **Substance Use Disorder Treatment (SUDT):** Parolees who received both pre- and post-release SUDT had the lowest recidivism rate at 40.2%; overall, the recidivism rate for offenders who received any type of SUDT was 47.1% indicating the significance of a continuum of care.

## Geographic Distribution

The 2017-18 LA County Probation Governance Study indicates the highest counts of probation adults are located in the northeast area of Los Angeles near Lancaster; south between Los Angeles and Long Beach; and southeast near Pomona:



**Table 6** indicates the top 10 zip codes with the highest counts of adults under probation supervision in Los Angeles County are:

LA County Zip Code	Adult Count
90044	967
90011	867
90003	817
93535	780
90037	737
93550	666
90016	646
90047	616
90002	562

## Part II Assessment of the Types of Services Needed and Rationale

To determine the service needs of supervised populations, the LA Basin RPU conducted eight regional reentry forums/listening sessions and twelve stakeholder workgroup planning meetings in which service needs were assessed and service delivery strategies were recommended by more than 300 leaders and practitioners from workforce, education, labor, industry, service populations and community-based partners. The following is a summary of service needs and the rationale and recommendations for services from the three Workgroups: Reentry Services, Employment Engagement and System Alignment.

### Quote from a formerly incarcerated individual:

*“After spending 25 years in prison, life on the outside is overwhelming – you’re not the same person leaving as when you entered. There are feelings of hopelessness. Family and friends have moved on, passed away or cut you out of their lives. There’s no support from people who care. Everything has to be relearned.”*

## A. Service Needs

### 1) Reentry Services

**Housing:** Supportive services to assist with short and long-term housing; temporary and transitional housing; and affordable, long-term public and private housing.

**Mental health, substance use disorder treatment services:** Trauma-informed care and treatment services; and resources for assessment and diagnosis.

**Transportation:** Supportive services for transportation while receiving services and during transition to self-sufficiency; buses for corrections agency to transport reentry populations to predetermined service centers when released; and resources to assist CBOs to purchase vans and buses for transport to services.

**Case management and staff training:** shared case management between service providers to reduce duplication, streamline transition between services and support concurrent delivery of multiple services; training in trauma-informed approaches for intake, assessment, case management and service delivery across all workforce and community-based service providers.

### 2) Education/Employment Services

**Post-secondary education/training:** Technical and vocational training programs tied to industry-recognized certifications in demand occupations; on-campus services to assist reentry populations in acclimating to the learning environment at adult schools and community colleges; and coordination with AJCCs for career ladder employment tied to post-secondary certifications.

**Workforce development:** Increase capacity to serve more reentry individuals; referral, data sharing, co-enrollment and co-case management with CBO service providers; soft-skills training and job search assistance tied to living-wage, career pathway jobs; marketing outreach to break down stigmas and stereotypes and promote the benefits to employers of hiring reentry populations; and incentives and supports to assist employers in hiring and training; retaining and advancing reentry populations.

**Employment:** Livable-wage, career pathway job opportunities; awareness of and compliance with the Fair Chance Act; apprenticeship training programs, transitional jobs, on-the-job training, and other earn and learn training programs.

### 3) **System Alignment**

**In-Reach/pre-release services:** In-custody education and training including basic education, relevant vocational skills; and cognitive and life skills training; in-reach services by reentry service providers (CBOs and AJCCs) to make meaningful in-custody connections for a more streamlined transition to post-release services.

**Regional Electronic Referral and Data-tracking systems:** Shared data between corrections, AJCCs and CBOs – system integration with CalJOBS; regional electronic database of reentry services and agencies (organized by city or zip codes) for access by reentry populations, service providers and corrections agencies; similar to 211.org or 1.Degree.org;

## **B. Rationale for Service Needs**

LA County is California’s most populous county, and historically, the top feeder into the state’s prison system. The following provides a rationale as to why corrections workforce services are critically needed to address the impacts of AB 109 Realignment to communities in the Los Angeles Basin.

- **State Prison Releases:** CDCR reports 32,127 state prisoners released to supervision in LA County in a three-year period, 2015 to 2017; averaging 10,000 new releases annually with a 3-year recidivism rate of 46.1%; more than a third of released prisoners received in-custody mental health/substance use disorder treatment and will require ongoing treatment services in post-release; unemployment among reentry populations is estimated at more than 27% (Prison Policy Institute’s “Out of Prison & Out of Work”2018);
- **LA County Sheriffs and Probation:** LA County Sheriff’s Dept. (LASD) experienced a 25% increase in jail population currently averaging more than 16,000 inmates annually at 8 jail facilities; LA County Probation supervises an average of 60,000 non-AB 109 probationers annually at 19 LA area offices; averaging 27.6 months of supervision; and
- **Cost of Living Impacts:** With a diverse population of more than 10 million people, LA County’s cost of living<sup>1</sup> is 43% higher than the national average; MIT living wage calculator indicates an hourly wage of \$30.72 or \$63,897 annually is needed for a family size of 4, with median earnings in the county well below at \$48,682; more than 50,000 people are homeless due to affordable housing shortages; median home prices are near \$600,000, 157% above the national average; and average monthly rent for a one-bedroom apartment is above \$2,200.

**Rationale/Recommendation #1 – Earn and learn training strategies to address work-readiness and vocational skill deficits.** The lack of identification/right to work documents, soft skills and limited or no work experience were chief among the greatest labor market challenges. Paid, transitional employment, which is proven effective in building self-esteem, work-readiness and provides an immediate source of income, was determined the most effective strategy to address

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<sup>1</sup> PayScale; <https://www.payscale.com/cost-of-living-calculator/California-Los-Angeles>

this service need. According to an MDRC Study<sup>2</sup>, recidivism rates are lower among reentry individuals who participate in transitional employment.

**Rationale/Recommendation #2 – In-reach/outreach to identify high-needs supervised populations.** Formal in-reach strategies will increase the number of high-needs populations receiving service. In-reach should be coordinated with jail-based providers such as Five-Keys and New Opportunities Charter Schools, which provide basic education and vocational training; cognitive, work readiness and life-skills training. Additionally, similar in-reach should be established with CDCR-contracted in-custody community facilities under the Male Community Reentry Program (MCRP) and Custody to Community Transitional Reentry Program for females (CCTRP). Meaningful pre-release connections and programming are needed to help in-custody individuals prepare for release, navigate transition back to community, and overcome short- and long-term barriers to reintegration.

**Rationale/Recommendation #3 – Supportive services to address barriers related to housing, transportation, and mental health/substance use disorder treatment.** Leveraged local and state resources will increase available funding for supportive services. More than 27% of reentry individuals are homeless and comprise a significant percentage of LA’s 50,000 homeless population; and more than a third are diagnosed with mental health and/or substance use disorders and require treatment in pre-release. There are major deficits in affordable housing across the LA Basin with median home values just below \$600,000 and monthly rents above \$2,200. Additionally, public housing authorities restrict most reentry individuals, particularly when criminal history is deemed to affect the welfare of other tenants. Returning offenders are restricted from residing with a girlfriend or family member living in public housing - many end up homeless within the community.

**Rationale/Recommendation #4 – Wraparound case management to improve program participation and completion rates and performance outcomes.** Continuity of care is driven by an effective case management process that begins with a meaningful in-custody connection followed by a “strong handoff” transition to community-based care that continues through completion of services. Shared case management between multiple providers supports high rates of successful participation and completion; and intensive case management is critical particularly during treatment for co-occurring disorders. Additionally, lived-experience mentoring and peer support; lower ratio of clients to case managers; co-enrollment in order to leverage resources among CBOs and AJCCs; and CBO and AJCC case management staff training will significantly impact participation and completion rates and performance outcomes.

**Rationale/Recommendation #5 - Ongoing mechanisms for information:** Ongoing planning among stakeholders is needed to support data driven decision-making and continuous program improvement; and scale-up best practices such as shared and wraparound case management, co-located services, transitional employment. The three stakeholder workgroups should continue to meet, perhaps quarterly, to share ideas and review progress.

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<sup>2</sup> MDRC, [www.mdrc.org/publication/subsidized-employment-strategy-bad-economic-times-and-hard-employ](http://www.mdrc.org/publication/subsidized-employment-strategy-bad-economic-times-and-hard-employ)

**Part III The number of formerly incarcerated individuals served by the region's workforce system since July 2016 and rates of success.** *Data Source: CalJOBS, EDD Base Wage; FY July 1, 2016 to June 30, 2016; data provided by six of the seven LA Basin RPU WDBs; duplicated counts may occur in data breakdown, but all totals are an unduplicated count.*

**Table 7.** Reentry employment data by local WDB area and economic region:

Economic Region	Local WDB – Placement in Employment	Number Placed in Employment
Antelope Valley	LA County WDB	23
Central LA	LA City WDB	147
Gateway Cities	SELACO WDB, Pacific Gateway WDB, LA County WDB	156
San Fernando Valley	Verdugo WDB, LA City WDB, LA County WDB	73
San Gabriel Valley	Foothill WDB, LA City WDB	58
Santa Clarita	LA County WDB	9
South Bay	South Bay WDB, LA City WDB, LA County WDB	97
Westside	LA City WDB, LA County WDB	36
Unknown Region	All	1,826
<b>Total Unduplicated Count</b>		<b>2,218</b>

**Table 8.** Reentry employment by sector and median hourly wage:

*Sector Type	Sector Name	Unduplicated Placement	Median Hourly Wage	%
High Growth	Construction	181	\$15.00	10.19%
	Entertainment and Infotech	32	\$11.25	1.85%
	Health Services	80	\$12.00	4.42%
	Leisure and Hospitality	208	\$11.00	11.36%
	Selected Manufacturing	48	\$13.00	2.66%
	Trade and Logistics	223	\$13.75	12.53%
	<b>Summary Total</b>	<b>765</b>	<b>\$12.00</b>	<b>40.49%</b>
Non-High Growth	Education	188	\$11.00	10.05%
	Finance	44	\$15.00	2.75%
	Natural Resources and Mining	14	\$14.00	0.72%
	Other Entertainment and Infotech	3	\$13.50	0.18%
	Other Leisure and Hospitality	28	\$14.68	1.67%
	Other Manufacturing	96	\$16.00	5.50%
	Other Services (excluding Public Administration)	80	\$11.50	5.09%
	Professional and Business Services	822	\$11.00	43.19%
	Public Administration	25	\$15.00	1.13%
	Retail Trade	161	\$10.50	8.93%
	Sector Unknown	211	\$11.35	
	Utilities	2	\$20.00	0.09%
<b>Summary Total</b>	<b>1,588</b>	<b>\$11.50</b>	<b>67.40%</b>	
<b>Grand Total</b>		<b>2,218</b>	<b>\$12.00</b>	<b>100.00%</b>

*\*High and Non-High Growth Sector delineation by the LA Economic Development Corp., Los Angeles: People, Industry and Jobs, 2016-2021, June 2017*

**Table 9.** Living wage calculation:

Hourly Wages	1 Adult	2 Adult/1 Working 1 Child	2 Adults/1 Working 2 Children	2 Adults/1 Working 3 Children
Living Wage	\$14.36	\$27.91	\$30.72	\$35.83
Poverty Wage	\$5.84	\$9.99	\$12.07	\$14.14
Minimum Wage	\$11.00	\$11.00	\$11.00	\$11.00

Source: MIT's Living Wage Calculator; <http://livingwage.mit.edu/>

The living wage is calculated as the hourly rate that an individual must earn to support their family, if they are the sole provider and are working full-time (2080 hours per year). All values are per adult in a family unless otherwise noted. The state minimum wage is the same for all individuals, regardless of how many dependents they may have. The poverty rate, typically quoted as gross annual income, has been converted to an hourly wage for the sake of comparison.

Table 8 indicates the majority of workforce system job placements were in Professional and Business Services followed by Leisure and Hospitality, and Trade and Logistics. The \$12.00 average wage at placement is slightly above the \$11.00 minimum wage and below the living wage of \$14.36 for a family size of 1; and more than 50% below the living wage of \$27.91 for 2 adults and 1 child with 1 adult working. Overall, efforts are needed to increase living wage jobs in high demand industries and occupations.

Additionally, table 10 indicates the Los Angeles City/County Minimum Wage is higher than the state's minimum wage in table 9:

(*Swipeclock Workforce Management*: <https://www3.swipeclock.com/blog/california-minimum-wage-across-cities-towns-2018-guide-employers/>)

**Table 10.** LA City/County Minimum Wage:

	Small Employer (1-25 employees)	Large Employer (26+ employees)
July 1, 2019	\$13.25	\$14.25
July 1, 2020	\$14.25	\$15.00
July 1, 1021	\$15.00	

#### **Part IV How Program Partners Will Facilitate Information Sharing and Evaluate Need**

A dynamic planning structure was replicated from the region's Healthcare SlingShot project to facilitate information sharing and evaluation of needs. As referenced in Part II, three workgroups were formed: *Reentry Services*, *System Alignment and Employer Engagement*, each led by one or more WDBs, facilitated by subject matter experts and featuring the participation of Parole and Probation, industry, education, CBO, labor and workforce stakeholders. Operational protocols were established to ensure 1) the needs of reentry individuals are placed at the center of planning; 2) alignment with the LA County Community Corrections Partnership (CCP) Plan; 3) fostering relationships built upon strategic partnerships; 4) utilizing promising and best practices in the delivery of services; 5) leveraging federal, state and local assets; and 6) data-informed decision-making at the individual participant and system level. Executive Directors of the 7 WDBs function as the Leadership Team overseeing and approving Workgroup activities.

As the region moves forward to P2E implementation, the workgroups will convene quarterly to track critical data elements over time to monitor improvements and identify areas of need. At least 14 Reentry Hubs will be located in the 7 WDB areas, based upon the concentration of reentry individuals. The Reentry Hubs will be comprised of the Parole and Probation field offices, a CBO Intensive case management team with lived-experience community health workers, post-secondary schools and AJCCs all working collaboratively to deliver pre- and post-release services to a targeted reentry population. Reentry Hub partners will convene in their local areas monthly during the first year of implementation to review individual client data on barriers, participation in services, and achievement of benchmarks and outcomes. Representatives will be assigned from each Reentry Hub to participate in quarterly Workgroup meetings to review aggregate data for system evaluation and improvement.

**LA BASIN RPU REGIONAL PLAN MODIFICATION  
ATTACHMENT B: STAKEHOLDER ENGAGEMENT AND COMMUNITY OUTREACH EFFORTS (DRAFT)**

**A. Overview**

A dynamic and inclusive community engagement process was conducted to ensure meaningful stakeholder, community, and service population participation and to ensure the interests of client populations were placed at the center of discussions to modify the regional plan. Planning activities were organized within the seven Workforce Development Board (WDB) areas and the eight economic regions of the county. A schedule of community engagement meetings/listening sessions was noticed to the State Board and broadly published on the websites, social media and bulletin boards of the seven WDBs and their America’s Job Centers of California (AJCCs) and community partners. More than 400 stakeholders from corrections, education, community, labor and industry participated. The responses, insights and recommendations of these stakeholders helped to inform and shape the development of the Regional Plan Modification.

Table 1. Summary of Regional Plan Modification Stakeholder Convenings, October 2018 to February 2019:

<b># of Convenings</b>	<b>Type of Convening</b>	<b>Date</b>	<b>Total Attendance</b>
8	*Sub-Regional Reentry Forums	October 2018	168
4	*Reentry Partnership Planning Meetings	October 2018	56
1	Focus Group of Formerly Incarcerated Individuals	October 2018	14
8	*Sub-Regional Self-Assessment Forums	Nov. – Dec. 2018	62
1	MC3 Pre-Apprenticeship Partnership Meeting	December 2019	8
12	Reentry Stakeholder Workgroup Planning Sessions	Jan. – Feb. 2019	145
1	State-Funded Grantee Meeting	January 2019	8
<b>35</b>		<b>TOTAL</b>	<b>461</b>

\* *Noticed to the State Board*

Local Workforce Development Boards (LWDBs) within the region were principally responsible for organizing, promoting and hosting sub-regional Reentry and Self-Assessment Forums. Convening guidelines and requirements were provided based on information in EDD Directive WSD 18-01 (*Exhibit 1 – Community Engagement Requirements and Guidelines*).

**B. Corrections Workforce Partnership**

Stakeholder engagement for the corrections workforce component of the Regional Plan Modification and the Prison to Employment (P2E) State Board funding opportunity was coordinated as one regional effort to achieve a single Corrections Workforce Plan. In addition to outreaching to all required partners and stakeholders, efforts were made to foster partnerships with the broad network of public and non-profit agencies engaged in the provision of reentry services.

**1) Consultant and Facilitators/Subject Matter Experts**

To ensure diverse agency participation and meaningful community input, six consultants were engaged as facilitators and subject matter experts to work in coordination with the regional planning team and the seven

local WDBs to conduct targeted outreach, facilitate planning meetings, workshops and forums; and to follow-up with stakeholders to promote regional collaboration.

## 2) Developing Partnerships with Key Regional Stakeholders

Three (3) meetings were conducted with stakeholder groups to identify shared goals and objectives and opportunities to leverage resources with a goal to establish partnership agreements. Additionally, a roundtable focus group was held with justice-involved individuals to identify barriers, service needs and successes; and system enhancements to more effectively meet the needs of service populations.

Date	Stakeholder Partnership Meeting
October 1, 2018 2 – 4 pm	LA City Office of Diversion (LA City OR), LA City Economic & Workforce Development Department (LA City EWDD), LA County Dept. of Mental Health Office of Diversion and Reentry (LA County ODR), LA County Workforce Development, Aging and Community Services (LA County WDACS), Owsley & Denly Criminal Justice Strategists, LA County Probation
October 3, 2018 2 – 4 pm	LA County Probation, LA County Sheriffs (LASD), California Department of Corrections and Rehabilitation CDCR; LA County ODR; LA County WDACS
October 24, 2018 10 – 11:30 am	Community Action Partnership (C.A.P.) Alliance; Community-based and workforce agency partners
October 25, 2018 5 – 7 pm	C.A.P. Alliance – Justice Involved Individuals Focus Group

## 3) Capturing Stakeholder Input to Identify Reentry Barriers and Needs

Stakeholders were convened in eight Reentry Forums throughout the LA Basin for the purpose of identifying barriers and needs of reentry individuals. Forum were scheduled as follows:

LA Basin Economic Region	Participating WDBs	Date (2018)	Attendance
Westside	LA City WDB	October 16 1:00 – 3:30 pm	12
San Fernando Valley	LA City WDB, LA County WDB, Verdugo WDB	October 18 9:30 am - Noon	12
San Gabriel Valley	LA County WDB, Foothill WDB	October 18 2:30 – 5:00 pm	25
Central Los Angeles	LA City WDB ( <i>evening session</i> )	October 23 5:00 – 7:30 pm	27
Santa Clarita Valley	LA County WDB	October 24 9:00 – 11:30 am	9
Gateway Cites/Southeast LA	Pacific Gateway WDB, SELACO WDB	October 24 2:00 – 4:30 pm	42
Antelope Valley	LA County WDB	October 25 9:00 – 11:30 am	20
South Bay	South Bay WDB	October 25 2:00 – 4:30 pm	21
<b>Total Attendance</b>			<b>168</b>

The Reentry Forums featured facilitated discussion/listening sessions, with one evening session; and a variety of workforce, community, corrections, labor and education partners in attendance for a total of 168 stakeholders. WDBs in each of the eight regions worked collaboratively to organize and host the Forums. Stakeholder input was documented and resulted in identification of nearly 70 barriers and needs; 28 strategy recommendations, and 19 models and promising practices.

#### 4) Defining Reentry Service Needs through Stakeholder Workgroup Planning

In follow-up to the Reentry Forums, a dynamic and inclusive planning structure was replicated from the region’s Healthcare SlingShot project. Three stakeholder reentry workgroups were organized to review the barriers and needs identified in early planning and develop service strategy recommendations to address barriers. The three reentry planning workgroups are: *Reentry Services*, *System Alignment and Employer Engagement*. The following outlines the workgroup planning structure:

<b>Executive Directors of the Seven Workforce Development Board</b> Objective: Effective regional planning through shared decision-making and responsible fiscal and policy oversight.		
<b>Reentry Services Workgroup</b> Lead WDB: SBWIB and City of LA	<b>System Alignment Workgroup</b> Lead WDB: WDACS	<b>Employer Engagement Workgroup</b> Lead WDB: SELACO
Stakeholders: WDBs, CBOs, AJCCs CDCR Parole, Probation, County ODR, City OR, employers, labor and post-secondary education Objective: Align, coordinate, and integrate reentry and workforce services to the formerly incarcerated and other justice-involved individuals		
<b>Objectives:</b> <ul style="list-style-type: none"> <li>Asset map to identify service providers; types of services available; where and when delivered; and service gaps and duplication.</li> <li>Identify and standardize reentry participant referral data;</li> <li>Identify front-line staff training needs and effective training resources.</li> <li>Identify methods to share best practices and lessons learned.</li> <li>Prioritize direct and supportive service needs for P2E funding.</li> <li>Identify opportunities to braid resources through co-located services, specialized centers, co-case management and other effective strategies.</li> </ul>	<b>Objectives:</b> <ul style="list-style-type: none"> <li>Develop Partnership agreements with key corrections agencies and stakeholders;</li> <li>Develop cross-system data collection, tracking, and sharing methods and reporting procedures;</li> <li>Review existing referral pilots to determine a “fully-integrated referral process that encompasses shared case management”; and</li> <li>Recommend a single agent or entity to be responsible for ensuring all relevant program data is collected and reported.</li> </ul>	<b>Objectives:</b> <ul style="list-style-type: none"> <li>Asset map to identify employers willing to hire justice-involved individuals;</li> <li>Identify the tools, information and incentives employers need to hire and retain;</li> <li>Conduct labor market studies to identify livable wage occupations;</li> <li>Develop integrated approaches to employer engagement;</li> <li>Coordinate with educators and labor organizations to identify training opportunities aligned with livable wage, career pathway jobs;</li> <li>Identify strategies to maintain ongoing engagement and information sharing.</li> </ul>

Reentry workgroup planning activities were led by one or more WDBs, facilitated by subject matter experts and featured the participation of corrections, workforce, education, CBO, labor, and industry stakeholders. Outreach was conducted primarily via email; which was also the mechanism for distribution of meeting notices, agendas and notes. Stakeholders participated in a rigorous planning schedule consisting of four two-hour meetings weekly for four weeks in January for a total of 16 hours of planning by 145 stakeholders. Recommendations were formulated for service strategies and best practices and subsequently presented to the Leadership Team, comprised of the Executive Directors of the seven WDBs. This process resulted in significant input from stakeholders to inform the content of the Regional Corrections Workforce plan.

#### C. Required Compliance with State Plan guidance and State Law Regarding Multi-Craft Core Curriculum Pre-Apprenticeship Partnerships

The region’s workforce system has a long and substantial history of working in coordination with the Los Angeles/Orange County Building Trades Council (BTC), which operates the MC3 program. BTC hosted a partnership planning meeting with eight representatives of WDB/AJCC management on November 28, 2018 to review progress and expand coordination and partnership with the local WDBs, AJCCs and all core workforce partners. BTC is a partnership between 48 affiliated unions covering fourteen building trades, includes 140,000 union members and 15,000 apprentices. It oversees the nation’s largest local MC3 program. About 2500 new apprentices are expected to train in the MC3 curriculum each year. The meeting culminated in agreed upon processes to ensure continued state compliance; ongoing partnership with education and community-based

partners; and inclusive and accessible access, enabling all individuals an opportunity to prepare for living-wage employment.

**D. Comprehensive Stakeholder Review of Regional Coordination and Alignment Self-Assessment**

Eight Self-Assessment Forums were hosted by the seven WDBs across the LA Basin with 62 stakeholders attending. The required partners in the Directory of Planning Partners and the Interactive Corrections Map were noticed as well as WIOA, AJCC and community partners; and additional outreach was conducted to stakeholders from city and county agencies. Notices were distributed via email, social media and web postings; and posted at AJCCs and WDB offices. Agendas were emailed in advance and meetings were facilitated as guided discussions/listening sessions with PowerPoint visual support. A culminating session was conducted with the WDB Executive Directors to complete the self-assessment and review stakeholder input. While attendance was somewhat lower than the reentry forums, those participating in the Self-Assessment Forums had a solid working knowledge of the region’s workforce system and provided in-depth feedback.

LA Basin Economic Region	Participating WDBs (* indicates host WDB)	Date (2018)
South Bay	South Bay WDB	November 14 9:00 – 11:30 am
Gateway Cites/Southeast LA	Pacific Gateway WDB, SELACO WDB	November 14 2:00 – 4:30 pm
Antelope Valley	LA County WDB	November 15 9:00 – 11:30 am
Westside	LA City WDB	November 15 2:30 – 5:00 pm
Santa Clarita Valley	LA County WDB	December 11 9:00 – 11:30 am
Central Los Angeles	LA City WDB ( <i>evening session</i> )	December 11 5:00 – 7:30 pm
San Fernando Valley	LA City WDB, LA County WDB, Verdugo WDB	December 13 9:00 – 11:30 am
All	LA City WDB, LA County WDB, Foothill WDB, SELACO WDB, Pacific Gateway WDB, South Bay WIB/WDB, Verdugo WDB	December 6 Noon – 3 pm
San Gabriel Valley	*LA County WDB, Foothill WDB	December 13 2:00 – 4:30 pm

**PART II DOCUMENTED EFFORTS TO ENGAGE REQUIRED PARTNERS IN EACH CATEGORY**

Extensive outreach was conducted by the seven WDBs to the required partners in the Directory of Planning Partners, the Interactive Corrections Map, WIOA and AJCC partners and additional stakeholders from city and county agencies, community reentry consortia and state board grantees (*Exhibits IV - XI*), achieving participation by all required partners.

**PART III INFORMATON TO THE STATE BOARD**

A schedule of community engagement activities was noticed to the State Board on September 28, 2018 (*Exhibit III– State Board Notice*) and broadly published on the websites, social media and bulletin boards of the seven WDBs, the 39 America’s Job Centers of California (AJCCs) and community partners, as well as email and mail notifications.

## LA Basin RPU

### Regional Plan Modification

#### Attachment C - Regional Coordination and Alignment Self-Assessment (DRAFT)

#### Score Range: *Learning/Experimenting; Operationalizing/Doing; Growing/Expanding/Scaling*

Eight in-depth self-assessment sessions were held throughout the Los Angeles RPU. About 62 stakeholders attended these sessions, including representatives from the seven workforce development areas, community colleges, adult schools, labor organizations, businesses and a wide array of workforce partners and community-based organizations. The sessions featured facilitated discussions on progress that workforce development boards and their system partners were making toward achievement of statewide goals, using the indicators to measure accomplishments. Based on the “crosswalk” of Indicators published by the California Workforce Development Board, the LA Basin self-assessment examined progress on Indicators A through H.

**Indicator A** (Score: 2.2 *Operationalizing/Doing*) Evaluated whether the “region had a team that jointly convenes industry and is led by industry champions.” The Slingshot patient navigator/care coordinator program training incumbent workers for the health care industry achieved outstanding results. The WIN-LA initiative to train workers for Metro (the LA public transportation company) has begun and has great promise, as do new and expanding bio-tech and construction worker training programs. Each of the programs represents efforts the regional partners jointly engaged business to identify their needs for workforce training.

**Indicator B** (Score: 2.0 *Operationalizing/Doing*) Evaluated whether the “region has shared industry sector focus and pools/shares resources to meet demand.” The score was 2.0, Within the RPU’s four-year plan, the seven local boards identified six target sectors for the region. The boards continue to prioritize training and placement support for these sectors, and regularly communicate opportunities related to these industries to system partners. The community colleges and EDD employ Sector Navigators to identify and organize training and employment needs. A wide variety of resources are pooled to fund training, including County general funds, TANF dollars and special State and local initiatives. All seven workforce areas have agreed upon the critical industry sectors. More work needs to be done to engage and share resources with workforce partners that are not co-located in the AJCCs.

**Indicator C** (Score was 1.95 *Operationalizing/Doing*) Evaluated whether the “region has a process to communicate industry workforce needs to supply-side partners.” The seven workforce areas are developing a website to communicate workforce needs countywide to all businesses, workforce partners and employers. The Verdugo workforce area is the lead for this project. The greatest unmet need is improving communications to the many workforce partners who are not physically located in AJCCs. The platform will provide easy access to information as it becomes available, thereby enabling system partners to business needs in real time.

**Indicator D** (Score was 1.9 *Operationalizing/Doing*) Evaluated whether the “region has policies supporting equity and strives to improve job quality.” Considerable progress is being made through the prison-to-employment initiative, construction worker training for the building trades, outreach to homeless individuals and to individuals with disabilities. These efforts are described in detail throughout the regional and local plan modifications.

**Indicator E** (Score was 1.9 *Operationalizing/Doing*) Evaluated whether the “region has shared target populations of emphasis.” The region has made considerable progress identifying and serving disconnected

youth. The LA Unified School District employs navigators in some of the region's AJCCs to help youth access federal, State and local services and resources. The score for this indicator should improve as the prison-to-employment, competitive integrated employment, MC3, Cal Fresh and other new initiatives described in the regional and local plan modifications are rolled out.

**Indicator F** (Score was 2.1 *Operationalizing/Doing*) Evaluated whether the “region deploys shared/pooled resources to provide services, training and education to meet target population needs.” The South Bay Workforce Investment Board administers I-TRAIN, which increases access to quality training and industry-recognized credentials in the LA RPU. Strong Workforce funding has significantly increased industry-driven training at community colleges in the region. The disconnected youth initiative, the region's top priority over the last two years, has been expanded and now includes the entire region, through work being done by the seven local boards and stakeholders in their jurisdictions. Measure H, led by LA County, has involved all seven workforce areas and their partners in expanding services to homeless individuals.

**Indicator G** (Score was 1.9 *Operationalizing/Doing*) Evaluated whether the “region utilizes shared/common case management and capacity building strategies such as co-enrollment and professional development, to develop shared responsibility for providing services and ensure quality outcomes.” SELACO WDB takes the lead region-wide in arranging staff and partner professional development. The AJCCs coordinate case management and develop common service strategies involving a wide array of co-located workforce agencies. The major area for expansion and improvement is involving community-based organizations and other workforce partners, which do not have a presence in the AJCCs.

**Indicator H** (Score 2.2 *Operationalizing/Doing*) Evaluates whether the “region has shared/pooled administrative systems or processes to achieve administrative efficiencies and program outcomes.” The RPU's Regional Plan Implementation (RPI) grant funds several initiatives which support joint efforts in program administration. SELACO WDB takes responsibility region-wide for staff training and professional development. The South Bay WIB takes the lead on managing training and credentials (I-TRAIN). The Foothill WDB convened workforce board leaders from several of the region's WDBs to discuss increased workforce board input and involvement in all regional efforts. Los Angeles County takes the lead in the transportation sector by coordinating employment and training at Metro on behalf of all seven workforce areas. The City of Los Angeles has taken the lead in expanding services to disconnected youth County-wide. A major area for improvement was better messaging and branding across the workforce system. The Verdugo workforce area leads this initiative.

Indicators I and J do not apply to the LA Basin RPU.