

Bridges2Work Program Assessment

Evaluating the outcomes and implementation of U.S. Department of Labor-funded workforce development services in Ventura County Jails

DEVELOPED BY SOCIAL FINANCE FOR THE WORKFORCE DEVELOPMENT BOARD OF VENTURA COUNTY

OCTOBER 2024

Disclaimer

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About Social Finance

Social Finance is a national nonprofit consultant and registered investment advisor. We work with the public, private, and social sectors to build innovative partnerships and investments that measurably improve lives. At Social Finance, we are committed to helping governments maximize the impact of taxpayer dollars to deliver better outcomes and deploy resources where they're most needed. Since 2014, we have worked with more than 80 state, county, and city governments to generate measurable, data-driven impact.

Acknowledgements

We would like to extend our sincere gratitude to the dedicated members of the working group who made this evaluation and the Bridges2Work program possible. Special thanks to Maria Lopez of the Ventura County Human Services Agency, Norman Albances of the Workforce Development Board of Ventura County, and Cecil Argue of the Ventura County Sheriff's Office for their invaluable support and collaboration.

We also wish to express our appreciation to the many stakeholders we interviewed, whose insights and experiences were essential to this evaluation. Their contributions have been instrumental in shaping the findings and recommendations presented in this report.

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Executive Summary

The Workforce Development Board of Ventura County, California (WDBVC) provides Ventura County residents and businesses with training, resources, and services to fulfill a wide array of workforce development needs. From 2020-2024, WDBVC partnered with the Ventura County Human Services Agency (HSA) and Sheriff's Office to implement workforce development services for people leaving jail in Ventura County, under the program name Bridges2Work (B2W). Services were funded by a Pathway Home grant received from the U.S. Department of Labor (DOL) in 2020.

In early 2024, WDBVC engaged Social Finance, a national nonprofit consultant, to assess the outcomes and implementation of B2W and develop programmatic and sustainability recommendations for the continuation of services following the end of the grant. To conduct the assessment, Social Finance analyzed program data and engaged with the WDBVC, HSA, the Sheriff's Office, other local and state agencies, service providers, employers, and participants in the B2W program. Below is a summary of outcomes and recommendations based on interviews, data, and secondary research.

Program Outcomes

The B2W program exceeded its goals for enrollment and credential attainment but fell short in meeting targets for training program completion and recidivism. 306 people enrolled in the program, exceeding the program's goal of 300, and 84% of participants who enrolled in an education or training program attained a credential, exceeding the target of 60%. About 15% of participants completed a training program compared to the goal of 33% (the target was 100 participants), and the program achieved a 25.5% recidivism rate, just short of the target recidivism rate of 24%. The employment rate in the second quarter after exit was 16.7%, falling to 9.2% in the fourth quarter after exit.¹

Individuals who participated in training programs, utilized supportive services, and engaged with more B2W programming and service offerings became employed at higher rates. Although only 45 participants participated in training programs (such as on-the-job training and occupational skills training), they tended to have better employment rates than those who did not participate in training programs. Additionally, participants who received supportive services had higher employment rates on average; those who received supportive services had a 23.1% employment rate in the 4th quarter post-exit, compared to an employment rate of 4.4% among those who did not receive supportive services. Intensiveness of service engagement also appeared to play a role in participant outcomes: those who utilized 3 or more services had higher employment rates post-exit and a higher employer retention rate from Q2 to Q4 post-exit on average.

Summary of Recommendations

Recommendations for strengthening services moving forward include increasing the Employment Specialist (case manager) capacity, clarifying and coordinating roles across partners to provide complementary services, building a more robust employer engagement strategy, and creating a participant feedback loop during the program. To support the financial sustainability of B2W services, Ventura County may consider building a coalition to advocate for new funding at the county level, and in the meantime, develop a formal collaboration mechanism across agencies and service providers to coordinate reentry services and identify opportunities to braid existing funding. Please see pages 6-9 for an overview of the program's strengths and recommendations.

¹ There was no specific target set for employment or wage rate.

Strengths

PROGRAM SET-UP

Leveraged existing partnerships and protocols from LEAP and GIR programming.

Creation and coordination of the B2W supervisory committee representing WDBVC, HSA, and the Sheriff's Office.

PARTICIPANT OUTREACH & SELECTION

Real-time modifications to meet program enrollment target.

Clear eligibility criteria and partnership with Inmate Services.

Recruitment efforts utilized multiple channels; word-of-mouth had the highest impact.

PRE-RELEASE SERVICES

Tailored workshops and curriculum content to promote inclusivity, practical skills, and participant engagement.

Communication between Inmate Services and Employment Specialists.

Adjusted workshop environments due to COVID-19.

POST-RELEASE SERVICES

Consistent follow-up provided by Employment Specialists.

Individualized job search assistance via strong employer relationships and direct employer referrals.

Mitigating practical barriers to employment by provided resources such as work attire and tools.

Partnerships with training providers that tailor training approaches to student needs.


FOLLOW-UP SERVICES




Continued engagement between participants and B2W staff.

Strong partnership between Inmate Services and B2W to address data management challenges.


SCALE OF DIFFICULTY

 Least complex

 More complex

 Most complex

SCALE OF IMPACT



 Least impact



 More impact

 Most impact



Recommendations

PROGRAM SET-UP



Streamline the B2W staff hiring process by updating the candidate assessment process and/or engaging a contractor.  



Provide comprehensive, evidence-based training for B2W staff.  

Increase case management capacity by adding staff or part-time support.  



Streamline participant support by having Employment Specialists oversee both case management and employment services.  



PARTICIPANT OUTREACH & SELECTION



Build participant trust during recruitment through targeted outreach and personal engagement.  

Collaborate more closely with Inmate Services to streamline eligibility confirmation and recruit students enrolled in other certification programs.  



PRE-RELEASE SERVICES

Improve learning conditions by prioritizing secure, distraction-free classrooms.  

Strengthen coordination across service providers and B2W staff to provide complementary services.  

Refine the curriculum to be more interactive, build practical skills, and align with career-specific interests.  

Increase use of supportive services post-release via pre-release information sessions.  

Establish continuous participant feedback mechanisms for timely program improvements.  



SCALE OF DIFFICULTY



-  Least complex
-  More complex
-  Most complex



SCALE OF IMPACT



-  Least impact
-  More impact
-  Most impact



POST-RELEASE SERVICES

—
Implement creative strategies to maintain consistent contact with participants.  

Increase access to supportive services to support participants' ability to secure and maintain employment.  



Establish a centralized employer engagement strategy to coordinate employer outreach and promote incentives for hiring justice-involved individuals.  

Develop and promote high-potential career pathways tailored to the justice-involved population, including (pre-) apprenticeship programs.  



Improve job placement and retention with trial employment periods and comprehensive assessments.  



FOLLOW-UP SERVICES

—
Develop unique identifiers to enhance data accuracy and track efficiency.  

Establish long-term support or structured “warm handoff” to AJC for sustained employment success.  

FUNDING AND SUSTAINABILITY

—
Advocate for a county innovation fund addressing workforce and re-entry challenges.  

Develop a cross-departmental reentry task force with shared commitments and outcome targets.  

Background

The Ventura County Workforce Development Board (WDBVC) administers federal Workforce Innovation and Opportunity Act (WIOA) funds throughout Ventura County to support quality workforce development at no cost to program participants. The WDBVC partners with businesses and employers to understand changing workforce needs and offers programming that helps adult job seekers access resources to achieve upward mobility and advance the local economy. Through its America’s Job and Career Center locations, as well as other adult, employer, and youth programs throughout the county, the WDBVC helps workers and businesses respond to changes in the economic environment—including both long-term shifts and short-term shocks.

In 2020, the County of Ventura Human Services Agency (HSA, which WDBVC sits within) received a \$2.4M [Pathway Home grant](#) from the U.S Department of Labor’s (DOL) Employment and Training Administration (ETA).² **The objective of the grant is to provide eligible, incarcerated individuals in state correctional facilities or local jails with workforce services prior to release and to continue services after release. The program aims to reduce recidivism by eliminating the time gap between release from incarceration and enrollment into a reentry employment program.**³ **Participants also maintain the same caseworker pre- and post-release, which was suggested as a “best practice” in the [LEAP Implementation Study](#).** Further, these grants are job-driven and encourage connections to local employers, enabling transitioning offenders to secure employment. This grant is part of a broader strategy by the WDBVC to build strategic partnerships and address workforce preparation and community safety issues. The program was launched on July 1, 2020, under the name Bridges2Work (B2W) and is expected to conclude on December 31, 2024.

The WDBVC engaged [Social Finance](#), a national nonprofit consulting organization, to assess the effectiveness of the B2W program. This collaboration aims to develop recommendations for the program’s continuation, with the goal of improving employability outcomes for adults recently released from incarceration in Ventura County. To support this work, Social Finance engaged with WDBVC staff, HSA staff, the Ventura County Sheriff’s Office (Sheriff’s Office), B2W staff, jail staff, employers, other local and state agencies, external training and service providers, and B2W participants.

The evaluation of B2W and development of the recommendations was anchored in a few **guiding principles**, co-created by the Social Finance team, WDBVC, HSA, and Sheriff’s Office. These principles enabled the group to maintain alignment amongst stakeholders and prioritize key topics to ensure the assessment added the most value in improving future programs similar to B2W:



Support **workforce preparation** and protect **community safety** by addressing participants’ practical, behavioral, and emotional needs to prevent recidivism.



Build **strategic partnerships across sectors**, including workforce development and criminal justice, to work toward a **well-coordinated workforce reentry system**.



Establish strong wraparound services, including support with **housing, residential drug treatment, and detox facilities**, to help individuals **thrive personally and professionally**.

² The WDBVC applied for and administered the grant, while HSA provided the staff to administer B2W services.

³ The program builds on research findings from the [Linking Employment Activities Pre-Release](#) (LEAP) implementation study in 2018. The study demonstrated the potential of breaking the cycle of recidivism by linking participants to an employment case manager while still in jail and continuing with same case manager post-release.

Assessment Approach

Research Questions

Social Finance collaborated with the WDBVC, HSA, and Sheriff's Office to align on the following research questions:

1. To what extent did the B2W program meet its **original goals**?
2. How did B2W **address the needs of incarcerated individuals**?
3. How do **outcomes differ** for participants by factors such as types of services received and demographic characteristics?
4. How can WDBVC support incarcerated individuals with workforce services in the future? What **modifications** should be made to the **B2W program model**?
5. Did B2W successfully leverage **partnerships** between WDBVC, the Sheriff's Department, and other entities?
6. What are the options for delivering similar services in the future in terms of **funding**?
7. What **learnings** can other workforce boards apply when providing workforce services to incarcerated or formerly incarcerated populations?

Key Activities

To answer these research questions, Social Finance undertook the following key activities:

1. **Facilitated meetings** with staff at WDBVC, HSA, and the Sheriff's Office to identify goals and research questions for the assessment.
2. **Reviewed information** on B2W program offerings to understand the current objectives and design of the program.
3. **Analyzed available program data** and performance reports from 2020-2024 to understand program performance and barriers.
4. **Conducted interviews with stakeholders** including the WDBVC, HSA, Sheriff's Office, B2W staff, B2W program participants, training and education program providers, supportive services providers, substance use treatment providers, and local employers.⁴

Barriers and Limitations

In completing the above activities, Social Finance acknowledges the following limitations:

1. **Challenges in contacting key stakeholders:** Social Finance interviewed a variety of stakeholders, including employers, participants, and training providers, but had difficulty in reaching and conducting interviews with as many stakeholders as initially intended. Notably, we were unable to conduct interviews with anyone from the Ventura County Probation Agency and stakeholders focused solely on housing support (e.g., Ventura County Continuum of Care).
2. **Lack of baseline or comparison data:** Understanding the true impact and efficacy of B2W would require comparing outcomes from this program to the outcomes data for those released from Ventura County Jails pre-B2W and the outcomes data for those released between 2020-2023 who did not go through the B2W program, but unfortunately, this data is not available.

⁴ The list of the stakeholders Social Finance interviewed for this report is included in Appendix A.

3. **Limited time horizon to demonstrate program effectiveness:** This evaluation was conducted toward the end of the 2020-2024 grant period. However, research shows that it may require more time for reentry programs to maximize their effectiveness, addressing individuals' needs and refining their approach over time.⁵ For future workforce programming for Ventura County's jail population, tracking outcomes on an ongoing basis and over several years may allow partners to iterate on the program over time, adjusting as needed.
4. **Limited programmatic data:** Throughout the program, the B2W team stored participant data in the CalJOBS web-based system and reported data to the DOL via the standalone Reentry Employment Opportunities (REO) access database. Managing both systems—REO and CalJOBS—each with its distinct coding structures, posed challenges, especially during the transition to a new web-based REO reporting system in June 2023. As a result, the REO dataset was incomplete and inconsistent compared to the more comprehensive CalJOBS dataset, which tracked a wider range of metrics. Consequently, this report relies primarily on REO data, leading to gaps and inconsistencies in the analysis. In cases where participant services were significantly undercounted, B2W staff provided aggregate data from the CalJOBS system. Whenever CalJOBS data is used, it is noted in a footnote or in the text.

In addition to the limitations posed by the data reporting methods, post-release data is sometimes incomplete due to challenges in maintaining contact with participants and obtaining records of their employment and recidivism. While some data were available on variables such as socioeconomic status, family status, housing, employment history, substance use, and health issues before confinement, this data was often incomplete. Additionally, information on participants' offense types, risk levels, length of incarceration, and previous offenses could not be obtained. Programmatic data—such as whether participants met with employment specialists within two days of release, pre-release workshop attendance and interruptions, and the specific jail facility where participants were housed (Todd Road vs. Main Jail)—was also inaccessible.

These data gaps hinder a complete understanding of the program's impact across various participant subgroups; specific data collection recommendations to improve accuracy and efficiency are outlined in the Follow-Up Services section.

⁵ ["Five Recommendations for Transforming Lives Through Reentry Education Programs."](#)

Overview of Bridges2Work

Program Overview

The B2W program launched program set-up on July 1, 2020, and began participant enrollment and selection in March 2021. The program was implemented in Ventura County, California, at the **Todd Road Jail Facility** (located west of Santa Paula) and the **Pre-Trial Detention Facility, also known as “Main Jail”** (located in the Ventura County government center). The implementation was a coordinated effort led by WDBVC, HSA, and the Sheriff’s Office.

The program aimed to break the cycle of recidivism for individuals incarcerated in Ventura County jails by connecting them with the *same* case manager, an **“Employment Specialist,”** during their incarceration (20-180 days before their release) and post-release. Employment Specialists provided workforce services and support to participants via a 6-week Workshop Series (Appendix F) while they were in jail through Jail-Based Job Centers (J-AJCs) at the Todd Road and Main Jails. After release, participants continued to receive services and case management support from the same Employment Specialist at the local Ventura County America Job Centers (AJCs) in Oxnard and Simi Valley. Employment Specialists aimed to meet with participants at the AJC within two days of their release to increase the likelihood of continued engagement in the B2W program.

In addition to ongoing support from Employment Specialists, participants began receiving personalized job search and matching assistance from individuals known as **“Account Executives”** at the AJCs. Post-release, Employment Specialists focused on providing supportive services (e.g., housing and transportation assistance) and job readiness training (e.g., resume drafting, mock interviews, career planning). Meanwhile, Account Executives concentrated on cultivating employer relationships and sourcing job and training opportunities for participants.

B2W Eligibility Requirements

- At least 18 years old
- Convicted under federal, state, or local law
- Resides in state correctional facilities or local jail
- Has a release date between 20-180 days
- Scheduled to reside in Ventura post-release
- Are low-income as defined under WIOA, Section 3(36) (Appendix E)
- Legally eligible to work in the U.S.

Pre-Release Services	Post-Release Services
<ul style="list-style-type: none"> • Needs Assessment • Individual Employment Plan • Resume Support & Interview Practice • Workplace Etiquette • Career Planning & Job Search Assistance • Employment & Education Readiness Assessment • Post-Release 72-Hour Checklist • Online Training Courses 	<ul style="list-style-type: none"> • Career Planning & Job Search Assistance • Individual Employment Plan • Networking Events & Job Fairs • Resume Support & Interview Preparation • Referrals to Community Resources • Occupational & On-the-Job Training • Education Programs & Certification • Earned Incentives & Supportive Services (e.g., bus passes, work attire & tools, housing assistance)

The Implications of the COVID-19 Pandemic

B2W implementation was significantly impacted by the COVID-19 pandemic, which was declared a national emergency by the U.S. Department of Health and Human Services from January 2020 to May 2023.⁶

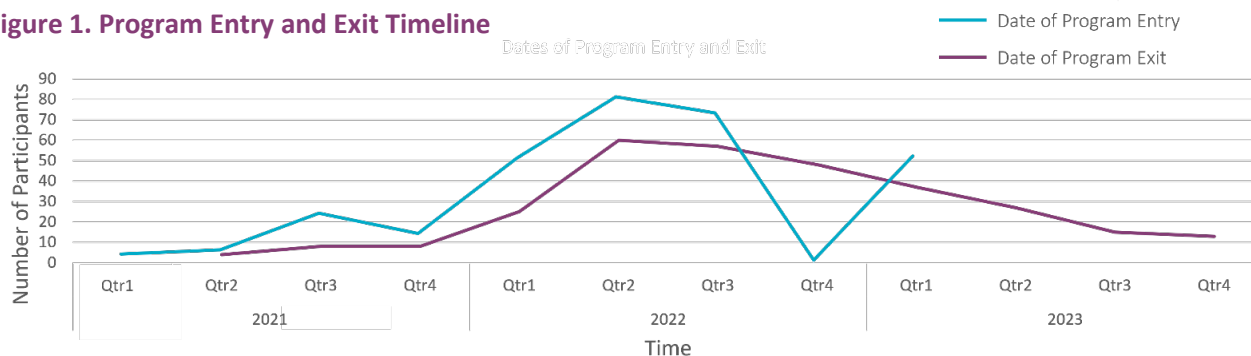
Starting in March 2020, numerous security and safety protocols were implemented in Ventura County jails to curb the transmission of COVID-19, including the suspension of all in-person instruction. Although permission to teach courses in-person in the jails was reinstated in August 2021, jail lockdowns were frequent as outbreaks of the virus persisted throughout the remainder of the program. Additionally, COVID-19 led the California jail system to implement early releases of inmates and modify bail procedures. Overall, the state experienced a decrease in crime and arrests in 2020. The decline in arrests contributed to a 17% reduction in California's jail population that persisted until at least December 2021.⁷ With increased security measures and the reduction in Ventura County's jail population, B2W partners made numerous modifications to the setup and administration of the program (see the Strengths, Findings, and Recommendations section for more details).

Due to these unforeseen circumstances, the DOL granted the B2W program a one-year extension in June 2022 to help the program meet its enrollment target. Before this extension, the B2W team adhered to the original timeline and targets, despite the various delays and challenges.

Participants at a Glance

The B2W program was completed by 306 individuals who were inmates at the Todd Road and Main jails between 2021 and 2023. Of these, 48 participants entered the program in 2021, 206 in 2022, and 52 in 2023 (Figure 1). Exits from the program were as follows: 6.6% of participants exited in 2021, 62.9% exited in 2022, and 30.5% exited in 2023 (Figure 1). On average, participants spent 67 days in the program before their jail release, while the average total duration (pre-release and post-release) in the program before exiting was 123 days.

Figure 1. Program Entry and Exit Timeline



⁶ "Ending of the COVID-19 Related Public and National Health Emergency Declarations: Implications for Medically Underserved Populations in Tennessee"

⁷ "Assessing the Impact of COVID-19 on Arrests in California"

Figure 2. Age of Participants⁸

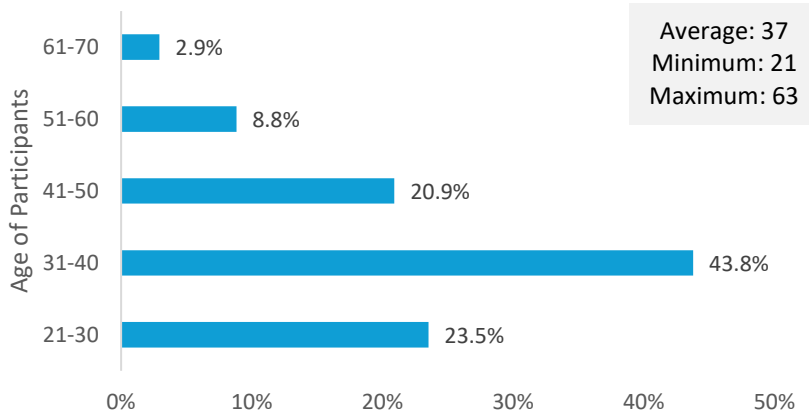


Figure 3. Sex of Participants

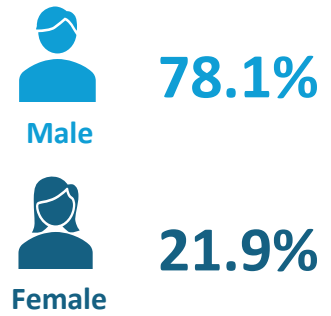
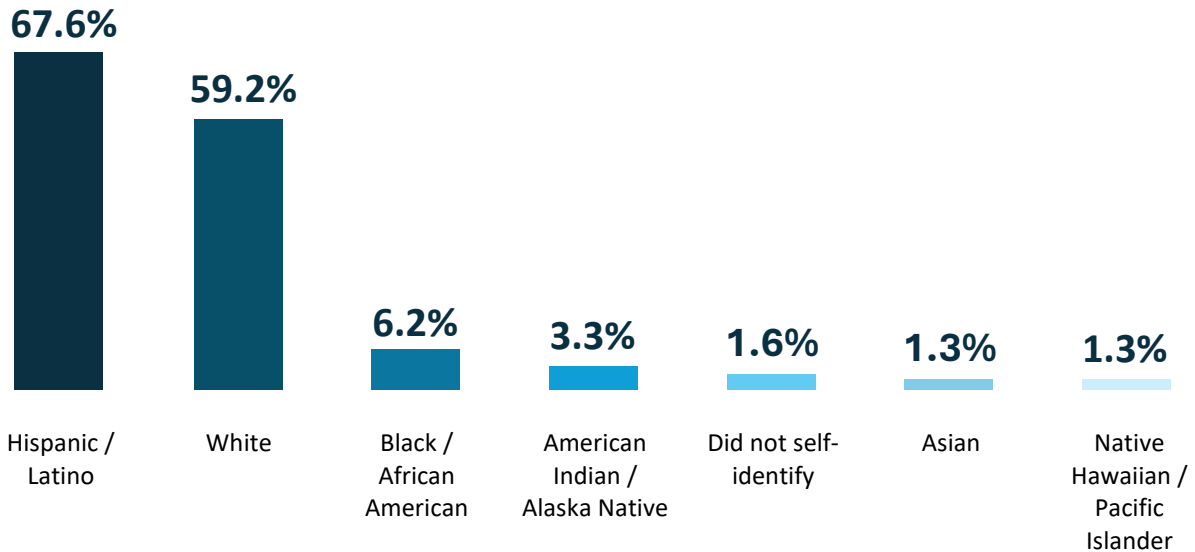


Figure 4. Race/Ethnicity of Participants



As illustrated in Figure 3 above, over 78% of participants were male. More than 43% were between the ages of 31 and 40 (Figure 2). Over 67% identified as Hispanic or Latino, and more than 88% (271 participants) were residents of Ventura County before their incarceration (Figures 4 and 5).

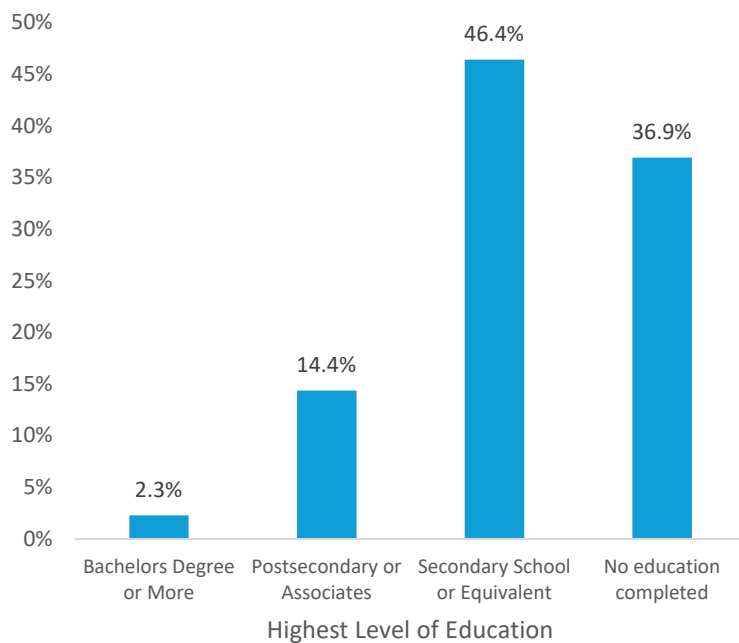
⁸ The chart captures the participants' ages as of 12/31/2024 – the end of the Pathway Home 1 Grant Period.

Figure 5. Other Demographics of Participants

Demographics		Count
Residence Pre-Incarceration	Resident of Ventura County	271
	Not a Resident of Ventura County	35
Veteran Status	Veteran	5
	Not a Veteran	294
	Did not self-identify	7
Disability Status	Has a disability	14
	Doesn't have a disability	286
	Did not self-identify	6

Data indicated that there were 5 veterans and 14 individuals with disabilities among the participants (Figure 5). These disabilities included physical impairments, learning disabilities, deafness or serious difficulty hearing, blindness or serious difficulty seeing, and serious difficulty concentrating, remembering, or making decisions due to mental illness, psychiatric disability, or emotional conditions.

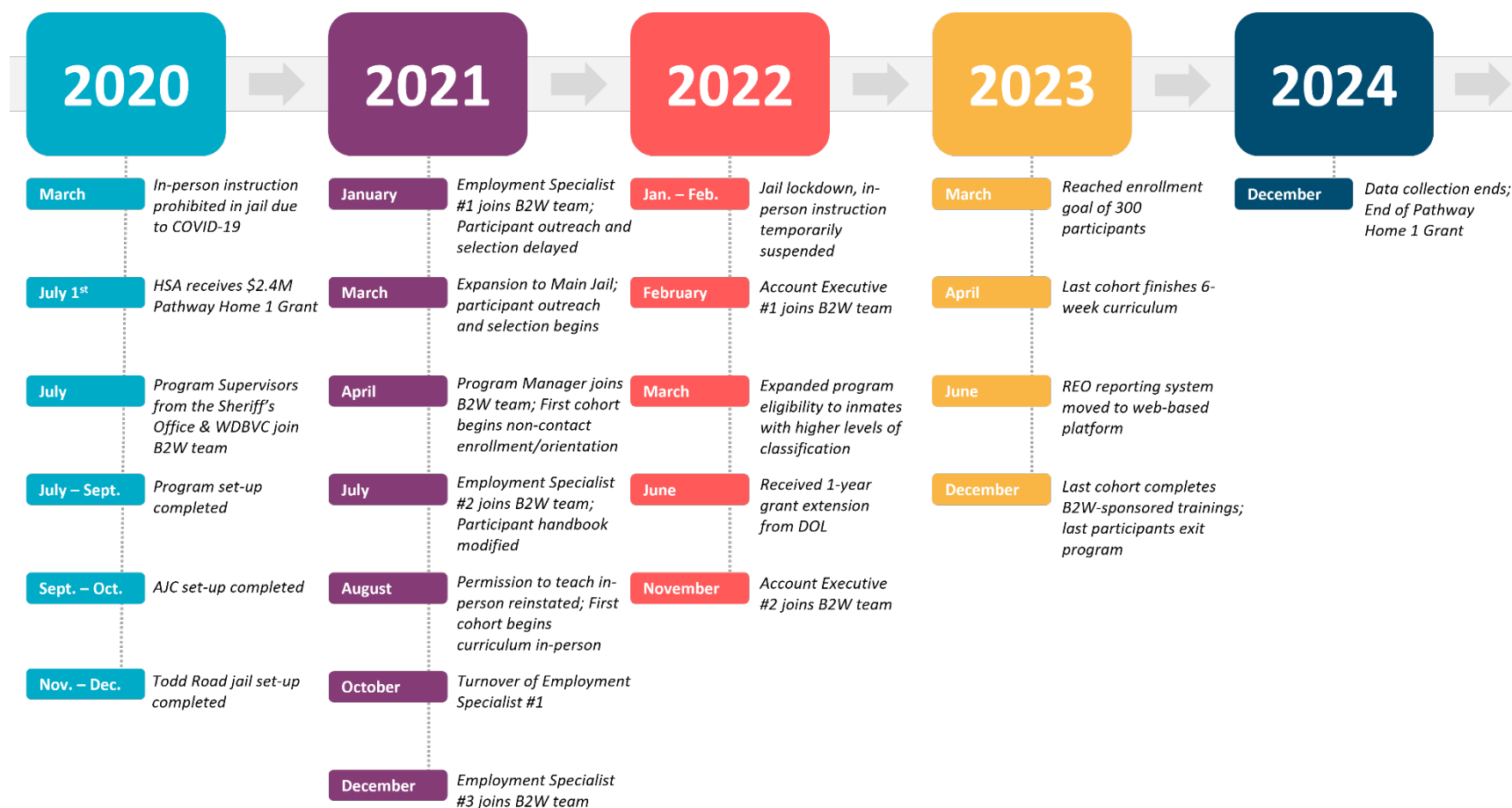
Figure 6. Highest Level of Education Completed by Participants



Approximately 63% of participants had completed secondary school (or equivalent) or higher, while 37% had not completed secondary school (Figure 6). Specifically, 6% had completed fewer than 10 years of schooling, and, of these participants, approximately 1.6% had not completed any school grades (Appendix G – Figure 26).

Program Timeline

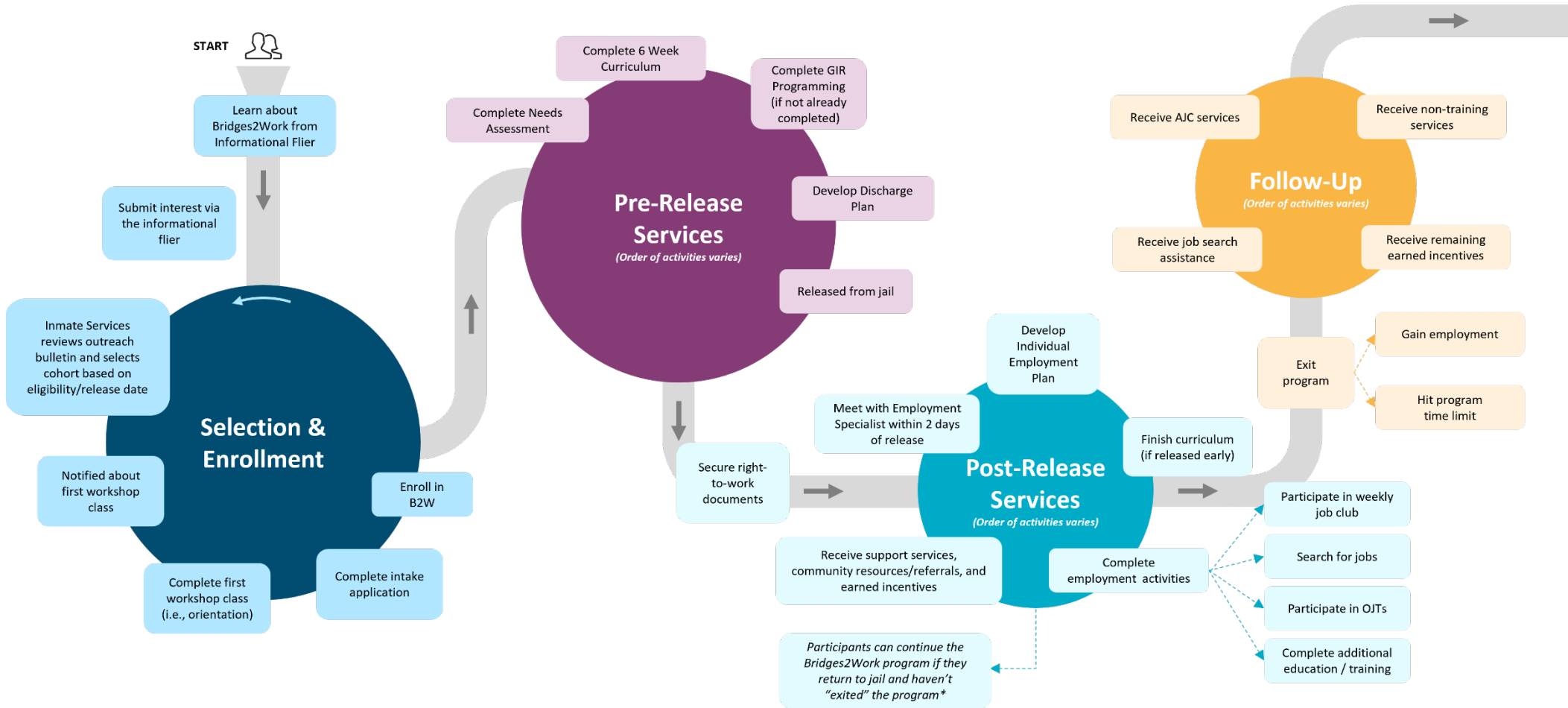
The B2W program spanned a total of 54 months: a 6-month planning period, a 36-month operations period, and 12 months of follow-up services.⁹ The timeline below outlines the key milestones of the program’s implementation. These milestones are referenced throughout the report to highlight program strengths and pinpoint areas for potential improvement.



⁹ The original duration of the program was 42 months: a 6-month planning period, a 24-month operations period, and 12 months of follow-up services. B2W was granted a one-year extension on their operations period by the DOL in June 2022 due to complications caused by the COVID-19 pandemic.

Participant Experience Map

This participant experience map is designed to illustrate the intended journey through the B2W program from the participant's perspective, **without considering any barriers or disruptions to the scheduled programming**. The stages outlined on this map will be referenced throughout the report to identify factors and events that influenced a participant's successful completion of the program, the challenges they experienced, and modifications that were made to the program's design due to the impacts of COVID-19 and other external factors.



*The participant can continue the program if they are within 180 days of their release date.

Program Outcomes

*“What I learned from this program is that...it is what I needed. This is what I needed **to change my life.**”*

– Participant

Figure 7. B2W Program Goals and Outcomes¹⁰

Indicator		Goal ¹¹	Results
During Program	Enrollments	300	306
	Training Program Participation	33.3%	14.7%
	Credential Attainment	60.0%	84.0%
	Measurable Skill Gains	-	61.9%
Post-Program	Employment Rate (Q2 Post-Exit)	-	16.7%
	Employment Rate (Q4 Post-Exit)	-	9.2%
	Median Earnings (Q2 Post-Exit)	-	\$7,118.84
	Recidivism Rate	≤ 24%	25.5%

These income indicators were reported to the DOL as part of the Pathway Home Grant requirements. The DOL or the B2W Supervisory Committee determined the goals outlined in Figure 7.

The B2W program successfully exceeded its goals for enrollment and credential attainment but fell short in meeting targets for training program completion and recidivism (Figure 7). The numerous challenges imposed by the COVID-19 pandemic make the program's achievements particularly noteworthy and provide important context for its unmet goals. Stakeholder interviews suggest that the pandemic may have made it more difficult for participants to secure stable employment and fully utilize B2W's services. **Overall, the outcomes of the B2W program represent a strong start for its initial iteration.**

Enrollments

The B2W program exceeded its enrollment goal of 300 participants. As discussed in more detail in the Participant Outreach & Selection section, this achievement was facilitated by the program's expansion to an additional jail facility and adjustments to eligibility requirements, which accommodated a reduced jail population during COVID-19. Additionally, insights from B2W staff, Inmate Services, and participants revealed strong demand for the program among the inmate population in Ventura County jails. Most participants learned about the program from fellow inmates, and Inmate Services continued to receive applications even after the program had concluded. Stakeholders emphasized the program's unique design and comprehensive support, pre-release and post-release, as

*“I’ve been doing this for many years, and one of my issues has always been that we don’t have a warm handoff once they’re released...so this is the missing link. **I think it’s the best program I’ve seen over the years.** I’m very impressed.”*

– County Agency

¹⁰ The definitions of each indicator and additional data can be found in Appendix D.
¹¹ The targets for enrollments and training program participation were determined by the B2W supervisory committee. The credential attainment and recidivism rate targets were determined by the DOL. There were not any explicit goals outlined for the employment rate and median earnings.

key factors driving its popularity. One interviewee commented, “I’ve been doing this for many years, and one of my issues has always been that we don’t have a warm handoff once they’re released...so this is the missing link. I think it’s the best program I’ve seen over the years. I’m very impressed.” Of the 306 enrollments, most participants began the program in 2022, with the highest number of enrollments occurring in Q2 and Q3 of that year (Figure 1). This timeline reflects the shutdowns and strict safety protocols during COVID-19 that limited the program’s ability to recruit participants in 2021.

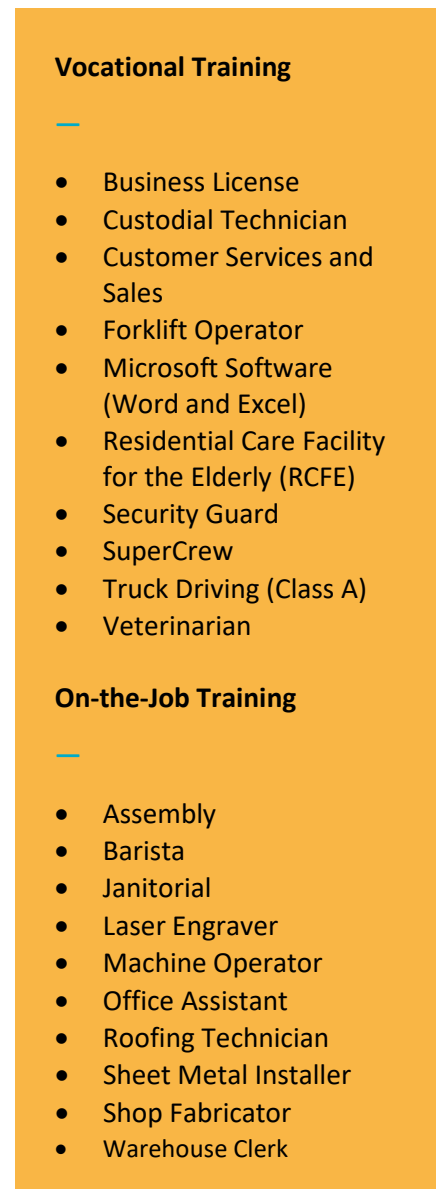
Training Programs

B2W did not meet its goal of enrolling 100 participants (33%) in training programs (Figure 7). Stakeholders noted that this goal was overly ambitious for the justice-involved population, and the COVID-19 pandemic further complicated achieving it. One stakeholder remarked, “This would have been an ambitious goal for any population, but especially this one. It is hard to engage people in reentry programs.”

A total of 45 participants took part in training programs. Of these, 16 individuals participated in On-the-Job Training (OJT),¹² 29 participated in Vocational Training,¹³ and 4 participated in Non-Occupational Training.¹⁴ The types of training received included job readiness, non-occupational skills, registered apprenticeships, occupational skills, skills upgrading, and OJTs. These training programs covered various professions, including truck driving, veterinary services, roofing, and customer service (Figure 8). Completion rates varied across these five types of training. Out of the 16 individuals who participated in OJTs, only 38% completed the program (see Figure 9). In contrast, all 14 participants in Skills Upgrading completed the program. Additionally, 64% of the 11 individuals who underwent Occupational Skills training completed their programs (Figure 9).

Although only 29 participants engaged in vocational training programs, those who completed these programs tended to have stronger employment outcomes. For instance, those who completed vocational training demonstrated higher employment rates from Q1 to Q4 post-exit and stronger employer retention rates compared to participants who did not complete any training (Figures 10 and 12). Similarly, participants who completed vocational training secured full-time jobs at a higher rate and experienced higher median wages (in all four quarters post-exit) than those who did not complete any training (Figure 11).

Figure 8. Vocational Training and OJTs Provided



¹² OJT is provided under a contract with an employer in the public, private non-profit, or private sector. Through the OJT contract, occupational training is provided for the WIOA participant in exchange for the reimbursement, typically up to 50 percent of the wage rate of the participant, for the extraordinary costs of providing the training and supervision related to the training.

¹³ Vocational training refers to occupational skills training, skills upgrading training, and registered apprenticeships.

¹⁴ Please note that the total number of individuals that participated in a training program is 45. However, 49 training programs were completed as 4 participants completed two different training programs.

Figure 9. Training Completion Rates¹⁵

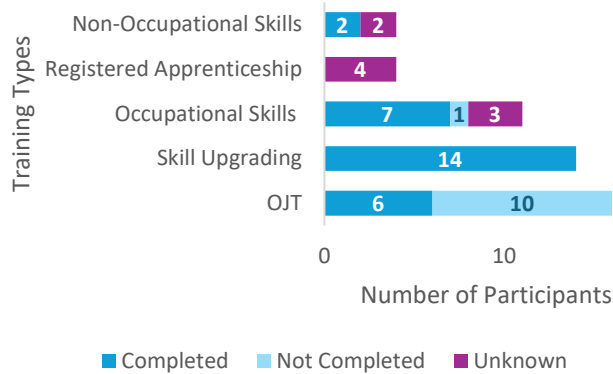
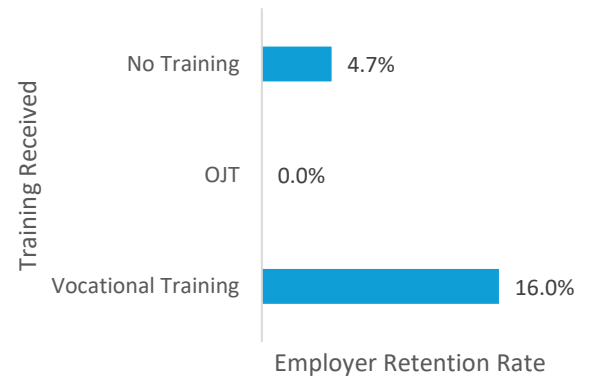


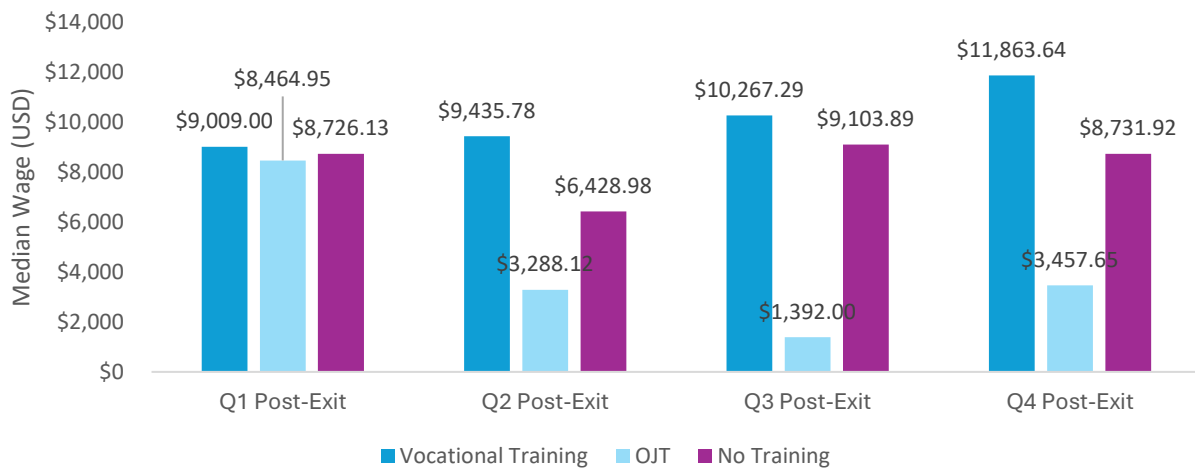
Figure 10. Retention Rate with Same Employer Q2 to Q4 Post-Exit by Training Received



In comparison, the outcomes of OJT participants were not as consistently positive. Individuals who completed OJT experienced higher employment rates from Q1 to Q3 post-exit than those who did not complete any training (Figure 12). However, there was a significant decline in employment rates in Q4 for OJT participants, with an employer retention rate of 0% (Figure 10). This dramatic drop may reflect the conclusion of the OJT period. Additionally, the median wages for OJT participants were lower across all four quarters post-exit compared to both participants who did not complete training and those who completed vocational training (Figure 11).

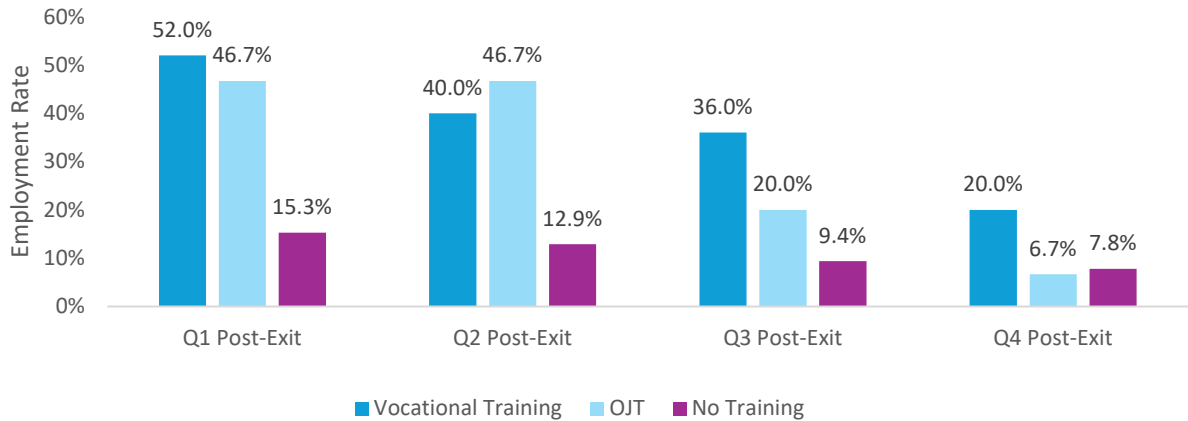
It is important to note that this analysis is based on a relatively small sample (29 individuals who engaged in occupational training and 16 individuals who participated in OJTs, of whom only 6 completed their OJT agreements). Additionally, as discussed in the Post-Release Services section, one employer chose to discontinue their OJT program, terminating employees and impacting the OJT completion rate for B2W participants. Therefore, these findings should be interpreted with caution.

Figure 11. Median Wages Post-Exit by Training Received



¹⁵ The total number of individuals who participated in a training program is 45. However, 49 training programs were completed as 4 participants completed two *different* training programs.

Figure 12. Employment Rate Post-Exit by Training Received



Skill-Building and Service Uptake

B2W’s credential attainment and measurable skills gain rates were approximately 84% and 61%, respectively (Figure 7). While these results met or exceeded expectations, there is an opportunity to increase participation in the full range of resources and programs offered by B2W.

Figure 13 shows that all participants engaged in job-

readiness training (i.e., the jail-based workshops and curriculum), 89% of participants received career guidance and counseling, and 71% of participants met with an Employment Specialist at least once post-release. However, fewer than 50% of participants received any of the additional service offerings (e.g., supportive services, training, staff-assisted job search, etc.). Similarly, although all participants received Job Readiness Training, only 172 (56%) participants completed the Job Readiness workshops and received a completion incentive. Of the participants that received supportive services, **the most utilized services were transportation assistance (e.g., bus passes), reimbursement for work and interview clothes and tools, housing assistance, and reimbursement for DMV/license fees.**

Figure 13. Total Program Services Received¹⁶

Services Received	# of Participants
Job Readiness Training	306
Career Guidance and Counseling ¹⁷	273
Met with Employment Specialist Post-Release ¹⁸	218
Supportive Services ¹⁹	121
Placement ²⁰	106
WIOA Career Service	46
Training	45
Staff Assisted Job Search	43
Recognized Credential	22
Life Skills and Career Exploration	21
Postsecondary Education	14

¹⁶ Full definitions and examples of each service can be found in Appendix C.

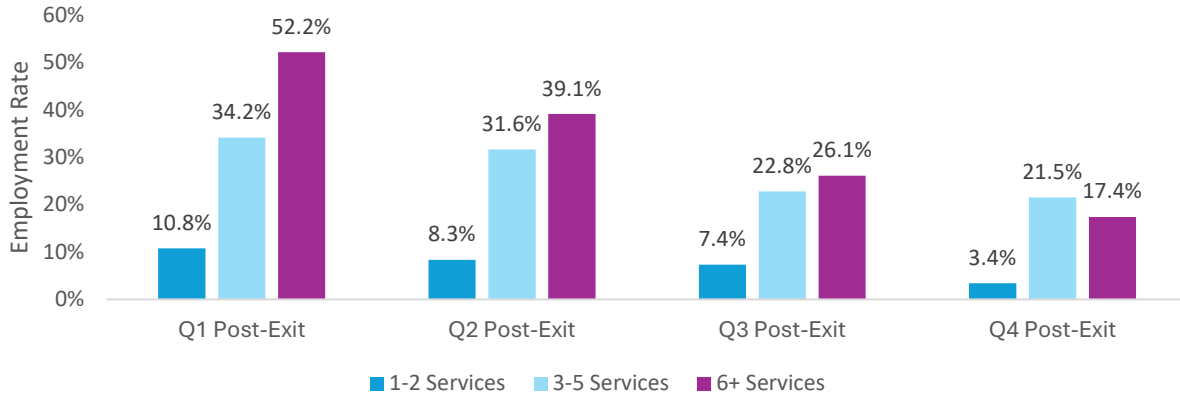
¹⁷ The source of this data is the CalJOBS system. The REO dataset reported that 137 participants had utilized career guidance and counseling; however, the more accurate number from the CalJOBS system is 273.

¹⁸ The source of this data is the CalJOBS system. The REO dataset did not capture this service.

¹⁹ The source of this data is the CalJOBS system. The REO dataset reported that 71 participants had utilized supportive services; however, the more accurate number from the CalJOBS system is 121.

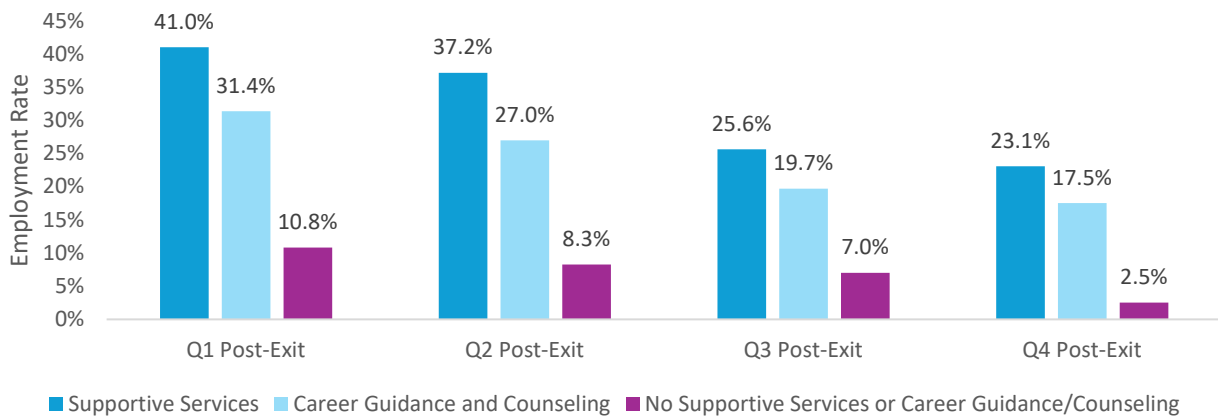
²⁰ The source of this data is the CalJOBS system. The REO dataset reported that 97 participants were placed in employment; however, the more accurate number from the CalJOBS system is 106.

Figure 14. Employment Rate Post-Exit by Number of Services Utilized



On average, participants who utilized three or more services had higher employment rates post-exit and higher retention with the same employer from Q2 to Q4 post-exit than those who utilized fewer than 3 services (Figure 14). Specifically, receiving supportive services and/or career guidance and counseling appeared to support more positive outcomes (Figure 15). Participants who received supportive services experienced higher employment rates from Q1 to Q4 post-exit and greater employer retention from Q2 to Q4 post-exit than those who did not receive supportive services (Figure 15). Similarly, those who received guidance and counseling had higher employment rates from Q1 to Q4 post-exit, greater employer retention, and a lower recidivism rate than those who did not receive guidance and counseling (Figure 15). It is important to note that this analysis is based on the REO dataset, which may have underreported the number of services received by participants. Therefore, these findings should be interpreted with caution.

Figure 15. Employment Rate Post-Exit by Utilization of Supportive Services²¹ and Career Guidance and Counseling

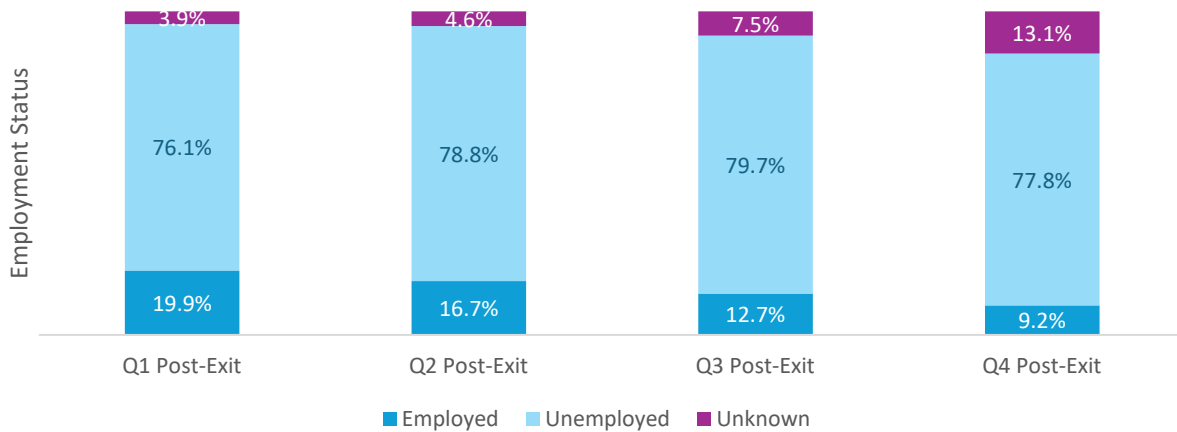


²¹ This chart compares outcomes for participants who received at least one support service, or at least one guidance/counseling service, or no supportive services/guidance and counseling

Employment Rates and Wages

The employment rate in Q2 post-exit was 16.7%, falling to 9.2% by Q4 post-exit (Figure 16). Similarly, the median quarterly wage decreased from \$8,807.70 in Q1 post-exit to \$7,818.26 in Q4 post-exit (Figure 17). **These findings suggest that over time, participants are more likely to become unemployed or transition to lower-paying jobs post-exit.** This trend is also reflected in employment retention rates, with only 14% of participants retaining the same employer from Q2 to Q4 post-exit (Figure 18).

Figure 16. Employment Status Post-Exit



Stakeholders spoke to the challenging nature of contacting participants and obtaining accurate employment data post-exit which may have contributed to the observed decrease in employment rates and wages over time. However, insights from participants and B2W staff also suggest that some participants who lost or left jobs they secured while in the program faced challenges finding new employment, and lacking continued program support was a potential contributing factor. The data also seems to indicate that having a job is linked to the likelihood of recidivism. Figure 19 illustrates that **recidivism rates were consistently lower for those participants who were employed post-exit, compared to those who were not employed post-exit.**

Figure 17. Median Quarterly Wages Post-Exit

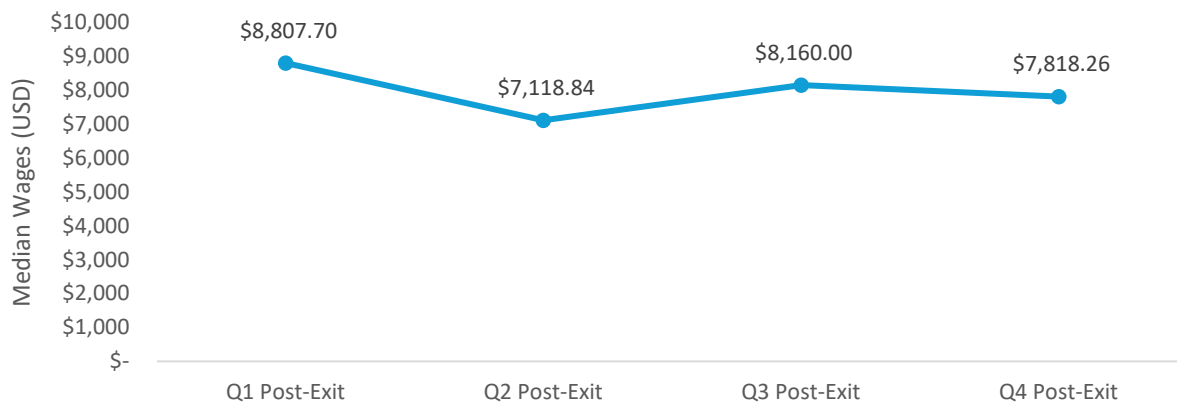
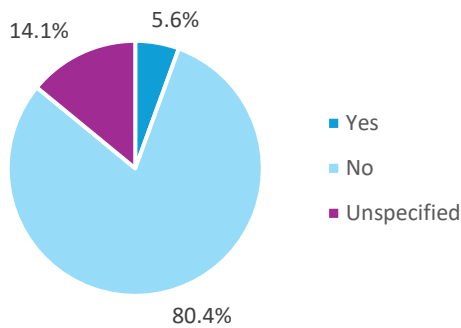


Figure 18. Retention with the Same Employer Q2 and Q4 Post-Exit



and stable lifestyle in Ventura County.

Median quarterly earnings for employed participants in Q2 post-exit were \$7,118.84, likely reflecting earnings for both part-time and full-time employees (Figure 7). If this reflects a full-time quarterly salary (40 hours per week), the equivalent hourly wage would be approximately \$13.69. If it reflects a part-time quarterly salary (20 hours per week), the equivalent hourly wage would be approximately \$27.38. In comparison, the median hourly wage for participants placed in employment while in the program was \$18.00. As of 2024, the living wage for an adult with no children in Ventura County is \$27.95.²² **Thus, even for B2W participants who are employed, they are likely earning wages that make it very challenging to sustain a healthy**

Trends based on participant demographics (Appendix G):

- Participants without a postsecondary degree tend to experience lower employment rates, employer retention, and median wages post-exit Q1-Q2 (Figure 46). Median wages in Q3-Q4 were highest for participants without a secondary school degree.
- Women generally have higher employment rates and improved employer retention compared to men post-exit, but men have higher median wages (Figure 43).
- Participants aged 21-30 have the lowest median wages post-exit, and both employment rates and employer retention are also lowest for those aged 21-30 and 41-50 (Figure 44).
- Participants from outside Ventura County generally have higher employment rates, greater employer retention, and higher median wages post-exit (Figure 47).

Recidivism

Lastly, the B2W recidivism rate, defined as “the percentage of participants who were in or returning from an adult correctional facility prior to enrolling in the program and have been convicted of a new criminal offense committed within 12 months of their release from the correctional facility”²³, was **25.5% (Figure 7)**. This rate slightly exceeded the target of 24% set by the Department of Labor (DOL) for Pathway Home grantees in California (“Grantees must achieve a lower recidivism rate than the state in which it operates unless the grantee’s identified performance goal is specifically lower”). However, the measurement period for the 24% target was not provided by the DOL.

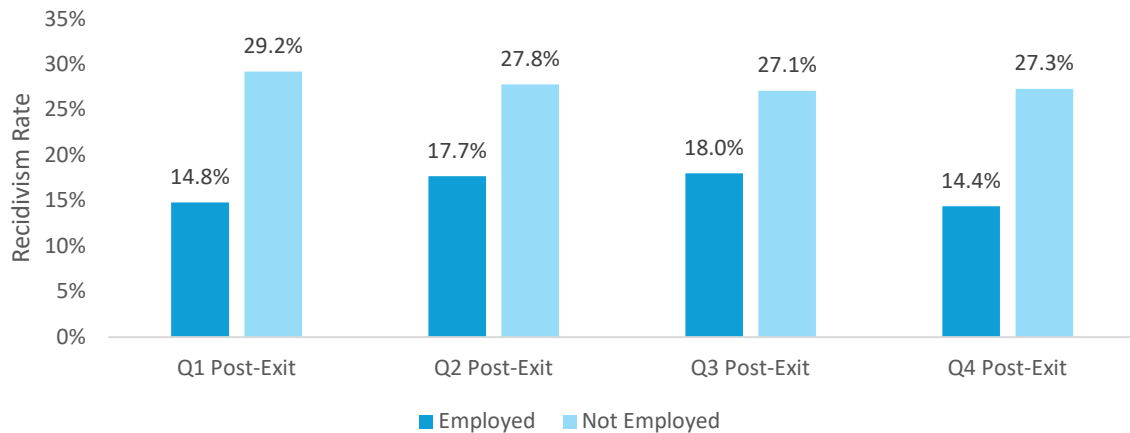
In contrast, the California Department of Corrections and Rehabilitation (CDCR) defines recidivism as “conviction of a new felony or misdemeanor committed within three years of release from custody or committed within three years of placement on supervision for a previous criminal conviction.” In CDCR’s 2024 statewide recidivism report, the department reported a three-year conviction rate of 41.9% for the

²² [“Living Wage Calculation for Ventura County, California”](#)

²³ Recidivism definition as noted in a memorandum from the DOL providing information about recidivism performance expectations within 2020 Pathway Home 1 grants.

2018-2019 period. This difference in measurement periods makes it challenging to directly compare recidivism rates demonstrated by B2W participants to statewide benchmarks.

Figure 19. Recidivism Rate by Employment Status Post-Exit



As described above, **recidivism rates were consistently lower for individuals who were employed throughout all four quarters post-exit (Figure 19)**. Similarly, those who received career guidance and counseling exhibited lower recidivism rates compared to those who did not. **These findings suggest that employment and program support may help reduce the likelihood of recidivism.**

The data also shows that, on average, participants were arrested for a new crime 133 days after release from incarceration. Additionally, recidivism was higher among participants without a postsecondary degree, men, those under the age of 40, and individuals from Ventura County (Appendix G – Figures 43, 44, 46, 47). The 35 participants from outside Ventura County had a recidivism rate of 0% (Figure 46).

Partnerships Overview

Overall, **stakeholders remarked on the strength of the partnerships and coordination over the course of the program.** The county's ability to build on pre-existing partnerships was a key facilitating factor: WDBVC, HSA, and the Sheriff's Office had previously established strong working relationships from implementing services under the previous iteration of the Pathway Home grant, LEAP (Linking to Employment Activities Pre-Release). The Stakeholder Map in Figure 20 below outlines the key stakeholders engaged in the B2W program.

WDBVC served as the convener and broker for partnerships related to the B2W project. They also oversaw the initial grant application process, reported to the Department of Labor (DOL), and collaborated with the federal project officer. HSA staffed the B2W roles that provided services directly to program participants; the primary staff included Employment Specialists and Account Executives. Employment Specialists acted as case managers, working closely with participants to understand their needs, provide career planning services, refer participants to supports and services, and coordinate with Sheriff's Office staff to determine which inmates were eligible and suitable for the program. Account Executives focused on employer engagement and the development of training opportunities. Other staff handled the program's day-to-day operations, including data management, such as the Office Assistant, Program Supervisor, and Program Manager. All these roles were also staffed by the HSA. Meanwhile, the Sheriff's Office, including the Inmate Services Unit, managed the onboarding and training for Employment Specialists, coordinated daily activities in the jails, addressed challenges related to the reentry workshops, and facilitated access to jail facilities. In particular, Inmate Services had a significant role in marketing B2W (i.e., creating fliers), recruiting inmates into the program, and determining the eligibility of applicants. In the section below on Program Set-Up, further details are provided regarding the governance structure and communication among the core partners.

Other service providers also supported this population, including [Ventura Adult and Continuing Education \(VACE\) Instructors](#), [California Department of Rehabilitation](#), [Ventura County Continuum of Care](#), and [Genesis Sober Living](#), along with various occupational training providers and local employers. Post-release services were offered through the America's Job Centers (AJCs). The State of California [Employment Development Department \(EDD\)](#) registered B2W participants in the CalJOBS system and assisted with employer recruitment. Probation Officers helped coordinate and communicate with participants, collaborating to address barriers affecting the participants.

Key elements of the partnerships that facilitated the B2W program's success included:



Championship and buy-in from Sheriff's Office leadership: The Sheriff's Office served as a champion for B2W from the outset, issuing a letter of support for the original Pathway Home grant application. Throughout the program, the Sheriff's Office, Inmate Services Unit served as the B2W point of contact to facilitate access to jail facilities and identify potential participants for the program. Interviewees mentioned that the championship from the Sheriff's Office has set an example for other jurisdictions; other counties with less well-established cross-sector relationships have reached out to Ventura County for advice on whom they should contact to gain access to jail facilities.



Support from Inmate Services to access jail facilities and work with inmates: Collaboration between B2W staff and Inmate Services was crucial to the program's success, given the strict security protocols within the jail and the need for mutual cooperation to effectively deliver

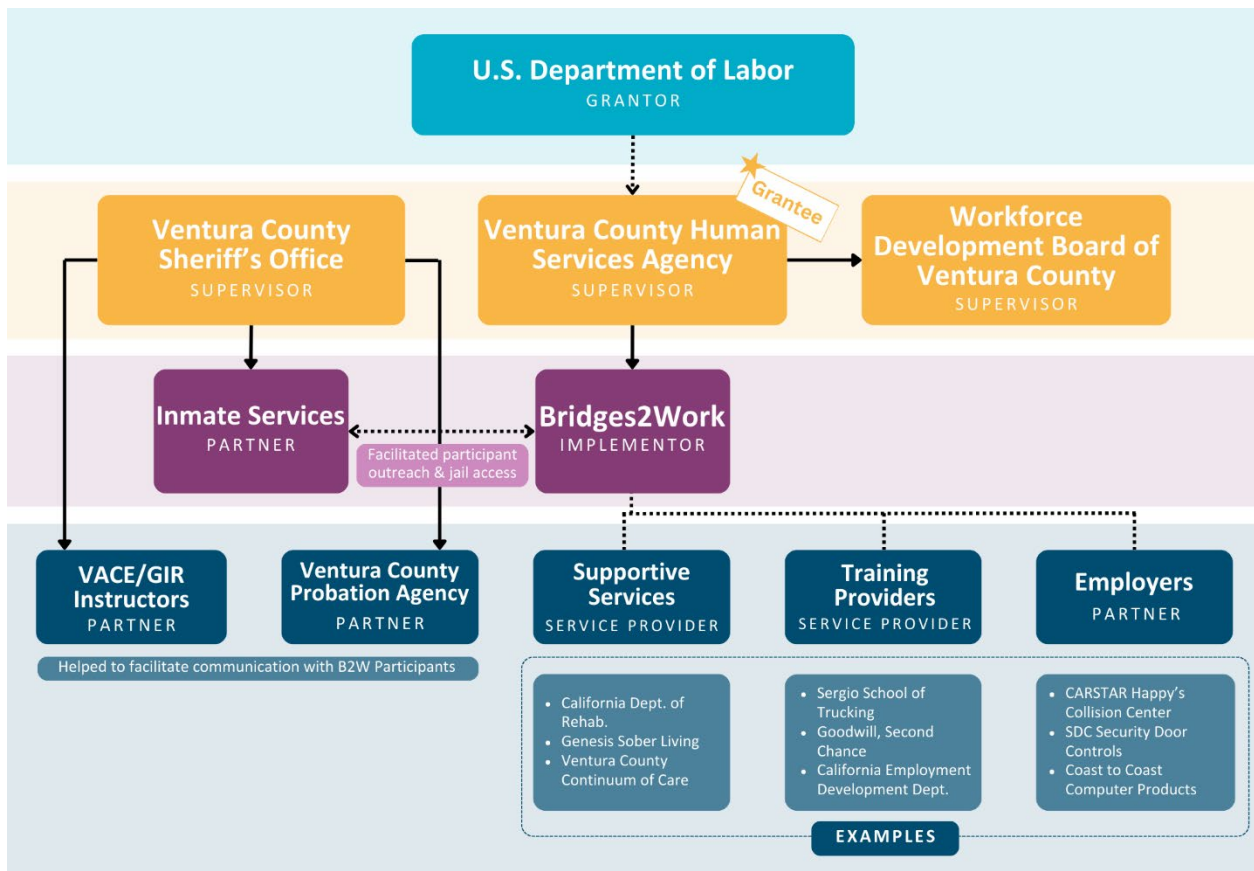
services to inmates. The Employment Specialists appreciated that the Inmate Services staff provided the necessary freedom and access to engage closely with inmates, and both teams worked together to address challenges and find solutions. The Sheriff's Office also conducted additional training for Employment Specialists, who were new to working within the custody setting and experienced an initial adjustment period. A service provider remarked on their responsiveness: *"If we end up with a problem, I can call Probation or I can call the Sheriff's Office and I can get that cleaned up immediately."* Another service provider commented that the strength of the relationship was critical to the delivery of program services, given the Sheriff's Office and jail staff's expertise and authority to facilitate access to potential participants: *"Inmate Services is kind of the go between, between the school and the jail. So, we as teachers can't do our job without them because they're the ones getting the students and bringing them in. So, our relationship with them has always been very good."*



Real-time coordination between Account Executives and employers: Account Executives and employers typically reported that a flexible, responsive communication approach worked well in identifying employment opportunities and potential candidates from B2W. Employers would reach out to Account Executives if they had hiring needs, and Account Executives would connect with employers if they had candidates they wanted to put forward. One employer said that their B2W point of contact was *"available and accessible by phone call, text message, voicemail, email. I mean, he was on top of it."*

Later sections describe opportunities to strengthen partnerships and coordination throughout the program, including increasing partners' visibility into participant outcomes, increasing collaboration between service providers and B2W staff, and establishing a more coordinated employer engagement strategy.

Figure 20. B2W Stakeholder Map



Strengths, Challenges, and Recommendations

Program Set-Up

The B2W program was established between July and December 2020. The COVID-19 pandemic significantly impacted this process, delaying participant enrollment and selection from January 2021 to March 2021 and complicating implementation due to safety protocols and restrictions in California jails. The B2W program adapted by conducting interviews over Zoom for B2W staff and shifting to non-contact methods for staff training and initial participant enrollments.

Given the program setup occurred during the peak of the pandemic, it proceeded relatively smoothly due to the relationships and systems that partners established when implementing the LEAP program at the Ventura County jails in 2018. The setup process involved regular meetings of the B2W supervisory committee (described below), recruiting and hiring B2W staff (e.g., Employment Specialists, Account Executives), and providing staff with access to the AJC and J-AJC resources at the Todd Road and Main Jails.

Strengths

1. Leveraged existing partnerships and protocols from LEAP and GIR programming

The initial motivation for applying for the Pathway Home grant stemmed from WDBVC's previous experience working with the Sheriff's Office to administer reentry services under the DOL-funded LEAP grant. The B2W program's design was largely based on LEAP, with the primary difference being the increased number of participants, expanding from 60 to 300. **B2W partners were able to leverage their experiences implementing LEAP in many ways.** For example, the partnership between the Sheriff's Office and WDBVC established during the previous grant facilitated the setup of the new program. Both entities noted that this existing collaboration **streamlined the process of establishing security protocols, gaining access to the jails, setting up procedures for staff to work within the facilities, and developing a reentry curriculum.** An interviewee noted, *"We already knew what to expect. There wasn't anything new that needed to happen—figuring out paperwork and security protocols was already done. We just needed to make sure we had the staff in place to do it."*

"The GIR and LEAP programs were the essence of our Pathway Home grant application. We already had an established reentry curriculum and protocol in place."

– County Agency

Similarly, the Sheriff's Office had been implementing a reentry program called Getting It Right (GIR), which focused on addressing and changing the cognitive behaviors and mindsets of justice-involved individuals and introducing them to the benefits of employment before their release. The B2W program was designed to augment the existing GIR programming by providing incarcerated individuals with employment services pre-and post-release. **Thus, Ventura County's experience successfully implementing reentry programs in the county jails provided the B2W team with a proven playbook.** As one interviewee said, *"The GIR and LEAP programs were the essence of our Pathway Home grant application. We already had an established reentry curriculum and protocol in place."*

2. Creation and coordination of the B2W supervisory committee representing WDBVC, HSA, and the Sheriff's Office

The program setup process involved weekly meetings with key stakeholders from the Sheriff's Office, WDBVC, and HSA. **Stakeholder interviews suggested that the formation of this supervisory committee was crucial to the program's success.** These weekly meetings helped to facilitate frequent and timely communication about changes in the jail due to COVID-19 which allowed the team to make real-time modifications to the program design. For instance, stakeholders shared that without the trusting relationship between the Sheriff's Office and the HSA, the Employment Specialists would not have been able to gain access to jail facilities, which is a key component of the B2W program. B2W staff felt their access to jail facilities was always provided in a timely and efficient manner: *"it was an easy process with the jail facility...they gave us a lot of freedom, a lot of access."* Additionally, **interviews suggest that, overall, the responsibilities between these three entities were clearly defined, as described above in the Partnerships section.**

Challenges and Recommendations

1. Streamline B2W staff hiring by updating the candidate assessment process and/or engaging a contractor to provide services

Interviewees spoke to various challenges encountered during the hiring process for the Employment Specialist and Account Executive roles. For example, **evaluating candidates' suitability for an in-person role proved difficult over Zoom, and finding qualified individuals with experience working with justice-involved populations was challenging.** Additionally, the roles were fixed-term agreements tied to the duration of the grant, and hiring through HSA meant that the hiring timelines were constrained by HSA's internal HR capacity and budget.

The WDBVC report "Prison to Employment: Key Learnings from 2019-2022", which documents Ventura County's learnings from implementing the three-year Prison to Employment (P2E) grants, also recommends hiring "justice-involved individuals as case managers and client service ambassadors. People with lived experience can relate to and communicate better with other people who have similar lived experiences."

To streamline hiring, stakeholders recommended engaging a contractor who specializes in reentry support services to fill B2W staff roles. This approach could help expedite the process, offer greater flexibility in program implementation, and reduce staff turnover. **Additionally, interviewees suggested involving multiple stakeholders in setting criteria and assessing candidates such as Inmate Services, VACE instructors, the WDBVC, etc.** These stakeholders could provide diverse perspectives on the skills needed to support justice-involved individuals, such as navigating custody settings, post-release programming, and recidivism prevention. **It was also proposed that existing reentry teachers in the jails could be a valuable candidate pool, given their extensive experience in custody settings and working with incarcerated individuals.** Interviewees suggested that reentry instructors may appreciate the opportunity to provide more comprehensive and continuous support to their students.

2. Provide comprehensive, evidence-based trainings to B2W staff

Interviewees suggested that it would be advantageous for B2W staff, particularly the Employment Specialists, to receive more comprehensive, evidence-based training focused on working with justice-involved populations. Stakeholders with experience working with justice-involved individuals highlighted the unique needs, motivations, and challenges faced by this group in securing employment and preventing recidivism. One interviewee noted, *"This population is very different from other individuals who are displaced or transitioning... there is a whole set of needs and motivations that need*

*“This population is **very different** from other individuals who are displaced or transitioning... there is a whole set of needs and motivations that need to be addressed.”*

– County Agency

to be addressed. Additional training is needed for the Employment Specialists given the custody setting.” Similarly, an interviewee shared that *“having experience working in mental health, mentorship, underserved populations, understanding addiction, community health... that’s all really helpful.”*

Employment Specialists received virtual training in trauma-informed care from a California Department of Corrections and Rehabilitation (CDCR) consultant at the beginning of the

program. However, feedback indicated that the virtual format was less effective and that staff who joined the program later on did not receive the training. **Providing additional training in a more accessible format could better equip Employment Specialists with the skills and resources needed to support B2W participants effectively.**

To strengthen and standardize training for Employment Specialists, there may be opportunities to coordinate across multiple organizations supporting the justice-involved population in Ventura County. The P2E learnings report recommends developing “collaborative professional development for Ventura County case managers to attain economies of scale and share best practices and resources developed.”

3. Increase case management capacity by adding staff or part-time support

Stakeholder feedback indicated that the caseload for Employment Specialists should be significantly lower than the current ratio of 150:1. Interviewees emphasized the importance of maintaining a continuous line of communication between the participant and their Employment Specialist both pre-release and post-release. Thus, **reducing the Employment Specialist-to-participant ratio could enhance participant engagement and accountability.** For example, the evaluation of DOL’s LEAP grant program (2018) found that jail-based AJC staff across various sites managed caseloads ranging from 6 to 40 participants at a time. In LEAP, Employment Specialists typically met with participants every 1-2 weeks, providing individualized support and guidance on topics such as participant goals, pre-release services, personal barriers to success, employment plans, impending release dates, and post-release supportive services.²⁴

If adding additional full-time Employment Specialists is too costly, lower-cost alternatives include recruiting Social Work interns or other AJC staff to support participant outreach, tracking, and data collection. This approach could free up time for Employment Specialists to focus on delivering more hands-on, comprehensive support to participants.

The critical importance of bolstering Employment Specialist capacity is supported by the literature on how to support successful reentry:

A 2018 report by the American Enterprise Institute, “The Effectiveness of Education and Employment Programming for Prisoners”, states that “employment programs that offer a continuum-of-service delivery from prison to the community have produced the most promising employment, recidivism, and ROI results... Service delivery systems for correctional populations are typically fragmented and isolated, often due to a lack of communication and coordination among those who provide programming to offenders during and after confinement. Programs that offer a continuum-of-service delivery can help foster a more seamless transition from the institution to the community.”²⁵

²⁴ [Developing American Job Centers in Jails: Implementation of the Linking to Employment Activities Pre-Release \(LEAP\) Grants \(dol.gov\)](#)

²⁵ [The Effectiveness of Education and Employment Programming for Prisoners, American Enterprise Institute, 2018](#)

Similarly, mentors with justice backgrounds or alumni of the B2W program could serve as additional support systems for participants. One interviewee commented, “When you’re dealing with such extensive scenarios, you don’t know what’s going to hit them at any given moment... so having a person that stays in close contact with the individuals like a student worker that calls every week and reports back to the [Employment Specialist] is really helpful.”

4. Streamline participant support by having Employment Specialists oversee both case management and employment services

Stakeholder feedback indicated that although the partnership between Employment Specialists and Account Executives in providing post-release services was well-defined and strong, **participants often struggled with the transition to a new type of support and were occasionally unsure of their primary point of contact.** Pre-release, participants only received support from the Employment Specialist.

“The Employment Specialist took time to get to know us... what we liked, what we didn’t like. They were attuned to us, so it was hard to go to another person.”

– Participant

However, post-release, participants received support from both Employment Specialists and Account Executives. One interviewee observed, “Participants build this trust and relationship with the Employment Specialists, so [post-release] some of them feel like ‘Oh, he or she dropped me’. They feel like they don’t have to be committed to this engagement anymore because ‘now I’m going to someone else’.” Similarly, a participant remarked that “the

Employment Specialist took time to get to know us... what we liked, what we didn’t like. They were attuned to us, so it was hard to go to another person.” **While the Employment Specialists were still involved with participants post-release, it may be beneficial for the Employment Specialist to serve as the primary point of contact throughout the entire program instead of switching their primary contact to the Account Executives. This aims to reduce participant confusion and improve the likelihood of participants staying in contact with B2W.**

While having dedicated individuals for sourcing job opportunities and establishing employer relationships was highly effective in alleviating the workload of Employment Specialists, there may be an opportunity to utilize existing AJC staff for this function, instead of creating a separate role (Account Executive). **This approach could also capitalize on established employer relationships in Ventura County, rather than starting from scratch.**

Participant Outreach & Selection

To recruit participants, B2W initially focused on identifying individuals at Todd Road Jail who were already engaged in the GIR program, a class focused on helping inmates transition post-release focused on personal reflection and behavioral change. The goal of this prerequisite was to target individuals who had already demonstrated a commitment to change to increase the likelihood of success, as those enrolled in GIR were already motivated to rebuild their lives post-release. However, the COVID-19 pandemic affected the pool of potential participants, resulting in a low jail population and individuals not meeting the criteria for the number of days before release, making this strategy difficult to pursue. Additionally, despite the unforeseen challenges faced by the pandemic, the DOL maintained the original participant enrollment requirement. In June 2022, the DOL granted B2W a one-year extension to address delays caused by COVID-19, however, the program’s outcome targets remained unchanged.

Strengths

1. Real-time modifications to meet program enrollment target

In response to the unforeseen challenges of COVID-19, the Sheriff's Office proactively proposed methods to meet the B2W enrollment target of 300 individuals. This led to B2W expanding the program to include the entire Todd Road jail population and a second jail location (Main Jail) to achieve the enrollment target. Further, the program extended to participants with higher levels of classification, with workshop instruction adjusted to a one-on-one setting for these individuals. This adjustment provided access to resources and programming that likely would not have been available to this population before the pandemic due to more selective processes and eligibility criteria. **B2W successfully met its enrollment target due to the strategies proposed by the Sheriff's Office and the flexibility of the entire supervisory committee, including the WDB, HSA, and Sheriff's Office, which helped put the plan into action.**

2. Clear eligibility criteria and partnership with Inmate Services

The eligibility criteria for the B2W program were well-defined and the sign-up process was smooth, with few difficulties experienced by participants during enrollment.²⁶ The partnership with Inmate Services was instrumental in coordinating referrals, eligibility screening, and providing access to potential participants. **Inmate Services played a critical role in verifying participants' eligibility before enrollment and conducting a final check to ensure compliance.** An important aspect of this screening was ensuring participants' release dates were within 180 days of enrollment, with prioritization based on their release date.

3. Recruitment efforts utilized multiple channels; word-of-mouth had the highest impact

Recruitment efforts utilized multiple channels, including flyers distributed by Inmate Services, word-of-mouth among inmates, and leveraging the student population of other reentry classes provided in the jails. As one stakeholder noted, “[we were] out there knocking on as many doors as possible to tell them about the program. Once they got a sense of the programming, the word got out, and we got a lot of interest - we continued to get fliers even after the program ended.” This was necessary to recruit an initial cohort, but it is important to highlight that **most participants interviewed mentioned they first heard about the program through fellow inmates, highlighting the impact of peer recommendations and the strength of the program.** This method, however, also led to some misconceptions, such as the mistaken belief that participating in the program would reduce jail time, which was not the case. Additionally, due to the high demand for the program and the positive reflections from inmates, some perceived the program to be quite “exclusive,” potentially deterring some inmates from applying.

Challenges and Recommendations

“I would tell [other inmates] to take advantage of this program...because it does help you in one way or the other. [It teaches you] how to do your resume, how to find a job... it does change your life if you really want to change. This is one way to go.” – Participant

1. Build participant trust during recruitment through targeted outreach and personal engagement

One stakeholder reflected on the flier as a tool for outreach, suggesting that a piece of paper with limited information about the program was too impersonal. They noted that while they attempted to establish rapport by visiting jail residents at the start of B2W, managing various moving parts made it

²⁶ This feedback is based on participants who successfully enrolled in the Bridges2Work program. Those who were unable to sign up may have had different experiences. Additionally, there were occasional issues with lost flyers for other classes offered in the jail, requiring some applicants to apply multiple times before receiving a response. While this was less of a concern for the B2W program, it is worth noting as a general challenge for programs offering pre-release services.

challenging to prioritize these visits. **However, more intentional and routine in-person visits by Employment Specialists, conducted alongside jail staff for targeted outreach, could build trust, reduce misconceptions, and provide a deeper understanding of the program's benefits compared to simply reading a flier.** By approaching outreach more intentionally, they could foster stronger connections with potential participants, enhancing engagement and support for the program.

In-person testimonials from previous students can also be a powerful tool for generating momentum and motivating potential participants by showcasing real success stories. This approach has proven effective in programs like Sergio School of Trucking and the Genesis Sober Living program, where staff members are former participants themselves. One stakeholder shared, *"I give my personal story as an inspiration. If I can get my kids back, get my life back, get my self-esteem back through the 12 steps, then you can get off the streets... you can do it too."* **Similarly, staff also regularly share success stories of former participants to motivate and uplift those currently enrolled.** As one instructor explained, *"Their self-esteem is so down and they think they cannot pass, but we always tell them – '[former student] was in your shoes and now he is here, successful, with a new life and career, so don't be discouraged'."* These firsthand experiences allow service providers to offer specific guidance, inspire confidence, and build trust. This creates a strong culture of respect and targeted support, fostering an environment where participants feel understood and inspired to succeed, a key factor in positive outcomes.

2. Collaborate more closely with Inmate Services to streamline eligibility confirmation and recruit students enrolled in other certification programs

To streamline recruitment, stakeholders recommended collaborating with Inmate Services to engage participants already enrolled in VACE and other certification programs at the jails. Although B2W staff tapped into this population later in the program, doing so earlier could have been beneficial. A jail staff member highlighted the potential for integration with existing programs: *"We had some certificated programs, like landscaping and custodial certifications, in jail that they could have piggybacked upon sooner in the program."* By connecting with inmates already participating in these vocational programs, **B2W could have streamlined its recruitment efforts and improved the likelihood of job placement due to the technical skills acquired by participants.**

Another challenge faced by the program was streamlining the eligibility confirmation process. **While the criteria were clear, verifying participants' Right-to-Work documentation led to some challenges, even when Inmate Services had already confirmed their eligibility.** One staff member noted a need for greater efficiency, noting that *"other arms of the agency have verified that same info, and it seems like we're just creating more work."* This comment underscores the opportunity to streamline the document verification process, reducing delays and helping participants engage more quickly and effectively in the program.

Designating office space within the jails to house a representative specifically tasked with helping inmates obtain copies of their Right-to-Work documents prior to release could reduce process inefficiencies and improve employment outcomes. As one stakeholder suggested, addressing Right-to-Work requirements earlier would allow B2W staff to focus more on job search, job placement, and OJT development.

Pre-Release Services

“I was tired...living the life I was living, being in trouble all the time, spending a lot of time in and out of jail and prison...I was away from my family because when you’re living that kind of life, everybody turns their back on you. So, at that point I knew I needed to change my life. So, I heard about other people going to the class and I thought ‘I need to do this’. I’m going to go to the class and see if it can help me.” – Participant

The B2W program successfully tailored its workshops, curriculum, and classroom environments to meet the unique needs of justice-involved individuals. Real-time adjustments were made based on participant feedback and logistical challenges, such as frequent COVID-19 outbreaks, mandatory quarantines, and early releases. Despite these hurdles, the program delivered practical job readiness training while maintaining strong communication between Inmate Services and Employment Specialists.

Strengths

1. Tailored workshops and curriculum content to promote inclusivity, practical skills, and participant engagement

Employment Specialists continuously revised the workshop curriculum to better meet the specific needs of B2W participants. For instance, the handbook was converted to a paper-based format to accommodate participants’ limited internet access, allowing them to complete activities outside of class. In recognition of the large percentage of Hispanic/Latino participants, the handbook was also translated into Spanish. Another notable change involved the addition of DMV permit test preparation, reflecting the high interest in trucking careers among participants.

Both instructors and participants considered the six-week duration of the curriculum to be appropriate; a curriculum shorter than four weeks would not be enough time to teach key skills, while programs lasting longer than eight weeks would risk losing participants’ engagement. **The workshops were designed to be hands-on and action-oriented, emphasizing practical skills such as interview techniques, resume writing, communication, and soft skills.** This approach helped participants build self-confidence, a key factor in success and developing the motivation to apply for jobs. As one participant noted, *“They were teaching me how to write a resume, how to find work, how to approach people, how to do interviews, how to dress, all things I had never done before. So that was one of the reasons I decided to go to the classes.”*

2. Communication between Inmate Services and Employment Specialists

Strong communication between Inmate Services and Employment Specialists was critical to the program’s success. Frequent check-ins and open dialogue allowed both teams to resolve issues quickly and refine the program in real time. While there were some initial challenges as the teams learned how to collaborate effectively, these obstacles were addressed as they *“worked together to figure out how [they] could make the program better.”* Inmate Services acted as the primary contact for both inmates seeking program information and Employment Specialists needing to reach participants. They also ensured that classrooms were well-equipped and relayed important information about participants, such as release dates or transfers. Additionally, Inmate Services tracked recidivism and facilitated the re-starting of programming in jail if participants were still eligible, helping maintain continuity of support. This partnership was highly valued by both parties: *“In terms of the staff from Inmate Services, they gave us a lot of freedom, a lot of access... and I did feel that the relationship was a good partnership.”*

3. Adjusted workshop environments due to COVID-19

Due to COVID-19 restrictions, classroom sizes were limited to eight participants, which turned out to be a positive adjustment. **Smaller groups reduced distractions and allowed Employment Specialists to provide more personalized support; one participant noted that he was able to get more one-on-one attention and ask more questions.** Similarly, participants with higher levels of classification received workshop instruction either one-on-one or in small groups of 2-3, which they found ideal for individualized learning.

At Todd Road Jail, the workshop setup was particularly effective: the classroom was spacious and well-equipped with projectors, computers, a copier, and other necessary materials, offering a professional learning environment that helped participants focus on their job-readiness training.

Challenges and Recommendations

1. Improve learning conditions by prioritizing secure, distraction-free classrooms

The Main Jail's physical environment was less conducive to learning compared to Todd Road Jail. The classroom at the Main Jail was more enclosed, darker, and lacked access to computers. One major drawback was its visibility into the housing units, where a large window allowed participants to see into the residences, causing frequent distractions. Some instructors also expressed concerns about feeling less safe in this setting.

The environment for teaching participants with higher levels of classification was particularly challenging. These sessions often took place in cramped holding cells or small multipurpose rooms within the housing units. One interviewee shared the difficulties of these setups: *"The physical environment was overwhelming when we met with the more classified participants. There were a lot of limitations—for example, we could only access those classrooms for a few hours...Also, the holding cells were about 4 x 6 feet, had no windows, and felt suffocating. Only one of those rooms had windows."* In contrast, a more spacious and airy multipurpose room was available, though it was still confined within the housing units, which caused distractions.

To improve the teaching environment, **interviewees recommended regular check-ins with instructors to ensure they feel safe and supported.** Additionally, whenever possible, **workshops should be conducted in secure rooms away from housing units,** minimizing distractions and disturbances from other inmates.

2. Strengthen coordination across service providers and B2W staff to provide complementary services

Interviewees noted that in recent years, partners had worked to coordinate efforts and streamline entry points for participants to access different types of services. One provider observed, *“Everyone’s providing great resources, but it’s easy to operate in silos. The AJC is a great example of that, of having multiple different organizations kind of hosted and providing resources in the same place. So if [someone] comes in, it’s easier to hop around and go talk to the Bridges2Work people and then they need to access another partner for other resources, they can go and talk to them. Having kind of everything hosted in one centralized place can be really helpful.”*

However, a major challenge identified within the B2W program was the limited

communication between reentry instructors, such as the GIR and the VACE instructors, and the Employment Specialists. Many instructors were unaware if their students were also enrolled in the B2W program, resulting in missed opportunities to align teaching efforts and address knowledge gaps. This lack of coordination often prevented both parties from building on existing learning and capitalizing on opportunities to offer complementary services. Interviewees highlighted the difficulty of relying on participants to identify the programs they were currently participating in: *“We wouldn’t know if [students] were enrolled in a different program. We do ask participants at the beginning if they are in a different program...but individuals can be enrolled in 100 things, and they don’t know what they’re enrolled in half the time.”*

To enhance the support offered to participants, **it is essential that VACE teachers, Employment Specialists, and other reentry instructors maintain consistent communication.** By sharing information about participant enrollment and program progress, teachers can tailor their lessons to complement the B2W curriculum and address the specific needs of the population. **With their extensive experience working with the inmate population, VACE teachers could also play an important role in refining the B2W curriculum, ensuring it meets the diverse needs of participants.**

3. Refine the curriculum to be more interactive, build practical skills, and align with career-specific interests

Increased collaboration across service providers in Ventura County was highlighted as an opportunity in the WDBVC report **“Prison to Employment: Key Learnings from 2019-2022”, which documents Ventura County’s learnings from implementing the three-year Prison to Employment (P2E) grants:**

“There are limited to no feedback loops between organizations and agencies that refer clients to one another. This gap hurts collaboration and does not help serve clients who may need a push from their PO or service provider to take advantage of other offerings.” Greater knowledge-sharing across service providers in the county can increase awareness of resources for participants and strengthen provision of complementary supports.”

While one of the strengths of B2W is its curriculum, several small modifications can be made to make the program more effective and engaging for participants:

- **Incorporate more interactive activities, such as games, into the curriculum:** Trivia games, in particular, proved to be both educational and enjoyable, with many participants expressing enthusiasm for this format. One participant shared, *"The games, especially trivia, were one of my favorite things during class."* Trivia was also used to help participants pass the DMV Class A trucking license test post-release, a high-demand program. These interactive elements help to keep participants engaged while reinforcing key concepts in a fun and memorable way.
- **Expand the curriculum beyond job acquisition by including essential job maintenance skills:** Many participants not only need help securing employment but also require guidance on how to succeed and thrive in the workplace, as noted by several employers. Since many participants had never held jobs similar to those they are applying for, training on how to maintain employment, meet workplace expectations, and manage professional relationships would significantly improve their ability to transition smoothly into the workforce and increase their chances of long-term success. For example, one employer emphasized the importance of teaching work habits, such as *"arriving to work on time, taking breaks, knowing to call out sick, and learning topics for work-appropriate conversations."* Providing this type of practical guidance can help participants better adapt to professional environments, ultimately fostering greater retention and long-term success.
- **Expand technology and communication training:** Participants and employers noted that these skills are critical in today's job market. For example, learning how to use email, calendaring software, and workplace communication tools would have been especially helpful for many. One employer highlighted this gap, stating, *"Being able to turn on a computer, use an email, upload and download files, and manage a calendar is crucial at a basic level. But, we also use a lot of software programs not only to communicate amongst ourselves but with external partners like rental companies and insurance companies."*
- **Tailor programming to participants' specific career interests:** To better address participants' career interests, it is crucial to improve coordination with existing educational resources. For example, by working closely with VACE teachers who already offer specialized classes, such as DMV exam preparation for truck driving or computer skills for office work, the B2W program can help participants enroll in relevant courses. This approach ensures that the program remains responsive to participants' goals and provides them with practical skills aligned with their career aspirations. Additionally, fostering greater awareness of other classes and resources available within the jail could help Employment Specialists guide participants toward additional learning opportunities that align with their career goals.

4. Increase usage of supportive services post-release via information sessions pre-release

One recommendation emerging from interviews is to invite Ventura County service providers into the jail to present overviews of support services. Service providers may include B2W Account Executives, Community-Based Organizations (CBOs), the California Department of Rehabilitation (DOR), sober living arrangements, and other providers. **By providing participants with a clearer picture of the services available to them upon release, their motivation to stay engaged with the program will likely increase. Additionally, starting the application process for these services before release can facilitate a smoother transition back into society.**

- One service provider emphasized the **importance of conducting the information session pre-release**, because *“after release, they have a lot of other obligations—getting Medi-Cal established, parole stuff, housing... to name a few, while recovery programs are asking them to hit the streets to get a job.”* Preparing participants with knowledge and resources ahead of their release may increase the likelihood that they will utilize support services after release even while navigating post-release responsibilities.
- Moreover, insights from the ongoing Mathematica evaluation of Pathway Home-funded programs suggest that **creating professional videos illustrating what partners and service providers do has proven beneficial**. Such resources have helped participants better understand and navigate the system, further supporting their post-release success.²⁷

5. Establish continuous participant feedback mechanisms for timely program improvements

B2W currently lacks a formal process for gathering participant feedback on its workshop curriculum and support services. To better understand which aspects of the program are most valuable, engaging, or confusing, **Employment Specialists should actively solicit input from participants through a structured survey process**. This feedback loop would allow for continuous improvements to the curriculum and services, ensuring they align with participant needs.

During the evaluation process and interviews conducted for this report, it became evident that relying solely on post-program feedback is less effective than gathering feedback while participants are still enrolled. Many participants lost contact with the program after release, making it challenging to gather meaningful insights capturing the range of participant experiences. **Continuous feedback during the program itself is crucial, as it captures a broader range of experiences and allows for timely adjustments that better serve participants and improve overall program outcomes.**

Additionally, interviewees generally acknowledged that it was outside the scope or ability of most service providers, state agencies, jail staff, and other partners to follow up directly with B2W participants post-release to understand how their services may have impacted them. One service provider said, *“We have amazing partners and each one brings their own strengths and [we] try to tap into [them] as much as we can. But not being an [Employment Specialist], it sort of cuts us off from seeing the actual result unless the individual actually reaches back to us and say, I got a job, or I got a home, or those type of things.”* Because only B2W staff remained in contact with former participants, most partners did not experience a full feedback loop and were limited in their ability to adjust their approach based on participants’ experiences. **B2W staff could play a role in not only gathering feedback from participants but also relaying it to other partners who supported participants.**

Post-Release Services

“I came from another county... I’m not from [Ventura]...I don’t know anybody here. When I got out of jail, they let me out the door with just a folder in my hand. I was looking around like, ‘oh, so now what I am supposed to do?’ As soon as I got out, I went straight to the [Sober Living Home], got a phone and called [my Employment Specialist], went to [their] office, and then we took it from there...” – Participant

One of B2W’s biggest value propositions lies in **its comprehensive support system that serves individuals pre- and post-release from incarceration**. The program made significant strides in supporting participants during their post-release transition by focusing on job readiness and

²⁷ [Pathway-Home-Cohort-2-Establishing-Pathway-Home-Grant-Programs.pdf](#)

employment opportunities. As described in the Program Overview, B2W provided a wide range of post-release support services, including assistance in preparing individual employment plans, access to community resources, and practical incentives and support services like vouchers for work clothes, interview attire, and transportation. These resources helped participants to better prepare for reentering the workforce and ensured they had the necessary tools to secure employment.

Strengths

1. Consistent follow-up provided by Employment Specialists

Employment Specialists would check in with participants on a weekly basis, ensuring they were up to date with participants' needs and were regularly referring them to job opportunities. This consistency gave participants a sense of support and reduced isolation and confusion post-release. As one participant shared, *"I've gone back to jail after completing [the B2W program], and after I was released, my [Employment Specialist] would still hit me up. **That made me feel good, it made me feel not forgotten about.**"* Regular communication with participants provided emotional support and allowed the B2W team to stay connected and proactive about participants' job searches.

2. Individualized job search assistance via strong employer relationships and direct employer referrals

Account Executives focused on helping participants secure employment through job search assistance (e.g. mock interviews) and employer connections. **They developed strong relationships with employers willing to hire individuals with prior justice involvement, leveraging a combination of in-person meetings, phone calls, and emails to connect participants with opportunities.** They also facilitated OJT

"You don't see people out there trying to help people get back on their feet or get them away from the system and give them an opportunity to better themselves... this is one of the reasons why I was excited to be part of a program like this." – Employer

contracts, which reduced risk for employers by subsidizing part of the participant's wages. This helped ease concerns some employers had about hiring justice-involved individuals. One employer noted the thorough follow-up and consistency of the Account Executive, sharing that *"[the Account Executive] was on top of it, staying in contact with me and letting me know when he had somebody that was a potential fit for the position I was trying to fill. Then, he would send me a resume, and I would schedule an interview... it was great."*

3. Mitigating practical barriers to employment by providing resources such as work attire and tools

B2W provided **wraparound support services such as referrals to substance use services, housing support, and practical resources like work attire to support participants find and retain jobs post-release.** In cases where the participant needed specialized gear, such as boots for a construction job, the program stepped in with stipends. As one participant recalled, *"I got to spend like, \$100 for interview clothes at Burlington... And once I got the roofing job, [B2W] took me to get some work boots."* This benefit addressed immediate barriers to securing and maintaining employment. Many individuals leave incarceration with limited financial resources, which makes it difficult to purchase the necessary attire for job interviews or tools required for specific trades. **Having the right attire and tools instills a sense**

of confidence and readiness in participants, empowering them to enter the workforce with dignity.

These supports play a vital role in helping individuals rebuild their lives post-incarceration by mitigating some logistical challenges. A 2023 study on the effects of vocational education on recidivism and employment observed that *“employment programs likely have greater effects on reentry if they address other aspects of obtaining employment ... [including] practical barriers to employment such as transportation, supplies, and interview-appropriate clothing.”*²⁸

4. Partnerships with training providers that tailor training approaches to student needs

Partnering with training providers that have experience working with the justice-involved population, and are willing to adapt to student needs, can significantly enhance the support provided to participants. For instance, one training provider offers flexible programming that adapts to the varying needs and pace of its students. With respect to working with justice-involved individuals, the provider said, *“We don’t push them at all to be like other people...they are slow learners, and we have to make more effort.”*

This flexibility is crucial, as it allows students who may need more time to complete their training without additional psychological or financial burdens. Importantly, training providers avoided creating separate courses for participants, ensuring that they are outwardly treated like everyone else, which helps maintain their dignity and motivation. As one provider noted, *“they [already] feel different than the other people... psychology wise it is not good for them to think ‘oh, we treat them differently’.”*

“I think making sure that you’re adjusting the program based on the specific needs of a student is what makes the program really good and actually helpful. Instead of just forcing them to do one type of program.”

– Training Provider

This approach fosters an inclusive environment where students are encouraged to succeed at their own pace, ultimately contributing to their long-term success and integration into the workforce.

Challenges and Recommendations

1. Implement creative strategies to maintain consistent contact with participants

B2W staff experienced great difficulty in maintaining consistent contact with participants post-release. Participants’ phone numbers often changed, and some did not have immediate access to a phone, leading to frequent breakdowns in communication. **Despite Employment Specialists and Account Executives actively trying to reach out, if participants did not return their calls or messages, there was no reliable way to reestablish contact.** As one Account Executive explained, *“We could call and text as much as we wanted, but if they didn’t respond, there wasn’t much else we could do,”* highlighting how participants’ more immediate post-release needs often took priority.

To maintain consistent contact with participants post-release, program partners can consider several strategies:

- **Provide cell phones or a stipend for one to help participants stay in touch with their Employment Specialist or Account Executive.** Additionally, establishing a **physical meeting**

²⁸ [The Effects of Vocational Education on Recidivism and Employment Among Individuals Released Before and During the COVID-19 Pandemic - PMC \(nih.gov\)](#)

point or office space near the jails could provide a reliable place for them to connect with the B2W staff immediately post-release.

- **Obtain contact information of the participant’s trusted friend or family member.** As one participant explained, *“I had given [my Employment Specialist] my girlfriend’s number because I wasn’t going to have a phone when I got out... He texted her the day of my release, and that’s how we were able to stay in contact.”* This strategy ensures that program staff can reach participants even when direct contact is challenging, facilitating ongoing engagement and support.
- **Establish a more direct connection with probation and parole officers.** Currently, the B2W program only communicates with participants’ officers if explicit permission is granted by the participant. Some participants were reluctant to connect B2W directly to their probation officer due to concerns that B2W would discuss their behavior with the probation officer. While participants’ privacy concerns should be taken seriously, program partners should also consider that connecting Employment Specialists directly with probation officers would significantly enhance the likelihood that the B2W can maintain communication with participants. B2W staff noted that in cases where permission was granted, they were able to obtain updated contact information, facilitating better support. One interviewee shared their experience from a different program, highlighting the benefits of this direct communication: *“I’m on different programs now where I have contact with the probation officer, and if I can’t contact the participant, I reach out to the probation officer. They contact them, and then I get a phone call within a couple of minutes.”* This connection allows for more consistent engagement with participants, even if there are no punitive consequences, as the parole officer’s involvement adds a layer of accountability and urgency to communication.

2. Increase access to supportive services to support participants’ ability to secure and maintain employment

Many participants faced difficulties securing and maintaining employment due to barriers related to mental health, substance use, and unstable housing. **Enhancing support services such as mental health support, substance use treatment, childcare support, housing assistance, and transportation assistance is critical to ensuring the successful reintegration of justice-involved individuals.** As noted in the Program Outcomes section, B2W performance data supports this, showing that participants who received supportive services had higher employment rates post-exit and greater employer retention from Q2 to Q4 than those who did not receive supportive services. However, gaps remain in the provision and utilization of these services that can be attributed to both systemic issues and limited coordination between service providers.

Most interviewees emphasized the need for more consistent and accessible support services, **with transportation and childcare emerging as significant challenges for many participants.** Without sufficient financial resources post-release, participants often struggled to get to job interviews or secure housing. Without affordable childcare, justice-involved individuals often cannot attend job interviews or balance entry-level wages with the cost of childcare once employed. As one employer highlighted, *“Childcare is a huge, huge, huge need because it’s so expensive, especially relative to entry-level wages.”* This financial strain often forces individuals to make difficult choices between work and family responsibilities, undermining their ability to maintain stable employment.

While transportation support was offered, participants still faced transport challenges that further compound other issues; one participant noted how family responsibilities increased her

transportation costs, stressing the need for financial assistance: *"I had to make sure my daughter had food—I made her lunches every day. On my lunch breaks, I'd pick her up from school, drop her off at my mom's, and then head back to work. Having gas vouchers for those first few months would've made a big difference."*

One key issue is the **limited number of high-quality housing and substance use treatment providers in Ventura County**. For instance, there are only a handful of detox centers, which limits options for individuals in need of immediate care. As one stakeholder explained, *"there is only one women's detox center and a limited number of options for men, which is simply not enough to serve the homeless and lower-class population we primarily work with."* The lack of accessible, high-quality facilities creates bottlenecks, delaying or even preventing participants from receiving the necessary care.

In addition to systemic barriers, another gap is the **lack of efficient and consistent coordination and communication between organizations**. Service providers are not always aware of what other services participants are receiving, in part because *"participants are not great historians or reporters of their situation...and sometimes don't want to share the things they need or the help they need."* This communication gap prevents agencies from fully leveraging resources provided by other organizations, leading to inefficient service delivery, duplicated efforts, and missed opportunities for collaboration.

To strengthen access to support services, program partners can consider the following strategies:

- **Provide resources like Uber vouchers, gas coupons, or bus passes.** One participant noted, that missing curfew at a sober living home due to unreliable public transport became a serious concern: *"I was coming home from an errand, and I got on the wrong bus, so I was lost and got home after curfew...and I was worried because sometimes they kick you out and I was like, 'What if they kick me out? Where am I going to go?'"*
- **Develop a centralized hub to address coordination challenges**, where service providers can collaborate and where participants can access multiple resources in one location. One provider articulated the need for *"a community center where all the partners are available to not only speak to one another but where the community knows they can go and get their questions answered."* This model would streamline access to services and ensure that participants receive the full spectrum of support they need without the added burden of navigating and applying to disconnected agencies.

- **Collaborate with government agencies and CBOs to pool resources and provide more comprehensive support**, helping participants navigate the complex logistics of reentry with greater ease.²⁹ For example, stronger coordination with programs like Goodwill, EDD, and other service providers could help fill gaps in B2W funding by allowing participants to access vital support services such as transportation, housing, or stipends. By more effectively connecting participants with the full suite of resources available to them, B2W can maximize their chances for post-release success.

Recommendation from a B2W Staff Member: Supporting Participants Facing Housing Instability

Prior to release, if it is determined that a participant will be unhoused or will face an unstable housing situation, B2W should ideally provide the following supports—if the budget permits—to increase the likelihood of successful outcomes for the participant:

- Transportation directly to sober living home or other transitional housing, with pre-approval for a 2-month stay
- Counseling, Narcotics Anonymous, and/or Alcoholics Anonymous meeting within the home
- Small computer lab within the home
- Designated cubicle for staff to meet with the participant
- Transportation to job interviews and trainings
- If the participant selects vocational training, they should be approved for an extended stay in transitional housing until the end of the training, plus an additional six weeks for job searching and placement.

3. Establish a centralized employer engagement strategy to coordinate employer outreach and promote incentives for hiring justice-involved individuals

Employer engagement in B2W was strong, but there are several opportunities for expansion, coordination, and improvement.

One opportunity for greater partnership to engage employers could involve **leveraging the expertise of Inmate Services staff and the connections of service provider partners**. Inmate Services can play a critical role in employer outreach by drawing on their deep understanding of the justice-involved population. These staff members are well-positioned to articulate the challenges faced by justice-involved individuals, the behavioral work they undergo while incarcerated, and the skills they develop, making them valuable employees.

Various service providers across the county and at the state level, such as DOR employment specialists, EDD, and Goodwill employment specialists, independently conduct outreach to employers to hire justice-involved individuals in the county. Each provider brings valuable networks and relationships that can help expand employer outreach efforts, creating new pathways for justice-involved individuals to secure employment post-release. However, this outreach by other service providers is not actively aligned with B2W efforts, leading to potential duplication.

²⁹The Funding and Sustainability section discusses a tactical approach to facilitating cross-agency support for justice-involved individuals.

Additionally, **greater use of federal bonding programs and employer tax credits** could further incentivize employers to hire justice-involved individuals. By promoting these programs more actively and collaborating more closely with EDD, B2W could help expand employer participation and provide more job opportunities for justice-involved individuals. For example, a partnership between EDD and B2W's Account Executives could focus on promoting the Federal Bonding program to employers and increase application rates among job seekers.

Currently, EDD assists job seekers in applying for the bonding program, educates AJC staff on the bonding program, and periodically shares information on the Work Opportunity Tax Credit with EDD's Employer Advisory Council. However, employers are responsible for pursuing the tax credit on their own. Interviewees reflected that further education and outreach efforts to employers may be beneficial to increase employer knowledge and uptake of these incentives as a lever to overcome employer hesitancy about hiring individuals with justice-involved backgrounds. As described in the P2E learnings report (2022), "most employers are not aware of the Work Opportunity Tax Credit (WOTC) or existing federal bonds that take the liability off of the employers if they hire an individual with a record."

Employer incentives for hiring justice-involved individuals

B2W can partner more closely with other agencies to promote awareness and usage of government programs that seek to incentivize employers to hire justice-involved individuals.

- Through the **Federal Bonding Program**, the U.S. Department of Labor provides fidelity bonds to employers to mitigate risks of hiring justice-involved individuals; the bonds indemnify employers for loss of money or property sustained through possible theft and dishonest or fraudulent acts. Job seekers or employees can apply for fidelity bonding by visiting their local AJCC.
- The **Work Opportunity Tax Credit** provides up to \$2,400 for each employee hired within one year of being convicted of a felony or being released from serving a prison term for a felony.

To centralize and coordinate employer engagement efforts, the P2E learnings report recommends that Ventura County "**develop a jointly funded position to develop and implement a Regional Employer Outreach and Engagement Initiative** to expand the list of employers willing to hire those who are justice-involved. This person or organization will be dedicated to partnership cultivation, resource development, and training employers about the incentives available to employers who employ justice-involved individuals. This will streamline employer outreach and establish a pipeline of employers that all CBOs and agencies can utilize."

4. Develop and promote high-potential career pathways tailored to the justice-involved population, including pre-apprenticeship and apprenticeship programs

“He completed the training program but failed the test. But what’s funny is that he is great and actually works [here] now. This means the program helped him learn...so it’s not for nothing. Students really have the ability to begin a new career -that is what’s important.”

– Employer & Training Provider

To expand pathways to stable employment, **the B2W program should explore a wider range of training options, such as registered apprenticeships and pre-apprenticeships, alongside OJT opportunities.** These structured programs can provide justice-involved individuals with valuable, long-term career opportunities. For instance, OJTs help participants gain real-world work experience while incentivizing employers to hire participants with partial wage coverage. However, despite the benefits of pathways such as apprenticeships and OJTs, some challenges emerged during implementation.

Only four participants began participating in registered apprenticeship programs during the B2W implementation period. One stakeholder noted that many participants found the lengthy commitment required for pre-apprenticeship programs to be unrealistic, with one participant describing it as a “pipe dream” due to their urgent need to secure income. The program also experienced challenges in facilitating OJTs. One employer, for instance, found the administrative burden of OJT reporting requirements overwhelming and chose to discontinue the program, which led to the termination of employees. Additionally, a participant shared feeling “pigeonholed” into a job through an OJT arrangement that did not align with her career goals, but she felt pressured to stay in the role because she “did not want to let her Account Executive down.”

“I just took the job because I didn’t want to make [my caseworker] look bad...They were helping me out! I kind of felt obligated to stay because I didn’t want to let them down. I wish I could’ve seen what [other job opportunities] were out there.”

– Participant

Additionally, interviewees noted that some training programs offered to participants while in jail did not align with those permitted by the DOL and/or WDBVC post-release. This misalignment results in missed opportunities to build on skills learned in jail, as participants could potentially continue these programs outside of jail and earn relevant certifications. **Expanding access to apprenticeship programs could help bridge this gap by providing a continuum of training that aligns with post-release opportunities,** thereby enabling participants to advance their skills and secure certifications that enhance their employability.

One of the recommendations in WDBVC’s Prison to Employment (P2E) Regional Plan (2019) focuses on registered pre-apprenticeship and apprenticeship programs in manufacturing, noting: “There are not enough upward mobility careers that are readily available for the Justice-Involved population. Manufacturing is one of four priority industry sectors identified by the Ventura County WDB that is expected to have ongoing business needs for skilled local talent and offer high potential for individual career growth and progression over the next decade.” As described in the plan, developing these types of programs can address challenges such as low employment expectations for the justice-involved population, with placement acting as a stopgap rather than a systemic solution; the limited ability of temporary placements to offer upward mobility; and limited paid training and earn-and-learn opportunities. The P2E Learnings Report (2022) notes that Ventura County Community College District has created a pre-apprenticeship and apprenticeship in CNC Machining in partnership with the National Institute for Metalworking Skills (NIMS), which could benefit people leaving incarceration.

Furthermore, a **2023 study of the effects of vocational education on recidivism and employment found that those who studied computer careers or mechanical drafting and design had slightly better employment and recidivism outcomes than those who participated in other types of vocational education.**³⁰ Given this finding, and the increase in jobs that can be performed while fully remote in the wake of the COVID-19 pandemic, Ventura County can consider expanding training paths that lend themselves to remote office work.

As discussed in the Program Outcomes section, stakeholders recognized the difficulty of engaging justice-involved individuals in training programs. Efforts to facilitate additional career pathways for those leaving incarceration should be coupled with greater support to address barriers that individuals may face when considering training paths that will result in longer-term economic mobility, but that may initially seem like a daunting commitment.

5. Improve job placement and retention with trial employment periods and comprehensive assessments

Improving participant job readiness is crucial for ensuring long-term success post-release, though defining “readiness” can be complex; stakeholders have highlighted that readiness is often assessed through behavior and mindset. For example, one stakeholder emphasized, *“It’s all behavior-based, and the proof is in the pudding: Are you attending meetings? Do you have a sponsor? Is your character changing? Are you staying clean and sober?”* They noted that even basic tasks, like making a bed, are important indicators of readiness, pointing out, *“If you can’t do the basic, essential functions of what we require at the beginning of our program, how could you possibly go off to work in 30 days?”* Another stakeholder stressed that a participant’s internal motivation is key to their success. **It is vital to consider what support, such as mental health counseling, a participant might need before they feel ready to commit to change and secure stable employment.**

One potential approach to help individuals develop readiness is to implement a trial employment period to assess an individual’s behavior, similar to the model used by Goodwill in Ventura County. This program includes a short training followed by a 60-day trial period at a job, allowing participants to adjust to their new roles and giving employers a chance to evaluate their potential. This low-risk environment allows individuals to adjust to their new roles while providing employers with an opportunity to evaluate potential employees. After the trial period, participants can apply for permanent positions if openings are available.

Additionally, conducting thorough job readiness assessments is essential to avoid premature job placements or the risk of damaging employer relationships. These assessments should include key criteria such as stable housing, reliable transportation, and the improvement of substance use issues. By incorporating such assessments, the program can better tailor its support services to meet the specific needs of participants, ultimately increasing their chances of securing and maintaining employment.

³⁰ [The Effects of Vocational Education on Recidivism and Employment Among Individuals Released Before and During the COVID-19 Pandemic - PMC \(nih.gov\)](#)

Follow-Up Services

“Since I’m a felon, it would be hard to find a job and look for a job, so it is helpful to have a program like this to help you find a job... it is good to know that there’s a path for you after jail.”

– Participant

The follow-up phase occurred after participants exited the B2W program, either due to gaining employment, reaching the program’s time limit, becoming inactive for over 90 days, or recidivating. Participants are in the follow-up phase for four quarters post-exit. During this phase, Employment Specialists and Account Executives tracked participant outcomes, such as employment, by collecting employment details and corresponding pay stubs, and recidivism, by tracking public court records. Importantly, participants no longer received training services through B2W, but B2W staff could offer job search assistance, other non-training services, and make referrals to AJC partners.

Strengths

1. Continued engagement between participants and B2W staff

Employment Specialists and Account Executives maintained consistent check-ins with participants, even after they exited the program and/or obtained employment. **This ongoing support helped ensure participants felt supported, were on track with their employment goals, and could be referred to relevant resources as needed.** For instance, one participant praised the personalized support they received: *“I also want to add that my [Employment Specialist] is a really nice person and did really help me a lot, a lot, a lot. Sometimes I call [them] and tell [them] that I’m still doing good and still working.”* Another participant noted that their Account Executive helped refer them to job postings even after they had recidivated and returned to jail after exiting the program.

2. Strong partnership between Inmate Services and B2W to address data management challenges

A key strength of the program was the ongoing collaboration between Inmate Services and B2W staff, which continued even after participants exited the program. **Both teams worked together closely to address post-exit challenges, particularly those around data management.** For instance, when verifying recidivism incidents, B2W staff partnered with Inmate Services to review each participant “record by record.” This detailed process was necessary because public data, sourced from systems like the Superior Court, lacked unique identifiers such as Social Security numbers or dates of birth, and many participants had similar names. In approximately 54 cases in which public records were too ambiguous, Inmate Services used booking numbers to search their internal system and clarify records. **This collaborative and thorough approach allowed both teams to overcome data gaps, ensuring accurate tracking of recidivism and improving the reliability of program outcomes.**

Challenges and Recommendations

1. Develop unique identifiers to enhance data accuracy and track efficiency

Despite efforts to resolve data inconsistencies, tracking employment, wages, and recidivism remained challenging due to fragmented data systems and inconsistent reporting. As described in the Barriers and Limitations section, the use of two data systems led to data gaps, while maintaining contact with participants post-exit was difficult, leading to additional deficiencies in the data needed for accurate

tracking. Additionally, tracking participants who had passed away during the follow-up phase proved complex, as there was no formal way to report these cases to the DOL.

In addition to the strategies recommended above to maintain more consistent contact with participants, **establishing a system of unique identifiers would not only significantly improve data accuracy, but also enable the program to more effectively adapt and refine its approach based on real-time outcome data.** By using a consistent identifier across systems—for example, mapping the jail's system to the state identification numbers used by the CalJOBS database—B2W staff could more effectively track participants' progress, including recidivism outcomes. This integration would allow **B2W to adopt a more holistic approach to supporting reentry, enabling staff to see who is recidivating and adjust program strategies** due to a better understanding of participants' trajectories. Additionally, a unified identifier system would streamline data analysis by reducing inefficiencies caused by similar names and incomplete information, ultimately leading to more accurate outcome reporting and more effective participant support.

2. Establish long-term support or a structured "warm handoff" to AJC for sustained employment success

Participants expressed some uncertainty about how to handle employment issues post-program, especially if they lost their jobs or were unhappy in their roles. As one participant explained, they did not have the same level of support from their case workers after exiting the program and now *"had to do everything [themselves] because, after one year, they can't help me—they can give me resources, but they can't help."* This sentiment highlights that despite having knowledge of external resources beyond B2W, participants still struggle to navigate employment challenges without the structured guidance and support they received during the program. The data reflects these challenges, with employment rates dropping by 10.7 percentage points from Q1 to Q4 post-exit and median quarterly wages decreasing by 11.2 percentage points (\$989.45) from Q1 to Q4. These findings underscore the importance of longer-term support to ensure participants are not left on their own to manage job retention and/or search for a new job.

To help participants navigate employment challenges long-term, providing more comprehensive services over a longer period of time is critical. One potential approach is to redefine the program's exit criteria, extending the exit period beyond the current 90 days of inactivity or job attainment. The initial 90-day period may be when participants face other pressing priorities, such as securing housing, which may limit their ability to remain in contact with B2W but does not negate their need for ongoing support. Additionally, many participants lose their first job within a year, underscoring the need for continued assistance in finding new employment.

If budget constraints make it infeasible for participants to receive longer-term support with the same case manager, program partners can consider providing a "warm handoff" to AJC services, with a direct introduction to a specific staff member. **A formal connection to AJC services after release can address key needs expressed by participants such as more resume-building support after release, which highlights the need for ongoing skill development.** AJC offers a range of valuable services, including access to computers, resume-building assistance, skill certifications, and financial support for tuition. AJC can also help participants navigate unemployment insurance benefits to support financial stability during transitions. If B2W directly connects participants to AJC upon program exit, they can continue accessing some of the types of support they received during the B2W program.

Funding and Sustainability

To build a sustainable funding model for a reentry program like B2W, WDBVC can explore several strategies in part based on the experiences of other jurisdictions across the US.

1. Advocate for a county innovation fund addressing workforce and reentry challenges

Given its historical role in brokering partnerships across key agencies for the B2W and LEAP programs, WDBVC would be well-positioned to coordinate a coalition of partners to build a case for funding that address intersecting goals in Ventura County: meeting workforce needs *and* supporting successful reentry for returning citizens. For example, WDBVC and HSA would lead on identifying training priorities and employer relationships; the Probation Agency and Sheriff's Office would identify needs and goals among those incarcerated in the county; the Continuum of Care would support housing stability; and Ventura County Behavioral Health would help address mental and behavioral health needs. Often, a multi-system effort can demonstrate a funding case more successfully than one led by a single agency.

Case Study: Missouri's Commitment to Reentry 2030

In 2023, Missouri became the first state to join Reentry 2030, a national initiative with the goal of successful reintegration for every person with a criminal record. Missouri committed to the following ambitious targets by 2030:

- 100% of incarcerated Missourians who need career services receive them
- 85% of incarcerated Missourians are employed within 30 days of release
- 80% of formerly incarcerated Missourians maintain their employment for at least nine months after release

To steer the initiative, the Reentry Unit within the Department of Corrections (DOC) facilitates collaboration across 11 other state departments. To date, the cross-departmental initiative has included the following elements:

- **Hosting quarterly meetings across all departments** to provide updates, discuss strategies, and work to remove barriers, with one department providing a spotlight on their work at each meeting and each department doing “homework” between meetings
- **Establishing department-specific objectives and action items**, with a DOC liaison assigned to each department to assist in achieving their specific goals and action items
- **Mapping current offerings to identify service gaps** across community partners and state departments; this has included localized engagement to elevate challenges and understand resources available at the community level
- **Developing a data tracking and reporting mechanism** to better understand barriers and progress across recidivism, employment, transportation, and other indicators

This approach is consistent with the following recommendations from the Ventura County Workforce Development Board's P2E Regional Plan (2019):

Engage and collaborate with local and regional elected officials in order to open paths to potential braided funding streams and new collaborations. The Ventura County Board of Supervisors spends the largest portion of the general fund on the Sheriff's Office and corrections activities. These parties hold a lot of power and are financially motivated to save money on

corrections, and thus should be included in P2E conversations. The Reentry Council should make a habit of regularly engaging County political entities, supervisors, and advisory boards in order to educate and inform them of ongoing and proposed initiatives.³¹ This communication will likely open paths to potential braided funding streams, new collaborations, and increased goodwill.

2. Develop a cross-departmental reentry task force with shared commitments and outcome targets

In the absence of a dedicated funding stream, B2W partners could still take steps to develop a task force focused on successful reentry and workforce readiness and establishing commitments to achieve specific targets. The elements of this collaboration could include: 1) pooling knowledge and best practices for workforce readiness, supported by learnings from B2W implementation, 2) finding creative ways to identify new or existing resources across agencies (such as working with students and interns to add Employment Specialist capacity, as described in the Program Setup section above), 3) setting shared goals for employment and reentry outcomes. Initiatives such as [Reentry 2030](#) can provide a model for collaboration and developing shared commitments across sectors. As described in the above case study,

The P2E learnings report (2022) recommends a formal mechanism for reentry collaboration across the County:

Formalize reentry collaboration across the County by creating a coalition of high-level cross-sector decision-makers who commit to developing strong institution-level service connections. This formal group will create expectations that line staff participate in collaborative efforts to improve service for the justice-involved and ensure that progress is being made by increasing accountability. This group can review high-level findings, identify funding that can be braided, develop economies of scale, and develop policies and protocols...[One] of the first projects such a group should pursue include[s]: ... Develop a joint agency working group to map existing funding streams that are available to support serving justice-involved individuals, identify how to efficiently braid funding and draft joint grant proposals and programs. Some of the initial funding streams to look into include: Prison to Employment; Strong Workforce; Prop 63 MHSAs funds to incorporate mental health and treatment; CalAIM funds to support residential drug treatment and detox facilities; Community-based MAT funding; Prop 47 funds to provide community-based programs; Homeless Hiring Tax Credit (HHTC).

The P2E Regional Plan (2019) also contains a recommendation for creating a county-wide mandate to support the formalization of cross-agency collaboration:

Explore the potential of having the Board of Supervisors pass a directive that encourages County agencies to work together to coordinate and integrate service delivery for Justice-Involved populations. Agencies are not currently incentivized or mandated to collaborate with each other, and thus operate in silos. This directive could include a request for agencies to attend Reentry Council meetings, quarterly trainings, and to develop an inter-agency universal referral form. Similar directives have aided other Counties' collaborative efforts.

³¹ While the Reentry Council no longer exists, WDBVC and the Sheriff's Office could be well positioned to collaborate on establishing a similar coordination mechanism across stakeholders to implement re-entry strategies.

in 2023 the Missouri Department of Corrections brought together 11 state-level departments to establish a set of objectives and action items, captured in the 2030 Missouri State Plan for achieving ambitious reentry goals.³²

Additionally, the Council of State Governments (CSG) Justice Center has developed a tool that helps jurisdictions plan for financial sustainability through purposeful engagement of community members, identifying potential federal sources of funding, and strategically investing funding ([Financing the Future of Local Initiatives](#)).

Conclusion

This assessment of the B2W program analyzes quantitative data on program outcomes, identifies the strengths of the program, and proposes recommendations for future services. Overall, the program benefited from robust cross-sector partnerships between WDBVC, HSA, and the Sheriff's Office; a flexible, collaborative dynamic among partners that enabled effective problem-solving; consistent follow-up with participants to assess needs and share employment opportunities; and a tailored, bespoke approach to supporting program participants with workforce development programming and supportive services. There are also opportunities to strengthen the program moving forward, through tactics such as increasing Employment Specialist capacity, clarifying and coordinating roles across partners to provide complementary services, building a more robust employer engagement strategy, and creating a participant feedback loop during the program.

To sustain these services moving forward, Ventura County may consider ways to build a coalition to advocate for new funding at the county level, and in the meantime, develop a formal collaboration mechanism across agencies and organizations to coordinate reentry services and identify opportunities to braid existing funding. With committed leadership and key partnerships already in place, Ventura County is well-positioned to implement these recommendations to effectively support reentry transition, enabling all justice-involved individuals in the county to reach their full potential.

³² [Reentry 2030 Missouri State Plan FY24 \(csgjusticecenter.org\)](#)

Appendix

Appendix A. Interviews Conducted

We conducted 26 interviews totaling over 26 hours between June and October 2024 with various stakeholders, including WDBVC, HSA, Sheriff's Office, B2W staff, B2W program participants, training and education program providers, supportive services providers, substance use treatment providers, and local employers. We extend our sincere gratitude to our interviewees for their time and insights.

Organization / Affiliation	Stakeholder Group	Attendee(s)
Ventura County Human Services Agency (including B2W Staff)	County Agency & Service Provider	Maria Lopez
		Ricardo Bravo
		Dora Saki
		Wade Perreira
		Shaun Jacobs
		Jennifer Macias
		Jacob Rios
Workforce Development Board of Ventura County	County Agency	Norman Albances
Ventura County Sheriff's Office (including Inmate Services)	County Agency	Cecil Argue
		Abigail Honorico
		Scott Meeks
Ventura Adult and Continuing Education (VACE)	Service Provider	Susan Knoll
		Cindy Dorn
Bridges2Work	Participants	5 Participants
California Department of Rehabilitation	State Agency	Gloria Cervantes
California Employment Development Department	State Agency	Patricia Dupree
Goodwill, Second Chance Program	Service Provider	Patricia Cervantes
Sergio School of Trucking	Service Provider	Ines Alfeazi
Genesis Sober Living Inc.	Service Provider	Sherry Landor
SDC Security Door Controls	Local Employer	Kim Haze
CARSTAR Happy's Collision Center Ventura	Local Employer	Happy Carillo
Coast to Coast Computer Products, Inc.	Local Employer	Sheldon Horowitz
Missouri Department of Corrections, Reentry Unit	State Agency	Alex Earls

Appendix B. Case Study on Reentry Collaboration

Parole and Probation Reentry Education and Employment Program (PREP) Center - Alabama Bureau of Pardons and Paroles

Program/Organization Description: The PREP Center is a nationally recognized and award-winning program that provides a 90-day program that provides evidence-based support including mental health assistance, group and individual interventions, substance use disorder treatment, education, and workforce readiness services to parolees and probationers. Treatment is tailored to each individual's

needs for a successful transition to the community upon release. Additionally, the treatment coordinator at the PREP Center prepares an aftercare plan for the continuation of care after individuals graduate from the program. In terms of workforce development, the program partners with the J.F. Ingram State Technical College to offer classes in adult education, barbering, construction, HVAC, and plumbing, among others. There are additional training programs through other partners like Alabama Power, the largest electric company in Alabama, to train individuals in tree trimming and provide stable and well-paying jobs with their maintenance crews. PREP is currently looking to expand its offerings with plans including increasing participant capacity, offering CDL classes, fiber optics infrastructure installation training, expanding medication-assisted treatment programs, and building new community-based partnerships.

Program Objectives:

- Holistically address the needs of justice-involved individuals through programs surrounding employment, education, and medical care.
- Ensure that formerly incarcerated individuals have the skills, tools, and resources to have a successful reentry.
- Offer this program as a response to parole violation as an incarceration diversion.

Key Program Results: The PREP Center has accomplished an incredible 0% recidivism rate among 270 participants since opening in 2022. For comparison, Alabama’s recidivism rate has historically been above 30%.

Partners & Partnership Structure: The PREP center partners with companies, colleges, governmental departments, and other organizations to accomplish their goals. They have established several public-private partnerships that operate as partners with the Alabama Bureau of Pardons and Paroles. Specific examples include the J.F. Ingram State Technical College which provides career technical training, GEO Reentry which provides substance use and mental health counseling, and the Alabama Department of Mental Health.

Funding Sources: Much of the program has been funded by the Bureau of Pardons and Paroles. It is unclear how much the program is funded or subsidized by corporate and nonprofit partners.

Links:

- [PREP Announcement](#)
- [National Innovation Award Finalist](#)

Appendix C. B2W Services Glossary

Name	Definition	Example
Career Guidance and Counseling	Comprehensive guidance and counseling services are provided to participants upon release from jail.	Meetings with an Employment Specialist.
Child Care / Other Family Assistance	The participant received related assistance services which help participants meet their family care needs during program participation. Family care ranges from adult to childcare inside or outside the home to after-school programs (inside or outside the home). It usually includes supervision and shelter.	Payment for after-school program.

Health Care	The participant received health care services that include, but are not limited to, preventive and clinical medical treatment, voluntary family planning, and necessary psychiatric, psychological, and prosthetic services.	Received payment for a psychiatric assessment.
Housing Assistance, Substance Abuse Treatment, or Mental Health Treatment	The participant received non-emergency or emergency housing assistance, substance abuse treatment, and/or mental health treatment.	1 Month Stay at Sober Living Home.
Job Readiness Training	Received short-term prevocational services, including the development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct to prepare individuals for unsubsidized employment or training.	Job readiness activities such as resume support, mock interviews, etc.
Legal Services	The participant received legal services regarding outstanding warrants, child support, sealing or expunging records, obtaining a restraining order, or other legal services.	Payment for legal services regarding child support.
Life/Skills Career Exploration	Provided a needs assessment that evaluated an individual's living conditions, work experience, interests, etc.	Employment Specialist creates a needs assessment for the participant.
Met with Employment Specialist Post-Release	The participant met with their Employment Specialist at least once within 90 days post-release.	Met with Employment Specialist at the AJC to develop an Individualized Employment Plan (IEP)
Non-Occupational Skills Training	Non-Occupational Skills Training focuses on developing skills that are not tied to a specific job or occupational field. This training option is selected only when no other relevant training type applies to the provided service.	Communication skills training
Occupational Skills Training	Occupational Skills training type should be reported for training that provides skills or certifications for a participant to move into a new or different occupation from one that the participant previously had experience or training. Occupational Skills Training is differentiated from Skills Upgrading because the occupational goal is outside of a field for which the participant already has experience or training.	Class A Training Program at Sergio's School of Trucking
On-the-Job Training	OJT is a work-based training provided under a contract with an employer in the public, private non-profit, or private sector. Through the OJT contract, occupational training is provided for the B2W participant in exchange for the reimbursement, typically up to 50 percent of the wage rate of the participant, for the extraordinary costs of providing the training and supervision related to the training. The training provides knowledge or skills to become proficient in the occupation for which they are being trained. Trainings may include both a paid work-based	Work-based training for an office assistant job at CARSTAR Happy's Collision Center.

	learning component and an instructional component, which may be provided at the employment site, at educational institutions, other locations, or virtually.	
Placement	Those placed in employment while in the program.	Participant placed in employment due to support from ES/AE or without support.
Postsecondary Education	A Secondary Education program includes both secondary school and enrollment in a program of study with instruction designed to lead to a high school equivalent credential.	Adult high school credit programs and programs designed to prepare participants to pass recognized high school equivalency exams such as the GED, HiSET, or TASC.
Recognized Credential	Recognized diploma, degree, or a credential consisting of an industry-recognized certificate or certification, a certificate of completion of a Registered Apprenticeship, a license recognized by the State involved or Federal Government, or an associate or baccalaureate degree attained by the participant who received education or training services.	Class A License, Forklift Driving Certification
Registered Apprenticeship	The program must be registered with the DOL Office of Apprenticeship (OA) or a federally recognized State Apprenticeship Agency (SAA). These trainings include both a structured, paid work-based learning component and required, related educational or instructional component.	Carpenters Union Apprenticeship
Skills Upgrading	Skills Upgrading training type should be reported for training that provides additional skills or certifications within the participant’s specific occupational field and where no more specific training type is applicable. Skills Upgrading is differentiated from Occupational Skills Training because the occupational goal is within a field for which the participant already has experience or training.	Microsoft Excel Skills Certificate
Staff-Assisted Job Search	Provided job search activities with significant staff involvement. This service is designed to help the participant plan and carry out a successful job-hunting strategy.	Resume preparation assistance, job search workshops, job finding clubs, and development of a job search plan.
Supportive Services	Received a supportive service (WIOA section 134(d)(2)) which that are necessary to enable the participant to participate in programs which provide career and training services as defined in WIOA sec. 134(c)(2) and 134(c)(3).	Bus cards, transportation assistance, child care, dependent care, housing assistance, health care, substance abuse treatment, mental health treatment, work and interview clothes and tools, and DMV/license fees.

Training	Occupational training that has no federal, state, or local regulations that restrict individuals with criminal records from obtaining licenses or other necessary credentials.	On-the-Job Training Programs or vocational training that provides an industry-recognized certificate.
Transportation	The participant received transportation (public or private) assistance or cash paid to participants or members of their families for transportation.	Received a bus pass.
WIOA Career Service	Development of an Individual Employment Plan, Pre-Vocational Services, provision of comprehensive skills and career assessments, internships or work experiences, financial literacy services, English as Second Language Services, or any other service that comprises a significant amount of staff time with an individual participant as described in WIOA sec. 134(c)(2)(xii) - excluding self - services, information services or activities, or follow - up services.	Met with the Employment Specialist post-release to complete a career assessment.

Appendix D. B2W Outcomes Expanded

Outcome Indicator	Goal ³³	Actual Performance	Numerator	Denominator
Enrollments	300	306	-	-
Training Program Participation	33.3%	14.7%	45	306
Employment Rate – Q2 Post-Exit	-	16.7%	51	306
Employment Rate – Q4 Post-Exit	-	9.2%	28	306
Median Earnings – Second Quarter After Exit	-	\$7,118.84	-	-
Credential Attainment	60.0%	84.0%	21	25
Measurable Skill Gains	-	61.9%	13	21
Recidivism Rate	24.0% ≥	25.5%	78	306

Outcome Indicator	Definitions
Enrollments	Total number of participants in the Bridges2Work program.
Training Program Participation	Total number of participants that participated in work-based learnings (On-the-Job Training) or vocational training.
Employment Rate – Q2 Post-Exit	The percentage of participants who are in unsubsidized employment during the second quarter after exit from the program.
Employment Rate – Q4 Post-Exit	The percentage of participants who are in unsubsidized employment during the fourth quarter after exit from the program.
Median Earnings – Second Quarter After Exit	The median earnings of participants who are in unsubsidized employment during the second quarter after exit from the program.
Credential Attainment	The percentage of those participants enrolled in an education or training program (excluding those in OJT and customized training) who attain a

³³The targets for number of enrollments and completion of training programs were determined by the B2W supervisory committee. The credential attainment and recidivism rate targets were determined by the DOL. There were not any explicit goals outlined for the employment rate and median earnings.

	<p>recognized postsecondary credential or secondary school diploma, or its recognized equivalent, during participation in or within one year after exit from the program. A participant who has attained a secondary school diploma or its recognized equivalent is included in the percentage of participants who have attained a secondary school diploma or its recognized equivalent only if the participant also is employed or is enrolled in an education or training program leading to a recognized postsecondary credential within one year after exit from the program.</p>
Measurable Skill Gains	<p>The percentage of program participants who, during a program year, are in an education or training program that leads to a recognized postsecondary credential or employment and who are achieving measurable skill gains, defined as documented academic, technical, occupational, or other forms of progress, towards such a credential or employment. Depending on the type of education or training program, documented progress is defined as one of the following:</p> <ul style="list-style-type: none"> • Documented achievement of at least one educational functioning level of a participant who is receiving instruction below the postsecondary education level; • Documented attainment of a secondary school diploma or its recognized equivalent; • Secondary or postsecondary transcript or report card for a sufficient number of credit hours that shows a participant is meeting the State unit’s academic standards; • Satisfactory or better progress report, towards established milestones, such as completion of OJT or completion or one year of an apprenticeship program or similar milestones, from an employer or training provider who is providing training; <p>Successful passage of an exam that is required for a particular occupation or progress in attaining technical or occupational skills as evidenced by trade-related benchmarks such as knowledge-based exams.</p>
Recidivism Rate	<p>The percentage of participants who were in or returning from an adult correctional facility prior to enrolling in the program (i.e., the total number of participants) and have been convicted of a new criminal offense committed within 12 months of their release from the correctional facility. The goal for this measure is lower than the recidivism rate for the state in which the grantee is operating.</p>

Appendix E. Low-Income Definition (WIOA, Section 3(36))

Low-Income Individual (Workforce Innovation and Opportunity Act (WIOA) Sec. 3(36)(A))

The term “low-income individual” means an individual who—

- (i) receives, or in the past 6 months has received, or is a member of a family that is receiving or in the past 6 months has received, assistance through the supplemental nutrition assistance program established under the Food and Nutrition Act of 2008 (7 U.S.C. 2011 et seq.), the program of block grants to States for temporary assistance for needy families program under part A of title IV of the Social Security Act (42 U.S.C. 601 et seq.), or the supplemental security income program established under title XVI of the Social Security Act (42 U.S.C. 1381 et seq.), or State or local income-based public assistance;

*Note: Local income-based public assistance programs may be used to determine whether someone is low-income. Local Workforce Development Boards (LWDBs) must include these local income-based public assistance programs in their local Adult Priority of Service policy.

- (ii) is in a family with total family income that does not exceed the higher of—
 - a. the poverty line; or
 - b. 70 percent of the lower living standard income level;
- (iii) is a homeless individual (as defined in section 41403(6) of the Violence Against Women Act of 1994 (42 U.S.C. 14043e–2(6))), or a homeless child or youth (as defined under section 725(2) of the McKinney-Vento Homeless Assistance Act (42 U.S.C. 11434a(2)));
- (iv) receives or is eligible to receive a free or reduced price lunch under the Richard B. Russell National School Lunch Act (42 U.S.C. 1751 et seq.);
- (v) is a foster child on behalf of whom State or local government payments are made; or
- (vi) is an individual with a disability whose own income meets the income requirement of clause (ii), but who is a member of a family whose income does not meet this requirement.

*Note: Under WIOA, there is no exclusion of payments for unemployment compensation, child support payments, and old-age survivors insurance benefits from the income calculations for determining if an individual is low-income. These exclusions that were previously provided under [Workforce Investment Act] WIA sec. 101(25) no longer apply.

Appendix F. B2W Workshop Curriculum

Week 1: Enrollment and Orientation

- Orientation presentation (program introduction and class expectations)
- Forms (Equal Opportunity is the Law, Program Grievance, Complaint Procedures)
- Enrollment paperwork
- Initial Individualized Employment Plan completion
- Background Wizard Activity

Week 2: Skills Awareness & Master Application

- Skills Awareness presentation
- Review occupations and skills list
- “Identify Skills Set” Worksheet
- Complete Master Application

Week 3: Resume & Job Search Preparation

- Writing an Effective Resume presentation
- Complete Resume Worksheet
- Job Searching for the Justice Involved presentation
- Matching Job Description to Skills Worksheet

Week 4: Interview Practice

- Big Interview First Impressions presentation
- One-minute speech activity
- Big Interview Part II presentation
- Common Interview Questions & Answers Worksheet

Week 5: Barriers to Employment

- Barriers to employment & letter of explanation presentation
- Identify barriers, supports, resources worksheet
- Letter of explanation worksheet
- Household budget worksheet

Week 6: Workplace Etiquette and Post-Release Expectations

- Workplace etiquette presentation
- Cover letter activity
- Thank you letter activity
- Post release expectations and discharge plan

Certificate of Completion

Appendix G. Additional Figures and Graphs

Figure 21. Timeline of Participant Program Entry

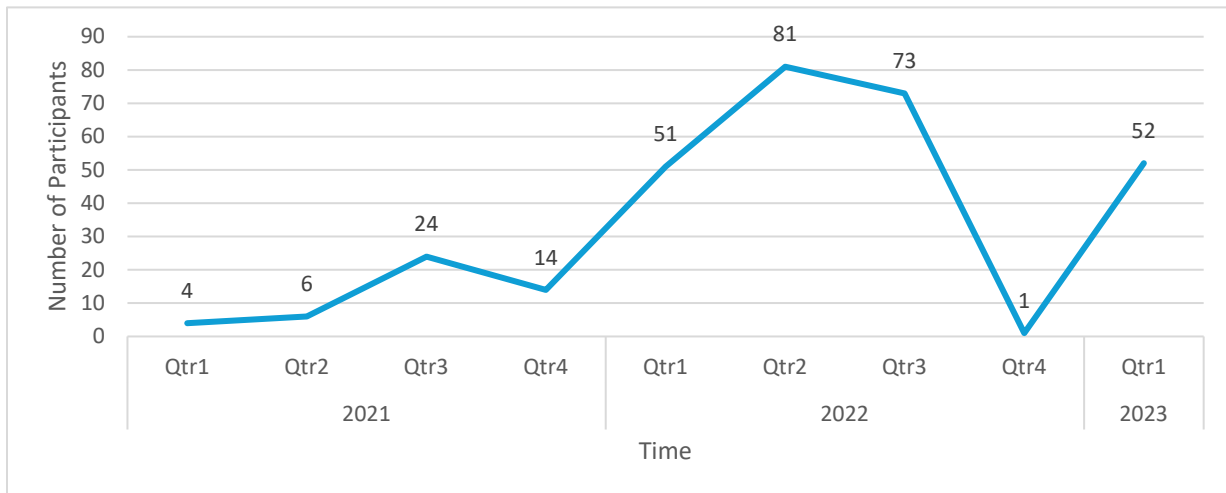


Figure 22. Timeline of Participant Jail Release

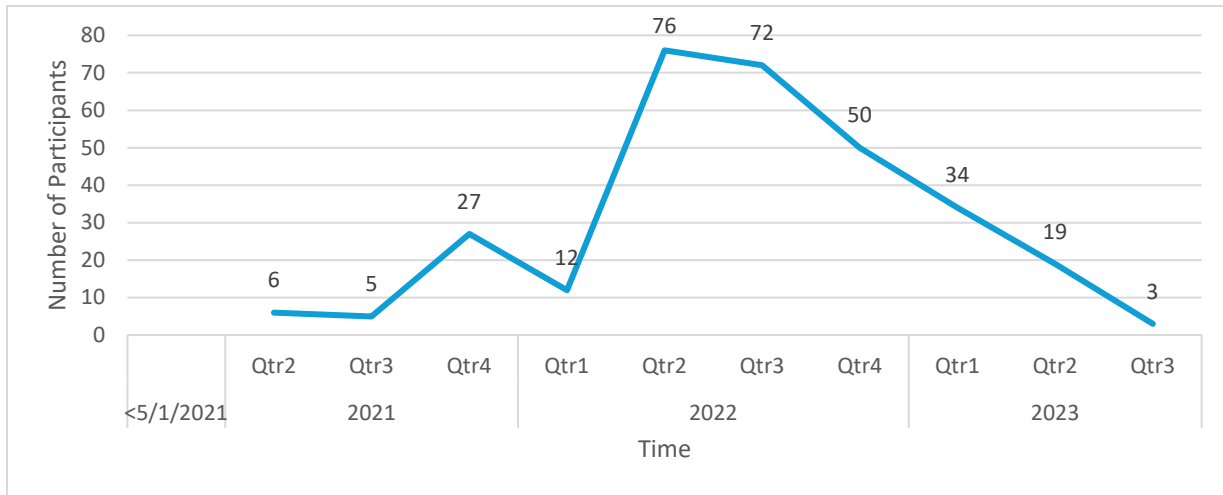


Figure 23. Timeline of Participant Program Exit

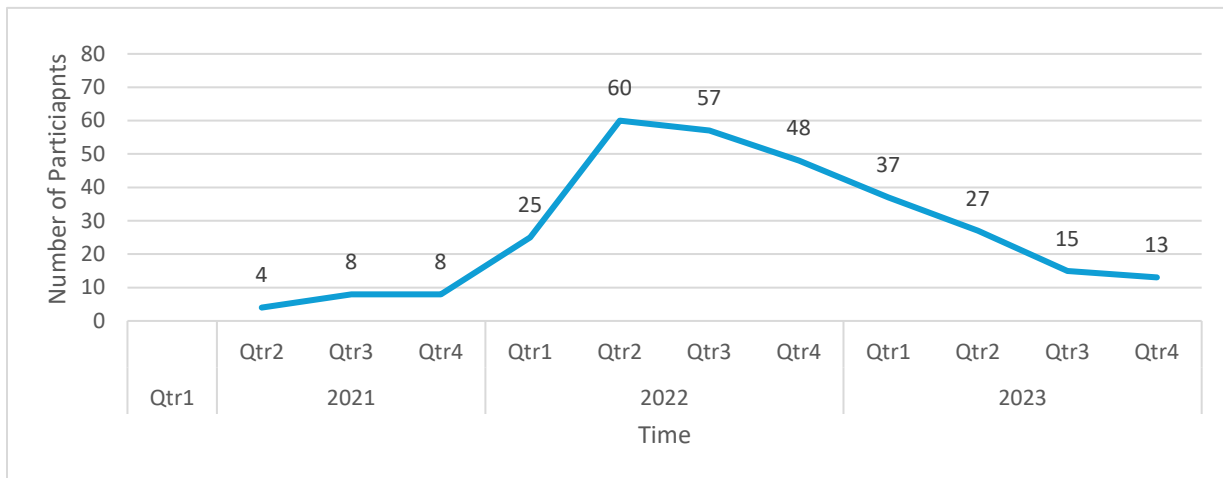


Figure 24. Participant Demographics

Demographics		Count	% of Total
Sex	Female	67	21.9%
	Male	239	78.1%
Age ³⁴	21-30	72	23.5%
	31-40	134	43.8%
	41-50	64	20.9%
	51-60	27	8.8%
	61-70	9	2.9%
Race/Ethnicity	American Indian / Alaska Native	10	3.3%
	Asian	4	1.3%
	Black / African American	19	6.2%

³⁴ The participant’s age as of 12/31/2024 – the end of the Pathway Home 1 Grant Period.

	Hispanic / Latino	207	67.7%
	Native Hawaiian / Other Pacific Islander	4	1.3%
	White	181	59.2%
	Other / Did not self-identify	10	3.3%
Residence Pre-Incarceration	Resident of Ventura County	271	88.6%
	Not a Resident of Ventura County	35	11.4%
Veteran Status	Veteran	5	1.6%
	Not a Veteran	294	96.1%
	Did not self-identify	7	2.3%
Disability Status	Has a disability	14	4.6%
	Doesn't have a disability	286	93.5%
	Did not self-identify	6	2.0%

Figure 25. Participant Disability Status

Disability Status	Count	% of Total
Doesn't have a disability.	286	93.5%
Did not self identify.	6	2.0%
The impairment is primarily physical, including mobility.	5	1.6%
The impairment is primarily physical, due to a chronic health.	2	0.7%
Has a learning disability.	2	0.7%
Is deaf or has serious difficulty hearing.	2	0.7%
Has serious difficulty concentrating, remembering, or making decisions, because of a mental illness, psychiatric disability, or emotional condition.	2	0.7%
Is blind or has serious difficulty seeing.	1	0.3%

Figure 26. Highest School Grade Completed by Participants

School Grade	Count	% of Total
No school grades completed	5	1.6%
1st Grade	2	0.7%
5th Grade	1	0.3%
8th Grade	2	0.7%
9th Grade	8	2.6%
10th Grade	19	6.2%
11th Grade	59	19.3%
12th Grade	210	68.6%

Figure 27. Highest Educational Level Completed by Participants

Educational Level	Count	% of Total
No educational level completed	113	36.9%
Secondary School Diploma	92	30.1%
Secondary School Equivalency	50	16.3%

1+ Years of Post Secondary Education	21	6.9%
Post Secondary Technical or Vocational Certificate (Non-Degree)	12	3.9%
Associate's Degree	11	3.6%
Bachelor's Degree	5	1.6%
Beyond a Bachelor's Degree	2	0.7%

Figure 28. Highest Educational Level Completed by Participants

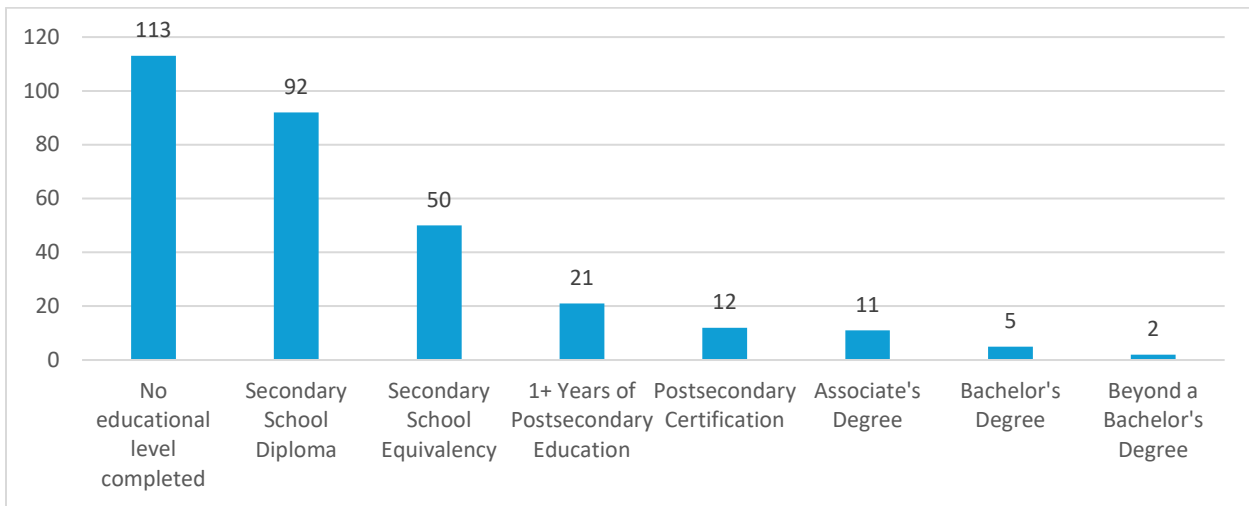


Figure 29. Participant Post-Release Status

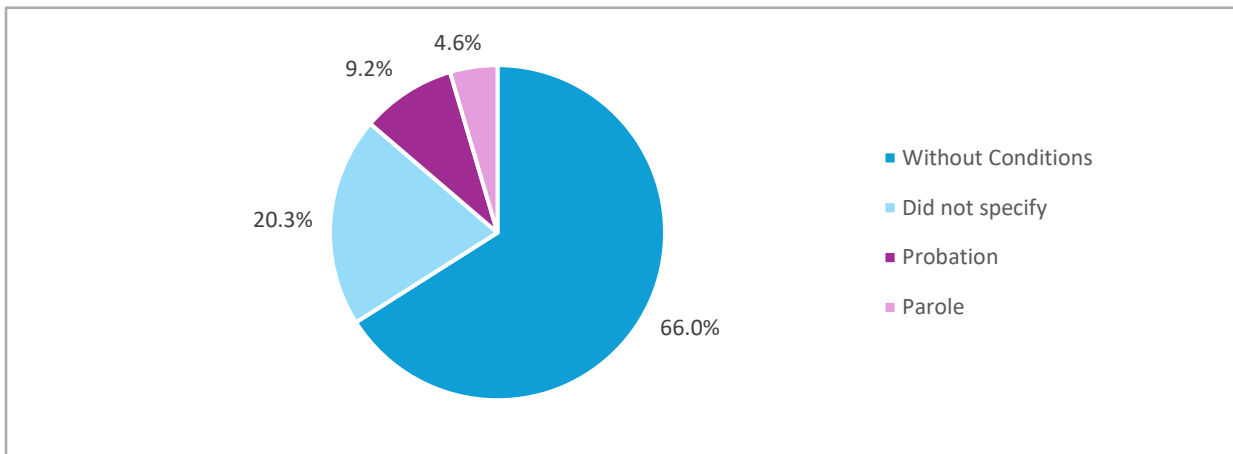


Figure 30. Outcomes by Training Participation

Outcome Indicator	Received Training	Did Not Receive Training
Avg Hourly Wage at Placement	\$18.65	\$20.23
Avg Hours Worked at Placement	36.3	35.7
% Placed in Full-Time Employment	51.0%	22.8%
% Placed in Part-Time Employment	9.8%	3.1%
Avg Wages 1 st Quarter Post-Exit	\$12,035.70	\$8,469.25
Avg Wages 2 nd Quarter Post-Exit	\$11,727.79	\$7,806.52

Avg Wages 3 rd Quarter Post-Exit	\$11,288.80	\$9,038.75
Avg Wages 4 th Quarter Post-Exit	\$6,617.03	\$8,487.58
Employment Rate 1 st Quarter Post-Exit	43.1%	15.3%
Employment Rate 2 nd Quarter Post-Exit	35.3%	12.9%
Employment Rate 3 rd Quarter Post-Exit	29.4%	9.4%
Employment Rate 4 th Quarter Post-Exit	15.7%	7.8%
Retention with Same Employer Q2 to Q4	9.8%	4.7%
Recidivism Rate	31.4%	24.3%

Figure 31. Outcomes by OJT Participation

Outcome Indicator	Received OJT	Did Not Receive OJT
Count	16	290
Avg Hourly Wage at Placement	\$18.91	\$19.82
Avg Hours Worked at Placement	36.8	35.8
% Placed in Full-Time Employment	66.7%	25.4%
% Placed in Part-Time Employment	6.7%	4.1%
Avg Wages 1 st Quarter Post-Exit	\$18,951.54	\$8,563.43
Avg Wages 2 nd Quarter Post-Exit	\$16,042.94	\$8,100.34
Avg Wages 3 rd Quarter Post-Exit	\$31,891.61	\$8,071.87
Avg Wages 4 th Quarter Post-Exit	\$3,457.65	\$8,119.64
Employment Rate 1 st Quarter Post-Exit	46.7%	18.6%
Employment Rate 2 nd Quarter Post-Exit	46.7%	15.1%
Employment Rate 3 rd Quarter Post-Exit	20.0%	12.4%
Employment Rate 4 th Quarter Post-Exit	6.7%	9.3%
Retention with Same Employer Q2 to Q4	0.0%	5.8%
Recidivism Rate	26.7%	25.4%

Figure 32. Outcomes by Vocational Training (Not OJT) Participation

Outcome Indicator	Received Vocational Training	Did Not Receive Vocational Training
Count	29	277
Avg Hourly Wage at Placement	\$18.88	\$19.90
Avg Hours Worked at Placement	35.6	36.0
% Placed in Full-Time Employment	56.0%	24.9%
% Placed in Part-Time Employment	12.0%	3.6%
Avg Wages 1 st Quarter Post-Exit	\$9,318.24	\$9,873.94
Avg Wages 2 nd Quarter Post-Exit	\$9,013.60	\$9,233.65
Avg Wages 3 rd Quarter Post-Exit	\$7,930.44	\$10,496.27
Avg Wages 4 th Quarter Post-Exit	\$8,541.53	\$7,825.23
Employment Rate 1 st Quarter Post-Exit	52.0%	17.1%
Employment Rate 2 nd Quarter Post-Exit	40.0%	14.6%
Employment Rate 3 rd Quarter Post-Exit	36.0%	10.7%
Employment Rate 4 th Quarter Post-Exit	20.0%	8.2%
Retention with Same Employer Q2 to Q4	16.0%	4.6%
Recidivism Rate	32.0%	24.9%

Figure 33. Outcomes by Number of Services Received

Outcome Indicator	Number of Services		
	1-2 Services	3-5 Services	6+ Services
Count	204	79	23
Avg Hourly Wage at Placement	\$22.53	\$17.57	\$19.31
Avg Hours Worked at Placement	35.4	35.3	39.0
% Placed in Full-Time Employment	15.2%	49.4%	60.9%
% Placed in Part-Time Employment	2.9%	6.3%	8.7%
Avg Wages 1 st Quarter Post-Exit	\$10,186.09	\$7,109.64	\$14,919.34
Avg Wages 2 nd Quarter Post-Exit	\$8,830.42	\$6,911.19	\$16,202.07
Avg Wages 3 rd Quarter Post-Exit	\$8,983.04	\$7,081.78	\$20,674.08
Avg Wages 4 th Quarter Post-Exit	\$13,535.63	\$5,608.99	\$8,146.42
Employment Rate 1 st Quarter Post-Exit	10.8%	34.2%	52.2%
Employment Rate 2 nd Quarter Post-Exit	8.3%	31.6%	39.1%
Employment Rate 3 rd Quarter Post-Exit	7.4%	22.8%	26.1%
Employment Rate 4 th Quarter Post-Exit	3.4%	21.5%	17.4%
Retention with Same Employer Q2 to Q4	3.4%	10.1%	8.7%
Recidivism Rate	25.0%	27.8%	21.7%

Figure 34. Outcomes by Supportive Services

Outcome Indicator	Received Supportive Services	Did Not Receive Supportive Services
Avg Hourly Wage at Placement	\$18.38	\$21.06
Avg Hours Worked at Placement	36.7	35.2
% Placed in Full-Time Employment	53.9%	18.4%
% Placed in Part-Time Employment	7.7%	3.1%
Avg Wages 1 st Quarter Post-Exit	\$9,786.12	\$9,721.73
Avg Wages 2 nd Quarter Post-Exit	\$9,895.92	\$8,260.63
Avg Wages 3 rd Quarter Post-Exit	\$10,807.35	\$8,953.42
Avg Wages 4 th Quarter Post-Exit	\$5,615.80	\$12,160.34
Employment Rate 1 st Quarter Post-Exit	41.0%	12.7%
Employment Rate 2 nd Quarter Post-Exit	37.2%	9.7%
Employment Rate 3 rd Quarter Post-Exit	25.6%	8.3%
Employment Rate 4 th Quarter Post-Exit	23.1%	4.4%
Retention with Same Employer Q2 to Q4	10.3%	4.0%
Recidivism Rate	29.5%	24.1%

Figure 35. Outcomes by Career Guidance and Counseling

Outcome Indicator	Received Supportive Services	Did Not Receive Supportive Services
Avg Hourly Wage at Placement	\$19.52	\$20.09
Avg Hours Worked at Placement	36.6	34.7
% Placed in Full-Time Employment	40.9%	16.6%
% Placed in Part-Time Employment	5.1%	3.6%
Avg Wages 1 st Quarter Post-Exit	\$7,787.33	\$14,457.27
Avg Wages 2 nd Quarter Post-Exit	\$7,544.64	\$13,540.27
Avg Wages 3 rd Quarter Post-Exit	\$7,451.90	\$15,421.74
Avg Wages 4 th Quarter Post-Exit	\$7,505.67	\$10,637.97
Employment Rate 1 st Quarter Post-Exit	31.4%	10.7%

Employment Rate 2 nd Quarter Post-Exit	27.0%	8.3%
Employment Rate 3 rd Quarter Post-Exit	19.7%	7.1%
Employment Rate 4 th Quarter Post-Exit	17.5%	2.4%
Retention with Same Employer Q2 to Q4	10.2%	1.8%
Recidivism Rate	23.4%	27.2%

Figure 36. Job Placements During Program

Outcome Indicator	Data Type	Amount
Hourly Wage at Placement	Average	\$19.72
	Minimum	\$8.00
	Maximum	\$63.00
Hours/Week at Placement	Average	35.9
	Minimum	1.0
	Maximum	40.0
Type of Placement	Full-Time	84
	Part-Time	13

Figure 37. Timeline of Participant Job Placements (while enrolled)

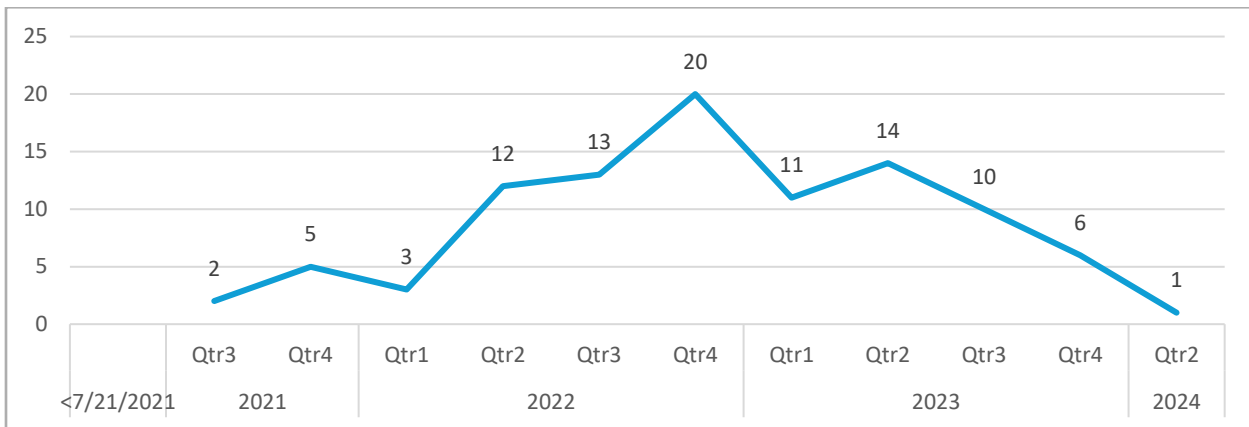


Figure 38. Top 8 Occupations Post-Exit

Occupation Type	Count
53706200 - Laborers and Freight, Stock, and Material Movers, Hand	10
53706500 - Stockers and Order Fillers	6
15124301 - Data Warehousing Specialists	4
53303200 - Heavy and Tractor-Trailer Truck Drivers	4
51209900 - Assemblers and Fabricators, All Other	3
53303100 - Driver/Sales Worker	2
23101200 - Judicial Law Clerks	2

Figure 39. Participant Wages Post-Exit

Quarter	Data Type	Wage (in USD)
1 st Quarter After Exit	Average	\$9,755.51
	Minimum	\$18.00
	Maximum	\$93,744.00
2 nd Quarter After Exit	Average	\$9,190.50
	Minimum	\$115.75
	Maximum	\$93,744.00
3 rd Quarter After Exit	Average	\$9,904.15
	Minimum	\$113.73
	Maximum	\$93,744.00
4 th Quarter After Exit	Average	\$7,953.14
	Minimum	\$402.56
	Maximum	\$30,826.00

Figure 40. Justice Involvement within 12 Months of Release

Type of Justice Involvement	Count
Arrested for a New Crime	83
Convicted of a Drug Crime	2
Convicted of a New Crime	78
Incarcerated for a New Crime	78
Re-Incarcerated	98
Re-Incarcerated for Violation of Parole/Probation	20

Figure 41. Time Between Release and Recidivism

Type of Justice Involvement	Days Since Release	
Arrested for a New Crime	Avg: 133	Min: 0
		Max: 420
Re-incarcerated	Avg: 132	Min: 1
		Max: 481
Convicted of a New Crime	Avg: 187	Min: 5
		Max: 724

Figure 42. Date Arrested for New Crime After Enrollment

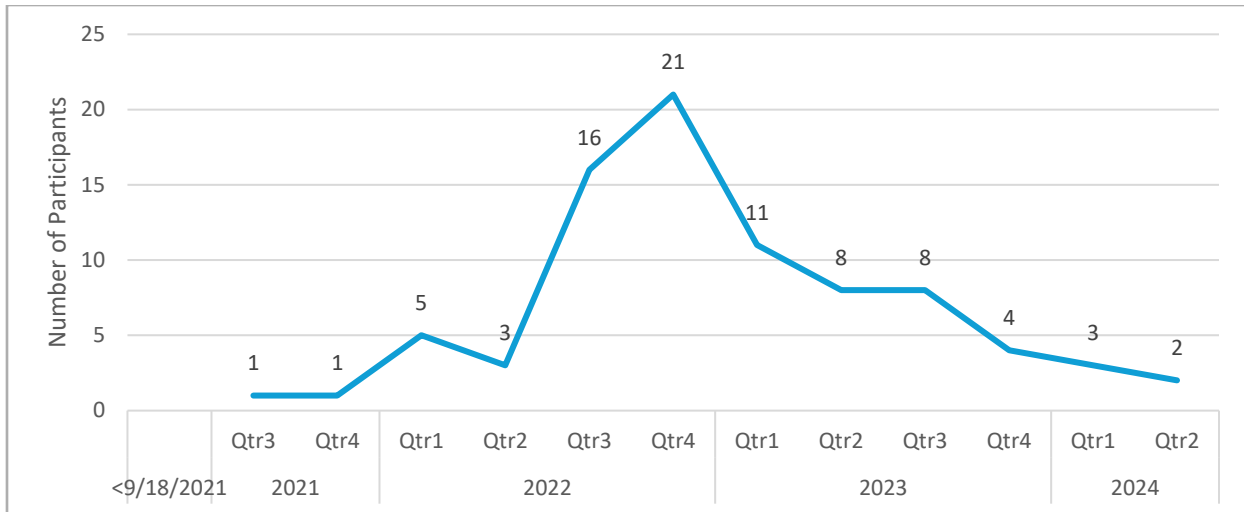


Figure 43. Outcomes by Sex

Outcome Indicator	Sex	
	Male	Female
Count	239	67
Avg Hourly Wage at Placement	\$20.49	\$16.80
Avg Hours Worked at Placement	35.8	36.3
% Placed in Full-Time Employment	28.5%	23.9%
% Placed in Part-Time Employment	3.8%	6.0%
Avg Wages 1 st Quarter Post-Exit	\$10,903.20	\$6,527.63
Avg Wages 2 nd Quarter Post-Exit	\$9,985.41	\$6,866.93
Avg Wages 3 rd Quarter Post-Exit	\$11,155.28	\$6,275.90
Avg Wages 4 th Quarter Post-Exit	\$8,854.49	\$6,330.72
Employment Rate 1 st Quarter Post-Exit	18.8%	23.9%
Employment Rate 2 nd Quarter Post-Exit	15.9%	19.4%
Employment Rate 3 rd Quarter Post-Exit	12.1%	14.9%
Employment Rate 4 th Quarter Post-Exit	7.5%	14.9%
Retention with Same Employer Q2 to Q4	5.4%	6.0%
Recidivism Rate	28.5%	14.9%

Figure 44. Outcomes by Age

Outcome Indicator	Age Range ³⁵				
	21-30	31-40	41-50	51-60	61-70
Count	72	134	64	27	9
Avg Hourly Wage at Placement	\$17.58	\$18.74	\$21.77	\$28.56	\$15.00
Avg Hours Worked at Placement	34.8	35.5	38.5	37.4	40.0
% Placed in Full-Time Employment	31.9%	29.1%	20.3%	29.6%	11.1%
% Placed in Part-Time Employment	4.2%	6.7%	0.0%	3.7%	0.0%
Avg Wages 1 st Quarter Post-Exit	\$6,313.69	\$10,600.80	\$10,645.03	\$11,764.70	\$-
Avg Wages 2 nd Quarter Post-Exit	\$5,227.67	\$9,858.22	\$12,343.86	\$11,511.13	\$-

³⁵ The participant's age as of 12/31/2024 – the end of the Pathway Home 1 Grant Period.

Avg Wages 3 rd Quarter Post-Exit	\$4,660.41	\$10,822.50	\$8,451.13	\$11,569.26	\$-
Avg Wages 4 th Quarter Post-Exit	\$5,722.24	\$6,656.21	\$12,086.77	\$14,420.40	\$-
Employment Rate 1 st Quarter Post-Exit	19.4%	24.6%	10.9%	25.9%	0.0%
Employment Rate 2 nd Quarter Post-Exit	16.7%	20.9%	6.3%	25.9%	0.0%
Employment Rate 3 rd Quarter Post-Exit	6.9%	17.9%	6.3%	22.2%	0.0%
Employment Rate 4 th Quarter Post-Exit	8.3%	11.9%	3.1%	14.8%	0.0%
Retention with Same Employer Q2 to Q4	1.4%	7.5%	3.1%	14.8%	0.0%
Recidivism Rate	27.8%	32.1%	17.2%	11.1%	11.1%

Figure 45. Outcomes by Race/Ethnicity

Outcome Indicator	Race/Ethnicity					
	American Indian / Alaska Native	Asian	Black / African American	Hispanic / Latino	Native Hawaiian / Pacific Islander	White
Count	10	4	19	207	4	181
Avg Hourly Wage at Placement	\$13.50	\$19.50	\$19.83	\$19.00	\$19.00	\$19.63
Avg Hours Worked at Placement	40.0	30.0	31.7	36.1	36.7	34.6
% Placed in Full-Time Employment	20.0%	25.0%	26.3%	30.4%	75.0%	23.2%
% Placed in Part-Time Employment	-	25.0%	5.3%	4.8%	-	3.9%
Avg Wages 1 st Quarter Post-Exit	\$7,895.75	\$5,654.06	\$9,677.95	\$10,021.49	\$8,812.70	\$10,877.09
Avg Wages 2 nd Quarter Post-Exit	\$4,484.87	\$343.95	\$7,055.69	\$9,259.16	\$5,094.33	\$10,658.12
Avg Wages 3 rd Quarter Post-Exit			\$8,477.54	\$10,938.95	\$538.84	\$12,621.15
Avg Wages 4 th Quarter Post-Exit	\$4,780.36	\$5,654.06	\$10,366.35	\$7,879.15	\$8,812.70	\$5,426.00
Employment Rate 1 st Quarter Post-Exit	20.0%	50.0%	21.1%	21.3%	25.0%	16.0%
Employment Rate 2 nd Quarter Post-Exit	20.0%	25.0%	21.1%	18.4%	25.0%	12.7%
Employment Rate 3 rd Quarter Post-Exit	-	-	10.5%	13.0%	25.0%	9.9%
Employment Rate 4 th Quarter Post-Exit	10.0%	-	5.3%	11.6%	-	6.1%
Retention with Same Employer Q2 to Q4	-	-	5.3%	6.3%	-	2.2%
Recidivism Rate	20.0%	0.0%	15.8%	29.5%	0.0%	22.7%

Figure 46. Outcomes by Level of Education

Outcome Indicator	Highest Level of Education			
	No Education Completed	Secondary School	Post Secondary / Associates	Bachelors or More
Count	113	142	44	7

Avg Hourly Wage at Placement	\$17.96	\$20.37	\$21.50	\$16.50
Avg Hours Worked at Placement	35.0	36.1	37.2	35.0
% Placed in Full-Time Employment	21.2%	28.9%	36.4%	42.9%
% Placed in Part-Time Employment	3.5%	5.6%	0.0%	14.3%
Avg Wages 1 st Quarter Post-Exit	\$7,043.74	\$8,101.01	\$17,014.13	\$9,386.60
Avg Wages 2 nd Quarter Post-Exit	\$7,387.65	\$7,046.76	\$16,569.41	\$9,294.50
Avg Wages 3 rd Quarter Post-Exit	\$7,320.80	\$7,955.20	\$17,211.51	\$7,716.78
Avg Wages 4 th Quarter Post-Exit	\$6,740.29	\$9,830.79	\$6,268.81	\$6,326.85
Employment Rate 1 st Quarter Post-Exit	16.8%	17.6%	29.6%	57.1%
Employment Rate 2 nd Quarter Post-Exit	13.3%	15.5%	22.7%	57.1%
Employment Rate 3 rd Quarter Post-Exit	8.9%	11.3%	20.5%	57.1%
Employment Rate 4 th Quarter Post-Exit	8.0%	8.5%	9.1%	42.9%
Retention with Same Employer Q2 to Q4	4.4%	4.2%	6.8%	42.9%
Recidivism Rate	29.2%	25.4%	20.5%	0.0%

Figure 47. Outcomes by Pre-Incarceration Residence

Outcome Indicator	Pre-Incarceration Residence	
	Ventura County	Not Ventura County
Count	271	35
Avg Hourly Wage at Placement	\$19.49	\$21.45
Avg Hours Worked at Placement	36.0	35.5
% Placed in Full-Time Employment	27.7%	25.7%
% Placed in Part-Time Employment	4.1%	5.7%
Avg Wages 1 st Quarter Post-Exit	\$9,863.97	\$9,036.95
Avg Wages 2 nd Quarter Post-Exit	\$9,270.70	\$8,686.40
Avg Wages 3 rd Quarter Post-Exit	\$9,882.33	\$10,024.16
Avg Wages 4 th Quarter Post-Exit	\$6,780.27	\$13,348.33
Employment Rate 1 st Quarter Post-Exit	19.6%	22.9%
Employment Rate 2 nd Quarter Post-Exit	16.2%	20.0%
Employment Rate 3 rd Quarter Post-Exit	12.2%	17.1%
Employment Rate 4 th Quarter Post-Exit	8.5%	14.3%
Retention with Same Employer Q2 to Q4	4.4%	14.3%
Recidivism Rate	28.8%	0.0%

Figure 48. Outcomes by Date of Program Entry

Outcome Indicator	Date of Program Entry		
	2021	2022	2023
Count	48	206	52
Avg Hourly Wage at Placement	\$19.05	\$19.21	\$22.29
Avg Hours Worked at Placement	37.9	34.7	37.7
% Placed in Full-Time Employment	39.6%	23.8%	30.8%
% Placed in Part-Time Employment	4.2%	4.9%	1.9%
Avg Wages 1 st Quarter Post-Exit	\$5,783.70	\$9,140.13	\$15,384.13
Avg Wages 2 nd Quarter Post-Exit	\$7,207.32	\$7,782.09	\$14,246.80
Avg Wages 3 rd Quarter Post-Exit	\$5,075.95	\$8,180.81	\$19,686.97
Avg Wages 4 th Quarter Post-Exit	\$10,079.86	\$7,510.99	\$5,994.50
Employment Rate 1 st Quarter Post-Exit	27.1%	17.0%	25.0%

Employment Rate 2 nd Quarter Post-Exit	20.8%	14.1%	23.1%
Employment Rate 3 rd Quarter Post-Exit	16.7%	11.2%	15.4%
Employment Rate 4 th Quarter Post-Exit	12.5%	9.7%	3.9%
Retention with Same Employer Q2 to Q4	8.3%	5.3%	3.9%
Recidivism Rate	18.8%	25.7%	30.8%



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