

### **TWO-YEAR REGIONAL AND LOCAL PLAN UPDATES**

July 19, 2019

Submitted by: Workforce Development Board of Ventura County

**Rebecca Evans, Executive Director** 

Tracy Perez, Board Chair



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July 19, 2019

Marissa Clark, State Plan and Policy Manager California Workforce Development Board 800 Capitol Mall, Suite 1022 Sacramento CA 95814

#### Re: Ventura Regional and Local Two-Year Plan Modification 2017-2021

Dear Marissa,

The Workforce Development Board of Ventura County is pleased to provide our State and Local Regional Plan updates for 2017-2021. Please find attached our Local and Regional Plan updates and our Prison to Employment strategic plan, attached as an addendum. These plans are the result of local stakeholder engagement and research into relevant local data and effective practices. We contracted with two experienced consultants, The Corporation for a Skilled Workforce and causeIMPACTS to facilitate these efforts.

Given the timeline for completion and our desire for meaningful stakeholder engagement, we are submitting our completed plan update with the approval of our Workforce Development Board Executive Committee on behalf of our board. The action to approve the plan was taken at our Executive Committee meeting on March 14, 2019.

We presented completed plan update at our full Workforce Development Board meeting on April 25, 2019 and the plan will be on the agenda for the Ventura County Board of Supervisors by or before October 25, 2019. Once the Local Board Assurances document is signed we will submit the plan again with that document as directed.

Thank you for your support and guidance. We are excited to incorporate the results of our planning into our local outreach efforts and ensure that all members of our community are aware of the priorities of our region and the career and employer services that are available.

Respectfully,

RebeccaSvous

Rebecca Evans Executive Director



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- TO: EXECUTIVE COMMITTEE
- FROM: REBECCA EVANS, EXECUTIVE DIRECTOR
- DATE: MARCH 14, 2019
- SUBJECT: RECOMMENDATION THA THE WORKFORCE DEVELOPMENT BOARD OF VENTURA COUNTY RECOMMEND COUNTY BOARD OF SUPERVISORS APPROVAL OF THE VENTURA COUNTY WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA) REGIONAL AND LOCAL WORKFORCE DEVELOPMENT PLANS UPDATE FOR PROGRAM YEARS 2017-2021 - TWO-YEAR MODIFCATIONS

#### BACKGROUND

Under WIOA, a biennial update of regional and local plans is required in order to ensure plans remain current and account for "changes in labor market and economic conditions or in other factors affecting the implementation of the local plan" (29 U.S. Code § 3123). The California Workforce Development Board (State Board) has also made changes to the State Plan, which require that Local Boards update their plans to keep them consistent with the policy direction of the State Plan. Pursuant to the State Plan modifications submitted to the U.S. Department of Labor in the spring of 2018 and approved on June 11, 2018, the State Board provided guidance to Local Boards on the requirements associated with local and regional planning modifications. (Regional and Local Plans PY 17-21- Two Year Modifications, WSD-18-01)

The Directive (WSD-18-01) for the local and regional plan modification includes conditions and processes for stakeholder engagement during the regional and local plan modification process and the following:

- Required and elective regional plan modifications to align, coordinate, and integrate reentry and workforce services to the formerly incarcerated and other justice-involved individuals.
- Required and elective local plan modifications arising from regional or local partnerships with county human service CalFresh programs.
- Required and elective local plan modifications arising from regional or local partnerships with Local Child Support Agencies (LCSAs) to provide workforce services to unemployed, underemployed, and payment-delinquent non-custodial parents.
- Required and elective local plan modifications arising from regional or local partnerships with programs that serve individuals with disabilities, including detail on strategies to implement Competitive Integrated Employment.
- Required and elective local plan requirements pertaining to services for English Language Learners, the Foreign Born, and Refugees.
- Required regional plan content detailing compliance with State Plan guidance and state law relating to Multi-Craft Core Curriculum (MC3) pre-apprenticeship partnerships.
- Required regional self-assessment using Indicators of Regional Coordination and Alignment.

#### DISCUSSION

The Workforce Development Board followed the plan modification public process and stakeholder engagement as defined in WSD18-01. The Regional and Local Plan Modification includes information gathered from numerous stakeholder/public meetings.

If you have questions or need more information, please call Rebecca Evans WDB Executive Director, at (805) 477-5306.

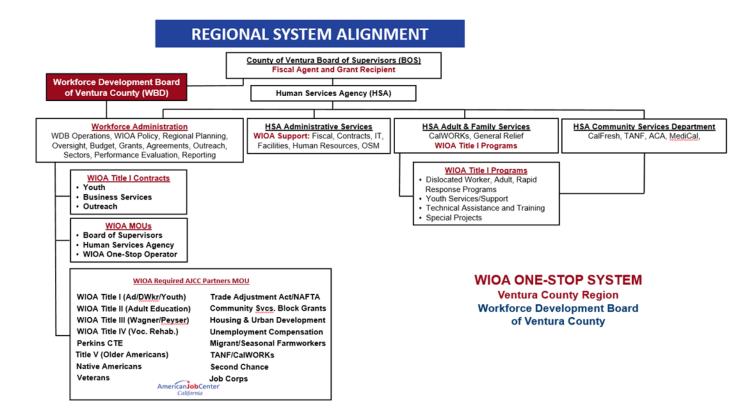
#### Introduction

The Ventura County Board of Supervisors is the governing body that oversees the County's Human Services Agency, in which the activities of the Workforce Development Board of Ventura County (WDBVC) are embedded. The WDBVC is a separate, independent board appointed by the Board of Supervisors, and is the Regional Planning Unit for Ventura County. In February 2017, WDBVC submitted a four-year **WIOA Regional Plan** to the California Workforce Development Board. That plan, in tandem with a **WIOA Local Plan** submitted at the same time, outlined the County's vision, objectives and strategies for supporting an appropriately-skilled workforce ready and able to meet the changing business needs of area employers. In the Regional and Local Plans, and consistent with the goals and objectives outlined in the CWDB's State Plan, *"Skills Attainment for Upward Mobility; Aligned Services for Shared Prosperity,"* the Board described three primary policy objectives: fostering demand-driven skills attainment by aligning regional education programs with industry sector needs; enabling upward mobility for all Ventura County residents; and aligning, coordinating and integrating programs and services to economize limited resources.

That four-year Regional Plan was developed over a period of six months, with the participation of several dozen agencies and organizations as well as many private individuals, in a total of 75 public meetings. All of those organizations and individuals, and many others, were invited to participate in the development of this update to the Regional Plan. Some participated in a series of focused planning meetings regarding the P2E initiative; others attended an evening meeting to review the plan update process, the State Board's priorities, and new regional collaborations. The result is this **Two-Year Regional Plan Update** which addresses CWDB's guidance and expectations while meeting the County's need to make plan adjustments and modifications in response to conditions in the region.

To augment the stakeholder input collected in the series of meetings described above, WDBVC engaged the services of a consulting firm with particular expertise in re-entry services for justice-involved populations. CauseIMPACTS facilitated six of the planning meetings, compiling and inviting a list of 170 individuals, representing more than 51 unique organizations serving justice-involved individuals in the region. CauseIMPACTS also designed and implemented a stakeholder survey, an employer survey, one-on-one interviews with 21 practitioners, and focus groups with justice-involved individuals.

A detailed description of WDBVC's regional plan update process is included as **Attachment A**: **Stakeholder Engagement and Community Outreach Efforts.** The Local Board has a strong track record of community engagement, and supports the state's desire to do more than simply comply with public notice requirements. To ensure that the interests of customers were central, the WDBVC utilized the California Workforce Association's approved provider list to identify a consulting firm with specific expertise in community engagement, the Corporation for a Skilled Workforce. The consultant first met with WDBVC staff in November 2018; a series of meetings began the following month, some of them public, some internal working sessions, culminating in an evening public meeting on January 31, 2019, which in turn triggered a 30-day public comment period. WDBVC and its stakeholders view this regional plan update process as a welcome opportunity to connect the workforce and corrections systems in a way that has not been done before. We support the state in this goal, and look forward to working together to make a real difference in the lives of justice-involved residents of Ventura County.



#### Workforce-Corrections Partnerships

A number of workforce-corrections partnerships currently exist in Ventura County, most of them focused on a particular program or a specific referral relationship between two or more agencies. The Human Services Agency's Adult and Family Services Department has long partnered with the Ventura County Probation Agency and the Ventura County Sheriff's Office to support a series of initiatives aimed at the reintegration of ex-offenders. The **Re-Entry Council**, which originally formed in connection with a Workforce Accelerator Fund grant, has served as the primary vehicle for coordinating many of these efforts.

This Regional Plan Update heralds a new and more comprehensive level of partnership, one which endeavors to bring the workforce development system as a whole in alignment with the needs of all justice-involved Ventura County residents. It incorporates and builds upon existing partnerships, and proposes an expanded, revitalized and staff-supported Re-Entry Council as the centerpiece of a genuinely wholistic workforce-corrections partnership.

The VCWDB is fully committed to not only offering but *targeting* services to those who face the greatest challenges in the labor market. The priority placed on building upward mobility for low-income residents means an emphasis on reaching and serving those with low educational levels and/or limited prior work experience. Women who have not previously worked outside the home are a priority target population. People with criminal records face perhaps the greatest challenges of all in the labor market,

with the stigma of incarceration on top of the usual educational barriers, skills deficits, and support service needs. As the county's provider of Medi-Cal, CalFresh and General Relief services, the Human Service Agency is in a position to bring access to those programs and supports to the incarcerated and post-release population.

The new focus on trying to reach the general population of Ventura County CalFresh recipients, discussed in detail in WDBVC's Local Plan Update, reflects an unprecedented emphasis on targeting workforce services to low-income residents. Individuals who currently have no income, or are working in low-wage jobs, are a priority, and the WDBVC Local Plan Update outlines a strategy of designing and offering "earn and learn" opportunities, such as apprenticeship, OJT and other forms of paid training, as a key response. Similarly, the WDBVC's P2E Plan incorporates models which provide trainees with income while they are in training. WDBVC sees the commitment to connect the workforce and corrections systems and the commitment to serve low-income residents as part-and-parcel of the same imperative: moving the needle on poverty in Ventura County.

Under the leadership of the Re-Entry Council and the WDBVC, Ventura County has piloted several programs targeting justice-involved individuals, primarily as iterations of the **Specialized Training and Employment Project for Success (STEPS)** program. Historically, between 2016 and 2018, the STEPS programs have averaged a 50% job placement rate. At present, the STEPS-Adult program serves 92 AB109 individuals annually, while the STEPS-Youth program serves another 79 non-AB109 individuals age 16-24.

Given the track record and relationships established over the various incarnations of STEPS, the WDBVC anticipates utilizing a portion of P2E funding (and other new funding that may become available) to continue to build the capacity of the STEPS model. At the same time, there is a widely-recognized need to go beyond STEPS, to offer broader opportunities and to reach more of the non-AB109 population. WDBVC intends to address this by using **an RFP aimed at community-based providers** with a proven track record of connecting this population to employment, and anticipates awarding a significant portion of P2E funding through this process.

Ventura County's P2E stakeholders have been meeting since August, 2018, and have identified multiple barriers, challenges and needs, including housing for ex-offenders, more sober-living and drug treatment options, more paid training, and more opportunities for direct placement into employment. While there are a number of organizations in the county providing social services and various kinds of hard- and soft-skills training for ex-offenders, there are relatively few that offer paid training, OJT, or direct job placement. In accordance with the P2E Regional Plan, which was prepared in tandem with this regional update and is included as Attachment 4, following the Local Plan Update, the WDBVC and its numerous corrections and community partners are proposing several new initiatives, beginning with an expanded and revitalized Re-Entry Council and financial support for a community-based approach to connecting ex-offenders with employment.

Ex-offenders face many of the same barriers to employment experienced by low-income residents in general (low educational levels, lack of training, lack of work history), as well as additional barriers created by the simple fact of their criminal record. Most employers are reluctant to take a chance on someone with a record. Even something as basic as the lack of a driver's license, state identification card, or a specific professional license becomes a huge obstacle. To overcome these barriers, exoffenders need a comprehensive support system of educational enhancement, skills training in high-

demand occupations, earn-and-learn opportunities, case management, and support services ranging from mental health counseling and housing assistance to transportation and post-placement career guidance.

At present, these services are provided through a handful of relatively small community-based programs and fall short of reaching all of those who could use such assistance. P2E funding gives WDBVC and its corrections partners the opportunity to move beyond individual programs to create a comprehensive *system* which offers workforce and supportive services to each incarcerated individual – while they are still incarcerated – and follows them, via a 'warm' hand-off immediately upon release, with all of the supports they are likely to need to be successful on the outside. Ventura County's P2E proposal includes funding for academic and career counseling, transportation vouchers, books, uniforms, equipment, and assistive technology for people with disabilities. Supportive services must be necessary, reasonable, and employment-related, and will be targeted to those most in need by starting outreach (more accurately: 'in-reach') 60-90 days prior to release.

The **State Parole** and **County Probation** offices, partners in the Re-Entry Council for several years, have been actively involved in the development of this Regional Plan Update and the P2E Regional Plan. The state's focus on using these plans to establish stronger connections between the workforce system and the corrections system presents us with a welcome opportunity to take that partnership to a new level. All of the stakeholders involved in this plan update process agree that providing workforce services to individuals while they are still incarcerated is the best way to ensure success. Certain policies restricting service for "short-timers" currently prevent providers from reaching a significant portion of the incarcerated population, but stakeholders are pursuing modifications to those rules. Even individuals who won't be incarcerated for long could benefit from meeting with a career counselor, and perhaps participating in a brief work-readiness training. Those who face longer sentences can receive more indepth educational services or job skills training.

At present, intake and case management needs for the justice-involved population are handled by trained staff at the AJCC, typically as part of the enrollment process for one of the STEPS programs. Individuals are assessed for educational levels, skills, and interests, and are guided toward the program or service that is most appropriate for their needs. Case managers receive records from the corrections facility regarding the education and training each individual received during incarceration, and are able to base an Individual Employment Plan on that foundation.

One gap that has been highlighted during this regional planning process concerns justice-involved individuals who are served by the AJCC, but who are not necessarily enrolled into one of the specific STEPS program targeted to that population. Many justice-involved individuals receive basic career counseling at the AJCC, and are assisted with resumes and pointed toward services and job openings, but are not counted in the totals of justice-involved individuals served, simply because they are not part of STEPS.

In the future, as a result of agreements developed during this plan update process, the AJCC will track all self-identified justice-involved individuals, not just those enrolled in specific re-entry programs, and will share data with partners regarding overall service to the target population. Data regarding all justice-involved individuals will be tracked in accordance with the state's new performance reporting requirements, and will be shared on an ongoing basis among all partners to ensure accountability and continuous improvement. Data sharing agreements and client release of information will allow Parole

and Probation to share appropriate data with partners, ensuring that users have access to information as appropriate.

Once a justice-involved individual has been placed in a job, it becomes imperative to protect the investment that has been made in that person by providing them with all of the supportive services they need to be successful. It is critical to follow up with those new employees, and with their employers, on a regular basis to ensure that misunderstandings or minor issues do not become major problems leading to loss of employment. WDBVC knows from experience that a significant number of ex-offenders placed in employment will encounter post-placement workplace or home-life issues, and is committed to assisting both the worker and the employer to ensure a successful transition to long-term employment.

The WDBVC has fully embraced the strategy of focusing on regional industry sectors as a way of meeting employer needs and advancing Ventura County job-seekers. The WDBVC's WIOA Regional Plan outlines four sector committees, which form the backbone of its work to match job-seeker skills and employer needs. These include the **Manufacturing Committee**, the **Clean/Green Committee**, the **Health Care Committee**, and the **Business Services Committee**.

Ventura County's Specialized Training & Employment Project for Success, or **STEPS**, has evolved though various iterations and funding streams over several years. The initial STEPS-Adult (AB109) and STEPS Youth (Youthful Offender Block Grant) programs were funded by the **Probation Department**. The STEPS-Adult program served 132 individuals between July 1, 2017 and November 30, 2018. The STEPS-Youth program served 71 individuals during that same time frame. (At present, the two programs are serving 92 and 79, respectively.)

WDBVC's first **Accelerator** (Workforce Accelerator Fund) grant allowed WBDVC to improve the STEPS-Adult program through a strategic planning process that led to strengthened partnerships. A second Accelerator grant was utilized to develop marketable training services for ex-offenders to improve entry into the labor market by addressing the workforce needs of local manufacturing employers. WDBVC and partners developed a six-week 90-hour fee-based Manufacturing Readiness Skills Training Program at Ventura Community College and explored other funding options to expand the training.

A new funding opportunity eventually became available through **Forward Focus** (AB2060). Stakeholders had determined that ex-offenders required immediate engagement in program services, ongoing employment coaching/counseling and a responsive supportive services system; any significant delay or gap in services negatively impacted their participation. A delay in starting classes, a lack of spouse/family support, a lack of transportation or a long wait list for mental health/drug treatment services contributed directly to the drop-out rate. Those fully engaged in employment or in OJT, however, demonstrated eagerness to learn and stuck with the program. Completion and job placement rates for STEPS have improved over time as the components described above have been added to the model.

STEPS Connections, funded under Accelerator 6.0, expanded prior Accelerator activities from the adult AB109 ex-offender population to include 35 STEPS-Youth participants (16-24) while also bringing in additional partners. STEPS Connections does not independently enroll participants; instead it strengthens partnerships to support an integrated and responsive system for this population, creates tools and resources to strengthen participation and employment outcomes, and has developed a "best practice" guide to share the lessons learned during the project.

STEPS Connections included funding for a lead Employment Services Specialist who operates as an "exoffender Navigator" for the system and coordinates with STEPS-Youth and STEPS-Adult, which has been critical in identifying issues and creating strong working relationships, given that STEPS-Youth is located at the Probation office while the navigator works at the America's Job Center of California (AJCC) and has access to information affecting youth participation. STEPS-Youth provides supportive services and has access to other services as appropriate from the AJCC. STEPS-Youth program staff offer Job Readiness Workshops, case management and other employment services at Probation's new Youth Day Reporting Center.

STEPS Connections creates a comprehensive and integrated "One Stop" supportive services system for ex-offenders by strengthening provider relationships. The Re-Entry Council, created under the initial WAF 1.0 project and now expanded through this Regional Plan Update process, plays a key role in developing and supporting this system. The members of the council are key stakeholders in positions that can influence system change, including leaders of organizations that fund organizations providing support services to the ex-offender population. Their input in this project, together with that of industry representatives, will play a key role in driving system change. They include the Chief Deputy, Probation; Todd Road Jail Commander, Sheriff's Department; Field Services Manager, EDD-WS; Director of Workforce Services, Goodwill Industries; Interface Children and Family Services; HSA Manager and Ex-Offender administrator, and representatives from several other nonprofit organizations. Since the ultimate objective is to improve marketable skills for the labor market, employers will continue to have strong representation on the expanded Re-Entry Council. The revamped Council plans to meet bimonthly, and to hold quarterly cross-training sessions for member organization staff and others on a range of corrections/workforce-related topics.

The Todd Road Jail, operated by the Ventura County Sheriff's Office and serving male inmates, is currently the site of a successful **food handler training program**. Discussions pursuant to this Regional Plan Update and the drafting of Ventura County's P2E Regional Plan have resulted in an agreement to utilize P2E funding to enhance that program with additional employer-validated credentialing, and to replicate the model in a new field: **landscaping and grounds maintenance**.

Another need identified during this planning process involves the information provided to ex-offenders describing resources and supports available to them as they re-enter. Stakeholders prioritized the creation of a standard **Re-Entry Toolkit**, to be handed to each individual, with clearly-written materials describing the various programs and services they are entitled to, not just as ex-offenders but as residents of Ventura County. These files and documents will also be backed up in a digital record, allowing individuals to access their paperwork even if they misplace the hard copies. Ex-offenders need to understand that they are not 'on their own,' and that there is in fact a system of supports and a network of providers that welcomes them.

Long waitlists and an apparent shortage of approved **sober living options** for ex-offenders, both AB109 and non-AB109, was highlighted as a significant gap during the planning process. At present, only two providers are contracted by the Ventura County Probation Agency, limited to AB109 clients; both generally have long waiting lists. Other options, however, do exist in the community. As a result, WDBVC is proposing, as part of its P2E Regional Plan, a vetting process to expand the list of approved providers through master agreements and micro-contracts with pre-approved vendors.

WDBVC strongly supports apprenticeship and pre-apprenticeship models as a pathway for low-income residents, including ex-offenders, to achieve income mobility. To have value, pre-apprenticeship programs must by definition lead to an approved apprenticeship. Ventura County embraces the **High Road** approach, and currently has one Multi-Craft Core Curriculum program, developed in partnership with the building trades, at the Architecture, Construction & Engineering Charter High School in Camarillo. During the development of this Regional Plan Update, the WDBVC met with multiple unions and Ventura Community College to discuss starting a new MC3 program. The college had already been exploring the idea, and with the support of the unions and the WDBVC, was encouraged to pursue it as an MC3 model. The new pre-apprenticeship program, focused on entry-level residential building skills, will be reviewed by the WDBVC, with an anticipated start date of Spring 2019.

The Community College District is a primary partner in the Ventura County workforce development system, with a heavy emphasis on designing programs that meet employer needs by ensuring students develop the basic and advanced skills required for family-sustaining employment. Integrated education programs, such as the pre-apprenticeship program currently in development, combine literacy, numeracy, civics and job skills in a model that accelerates learning gains. In addition to residential building, occupations include care-giving, entry-level manufacturing/assembly, and a Spanish-language agricultural supervisor training program that incorporates ESL. The community colleges complement the basic education services offered at the Adult Schools by bringing advanced technical instruction to the table, with a commitment to ensuring that all students successfully meet basic English and math standards by the end of their first year of college.

WDBVC conducted extensive, in-depth labor market analysis to identify the sectors it prioritized for workforce development services, and has organized its committee structure around those sectors. The Manufacturing Committee, the HealthCare Committee, the Business Services Committee and the Clean/Green Committee all focus on providing Ventura County job-seekers with the skills needed by employers in those sectors. Board and committee meetings are public, and stakeholders are actively engaged, in an ongoing basis, in reviewing LMI data, verifying it with employers in each sector, and designing services that keep pace with the needs of both sets of customers: job-seekers and employers. Partners receive their information about priority industry sectors through participation in this committee structure, and use the committees to provide input into the Board's decision-making. For example, Ventura Community College has a robust and sophisticated labor-market analysis operation of its own, which it routinely brings to the table in discussions with the Board. Going forward, re-entry placement data, by sector and wage, will be incorporated into regular reports to each of the sector committees.

Successful provision of workforce services to the justice-involved population requires applying an additional lens to our labor market analysis. Identifying high-growth industries with good wages is critical, but it is equally essential to understand the business practices in each sector regarding the hiring of individuals with criminal records. As part of the P2E Regional Plan process, CauseIMPACTS conducted an analysis of labor market data and re-entry challenges for Ventura County and concluded that while some sectors are less corrections-friendly than others, there are significant opportunities to expand employer engagement in this area. Manufacturing and Clean/Green are two sectors where employers have shown a willingness to consider ex-offenders, and are experiencing labor shortages that could work to the benefit of the re-entering population. It is also possible that some good jobs for ex-offenders may be found in industries, such as culinary, that have not been selected as high-growth focus areas by the

board; it will be important to remain flexible and adaptable in order to take advantage of such opportunities as they arise.

Health care is another sector worth exploring, with many job openings in positions with good wages. Most health care employers, however, have blanket policies against hiring individuals with criminal records. This has the effect of shutting many individuals out of positions they have the aptitude for, jobs they could perform well if given the chance. There are examples in other parts of the country where workforce partners have induced health care employers to adopt more rational and nuanced hiring policies, whereby low-level offenses are not treated the same as violent crimes, and are not cause for automatic rejection. Given the strength of this sector, and the potential it holds for job-seekers, the WDBVC and the Re-Entry Council intend to explore with individual employers, and with the sector as a whole, the possibility of piloting more flexible HR policies in Ventura County. We would welcome the state's leadership on this issue, as it will take a major public challenge to change the business practices of such an enormous industry.

Through its STEPS programs, and related efforts, WDBVC has compiled a list of several dozen employers who have expressed willingness to hire formerly-incarcerated or justice-involved individuals. The number who are actively hiring, of course, is much smaller, and STEPS historically has relied on 8-10 relatively reliable employer partners. Clearly, if the workforce system is to serve more justice-involved job-seekers, it needs to dramatically expand employer outreach. A lengthy list of employers who are theoretically "felon-friendly" is fine, but it is the actual hiring (and retention) of employees that counts. Moreover, while some employers are willing to have it publicly known that they hire ex-offenders, others are willing to make such hires only on the condition that it *not* be made public. What is needed is a strategy for accommodating the wishes of both kinds of employers.

Employer outreach for the P2E planning process highlighted the fact that many businesses are not actually clear about their own hiring policies. Local employers who were part of large chains often did not know their headquarters' official position on hiring people with criminal records. Some employers seemingly assume they cannot hire ex-offenders, and screen them out as a matter of course, without ever having pursued the matter. And as indicated above, many are simply uncomfortable even discussing the topic. However, the economy and the labor market are pushing more employers to rethink their policies, creating potential new opportunities for the population. The combination of low unemployment and high demand makes this the ideal time to educate employers.

This Regional Plan Update, in accordance with the P2E Regional Plan, proposes the creation of a new **Employer Outreach and Marketing** position which will centralize Ventura County's approach to recruiting employers and educating them about the benefits of hiring ex-offenders. At present, multiple organizations conduct their own independent business outreach on behalf of job-seekers with criminal records, sometimes through partners in the workforce system. While loosely connected, these separate approaches are not always effective in assuring lateral partner-to-partner communication or achieving positive employment outcomes, and run the risk of alienating employer partners.

Instead of having multiple agencies and organizations independently approaching the same employers on behalf of re-entering clients, WDBVC proposes to utilize P2E funding to implement an efficient, coordinated and centralized effort which respects the needs, and the valuable time, of our employer partners. Convincing an employer to take a chance on an ex-offender is a prospect that cannot be taken lightly; it requires concerted and thoughtful effort by a highly professional and trusted staff. The

employer needs to know that the candidates they are considering have been educated, trained and vetted, and that the organization standing behind them will continue to do so well after they are hired.

Appealing to the social conscience of employers has its place, but the real key to engaging significant numbers of employers is convincing them that hiring ex-offenders makes good business sense. Fortunately, there is plenty of evidence indicating that ex-offenders tend to become extremely loyal and highly-valued employees, reducing turnover costs and contributing measurably to the bottom line. Since the best messenger for this kind of news is often another employer, we will utilize employer champions to help their peers understand the tangible benefits of hiring individuals with criminal records.

Included in those benefits, of course, are the state and federal tax incentives, credits and other benefits to which employers who hire ex-offenders are entitled. Most employers do not know about these incentives, and even when they have heard about them, they tend to assume that the bureaucratic 'red tape' involved will cost more than it is worth. For example, few employers surveyed are aware of the Department of Labor's bonding program, which protects employers for the first six months of an ex-offender's tenure. Again, other employers are probably best-positioned to deliver this message, so we will enlist our current employer partners to help us craft simple, self-explanatory marketing materials.

#### Multi-Craft Core Curriculum Pre-Apprenticeship Partnerships

The Workforce Development Board of Ventura County strongly supports the state's emphasis on apprenticeship and pre-apprenticeship models as vehicles for residents to achieve income mobility. By definition, pre-apprenticeship only works if it is connected to actual apprenticeship opportunities; otherwise, it is not really "pre-apprenticeship." Ventura County embraces the Multi-Craft Core Curriculum model, and currently has a strong MC3 program, developed in partnership with the International Brotherhood of Electrical workers and related trades, which operates at the Architecture, Construction & Engineering Charter High School in Camarillo, moving Ventura County residents into living wage apprenticeships leading to well-paid journeyman positions.

In June of 2018, the WDBVC met with the Laborers International Union, the International Brotherhood of Electrical Workers, and the Community College District to discuss starting a new MC3 program. The community colleges had been exploring something similar, and with the encouragement of the unions and the WDBVC, were convinced to pursue it under the Multi-Craft Core Curriculum. The new program will focus on entry-level residential building skills, with an English-Language Learner component. The unions have worked with the community colleges over the past several months to collect the required information from the various building trades. The new pre-apprenticeship program will be reviewed by the WDBVC shortly and is anticipated to start this Spring.

On behalf of both MC3 programs, the WDBVC and its partners will focus on recruiting participants from underrepresented populations such as women, veterans and justice-involved individuals. Going forward, the Board will remain engaged with the MC3 programs and their labor partners to ensure that the

workforce system fully supports the apprenticeship model, and that participants have access to all of the services to which they are entitled.

#### **Regional Coordination and Alignment Indicators**

As both a local workforce area and a region, Ventura County is perhaps spared some of the complexities faced by multi-county regions, as well as by counties containing multiple workforce boards. Nevertheless, the regional planning process that WDBVC has engaged in, starting with passage of WIOA and continuing through the implementation of Regional Planning Units, has pushed the Board to think more regionally, and to address itself to the broader systemic questions raised in the ongoing regional planning process.

An updated <u>Indicators of Regional Coordination and Alignment</u> document is attached. It suggests that while Ventura County, by virtue of having worked collectively on things like sector strategies for many years, is ahead of the curve in some areas, there is still work to be done on other aspects of regionalization.

For example, the regional plan update process has highlighted the fact that while job quality has been a concern of the WDBVC for many years, as reflected in numerous programmatic decisions and priorities, the Board does not have a comprehensive job quality policy. The discussions around justice-involved individuals, CalFresh recipients, and other low-income county residents pursuant to this plan update have likewise sparked conversations about whether WDBVC should establish, as a region, specific target populations beyond the broad priority-of-service populations specified in WIOA.

It is worth noting that WDBVC does regularly partner with our contiguous regions. For example, Ventura County is a partner in the Los Angeles region's Slingshot initiative, focused as it is on one of our key industries, health care. Many of our services reach into Santa Barbara/Mid-Coast Region, and some of our residents participate in programs there. Notably, the nearest day-reporting center for adult probationers is located in Santa Barbara, requiring ex-offenders to travel there on a regular basis – a situation the WDBVC can partner in efforts to remedy.

#### **Other Changes to Regional Plans**

No other changes to the current four-year regional plan are contemplated. The devastating Woolsey and Hill fires have had a major impact on county services in general, and on the activities of the Workforce Development Board, but it is too soon to know the exact impact on the local/regional economy or labor market.

#### **Appendix A: Community Engagement and Outreach**

The Workforce Development Board of Ventura County strongly supports the efforts of the California Workforce Development Board to not just comply with but in fact exceed the requirement of the Brown Act. Stakeholder engagement in the Regional Plan Update process began early, in June 2018, with a convening of corrections partners by the WDBVC to discuss the Prison to Employment planning process. That lead to the engagement of CauseIMPACTS to conduct a community planning process, as well as the engagement of Corporation for Skilled Workforce to bring that corrections partnership work into the Regional Plan Update process. For nearly six months, from November to March, the two consulting firms worked to together to ensure broad stakeholder input and consistency across the various planning documents.

A planning meeting with the AJCC Director and staff of the STEPS Program took place on December 11<sup>th</sup>. It was followed on January 9<sup>th</sup> by a kick-off meeting of more than 40 corrections, workforce and community stakeholders, the first of several "P2E Partner Coalition" meetings. CauseIMPACTS conducted intensive outreach for this series of sessions, contacting more than 140 organizations, including those provided by CWDB. Numerous individual phone calls and reminders were used to ensure attendance and participation by each category of partner outlined in the state directive, including CDCR/State Parole, Ventura County Sheriff's Office/County Probation, training providers, other local service providers, labor unions, community colleges, and community-based organizations. Several employers attended the kick-off meeting and participated in subsequent workforce/corrections conversations.

The next meeting of the corrections-workforce coalition group was on January 30<sup>th</sup>. The following evening, January 31<sup>st</sup>, a public meeting was held at the AJCC to outline both the Regional and Local Plan updates for interested parties; an email invitation was sent to 3,832 individuals, organizations and employers. Because the local and regional planning processes were held in tandem, stakeholders such as the Division of Child Support Services and CalFresh were able to participate in both, adding important voices to the discussion of serving justice-involved individuals and low-income residents in general.

The Re-Entry Council met on February 6<sup>th</sup>, with a presentation by CauseIMPACTS on the regional planning work. A 'Town Hall' meeting devoted specifically to the workforce-corrections partnership was held on February 13<sup>th</sup>, with invitations sent to 3,743 individuals, organizations and employers. On March 6<sup>th</sup>, the final public meeting was held prior to plan submission. As the attached notices indicate, the State Board was informed of all public meetings. Throughout this intensive planning process, multiple draft documents were produced and reviewed by stakeholders and other interested parties, who were given various opportunities to vote on priorities.

In addition to the meetings described above, stakeholders were engaged by means of a stakeholder survey, an employer survey, a focus group of justice-involved individuals, and individual interviews with service providers and corrections officials. These conversations added depth to the planning process, and identified several new opportunities for collaboration. In total, 91 individuals representing 51 unique organizations participated in the regional planning process.

#### Appendix B: Workforce/Corrections Partnership

[Note: much of the material included in this Appendix is derived from WDBVC's **Prison to Employment Regional Plan**, which is included in its entirety as the final Appendix to this combined Regional and Local Plan Update document.]

As noted in the Prison to Employment legislation and elsewhere, the term "*justice involved' refers to individuals who are on parole, probation, mandatory supervision, or post-release community supervision and are supervised by or are under the jurisdiction of, a county or the California Department of Corrections and Rehabilitation. This also includes individuals who are on county informal probation, county deferred entry of judgement, or any other county diversion programs such as drug courts, veterans courts, community courts or other specialty courts." There are nearly 34,000 actively justice-involved individuals in Ventura County. In addition, there are an estimated 42,000 formerly-incarcerated individuals living in the county, bringing the potential overall target population to approximately 76,000. Since the stigma of incarceration is real and long-lasting, it is critical to focus on both groups.* 

- 33,561 actively justice-involved individuals in Ventura County
- Extrapolating from national figures, an estimated **42,000** "formerly incarcerated" individuals
- 76,000 currently or formerly justice-involved individuals in Ventura County

The vast majority of actively justice-involved individuals are already living in the community, including 737 on active state parole, 26,165 on County probation, and 3,175 in County diversion programs. Adults on probation comprise the single largest justice-involved subpopulation in the County, accounting for 76% of the total figure. An additional 3,850 individuals from Ventura County are currently detained, including 1,662 in County jail and 1,822 in CDCR state prison facilities. The table on the next page summarizes data on the size of the current justice-involved population in Ventura County. Analysis of the size and demographic characteristics of Ventura's justice-involved population reveals a number of interesting trends:

- **79%** of the active justice-involved population are adults on probation
- **76%** of justice-involved individuals in Ventura County are men
- **60%** of the justice-involved population are Hispanic and/or White men of prime working age (25-50 years old)

The majority of the justice-involved individuals in Ventura County are adults between the ages of 25-50 years old (66%), followed by 18-24 year-olds (16%). These groups represent individuals of prime working age who are a potential source of employees for local businesses looking to address labor shortages.

- African-Americans and Latinos/Hispanics are noticeably overrepresented compared to their percentage of the general population:
  - African-Americans make up 2.3% of the overall population in Ventura County, but account for 4.7% of the justice-involved population.
  - Hispanics/Latinos make up 42% of the county population, but account for 62% of the justice-involved population.

Justice-Involved Population in Ventura County				
	Total	Youth	Adults	
On Diversion				
In County Diversion Programs	3,175	466	2,709	
On Supervision				
On Probation	26,165	610	25,555	
On Parole	737	$0^1$	737 <sup>1</sup>	
In Detention				
In County Jail (Detention only)	1,662	85 <sup>2</sup>	1,577 <sup>2</sup>	
In State Prison	1,822	7 <sup>2</sup>	1,815 <sup>3</sup>	
TOTAL Justice-Involved	33,561	1,168	32,393	

All data is for 2018 calendar year, via data reported to causeIMPACTS, Jan 2019, unless indicated.

[1] As of Dec 2018 via CDCR DAPO figures reported to causeIMPACTS, Dec 2018. Note, there are no youth on parole in the state of California. All juvenile offenders released from DJJ facilities go to County probation agencies
[2] As of Dec 2016 via CJCJ raw data files at <u>http://casi.cjcj.org/about.html#download</u>
[3] As of Feb 2019 via CDCR Office of Research reported to causeIMPACTS, Feb 2019.

The majority of justice-involved individuals are from Oxnard, the county's most populous city. Adult probationers account for nearly 80% of the 32,393 justice-involved adults in Ventura County. The majority are on formal probation, as opposed to AB-109 realignment sentence types such as Post-Release Community Supervision or Mandatory Supervision. After Probation, the next largest category is Diversion, at 8% of justice-involved adults. The County Superior Court offers a number of diversion opportunities for those with minor criminal convictions. In 2018, there were 2,709 adults in Diversion or "deferred entry" in Ventura County, including 74 on work-release programs and 93 in Veterans Court.

The majority of justice-involved individuals in Ventura County (76%) are men. Hispanics (54%) and Caucasians (37%) constitute the majority of the population. Racial minority groups are overrepresented

in both County and state corrections systems. African Americans make up only 2.3% of the county's population, but 4.7% of the justice-involved population – more than double their representation in the general population. Likewise, individuals of Hispanic/Latino heritage make up 42% of the county's population, but 62% of the justice involved population. The majority (66%) of the justice-involved population in Ventura County are adults between the ages of 25-50, followed by 18-24 year-olds (16%) – individuals of prime working age, and a potential source of workers for employers facing labor shortages.

There are over 1,100 justice-involved youth in Ventura County, accounting for 3.5% of the total justice involved population. Consistent with state and national trends, the juvenile justice-involved population in Ventura County has decreased significantly in recent years. Between 2008 and 2016, the number of juvenile arrests, probation-involved youth, and the population in juvenile detention all decreased by more than 50%. The majority of justice-involved juveniles in Ventura County are under County supervision or diversion.

As of December 2018, there were 466 youth in county diversion programs. There were 479 youth committed to County facilities in 2018, including commitment to both juvenile halls and camps. Most of those committed were not incarcerated long-term. Very few youth from Ventura County are detained in state Department of Juvenile Justice facilities, and there are no youth on parole in the county, as all youth released from state supervision are released to the County Probation Agency.

These data suggest a number of needs and barriers that must be addressed in order to achieve successful re-entry. A good job, of course, is paramount. Individuals are almost always in need of immediate income upon leaving incarceration. While it may be necessary for some to start with a relatively low-wage, part-time, or temporary position, it is essential that they move fairly quickly into the kind of job that allows them to support themselves, and often a family as well. Failure to access such a career path is likely to lead to recidivism. Similarly, paid training – whether apprenticeship, OJT, or another type of earn-and-learn model – will need to be a cornerstone of reaching the justice-involved population.

Ex-offenders, as the data show, reflect a broad range of demographics, and are likely to have many of the same issues and challenges faced by low-income job-seekers in general. Added to this, however, is the stark transition from being incarcerated to being out in society, compounded by the stigma much of society places on those with criminal records. Re-entering individuals, therefore, require very focused and hands-on support as they make that transition. They need to begin receiving services and guidance while still incarcerated, and that support needs to move alongside them as they re-enter society. Ideally, they should go directly from jail or prison to a re-entry service provider's office. As one provider put it: "Even a weekend can be fatal." Those providers must then closely track the individual's progress for several months, as they find housing, receive services, obtain employment, and attempt to meet employer expectations. Providers need to follow-up with employers regularly to ensure things are going well, and must be ready to intervene on behalf of the employer when they are not. Individuals who out of necessity may have started out in a low-wage job must be offered assistance in taking the next step toward a sustainable career.

CDCR projects that there will be **576 individuals released to Ventura County from state prison during calendar year 2019.** This represents a dramatic decrease from the average of 1,900 per year prior to realignment, but is still a significant number of felony offenders in need of re-entry services. The

demographics suggest that there is a pronounced need for programs and services that can connect large numbers of justice-involved individuals with well-paid employment. This will require increasing the number of employers who are willing to take a chance on an ex-offender, and significantly expanding those programs that are able to connect ex-offenders to employment. In order to do this successfully, however, it will also be necessary to build a continuum of support services, starting during incarceration and continuing well after release, to ensure that each individuals has the help they need to make the transition from prison to a career.

The process of requesting, collecting, retrieving, and analyzing corrections data is time intensive and convoluted. There are multiple agencies that hold pieces of the data, prohibitive rules about data sharing, and antiquated data systems. Further complicating the analysis, data is also not easily shared across county departments, or within the state across jurisdictional lines. The Probation Department and CDCR complied with data requests for this update, but the collection process highlighted a few key needs. Corrections departments and the courts need a centralized, shared database through which they can track, collect, and report data. Corrections partners have been encouraged to collect and track a few additional data points, such as education level and employment status.

Employment the key to reducing recidivism among justice-involved individuals. Unfortunately, limited real-time data on employment trends among the justice-involved population of Ventura County are available. Both CDCR-DAPO and the County Probation Department reported that they do not have reliable figures on the employment and unemployment rates of people in supervision, as this data is not always updated in real-time to the central reporting system by individual officers. For example, CDCR-DAPO reported that 137 of 737 (18.6%) active parolees in Ventura County were unemployed in December 2018. This conservative estimate is already over four times higher than the current Ventura County unemployment rate of 3.8%. The true disparity is likely even greater.

Enhanced data collection and reporting on employment rates can help make a case for workforce training and programming. Moreover, this kind of data will be essential in the evaluation of existing and future workforce programs for the justice-involved. More resources must be dedicated to providing justice-involved individuals with access to upward mobility jobs in Ventura County in order to improve such outcomes. As the county's labor force continues to slowly decrease and the labor needs of local industry continue to grow, the justice-involved population represents a key untapped pool of local talent that can help meet the demands of regional industry and address some of the county's overarching workforce challenges.

As noted in the plan update narrative, the AJCC has not historically tracked justice-involvement for all customers. Individuals referred into a specific re-entry program, such as STEPS, are entered as justice-involved in CalJobs, but ex-offenders who do not end up in a re-entry program are not tracked or counted as justice-involved. This makes it impossible to give an accurate assessment of the extent to which the workforce system, writ large, is serving the justice-involved population. We know such individuals are being served, in resume workshops, work readiness programs, and individual career counseling, in part because many of them self-identify, but we cannot currently say how many are served each year. We can say that the **STEPS-Adult program is serving 92** justice-involved individuals, and the **STEPS -Youth program 79**, but that is only one slice of the AJCC's service to justice-involved individuals. An average of 50% of participants in these programs have historically been placed in employment.

The expansion anticipated under P2E will allow us to serve non-AB109 populations, which is expected to bring that rate closer to, for example, the overall 78% job placement rate achieved by the Manufacturing Readiness Skills Training program. Going forward, this information will be collected and tracked for all customers who indicate justice-involvement, and reviewed by the WDBVC and its committees.

The expanded and revamped **Re-Entry Council** will be the vehicle through which workforce and corrections partners will facilitate information-sharing to evaluate need and ensure progress on outcomes. The regional plan update process, and the prospect of P2E funding, has brought partners together in a way that is unprecedented, and we will continue that momentum through the Re-Entry Council in the future.

As noted in the narrative, Ventura County is proposing to use P2E funding to create a new position which will **centralize employer outreach and marketing for justice-involved individuals**. The goal is to avoid having the same handful of re-entry-friendly employers being contacted multiple times by multiple parties. Expanding the number of willing employers will be critical; this requires educating them about the various opportunities available to them: the Work Opportunity Tax Credit, the state's New Employment Tax Credit, federal bonding offered by EDD. Employers also need to be educated about their obligations under the Fair Chance Hiring act and other laws affecting the hiring of exoffenders. Employers who have successfully hired and retained ex-offenders will be enlisted in helping other employers understand the further benefits of hiring this population, including the well-documented fact that workers who feel that someone has 'taken a chance' on them are likely to develop a strong loyalty and commitment to that employer, reducing turnover, increasing retention, and positively impacting the bottom line.

The new P2E plan also includes developing an **active catalog of willing employers**. At present, there is a fairly long list of area employers who are theoretically 'felon-friendly,' most of whom are not actively hiring ex-offenders. At the same time, there are approximately eight employers who consistently hire graduates of the STEPS program; other programs have developed their own handful of willing employers. What is needed is a list of several dozen employers who are actually hiring ex-offenders. This will require strong employer outreach to identify friendly employers who may not yet be on our radar but who do have a history of hiring ex-offenders; a number of area restaurants, for example, are likely to fall into this category. It will also require identifying those potentially-friendly employers who can be convinced if provided with some information and assistance in accessing the tax credits and bonding described above. Discretion will be important, as not all willing employers will be comfortable having the general public know that they hire ex-offenders.

#### **Appendix C: Regional Coordination and Alignment Indicators**

#### DEMAND-DRIVEN SKILLS ATTAINMENT INDICATORS

#### Indicator A: Region has a team that jointly convenes industry

**Assessment Level:** As a single-county local workforce area and region, Ventura County has some distinct advantages in regional coordination, along with some unique challenges. WDBVC has adopted a robust sector strategy, with strong industry champions and employer-led board committees in Health Care, Advanced Manufacturing, Business Services, and Clean/Green industries, including active participation by relevant education, training and service providers, as well as organized labor. As such, the region meets the **Growing/Expanding/Scaling** level.

## Indicator B: Region has shared sector/occupation focus and shares/pools resources to meet demand in region.

**Assessment Level:** Again, Ventura County's one-board region means that it has been working toward this goal for a number of years. Sector committees are indeed business-led, in all four targeted industry sectors. In Health Care, WDBVC has worked as part of the Los Angeles Slingshot partnership to expand the Care Coordinator training program in Ventura County. Colleges and training providers are working with the Board and committees to address the needs of employers, although we still have a ways to go in this regard. Job quality has been a focus; a common tool has not yet been devised. We assess ourselves as being at the lower end of **Growing/Expanding/Scaling**, with some work yet to be done.

#### Indicator C: Region has a process to communicate industry workforce needs to supply-side partners.

Assessment Level: Ventura County considers itself to be **Operationalizing/Doing** in this category. Partners do have processes to identify and communicate workforce needs, and to orient staff regarding the four industry sector strategies; the AJCC and its partners do offer appropriate work-readiness services. However, work remains to be done to ensure that all supply-side partners actual understand, incorporate and act upon the information provided. Job quality needs to be addressed in a more comprehensive and detailed manner.

#### Indicator D: Region has policies supporting equity and strives to improve job quality

**Assessment Level:** Again, Ventura County is in the **Operationalizing/Doing** level in this category. While equity and job quality are long-standing goals, they have not been fully articulated into comprehensive policy. The WDBVC established a self-sustaining wage rate of \$27.85 per hour for individuals (\$15.00 in OJT), but has not defined an across-the board job quality policy. Despite this, business engagement staff do pay attention to job quality in assessing employers.

#### UPWARD MOBILITY AND EQUITY INDICATORS

#### Indicator E: Region has shared target populations of emphasis

**Assessment Level:** Ventura County assess itself to be in the <u>Learning/Experimenting</u> phase of this category. While the region targets all of the various priority populations identified in the Workforce Innovation and Opportunity Act, it has not identified more specific target populations. This Regional Plan Update process, however, has sparked conversations about the targeting of services to justice-involved individuals and low-income food assistance recipients as a means of impacting poverty. These discussions now need to move into the operationalizing/doing phase.

### Indicator F: Region deploys shared/pooled resources to provide services, training, and education, to meet target population needs

**Assessment Level:** Ventura County considers itself to be in the **Operationalizing/Doing** stage of development in this regard. While significant pooling of resources occurs in the operation of the AJCC, that depth of collaboration does not yet extend more widely in the workforce development system. However, discussions are underway, for example with CalFresh and corrections partners, about the possibility of pooling resources in the future.

Indicator G: Region utilizes shared, common case management strategies such as co-enrollment, navigators, and/or multi-disciplinary teams to develop shared responsibility for providing services and ensuring quality outcomes

**Assessment Level:** With its emphasis on customer-centered design, training for front-line staff, and genuine partner involvement, Ventura County sees itself as being in the **Growing/Expanding/Scaling** stage of development in this category. Multi-disciplinary partners share case management strategies, including co-enrollment, in order to provide career navigation support for job seekers, and as such, share responsibility for achieving high-quality outcomes.

#### SYSTEM ALIGNMENT INDICATORS

## Indicator H: Region has shared/pooled admin systems and/or processes for achieving administrative efficiencies and program outcomes

**Assessment Level:** As a one-county region/local workforce area, it is a bit difficult to place Ventura County in this category. The region does indeed have a formal structure in place, and does not require a new regional administrative intermediary. However, opportunities for regional administrative efficiencies do exist, and are under discussion. For this reason, Ventura County considers itself to be in the <u>Operationalizing/Doing</u> level for this category. Partners are using CalJobs for regional training coordination.

#### Indicator I: Regional decision-making in formalized structures

**Assessment Level:** Again, as a one-county region, Ventura County has an advantage in this regard. A formal decision-making structure is in place, with strong industry champions and the input of organized labor and workforce service providers. Ventura County is in the **Growing/Expanding/Scaling** stage of regional development in this regard.

#### Indicator J: Regional organization and evaluation of performance

**Assessment Level:** Ventura County places itself in the **Operationalizing/Doing** level of this category. Regional partners do meet on a regular basis to discuss the work, but are only beginning to use the regional coordination indicators to assess the status of our regional work. Work remains to be done to help partners who have been working together for years as a local workforce area to see themselves as part of a regional strategy as well.

# Meeting looks at plans to develop Ventura County's workforce

Staff reports Published 10:30 a.m. PT Jan. 23, 2019

The public is invited to a Jan. 31 meeting to discuss plans to increase workforce development in Ventura County.

The plans, one regional and one local, were originally created in 2017 by the Workforce Development Board of Ventura County as part of the Workforce Innovation and Opportunity Act.



Be sure to mark your calendar. (Photo: Stock photo)

The public is invited to discuss modifications to the plans from 6-7 p.m. at America's Job Center of California, 2901 N. Ventura Road, 3rd floor, in Oxnard.

The plans provide an outline of activities proposed by the Workforce Development Board, educational institutions and businesses to create a skilled workforce ready to support the changing business needs of local employers.

The plans can be viewed by going to <u>http://www.workforceventuracounty.org</u>. Comments can be made during the open house or by email to Tracy Johnson, tracy.johnson@ventura.org, by March 1, 2019.

The Workforce Development Board of Ventura County administers federal funds that help support America's Job Center of California locations and offer free programs for job seekers, youth, and employers in Ventura County. For more information, call 800-500-7705 or visit <u>http://workforceventuracounty.org</u>.





### Ventura County Regional and Local Plan Update

#### Save the Date! Thursday, 1/31/2019 from 6:00 pm-7:00 pm



#### Where & When

Date: Thurs., Jan. 31st, 2019

Time: 6:00 pm to 7:00 pm

#### Location:

America's Job Center of California (AJCC) 2901 N. Ventura Rd, 3rd Floor, Oxnard, CA 93036





Please join the Workforce Development Board of Ventura County for a Town Hall discussion on:

#### "Ventura County Regional & Local Plan Updates"

The plans provide a detailed outline of the proposed activities of the WDB, educational institutions and businesses that will lead to a high-quality, appropriately-skilled workforce ready to support the changing business needs of local employers so the region can compete in a global economic environment.

The two current plans can be viewed by going to <u>workforceventuracounty.org</u>. Comments can be provided during the Town Hall discussion or by email to Tracy Johnson, <u>tracy.johnson@ventura.org</u>, by March 1, 2019.

The Workforce Development Board of Ventura County administers federal funds that help to support America's Job Center of California<sup>™</sup> locations and other no cost adult, youth, and employer programs and services in Ventura County.





## **WIOA Regional and Local Plan Update**

**Workforce Development Board Public Meeting** January 31, 2019

## CURRENT LOCAL AND REGIONAL PLANS (2017-2021)

# Policy objectives of current Local and Regional Plans:

- Foster demand-driven skills attainment, aligning education with industry needs
- Enable upward mobility for the Ventura County workforce
- Align, coordinate and integrate programs to economize limited resources



# **SEVEN STRATEGIES**

## Building sector strategies

- Building career pathways strategies
- Organizing strategies regionally
- Building Earn & Learn strategies
- Building supportive services strategies
- Building integrated service delivery strategies
- Building cross-system data capacity strategies



# **PRIORITIES FOR TWO-YEAR UPDATES (LOCAL)**

# Impact poverty by better connecting workforce system with multiple partners:

- CalFresh
- Local Child Support Agencies
- Competitive Integrated Employment Agencies
- Services for English Language Learners, foreign born, refugees
- Pre-apprenticeship partnerships
- Community-based organizations



# **PRIORITIES FOR TWO-YEAR UPDATES (REGIONAL)**

# Better connect workforce system and corrections system(s):

- New emphasis, following 'Prison to Employment' legislation
- State Parole
- County Probation
- Labor Organizations
- Community-based organizations





Accepting written comments until March 1<sup>st</sup> (sooner is better): <u>tracy.johnson@ventura.org</u>

- Workforce Development Board must review updates and submit to state by March 15
- **Work begins on new 4-Year Plans in 2020...**





#### WORKFORCE DEVELOPMENT BOARD OF VENTURA COUNTY

#### COMMUNITY OUTREACH AND ENGAGEMENT/STAKEHOLDER MEETINGS PROGRAM YEAR 2018-2019

DATE	TYPE OF MEETING	PATRICIPANTS IN ATTENDANCE
15-Aug-18	Initial meeting of P2E stakeholders	18
4-Oct-18	Meeting of stakeholders, CalFresh, WDB, WIOA	10
27-Nov-18	Initial meetings of WDB staff, stakeholders	5
11-Dec-18	Meeting of stakeholders, WDB, AJCC	5
12-Dec-19	Meeting of stakeholders, CDCR	4
13-Dec-18	Meeting of stakeholders, Dept. of Child Support Services	3
17-Dec-18	Meeting of County stakeholders (WDB, CalFresh, DCSS)	17
9-Jan-19	Kickoff meeting of P2E stakeholders	46
24-Jan-19	Meeting of stakeholder with CalFresh staff	3
25-Jan-19	Meeting ofstakeholder with DOR	2
30-Jan-19	Meeting of P2E stakeholders	45
31-Jan-19	Evening Public Meeting on Local and Regional Updates	12
6-Feb-19	Presentation on P2E & Regional update at Re-Entry Council	28
13-Feb-19	Town Hall meeting on workforce-corrections partnership	38
14-Feb-19	Plan Updates on agenda at public WDB Executive Committee Meeting	15
26-Feb-19	Meeting of stakeholders, WDB, and Ventura County Community College District	4
28-Feb-19	Plan Updates on agenda at public WDB Board Committee Meeting	70
6-Mar-19	Final public meeting of workforce/corrections stakeholders	30
14-Mar-19	Plan Updates on agenda at public WDB Executive Committee Meeting	18

#### **Participating Stakeholders and Other Interested Parties**

Due to the fact Ventura County is both a local workforce area and a Regional Planning Unit, there was considerable overlap between the community engagement processes for the local and regional plan updates and the Prison to Employment Initiative. WDBVC utilized the Directory of Planning Partners, the Interactive Corrections Map, and its own outreach lists for email invitations that went to nearly 4,000 entities. Below is a list of agencies and organizations that participated in meetings or informational interviews.

- Aegis Treatment Centers
- Aspire3
- Big Brothers Big Sisters of Ventura County
- California Conservation Corps
- California Department of Corrections and Rehabilitation/Department of Parole Operations
- California Department of Rehabilitation (Oxnard/Ventura/Thousand Oaks branches)
- California Lutheran University
- California State University, Northridge
- Center for Employment Training
- City Impact
- City of Oxnard
- College of the Canyons
- Community Solutions, Inc. Santa Maria Day Reporting Center
- Corporation for a Skilled Workforce
- County of Ventura, CEO Budget & Finance
- County of Ventura, Chief Executive Office
- County of Ventura, Department of Child Support Services
- County of Ventura, Human Services Agency
- County of Ventura, Human Services Agency, Adult and Family Services Department/Re-Entry Programs (STEPS)
- County of Ventura, Human Services Agency, Adult and Family Services Department/WIOA
- County of Ventura, Human Services Agency, CalFresh and CalWORKS Departments
- County of Ventura, Public Defender's Office
- Department of Rehabilitation (Oxnard/Ventura/Thousand Oaks branches)
- Economic Development Collaborative
- GEO Group Ventura County Day Reporting Center
- Goodwill Industries of Ventura & Santa Barbara Counties
- Housing Authority City of San Buenaventura, Community Services Department
- Interface Children and Family Services
- Jaxx Manufacturing, Inc.
- Laborers International Union of North America, Local 585
- LEAD Public Strategies
- Moorpark College

- National Alliance on Mental Illness, Turning Point Foundation
- New Life Oxnard
- Oxnard Adult School
- Passion Spark
- Rainbow Connection Family Resource Center
- Segue Career Mentors
- Service Employees International Union, Local 721
- Small Manufacturers Association
- Sober Living Coalition-VC
- State of California Employment Development Department
- Telecare Corp.
- The Arc of Ventura County
- theAgency
- Tri-Counties Central Coast Labor Council (MC3)
- Tri-Counties Regional Center Employment Collaborative (MC3)
- United Food & Commercial Workers Union, Local 770
- Ventura Adult & Continuing Education
- Ventura Community Corrections Partnership
- Ventura County Adult Education Consortium
- Ventura County Behavioral Health
- Ventura County CEO
- Ventura County Civic Alliance
- Ventura County Community College District (MC3)
- Ventura County Continuum of Care
- Ventura County District Attorney Office
- Ventura County Health Care Agency (Whole Person Care)
- Ventura County Office of Education
- Ventura County Office of Education, Providence School
- Ventura County Probation Agency
- Ventura County Probation Agency
- Ventura County Public Defender's Office
- Ventura County Re-Entry Council
- Ventura County Regional Energy Alliance
- Ventura County Sheriff's Office (Inmate Services Reentry Program)
- Ventura County Sober Living Coalition
- Workforce Education Coalition
- Workforce Development Board of Ventura County

Name	Business/Group
Anselmo, Vic	Applied Powdercoat, Inc.
Barnes, Greg	Los Robles Hospital & Medical Center
Cuevas, Jesse	Employment Development Department, Workforce Services Branch
Dollar, Victor	Brighton Management

Faul, James D.	Hardy Engineering
Gabler, Brian	City of Simi Valley
Gillespie, Greg	Ventura County Community College District
Goldberg, Jeremy	Tri-Counties Central Labor Council (AFL-CIO)
Guenette, Cindy	Hi-Tech Engineering
Harner, Kathy	California Department of Rehabilitation
Harrington, Charles	Service Employees International Union (SEIU)- Local 721
Jansen, Marilyn	United Food & Commercial Workers Union Local 770
Jump, Victoria	Area Agency on Aging, County of Ventura
King, Douglas CAPT	Naval Base Ventura County
Lacayo, Dona Toteva	The Port of Hueneme Oxnard Harbor District
Lindros, Byron	Amgen
Liu, Gregory	Jaxx Manufacturing, Inc.
Mata, Jaime	Center for Employment Training
Mireles, Anthony	Laborers International Union of North America
Perez, Tracy	United Staffing Associates
Pratt, Bill	Kinamed, Inc.
Rice, Roger	Ventura County Office of Education
Rivera, Alex	Milgard Manufacturing, Inc.
Schulz, Patty	The Arc of Ventura County
Sengupta, Sumantra	California Lutheran University
Serrato, Rosa	Reiter Affiliated Companies
Skinner, Tony	Tri-Counties Building & Construction Trades Council
Stenslie, Bruce	Economic Development Collaborative
Torres, Jesus	LEAD Public Strategies
Trogman, Richard D.	Kaiser Permanente
Van Ness, Greg	Tolman & Wiker Insurance Services, LLC
Yeoh, Stephen	Un1teee
Zacarias, Celina	California State University, Channel Islands
Zierhut, Peter	Haas Automation, Inc.

#### **SECTION 3 – LOCAL PLAN UPDATE**

#### Introduction

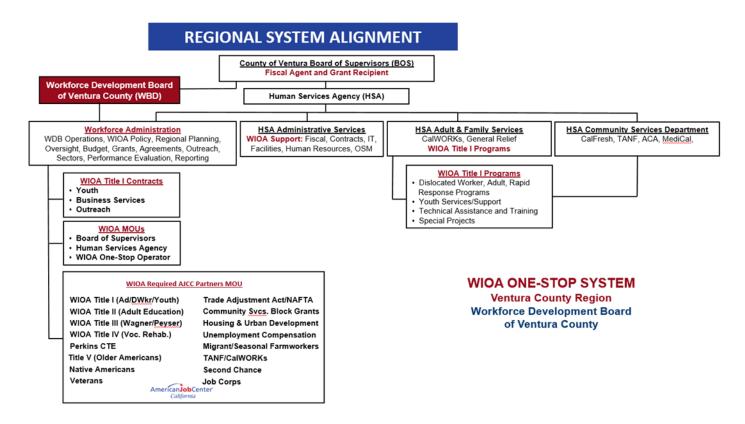
In February 2017, the Workforce Development Board of Ventura County (WDBVC) submitted a four-year **WIOA Local Plan** to the California Workforce Development Board. That plan, in tandem with a **WIOA Regional Plan** submitted at the same time, outlined the County's vision, objectives and strategies for supporting an appropriately-skilled workforce ready and able to meet the changing business needs of area employers. In the Local Plan, which remains in effect through 2020, the Board described three primary policy objectives: fostering demand-driven skills attainment; enabling upward mobility for the Ventura County workforce; and aligning, coordinating and integrating programs and services to economize limited resources. These are consistent with the goals and objectives outlined in the California Workforce Development Board's State Plan, "*Skills Attainment for Upward Mobility; Aligned Services for Shared Prosperity.*"

A total of nineteen AJCC partner organizations signed Memoranda of Agreement in accordance with that plan, and have subsequently worked closely to build an integrated and fully-aligned workforce development system in Ventura County. The AJCC's co-located partners, which include EDD, HSA/CSD and CalWORKs/TANF, have identified ways to deliver services efficiently and effectively through the use of shared data systems and in-person collaboration on items such as staff coordination, joint training, and the delivery of workshops to shared populations. Each of the mandated partners has relationships with multiple community-based organizations that have themselves become integrated into the AJCC constellation of services for specific target populations; new CBOs are solicited on an ongoing basis as appropriate.

The four-year Local Plan was developed over a period of six months, with the active participation of several dozen local agencies and organizations, as well as many private individuals, in a total of 75 public meetings. Each of those organizations and individuals, as well as many others, were invited to participate in the development of this two-year update to the Local Plan; email invites were sent to 3,832 individuals, organizations and employers. Some participated in an evening meeting to review the plan update process, the State Board's priorities, and new local collaborations. Others provided written material or took part in one of several smaller meetings on specific topics related to the plan updates. The result is a Two-Year Local Plan Update which addresses CWDB's guidance and expectations while meeting the County's need to make plan adjustments and modifications in response to local conditions.

A detailed description of WDBVC's plan update process is included as **Attachment 1: Stakeholder Engagement and Community Outreach Efforts.** The Local Board has a strong track record of community engagement, and supports the state's desire to do more than merely comply with public notice requirements. Toward that end, the WDBVC utilized the California Workforce Association's approved provider list to identify a consultant with specific expertise in community engagement, the Corporation for a Skilled Workforce (CSW). CSW first met with WDBVC staff in November; a series of meetings began the following month, some of them public, some internal working sessions, culminating in an evening public meeting on January 31, 2019, which in turn triggered the first of two public comment periods.

WDBVC and its stakeholders view this plan update process as a welcome and unprecedented opportunity to address poverty in Ventura County in a meaningful and measurable way by focusing the workforce system on the needs of those most in need of its services. We support the state in this goal of generating upward mobility, and look forward to working together to make a real difference in the lives of low-income residents of our county.



#### CalFresh E&T Partnership

The centerpiece of this Local Plan Update is a new working relationship between the WDBVC and Ventura County Human Service Agency's CalFresh operation. While past collaborations in this arena have centered on relatively small, specific target populations (CalWORKs participants; work-mandated General Relief recipients), the new partnership outlined in this document reflects an overarching agreement to focus on meeting the needs of the overall CalFresh population (60,000 individuals; 30,000 adults).

Ventura County has a significant structural advantage in this regard, as both the Workforce Development Board and CalFresh operate under the county umbrella, have worked together for years, and already have co-located services at the AJCC. While the partnership envisioned here takes that collaboration to a new level, with a much broader focus, it does not require a new MOU or other formal partnership, as both entities are already obligated to work together as county entities within the Human Service Agency, and are already convinced of the benefit of doing so. A simple internal county operating agreement, spelling out expectations and objectives, is anticipated.

Given the eligibility requirements for CalFresh, it serves well as a proxy for "low-income," and is thus central to the County's efforts to impact poverty. Although priority-of-service already exists for recipients of public assistance and other low-income individuals, WDBVC and the Human Service Agency see this new relationship as an opportunity to ensure that the workforce development system actually contributes to a measurable reduction in poverty in the region.

Beginning in late 2018 and continuing through the submission of this document, the Ventura County Human Service Agency and its CalFresh E&T partners have participated actively in the development of the two-year local plan update, working closely with WDBVC staff to identify ways to better serve the CalFresh population and low-income residents generally. While coordination efforts have grown in recent years, and a Memorandum of Understanding already exists between the Human Service Agency and the AJCC, this Local Plan Update represents an expansion of that collaboration and a strong commitment to meeting the needs of low-income Ventura County residents. The stakeholders appreciate CWDB making this a priority, encouraging local collaboration and supporting deeper integration at the county level.

Following an initial meeting with Ventura County Human Service Agency leadership in December 2018, the WDBVC invited community-based organizations, service providers, community colleges and county departments to an evening meeting in January to outline the process, review the current plans, and discuss the priorities for the two-year update. Over a dozen organizations and agencies attended that meeting. The WDBVC views each of these organizations as partners in the development of the update, and therefore in the workforce development system going forward.

A detailed assessment of Ventura County's CalFresh population and its needs related to workforce development is included as *Attachment 2: CalFresh Partnership.* It shows that there are more than 30,000 adults receiving CalFresh benefits in the county, and that a significant portion of that total could benefit from greater access to workforce development services.

One noteworthy finding is that 43% of CalFresh households receive employment income yet still have incomes low enough to qualify for food assistance. Some work in very low-wage jobs, insufficient to lift their families out of poverty; others work part-time, whether by choice or not. In any case, working part-time, at low wages, or not working at all, our strategies for successfully serving such individuals will need to include a range of "earn and learn" options. While some may be able to maintain their employment during training, many will not, particularly those working irregular shifts. Few jobs can accommodate intensive education or training schedules, yet few people can afford to go without income for the length of time it takes to complete a job training or education program.

WDBVC's current four year WIOA Local Plan strongly supports the "earn and learn" approach of combining training and education with compensated applied learning opportunities. The success of such models depends on sustained employer engagement, and, often, the engagement of organized labor as well. The Board has identified eight apprenticeship programs in the region, and is working to expand that number.

More than 16% of the population of Ventura County is limited English proficient; most of those are Spanish-speakers. Among the CalFresh population, 26% of households are Spanish-speaking. Outreach to Spanish-speakers has long been a priority for WDBVC, and will continue to be a focus as we explore outreach strategies for CalFresh recipients. The Ventura County Adult Education Consortium, which includes the Community College District, the eight Adult Schools, and the Ventura County Office of Education, is already working with WDBVC to expand ESL services, including both literacy and numeracy classes as well as short-term training combined with contextualized literacy instruction.

Coordination of intake and assessment for core programs was identified in the four-year WIOA Local Plan as a system priority, with co-enrollment as a key strategy. The WDBVC and its partners are now looking at ways to efficiently align intake and enrollment practices beyond those core programs to encompass other partners, while still respecting the needs and requirements of each program. The process of developing this Local Plan Update has highlighted several areas where small modifications in intake procedures could bring significant benefits for individual customers, and for the workforce development system as a whole.

For example, this plan update process has underscored the need for a modification in the intake protocol of the AJCC. While many AJCC customers are CalFresh recipients, AJJC staff have not historically been asked to enter CalFresh information into CalJobs. As a result, it is not possible to accurately gauge the current level of service to CalFresh recipients. Going forward, the AJCC will track CalFresh participation, and – equally important – will assist customers who are CalFresh-eligible but not enrolled to access that critical benefit.

WDBVC has an active Outreach Committee which continuously enhances awareness of and access to workforce development services. New outreach strategies to reach the CalFresh population will be developed and implemented as needed. WDBVC will partner with CalFresh and the Human Services Agency to develop a marketing and outreach campaign specifically aimed at CalFresh recipients. In addition, building on the base established though our existing TANF/CalWORKS partnership, CalFresh will become a standing agenda item at the AJCC's bi-monthly Partners meeting. Through this venue, we will ensure collaboration at both the policy level and the day-to-day practice of front-line staff, sharing diagnostic and performance data on an ongoing basis. Regular, structured communication between partners aimed at addressing pressing, concrete issues through collaborative problem-solving will be essential to making this broadened partnership work.

As the current four-year Local Plan states, services provided by program partners in support of program core competencies facilitate the braiding of resources to ensure access to a comprehensive menu of services tailored to individual needs. The WDBVC and local CalFresh officials are exploring options for braiding or blending funding to better serve low-income residents. CalFesh E&T funds can't be used to pay tuition, so one possibility under consideration is for WIOA to cover an individual's tuition, while using CalFesh funds to offer generous (but necessary) support services.

Support services are critical to the success of low-income job-seekers. Under current policies, dependent on the availability of funding, program participants are eligible for transportation assistance, books and training supplies, tools required for employment, clothing, and vision/optical services, among other things. Need-related payments are allowed for WIOA-funded training only, and certain other limitations apply. Braided funding could permit some of those limitations to be lifted, allowing the flexibility to provide critical supports that can mean the difference between success and failure. Through their MOUs, the nineteen AJCC partners have agreed to integrate service delivery and braid resources to ensure access to a comprehensive menu of services tailored to each individual's needs. CalFresh and Child Support Services are now part of this ongoing effort to collaborate for the benefit of our mutual clients.

The Human Service Agency is currently exploring a procurement to select qualified providers to pilot a new SNAP 50% reimbursement program in Ventura County. This will involve identifying providers who are already offering eligible workforce services to CalFresh recipients using non-federal funding, and then assisting those providers in documenting that service and incorporating it into the local CalFresh plan, as well as the SNAP E&T Plan the state submits to the United States Department of Agriculture's Food and Nutrition Service each August. Toward this end, the Human Service Agency is hosting a

webinar in March 2019 led by the Seattle Jobs Initiative, national pioneers of the SNAP E&T 50% reimbursement model.

The County's goal is not to create a new 'siloed' program targeting CalFresh recipients, but instead to use all available resources to build a unified, comprehensive workforce system that serves all residents in need, including low-income food-assistance recipients. This means creating access for low-income residents to the sector-based pathway programs established by the WDBVC in Manufacturing, Health Care, Clean/Green and Business Services. It also means providing them with the support services necessary to ensure their retention in those programs, and their successful progression into family-sustaining careers.

VCHSA has worked with community-based organizations for many years to serve at risk populations with barriers to employment by aligning training, education and supportive services. Current CBO partners include Goodwill Industries, El Concilio, Food Share, Mixteco Indigenous Community Outreach Program (MICOP), United Way, Clinicas Del Camino Real, and Gold Coast Veteran's Foundation. Multiple opportunities are anticipated for additional CBOs to respond to RFPs for future services.

#### **Department of Child Support Services Partnership**

As with CalFresh, the local Department of Child Support Services has played a major role in developing this Local Plan Update. DCSS has worked hard in recent years to transition from a punitive approach toward non-custodial parents to a more supportive one, and in doing so, had already begun to build bridges to the workforce development system and the AJCC. DCSS staff realize that most non-custodial parents are inevitably going to view them as enforcers of child support obligations, rendering them less-than-ideal messengers for the benefits of workforce development services. At the same time, DCSS workers understand that well-paid employment is the only real way for such parents to reach the point where they can in fact support their families. DCSS has therefore fully embraced the notion of a close working partnership with WDBVC, and contributed a number of the new ideas contained in this document.

DCSS participated in the January 31<sup>st</sup> evening meeting, as well as a series of planning discussions from December through March, and provided WDBVC with a wealth of data regarding non-custodial parents in Ventura County. The data show that there are 17,621 non-custodial parents currently being tracked by DCSS. More than half identify as Hispanic; slightly under 15% are primarily Spanish-speaking. The exact overlap with the 30,000 adults receiving CalFesh is not yet known, but it is assumed by both CalFresh and DCSS to be significant.

There are a number of barriers presented by non-custodial parents, as discussed in **Attachment 3**: **Department of Child Support Services Partnership**. These include the typical barriers found among lowincome job-seekers in general, along with inevitable disincentives built into the child support system, including the fact that a significant share of any new income is likely to go to cover arrearages in child support. Successfully reaching this population requires acknowledging those issues and, where possible, crafting flexible approaches. Appendix C also identifies a number of services and supports that are necessary in order for non-custodial parents to be successful in meeting their parental obligations and in securing long-term, well-paid work.

In the past, DCSS caseworkers have provided individual non-custodial parents with written information about workforce services, as well as referrals to the AJCC for anyone interested. While this has proven helpful to some individuals, it has not happened in a systematic or comprehensive way, and has not resulted in large numbers of non-custodial parents seeking workforce services. The process of developing this Local Plan Update has clarified for all parties the need for a closer collaboration between WDBVC and DCSS.

Going forward, what is needed is a more wholistic collaboration which works closely with each individual, responds quickly to their needs or to changes in their situation, builds confidence and satisfaction with their work/life balance, and tracks them from initial enrollment to successful placement in a good job and beyond. An aggressive income maximization approach, along with ample opportunities for paid training, will necessarily be a key strategy for meeting the needs of non-custodial parents and their families. More generous transportation assistance could also make a difference for many individuals. For those with criminal records, a well-vetted 'felon-friendly' employer list, as discussed in our Two Year Regional Plan Update, is essential.

Through this plan update process, the WDBVC, DCSS and related partners have agreed that they will meet regularly, and will share information on a monthly basis, regarding progress toward the goal of

reaching all non-custodial parents with information about workforce services, as well as any issues that arise. WDBVC will partner with DCSS and the Human Services Agency to develop and implement marketing and outreach strategies to reach this population. DCSS will participate in AJCC Partner meetings as well. Participants who have been placed in jobs will be tracked and supported for one year to ensure job retention, and provided with quick assistance in the event of job loss. The WDBVC and DCSS have agreed to pilot this collaboration for an initial target group of at least 50 non-custodial parents, with the DCSS caseworker and the AJCC counselor communicating directly with each other, the client, the service provider(s), and the employer on an ongoing basis. Maximizing the use of the temporary garnishment-reduction option, and/or reducing the amount owed in arears, will be a critical incentivizing element of the strategy.

Creating a comprehensive system of services for noncustodial parents will require both a strong relationship between WDBVC and DCSS leadership and a close ongoing working relationship at the front-line staff level. The issues presented by the population will become a cross-training topic for AJCC staff; DCSS staff must become skilled at raising the issue of employment with clients and at effecting a warm referral to a career counselor at the appropriate point. Low-wage employment is insufficient to solve the non-custodial parent's financial dilemma. Both agencies must work together to ensure that noncustodial parents find their way into the kinds of jobs that can actually allow them to support themselves and their families.

There are currently no eligibility criteria for workforce services that would prevent the WDBVC or the AJCC from providing services to non-custodial parents, and no plans to enact such criteria. According to DCSS, a primary obstacle to participation for this population appears to be a desire among some noncustodial parents to avoid earning a reportable income. In this sense, motivation is a significant factor for at least some non-custodial parents. While some can be compelled, through job search orders, to participate in workforce services, a more successful strategy is likely to be educating participants about opportunities to find employment at wages high enough to actually allow them to support their families. Outreach strategies will therefore focus on helping non-custodial parents understand the benefit of participating in workforce services that can lead to family-sustaining jobs.

Time and distance are two significant obstacles to the partnership envisioned here between the WDBVC and DCSS. Ventura County comprises 1,873 square miles, and includes multiple urban areas as well as significant unincorporated and/or agricultural land. Offices are spread out between Ventura, Oxnard, Camarillo and Simi Valley. Bringing staff physically together on a regular basis is challenging. Even finding the time for everyone to participate in regular conference calls is difficult, pitting the time constraints of everyone's 'day job' against the need for frequent conversations between partners. Minimizing these challenges does not make them go away; the solution will lie in creating efficient and effective structures. Some information, such as routine updates, can be handled by email or newsletter. Conference calls, and especially in-person meetings, should not be devoted to simple updates, but rather to actual work tasks and decision-making. Ensuring the best use of everyone's valuable time will be essential.

Retention in programs is obviously critical to success in the labor market. This starts with a thorough and accurate assessment, to make sure that people are being placed in appropriate programs for which they are ready. Wrap-around case management and support services are necessary to ensure that minor issues don't develop into major crises. Active job placement, followed by strong post-placement support, will similarly serve to make sure that job placements stick, or (in the event they don't) that follow-up placement happens in a timely manner.

Existing partnerships, while somewhat limited and ad hoc, have enabled DCSS, the AJCC and the WDBVC to begin working together, and have formed the basis on which this new partnership is being built. What is new going forward is that there will be an operating agreement between those parties, both to try some immediate collaborations and to work together over time to expand those efforts. DCSS is exploring the possibility of placing a satellite team at the AJCC part-time; likewise, the AJCC will experiment with conducting outreach to non-custodial parents attending child-support hearings at the courtroom, as well as at the DCSS genetic testing room and lobby. DCSS has added a link to its website informing participants about the AJCC, and more such on-line connections are in the works. Additional stakeholders include Ventura County's three community colleges, the network of adult education providers, and a range of community-based organizations and social enterprises that touch this population. Possibilities to braid funding to better serve non-custodial parents are under discussion.

Historically, Goodwill Industries has been the CBO with the strongest track record of serving the noncustodial population in Ventura County. Community-based organizations play a key role in Ventura County's workforce development system, and are routinely made aware of opportunities to seek funding or participate in other ways in workforce efforts. It is anticipated that the new emphasis on reaching more low-income residents, including non-custodial parents, will lead to new openings for CBOs to participate.

The stakeholders involved in developing this plan have reached agreement that they need to bring their intake and referral processes into alignment with each other in order to be effective. A shared mailbox, calendar, and MS Access database have been proposed, and are currently under review to ensure they meet privacy and related concerns. Joint staff-training webinars are also in development.

As noted above, DCSS has agreed to work with the WDBVC and the AJCC to identify tools and incentives that can be used to encourage non-custodial parents to participate in workforce development programs. While there are some enforcement tools that can be used in this regard, such as court orders, both CSS and the WDBVC are focused on developing more positive incentives. The goal is to help non-custodial parents understand and accept the opportunity being presented to them: the chance to prepare for, and obtain, employment at wages that can actually allow them to meet their family financial obligations. Incentives such as gift cards and small bonuses for completing programs are helpful tools, but the real, long-term motivating factor is the pride inherent in being able to step up and provide for one's family.

#### **Competitive Integrated Employment Updated Partnership**

A very active partnership currently exists between the workforce system, the Department of Rehabilitation, and community-based providers on Competitive Integrated Employment. DOR has had a seat on the WDBVC for many years, as well as representation on multiple board committees, and is already a core partner in the AJCC, resulting in a great deal of attention being paid to job-seekers with intellectual, developmental, and other disabilities. WDBVC is committed not just to compliance with the Americans with Disabilities Act, but to making every effort to provide accommodation for the needs of every person with a disability.

The Oxnard/Ventura and Thousand Oaks branches of DOR's Santa Barbara District, Tri-Counties Regional Center, the Ventura County Office of Education, local school districts, non-public schools, and more than fifty community partners, such as Goodwill, PathPoint, Jay Nolan Community Services and the ARC of Ventura County, work closely to meet the needs of people with disabilities. A new partnership is underway to bring the College of the Canyon's "Uniquely Abled" program to Camarillo.

The Workforce Development Board played a lead role in developing the Local Partnership Agreement, with the board's DOR representative serving as a principal author. AJCC and other workforce staff have been trained on topics such as: *What is DOR; Who does DOR serve;* and *Disability Etiquette.* The 'Windmills' program has been used to explore and improve attitudes towards people with disabilities. DOR staff are out-stationed 2 days a week at the AJCC. There is, however, room to expand staff training specific to ID/DD, and to repeat the training for new staff as they come aboard.

There are multiple points of contact between DOR and the workforce system. At the highest level, the two supervisors of the Oxnard/Ventura branch of DOR share this responsibility, the supervisor of the Ventura unit serving on the Workforce Development Board and its subcommittees, and both supervisors representing DOR at various AJCC events and meetings. Other DOR staff participate as well, on youth teams and other working groups. Outreach to employers occurs through DOR and its vendors, such as Goodwill, PathPoint, and Jay Nolan, which offer supported employment services and intensive job coaching for individuals placed in jobs.

As noted, work is currently underway to bring the "Uniquely Abled" program, serving individuals on the autism spectrum, to Ventura County. Another projected enhancement involves job fairs for individuals with developmental disabilities, which currently happen twice a year at the Ventura County Office of Education; the new plan is to bring at least one of these on site at the AJCC. As discussed above, there is also a need to take ID/DD training further, in the spirit of providing truly integrated services.

#### Provisions to English Language Learners, the Foreign Born and Refugees

English Language Learners – primarily Spanish-speakers, but several other languages as well – have historically made up a significant portion of Ventura County's population, and thus have long been a focus of the WDBVC's outreach and service efforts, as reflected in both the four-year Local Plan and this two-year update. More than 41% of the county's population is Hispanic/Latino, and slightly over 16% report limited English language ability. The CalFresh population is 26% Spanish-speaking (32% of all individuals). Non-custodial parents served by the Department of Child Support Services show similar demographics: 51% are Spanish-speaking; 14% speak Spanish only.

The organizations invited to participate in the plan update process included several organizations that exclusively or primarily serve the Latino community, as well as the Community College District and the eight adult education schools in the county, which have for some time prioritized services to the limited-

English population. Many other service providers in the county reach this population, and were among those included in the initial email invitation for the January 31st evening meeting and subsequent planning meetings.

Many immigrants and refugees visit the AJCC for services, especially those who are Migrant Seasonal Farmworkers (MSFW), who receive public assistance including CalFresh, CalWORKs or who are Dislocated Workers. Since CalWORKs and Career Services staff (Title I) are under the Adult Family Services Department, both programs are co-located in the AJCC. Interested ELLs, immigrants, and/or refugees who visit the AJCC are screened for a variety of services including WIOA Title I eligibility or CalWORKs. Participants who are interested and enrolled in programs such as WIOA Title I or other core WIOA programs, may have access to supportive services, career and training services.

In all its programs and activities, the WDBVC works to ensure that English Language Learners, refugees and the foreign-born are welcomed, accommodated, and provided with any specific additional assistance necessary for their success. Translation services are always available upon request. Several of our staff at the AJCC are certified in Spanish and/or use Video Remote interpretation service, Stratus, to assist customers who are deaf/hard of hearing or who require translation services in other languages besides Spanish. Access to these services is easily reached using an iPad.

Through its partnership with WIOA Title II in the region, WDBVC is currently braiding resources to coordinate service delivery to English learners, immigrants and refugees. For example, the Oxnard Adult School began offering free ESL classes on site at the AJCC, with a focus on preparation for vocational English, mock interviews, post-secondary preparation, and employment. WIOA Title II also provide the following classes tailored to this population:

- Integrated English Literacy Civics (IELC) that addresses employment needs, which includes training on Soft Skills and Digital Literacy
- Integrated Education and Training (IET) that includes vocational training courses with ELL support that leads to industry-recognized credentials

If staff determine that a customer needs these particular classes, staff will refer the customer to their nearest Adult Education provider. WDBVC will continue to strengthen its partnership with Oxnard Adult School and possibly explore bringing in IELC and/or IET classes into the AJCC.

The WDBVC has identified healthcare, manufacturing, clean/green and business services as a priority sectors for the Ventura County Region. The WDBVC's dedicated sector committees determined that there is a strong demand for occupations in these sectors; specifically, the need for Certified Nursing Assistants due to changes to State legislation in staffing ratios at Long Term Care facilities. English learners, immigrants and refugees can be trained to address this challenge. The following training courses have been identified that may be suitable for the targeted population:

- Ventura Training Institute's Home Health Aid Program and/or Acute Care CNA Programs
- Trinity School of Nursing's CNA Program and/or Home Health Aide Program
- Oxnard Adult School and Ventura County Office of Education's Vocational English as a Second Language (VESL) Health Careers Program

For those participants who have foreign education completed, AJCC staff can assist with connecting the participant to a credential evaluation. A credential evaluation compares academic and professional degrees earned in one country to academic and professional degrees earned in another.

As previously indicated, the CalWORKs program and WIOA Title I services are under the Adult Family Services department, which operates the AJCC through a joint relationship. Both programs are colocated within the AJCC and jointly manage services provided to the public. Many CalWORKs recipients are immigrants, refugees and/or English Language Learners. This organizational structure enhances collaboration between CalWORKs and WIOA which creates savings through shared infrastructure and staff resources. CalWORKs and AJCC staff work in tandem for co-enrolled participants. AJCC staff review employment service plans for co-enrolled CalWORKs participants and determine what service gaps need to be filled by WIOA. For example, WIOA funds are leveraged to provide training to help low-skilled individuals enter career pathway programs. Finally, the AJCC and CalWORKs have developed an effective referral system through CalJOBS to ensure that participants can benefit from the full range of services available at the AJCC.

#### Other Changes to Local Plans Pursuant to Changes in Labor Market or Economic Conditions

No changes are required at this time to the current four year WIOA Local Plan (2017-2021), or to negotiated performance goals. In less than a year, we will begin the process of developing our next four year WIOA Local Plan, which will be begin with a comprehensive labor market analysis. The most significant recent economic event concerns the impact of the Woolsey and Hill fires, which devastated large sections of Ventura County last year. WDBVC and the Human Services Agency devoted considerable effort over the past several months to assisting the victims of those fires. It is too soon, however, to know whether these events will have a lasting impact on the local economy.

#### Attachment 1: Stakeholder Engagement and Community Outreach Efforts

The Workforce Development Board of Ventura County (WDBVC) applauds the California Workforce Development Board for establishing community outreach expectations that go beyond those of the Brown Act, and has worked hard to comply with both the letter and the spirit of those requirements in the development of this Two-Year Local Plan Update. To facilitate the plan update process and ensure that community input would exceed previous efforts, the WDBVC procured the services of a consulting firm, the Corporation for a Skilled Workforce, with specific expertise in community engagement. Following an initial meeting of key Ventura County Human Services Agency **CalFresh** and **Child Support Services** stakeholders in late 2018, the WDBVC held an evening meeting on January 31, 2019 at the AJCC in Oxnard which was publicized widely to all community members. The State Board was notified in advance of that meeting, and multiple email notices went out to 3,832 individuals and organizations. Communications staff created Public Service Announcements, and worked with the Ventura County Star (circulation 45,000) to ensure that an article appeared one week prior to the meeting.

Stakeholder meetings continued throughout the planning period. Mandatory stakeholders such as **VCHSA CalFresh, Child Support Services** and the **Department of Rehabilitation** became partners in the drafting of this plan, with weekly check-ins and follow-up conversations to ensure that all questions were given careful deliberation and answered in full. Stakeholders came to the table with many ideas about how the various parties could collaborate in the provision of services and work together going forward. The group worked to prioritize these and to incorporate the team's best thinking into this update. The WDBVC held a final public session at its regular board meeting on February 28<sup>th</sup> to review the draft plan update and finalize it for submission.

The VCHSA CalFresh team participated in the initial 2018 stakeholder meeting, and quickly responded to an initial request for data from the WDBVC. This led to ongoing engagement, as WDBVC reviewed the preliminary data and submitted a series of follow-up requests for clarification and additional information. VCHSA CalFresh was forthcoming with all of the information sought, and worked with WBDVC staff and the consultant to interpret the data and draw conclusions regarding the implications for the workforce development system. The VCHSA CalFresh team has expressed excitement at the prospect of working more closely with the WDBVC to ensure that all CalFresh recipients have access to the kinds of workforce development services that can begin to lift them out of poverty.

VCHSA CalFresh staff also participated in the January 31<sup>st</sup> evening meeting, offering an overview of the program and outlining their vision of a closer working partnership with the WDBVC and community partners. The VCHSA CalFresh representative at that meeting entertained a series of audience questions, and helped move the room toward an understanding and appreciation of the issues involved and the opportunities under consideration. VCHSA CalFresh staff reviewed drafts of the Local Update and offered editorial suggestions in the interest of nuance and accuracy.

A team of local **Child Support Services** staff also participated in the initial 2018 stakeholder meeting, and the Deputy Director was the first guest speaker at the January 31st evening meeting. Following a presentation by the WDBVC Director on the plan and update, the DCSS Deputy Director articulated a strong desire to connect with the workforce system in ways that benefit non-custodial parents and their families. Overlap between the CSS population and the CalFresh population became a major focus of the

evening's discussion. Community members and providers spent the meeting brainstorming on ways to better meet the needs of Ventura County's low-income residents, and how to build stronger partnerships to make that happen.

The **Department of Rehabilitation** is already a mandated **partner** in the local workforce development system, with a seat on the WDBVC and representation on multiple committees. CIE service providers were represented at the January 31<sup>st</sup> evening meeting, as well as other planning meetings during the process of developing this update. As noted above, notice of the meeting, and the plan update process, was sent to 3,832 individuals and organizations in Ventura County, including all providers of services to persons with intellectual or developmental disabilities. The 50 organizations that participated in the development of the CIE LPA were among those organizations.

**English Language Learners** constitute a significant portion of the Ventura County population, and are a primary focus of both the WDBVC's four-year WIOA Local Plan and this two-year update. More than 41% of the county's population is Hispanic/Latino, and slightly over 16% report limited English language ability. The CalFresh population is 26% Spanish-speaking. Among the organizations invited to participate in the plan update process were several organizations that serve the Latino community, as well as the eight adult education schools in the county, which have prioritized services to the limited-English population. In addition, many other service providers in the county reach this population, and were among those included in the initial email invitation for the January 31<sup>st</sup> evening meeting and subsequent planning meetings. The WDBVC provides accommodations for disabilities and interpreting services for all public meetings as needed and requested by the public.

#### Attachment 2: CalFresh Partnership

As of January 2019, there were a total of 59,481 individuals receiving CalFresh food assistance in Ventura County, of which 29,188 were children and 30,293 were adults. Coincidentally, the number of adults corresponds closely with the number of CalFresh households: 30,393. However, the population exhibits a wide diversity of household type, including everything from single-parent families with multiple children to households with multiple adults and no dependent children.

At more than 30,000 adults, this potentially represents a substantial low-income target population for workforce development services. Even if we assume that many of those age 60+ are not looking for work, that still leaves well over 25,000 individuals. Not everyone will be interested in employment services at any given point in time, and some people are already being served, but the numbers suggest that there must be several thousand adults, at a minimum, who would benefit from a closer connection between CalFresh and the workforce system.

CalFresh is household-based, rather than family-based. Although many nuclear families are CalFresh recipients, CalFresh households are based on 'who purchases and prepares food together.' A household may comprise several unrelated individuals, such as roommates who eat together; many households include extended family members or multi-generational families. By the same token, homes with two or more adults do not necessarily represent two parents with children. Current CalFresh demographics based on February 2019 data for Ventura County show:

- Total CalFresh Households: 30,393
- Total CalFresh Participants: 59,481 (30,293 adults + 29,188 children)
- Number of single-adult households: **15,180**
- Households with two or more adults: 4,024
- Households with one adult with children: 6,586
- Number of children age 0-4: 7,878 (27% of all children)
- Number of children age 5-9: 8,811 (30% of all children)
- Number of children age 10-14: 8,669 (30% of all children)
- Number of children age 15-17: 3,800 (13% of all children)
- Households with Able-Bodied Adults Without Dependents (ABAWD): 5,894
- Number of Able-Bodied Adults Without Dependents (ABAWD): 6,014 (20% of adults)
- Households with elderly individuals (60+): 5,741 (19% of households)
- Number of elderly individuals (60+): 6,755 (22% of adults)
- Households with disabled individuals: 4,689 (16% of households)
- Number of disabled individuals under the age of 60: 937
- Households with an ineligible non-citizen: 4,839
- Households with earned income: 13,203 (43% of households)
- Number of individuals with earned income: **15,026 (50% of adult individuals)**
- Households with disability-based income (SSA, Workers Comp, SDI etc.): 4,514
- English-speaking households: 22,040 (73% of total households)
- Spanish-speaking households: 8,044 (26% of total households)
- Number of primarily Spanish-speaking individuals: 2,303
- Primary language other than English or Spanish: **309**

Because there are no education eligibility requirements for the CalFresh program, no data is currently collected regarding CalFresh participant education levels. An unknown but significant portion of the 18+ population lacks a high school diploma, suggesting a need for adult education services that can prepare individuals for the HiSet test. With 26% of CalFresh households indicating Spanish as a primary language, the data suggests a significant language barrier for some portion of that population.

The current local CalFresh E&T program is very small, and targets only the work-mandated General Relief subset of the ABAWD population. During the initial CalFresh/General Relief application process, a Client Benefit Specialist screens each applicant to determine if they meet a work registration exemption or if they are required to be work-registered with the E&T program. Work exemptions include, but are not limited to:

- Under age 16 or over 59;
- Attending school or training at least half-time;
- Physically or mentally unfit for employment;
- Pregnancy for women;
- Caring for an incapacitated person;
- Receiving or have applied for unemployment benefits;
- Participating in drug or alcohol treatment program;
- > Employed or self-employed for a minimum of 30 hours per week

Employable CalFresh General Relief recipients who are registered to participate in the CalFresh E&T program are scheduled to attend an orientation which delivers program rules and expectations. Once the orientation has been completed, the participant is given an appointment with an Employment Services worker, who performs a comprehensive assessment to determine the appropriate E&T component and services needed. The assessment incudes occupational interests, vocational skills and aptitudes, educational attainment levels, English proficiency, basic literacy skills, prior work experience, barriers to employment, and need for support services.

The CalFresh E&T program currently provides job search and job readiness services, other work-related skills training, and supportive services to approximately 30 people per year, with a budget of \$270,000. After the assessment described above, participants are assigned to work activities, and are assisted in accessing supportive services to help in overcoming identified barriers to employment. CalFresh E&T participants are verbally referred to the AJCC for WIOA-funded job preparation/job search activities, workshops (resume writing, employment tips, managing money, interview skills, etc.), vocational training opportunities and job placement.

To meet CalFresh General Relief participants' needs, VCHSA offers transportation and vendor services. Transportation services are offered via bus passes (monthly pass) or bus tokens (daily pass). VCHSA has negotiated with local stores and schools to honor vendor claims for uniforms, tools, books, supplies, or testing fees. The ES worker addresses participants reimbursement on a case-by-case basis to ensure that they are reasonable, necessary, and directly related to participation in the E&T program. Current supportive services offerings are limited; the parties to this agreement are exploring ways to offer more generous supportive services where possible, which can mean the difference between success or failure for struggling participants.

The data suggests that significant numbers of CalFresh recipients are either unemployed or underemployed, and could benefit from job training or other workforce development services to obtain

higher wages, particularly services that lead to employer-recognized certifications in in-demand occupations. WDBVC currently collaborates with the three colleges of the Ventura County Community College District, the Ventura County Adult Education Consortium, several area universities, labor unions and other education and training providers to advance career pathways programs that result in the attainment of industry-valued and recognized post-secondary credentials that are both portable and aligned with local and regional workforce needs.

The fact that 15,026 individuals, **slightly under 50% of all adults**, **have earned income yet still qualify for the CalFresh program** (which has an income test tied to the federal poverty level) suggests a combination of:

- o Individuals receiving income at or near minimum wage
- o Individuals working less than 40 hours per week
- One wage earner supporting many individuals

Data does not indicate how many individuals correspond to each of these categories, but with 15.026 people, it is likely that there are at least a few thousand in each group. Low-wage workers need opportunities to earn a family-sustaining wage; part-time workers who wish to work full time need assistance in doing so; comprehensive income-maximization efforts must be implemented across the board.

Since many CalFresh recipients already work, in low-wage or part-time jobs, there is also a need for workforce development services that can accommodate their schedules: evening training, 'night school,' weekend hours, on-line training, etc. (Many are currently working in retail, where shifts can change from week to week and where employers who are willing to support training by allowing workers to maintain a steady shift are rare.)

The data suggests there are many working families, including one-parent families, that are likely to need help with childcare. Half of the total Calfresh population is under the age of 18. More than 8,000 children (28% of total children) are of pre-school age (0-4). Nearly 20,000 (67% of total children) are of school age (5-15) and thus potentially in need of after-school care. There are nearly 7,000 single-parent CalFresh households. Childcare is an ongoing barrier for a significant portion of the population: waiting lists are lengthy, and people are often left to seek childcare on their own, through formal or informal arrangements.

Data indicates that 21% of the adult CalFresh population is 'elderly' (60+), a significant portion of whom may be outside the workforce, whether by choice or not. Approximately 15% of CalFresh households include someone with a disability; of those, some are working; others may be unemployed but interested in employment. More information is needed regarding the types of disabilities, the interest in employment, and the challenges faced in accessing jobs.

Equally important, particularly for those who do not currently have an income, is training that pays a wage of some kind, whether OJT or a training stipend. Earn and learn models are by definition more expensive than traditional training, which has implications regarding the numbers that can be served, but there is agreement among all stakeholders that we need to maximize such opportunities if we expect to reach low-income populations.

Financial empowerment and benefit maximization are strategies that the partners in this Local Plan Update intend to pursue in the interest of income mobility. The process of developing this document has helped us see that there are questions we should be asking of each enrollee in each of our

respective programs. For example, intake at the AJCC should include a screening for any benefits an individual might be eligible for but not receiving. Low-income individuals who could be getting food assistance and are not should be advised on how to apply, and assisted with the application process.

The CalFresh application can be daunting for anyone not familiar with it, but in fact, for most applicants, the correct answer to many of the sometimes confusing questions is "Not Applicable." The simple expedient of helping people apply for CalFresh would result in a significant increase in utilization – and since these are benefits to which people are entitled by virtue of income, there is no reason not to do so. The flip side of this coin, of course, is that everyone who applies for CalFresh should be provided with information about the workforce development services available at the AJCC, and encouraged to explore them.

Homelessness (along with near-homelessness) is a significant barrier for many CalFresh recipients. The emphasis on housing-first has at times had a deleterious impact on other strategies. However, even low-income housing requires an income, so strategies that combine housing and training are a real need.

CalFresh stakeholders and other partners identified a number of supportive services that might help CalFresh recipients be successful in workforce development programs and in obtaining family-sustaining employment:

- Low and/or no cost childcare for households with young children;
- More generous policies regarding items such as transportation, uniforms, books;
- Incentives (gift cards, training completion bonuses) have been effective in the past;
- Perhaps funding could be braided here, with one funder covering training costs, while another covers some or all of the supportive services costs;
- Healthcare services for temporarily disabled individuals.

Not a "supportive service" per se, but some evidence suggests that CalFresh recipients might do better in a cohort model, where participants can effectively function as a support group, as opposed to seeking training on their own through the standard Individual Training Account model.

CalFresh intake staff do not have the time to explore employment and training options with each client, nor can they be expected to have the expertise to do so effectively. As a result of the development of this plan update, the WDBVC has agreed to review existing marketing materials and produce a very simple, targeted one-sheet document for CalFresh staff to use with new enrollees, pointing them quickly and efficiently to the AJCC and the workforce system. Referral protocols are being developed which will make this process more seamless and less dependent on individual staff members expertise. At the same time, cross-training opportunities are being developed so that all CalFresh staff are aware of the workforce system, and AJCC staff understand CalFresh and the importance of income maximization.

#### Attachment 3: Child Support Services Partnership

Local Department of Child Support Services leadership approached the WDBVC early in the plan update process and expressed a desire to play an active role. DCSS has worked hard to transition from a purely punitive approach to a model which supports noncustodial parents, including helping to connect them to employment-related services. Recognizing that there are limitations on what DCSS staff can do in this regard, the agency has worked to build bridges with the AJCC and the workforce system, and is ready to take this collaboration to a new level. DCSS participated in the meetings with CalFresh described above, as well as in the January evening meeting, and together with the WDBVC is working with community colleges, community-based organizations and other local service providers to identify ways to better serve the DCSS population.

As of January 2019, there were 17,621 non-custodial parents tracked by DCSS in Ventura County. English-speakers accounted for 13,324 (76%), with Spanish-speakers the second-largest population, at 2,467 (14%). More than more than half, however (51%) identify as Hispanic. A total of 1,232 (7%) identify as Black or African. Various Asian populations account for 363 individuals (2%), with Filipinos constituting the single largest group. While the population is overwhelmingly (89%) male, there are 1,782 female non-custodial parents. Well over half of the population (59%) is between the ages of 21 and 45. The single area of highest concentration is Oxnard, where 21% of participants reside.

Just under 40% of participating non-custodial parents do not show a current employer. Anecdotally, through conversations with either the custodial or the non-custodial parent, it is understood that a significant portion of that 40% is either self-employed or working under the table for cash. Just over 23% of the participating non-custodial parents have been incarcerated; of that subset, 58% do not show a current employer.

In the development of this plan update, Child Support Services, the WDBVC and partner agencies have identified the following types of services as being of particular need in order to help certain non-custodial parents meet their parental responsibilities: access to legal services and family law facilitators; parenting classes; assistance to improve credit scores and prioritize finances; housing; health insurance; expungement of criminal records. More specifically, if they are to be successful in the labor market, many non-custodial parents require adult education services, job training services, job placement and follow-up services, and the kinds of support services that can help people succeed in all of these, starting with transportation assistance.

At present, these services are not provided or available on a consistent, comprehensive manner. Individual staff work with individual clients to make the connection to the AJCC and workforce services, but it does not happen in a systematic or universal way. Developing this plan update together has allowed DCSS and the WDBVC to focus on the need for a more robust collaboration, to ensure that all non-custodial parents have access to workforce development services. Toward that end, staff from each agency will spend time offering services at the other's location, and will be trained in the services and opportunities each agency has to offer.

Barriers faced by significant numbers of non-custodial parents include lack of skills, gaps in work history, disabilities which make finding or holding employment difficult, criminal records, large debts, immigration status, license suspension, substance abuse or other mental health issues, homelessness and language barriers. For some non-custodial parents, these are augmented by a lack of motivation to earn reportable income due to wage garnishment.

Efforts are currently made to address these barriers, but they are not adequate to meet the need. CSS provides participants with a detailed resource list, job postings, and referrals to the AJCC, the Family Law Facilitator, and legal services, among others.

In certain cases, it could be beneficial if the amount the participant owes can be temporarily reduced once the individual enrolls in on-the-job training or is placed in approved employment. This obviously has an impact on the custodial parent and the children, so it is a tool that must be used judiciously, but it could be the key to helping non-custodial parents get started on the road to fulfilling their parental responsibilities.

# Attachment 4: Prison to Employment Regional Plan

# PRISON TO EMPLOYMENT REGIONAL PLAN

MARCH 2019









There are 34,000 Justice-Involved individuals in Ventura County and an estimated 42,000 formerly incarcerated individuals

It is critical to identify industries and occupations...





...that offer upward mobility...





...for Justice-Involved and formerly incarcerated individuals.

PRISON TO EMPLOYMENT REGIONAL PLAN. MARCH 2019

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855 Partridge Drive, Ventura, CA 93003

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March 15, 2019

Dear Stakeholders and Community Members,

The State of California Workforce Development Board (CWDB) entered into a groundbreaking formal partnership with the California Department of Corrections and Rehabilitation (CDCR), the California Prison Industry Authority, and the California Workforce Association (CWA) with the goal of improving employment and the overall labor market outcomes for members of our community who are formerly-incarcerated and justice involved. Furthermore, the CWDB asked for regional planning units that receive Workforce Innovation and Opportunity Act (WIOA) funding to include services for those involved in the justice system in our local and regional strategic plans.

The Workforce Development Board of Ventura County (WDBVC) embarked on a process to garner robust stakeholder input collected through a series of in person dialog meetings. WDBVC engaged the services of a consulting firm with particular expertise in re-entry services for justice-involved populations called CauseIMPACTS that facilitated six of the planning meetings, compiling and inviting a list of 170 individuals, representing more than 51 unique organizations serving justice-involved individuals in the Ventura County region. CauseIMPACTS also designed and implemented a stakeholder survey, an employer survey, one-on-one interviews with 21 practitioners, and focus groups with justice-involved individuals. The result is this report that reflects the input, expertise and commitment of all of these partners.

Based on the recommendations from the stakeholder planning process, WDBVC has applied for funding from the Prison to Employment (P2E) grant program. This will give us the opportunity to offer employment services to more justice-involved individuals in Ventura County (including those who are not served under AB 109 Realignment funding). The amount of P2E funding available for our region will require us to further prioritize the services we can pay for with those funds. Our approach is to use this comprehensive strategic plan with stakeholder input as we move forward and to fund as much of the plan as possible with P2E as well as seeking funding and partnerships for the prioritized areas that are not funded through P2E.

We thank all of our partners in service for their time and input. We look forward to learning and seeing the outcomes as we implement these recommendations.

Rebecca Evans

Greg Liu

WDB Executive Director

WDB Chair, PY 2018-2019

# **EXECUTIVE SUMMARY**

The Prison to Employment Initiative (P2E) aims to strengthen collaboration between local workforce development programs and corrections systems to improve outcomes for Justice-Involved and formerly incarcerated individuals by providing access to well-paying, upwardly mobile careers. In December 2018, the Workforce Development Board of Ventura County was granted P2E funding to develop regional partnerships and a regional plan, which contextualizes and provides strategic guidance on how to serve the formally incarcerated and other justice involved individuals in Ventura County.

# **About the Prison to Employment Initiative**

As part of the 2018 state budget process, the California Legislature approved and established the Prison to Employment Initiative. Subsequently, in July 2018, the California Legislature approved \$37 million in state general funds to resource the Prison to Employment Initiative with three grant cycles.

- 1. Regional Planning Grants (Fall 2018)
- 2. Implementation and Direct Services Grants (Spring 2019)
- 3. Supportive Services and Earn and Learn Grants (Spring 2019)

The State Board entered into a formal partnership with the California Department of Corrections and Rehabilitation (CDCR), the California Prison Industry Authority (CALPIA), and the California Workforce Association, with the goal of improving labor market outcomes of the state's Formerly-Incarcerated population. The Corrections Workforce Partnership Agreement is intended to strengthen linkages between the state workforce and corrections systems in order to improve the process by which the formerly incarcerated and justice-involved individuals reenter society and the labor force.<sup>1</sup>

P2E grantees are required to engage those agencies and organizations that serve the Justice-Involved and formerly incarcerated populations.

Required partners include:

- California Department of Corrections and Rehabilitation (CDCR)
- County Probation Departments
- Community Based Organizations
- Labor organizations
- Public and Private Employers

**Recommended Partners Include:** 

- Vocational training providers
- Other Local Government Agencies
- Community Corrections Partnerships
- California Prison Industry Authority (CALPIA) Programs)
- Local reentry councils

<sup>&</sup>lt;sup>1</sup>California Workforce Development Board. (2019, February). Workforce Corrections Partnership and Prison to Employment Initiative. Retrieved from: https://cwdb.ca.gov/partnerships/workforce-corrections-partnership/.

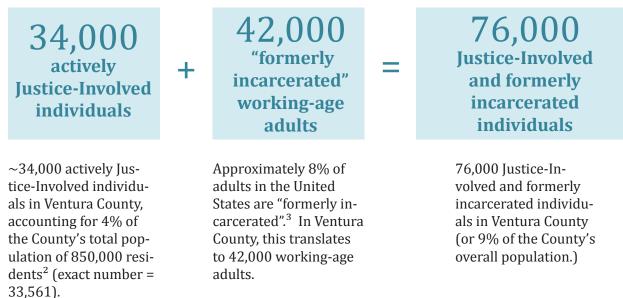
#### PRISON TO EMPLOYMENT REGIONAL PLAN. MARCH 2019

This Regional Plan is the culmination of an extensive collaborative planning process undertaken by public, private, and community-based stakeholders across Ventura County. The Plan provides background information on the size and characteristics of the Justice-Involved population in Ventura County, describes and presents key findings from the stakeholder outreach process, and presents an overview of key challenges facing Justice-Involved individuals in the County. Furthermore, the Plan presents labor market trends in Ventura County and highlights industries and occupation groups that offer the most opportunities for Justice-Involved individuals. Finally, the Plan provides specific recommendations for leveraging workforce-corrections partnerships to address these challenges. The recommendations herein highlight the synergies between the needs of Justice-Involved individuals and the needs of local industry, recognizing the immense potential of the Justice-Involved population to contribute to the economic vitality of Ventura County.

The term **"formerly-incarcerated"** is not defined in statute and for purposes of this program includes any individual who has at any time served a custody sentence in any adult or juvenile federal, state, or local detention facility; or in any alternative custody program such as home detention. The term **"Justice-Involved"** refers to individuals (adults and juveniles) who are on parole, probation, mandatory supervision, post-release community supervision, or are otherwise part of the supervised population and/or under the jurisdiction of a county or the California Department of Corrections and Rehabilitation. This also includes individuals who are on county informal probation, county deferred entry of judgment, or any other county diversion program such as drug courts, veterans courts, community courts or other specialty courts.

# **Justice-Involved Population of Ventura County**

There are 34,000 Justice-Involved individuals in Ventura County and an estimated 42,000 formerly incarcerated individuals, bringing the County's overall P2E eligible population to ~76,000 (9% of the County's overall population.)



 <sup>&</sup>lt;sup>2</sup>Census Bureau QuickFacts, United States Census Bureau. (2018, July). U.S. Census Bureau QuickFacts: Ventura County, California. Retrieved from: https://www.census.gov/quickfacts/venturacountycalifornia.
 <sup>3</sup>Shannon, Sarah K. S., et al. "The Growth, Scope, and Spatial Distribution of People With Felony Records in the United States, 1948–2010." Demography, vol. 54, no. 5, 2017, pp. 1795–1818., doi:10.1007/s13524-017-0611-1. Note: we consider having a felony conviction as a key indication that someone was formerly incarcerated.

The vast majority of Justice-Involved individuals are already living in the community, including 737 on active state parole, 26,165 on probation, and 3,175 in County diversion programs. Adults on probation comprise the single largest Justice-Involved subpopulation in the County, accounting for 76% of the total figure. An additional 3,850 individuals from Ventura County are currently detained, including 1,662 in county jail and 1,822 in CDCR state prison facilities. The table below summarizes data on the size of the current Justice-Involved population in Ventura County.

Justice-Involved Population in Ventura County					
	Total	Youth	Adults		
On Diversion					
In County Diversion Programs	3,175	466	2,709		
On Supervision					
On Probation	26,165	610	25,555		
On Parole	737	$0^1$	737 <sup>1</sup>		
In Detention					
In County Jail (Detention only)	1,662	85 <sup>2</sup>	1,577 <sup>2</sup>		
In State Prison	1,822	$7^2$	1,815 <sup>3</sup>		
TOTAL Justice-Involved	33,561	1,168	32,393		

All data is for 2018 calendar year, via data reported by Ventura County Probation Agency to causeIMPACTS in Jan 2019, unless indicated.

[1] As of Dec 2018 via CDCR DAPO figures reported to causeIMPACTS, Dec 2018. Note, there are no youth on parole in the state of California. All juvenile offenders released from DJJ facilities go to County probation agencies
[2] As of Dec 2016 via CJCJ raw data files at <u>http://casi.cjcj.org/about.html#download</u>
[3] As of Feb 2019 via CDCR Office of Research reported to causeIMPACTS, Feb 2019.

Analysis of the size and demographic characteristics of Ventura's Justice-Involved population revealed a number of interesting trends.

**79%** of the overall Justice-Involved population are adults on probation.

**76%** of Justice-Involved individuals in Ventura County are men.

**60%** of the Justice-Involved population are Hispanic and White men of prime working age (25-50 years old).

The majority of the Justice-Involved individuals in Ventura County are adults between the ages of 25-50 years old (66%), followed by 18-24 year-olds (16%). These two age groups represent individuals of prime working age who may act as a potential source of employees for local businesses looking to address labor shortages.

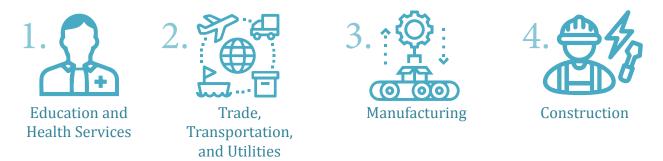
African-Americans and Latinos/Hispanics are vastly overrepresented compared to their percentage of the general population.

- African-Americans comprise 2.3% of the population in Ventura County overall, but account for 4.7% of the Justice-Involved population.<sup>4</sup>
- Hispanics/Latinos comprise 42% of the County population, but account for 62% of the Justice-Involved population (1.26 times higher).<sup>5</sup>

# Labor Market Opportunities for the Justice-Involved Population in Ventura County

Many of the fastest growing jobs in Ventura County do not provide a living wage that can sustain living in the county. Therefore, it is critical to identify specific industries and occupation clusters that offer upward mobility and opportunity for Justice-Involved and formerly incarcerated individuals in Ventura County. The strongest and most comprehensive workforce development programs not only equip individuals with basic job skills, but also apply a sectoral approach to provide training in specialized skills aligned with local industry needs.

The following major industry groups present the greatest level of opportunity for the Justice-Involved/formerly incarcerated populations of Ventura County. These "Opportunity Industries" offer high numbers of well-paying, low- and middle-skill occupations, as well as ample opportunities for career progression and growth:



<sup>4</sup>Census Bureau QuickFacts, United States Census Bureau. (2018, July). U.S. Census Bureau QuickFacts: Ventura County, California. Retrieved from: https://www.census.gov/quickfacts/venturacountycalifornia.
<sup>5</sup>Ibid.

The table below shows the number of "Opportunity Jobs" in these "Opportunity Industries:"

Number of jobs in opportunity occupations in ventura county by industry					
Industry	Total Jobs/ Employment	No. Jobs in Opportunity Occupations	% Jobs in Opportunity Occupations	Average Annual Job Openings	
<b>Education and Health Services</b>	45,700	20,126	44.0%	886	
Trade, Transportation, &	59,000	14,029	23.8%	543	
Utilities					
Manufacturing	30,500	9,976	32.7%	328	
Professional & Business	36,600	7,799	21.3%	251	
Services					
Construction	15,600	7,632	48.9%	341	
Government	48,000	6,419	13.4%	197	
Financial Activities	17,000	6,330	37.2%	226	
Leisure and Hospitality	37,400	3,203	8.6%	202	
Other Services	9,700	2,105	21.7%	89	
Information	5,100	1,207	23.7%	44	
Agriculture and Farming	27,400	271	1.0%	94	
Mining and Logging	900	0	0.0%	0	

Numberof	laha in Anna	ntunitu Ogan	nations in V	lantura Count	. h. Inductor
Number of	jous m oppo	i tunity Occu	pations m v	entura count	y by Industry

Source Occupational Employment Statistics (OES) Data, June 2018

Any workforce program created for the Justice-Involved and formerly incarcerated must take into consideration what types of industries and occupations have upward mobility opportunities. The industries and occupations highlighted herein provide opportunities for individuals to earn life-sustaining wages, access progressive career pathways, and enhance their overall quality of life. Furthermore, focusing on these industries supports the strategic priorities and needs of the WDB, and connects P2E strategies to the economic vitality of the County as a whole. This analysis should be visited and re-visited often while developing P2E programs and expanding workforce development programming in the County.

# **Stakeholder Outreach**

A key element of the Prison to Employment Initiative is to engage stakeholders across sectors to increase collaboration and better utilize existing services. A variety of methods were employed to conduct stakeholder outreach to ensure that multiple perspectives were heard across sectors. The goals of this outreach were to identify the strengths, challenges, existing collaborations, and services in Ventura County, and then to determine the possible recommendations that will improve outcomes for the Justice-Involved. These methods included:

- Stakeholder Survey
- Employer Survey
- P2E Stakeholder Meetings
- Justice-Involved Focus Group at Goodwill
- One-on-One Interviews with Service Providers and Corrections Officers

91 individuals representing 51 unique organizations were consulted and engaged during the P2E Regional Plan creation.

# **Challenges Serving the Justice-Involved in Ventura County**

This plan provides an extensive list of the existing roadblocks to providing workforce development services to the Justice-Involved, in order to provide a holistic understanding of the ecosystem of service provision in Ventura County. The challenges of Ventura County fall into three categorical areas: 1) Challenges providing supportive services; 2) Challenges with direct employment and earn and learn programming; 3) Challenges collaborating.

Through the stakeholder outreach and research process, four priorities emerged that deserve special attention. In every stakeholder meeting, one-on-one interview, and focus group, participants highlighted the fact that there is not enough affordable housing in Ventura County for this population. Furthermore, there is limited access to residential drug treatment and detox facilities. If these basic human needs are not addressed, people cannot successfully reenter society and join the workforce.

Survey and respondent feedback also highlighted a limited number of CBOs that provide direct employment placement. Many CBOs and agencies provide necessary supportive workforce services such as resume preparation, interview clothing, and job search support. However, there are very few agencies or CBOs that actually find and place clients in gainful employment. At the same time, there are limited employers willing to hire those with a criminal record due to existing hiring policies and a lack of knowledge about the potential benefits to hiring this population.

#### **Priority Challenges for Ventura County**

- Limited housing and barriers to housing for those with a record
- Limited access to residential drug treatment and detox facilities
- Limited agencies and CBOs that provide direct employment placement
- Limited first opportunity employers and those willing to hire Justice-Involved

The complete list of challenges is described in detail in the challenges section of the report, and provides a necessary perspective for any reader of this plan.

# **Recommendations**

In order to address existing challenges and improve long-term outcomes for Justice-Involved individuals, it is important to not only increase the number of career education, job placement, and earn and learn opportunities available to this population, but to also enhance and provide increased access to supportive services such as mental health services, substance abuse treatment, and housing assistance. Eight key recommendations were determined by the convened P2E partner coalition and are summarized in the table below. Each of these recommendations depends on cross-sector, interagency coordination, and partnership for successful implementation.

# P2E Programmatic Recommendations Overview



**Create a Regional Employer Outreach and Training Program** dedicated to partnership cultivation, and train employers about the incentives to hiring Justice-Involved individuals. This will streamline employer outreach and establish a pipeline of employers that all CBOs and agencies can utilize.

**Provide Micro-Contracts to Sober Living Houses**. Expand housing for more Justice-Involved people by providing micro-contracts to sober living houses and allowing Probation and Parole to refer and pay for clients' housing for 90 days, regardless of probation status. Such micro-contracts will reduce existing waitlists for sober living facilities and provide needed funds for sober living houses.





**Contract with CBOs Focused On Direct Employment and Placement** to ensure gainful employment and a continuum of care into the community. Work with AJCC partners and expand CBO services to inmates from incarceration through reentry to facilitate a continuum of care as they transition back into the community. Subsequently provide career education, job placement, and earn and learn funding to support direct employment.

**Develop a Mandatory Pre-Release Resources File and Toolkit**. Pilot a program at Ventura County Jails, with STEPS enrollees and potentially with newly contracted CBO partners (if funding is available), to develop a mandatory pre-release resources file and toolkit. Back up these documents on a virtual database through which individuals can access their paperwork even if they misplace hard copies.





Expand Food Handler Credential Program Model at Todd Road Jail To Include Landscaping and Maintenance Work Crew and Expand Employer Partnerships. Establish an industry-recognized credential in landscaping and maintenance for the groundskeeping work crew at Todd Road Jail. The work crew already exists, so by providing minimal classroom training, the inmates can also attain a valuable credential upon release. The program will also include direct outreach and partnership with relevant employers.

**Formalize a Ventura County Reentry Council Council** that can act as a neutral convener and regular incubator for collaboration, planning, and reflection. This council will facilitate partnerships between public agencies, industry, community-based organizations, and other local organizations so that momentum developed during the P2E planning phase is not lost





**Develop a Registered Pre-Apprenticeship and Apprenticeship in Manufacturing Program** for Justice-Involved individuals that prepares people for entry-level jobs as an assembler on up. Manufacturing is the top industry in Ventura in terms of GDP, and includes multiple opportunity occupations with upward mobility that can help Justice-Involved individuals survive and thrive<sup>5</sup>.

**Develop a Joint Day Reporting Center for Probation and Parole.** There is currently no Day Reporting Center (DRC) for Parolees in Ventura County, even though there is a DRC for probationers. A joint DRC will encourage partnership between the two agencies and save resources as the two agencies serve clients with similar needs.



#### **Potential Recommendations to Explore**

In addition to the programmatic recommendations, the P2E strategic planning process uncovered a number of big picture policy and procedural changes that should be further explored for feasibility. These potential recommendations could greatly impact the lives of the Justice-Involved and formerly incarcerated in Ventura County.

Given the temporary nature of the P2E working group that was convened in order to develop this plan, the Ventura County Reentry Council or another existing coalition, could take on this list of potential recommendations, identify priorities, and advocate for them. These potential recommendations include:

- Engage and collaborate with local and regional elected officials in order to open paths to potential braided funding streams and new collaborations.
- 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.
- Research and explore the possibility of a Ventura County public sector hiring set aside for some agencies and departments.
- Explore what it would take to develop a residential multi-service center that provides all services necessary in one location.
- Explore what it would take to enhance data collection, reporting, and sharing across CBO's and corrections departments in order to holistically manage case files

The Justice-Involved and formerly incarcerated population represents an untapped pool of local talent that can help meet the demands of regional industry and address some of the County's overarching workforce challenges. But this cannot happen overnight. The County must be willing and prepared to forge cross sector partnerships, try new things, and develop programs that invest in people over time.



# JUSTICE-INVOLVED POPULATION OF VENTURA COUNTY

Prior to developing strategies to better serve justice-involved individuals, it is imperative to understand the composition and specific needs of this population. To this end, this section of the report utilizes the most recently available data from state and county corrections agencies to explore the population size, demographic characteristics and workforce development needs of the justice-involved population in Ventura County. This analysis provides a baseline of information about the population that stands to benefit from P2E planning and implementation efforts. The following analysis presents quantitative data and statistics on the current Justice-Involved population in Ventura County. This data comes from a variety of sources including the CDCR Office of Research, CDCR Division of Adult Parole Operations (DAPO), Center for Juvenile and Criminal Justice (CJCJ), Ventura County Probation Agency (VCPA) and the Workforce Development Board of Ventura County (WDB). Whenever possible, primary data reported directly to causeIMPACTS by local corrections agencies was used. Additional data was supplemented through formal reports and research. All data is for the 2018 calendar year, unless indicated. See Appendix A for a detailed overview of data sources.

# **General Population of Ventura County**

With a population of over 850,000, Ventura is the 11<sup>th</sup> most populous county in the state of California.<sup>7</sup> The population is predominantly White and Hispanic, with distinct demographic patterns in terms of racial distribution. The suburban and exurban areas in the southeastern portion of the county (i.e. Thousand Oaks, Simi Valley) have populations significantly older and whiter than the rest of the region. Communities with more agrarian roots, such as those along the Santa Clara River Valley (i.e. Santa Paula, Fillmore), have larger Latin American--specifically Mexican-American-populations. Ventura County also has a much higher proportion of veterans than its neighboring counties. Over 6% of the population is veterans, compared to only 2.8% in LA County.<sup>8</sup> This is likely credited to the active Naval Base Ventura County.

Ventura County has one of the highest per capita and median household incomes in the state.<sup>9</sup> The median income in Ventura County is \$81,972 compared to \$67,169 for California as a whole. One resulting effect is, unfortunately, a high homeless population. There is a consistent population of people in the County struggling to attain affordable housing, jobs with a living wage, food, and other basic amenities.<sup>10</sup> There is also a racial dimension to socioeconomic inequity in Ventura County, as minority populations are disproportionately represented among the County's poor.

# **Justice-Involved Population**

The term "Justice-Involved refers to individuals (adults and juveniles) who are on parole, probation, mandatory supervision, post-release community supervision, or are otherwise part of the supervised population and/or under the jurisdiction of a county or the California Department of Corrections and Rehabilitation. This also includes individuals who are on county informal probation, county deferred entry of judgment, or any other county diversion program such as drug courts, veterans courts, community courts or other specialty courts.<sup>11</sup>

There are close to 34,000 actively Justice-Involved individuals in Ventura County as of January 2019, accounting for 4% of the County's total population of 850,000 residents<sup>12</sup>. The vast majority of Justice-Involved individuals are already living in the community, including 737 on active state

<sup>&</sup>lt;sup>7</sup> County of Ventura. (n.d.). About Us. Retrieved from: www.ventura.org/county-executive-office/about-us/. <sup>8</sup>Data USA (n.d.) Ventura County, CA. Retrieved from: https://datausa.io/profile/geo/ventura-county-ca/ <sup>9</sup> US Census Bureau. (2018, July). U.S. Census Bureau QuickFacts: Ventura County, California. Retrieved from:

https://www.census.gov/quickfacts/venturacountycalifornia.

<sup>&</sup>lt;sup>10</sup> California Lutheran University Center for Economic Research and Forecasting (2017, October). State of Ventura County's Economy. Retrieved from:

http://economy.scag.ca.gov/Economy%20site%20document%20library/2017 EconomicReportVEN.pdf <sup>11</sup> Unemployment Insurance Code (2018). California Workforce Innovation and Opportunity Act. Div. 7, Ch. 3, Art. 4, Section 14040(b). Retrieved from:

https://leginfo.legislature.ca.gov/faces/codes\_displaySection.xhtml?lawCode=UIC&sectionNum=14040. <sup>12</sup> US Census Bureau. (2018, July). QuickFacts: Ventura County, California. Retrieved from:

parole, 26,165 on probation, and 3,175 in County diversion programs. Adults on probation comprise the single largest Justice-Involved subpopulation in the County, accounting for 76% of the total. An additional 3,850 individuals from Ventura County are currently detained, including 1,662 in county jail and 1,822 in CDCR state prison facilities. The table below summarizes data on the size of the current Justice-Involved population in Ventura County.

Justice-Involved Population in Ventura County				
	Total	Youth	Adults	
On Diversion				
In County Diversion Programs	3,175	466	2,709	
On Supervision				
On Probation	26,165	610	25,555	
On Parole	737	$0^1$	737 <sup>1</sup>	
In Detention				
In County Jail (Detention only)	1,662	85 <sup>2</sup>	1,577 <sup>2</sup>	
In State Prison	1,822	7 <sup>3</sup>	1,815 <sup>4</sup>	
TOTAL Justice-Involved	33,561	1,168	32,393	

Sources: All data is for 2018 calendar year, via data reported to causeIMPACTS, Jan 2019, unless indicated. [1] As of Dec 2018 via CDCR DAPO figures reported to causeIMPACTS, Dec 2018. Note, there are no youth on parole in the state of California. All juvenile offenders released from DJJ facilities go to County probation agencies [2] As of Dec 2016 via CJCJ raw data files at <u>http://casi.cjcj.org/about.html#download</u> [3] As of Jan 2019 via CDCR DJJ figures reported to causeiMPACTS, Feb 2019.

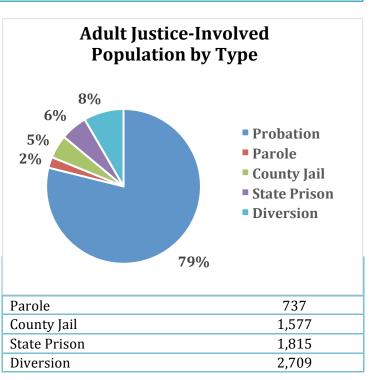
[4] As of Feb 2019 via CDCR Office of Research reported to causeIMPACTS, Feb 2019.

#### **Adult Population**

There are approximately 32,393 Justice-Involved adults in Ventura County, comprising 96.5% of the County's Justice-Involved population.

To give a sense of scale, the size of the adult population is larger than the population of four of the County's incorporated cities—Fillmore (15,812), Ojai (7,582), Port Hueneme (22,327), and Santa Paula (30,313).<sup>13</sup>

The pie chart to the right shows that adult probationers represent the largest subset of Justice-Involved adults, accounting for almost 80% of the population. An important subset of the adult probation population to consider is individuals serving AB 109 sentences. AB 109 (or Adult Realignment) is a state



<sup>13</sup> US Census Bureau. (2018, July). QuickFacts [Various Cities]. Retrieved from: https://www.census.gov/quickfacts/fact/table/US/PST045218 policy, which allows non-violent, non-serious, and non-sex offenders to serve their sentence at the county level instead of under state jurisdiction. AB 109 sentence types include Post-Release Community Supervision (PRCS) and Mandatory Supervision. In Ventura County, AB 109ers represent a relatively small proportion of the overall probation population. As of January 2019, there were 670 individuals on PRCS and 279 on Mandatory Supervision in the County.<sup>14</sup> These individuals on PRCS and Mandatory Supervision account for only 3.7% of the overall adult probation population of 25,555.

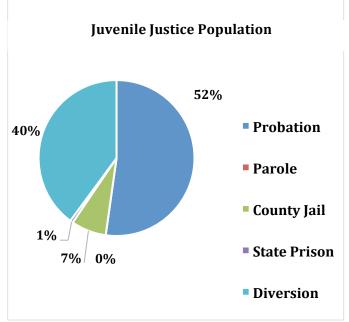
After Probation, the next biggest population type is diversion. The County Superior Court offers a number of diversion programs for those with minor criminal convictions. In 2018, there were 2,709 adults on diversion or deferred entry in Ventura County, including 74 on work release programs, 93 in Veterans Court, and 1 in Mental Health Court.

11% of the adult Justice-Involved population is currently detained (3,392 individuals including both county jails and state prisons) and the majority will eventually reenter the County. In 2018, 33 offenders were screened for Reentry Court by County Probation<sup>15</sup>, and 139 people were released early from county detention due to a lack of housing capacity.<sup>16</sup> An additional 110 offenders are expected to parole in Ventura County within the next 90 days, coming from various prisons across the state<sup>17</sup>.

#### **Juvenile Justice Population**

There are over 1,100 Justice-Involved youth in Ventura County, accounting for just 3.5% of the County's overall Justice-Involved population. Consistent with state and national trends, the juvenile justice population in Ventura County has decreased significantly over time. From 2008-2016, the number of juvenile arrests, probation-involved youth, and population in juvenile detention and commitment dropped by over 50%.<sup>18</sup>

The majority of the juvenile justice population in Ventura County today is under county supervision or diversion. As of December 2018, there were 466 youth in county diversion programs in the County, although it is unclear exactly which court programs these youth were deferred through. <sup>19</sup>



<sup>&</sup>lt;sup>14</sup> Ventura County Probation Agency provided this data to causeIMPACTS for the purposes of this plan.

<sup>17</sup> CDCR Division of Adult Parole Operations (DAPO) provided this data to causeIMPACTS for the purposes of this plan. <sup>18</sup> National Council on Crime & Delinquency. (2017, April). Ventura County Juvenile Justice Plan. Retrieved from:

https://public.venturaprobation.org/images/vcpa/documents/plans/Ventura%20County%20Juvenile%20Justice%20Pl an%202017.pdf

<sup>&</sup>lt;sup>15</sup> Ventura County Probation Agency. (n.d.). Adult Probation Services Annual Report: FY 2017-2018. Retrieved from: <u>http://public.venturaprobation.org/images/vcpa/documents/reports/VCPA%20Adult%20Services%20-</u>%20Annual%20Report%202018.pdf

<sup>&</sup>lt;sup>16</sup> Board of State and Community Corrections. (2019, January). Jail Population Dashboard—Capacity Releases. Retrieved from: <u>https://public.tableau.com/profile/kstevens#!/vizhome/ACJROctober2013/About</u>

<sup>&</sup>lt;sup>19</sup> Ventura County Probation Agency provided this data to causeIMPACTS for the purposes of this plan.

There were 479 youth committed to county facilities in 2018, including commitment to both juvenile halls and camps.<sup>20</sup> The majority of those committed were not incarcerated long-term.

There were 85 youth incarcerations in local juvenile halls and camps in December 2016, including 38 charged with misdemeanors and 51 charged with felony convictions (some charged with both).<sup>21</sup> Very few youth from the County are detained in DJJ state detention facilities (only 7<sup>22</sup>), and there are no youth on parole in Ventura County, as all youth released from state supervision (DJJ) are released to the County Probation Agency (VCPA).

Youth Justice-Involved Population					
Probation	610				
Parole	N/A				
County Jail	85				
State Prison	7				
Diversion	466				
TOTAL	1,168				

## **Formerly Incarcerated Population**

The term **"formerly-incarcerated"** is not defined in statute and for purposes of this program includes any individual who has at any time served a custody sentence in any adult or juvenile federal, state, or local detention facility; or in any alternative custody program such as home detention.

Exact figures on the number of formerly incarcerated individuals living in Ventura County are not readily available, however, a 2017 academic study estimates that 8% of adults in the United States fall into this category.<sup>23</sup> In Ventura County, this translates to 42,000 working age adults. There are 34,000 Justice-Involved individuals in Ventura County. When combined with an estimated 42,000 individuals with past felony convictions, the County's overall population is approximately 76,000 or 9% of the County's overall population.

## **Demographic Characteristics**

Demographic characteristics of the Justice-Involved population in Ventura County including sex, race, age, geographic location, and special needs are considered in the section that follows. Where possible, characteristics are disaggregated for specific adult and juvenile subpopulations, including those in prison, jail, probation, parole, and in specialized diversion/deferred entry programs. Although specific demographic data was not available for every key subpopulation, the data in this section presents estimates based on the best and most complete data available and provides a good general representation of the characteristics of the Justice-Involved population in the County.

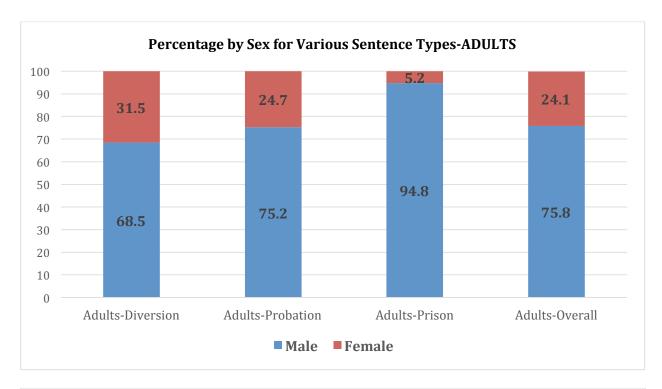
### Sex

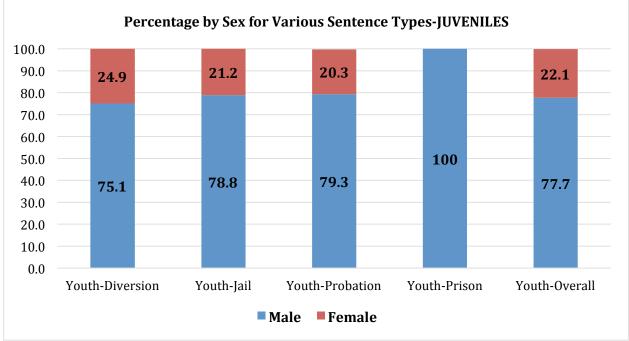
The majority of Justice-Involved individuals in Ventura County—76%—are men. This is a common trend seen among Justice-Involved populations across the country. A breakdown by sex for various sentence types is displayed in the graphs below, based on availability of data.

 $<sup>^{\</sup>rm 20}$  Ventura County Probation Agency provided this data to cause IMPACTS for the purposes of this plan.

<sup>&</sup>lt;sup>21</sup> Center on Juvenile and Criminal Justice. (2019). Juvenile Data 2016 [Raw Data File]. Retrieved from: http://casi.cjci.org/about.html#download

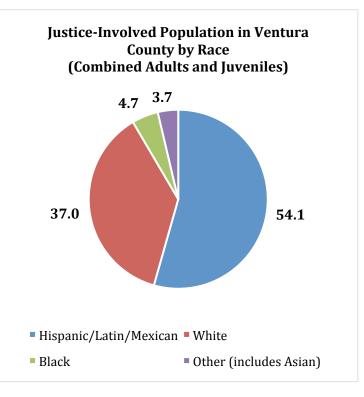
 <sup>&</sup>lt;sup>22</sup> Division of Juvenile Justice provided this data to causeIMPACTS for the purposes of this plan. Figures as of Jan 2019.
 <sup>23</sup> Shannon, Sarah K. S., et al. The Growth, Scope, and Spatial Distribution of People with Felony Records in the United States, 1948–2010. Demography, vol. 54, no. 5, 2017, pp. 1795–1818. Note: we consider having a felony conviction as a key indication that someone was formerly incarcerated.



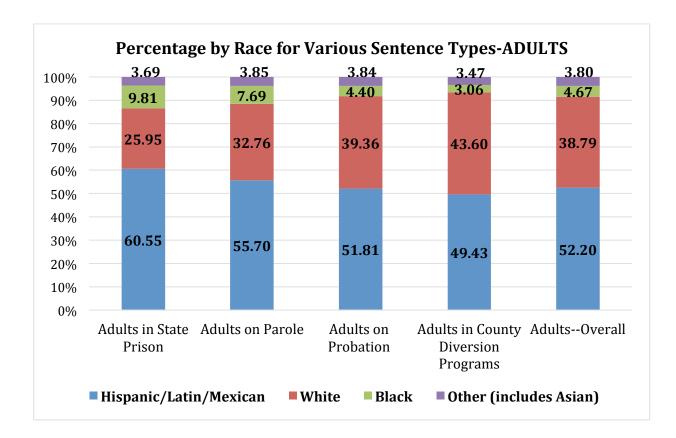


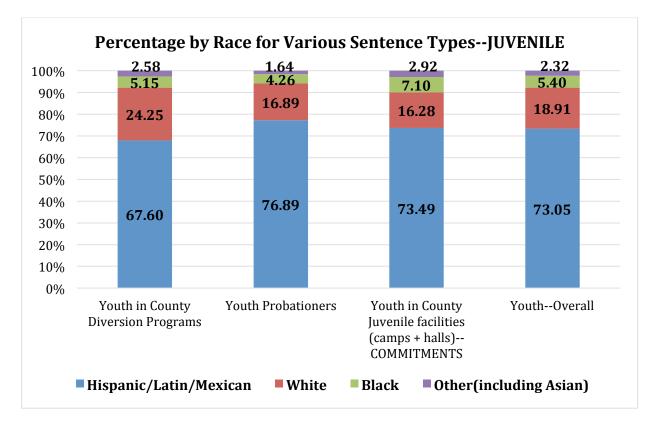
#### Race

Hispanics (54%) and Whites (37%) comprise the majority of the Justice-Involved population in Ventura County, mimicking the general demographic profile of the County overall. However, racial minority groups are persistently overrepresented in the County and state corrections systems. While African Americans only comprise 2.3%<sup>24</sup> of the population in Ventura County overall, they account for 4.7% of the Justice-Involved population (just over double the rate). Similarly, people of Hispanic/Latino heritage comprise 42%<sup>25</sup> of the County population, but account for 62% of the Justice-Involved population (1.26 times higher).



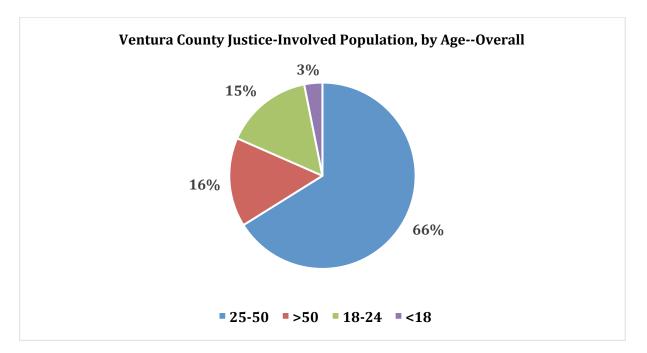
<sup>&</sup>lt;sup>24</sup> US Census Bureau. (2018, July). QuickFacts: Ventura County, California. Retrieved from: https://www.census.gov/quickfacts/venturacountycalifornia.

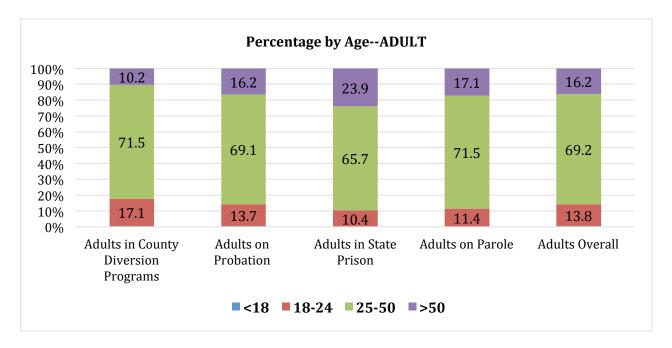


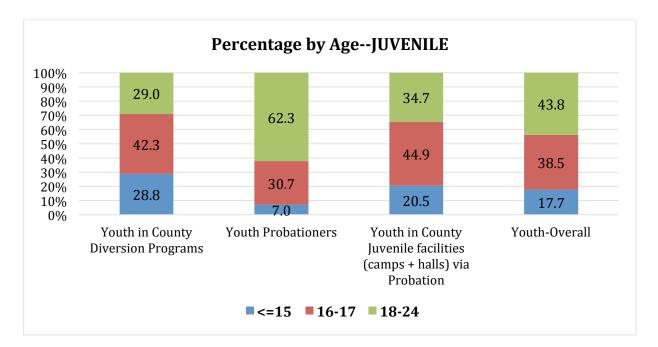


#### Age

The majority of the Justice-Involved individuals in Ventura County are adults between the ages of 25-50 (66%), followed by 18-24 year-olds (16%). These two age groups represent individuals of prime working age who may act as a potential source of employees for local businesses looking to address labor shortages. The chart below shows these percentages of the aggregated Justice-Involved population.



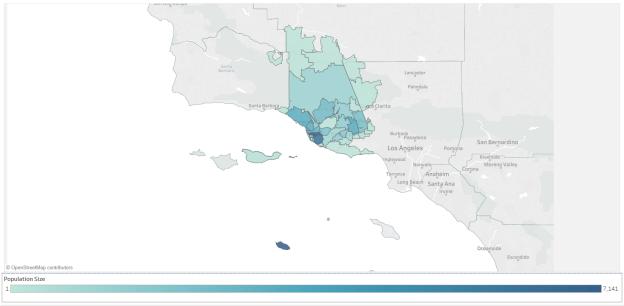




#### Geography

The majority of Justice-Involved individuals are from Oxnard, the County's most populous city. "In Oxnard, about two-thirds (68%) of the city's population speaks a language other than English at home; 14% of all people in the city live below the federal poverty level, and the median household income is \$60,621—substantially lower than that for the county as a whole"<sup>26</sup> The map below shows where the Justice-Involved population resides across Ventura County. Darker areas have a higher proportion of the population than lighter areas.





<sup>&</sup>lt;sup>26</sup> National Council on Crime & Delinquency. (2017, April). Ventura County Juvenile Justice Plan. Retrieved from: https://public.venturaprobation.org/images/vcpa/documents/plans/Ventura%20County%20Juvenile%20Justice%20Pl an%202017.pdf

## **Challenges and Missing Data**

The process of requesting, collecting, retrieving, and analyzing corrections data is time intensive and challenging. There are multiple agencies that hold pieces of the data, data sharing regulations, some older data systems. Further complicating data analysis, data is not easily shared or accessible across county departments or within the state across jurisdictional lines. This being said, the Probation Department and CDCR fulfilled data requests and extensively supported all research. Even so, the collection process highlighted a few key needs. Corrections departments and Courts could work closely together to develop a centralized, shared database through which they track, collect, and report data. Furthermore, departments could initiate a process to collect and track a few additional data points including education level and employment status.

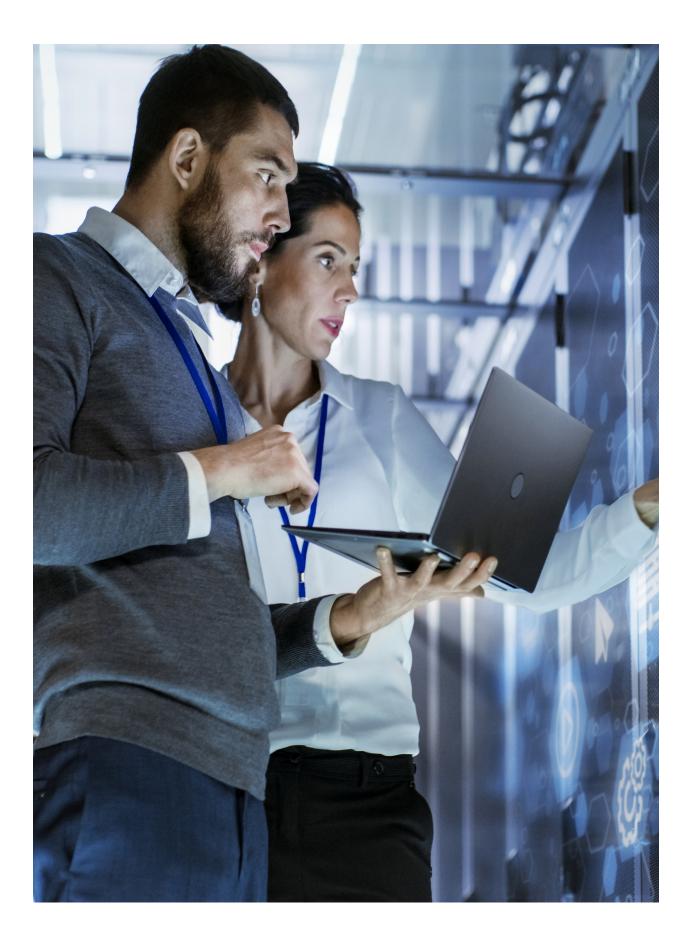
Enhanced data collection from the WDB can also improve program reporting and planning. The Ventura County AJCC does not currently keep track of how many justice-involved individuals or CalFresh recipients they serve. Due to this, it is impossible to know how many formerly incarcerated or Justice-Involved individuals were served by AJCC programming apart from the STEPS programs. Furthermore, because clients that walk into the center are not asked if they are part of these populations, there are likely missed opportunities to connect clients to relevant programs for which they are eligible.

Employment can significantly reduce rates of recidivism among Justice-Involved individuals. Unfortunately, limited real-time data on employment trends among the Justice-Involved population of Ventura County are available. Parolees and Probationers fluctuate in and out of jobs, which often creates the inaccuracies in reporting completed by Officers and Agents. Due to this challenge in reporting, both the Division of Adult Parole Operations (DAPO) and the County Probation Department reported that they do not have reliable figures on the employment and unemployment rates of people on supervision as this data is not always updated in real-time to the central reporting system by Probation Officers and Parole Agents.

Enhanced data collection and reporting around employment rates can help make a case for the need for workforce training and programming and support job placement efforts by clearly identifying those in need of employment. Furthermore, this data is essential in the evaluation of existing and future workforce programs for the Justice-Involved.

More resources should be dedicated to providing Justice-Involved individuals with access to upward mobility jobs in Ventura County in order to improve such outcomes. Furthermore, as the labor force in the County continues to slowly decline and labor needs of local industry continue to grow<sup>27</sup>, the Justice-Involved population represents a key untapped pool of local talent that can help meet the demands of regional industry and address some of the County's overarching workforce challenges. Workforce development programming is also needed for juvenile offenders. Based on community interviews conducted by the NCCD in Ventura County in 2016, career education and employment services for high-risk or Justice-Involved youth is a key need.<sup>28</sup>

 <sup>27</sup> Southern California Economic Summit (2018). County Economic Reports: Ventura. Retrieved from: http://economy.scag.ca.gov/Economy%20site%20document%20library/2018\_EconomicReportVEN.pdf
 <sup>28</sup> National Council on Crime and Delinquency (2017, April). Ventura County Juvenile Justice Plan. Retrieved from: https://public.venturaprobation.org/images/vcpa/documents/plans/Ventura%20County%20Juvenile%20Justice%20Pl an%202017.pdf





# LABOR MARKET OPPORTUNITIES FOR THE JUSTICE-INVOLVED POPULATION IN VENTURA COUNTY

As part of the strategic planning process for the Prison to Employment Initiative (P2E), it is important to identify specific industries and occupation clusters that offer upward mobility and opportunity for justice-involved and formerly incarcerated individuals in Ventura County. The best and most comprehensive workforce development programs not only equip individuals with basic job skills, but also apply a sectoral approach to provide training in specialized skills aligned with the needs of local industry. This section identifies industry sectors that should be prioritized in the P2E planning process and consulted prior to developing future regional strategies to serve the justice-involved population of Ventura County. By identifying key growth and opportunity industries at the beginning stages of the strategic planning process, Ventura County WDB has the opportunity to engage local stakeholders and leaders from these industries early on, and secure their trust and commitment to advancing P2E efforts in the region.

The section presents labor market trends in Ventura County and highlights industries and occupation groups that present the greatest level of opportunity for justice-involved individuals.

# **General Labor Market Trends in Ventura County**

Ventura County has a thriving and diverse regional economy valued at over \$43 billion GDP. The County includes Port Hueneme, an important deep-water trade port and a major military naval base. The County's economy has traditionally depended on goods-producing sectors such as Mining,

Agriculture, and Manufacturing. However, in recent years, service industries such as Healthcare and Public Administration have been on the rise.

In 2018, the total number of wage and salary jobs in Ventura County was 335,800.<sup>30</sup> The number of jobs in the County is expected to see continued growth at one of the highest rates in the state.<sup>31</sup> The EDD estimates that Ventura County will reach 396,200 jobs by 2024, an increase of 15.6% over the 10-year projection period (2014-2024). This translates to 136,700 job openings over the 10-year projection period, including 55,400 new jobs from industry growth and 81,300 jobs from replacement needs.

Ventura County at A Glance						
Labor Force	433,200					
Employed	417,200					
Unemployed	15,900					
Unemployment Rate	3.7%					
County GDP	\$43 billion*					
Jobs (Total Salary	335,800					
and Wage Positions)						
Source: All data as of Nov 20.	18 via CA EDD unless					
indicated <sup>29</sup> *Real GDP 2017 v	ria US Bureau of					
Economic Analysis						

Three key industries currently dominate the Ventura County economy in terms of total employment:  $^{\rm 32}$ 

- Trade, Transportation, and Utilities (led by the retail trade subsector = 39,500 jobs);
- Government/ Public Administration; and
- Education and Health Services.

These are shown in the graph below. Please note that throughout this report, standard industry classifications for the 12 major NAICS super-sectors are used (see Appendix X for a detailed definition of each sector).

<sup>&</sup>lt;sup>29</sup> California Employment Development Department (2019). Ventura County Profile. Retrieved from:

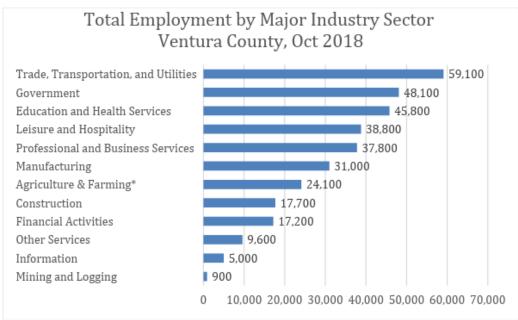
 $<sup>\</sup>frac{https://www.labormarketinfo.edd.ca.gov/cgi/databrowsing/localAreaProfileQSResults.asp?selectedarea=Ventura+County v&selectedindex=56&menuChoice=localAreaPro&state=true&geogArea=0604000111&countyName=0604000111&countyName=0604000111&countyName=0604000111&countyName=0604000111&countyName=0604000111&countyName=0604000111&countyName=0604000111&countyName=0604000111&countyName=0604000110&countyName=0604000110&countyName=0604000110&countyName=0604000110&countyName=0604000110&countyName=060400011&countyName=060400010&countyName=060400010&countyName=060400010&countyName=060400010&countyName=060400010&countyName=060400000&countyName=060400000&countyName=060400000&countyName=060400000&countyName=060400000&countyName=06040000&countyName=06040000&countyName=06040000&countyName=06040000&countyName=0604000&countyName=0604000&countyName=0604000&countyName=060400&countyName=060400&countyName=060400&countyName=060400&countyName=060400&countyName=060400&countyName=060400&countyName=060400&countyName=060400&countyName=0600&countyName=06040&countyName=060&cou$ 

<sup>&</sup>lt;sup>30</sup> Ibid.

<sup>&</sup>lt;sup>31</sup> Los Angeles County Economic Development Corporation Institute for Applied Economics. (2018, February) Economic Forecast and Industry Outlook: California and Los Angeles County 2018-2019. Retrieved from: https://laedc.org/wp-content/uploads/2018/02/LAEDC-2018-19-Economic-Forecast.pdf

<sup>&</sup>lt;sup>32</sup> US Bureau of Labor Statistics. (2019, Feb). Economy at a Glance: Oxnard-Thousand Oaks-Ventura, CA. Retrieved from: https://www.bls.gov/eag/eag.ca\_oxnard\_msa.htm ; California Employment Development Department. (2019). Ventura County Profile. Retrieved from:

https://www.labormarketinfo.edd.ca.gov/cgi/databrowsing/localAreaProfileQSResults.asp?selectedarea=Ventura+County&selectedindex=56&state=true&geogArea=0604000111&submit1=View+the+Local+Area+Profile



Source: EDD and BLS. Figures reflect employment data from October 2018. \*Total Farm Employment is included here.

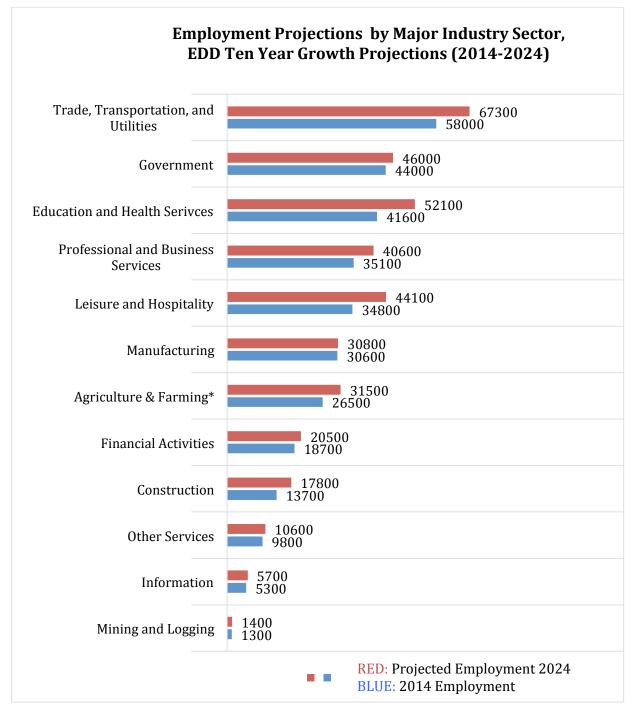
# **Expected Growth:**

The dominance of these industries is expected to continue in coming years. The graph below shows projected employment per industry by 2024. Jobs in every major industry sector are expected to increase in Ventura County, with the greatest number of new job openings occurring in those industry sectors that are already leading. The top three industry sectors expected to see the highest number of new jobs openings over the next 10 years are: Education and Health Services; Trade, Transportation, and Utilities; and Leisure and Hospitality. Furthermore the industry sectors expected to see the highest percentage growth in employment over the next 10 years include Construction, Leisure and Hospitality, and Education and Health Services. This information is shown in more detail in the tables below.

Industry Sectors Expected to See the Most New Jobs Openings in the Next 10 Years							
Industry         2014 # jobs         2024 # jobs         2014-2024 # Change         2014							
Education and Health Services	41,600	52,100	10,500	25.2%			
Trade, Transportation, and Utilities	58,000	67,300	9,300	16.0%			
Leisure and Hospitality	34,800	44,100	9,300	26.7%			

Industry Sectors Expected to	See the Highest %	<b>Employment Growth in the Next 10 Years</b>	
muusti y sectors Expected to	see the ingliest 70	Employment drowth in the Next 10 Tears	

Industry Title	2014 # jobs	2024 # jobs	2014-2024 change	2014-2024 % change
Construction	13,700	17,800	4,100	29.9%
Leisure and Hospitality	34,800	44,100	9,300	26.7%
Education and Health Services	41,600	52,100	10,500	25.2%



Source: California EDD Employment Development Department, Labor Market Information Division.<sup>33</sup>

<sup>&</sup>lt;sup>33</sup> California Employment Development Department, Labor Market Information Division. (2016, December). 2014-2024 Industry Employment Projections: Oxnard-Thousand Oaks-Ventura Metropolitan Statistical Area (Ventura County). Retrieved from: https://www.labormarketinfo.edd.ca.gov/data/employment-projections.html

## **Key Labor Market Challenges**

Although jobs continue to grow year over year, the size of the labor force in Ventura County is steadily declining as working age adults migrate out of the County and older workers hit retirement. Another concerning trend is that new jobs that are being added are often in low-wage positions that cannot support living in Ventura County.<sup>34</sup> The Justice-Involved population represents a significant, untapped labor pool that can help address the workforce needs of employers in Ventura County.

## Identifying Opportunities for the Justice-Involved Population in Ventura County

Although it is important to understand general industry projections and trends, the figures above do not provide a complete picture of the employment opportunities available to Justice-Involved individuals in the County. Many of the fastest growing jobs in Ventura County do not provide a living wage that can sustain someone living in the expensive county. Therefore, specific industries and occupation groups that offer livable wages and upward mobility must be identified.

To facilitate the identification of these industries, assessment criteria were developed to identify "Opportunity Industries." Opportunity industries are sectors, which offer high numbers of wellpaying low- and middle-skill occupations, as well as ample opportunities for career progression and growth. These criteria consider a variety of factors to determine which industries present the highest level of opportunity for the target population, including projected growth, wages, and educational requirements. The table on the next page shows the complete list of assessment criteria.

<sup>&</sup>lt;sup>34</sup> California Lutheran University Center for Economic Research and Forecasting. (2017, October). State of Ventura County's Economy. Retrieved from:

http://economy.scag.ca.gov/Economy%20site%20document%20library/2017\_EconomicReportVEN.pdf

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	"Opportunity Industry" Selection Criteria							
#	CRITERIA	MEASURE						
1	Aligns with County Strategic Priorities	Supports priorities laid out in WDB Regional & Local Plans						
		Number of job openings in industry is increasing						
2	Positive Industry Growth	Jobs will continue to be in demand over the next 10 years (Projected Growth is positive or stable)						
3	High Number of 'Opportunity Occupations' *	Jobs exist that are low or middle-skill (require less than a 4- year college degree) Jobs pay a living wage (Minimum of \$33,000)						
		Jobs feature clear upward mobility career pathways						
4	High Volume of Job Openings	>300 job openings in Opportunity Occupations per year						
5	Industry Accessibility	Industry has few to no legal restrictions which may prevent population from securing employment						
	<ul> <li>*Opportunity Occupations are jobs that:</li> <li>Require less than a bachelor's degree for entry-level work</li> <li>Pay at least \$33,000 per year—living wage for a single adult in Ventura County<sup>35</sup></li> <li>Have positive or stable projected job growth through 2024</li> <li>Have career mobility (Have clear training &amp; career pathways)</li> </ul>							

<sup>&</sup>lt;sup>35</sup> California Budget Project's Making Ends Meet 2017 Report; estimate assumes unsubsidized insurance--\$33, 021 <u>https://calbudgetcenter.org/resources/making-ends-meet-much-cost-support-family-california/</u>

#### Assessment Methods

Opportunity Industries are sectors with high numbers of Opportunity Occupations. In order to identify key Opportunity Industries for the Justice-Involved population in Ventura County, employment and industry projection data from EDD were analyzed. First, low and middle-skill occupations in Ventura County were identified, then the average wage level for each of these occupations was assessed.<sup>36</sup> Once relevant low- and middle-skill occupations were identified, projected job growth, number of positions, and annual wage data were analyzed in order to isolate a subset of key Opportunity Occupations. These occupations were then traced to the major industries in which they exist.

#### Key Findings

Based on analysis of labor market data from the California EDD, over 115,850 current jobs in Ventura County are in Opportunity Occupations (37.3% of total jobs). The highest number of these jobs are in Education and Health Services; Trade, Transportation, and Utilities; and Manufacturing. These three industries, along with Construction, are also expected to add the highest number of new jobs in Opportunity Occupations per year. It is estimated that the County will add close to 4,700 new job openings in Opportunity Occupations per year through 2024.

Number of Jobs in Opportunity Occupations by Industry								
Industry	Total Jobs/ Employment	No. Jobs in Opportunity Occupations	% Jobs in Opportunity Occupations	Average Annual Job Openings				
Education and Health Services	45,700	20,126	44.0%	886				
Trade, Transportation, & Utilities	59,000	14,029	23.8%	543				
Manufacturing	30,500	9,976	32.7%	328				
Professional & Business Services	36,600	7,799	21.3%	251				
Construction	15,600	7,632	48.9%	341				
Government	48,000	6,419	13.4%	197				
Financial Activities	17,000	6,330	37.2%	226				
Leisure and Hospitality	37,400	3,203	8.6%	202				
Other Services	9,700	2,105	21.7%	89				
Information	5,100	1,207	23.7%	44				
Agriculture and Farming	27,400	271	1.0%	94				
Mining and Logging	900	0	0.0%	0				

Source: Independent Analysis of Occupational Employment Statistics (OES) Data, published June 2018 and Employment. Projections for 2014-2024. All figures in table report values from May 2017. Total projected job openings are the sum of new and replacement job positions. Please note the totals on the chart will not add up to the totals reported in 'Key Findings' because total jobs reported in the table represent share of jobs from a certain occupation in a certain industry. Because not all industries report clear values for each occupation, the totals are underrepresented. In reality, the chart represents about 68% of total opportunity occupations; the share of opportunity jobs in many industries may be higher than the chart above indicates.

<sup>&</sup>lt;sup>36</sup> California Employment Development Department. (2019). Employment Projections: 2014-2024 Local Employment Projections Highlights, Oxnard-Thousand Oaks-Ventura MSA. Retrieved from: https://www.labormarketinfo.edd.ca.gov/data/employment-projections.html

# **Exploring Opportunity Industries**

Based on evaluation of the five key criteria outlined in the previous section, it is believed that the following major industry groups present the greatest level of opportunity for Justice-Involved/formerly incarcerated populations in Ventura County and have been identified as "Opportunity Industries": Education and Health Services Trade, Transportation, and Utilities Manufacturing Construction

#### 1. Education and Health Services

Across the nation, Education and Health Services is experiencing the strongest growth of any industry sector. This trend extends into Ventura County. Education and Health Services experienced the second highest growth rate of any industry sector in Ventura County from 2013-2017, adding over 5,000 jobs and growing at a rate of 11.7%. This trend is expected to continue over the coming years—Education and Health Services in Ventura County is projected to see 25.24% growth in employment from 2014-2024, adding 10,500 jobs.

Not only is healthcare a high-growth, high-demand sector, the industry also features a high number of Opportunity Occupations for Justice-Involved individuals. Approximately 44% of all Education and Health Services jobs in Ventura County are in Opportunity Occupations. The Health Care subsector accounts for the significant proportion of these positions (14,300 of 20,126 jobs, or 71%). Additionally, the Health Care sector alone is expected to add 660 openings in Opportunity jobs annually through 2024, the highest rate among any other industry group included in this analysis. The growing importance of the health care sector is reinforced by the fact that it is one of the four priority industry sectors identified by the Workforce Development Board of Ventura County in the most recent regional plan.

Although the Health Care sector in Ventura County is growing quickly and providing ample middleskill job opportunities, a number of barriers block Justice-Involved individuals from accessing employment and career opportunities in this burgeoning field. A recent report from the National Employment Law Project explains these challenges:

"A disproportionate number of people with records are people of color, who have mostly been charged with non-violent crimes. Yet, despite this, people with records have limited employment opportunities in the healthcare industry for a myriad of reasons, including employer attitudes and misperceptions; the often overly stringent background checks required for occupational certifications and licenses; lack of guidance in properly hiring people with records; and the underutilization of rehabilitative legal mechanisms that allow hospitals and other healthcare employers to hire people with records."<sup>37</sup>

Health Care industry leaders such as Johns Hopkins Medical Center (Baltimore) and Mount Sinai Health System (New York) have been able to develop innovative hiring practices, which enable Justice-Involved individuals to overcome these challenges. These models could be replicated in Ventura County to make employment opportunities in health care accessible to all residents.

<sup>&</sup>lt;sup>37</sup> National Employment Law Project. (2016, September). A Healthcare Employer Guide to Hiring People with Arrest and Conviction Records. Retrieved from: https://www.nelp.org/wp-content/uploads/NELP-Safer-Toolkit-Healthcare-Employer-Guide-Hiring-People-with-Arrest-Conviction-Records.pdf

#### Key Opportunity Occupations

Specific occupations and possible high-wage, high-growth middle-skill career pathways in the Health Care sector include:

Key Oppor	Key Opportunity Occupations in the Health Care Sector							
Occupation	Current Employment	Average Salary	Annual % Change	Annual # Job Openings	Entry Level Education			
Office Clerks, General (43-9061)	5,160	\$38,825	0.80%	174	High School Diploma			
Medical Assistants (31-9092)	2,200	\$37,791	3.50%	124	Postsecondary non-degree			
Receptionists and Information Clerks (43-4171	1,960	\$33,779	1.90%	105	High School Diploma			
First-Line Supervisors of Office and Administrative Support Workers (43-1011)	2,850	\$60,975	1.70%	105	High School Diploma			
Licensed Practical and Licensed Vocational Nurses (29-2061)	980	\$54,185	3.80%	63	Postsecondary non-degree			
Home Health Aides (31-1011)	140	\$34,994	4.40%	62	No formal education			
Dental Assistants (31-9091)	1,040	\$43,356	2.30%	51	Postsecondary non-degree			
Medical Secretaries (43- 6013)	1,600	\$41,998	2.70%	48	High School Diploma			
Billing and Posting Clerks (43-3021)	1,030	\$42,090	2.00%	47	High School Diploma			
Dental Hygienists (29-2021)	550	\$103,375	2.30%	24	Associate's Degree			
First-Line Supervisors of Personal Service Workers (39-1021)	410	\$40,908	2.30%	22	High School Diploma			

Major Local Employers in the Health Care sector<sup>38</sup>:

- Baxter Healthcare (1000-4999 employees)
- Community Memorial Health Systems (1000-4999 employees)
- Los Robles Hospital and Medical Center (1000-4999 employees) [Hospital]
- Nancy Reagan Breast Center (500-999)
- Simi Valley Hospital (500-999) [Hospital]
- St John's Regional Medical Center (1000-4999) [Hospital]
- Ventura County Medical Center (500-999) [Hospital]
- Major Hospitals & Health Systems

<sup>&</sup>lt;sup>38</sup> California Employment Development Department. (2019). Employer Search. Retrieved from:

https://www.labormarketinfo.edd.ca.gov/aspdotnet/databrowsing/empResults.aspx?menuChoice=emp&searchType=In dustry&naicsect=23&naicscode4=2389&geogArea=0604000111 Note: List of Employers is not exhaustive. Employers selected based on highest number of jobs.

### 2. Trade, Transportation, and Utilities

Although not a priority industry group identified by the WDB, the Trade, Transportation, and Utilities (TTU) industry group offers a high level of opportunity for Justice-Involved individuals seeking employment in Ventura County. TTU includes a number of key subsectors including Retail Trade, Wholesale Trade, Transportation & Warehousing, and Utilities. Growth in retail trade, which includes all retail shops and food stores (Automotive dealers, furniture stores, grocery, shopping, etc.) and wholesale trade, which includes exporting activities such as those which happen at the Port of Hueneme, are fueling job growth in the sector. Retail Trade alone is expected to add 5,900 jobs by 2024.

Approximately 23.8% of all Trade, Transportation, and Utilities jobs in Ventura County are in Opportunity Occupations, and the industry is expected to add over 500 per year through 2024. Some key high-growth, highdemand occupations are highlighted in the table below.

## Percentage of Opportunity Jobs in Each TTU Sector



Key Opportunity Occupations in Trade, Transportation, and Utilities							
Occupation	Current Employment	Average Salary	Annual % Change	Annual Job Openings	Entry Level Education		
First-Line Supervisors of Retail Sales Workers (41-1011)	3,090	\$45,650	1.40%	137	High School Diploma		
Light Truck or Delivery Services Drivers (53-3033)	1,550	\$37,817	2.00%	72	High School Diploma		
Sales Representatives, Wholesale and Manufacturing (41-4012)	2,850	\$69,813	1.50%	112	High School Diploma		
Heavy and Tractor-Trailer Truck Drivers (53-3032)	2,070	\$45,069	1.30%	62	Postsecondary non-Degree		
Order Clerks (43-4151)	550	\$39,603	0.70%	20	High School Diploma		
Shipping, Receiving, and Traffic Clerks (43-5071)	1,420	\$35,078	0.60%	53	High School Diploma		
Automotive Service Technicians and Mechanics (49-3023)	1,610	\$42,906	1.10%	63	Postsecondary non-Degree		
Industrial Truck and Tractor Operators (53-7051)	880	\$36,567	1.70%	49	No formal education		
Bus Drivers, School or Special Client (53-3022)	780	\$35,255	1.70%	23	High School Diploma		

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Driver/Sales Workers (53- 3031)	800	\$36,288	2.40%	35	High School Diploma
First-Line Supervisors of Non- Retail Sales Workers (41-1012)	490	\$82,044	1.60%	21	High School Diploma

Major Local Employers—Retail Trade

- 1. Harbor Freight Tools USA Inc. (1,000-4,999 employees)
- 2. Sullstar Technologies (500-999 employees)
- 3. Pentair Aquatic Systems (500-999 employees)
- 4. PB Teen (250-499 employees)
- 5. Fry's Electronics (250-499 employees)
- 6. Dole Packaged Foods LLC (250-499 employees)
- 7. San Miguel Produce (250-499 employees)
- 8. Navy Exchange Svc Command (250-499 employees)
- 9. National Retailers with large regional presence:
  - o Target
  - o Walmart
  - o Macy's
  - $\circ$  Vons
  - o Costco
  - o Home Depot
  - o Best Buy

#### 3. Manufacturing

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.<sup>39</sup> Today, almost one third of all manufacturing jobs in Ventura County are in Opportunity Occupations. The industry is expected to add 323 Opportunity jobs annually through 2024, the fourth highest number following Education and Health Services; Trade, Transportation, and Utilities; and Construction.

Nationwide, manufacturing and other goods-producing sectors are experiencing noteworthy declines as the economy shifts towards more service-oriented sectors.<sup>40</sup> However, the economy in Ventura County is highly specialized in this sector and, despite national declines, is expected to remain an important industry sector. Manufacturing is the biggest industry in Ventura County in terms of GDP, accounting for a quarter of the County's total economic output<sup>41</sup>, and is the fifth largest industry sector in terms of total employment. Leading manufacturing activities in the region include the production of pharmaceuticals; computer, electronic and machinery manufacturing; and biomedical device manufacturing.<sup>42</sup>

http://economy.scag.ca.gov/Economy%20site%20document%20library/2018\_EconomicReportVEN.pdf <sup>42</sup> Economic Development Collaborative-Ventura County. (2014, December). Ventura County Comprehensive Economic Development Strategy. Retrieved from: <u>https://edcollaborative.com/wp-content/uploads/2018/09/CEDS-</u> <u>report\_final.pdf</u>

<sup>&</sup>lt;sup>39</sup> Ventura County Workforce Development Board. (2017, February). Skills Attainment for Upward Mobility Aligned Services for Shared Prosperity: Ventura County Regional Workforce Development Plan for Program Years 2017-2020. Retrieved from: http://vcportal.ventura.org/wdb/workforce-plan/2017-02-28-wdbvc-approved-section-3-workforceregional-plan.pdf

<sup>&</sup>lt;sup>40</sup> US Bureau of Labor Statistics. (2015, December). Industry employment and output projections to 2024. Retrieved from: https://www.bls.gov/opub/mlr/2015/article/industry-employment-and-output-projections-to-2024.htm <sup>41</sup> Southern California Economic Summit. (2018). County Economic Reports: Ventura. Retrieved from:

Despite its low rate of overall projected growth, the manufacturing sector presents a high level of opportunity for Justice-Involved individuals. Manufacturing has traditionally offered the greatest level of opportunity for people without a 4-year college degree to obtain high-wage jobs. A recent report from Georgetown University's Center on Education and Workforce Analysis confirms this, naming manufacturing the number one industry for "good jobs" in the state of California.<sup>43</sup> Past research also shows that manufacturing firms are often more willing to hire ex-offenders than employers in other industries.<sup>44,45</sup> The high level of opportunity presented by the manufacturing industry, coupled with the importance of this industry to the County's economic vitality, demonstrates why career training and pathway programs in manufacturing should be prioritized in any reentry workforce development efforts.

Key Opportunity Occupations in Manufacturing						
Occupation	May 2017 Employment	Average Salary	Annual % Change	Annual Job Openings	Entry Level Education	
Packaging and Filling Machine Operators and Tenders	1,220	\$33,757	1.60%	47	High School Diploma	
Machinists	1,360	\$44,770	0.80%	41	High School Diploma	
Inspectors, Testers, Sorters, Samplers, and Weighers	1,410	\$45,947	0.20%	36	High School Diploma	
Welders, Cutters, Solderers, and Brazers	640	\$40,430	1.50%	30	High School Diploma	
Production, Planning, and Expediting Clerks	830	\$54,598	0.90%	28	High School Diploma	
Industrial Machinery Mechanics	350	\$58,738	3.30%	27	High School Diploma	
Electrical and Electronics Engineering Technicians	790	\$82,253	0.10%	24	Associate's Degree	
Mixing and Blending Machine Setters, Operators, and Tenders	490	\$35,343	1.60%	21	High School Diploma	
First-Line Supervisors of Production and Operating Workers	1,110	\$70,205	0.40%	21	High School Diploma	
Computer-Controlled Machine Tool Operators, Metal and Plastic	300	\$51,607	2.10%	17	High School Diploma	

<sup>&</sup>lt;sup>43</sup> Georgetown University Center on Education and the Workforce. (2017). Good Jobs that Pay Without a BA: A State-by-State Analysis. Retrieved from: <u>https://goodjobsdata.org/wp-content/uploads/Good-Jobs-States.pdf</u>

<sup>&</sup>lt;sup>44</sup> Nally, J.M, et al. (2014, September). Indiana Industry Sectors That Hire Ex-Offenders: Implications to Correctional Education Programs. Journal of Correctional Education, Vol. 65, No. 3, pp. 43-65.

<sup>&</sup>lt;sup>45</sup> Holzer, H.J, et al. (2002). Will Employers Hire Ex-Offenders? Employer Preferences, Background Checks, and Their Determinants.

#### Major local employers:

- 1. Amgen (5,000-9,999 Employees)
- 2. Baxter Healthcare (1,000-4,999 employees)
- 3. Patagonia Inc. (1,000-4,999 employees)
- 4. Haas Automation (500-999 employees)
- 5. Workrite Uniform Co. (500-999 employees)
- 6. Jaxx Manufacturing (50-100 employees)
- 7. JM Smucker Co. (500-999 employees)
- 8. Ossur Americas (250-499 employees)
- 9. Anacapa Foods LLC (250-499 employees)
- 10. Milgard Manufacturing Inc. (250-499 employees)
- 11. Raypak Inc. (250-499 employees)
- 12. Hi-Temp Insulation Inc. (250-499 employees)
- 13. Waterway Plastics (250-499 employees)
- 14. Coors Tek Inc. (250-499 employees)
- 15. Irwin Industries Inc. (250-499 employees)
- 16. PTI Technologies Inc. (250-499 employees)
- 17. Teledyne Technologies Inc. (250-499 employees)

#### 4. Construction

The Construction industry in Ventura County is growing quickly and offers ample opportunities for the Justice-Involved population to access well-paying, low- and middle-skill positions that offer upward career mobility. At 20.2%, Construction experienced the highest growth rate of any industry sector in Ventura County from 2013-2017, adding 3,162 jobs over the five-year period.<sup>46</sup> It is also projected to experience the highest percentage growth in employment from 2014-2024, the most recent period for which data were available from EDD.<sup>47</sup> Other labor market forecast reports from leading statewide agencies, including CalDOT<sup>48</sup> and LAEDC,<sup>49</sup> agree with these predictions.

Construction has traditionally been viewed as a "felon-friendly" industry and offers the highest concentration of Opportunity Occupations of any industry sector. Almost half of all construction jobs in Ventura County today are in Opportunity Occupations. The industry is expected to add 341 new jobs in these occupations each year through 2024.

https://www.labormarketinfo.edd.ca.gov/data/employment-projections.html#Long

<sup>&</sup>lt;sup>46</sup> California Employment Development Department. (2019). Quarterly Census of Employment and Wages (QCEW): Ventura County.

<sup>&</sup>lt;sup>47</sup> California Employment Development Department. (2019). Long Term Projections: Ventura County (Oxnard-Thousand Oaks-Ventura MSA) 2014-2024 [Raw Data File]. Retrieved from:

<sup>&</sup>lt;sup>48</sup> California Department of Transportation (2017). Ventura County Economic Forecast. Retrieved from:

http://www.dot.ca.gov/hq/tpp/offices/eab/socio\_economic\_files/2017/Ventura.pdf. Note: see p. 224, "Fastest growing jobs sector".

<sup>&</sup>lt;sup>49</sup> Los Angeles Economic Development Corporation Institute for Applied Economics (2017, February) Economic Forecast and Industry Outlook: California and Southern California, 2017-2018. Retrieved from: <u>https://laedc.org/wpcontent/uploads/2017/02/LAEDC\_2017-Forecast\_20170222a.pdf</u>

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Key Opportunity Occupations in Construction							
Occupation	Current Employment	Average Salary	Annual % Change	Annual Job Openings	Entry Level Education		
Construction Laborers (47- 2061)	1,860	\$46,262	2.90%	118	No formal education		
Carpenters (47-2031)	2,120	\$54,639	2.50%	101	High School Diploma		
Electricians (47-2111)	1,030	\$58,812	3.10%	43	High School Diploma		
Painters, Construction and Maintenance (47-2141)	680	\$41,590	2.20%	33	No formal education		
Plumbers, Pipefitters, and Steamfitters (47-2152)	1,350	\$54,903	2.70%	32	High School Diploma		
Welders, Cutters, Solderers, and Brazers (51-4121)	640	\$40,430	1.50%	30	High School Diploma		
First-Line Supervisors of Construction Trades and Extraction Workers (47- 1011)	910	\$80,828	2.30%	29	High School Diploma		
Operating Engineers and Other Construction Equipment Operators (47- 2073)	680	\$69,591	2.10%	25	High School Diploma		
Cement Masons and Concrete Finishers (47-2051)	350	\$57,916	3.80%	24	No formal education		
Heating, Air Conditioning, and Refrigeration Mechanics and Installers (49-9021)	440	\$50,644	2.80%	23	Postsecondary non-degree		

The Construction sector has the highest percentage of jobs that are opportunity occupations and also has the second highest number of annual projected job opening in opportunity jobs.

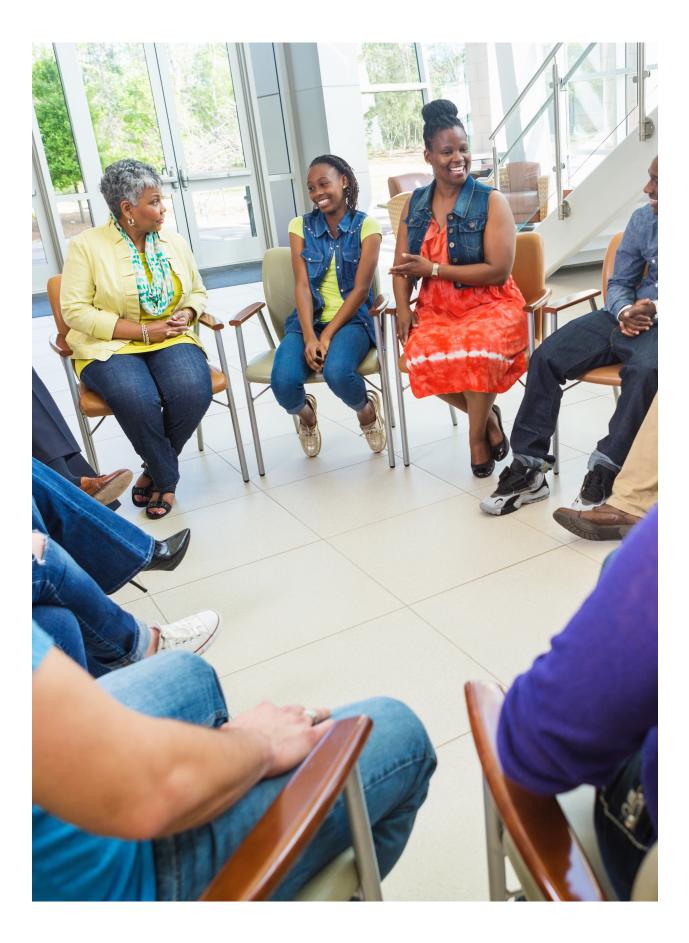
Major Local Employers<sup>50</sup>:

- CEMEX Roseland Ave (100-249 employees)
- C D Lyon Construction Inc. (100-249 employees)
- Taft Electric Co. (100-249 employees)
- Century West Plumbing (100-249 employees)
- Evolving Resources (100-249 employees)
- Tidwell Excavating (100-249 employees)
- A Channel Islands Sawing Co. (100-249 employees)
- Venco Western (100-249 employees)

<sup>&</sup>lt;sup>50</sup> California Employment Development Department. (2019). Employer Search. Retrieved from: <u>https://www.labormarketinfo.edd.ca.gov/aspdotnet/databrowsing/empResults.aspx?menuChoice=emp&searchType=In</u> <u>dustry&naicsect=23&naicscode4=2389&geogArea=0604000111</u> Note: List of Employers is not exhaustive. Employers selected by highest number of job postings.

Any workforce program created for the Justice-Involved and formerly incarcerated must take into consideration what types of industries and occupations have upward mobility opportunities. The industries and occupations highlighted herein not only provide opportunities for individuals to earn life-sustaining wages, access progressive career pathways, and enhance their overall quality of life, but also work to support the strategic priorities and needs of the WDB and local employers, bolstering the economic vitality of the County as a whole. This analysis should be visited and revisited often while developing P2E programs and expanding workforce development programing in the County.

## PRISON TO EMPLOYMENT REGIONAL PLAN. MARCH 2019





# **P2E REGIONAL PLANNING PROCESS**

A key element of the Prison to Employment initiative is to engage stakeholders across sectors to increase collaboration and better utilize existing services. A variety of methods were employed to conduct stakeholder outreach in order to ensure that multiple perspectives were heard across sectors. The goals of this outreach were to identify the strengths, challenges, existing collaborations, and services in Ventura County, and then to determine the possible recommendations that will improve outcomes for the justice-involved.

These methods included:

- 1. Stakeholder Survey
- 2. Employer Survey
- 3. P2E Stakeholder Meetings
- 4. Justice-Involved Focus Group at Goodwill
- 5. One-on-One Interviews with Service Providers and Corrections Officers

\*A comprehensive list of every individual and organization that attended P2E stakeholder meetings, participated in interviews, and provided feedback, is in the appendix.

## **P2E Meetings**

A variety of P2E meetings were held from August 2018 through March 2019 in order to develop the recommendations herein and to attain a comprehensive understanding of what already exists in the County. These meetings were interactive and essential to the development of this plan as participants reviewed sections of the report and provided feedback through break out groups and discussions. Every challenge, strength, and recommendation in this plan was vetted and improved by the P2E group. A list of these meetings is below.

#### **P2E Meetings**

Date	Торіс	# Attend
8-15-18	Introduce the initiative and develop a working group.	18
1-9-19	Identify existing strengths, weaknesses, opportunities, and challenges of providing	45
	reentry population in Ventura County with services and jobs needed to reduce	
	recidivism.	
1-30-19	Present survey results and demographic information. Present key challenges and	37
	potential recommendations.	
2-13-19	Public Meeting. Present P2E grant recommendations and attain feedback, Discuss	38
	How to successfully place Justice-Involved individuals in upward-mobility jobs.	
3-6-19	Present Draft Strategic P2E Regional Plan.	

## **Focus Group**

In addition to the group P2E meetings, a focus group of Justice-Involved individuals was held on January 17<sup>th</sup>, 2019 with eight participants from Goodwill Industries of Ventura and Santa Barbara Counties' Second Chance program. During the two-hour-long focus group session, participants discussed their perspectives on reentry and workforce needs, shared their personal experiences, and brainstormed how the County could address existing challenges. This focus group was essential to ensure that the voices of the individuals that will participate in these programs and services were included and provided feedback on the plan.

## **One-on-One Stakeholder Interviews**

In order to attain deeper knowledge about the existing organizations and service providers that serve the Justice-Involved, one-on-one interviews were conducted with twenty-one individuals. These interviews provided needed details about the numbers of participants served in existing programs, the persistent gaps in services, and how to improve service provision and collaboration moving forward.

#	Organization	Name	Title
1	CDCR, Division of Adult Parole Operations (DAPO)	Brian Mendoza	Parole Agent II, Adult Dept. of Parole Operations
2	Center for Employment Training (CET)	Alejandro Moreno	Recruiter
3	Community Solutions, Inc., Santa Maria Day Reporting Center	Michael Heck	Project Director CA
4	County of Ventura, Human Services Agency	Nancy Ambriz	Senior WIOA Program Manager
5	Goodwill Industries of Ventura and Santa Barbara	Laura Kistner	Sr. Director of Workforce Services
6	Goodwill Industries of Ventura and Santa	Alex Renteria	Veterans, ESC, Second Chance,
	Barbara		Department of Rehabilitation
7	Goodwill Industries of Ventura and Santa	Laura Sweeney	Workforce Services Supervisor
	Barbara Counties		(Second Chance Reentry, Dept. of
			Rehabilitation)
8	Interface Children & Family Services,	Paty Yabu	Executive Director, Chair of
	Ventura County Reentry Council		Ventura County Reentry Council
9	National Alliance on Mental Illness (NAMI)	David Deutsch	Executive Director
10	Sheriff's Department, Todd Road Jail	Cecil Argue	Director of Employment Services
11	Sober Living Coalition Ventura County	Theresa Crocker	Chairwoman
12	STEPS, County of Ventura, Human Services	Edward Sajor	Administrative
	Agency		Specialist/Manager, Re-Entry Programs
13	The GEO Group Ventura County Day	Suliman A. Razai	Employment Education
	Reporting Center		Coordinator
14	VACE- Ventura Adult and Continuing Ed.	Steve Thompson	Assistant Principal
15	VCCCD- Ventura County Community College	Alexandria Wright	Director, VCCCD Economic &
	District		Workforce Development Division
16	Ventura County Probation Dept.	Sandy Carillo	Division Manager, Adult
			Realignment Services
17	Ventura County Probation Dept.	Edith Hernandez	Office Systems Coordinator
18	Ventura County Public Defender's Office	Shalini Khullar	Sentencing Specialist
19	Ventura County Sober Living Coalition	Crystal Coke	Owner
20	Workforce Development Board	Rebecca Evans	Executive Director

## **P2E Employer Phone Survey**

In order to solicit feedback from employers, a short phone survey was developed and conducted during the month of January. The purpose of the survey was to better understand which employers are willing and able to hire those with a record, and to gauge sentiments around hiring this population. This information could then be used to develop strategies for identifying and partnering with new employers. Unfortunately, the survey response rate was extremely low.

Based on several curated lists of local, notable, and/or felon-friendly employers, 121 phone calls were made to discuss employers' hiring practices and gauge their interest in working with the Ventura County Prison to Employment Initiative. Of the 121 employers called, only a few answered the survey questions. A few employers answered the phone but refused to discuss the questions because they were uncomfortable with the topic or unsure of their company's policies around hiring those with felonies.

Though the response rate was low, the process illuminated several key takeaways that inform our recommendations. These include:

- Many employers are reluctant to discuss the topic of hiring Justice-Involved and/or extremely uncomfortable doing so.
- Employers that are part of a large chain often do not know headquarters' policies on hiring formerly incarcerated individuals, or assume that they cannot hire this population.
- Employers' HR policies around hiring Justice-Involved are not easily accessible online and often not posted at all. Individuals in the focus group and 1-1 interviews validated this and explained that it is nearly impossible to find out who is willing to hire those with felonies and thus, many people waste time applying to jobs that they are not even eligible for.
- Smaller employers prefer to speak in person so an on-the-ground presence could improve outreach and the ability to educate employers about hiring Justice-Involved individuals

While response rates were low, the process shows how extremely difficult it must be for the Justice-Involved to find gainful employment. Furthermore, it validated how difficult it is for job placement professionals at CBO's to locate and place clients with employers. Given the difficulty involved in building relationships with and placing clients with employers, the County should allocate some resources to employer outreach and engagement in order to tangibly increase employment prospects for those who are Justice-Involved and trying to re-enter the workforce.

## P2E Stakeholder Survey

An introductory survey was given to stakeholders in Ventura County in order to initiate engagement, learn more about current programs and services, and gauge participants' levels of

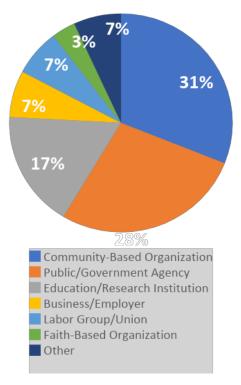
interest in the P2E initiative. The 33-item survey was distributed in electronic format using Google Forms. Responses were collected over a one-month period from December 2018 to Jan 2019. The survey contained questions on the following topics:

- ✓ General Organization/Respondent Information
- Current Workforce Development Programs and Services
- Current Services for the Justice-Involved Population
- Thoughts on the Needs of the Justice-Involved Population
- ✓ Level of Interest in the P2E Initiative
- ✓ Recommendations for Outreach

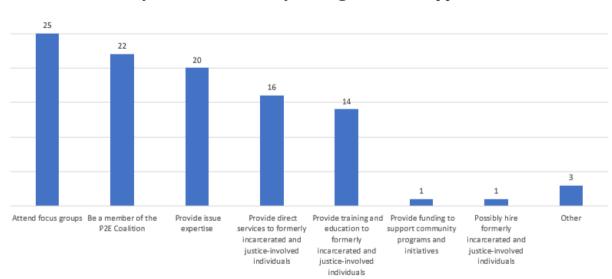
The Survey was sent to 175 individual contacts, representing approximately 87 unique organizations. Responses were received from 35 individual respondents from across the County. Over half of the responses came from community-based organizations and public agencies. The key takeaways from this survey are below.

### How can your organization support P2E?

Survey respondents were asked how they thought their organization could support the P2E initiative. The most selected options were "Attend focus groups," "Be a member of the P2E Coalition," and "Provide issue expertise." The least favorable options were "Provide training and



education to formerly incarcerated and Justice-Involved individuals," "Provide funding to support community programs and initiatives," and "Possibly hire formerly incarcerated and Justice-Involved individuals." The full results are in the graph below.



Survey Results: How can your organization support P2E?

These results explain a lot about the landscape of Justice-Involved support systems and services. One hundred percent of the respondents reported that their organizations want to be engaged in P2E efforts. However, most want to provide supportive services and few can provide direct services that are most in need including: funding for services, training, and jobs. Upward mobility employment and increased training opportunities are important components of P2E, so identifying how to bridge the gap between wanting to participate and providing direct services must be addressed.

#### Which organizations must be involved in the P2E collaborative planning process?

Those who took the survey were also asked which organizations were most important to engage with in the P2E initiative collaborative planning process.

Top three suggested public agencies:

- Ventura County Probation Agency
- Human Services Agency
- Ventura County Behavioral Health Agency

Top three suggested community-based organizations:

- Goodwill Industries od Santa Barbara and Ventura Counties
- Interface Children and Family Services
- Salvation Army

Top three suggested education and research institutions:

- Ventura County Community College District
- Ventura Adult and Continuing Education (VACE) and the Ventura County Adult Education Consortium (VCAEC)
- Center for Employment Training.

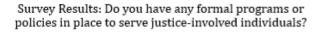
Top three suggested Employer partners:

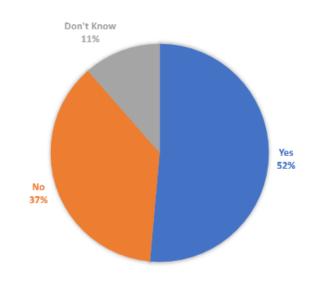
- Chamber of commerce and business associations
- Naval Base Ventura County Port Mugu
- Temp agencies such as People Ready Temp Services

#### Existing Programs and Resources for Justice-Involved Population

Funding from the P2E initiative does not have to go solely towards new programming; it could also bolster existing programs that are already successful for the Justice-Involved population across the County. To better understand what programs already exist, survey respondents were asked how many formerly incarcerated and Justice-Involved individuals they serve annually. 68.6% of respondents reported that their organization provides services for Justice-Involved individuals in some way. 52% reported that they have formal programs and/or policies already in place.

These policies and programs, do not all directly link client to employment. Only 11% of organizations stated that their organization currently hires and employs Justice-Involved individuals. Of those, all reportedly only hire one to five individuals at a time. Thus, more job opportunities are needed to match demand for work among this population.

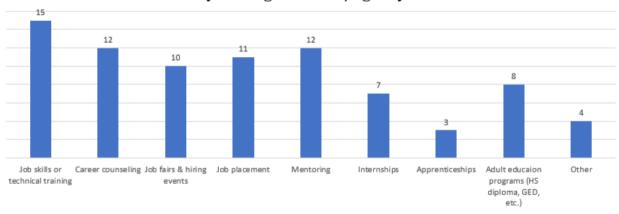




*Does your agency/organization partner with other organizations to provide services?* 77.1% of respondents reported that they partner with other organizations to provide services.

Organizations are putting time into serving the Justice-Involved population and a significant number of them are actively seeking partnerships and developing programs to specifically target this population. One hundred percent of those who took the survey reported that they wanted to participate in the P2E initiative in some way. While specific placement and employment for this population needs to be expanded to meet demand, improvements are being made to increase opportunities and services.

*What direct services in workforce development does your organization/agency offer?* Close to half (48%) of respondents reported that their organization provides workforce development programs and services. The top types of services for those who answered "yes" were related to job skills and technical training, followed by career counseling and mentoring.



Survey Results: What direct services in workforce development does your organization/agency offer?

# *Which industries do your agency/organization's workforce development programs cover?* To get more details about the scope of programs and the breadth of subjects taught, respondents

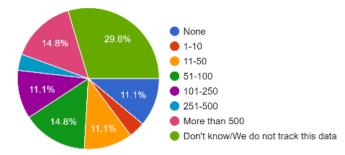
were asked which industries their workforce development programs covered. This answer led to an even greater variety of answers, listed below in order of number of responses from most to least:

- 1. General skills (9)
- 2. Construction (8)
- 3. Office and administrative occupations (7)
- 4. Hospitality and food services (7)
- 5. Manufacturing (7)
- 6. Healthcare occupations (6)
- 7. Information technology (5)
- 8. Business and finance occupations (5)
- 9. Transportation and logistics occupations (4)
- 10. Customer service (4)
- 11. Retail and sales occupations (3)

There are many options for job training and various types of services offered. Because there are so many programs, there is a need for more coordination from skills to jobs and program to employers once job training is complete. This is particularly true for the Justice-Involved population, since so few employers are willing to hire those with records

#### On average, how many people do your workforce development programs per year serve?

12 respondents reported that they serve more than 50 people per year. However, perhaps most notable is that 30% of respondents reported that they do not track this information. Programs can only be improved if they are tracked, assessed, and then systemically improved so it is essential that all programs track multiple data points. Survey Results: On average, how many people are served via your workforce development programs per year?



### What are the target demographics of your Workforce Development programs?

While there are a variety of workforce development programs throughout the County, not all of them target Justice-Involved populations. Of the 18 organizations that answered the question "What are the target demographics of your Workforce Development programs?" only two explicitly mention Justice-Involved individuals as a target demographic. Five others reported that they focus on college-aged students, and another four respondents answered that they aim to serve adults more generally. Other answers included immigrants, refugees, veterans, and youth.

#### What services does the Justice-Involved population in Ventura County need most?

Respondents highlighted multiple needs in Ventura County. Affordable housing and/or housing assistance was at the top of the list, followed by career/technical education and job training, and job placement support and actual employment. The full list of responses is detailed below:

Need	# Responses
Affordable Housing/Housing Assistance	15
Career/Technical Education and Job Training	13
Job Placement Support and Actual Employment	12
Substance Abuse/Drug Treatment	8
Counseling/Mental Health Services	6
Transportation	3
Mentoring and Support Groups	3

Based on the aforementioned survey results, this list is unsurprising, particularly for "Job Placement Support and Actual Employment." There are social services and career training available, but not many direct job placements or employment opportunities. As for housing, Southern California has a growing need for housing, and certain policies make it especially difficult for those with a criminal record to find a home. Finally, in terms of career/technical education and job training, there were numerous organizations dedicated to this work throughout the County, but few specializing in career training for Justice-Involved individuals.

#### Which employers do you recommend we engage in the P2E initiative?

When asked to share insights on existing employer partners used to place clients into paid employment, most organizations were very reluctant to share their contacts. This reluctance is a symptom of the scarcity of employers that are willing to take on employees with a record. The most commonly mentioned employer partners were immediate staffing agencies that do temporary placements such as: People Ready Temp Agency, Select Staffing, and Express Staffing. The second most commonly mentioned employers were smaller businesses such as car washes and restaurants that job placement specialists had developed a relationship with over the years. This reflects the reality that most employers in Ventura County are small to mid-sized businesses and have less than fifty employees. Finally, many people mentioned Goodwill Industries of Santa Barbara and Ventura Counties as a social enterprise that hires many Justice-Involved individuals in their stores.

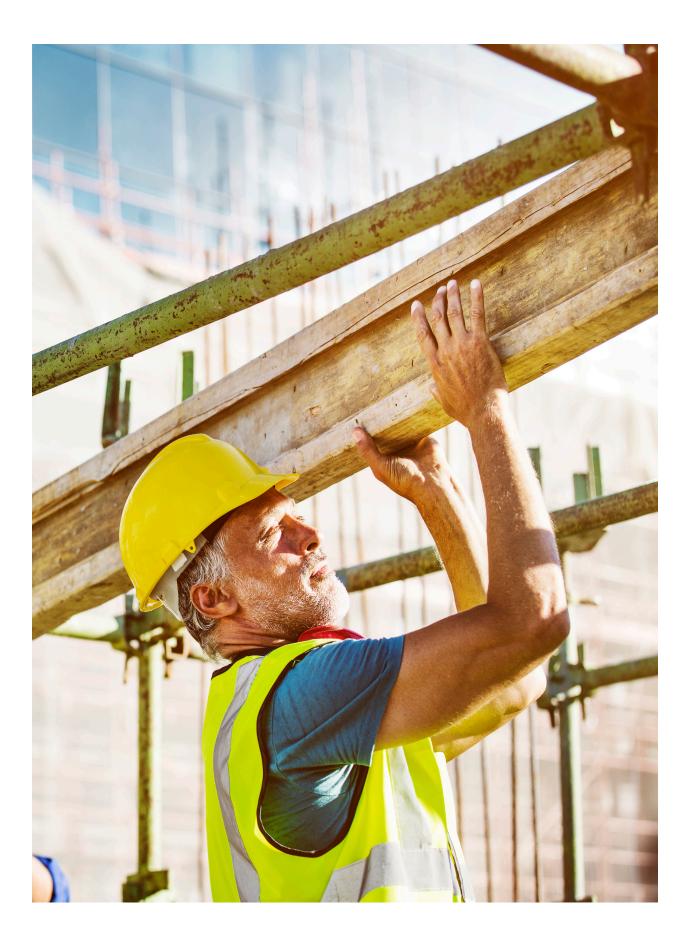
# *"If you had a million dollars to develop programs to improve outcomes for the re-entry population in Ventura County, what would you do?"*

This question was a write-in option that effectively revealed the needs of Ventura County, and brought up great ideas for new programs, future collaborations, and program expansions. While the question format produced varied responses; there were a few major themes, which are listed below.

- **Create a "multi-service center"** for all Justice-Involved social and employment services. There are so many great programs, services, policies, and assistance for formerly incarcerated and Justice-Involved populations, but many do not know what is out there or where to go. One respondent wrote, *"I would build a huge center and have onsite counseling, trauma care, daycare, treatment classes, job training center, which would offer a variety of services including education classes, parenting, resume and learning to be self sufficient programs."* A multi-service center would take care of everyone's needs in one place.
- **Better integrate services**, starting from detention to supervision and through to reentry. By better coordinating from one step to the next at the service-provider level, there could be less confusion over logistics about parole, policy, etc. for the reentering individual to navigate.
- Develop more and better job readiness, career education, and life skills training programs specifically dedicated to the Justice-Involved population. By having trainings that target specific job needs of this population, such as soft skills or specific certifications for jobs that allow formerly-incarcerated individuals, job readiness programs may have a higher employment rate among this population. One respondent wrote: "Create a job bootcamp mandatory for every individual re-entering the community. Hire experienced counselors and job coaches who ideally have a personal connection to the re-entry population. Follow-up with all participants every 3 months to check progress and intervene if issue arises."
- **Provide more transitional and affordable housing**. Housing is difficult for so many across Southern California, but especially for formerly-incarcerated individuals who cannot clear background checks required by most residential leasing firms. And for those with substance abuse problems, sober living environments are hard to find. To address this need, one respondent recommended: *"Purchase a low-income housing development for underserved individuals in the community ..."*
- **Provide supportive services that add additional barriers to employment and reintegration.** Many people wrote that they would fund general supportive services such as transportation, health, and counseling. One respondent wrote, *"One cannot hold their job if they are in poor health. Having employment also does not matter if an individual has no way of getting there."*
- **Long-term case management and follow-up.** If case managers can follow a specific individual for a longer period of time, they can better support reentering individuals through their transition.

We were able to engage with 28 unique organizations in this survey, and learned that, despite there being plenty of organizations supporting the Justice-Involved population with social and workforce development services, there is still so much to be done.

## PRISON TO EMPLOYMENT REGIONAL PLAN. MARCH 2019





# **STRENGTHS OF SERVING THE JUSTICE INVOLVED IN VENTURA COUNTY**

The vast stakeholder outreach garnered great detail about the existing strengths and challenges of serving the justice involved population of Ventura County.

The stakeholder outreach identified a clear list of what is working in regard to serving the Justice Involved in Ventura County. This list includes:

- Small nimble county makes it easier to collaborate, communicate, implement, and innovate
- History of innovation and an appetite to try new things
- IE: Pay for Performance Pilot, Earn and Learn Programs, Cross-Agency partnerships
- Robust vocational training and education programs (CET, VACE, VCCCD, VCAEC)
- Established networks and collaborations: There are many coalitions, partnerships, and opportunities to network as well as multiple formal and informal partnerships

# **Existing Initiatives and Collaborations**

Survey Respondents and P2E meeting attendees were asked what existing reentry, workforce development, and/or Justice-Involved community initiatives they are members of. Most respondents reported that they were a part of related working groups and initiatives. These results show that there are existing organizations dedicating time and energy to serving the Justice-Involved population, and that they are willing to do even more. The existing committees, working groups, and initiatives bring together organizations from across the County to narrow gaps in services for this special needs population.

## Some of the Existing Ventura County Collaborations Include:

- Ventura County Re-Entry Council: The reentry council meets monthly. It was initially was created to help County agencies coordinate to implement AB 109 but has since expanded to include service providers, corrections partners, and agencies that serve the entire reentry population. Its main goals include networking and opportunity seeking for the Justice-Involved population, keeping trainings up to date, and making people aware of resources. The organization's chair is Paty Yabu of Interface Children and Family Services.
- VACE and Sheriff's Department joint Food Handler Training program. Classes take place at Todd Road Jail to give so that training can be completed by the time those who are incarcerated reenter the community.
- STEPS-Human Services Agency and Probation Agency partnership. This partnership incorporates on-site services for AB109 adults and youth.
- CDCR's Parole & Community Teams (PACT) Meetings. A program that requires new releases to attend meetings that include agencies and CBO service providers. The goal of the program is to make formerly-incarcerated people aware of the resources available to them.
- Sober Living Coalitions. These coalitions are made up groups of sober living homes that collaborate in order to support and monitor one another.
- Workforce Education Coalition. This coalition, let by Marybeth Jacobsen, brings together VCOE and VCCCD to discuss pre-apprenticeship classes, needs of employers, and other employment gap issues.
- Workforce Development Board of Ventura County Committees (Clean/Green Committee, Manufacturing/Construction, etc.)
- Ventura County Adult Education Consortium (VCAEC)
- Tri-Counties Regional Center Employment Collaborative and Employment Task Force
- Ventura County Continuum of Care
- Ventura County Civic Alliance
- Whole Person Care
- Economic Development Collaborative Ventura County

Program	Services	<b>Referrals From</b>	Annually Served
Goodwill Second Chance Program Program Funding: Funded by retail-social enterprise	<ul> <li>Goodwill provides paid work experience- pays 100% hourly wages (base wage for up to 40 hours per week for up to 1-2-3 months</li> <li>Intake, Case management, and Individual Plan Development</li> <li>Employee Readiness Workshops /soft skills for jobs (dress for success, resume, etc. interview prep)</li> <li>Paid Work Experience, Job Development, and Direct Placement         <ul> <li>Provide 60 days paid job experiences in Goodwill warehouses,</li> <li>Pays 100% hourly wages (base wage for up to 40 hours per week for up to 1-2-3 months</li> </ul> </li> <li>Skill Training &amp; Certificate Programs</li> </ul>	Walk in or referral base- referrals from Probation, parole or partnering agency	<ul> <li>Served annually: 200 (even if they just see them)</li> <li>Enroll in program: 150 (finish all workshops and complete intake)</li> <li>75% do work experience</li> <li>60 people placed in regular employment</li> </ul> Data REPORTING via calJOBS
STEPS (Specialized Training and Employment Project for Success (Adults and Youth) Program Funding: • Adult and Youth Programs Funded by: Non WIOA Workforce Accelerator Fund Grants (State money- non federal). • Have gotten AB 39 funding as well.	<ul> <li>Steps - Adults: Serves AB109 adults</li> <li>Steps- Youth: Serves non AB 109 youth (age 16-21)</li> <li>Provides comprehensive training and wrap around services to promote marketable skills for job growth in manufacturing and Clean Green Industry sectors through training and direct placement.</li> </ul>	County of Ventura Probation Agency Refers Exclusively for AB 109 Adults *NOTE: PO does high risk assessment and if client is likely to reoffend they refer to other resources to reduce the barriers to employment first	<ul> <li>Adults 2018: 92 participants</li> <li>Youth: April-Dec 2018: 79 Youth Enrolled</li> </ul>
GEO Reentry Services (Probation Day Reporting Center)	<ul> <li>Day Reporting Center contracted by the Ventura County Probation Department exclusively for high-risk probationers</li> <li>Services provided include:         <ul> <li>Soft employment skills</li> <li>Career ready 101</li> <li>Computer savvy</li> <li>Clothing for interviews</li> </ul> </li> <li>Industry and educational training through partnerships with CET- Center for employment training (Truck driving and green house construction) and Ventura College</li> <li>Employment placement with temp agencies, Goodwill, etc.</li> </ul>	Open for high-risk probationers in the County. Walk-ins welcome	Capacity to serve: 85 probationers Jan 2019 Enrollment: 77 enrolled

#### PRISON TO EMPLOYMENT REGIONAL PLAN. MARCH 2019

AJCC- American Job Center of CA- West Oxnard and Simi Valley Program Funding: WIOA, other grants	<ul> <li>On the Job Training- Provides funds to help businesses hire and train screened applicants by directly reimbursing employers up to 50 percent of a trainee's gross wages for the duration of the training period.</li> <li>Job Readiness- resume building, career workshops, job search facilities</li> <li>Industry-specific education programs</li> <li>Case management</li> </ul>	Walks ins, Probation and Parole referrals, etc.	The AJCC sees anyone in the County that is looking for a job or development. The AJCC supports individuals who are Justice Involved however, that data is not yet tracked apart from the STEPS Program.
Ventura County Project to Support Reentry Pay For Success (PFS) Program Funding: Board of State and Community Corrections Funding match from Ventura County Funded by private sector	<ul> <li>Covers non-AB109 population coming out of local jails</li> <li>Services Include: Case Management, Job Search Support, Moral Reconation Therapy (MRT), and clinical services such as trauma, parenting, and relationship skills.<sup>51</sup></li> </ul>	Collaborative project with the County Executive Office, County Probation Agency, Interface Children & Family Services, and Social Finance. Referred by Probation Must have signed consent	<ul> <li>First year was Sept 2017-2018</li> <li>Random control study during 4 years of the program</li> <li>Goal 100 served per year for 400 total.</li> <li>2018 enrolled 107 into services, (214 with control group)</li> <li>Goal of 150 in 2019 (Y 2 of program)</li> <li>Evaluation by UCLA</li> </ul>
<b>CORE Connection</b> - Operated by Interface	<ul> <li>Serves AB109</li> <li>Interface's role is administrative and has 4 contracted service providers and MOU's with 8 others to do 1-1 services (such as court-ordered needs- DUI, parenting. Sex offender, etc.</li> <li>Services Include: Case Management through CSI, Moral Reconation Therapy (MRT) through AAP, Restorative Justice Accountability Groups through restorative justice resources, Family Services, Trauma &amp; Counseling, Services, and Sober Housing through Genesis Sober Living</li> <li>Employment Placement is not included but case managers often work with clients to develop resumes and apply for jobs. Some CORE Connection clients get employment through the STEPS program.</li> </ul>	Probation Officer has control over every referral and Exactly what services they want the client to receive	<ul> <li>Started 2014</li> <li>230 served in 2018</li> </ul>
VACE and Sheriff's Department Vocational Training and Food Handler Certificate	<ul> <li>Workforce Reentry Training – soft skills</li> <li>Food Handler's ServSafe class and follow up certificate for those on the Todd Road Jail work crew.</li> <li>Jail requires all inmates who work in the kitchen to earn their Food Handler cert</li> </ul>		<ul> <li>196 Served in Workforce Reentry</li> <li>July 1, 2017 thru June 30, 2018 –instructed and tested 37 students.</li> </ul>

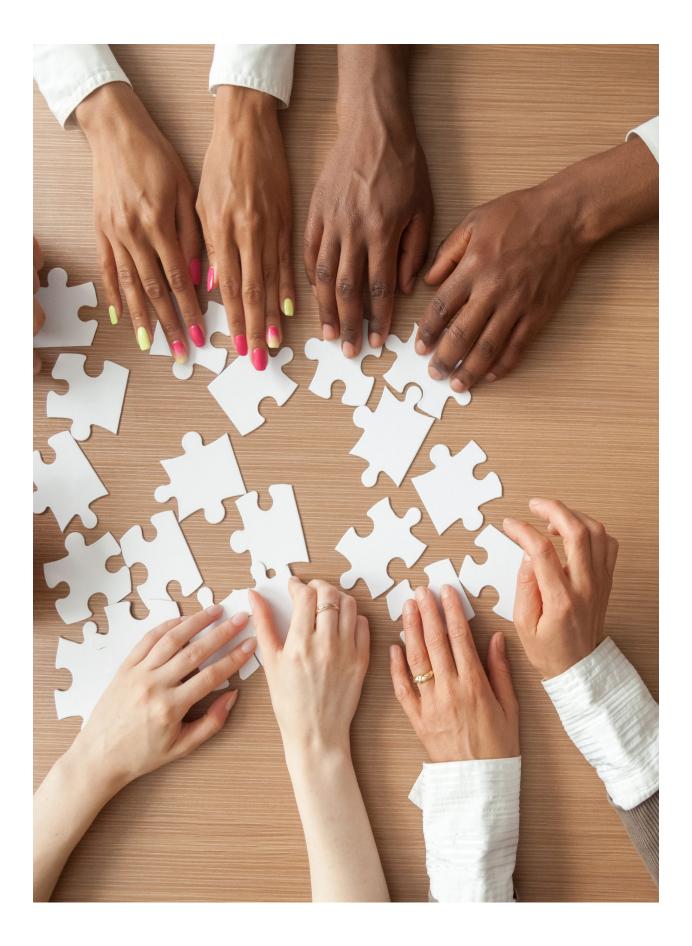
<sup>&</sup>lt;sup>51</sup> Urban Institute. (n.d.). Ventura County Project to Support Reentry Fact Sheet. Retrieved from: <u>https://pfs.urban.org/pfs-project-fact-sheets/content/ventura-county-project-support-reentry</u>

#### PRISON TO EMPLOYMENT REGIONAL PLAN. MARCH 2019

(Since 2015) <i>Program Funding</i> : VACE Funded		<ul> <li>July 1, 2018 thru January 2018 –instructed and tested 33 men and 8 females = 41 total</li> </ul>
Boys and Girls Club of Greater Oxnard & Port Hueneme's Teen Center (Evening Reporting Center) Program Funding: State funding via Juvenile Justice Crime Prevention Act	<ul> <li>Alternative sentencing program for youth on probation; they are sent here by probation officials (instead of being sent to juvenile detention)</li> <li>For youths on probation, the club is an Evening Reporting Center, which provides an alternative to juvenile hall. Those assigned to the center by Probation must attend the BGC's Teen Center every day after school, usually for between 20 and 45 days.<sup>52</sup></li> </ul>	<ul> <li>Capacity to serve 75 participants annually<sup>53</sup></li> <li>Outcomes: 2/3 enrolled in Evening Reporting Center graduate. Of those, 81% continue to attend the club after sentence is complete</li> </ul>

<sup>&</sup>lt;sup>52</sup> California Health Report. (2017, March). Ventura County Tries an Alternative to Juvenile Hall. Retrieved from: <u>http://www.calhealthreport.org/2017/03/12/ventura-county-tries-an-alternative-to-juvenile-hall/</u>

 <sup>&</sup>lt;sup>53</sup> National Council on Crime and Delinquency. (2017, April). Ventura County Juvenile Justice Plan. Retrieved from: https://public.venturaprobation.org/images/vcpa/documents/plans/Ventura%20County%20Juvenile%20Justice%20Plan%202017.pdf





## CHALLENGES SERVING THE JUSTICE-INVOLVED IN VENTURA COUNTY

Challenges do not exist in a vacuum but rather in an ecosystem. Therefore, challenges cannot be addressed until they are seen within this ecosystem and addressed holistically. The challenges to serving the Justice-Involved population of Ventura County have accumulated over decades and cannot all be addressed solely with P2E funding. This report includes them in order to provide a holistic understanding of the ecosystem of service provision for the Justice-Involved population in Ventura County.

This document should be reviewed and referenced when writing other grants and developing programs so that the ecosystem is addressed as a whole and programs are not developed in a silo. Furthermore, it should be regularly updated so that it remains a valuable resource for service providers in the County.

The challenges of Ventura County fall into three categorical buckets:

- 1. Challenges providing supportive services
- 2. Challenges with direct employment and earn and learn programming
- 3. Challenges Collaborating

It is important to note that some challenges are due to a lack of or a limited amount of something and can thus be addressed with an influx of resources. These challenges are theoretically easier to address, yet may be prohibitively expensive. Some other challenges may be monetarily free to address, but are deeply ingrained in the existing ecosystem and can only be addressed through cultural, systemic change. These challenges are the most difficult to address as they take monumental willpower and collaboration to change.

## **Priority Challenges for Ventura County**

All identified challenges are described in detail below. Through the stakeholder outreach and research process, four priorities emerged that deserve special attention. In every stakeholder meeting, one-on-one interview, and focus group, participants highlighted the fact that there is a lack of housing as well as a lack of access to residential drug treatment and detox facilities in Ventura County. Without these basic supportive services, people cannot successfully reenter society and join the workforce.

Survey and respondent feedback also highlighted a limited number of CBOs that provide direct employment placement. Many CBOs and agencies provide necessary supportive workforce services such as resume preparation, interview clothing, and job search support. However, there are very few agencies or CBOs that actually find and place clients in gainful employment. At the same time, there are limited employers willing to hire those with a criminal record due to existing hiring policies and a lack of knowledge about the potential benefits to hiring this population.

Limited housing and barriers to housing for those with a record

Limited access to residential drug treatment and detox facilities

Limited agencies and CBOs that provide direct employment placement

Limited first opportunity employers and those willing to hire Justice-Involved

## **Challenges in Ventura County**

The identified challenges are listed in the table below and described in detail in the following pages.

	Challenges Serving the Justice-Involved in Ventura County
Challe	nges Providing Supportive Services
•	Limited housing and barriers to housing for those with a record
•	Limited access to residential drug treatment and detox facilities
•	Difficulty attaining essential documents upon reentry
•	Limited County transportation infrastructure and funded transportation
•	No Day Reporting Center (DRC) for parolees in Ventura County
•	Challenge connecting people to mental health services
•	Challenging scheduling parameters placed on parolees and probationers create additional barriers to employment
•	Minimal enforcement of Ban The Box and lack of clarity regarding enforcement
Challe	nges With Direct Employment and Earn and Learn Programming
•	Limited first opportunity employers and those willing to hire Justice-Involved
•	Limited number of agencies and CBOs that provide direct employment placement
•	Limited paid training and earn and learn opportunities
•	Low employment expectations for the Justice-Involved population/Employment placement is being done as a stop-gap, rather than as a systematic solution.
•	Temporary employment placements do not offer upward mobility
Challe	nges Collaborating
•	Limited cross-agency and CBO coordination causing gaps in transition planning
•	Limited knowledge about existing programs by service providers and potential clients
•	Differentiation of AB 109 funding and services from non-AB 109, causing double standards and costly duplication of efforts
•	Lack of maintained contact and services for those released without mandatory

- Lack of maintained contact and services for those released without mandatory supervision
- Limited collaboration between CDCR and Probation
- Limited and challenging data collection and sharing between Corrections agencies, Corrections and CBOs, and between CBOs

## **Challenges Providing Supportive Services**

#### CHALLENGE 1: Limited Housing and Barriers to Housing for Those With a Record

Ventura County is an expensive place to live, so there is a dearth of basic affordable housing. This gap is compounded for those with a record in need of transitional housing, sober living, or housing funding. The County has very few transitional housing beds and the programs, sober living houses, and group homes that do exist often face extreme barriers from unwelcoming neighbors and unfavorable neighborhood policies.

Some additional housing challenges in the County include:

- No housing for sex offenders
- Drug record often disqualifies someone from being eligible for section 8 or traditional housing when background checks are run. Even if the individual is now sober.

Heard from potential clients: Some Justice-Involved individuals realize that pretending you have a drug addiction is the only way to get housed in the County so they pretend.

#### CHALLENGE 2: Limited Access to Residential Drug Treatment and Detox Facilities

There are very few residential drug treatment beds available in Ventura County, so many people go without treatment or have to go out of the County for treatment. The 2015 Ventura County Public Safety Realignment Plan also mentioned the need for additional drug treatment in the County.<sup>54</sup> Many clients go to Tarzana Treatment Center and Malibu's Passages. A number of contract restrictions in the County create barriers, which have made it more complex to place someone in a residential drug treatment facility or sober living house.

For example, the Division of Adult Parole Operations (DAPO) must first refer parolees to state contracted programs before referring to non-contracted CBOs. These contracts in place provide essential programming for some and create a restrictive program delivery for others if the programs are at capacity. DAPO currently has a contract with Prototypes for women to provide residential treatment. Additionally, Genesis Sober Living House has a contract to provide sober living beds for AB 109 clients through Probation.

Providing a contract to Genesis provides Sober Living Houses as placements for those not in need of detox; however, Genesis alone does not have the capacity to meet the demand for sober living housing in the County. There are many other sober living houses without contracts that provide the same service to those in need but struggle to find funding to house individuals without a contract from Probation or Parole.

CBO's and the Sentencing Specialists with the Public Defender's Office explained that it is easier to place people in less restrictive placements. Many of these are church-related or are CBOs that take General Relief and MediCal. Two of these placements include The Salvation Army and AADAP in Los Angeles. Further compounding this dearth in services, Drug MediCal was introduced in December 2018, which places additional barriers to placement on those in need of treatment. The new system does not yet coordinate well with the criminal justice system, and there are too few service providers to meet demand.<sup>55</sup> The new system is being rolled out over a

<sup>&</sup>lt;sup>54</sup> Crime and Justice Institute at Community Resources for Justice. (n.d.). Ventura County Public Safety Realignment Plan 2012-2015.

<sup>&</sup>lt;sup>55</sup> California Health Care Foundation (2018, August). Medi-Cal Moves Addiction Treatment into the Mainstream Retrieved from: https://www.chcf.org/publication/medi-cal-addiction-treatment-mainstream/?\_cldee=Y3RlYXJlQGNoY2Yub3Jn&recipientid=contact-50f4d4d334eae61180f85065f38a3b81-

five year period from 2015 to 2020. As of July 2018, there were only 19 participating counties, but another 21 counties have sent in implementation plans to be approved by the Department of Health Care Services and the Centers for Medicare & Medicaid Services.<sup>56</sup> The goal of the program is to reframe substance abuse disorder treatment to have a greater focus on health care than with the criminal justice system, but concerns arise that this transition will result in neglect for those justice-involved and formerly incarcerated.

Under the new rules, in order to be eligible for the program, recipients must be eligible for Medi-Cal; reside in a county that is participating in the pilot program; have received at least one diagnosis from the *Diagnostic and Statistical Manual of Mental Disorders* for substance-related and additive disorders; and meet the American Society of Addiction Medicine (ASAM) Criteria definition of medical necessity for services.<sup>57</sup> For those under the age of 21, there are different criteria. The most problematic part of these new eligibility criteria for those involved in the criminal justice system is having it be necessary to meet the ASAM Criteria. Court-ordered treatment does not necessarily meet the ASAM criteria, they are unable to access this type of treatment, and instead are put into generally unhelpful residential stays.<sup>58</sup>

#### <u>CHALLENGE 3: Difficulty Attaining Essential Documents Upon Reentry Further Complicates</u> <u>Reentry</u>

When people are released they need many basic documents in order to get a job, find housing, sign up for a program, etc. Unfortunately, people are released without these documents and still expected to navigate multiple offices and often-confusing processes in order to attain: A CA State ID, Social Security Number, Drivers License, Bus Pass, etc. These documents pose a prohibitive barrier for many newly released individuals that need a work history from Social security in order to work, a License from the DMV in order to drive, educational records in order to enroll in school, and a physical to do manual labor.

#### **CHALLENGE 4: Limited County Transportation Infrastructure and Funded Transportation**

Every part of Ventura County is not easily accessed via public transportation. This is especially true for those working and living in East County. Unfortunately, the Justice-Involved have many mandatory meetings to attend, court dates to get to, and programs to frequent, yet no way to get around the County. The limited County transportation accessibility is compounded when trying to place people in employment. One of the primary barriers to employment is the inability to get to the worksite on time.

**Heard from potential clients:** *"We once* got a group of guys placed doing the MC3 construction pre-apprenticeship and then some of the guys were hired. Unfortunately, most of the guys were not able to go to work because they had to be at the site at 5AM and the busses did not run that early."

<sup>&</sup>lt;sup>56</sup> California Health Care Foundation. (2018, August). Medi-Cal Moves Addiction Treatment into the Mainstream: Early Lessons from the Drug Medi-Cal Organized Delivery System Pilots. Retrieved from: www.chcf.org/wpcontent/uploads/2018/08/MediCalMovesAddictionTreatmentToMainstream.pdf. <sup>57</sup> Ibid.

<sup>&</sup>lt;sup>58</sup> Ibid.

#### CHALLENGE 5: Lack of a Day Reporting Center (DRC) for Parolees in Ventura County

There are currently two DRCs in Santa Barbara County, yet none in Ventura County despite the latter's larger numbers of parolees. In December 2018 there were 84 Parolees in Goleta, Santa Barbara, and Carpenteria and 702 in Ventura County. These Day Reporting Centers provided needed resources and support for those most at risk of recidivism. Some parolees even commute to Santa Barbara or Santa Maria to report from Ventura County.

Parole offices in Ventura County try to fill the service gap with the CORE program that provides education services, computer literacy, and job skills. Unfortunately, the CORE contract is coming to an end in June, further exacerbating the dearth in Parole-run wrap-around services in Ventura County.

#### CHALLENGE 6: Challenge Connecting People To Mental Health Services

Many Justice-Involved individuals have mental health needs that go undiagnosed and untreated, thus increasing their chance of recidivism. Unfortunately, there is a deep stigma around needing mental health services, so many people do not ask for help. This is exacerbated in facilities where mental health issues are seen as a weakness, which could put the inmate at risk or make them a target.

#### <u>CHALLENGE 7: Challenging Scheduling Parameters Placed on Parolees and Probationers</u> <u>Create Additional Barriers to Employment</u>

The Justice-Involved population is placed under supervision in order to help them stay away from

crime and get back on their feet. Many people must report to court-ordered parenting classes, domestic abuse courses, weekly drug tests, court hearings, and/or meetings with their PO. These activities are helpful; however, the inflexibility of scheduling these mandatory activities may also create additional barriers for people. Most people on supervision have multiple mandatory weekly meetings, which directly conflict with most regular jobs.

**Heard from potential clients:** "How can I get a job when my PO makes me report to his office at the drop of a hat -at 9AM, 3PM, 12PM? Last week I was on my way to my first day of work on my bike when I got a call from my PO telling me that I had to go to court immediately because a new case had been filed against me."

#### <u>CHALLENGE 8: Minimal Enforcement of Ban The Box and Lack Of Clarity Regarding</u> <u>Enforcement</u>

AB 1008 Fair Chance Hiring--commonly known as the Ban the Box law--went into effect in January 2018. This law deems it an unlawful employment practice under FEHA for an employer with five or more employees to include on any job application any question that seeks the disclosure of an applicant's conviction history.<sup>59</sup> The law also requires employers who intend to deny an applicant a position of employment solely or in part because of the applicant's conviction history to make an individualized assessment of whether the applicant's conviction history has a direct and adverse relationship with the specific duties of the job.

So far, the law has gotten mixed results. A study from 2017 found that Ban the Box policies increased the odds of public sector employment for those job applicants with criminal records by

<sup>&</sup>lt;sup>59</sup> California Legislative Information. (n.d.). AB-1008 Employment discrimination: conviction history. Retrieved from: <u>https://leginfo.legislature.ca.gov/faces/billTextClient.xhtml?bill\_id=201720180AB1008</u>

close to 40 percent.<sup>60</sup> Unfortunately, though, the legislation is not well known and there is not a clear enforcement body in place to address those out of compliance. Many CBOs that do direct placement mentioned that they come across many employers that have not banned the box but they do not know to whom they should report the failure to comply. Another issue researchers found is that they do not believe Ban the Box policies necessarily take away employment barriers. "Studies show that without screening, some employers assume an applicant has a criminal record or employers may rely more on continuous past employment, which is even worse for exoffenders."<sup>61</sup>

## **Challenges With Direct Employment and Earn and Learn Programming**

#### <u>CHALLENGE 9: Limited First-Opportunity Employers and Those Willing to Hire the Justice-</u> <u>Involved</u>

Ventura County, like most counties, has a limited number of employers willing to hire Justice-Involved individuals. Many employers will not hire those with felonies, so even if they pass the interview stage, they are often disqualified based on their background check. It is important to note that while it is extremely difficult to find employment placement for adult offenders, it is even tougher to locate employers willing to hire Justice-Involved youth between the ages of 16-24. Even youth who have gone through some skills training are extremely difficult to place.

## **CASE STUDY**

## Model Program and Policy Failure: CSI's Day Reporting Center in Santa Maria's partnership with Hayward Lumber.

**MODEL PROGRAM:** CSI partnered with Hayward Lumber to develop a year long earn and learn program that provides parolees with a 360 experience of all skills at Hayward's Tress Manufacturing Plant. Hayward had a very high attrition rate for employees secured through their temp agency so CSI stepped in and acts as a Temp agency and provides formerly incarcerated parolees that report to the DRC in Santa Maria as temp employees. Hayward is willing to hire 25 people at a time and pay them minimum wage and in return they receive a year-long earn and learn program through which they experience a 360 skills training of every line-level job at the plant. Then, CSI helps Hayward take advantage of the existing employer incentives and addressed their clients' additional barriers to employment.

- 1. CSI spends around \$500 per program participant to provide them with things Hayward expects of employees including: background check; drug screen; starter toolkit; clothes and boots. (Barriers removed by CSI: Coordinate transit to and from work; Partner with parole to ensure POs collaborate and not ask workers to report in the middle of the day, thus sabotaging the opportunity.)
- 2. Navigates Hayward through process of getting employer incentives including: Tax incentives (min \$2400 max \$9600 per participant tax rebate for Hayward); WIOA funds through WIOA contractor partnerships so Hayward gets 50% pay reimbursed for 6 months; CSI pays for them to be bonded for free for first 6 months and they pay to bond them for additional 6 months.

**POLICY FAILURE:** After the year doing training, program graduates can still not be hired at Hayward because Hayward has a policy in place that they do not hire anyone with a felony record. They are currently working to change this. As a stop-gap, four graduates of the program are currently employed as temps through a temp agency that acts as the employer of record.

#### <u>CHALLENGE 10: Limited Number of Agencies and</u> <u>CBOs That do Direct Employment Placement</u>

There are many County agencies and CBOs that provide supportive services, yet few provide direct service when it comes to employment placement. It is very important to provide people with soft skills job training such as interviewing skills, what to wear, and how to speak to a manager. However, these skills are pointless if these clients are not placed in employment, and they need support to do so.

# <u>CHALLENGE 11: Limited Paid Training and Earn and Learn Opportunities</u>

Few people have the luxury of being able to attend school without working concurrently; however, many training programs do not take this into consideration and provide no funding for the trainees. Newly released individuals and those with a record are no exception, and often have families to support, rent to pay, and food to purchase. Ventura County needs more Earn and Learn opportunities such as the ones provided by Goodwill Industries.

The programs that do exist often have lengthy waiting lists and a detailed entry process that takes over a month until a first paycheck is received. Unfortunately for some people, this month-long waiting period is too long and leads to a regression into criminal activity in order to support their families.

#### <u>CHALLENGE 12: Low Employment Expectations for</u> the Justice-Involved Population/Employment Placement is Being Done as a Stop-Gap Rather Than as a Systemic Solution.

Most CBO providers and agencies are happy when they simply place someone with a record into employment due to the significant barriers to employment listed herein. However, these barriers cause CBOs and agencies to focus on making *any* placement, rather than making a placement in an upwardly mobile position that can offer a living wage in Ventura County.

Multiple CBOs and government agencies mentioned that they focus on what industries are "felon-friendly" first and foremost. This often means that clients are referred to jobs with no potential for upward mobility with low wages such as working at a carwash, cleaning dishes, etc. These positions serve a purpose as a ladder back into the job world but they do not provide a family sustaining wage or the potential for growth.

## **CASE STUDY** Center for Employment Training's Cal Fire Clean up Crew (Model Program with Some Challenges)

The Cal Fire grants to clean up Ojai after the Thomas Fire provided CET with 1.2 million to hire the chronically unemployed. They partnered with Khepera House to hire individuals who were not employed for last 15 weeks. The positions started at *\$17/hour and \$19 for lead position.* CET addressed many barriers to employment for the workers on the crew including: 1) Transportation: Hired many people from Khepera House so they could carpool and to and from the worksite; 2) Scheduling: Khepera House is a residential drug treatment facility so men who reside there must be at the daily house meeting at 5PM. To accommodate this need, CET changed the work hours from 8AM-5PM to 7AM-3:30PM.

Through the program, CET hired around 50 workers; however, they are only allowed to work 1,040 hours or make a maximum of \$16K of income. CET received an extension to this grant through December 2020, but they have to hire new people and let go the ones they trained in 2018 due to the hours and earnings restrictions.

There is currently not a transition plan in place for the workers when they stop working and CET does not do direct job placement. In this case, there is a group of 50 men who are trained at fire clean up and have learned to efficiently do the work over the course of the year, yet the EDD grant wants to provide new people with an employment opportunity at the expense of training new people.

#### CHALLENGE 13: Temporary Employment Placements do Not Offer Upward Mobility

Many placement case managers depend on temp agencies that hire individuals by serving as the employer of record and placing them with employers that do not hire those with a record. This is a temporary solution that does not offer a solution for the client in the long term. (*See case study about Hayward in this report*). Many entry-level placements for this population are created as a "first employment resume builder" so they have a cap in employment hours or an earning maximum due to grant restrictions. Unfortunately, many of these programs do not develop a way to stepladder the first-employment position into long-term employment; so many people are temporarily employed and then unemployed again-- not due to their performance, but rather due to a temporary fix.

## **Challenges Collaborating**

#### <u>CHALLENGE 14: Limited Cross-Agency and CBO Coordination Causes Gaps in Transition</u> <u>Planning</u>

Newly released individuals are extremely vulnerable to falling back into their prior lives, so they need comprehensive transition planning and guidance that sets out a roadmap for them to follow while they are still stable. The current systems in place in the jail or state facilities do not have a warm handoff in place that connects people to wrap-around services, employment, training, and housing on the outside. Therefore, the extremely motivated spend weeks and even months trying to sign up for programs, General Relief, housing, and training programs, while those who are most vulnerable get left behind.

This lack of coordination is not synonymous with a lack of caring or lack of a plan. In fact, Probation, Parole, Sentencing Specialists, and service providers have created their own reentry planning processes. These plans are essential, however their disjointed nature causes more confusion, as service providers do not know each other's systems. The transition from drug assistance programs, detox facilities, and sober living into society has the exact same challenges and should be more jointly coordinated with CBOs and agencies.

#### <u>CHALLENGE 15: Limited Knowledge About Existing Programs by Service Providers and</u> <u>Potential Clients.</u>

It is extremely difficult for CBOs, County agencies, education providers, Parole Agents, and Probation Officers to understand the menu of program offerings already available in the County. Several factors limit program knowledge such as newly hired employees, constantly changing CBO offerings due to funding, changes in state-funded programs, etc. These challenges lead to continuous duplication of efforts as every service provider develops their own list of "key contacts," referral partners, potential employers, and resources. This lack of collaboration and minimal sharing of resources is a waste in financial resources and causes confusion for clients who get mixed information from multiple providers.

This lack of knowledge has deep impacts on Probationers and Parolees who receive or do not receive needed services and

## Heard from potential clients:

"My PO told me that I had a college degree so I could get a job easily. I tried but no one would hire me. Eventually, I went online and found out that Goodwill has a Second Chances program so I went there and got enrolled myself. After I enrolled, my PO told me that he did not know Goodwill provided employment in so many different areas." programs based on a case-by-case knowledge level of supportive service providers, Officers, and Agents. Confusion surrounding where Probation Officers and Parole Agents are allowed to refer clients due to existing contracts compounds this. Due to this lack of knowledge, thousands of eligible people do not sign up for programs upon reentry. For example, nearly everyone that is newly released is eligible for CalFresh food stamps and 30-day bus passes; yet people generally find out about this resource only after their release, if at all.

#### <u>CHALLENGE 16: Differentiation of AB 109 Funding and Services From Non AB 109 Causes</u> <u>Double Standards and Costly Duplication of Efforts</u>

When AB 109 went into effect in 2011, moving non-violent offenders to the local probation level, the probation departments were not given sufficient funding to manage the influx in clients or their reentry needs. Over the past eight years, this gap has been filled with multiple spending bills, pieces of legislation, and programs specifically for the AB 109 population. As of January 2019, Ventura County now offers more programs and resources for AB 109 offenders than for non AB 109 offenders or Parolees. These "AB 109 tagged resources" create silos of resources, programs, and added costs for agencies as they provide multiple programs for each "tagged" population. This differentiation does not make sense when serving these populations with similar risk factors. For example, clients coming out on parole with mental health issues receive one DMH meeting per month while AB 109 probationers with mental health needs receive more robust services. All AB 109 Probationers are screened by Behavioral Health prior to release and enrolled in needed programs while non-AB 109 probationers are only screened if they are referred. These "AB 109 tagged resources" inadvertently cause new programmatic silos and eligibility restrictions as CBOs hustle to address the gap in services for non-AB 109 clients by creating programs just for them. For example, Interface's Pay For Success program is only for the non-AB 109 population and HHS's STEPS is only for AB 109 Adults.

#### <u>CHALLENGE 17: Lack of Maintained Contact and Services for Those Released Without</u> <u>Mandatory Supervision</u>

Many probationers are released without Mandatory Supervision or any mandated program despite their being incarcerated for a significant period of time. These individuals are very difficult to help because they are not tracked. A similar challenge happens for Probationers and Parolees that leave the system and are no longer on Supervision.

#### CHALLENGE 18: Limited Collaboration Between CDCR and Probation

The CDCR and Probation agencies do not have a track record of collaborating at the ground level or at the policy creation level. During this study, many individuals mentioned that the departments do things differently and many corrections personnel highlighted that there is a cultural divide between the departments. One participant said it best, "Both agencies supervise differently with the same common goals." Even so, the departments serve a population with similar risk factors and similar needs so a failure to collaborate causes a duplication in efforts and additional costs for the State and County.

#### <u>CHALLENGE 19: Limited and challenging data collection and sharing between Corrections</u> <u>Agencies, Corrections and CBOs, and between CBOs</u>

The Corrections system is comprised of the CDCR at the state level, State Courts and Local County Courts, and the Probation Departments at the local level. These entities share data on the Ventura County Integrated Justice Information System (VCIJS). However, the workforce data tracking system—CalJobs is not connected to the VCIJS system; so case notes from workforce programs are not connected to the corrections database.

P2E Implementation Funding is intended for specific programs that strengthen systems-collaboration between state workforce and corrections systems in order to improve the reentry process and gainful employment of formerly incarcerated and Justice-Involved populations.

This section lays out recommendations that could leverage cross-sector, inter-agency coordination and collaboration in order to

- Ensure needed supportive services are sustainably available and accessible
- Develop new and bolster existing earn and learn opportunities that provide access to upward mobility living wage careers
- Improve existing policies that cause barriers for the Justice-Involved

The recommendations herein have varying levels of implementation difficulty that stem from funding need, changes contingent on state-level policy changes, and necessary cross-sector collaboration. Some of these involve legislation and policy change while others can be initiated through a simple cross-agency phone call.



The P2E strategic planning process uncovered a plethora of recommendations that could ensure supportive services are provided and that earn and learn opportunities are developed and bolstered. However, not every recommendation can be fulfilled with P2E implementation funding. The P2E Initiative specifically seeks opportunities to advance collaboration across the workforce and corrections system. With this in mind, the following recommendation selection criterion were developed and used to weigh potential recommendations.

Program Selection Criteria		
1	Scalability	Ease and ability to scale the program
2	Impact	Number of clients the program can realistically be served annually
3	Cost and Funding Sustainability	Program cost
4	Need for Service in the County	Service was identified as lacking or in need of expansion
5	Partner Interest	Sufficient partners have signed Letters of Interest and Support and would be willing to apply for an RFP
		Recommendation was selected by the group as a leading interest during our P2E Regional Meeting
6	Complexity of Implementation	Ability of individuals to successfully complete relevant programming without red tape or policy limitations.
7	<b>Potential Society Integration</b> - Participant ability to succeed in traditional labor market and education systems upon transition	Program incorporates transitional programming that slowly transitions participant into broader labor market and education system

## **P2E PROGRAMMATIC RECOMMENDATIONS**

These criteria were used to select immediately actionable P2E recommendations to pursue through P2E funds as well as additional recommendations that could be implemented in the future with additional resources. This list of recommendations should be used as a reference moving forward and possibly as a repository of content for future grant proposals.

Strategic Programmatic Recommendations	P2E Implementation Funding Request	Pursue Immediately With Other Funds
Increase Earn and Learn		
Create a regional employer outreach and training program	Х	
Contract with CBOs that do direct employment and placement to facilitate a continuum of care into the community and gainful employment	Х	
Develop a registered apprenticeship in manufacturing		Х
Expand food handler credential program model at Todd Road Jail to include landscaping and maintenance work crew and expand employer partnerships	Х	
Improve and Enhance Supportive Services		
Develop a mandatory pre-release resources file and toolkit	Х	Х
Develop a joint day reporting center for Probation and Parole		Х
Provide micro-contracts to sober living houses in order to provide housing to more people regardless of AB 109 status	Х	Х
Formalize a Ventura County Reentry Council	Х	

## **RECOMMENDED SERVICE PROVISION ROADMAP**

These recommendations can be administered in unison. This strategic planning process and those that came before identified a plethora of existing resources, programs, and initiatives that are underutilized and under-communicated. Unfortunately, the ecosystem in which these programs exist is not yet designed for collaboration. Due to this, a key recommendation of this report is to formalize a Ventura County Reentry Council that can act as a convener and regular incubator for collaboration, planning, and reflection. Hopefully the Reentry Council can help develop a collaborative ecosystem in which the Justice-involved of Ventura County can survive, and thrive. The flow chart below shows a simplified roadmap of service provision. Note that some of these things are already in place, however, they are not carried out uniformly across all providers and agencies.

## **RECOMMENDED SERVICE PROVISION ROADMAP**

## **INCARCERATION**

- CBO's and correctional staff provide skills-based vocational classed and jobpreparation programming
- Youth and adults participate in educational advancement activities, credential attainment
- Adults receive educational and vocational aptitude assessments
- Job-training programs



## **REENTRY PLANNING**

- Individual reentry planning meeting
- Pre-Release meeting with PO and Community Based Organizations to plan service provision upon release
- Receive pre-release toolkit (ID, transportation vouchers, Education records, resume, work history, enrollment in GR, CalFresh, etc.)
- Assessment by Behavioral Health and enrollment in mental health, housing, etc.
- Housing plan and placement



## PERIOD ON PROBATION OR PAROLE

- 1. Transportation directly to CBO on the day of release to support program enrollment and enrollment in applicable public benefits (General Relief, CalFRESH, etc.)
- 2. Probation Officers/Parole Agents regularly communicate with CBO providers
- 3. Probation Officers/Parole Agents connect clients to essential services as needed regardless of AB109 status (healthcare, housing, employment, DV, Substance abuse, mental health)
- 4. Pre-release toolkit available in a database if hard copies are lost
- 5. Returnees connected to employment and training through CBO providers with support from regional employer outreach program
- 6. Paid Earn and Learn and On the Job training opportunities available
- 7. Direct referrals and connections made as needed to supportive services

## **OFF SUPERVISION IN THE COMMUNITY**

- Data about the population tracked
- CBO case management continues as needed
- Pre-release toolkit available in a database if hard copies are lost
- Direct referrals and connections made as needed to supportive services
- Explore expungement or Certificate of Rehabilitation

\*Reentry Council provides regular networking space for service providers and agencies \*CBO's, Probation, parole, and agencies utilize a universal referral form to cross-refer This service provision roadmap depends on intensive collaboration and participation by probation and Parole Agents who must refer clients to CBO's for services. According to a recent (June 2018) outcomes report from an independent research firm (EvalCorp), Ventura County's first three AB109 cohorts (FY 11/12-13/14) were analyzed using the BSCC definition of recidivism. Under the definition, recidivism includes arrests within 3 years of release from custody. One key finding from this report was that clients that went to jail and were released with no supervision recidivated at a higher rate than those clients that received Post Release Community Supervision (PRCS).

- 1170 jail-only clients recidivated at a rate of 61%
- Post Release Community Supervision (PRCS) clients returned from prison and supervised by Probation recidivated at a rate of 54%; and
- 1170(h) Mandatory Supervision clients released from local custody and supervised by Probation recidivated at a rate of 45%.

There is a marked 16% difference between those clients who received supervision and services by Probation and those who received nothing. Furthermore, The research states that with each cohort studied, the reduction in recidivism continued to decrease. This indicates that supervision has a positive impact on the outcomes of Probationers.<sup>62</sup> Furthermore, it is worth strategically linking community programs to this record of success.

<sup>&</sup>lt;sup>62</sup> Ventura County Probation Agency. (2018). Adult Probation Services Annual Report FY 2017-2018. Retrieved from: <u>https://public.venturaprobation.org/images/vcpa/documents/reports/VCPA%20Adult%20Services%20-</u> <u>%20Annual%20Report%202018.pdf</u>

## **PROGRAMMATIC RECOMMENDATIONS**

#### **RECOMMENDATION 1: Create a Regional Employer Outreach and Training Program**

The Justice-Involved population needs jobs and faces immense challenges in finding gainful employment. There are a variety of existing employer incentive programs, such as the EDD fidelity bonding program, federal WOTC tax breaks, and the California New Employment Tax Credit, which support employers' hiring of the Justice-Involved population. However, these programs are almost entirely unknown and drastically underutilized by employers, many of whom need new employees, face existing skills gaps, and/or have an aging workforce. Thus, there are untapped groups of both employers and employees in need of coordination and matching.

#### Challenges Addressed:

- Limited first opportunity employers and those willing to hire Justice-Involved
- Limited of paid training and earn and learn opportunities

#### Details:

Most CBOs and agencies serving Justice-Involved individuals conduct their own outreach to identify employers who are willing to hire their clients. While this can lead to some placements, it is not a systematic solution for the dire needs of those employers who are willing and able to hire. The creation of a regional position dedicated to employer outreach, partnership cultivation, and bolstered employment prospects, will streamline this outreach and establish a comprehensive outreach plan that all CBOs and agencies can utilize. The primary responsibilities of this position must be to expose, educate, and connect potential employers to the opportunities around hiring Justice-Involved individuals.

The WDB could fund one full-time employee, and possibly subcontract additional organizations already working on employer education and training. It is essential that this process be overseen by an entity with regional reach to prevent any individual participants from operating in a silo. Furthermore, it is essential that the person conducting this outreach understand both the existing policies preventing employers from hiring, as well as the cultural shift that they must help employers navigate.

#### Responsibilities of the FTE could include

- Conduct robust employer outreach to identify potential partners, develop relationships with organizations of employers including business associations, unions, County Economic Vitality Steering Committee, Chambers of Commerce, P-20, SBA, Ventura County Economic Development Collaborative, etc.
- Work with temp agencies to develop strategies for spurring employers to hire permanently (people ready, select staffing, express staffing, etc.)
- Develop employer presentations, town halls, workshops, and resources explaining the tangible benefits of hiring Justice-Involved, such as employer incentive programs (i.e. WOTC Tax benefits, insurance bonding, OJT funds, etc.). The table below explains some of these programs.
  - OJT wage stipends and coverage through WIOA programs and Goodwill
  - "What Works," evidenced-based practices & principles of hiring, supervising and coaching the Justice-Involved population
  - o Understanding Ban the Box legislation and enforcement,
  - What to expect while hiring people with records

- Scheduling challenges and logistics of hiring Justice-Involved (i.e.: PO meetings)
- Develop a public employer registry of verified employers willing to do First Opportunity hiring and employ those with felonies
- Connect employers to existing programs (i.e. connect a restaurant willing to hire those with felonies to the VACE/Todd Road Jail Food Handler Program.)
- Create and manage an employer advisory board- the initiative needs an employer chairperson and advisory board that can talk about their experiences with hiring the Justice-Involved, and explain the benefits associated with these efforts. The WDB and other CBOs have had limited success in this arena, so employer inclusion and championing are paramount for this program's success.
- Identify policy changes to incentivize employer enrollment in existing programs. (i.e. if an
  employer contacts EDD with a job listing, perhaps EDD could send an email back to the
  employer outlining the incentives and benefits of hiring Justice-Involved)
- Identify opportunities to help employers develop on-the-job training and apprenticeship programs, and connect them to relevant offices such as VCCCD, VACE, Probation, DAPO, etc.
- Hire a Justice-Involved individual to support outreach efforts in order to reduce bias and preconceived attitudes toward the Justice-Involved

- Place Justice-Involved individuals in jobs
- Create an employer registry of verified employers willing to do first opportunity hiring and employ those with felonies
- Train employers on incentives

Employer Benefits Available to Those That Hire Justice-Involved		
Policy	Description	Employer Benefits
Federal WOTC	Federal tax credit available to employers for hiring ex-offenders	The maximum tax credit amount is a 40 percent tax credit on qualified first year wages up to \$6,000, or \$2,400 for a one-year period. In order to claim the tax credit, the employee must be retained 400 hours or more for a 40 percent tax credit on qualified first year wages. For the employee that is retained at least 120 hours but less than 400 hours, a 25 percent credit is available on qualified first year wages.
CA New Employm ent Tax Credit	State tax credit available to employers for hiring ex-offenders	Maximum credit per employee is \$56,000 over five years. To qualify, the employee must work an average of 35 hours per week; perform at least 50% of their services for the employer in the designated geographic area (DGA); receive starting wages that exceed 150% of the state minimum wage; and is paid hourly or salaried for full- time employment.
EDD Fidelity Bonding Program	Provides insurance to alleviate employer concerns hiring ex-offenders	Provides a level of insurance for employers against possible theft and dishonest or fraudulent acts. The bond may be issued for \$5,000, \$10,000, or \$15,000 coverage for up to six months.

#### **RECOMMENDATION 2: Provide Micro-Contracts to Sober Living Houses** In Order to Provide Housing for More People Regardless of AB 109 Status

A high percentage of Justice-Involved individuals have drug and alcohol addictions. However, there is limited housing and drug treatment in Ventura County. Through Interface's Core-Connection program, and its Probation Contract funding 90 days of housing, fifteen beds are set-aside at Genesis House for AB 109 clients who are released from the county jail. However, there is often a wait list of 10-30 people vying to get into the Genesis beds. Genesis is the only non-treatment sober living house that has a contract with Probation, and is thus the only entity that can be paid with AB 109 housing funds. There are a number of high-quality sober living houses in Ventura County, but because they are not contracted by Probation or Parole to house clients, many beds remain vacant in spite of the overwhelming need for them.

#### Challenge addressed:

- Limited housing and barriers to housing for those with a record
- Limited access to residential drug treatment and detox facilities
- Differentiation of AB 109 funding and services from non-AB 109, causing double standards and costly duplication of efforts

#### Details:

Housing can be expanded for more Justice-Involved people by providing micro-contracts to sober living houses and allowing Probation and Parole to refer and pay for clients' housing for 90 days, regardless of AB 109 status. Such micro-contracts will reduce existing waitlists for sober living facilities and provide needed funds for houses serving the community. For example, the Ventura County Sober Living Coalition represents dozens of sober living houses and has approximately 173 beds with an average vacancy rate of 22 beds per month. These vacancies could be utilized in this new format. It is important to note that, while funding is currently allocated for AB 109 probationers, the non AB 109 population and parolees are also in need of these services. Therefore, a joint contract between the Probation Department, CDCR, and the Coalition could provided needed beds to those reentering regardless of AB 109 status or corrections agency. A micro-contracting program could include:

- Issuing RFPs or certification process to work on shared objectives with sober living houses
- Mandatory pre-certification process and regulation in order to ensure quality
- Referrals from Probation, Parole, and CBOs
- Placement regardless on AB 109 status
- Funding for 90 days (Three months provides the client with time to sign up for benefits, find employment, and pay the approximately \$600 monthly for rent)
- Public Defenders office transporting people directly to the houses upon release
- If there are minimum additional resources, one immediate act would be to have Behavioral Health screen all returnees and identify paid housing placement recipients based on risk factors vs. AB 109 status. The Ohio Risk Assessment System (ORAS) is the recognized risk assessment tool already used in corrections.
- Note: There is a lack of housing for sex offenders that needs to be addressed

- Increase the number of pre-approved sober living providers
- Fund and house some Justice-Involved for 90 days in sober living houses

#### **RECOMMENDATION 3: Contract with CBOs Working on Direct Employment and Placement** to Facilitate Gainful Employment and a Continuum of Care into the Community.

Research shows that the most successful reentry programs provide services to clients during incarceration and then support their reentry upon release. Few CBOs in Ventura County provide direct employment, though many provide supplemental training on resume writing, interviewing, and other skills. Ultimately, though, the key factor of reentry success is connecting with gainful employment that provides a living wage. The STEPS program provides transition planning, as well as employment training and placement. However, it lacks the capacity to work universally, as it serves around 92 adults and 79 probation youth annually. There is a need for additional CBOs to provide this continuum of services, direct employment, and on-the-job training.

#### Challenges addressed:

- Limited cross-agency and CBO coordination causing gaps in transition planning
- Limited number of agencies and CBOs providing direct employment placement

#### Details:

Work with America's Job and Career Center partners and expand services to provide services to inmates while incarcerated and as they transition back into the community. This will facilitate a continuum of care and connect clients to CBOs immediately upon release, thereby increasing their chances of successful reentry and reintegration. Contracted CBOs should also receive on-the-job training funds, which they can use to subsidize employer wages and client training.

The program could include:

- Issuing RFP to Ventura County agencies and/or CBOs in order to achieve objectives—goal of contracting two organizations
- Referrals from Probation, Parole, Public Defenders Office, and other CBOs
- Placement not based on AB 109 status
- Only agencies and/or CBOs that provide direct employment services, on the job training, and job placement should be eligible for subcontracts. For example, Goodwill Industries and the STEPS programs already provide direct job placement and wrap-around support.
- CBOs participating in transition planning meetings at Todd Road Jail
- Connecting participants with their community provider on the same day of release through transportation via the Public Defender's office or CBO transportation fund
- On-the-job training funds for agencies and/or CBOs to use to facilitate OJT placement

\* Note that this could also fill the gap left by the closing of the Parole CORE program in June 2019 by connecting parolees from their offices to CBO providers.

- Serve 50 individuals each year in facilities
- Provide 100 clients in the community with wrap-around support and direct employment services
- 50 clients placed with on the job training
- 25 clients placed for longer than 5 months

#### **RECOMMENDATION 4: Develop a Mandatory Pre-Release Resources File and Toolkit**

The process of navigating post-incarceration release is complex; as people require IDs, legal documents, education records, work history, and other paperwork provided by a wide range of different departments. Often, these needed resources are all found at different locations. The process of collecting these documents is another barrier to reentry, as transportation costs money and is not readily available in Ventura County, while many of these documents require additional payment to obtain. There are many existing programs available to the Justice-Involved population, but most are difficult to enroll in and minimally publicized. When people are incarcerated, their whereabouts are precisely known, meaning that outreach and enrollment for these programs, providing needed documents, and all other resources could be consolidated and simplified.

#### Challenges Addressed:

- Limited County transportation infrastructure or funded transportation
- Limited cross-agency and CBO coordination, causing gaps in transition planning
- Difficulty attaining essential documents upon reentry
- Challenge connecting people to mental health services

#### Details:

Pilot a program at Ventura County jails, with STEPS enrollees and potentially with newly contracted CBO partners (if funding is available), to develop a mandatory pre-release resources file and toolkit. If every inmate was provided with the necessary documents and program enrollments prior to release, they would save time and effort and more seamlessly reintegrate into society. Furthermore, if these documents were all saved on a virtual database, people could access their paperwork even if they have misplaced any hard copies. The County Board of Supervisors should issue guidelines on implementation of this toolkit. Key members will include: DPSS: CalFresh, DMV, Behavioral Health, etc.

#### A pre-release file and toolkit could include:

- Database infrastructure and digital files, to be overseen by the Sheriff's Department, with viewing access available to the state, some county agencies, and the Public Defender's office
- Integrated Reentry Planning by a team including the PO on record, contracted CBO, Behavioral Health, and others developing comprehensive reentry plans
- Providing all incarcerated program participants with hard copies of all pre-release resources file materials, and maintaining a file of record that can be accessed if hard copies are lost
- Enrolling people in programs and providing them with all needed documents prior to release:
  - ID/License (by partnering with DMV onsite)
  - Enrolled in all eligible benefits through HSA, who is on-site at the jail twice a week (I.E: CalFresh, General Relief, MediCal)
    - Existing education records, certifications, assessment scores (CASAS assessment, etc.)
    - Resume and employment record through SS
    - Bus pass for first month
    - Behavioral Health screenings for clients and referrals/enrollments in relevant programming regardless of AB 109 status
    - Housing enrollment as needed

- Develop database infrastructure and identify ideal system for easy document sharing
- Provide essential documents to people prior to release thus improving their reentry capacity

#### **RECOMMENDATION 5: Expand Food Handler Credential Program Model at Todd Road Jail** To Include Groundskeeping Work Crew and Expand Employer Partnerships

The Food Handler Training Program at Todd Road Jail currently provides credentialed training to an in-jail work crew through the Ventura Adult and Continuing Education (VACE). All inmates serving in the kitchen work crew are trained in basic food handling and receive the basic Food Handler Certificate and industry-recognized ServSafe Food Handler Card. Inmates who continue in the kitchen can choose to train for and earn a Prep Cook Certificate and Line Cook Certificate, and then earn a ServSafe Food Protection Manager Credential. The program effectively provides industry-recognized credentials for training and is work that is already being completed at the jail.

Expanding this program to additional existing work crews will provide other inmates with relevant career experience and credentials. Furthermore, expanding the program to connect inmates to employers upon release will increase its applicability and impact. The Food Handler Training Program already has an employer advisory board, but does not yet place program graduates into industry jobs upon release.

#### Challenges Addressed:

- Limited First Opportunity employers and those willing to hire Justice-Involved
- Limited paid training and earn and learn opportunities
- Limited number of agencies or CBOs providing direct employment placement
- Low employment expectations for the Justice-Involved population/employment placement performed as a stopgap, rather than as a systemic solution
- Temporary employment placements do not offer upward mobility

#### Details:

This model can be easily expanded to include the grounds keeping work crew by providing industry-recognized credentials in landscaping. The jail sits on 157 acres of agricultural land that the inmates already maintain.<sup>63</sup> The grounds keeping crew currently includes 20-30 inmates annually who receive no industry-recognized credentials. This program could include:

- Issuing of RFPs to work with local education providers to provide the training and credential testing for landscaping
- Changing the name of the work crew to "Landscaping" so that members can use it more readily on resumes
- Robust engagement of the Employer Advisory Board to include employers willing to hire crew members upon release
- Expansion of the Employer Advisory Board to include five employers in Landscaping
- Work with newly created Regional Employer Outreach office to target employers in these industries
- Expanded programming to ensure that both female and male work crews earn credentials and gain on-the-job training opportunities while incarcerated. This may involve cycling work crews.

- Provide food handler credentials to inmates.
- *Provide landscaping credentials to inmates.*
- Partner with employers to provide direct employment placement for some participants.

<sup>&</sup>lt;sup>63</sup> Ventura County Grand Jury. (2018, May) 2017-2018 Annual Detention Report, Final Report.

### **RECOMMENDATION 6: Formalize a Ventura County Reentry Council**

#### Bolster the Existing Ventura County Reentry Council (Or Other Entity) to Serve as a Neutral Convener of a Coalition to Improve Services for the Justice-Involved

The Ventura County Reentry Council was created to help county agencies coordinate AB 109 implementation, but has since expanded to include service providers, corrections partners, and agencies serving the entire reentry population. Formalizing this entity by providing staffing resources and better coordination will increase networking opportunities, training, and collaboration. There are a variety of existing collaborations and meetings seeking to bring multiple service providers together. For example, the monthly **Parole** And Community Team (**PACT**) Division Of Adult Parole Operations. meetings invite service providers to present to newly released parolees. These meetings are helpful, and serve a need for the involved entities, but they do not create a central space for everyone serving the Justice-Involved to collaborate and share resources.

#### Challenges Addressed:

- Lack of cross-agency and CBO coordination, causing gaps in transition planning
- Lack of knowledge about existing programs among service providers and potential clients
- Difficulty in connecting people to needed mental health services
- Limited collaboration between CDCR and Probation
- Limited and complicated data collection and sharing

#### Details:

Formalizing the Ventura County Reentry Council will create a single entity through which collaboration, meeting, training, and sharing can occur. This Council should act as a neutral convener and include all mandated P2E partners, as well as all entities that serve the Justice-Involved population. Some cities, such as Los Angeles, have formal Offices of Diversion and Reentry that serve this need.<sup>64</sup> In lieu of creating an additional government office, the County Board of Supervisors could issue a mandate to relevant departments requiring them to participate in the Council in order to ensure the involvement of all relevant parties (i.e. DPSS: CalFresh, DMV, Behavioral Health, etc.) The Ventura County Reentry Council Should:

- Meet every two months
- Provide high-quality quarterly trainings to Council members on relevant topics, to be decided annually by the Council (i.e. training on how to access and utilize existing employer incentives)
- Conduct bi-annual SWOT assessment of countywide resources and services to identify challenges, needs, and gaps in services
- Report quarterly to the County Board of Supervisors on the Council's activities
- Collaborate with the CCP
- Provide an updated monthly list of Reentry Council members
- Provide space and time for members to share resources and make announcements
- Manage meeting logistics, invitations, and training scheduling

• Identify grant opportunities for members to collaborate on and apply for together *Desired Outcomes:* 

- Increased coordination among service providers through Reentry Council meetings
- Professional development and training for the Reentry Council members
- Increased knowledge of the countywide reentry system among the County Board of Supervisors, so that they may legislate appropriately

<sup>&</sup>lt;sup>64</sup> Los Angeles County Health Services (2019). Office of Diversion and Reentry. Retrieved from: <u>http://dhs.lacounty.gov/wps/portal/dhs/diversionandreentry</u>

#### <u>RECOMMENDATION 7: Develop a Registered Pre-Apprenticeship and Apprenticeship</u> <u>in Manufacturing</u>

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.<sup>65</sup> Today, almost one-third of all manufacturing jobs in Ventura County are in Opportunity Occupations. The industry is expected to add 323 Opportunity Jobs annually through 2024, the fourth highest number following Education and Health Services; Trade, Transportation, and Utilities; and Construction.

#### Nationwide, mManufacturing

anufacturing and other goods-producing sectors are experiencing noteworthy declines as the economy shifts towards more service-oriented sectors.<sup>66</sup> However, the economy in Ventura County is highly specialized in this sector, and, despite national declines, is expected to remain an important industry sector locally. Manufacturing is the biggest industry in Ventura County in terms of GDP, accounting for a quarter of the County's total economic output<sup>67</sup>, and is the fifth largest industry sector in terms of total employment. Leading manufacturing activities in the region include the production of pharmaceuticals; computer, electronic and machinery manufacturing; and biomedical device manufacturing.<sup>68</sup>

Despite its low rate of overall projected growth, the manufacturing sector presents a high level of opportunity for Justice-Involved individuals. Manufacturing has traditionally offered the greatest level of opportunity for people without a 4-year college degree to obtain high-wage jobs. A recent report from Georgetown University's Center on Education and Workforce Analysis confirms this, naming manufacturing the number one industry for "good jobs" in the state of California.<sup>69</sup> Past research also shows that manufacturing firms are often more willing to hire ex-offenders than employers in other industries.<sup>70,71</sup> The high level of opportunity presented by the manufacturing industry, coupled with the importance of this industry to the County's economic vitality, demonstrates why career training and pathway programs in manufacturing should be prioritized in any reentry workforce development efforts.

<sup>&</sup>lt;sup>65</sup> Ventura County Workforce Development Board (2017, February). Skills Attainment for Upward Mobility Aligned Services for Shared Prosperity: Ventura County Regional Workforce Development Plan for Program Years 2017-2020. Retrieved from: <u>http://vcportal.ventura.org/wdb/workforce-plan/2017-02-28-wdbvc-approved-section-3-workforce-regional-plan.pdf</u>

<sup>&</sup>lt;sup>66</sup> Bureau of Labor Statistics (2015, December). Industry employment and output projections to 2024. Retrieved from: <u>https://www.bls.gov/opub/mlr/2015/article/industry-employment-and-output-projections-to-2024.htm</u>

<sup>&</sup>lt;sup>67</sup> Southern California Economic Summit (2018). County Economic Reports: Ventura. Retrieved from: http://economy.scag.ca.gov/Economy%20site%20document%20library/2018\_EconomicReportVEN.pdf

<sup>&</sup>lt;sup>68</sup> Economic Development Collaborative-Ventura County (2014, December). Ventura County Comprehensive Economic Development Strategy. Retrieved from: <u>https://edcollaborative.com/wp-content/uploads/2018/09/CEDS-report\_final.pdf</u>

<sup>&</sup>lt;sup>69</sup> Georgetown University Center on Education and the Workforce (2017). Good Jobs that Pay Without a BA: A State-by-State Analysis. Retrieved from: <u>https://goodjobsdata.org/wp-content/uploads/Good-Jobs-States.pdf</u>

<sup>&</sup>lt;sup>70</sup> Nally, J.M, et al. (2014, September). Indiana Industry Sectors That Hire Ex-Offenders: Implications to Correctional Education Programs. *Journal of Correctional Education*, Vol. 65, No. 3, pp. 43- 65.

<sup>&</sup>lt;sup>71</sup> Holzer, H.J, et al. (2002). Will Employers Hire Ex-Offenders? Employer Preferences, Background Checks, and Their Determinants.

#### Challenges addressed:

- **1.** Low employment expectations for the Justice-Involved population/Employment placement done as a stop-gap, rather than as a systemic solution.
- 2. Temporary employment placements do not offer upward mobility
- 3. Limited first opportunity employers and those willing to hire Justice-Involved
- 4. Limited paid training and earn and learn opportunities

#### Details:

Develop a registered pre-apprenticeship in manufacturing for Justice-Involved individuals (regardless of AB 109 status) that prepares people for entry level jobs as an assembler and then up the career ladder. Providing this training in the community as an earn and learn pre-apprenticeship allows people to earn a wage while advancing their earning potential and skills.

A pre-apprenticeship and apprenticeship in manufacturing would also bolster the existing STEPS program that has a manufacturing training partnership with the Community College and places people in OJT with manufacturers. The program does not currently have funding to provide earn and learn stipends. Perhaps most importantly, the manufacturing industry has expressed an interest in hiring this population given their looming workforce needs and pressing skills gaps. A number of employers and the Small Manufacturers Union have expressed an interest in developing the program in concert with the WD, and CALPIA has reached out to the Todd Road Jail asking if a manufacturing pathway can be created. The educational component could easily be provided by the VCCCD that is already engaged in developing a manufacturing career pathway.<sup>72</sup>

#### Program Model:

 Provide an 80-hour Manufacturing pre-apprenticeship program that prepares people for entry-level jobs as an assembler and provide earn and learn stipends to participants. The program could be provided in facilities and/or in the community. The program should follow the IET – Industry educational training model and include around 40 hours of technical training and 40 hours of job readiness, literacy, math, and civics.

- Upward mobility job placement into manufacturing assembler position for participants.
- Formalize partnerships with manufacturing employers in the region.

<sup>&</sup>lt;sup>72</sup> Ventura County Community College District (VCCCD) Economic and Workforce Development Division. (2018). Ventura County Manufacturing Sector Labor Analysis Report.

#### **RECOMMENDATION 8: Develop a Joint Day Reporting Center for Probation and Parole**

There is currently no Day Reporting Center (DRC) for Parolees in Ventura County. Individuals on parole must travel to Santa Barbara County to access the nearest DRC. This facility, run by Community Solutions Inc. in the city of Santa Barbara, is located over 30 miles from the Oxnard city center.<sup>73</sup> The lack of a local DRC severely limits the ability of the over 700 individuals currently on parole in Ventura County to access programs and services that can help them achieve successful reentry, including job training and job placement support. Although there are no DRC's for parolees in the County, there is currently one Day Reporting Center run by Geo for Probationers in the City of Ventura.

*Details:* As the two agencies serve populations with similar needs, a joint DRC for Probation and Parole could increase cross-agency collaboration and lead to cost savings. A joint DRC in Ventura County could likely lead to cost savings by consolidating services and employees while also encouraging collaboration and shared resources. A joint DRC could also be a prime place to pilot more comprehensive collaboration and data sharing between Probation and Parole. This has been done in other counties with success.

The majority of Justice-Involved individuals in Ventura County live in Oxnard, so a DRC in that city in particular could increase services provided while also improve access to services. If it is not possible to develop a new location, expanding services in the existing 5,500-square foot GEO DRC facility in the City of Ventura could also serve this need, although the City of Ventura is farther away from the most intense need. GEO currently has a caseload of 75 probationers. If this facility's scope was expanded to serve as the first co-located DRC in the region, it could possibly serve a caseload of 100 and set aside 25 seats for Parolees.

#### Challenges addressed:

- Differentiation of AB 109 funding and services from non AB 109 causes double standards and costly duplication of efforts
- Limited collaboration between CDCR and Probation
- Limited and challenging data collection and sharing

#### Outcomes:

- Provide services to probationers and parolees
- Cost savings to both Probation and CDCR
- Enhanced collaboration between the two agencies

<sup>&</sup>lt;sup>73</sup> Note: Community Solutions Inc. (CSI) operates 2 Day Reporting Centers in Santa Barbara County. One is in the city of Santa Barbara and the other is in Santa Maria. The Santa Barbara center, located at 127 E. Carrillo Street is the closest to Ventura County. Community Solutions, Inc. (n.d.) Adult Programs: Day Reporting Center. Retrieved from: https://www.csi-online.org/programs/adult-services/day-reporting-centers/

## **Potential Recommendations to Explore**

In addition to the programmatic recommendations, the P2E strategic planning process uncovered a number of big picture policy and procedural changes that should be further explored for feasibility. These potential recommendations could greatly impact the lives of the Justice-Involved and formerly incarcerated in Ventura County.

Given the temporary nature of the P2E working group that was convened in order to develop this plan, the Ventura County Reentry Council or another existing coalition, could take on this list of potential recommendations, identify priorities, and advocate for them. These potential recommendations include:

- 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 Representatives spends the largest portion of the general fund on the Sheriff's department and corrections activities.<sup>74</sup> 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. This communication will likely open paths to potential braided funding streams, new collaborations, and increased good will.
- 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.
- Research and explore the possibility of a Ventura County public sector hiring set aside for some agencies and departments. One of the primary challenges faced by the Justice-Involved population is that there are limited first opportunity employers and those willing to hire the Justice-Involved. A set-aside opportunity in some county agencies would provide needed jobs with great benefits and upward mobility while also boost that agency's diversity and inclusion goals. For example, if the Landscaping and Maintenance Training Program is put into place at Todd Road jail, perhaps the County can help program graduates returning to the community by providing jobs with Parks and Rec, the landscaping department, etc. As an example, the City of Los Angeles Office of Reentry partnered with the California Department of Transportation (Caltrans) to establish New Roads to Second Chances, a supportive employment program for formerly incarcerated individuals.<sup>75</sup> Participants perform highway cleanup and community beautification and receive wrap around services from Community based organization

<sup>75</sup> City of Los Angeles Mayor's Office. (2017, August). New Roads To Second Chances' Connects Hundreds Of Formerly Incarcerated Angelenos To Employment Opportunities [Press release]. Retrieved from: https://www.lamayor.org/%E2%80%98.new.roads.second.chances%E2%80%99.connects.hundreds.formerly

<sup>&</sup>lt;sup>74</sup> Ventura County Board of Supervisors (2019). Adopted Budget Fiscal Year 2018-19. Retrieved from: <u>https://vcportal.ventura.org/auditor/docs/adopted-budgets/fy2018-2019/Ver%202\_Adopted%20Budget%202019%20excluding%20Appendix%20C.pdf</u>

from: https://www.lamayor.org/%E2%80%98new-roads-second-chances%E2%80%99-connects-hundreds-formerly-incarcerated-angelenos-employment.

Chrysalis. The program seeks to connect 1,300 formerly incarcerated individuals with employment opportunities over the first three years.<sup>76</sup>

- **Explore what it would take to develop a residential multi-service center** that provides all services necessary in one location. P2E stakeholders expressed an overwhelming request for a live in facility that provides housing, training, wrap around, mental health, drug treatment, childcare, and employment. The consensus of all P2E collaborative members was that if all of these services could be provided in one central location, people would have greater success, recidivate less, and become reintegrated into society faster as a continuum of services would be evident simply by residing at the center. While this vision is inspiring, it will require more funds that the P2E initiative has to provide. Even so, the County could utilize a vacant or underutilized building to pilot such a Center where agencies co-locate to serve residents.
- Explore what it would take to enhance data collection, reporting, and sharing across CBO's and corrections departments in order to holistically manage case file. Since 1997, the Ventura County Integrated Justice System (VCIJS) has supported data sharing efforts between the Sheriff, District Attorney, Public Defender, Probation, CDCR, and Court. The system serves the purpose of sharing data about program assignment and completion for clients across corrections agencies and has enhanced collaboration and tracking. However, the workforce data tracking system—CalJobs is not connected to the VCIJS system; so case notes from workforce programs are not connected to the corrections database. As a small county, Ventura has a unique opportunity to develop and pilot a case reporting system that merges workforce program reporting and the VCIJS. Developing such a pilot will be complex as case notes contain personalized information and have legal restrictions surrounding sharing. There needs to be a general agreement across agencies and providers regarding what to track, how to track it, and what can and cannot be shared.

<sup>&</sup>lt;sup>76</sup> Ibid.; Chrysalis (2019). New Roads to Second Chances. Retrieved from: <u>https://changelives.org/roads/</u>

## **State-level Policy Recommendations:**

In addition the aforementioned local recommendations, there are two state level recommendation that could be pursued in an effort to increase opportunities for the justice involved—Advocate at the state level to allow those with felonies to be able to be employed into the Health Care industry and Fire Service.

1. Advocate allowing those with felonies to be able to be employed into the Health Care industry. Across the nation, Education and Health Services is experiencing the strongest growth of any industry sector. This trend extends into Ventura County. Education and Health Services experienced the 2<sup>nd</sup> highest growth rate of any industry sector in Ventura County from 2013-2017, adding over 5,000 jobs and growing at a rate of 11.7%. This trend is expected to continue over the coming years—Education and Health Services in Ventura County is projected to see 25.24% growth in employment from 2014-2024, adding 10,500 jobs.

Not only is health care a high-growth, high-demand sector, the industry also features a high number of Opportunity Occupations for Justice-Involved individuals. Today, approximately 44% of all Education and Health Services jobs in Ventura County are in Opportunity Occupations. The Health Care subsector accounts for the significant proportion of these positions (14,300 of 20,126 jobs, or 71%). Additionally, the Health Care sector alone is expected to add 660 openings in Opportunity Jobs annually through 2024, the highest rate among any other industry group included in this analysis. The growing importance of the health care sector is reinforced by the fact that it is one of the four priority industry sectors identified by the Workforce Development Board of Ventura County in its most recent regional plan. Although the Health Care sector in Ventura County is growing quickly and providing ample middle-skill job opportunities, a number of barriers block Justice-Involved individuals from accessing employment and career opportunities in this burgeoning field. A recent report from the National Employment Law Project explains these challenges:

"A disproportionate number of people with records are people of color, who have mostly been charged with non-violent crimes. Yet, despite this, people with records have limited employment opportunities in the healthcare industry for a myriad of reasons, including employer attitudes and misperceptions; the often overly stringent background checks required for occupational certifications and licenses; lack of guidance in properly hiring people with records; and the underutilization of rehabilitative legal mechanisms that allow hospitals and other healthcare employers to hire people with records."<sup>77</sup>

Health Care industry leaders such as Johns Hopkins Medical Center (Baltimore) and Mount Sinai Health System (New York) have been able to develop innovative hiring practices that enable Justice-Involved individuals to overcome these challenges. These models could be replicated in Ventura County to make employment opportunities in health care accessible to all residents.

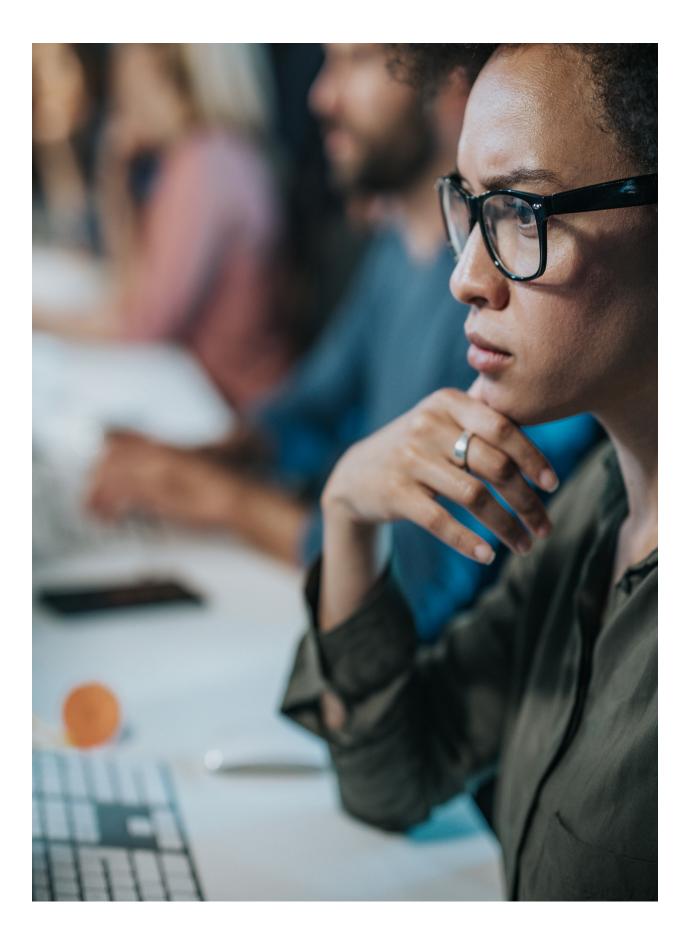
<sup>&</sup>lt;sup>77</sup> National Employment Law Project (2016, September). A Healthcare Employer Guide to Hiring People with Arrest and Conviction Records. Retrieved from: <u>https://www.nelp.org/wp-content/uploads/NELP-Safer-Toolkit-Healthcare-Employer-Guide-Hiring-People-with-Arrest-Conviction-Records.pdf</u>

## 2. Advocate at the state level to develop a career ladder into firefighting for the Justice-Involved

CDCR has a well-known program that trains inmates to work at fire camps and fire work crews while incarcerated in burn areas to support firefighters. These inmates learn to lay hose, dig to cut fires, and do many other tasks typically taught during the first three months of the traditional fire academy. In Ventura County, DAPO has a new pilot fire camp in Camarillo that seeks to serve 20 adults in 2019 and 80 once fully loaded. However, once released, these already-trained Justice-Involved individuals cannot become fire fighters due to restrictive state-level policies.

Ventura County is in a high fire-danger area that has seen recent fires and will continue to see them. Thus, it is in the County's interest to develop a career ladder that allows the Justice-Involved with prior training to be paid to work in the Fire Service in some capacity upon release. For example, perhaps once released, someone that worked on a Fire Camp work crew could become a CalFire clean up crewmember and then move up to a Fire Camp trainer. It would likely be extremely complex to advocate for the ability to train to be a Traditional Firefighter given the Union interests therein, but there should be some employment opportunity for those already trained in fire service. Such a career ladder could also allow the County to utilize training that has already been learned and put them to work immediately.

### PRISON TO EMPLOYMENT REGIONAL PLAN. MARCH 2019



# VIII.



## CONCLUSION

There are 34,000 Justice-Involved individuals and an estimated 42,000 formerly incarcerated individuals living in Ventura County. These 76,000 people represent a significant high-need population with immense, unharnessed potential.

This P2E Regional Plan identifies key strengths of the County as well as persisting challenges that will continue to limit progress if not addressed. This plan provides essential information that will help the County strengthen linkages between the workforce and corrections systems in order to improve the process by which formerly incarcerated and Justice-Involved individuals reenter society and the labor force.

The extensive recommendations presented herein are grounded in the belief that it is critical to develop programs around industries and occupations that offer upward mobility for Justice-Involved and formerly incarcerated individuals. If implemented, these recommendations will improve outcomes for justice-involved individuals while strategically addressing the unique workforce needs of the region.

#### PRISON TO EMPLOYMENT REGIONAL PLAN. MARCH 2019

The Workforce Development Board, public agencies, and community-based organizations of Ventura County have a history of collaborating and innovating in order to serve this population. The P2E Regional Planning Grant further developed the region's coordination and communication; yet there is still work to be done. Below are three immediate next steps that the WDB can take.

Partner to apply for funding and grants with other agencies and CBO's involved in the P2E planning process. The P2E funding available from the state of CA does not have the capacity to fund and/or sustain all of the programs mentioned herein. Funders appreciate joint efforts that enhance regional collaboration so Reentry Council members should begin developing joint funding proposals.

*Develop a regional employer outreach committee.* Without deep employer involvement and buy-in, strategies to prepare and train clients will not succeed, as they will not have gainful employment. Most agencies and CBO's have a job development staff person that conducts outreach to potential employers and places clients in jobs. A committee of these staff people could begin to develop a regional employer database through which more people can be strategically employed.

*Continue P2E regional planning momentum.* It is critical that stakeholders from the planning process remain engaged and motivated so that these recommendations can be successfully and sustainably implemented.

Implementing the recommendations in this plan will take considerable time, effort, compromise, and coordination; and will result in a wellcoordinated workforce-reentry system that empowers Justice-Involved individuals to thrive personally and professionally. Ventura County is prepared to make this vision a reality.

# **APPENDIX**

- a. Justice-Involved Data Sources
- b. Industry Sector Definitions
- c. List of Key Stakeholders
- d. Stakeholder Survey Questions
- e. Employer Phone Survey Questions

# Appendix A Data Sources for Justice-Involved Population Demographic Information

Data Sourc	es	
GROUP	ADULT DATA	JUVENILE DATA
Diversion	2018 calendar year, via Ventura County Probation Agency figures reported to causeIMPACTS, Jan 2019	2018 calendar year, via Ventura County Probation Agency figures reported to causeIMPACTS, Jan. 2019
Probation	2018 calendar year, via Ventura County Probation Agency figures reported to causeIMPACTS, Jan 2019	2018 calendar year, via Ventura County Probation Agency figures reported to causeIMPACTS, Jan. 2019
Parole	<ul><li>2018 figures reported by CDCR DAPO causeIMPACTS, Dec 2018</li><li>2018 figures, via CDCR Office of Research reported to causeIMPACTS, Feb 2019</li></ul>	N/A
Jail	Dec 2016 figures via CJCJ data files at: http://casi.cjcj.org/about.html#downl oad	2018 calendar year, via Ventura County Probation Agency figures reported to causeIMPACTS, Jan. 2019 Dec 2016 figures via CJCJ data files at: http://casi.cjcj.org/about.html#download
Prison	2018 figures, via CDCR Office of Research reported to causeIMPACTS, Feb 2019.	2018 figures, via CDCR Office of Research reported to causeIMPACTS Feb. 2019

# Appendix B Industry Sector Definitions

Standard industry classifications for the 12 major NAICS super-groups are used to explore industry trends in employment in Ventura County. This classification scheme is commonly used by leading public agencies when doing labor market analyses, including the Bureau of Labor Statistics<sup>78</sup> and California EDD<sup>79</sup>.

Definitions of the 12 NAICS super-groups were taken from the US Bureau of Labor Statistics "Industries at a Glance."<sup>80</sup>. When a clear BLS definition was not available, additional sources were consulted and are referenced as applicable.

## List of 12 NAICS super-groups

NAICS Super-Group Name	Corresponding Two-Digit NAICS Codes
1. Total Farm	11
2. Mining and Logging	21
3. Construction	23
4. Manufacturing	31-33
5. Trade, Transportation, and Utilities	22, 42-49
6. Information	51
7. Financial Activities	52-53
8. Professional and Business Services	54-56
9. Education and Health Services	61-62
10. Leisure and Hospitality	71-72
11. Other Services	81
12. Government	92

• <u>Total Farm</u>—aka "Agriculture, Forestry, Fishing and Hunting."

The Agriculture, Forestry, Fishing and Hunting sector comprises establishments primarily engaged in growing crops, raising animals, harvesting timber, and harvesting fish and other animals from a farm, ranch, or their natural habitats.

The establishments in this sector are often described as farms, ranches, dairies, greenhouses, nurseries, orchards, or hatcheries. A farm may consist of a single tract of land or a number of separate tracts which may be held under different tenures. For example, one tract may be owned by the farm operator and another rented. It may be operated by the operator alone or with the assistance of members of the household or hired employees, or it may be operated by a partnership, corporation, or other type of organization. When a landowner has one or more tenants, renters, croppers, or managers, the land operated by each is considered a farm.

<sup>&</sup>lt;sup>78</sup> US Bureau of Labor Statistics. (2019, February). Economy at a Glance: California. Retrieved from: <u>https://www.bls.gov/eag/eag.ca.htm</u>

 <sup>&</sup>lt;sup>79</sup>Note the industry categories used by in the "Industry Sector Employment Projections" bar graph. California Employment Development Department. (2019). Employment Projections: 2014-2024 Local Employment Projections Highlights. Retrieved from: <u>https://www.labormarketinfo.edd.ca.gov/data/employment-projections.html</u>
 <sup>80</sup> US Bureau of Labor Statistics. (n.d.) Industries at a Glance. Retrieved from: https://www.bls.gov/iag/home.htm

# PRISON TO EMPLOYMENT REGIONAL PLAN. MARCH 2019

The agriculture, forestry, fishing and hunting sector consists of these subsectors:

- Crop Production: NAICS 111
- Animal Production: NAICS 112
- Forestry and Logging: NAICS 113
- Fishing, Hunting and Trapping: NAICS 114
- Support Activities for Agriculture and Forestry: NAICS 115
- Mining & Logging—aka "Mining, Quarrying, and Oil and Gas Extraction"

The Mining sector comprises establishments that extract naturally occurring mineral solids, such as coal and ores; liquid minerals, such as crude petroleum; and gases, such as natural gas. The term mining is used in the broad sense to include quarrying, well operations, beneficiating (e.g., crushing, screening, washing, and flotation), and other preparation customarily performed at the mine site, or as a part of mining activity

The mining, quarrying, and oil and gas extraction sector consists of these subsectors:

- Oil and Gas Extraction: NAICS 211
- Mining (except Oil and Gas): NAICS 212
- Support Activities for Mining: NAICS 213

#### <u>Construction</u>

The construction sector comprises establishments primarily engaged in the construction of buildings or engineering projects (e.g., highways and utility systems). Establishments primarily engaged in the preparation of sites for new construction and establishments primarily engaged in subdividing land for sale as building sites also are included in this sector.

Construction work done may include new work, additions, alterations, or maintenance and repairs. Activities of these establishments generally are managed at a fixed place of business, but they usually perform construction activities at multiple project sites. Production responsibilities for establishments in this sector are usually specified in (1) contracts with the owners of construction projects (prime contracts) or (2) contracts with other construction establishments (subcontracts).

The construction sector consists of these subsectors:

- Construction of Buildings: NAICS 236
- Heavy and Civil Engineering Construction: NAICS 237
- Specialty Trade Contractors: NAICS 238

#### <u>Manufacturing</u>

The manufacturing sector comprises establishments engaged in the mechanical, physical, or chemical transformation of materials, substances, or components into new products.

Establishments in the manufacturing sector are often described as plants, factories, or mills and characteristically use power-driven machines and materials-handling equipment. However, establishments that transform materials or substances into new products by hand or in the worker's home and those engaged in selling to the general public products made on the same premises from which they are sold, such as bakeries, candy stores, and custom tailors, may also be included in this sector. Manufacturing establishments may process materials or may contract with other establishments to process their materials for them. Both types of establishments are included in manufacturing. The manufacturing sector consists of these subsectors:

- Food Manufacturing: NAICS 311
- Beverage and Tobacco Product Manufacturing: NAICS 312
- Textile Mills: NAICS 313
- Textile Product Mills: NAICS 314
- Apparel Manufacturing: NAICS 315
- Leather and Allied Product Manufacturing: NAICS 316
- Wood Product Manufacturing: NAICS 321
- Paper Manufacturing: NAICS 322
- Printing and Related Support Activities: NAICS 323
- Petroleum and Coal Products Manufacturing: NAICS 324
- Chemical Manufacturing: NAICS 325
- Plastics and Rubber Products Manufacturing: NAICS 326
- Nonmetallic Mineral Product Manufacturing: NAICS 327
- Primary Metal Manufacturing: NAICS 331
- Fabricated Metal Product Manufacturing: NAICS 332
- Machinery Manufacturing: NAICS 333
- Computer and Electronic Product Manufacturing: NAICS 334
- Electrical Equipment, Appliance, and Component Manufacturing: NAICS 335
- Transportation Equipment Manufacturing: NAICS 336
- Furniture and Related Product Manufacturing: NAICS 337
- Miscellaneous Manufacturing: NAICS 339

#### • Trade, Transportation, and Utilities

The trade, transportation, and utilities industry is a super-sector that consists of four main sectors: wholesale trade, retail trade, transportation and warehousing, and utilities. Definitions for each of the 4 key sectors are as follows: Wholesale Trade is comprised of establishments engaged in wholesaling merchandise and rendering services incidental to the sale of merchandise. This includes the outputs of agriculture, mining, manufacturing, and certain information industries, such as publishing. Retail Trade is comprised of establishments engaged in retailing merchandise and rendering services incidental to the sale of merchandise. Transportation & Warehousing includes industries that provide transportation of passengers and cargo, warehousing and storage for goods, scenic and sightseeing transportation, and support activities related to modes of transportation. These modes of transportation are air, rail, water, road, and pipeline. Utilities is comprised of establishments engaged in the provision of the following utility services: electric power, natural gas, steam supply, water supply, and sewage removal.

The trade, transportation, and utilities supersector consists of these sectors:

- Wholesale Trade: NAICS 42
- Retail Trade: NAICS 44-45
- Transportation and Warehousing: NAICS 48-49
- Utilities: NAICS 22

#### Information

The Information sector comprises establishments engaged in the following processes: (a) producing and distributing information and cultural products, (b) providing the means to

transmit or distribute these products as well as data or communications, and (c) processing data.

The main components of this sector are the publishing industries, including software publishing, and both traditional publishing and publishing exclusively on the Internet; the motion picture and sound recording industries; the broadcasting industries, including traditional broadcasting and those broadcasting exclusively over the Internet; the telecommunications industries; Web search portals, data processing industries, and the information services industries.

The Information sector groups three types of establishments: (1) those engaged in producing and distributing information and cultural products; (2) those that provide the means to transmit or distribute these products as well as data or communications; and (3) those that process data.

The information sector consists of these subsectors:

- Publishing Industries (except Internet): NAICS 511
- Motion Picture and Sound Recording Industries: NAICS 512
- Broadcasting (except Internet): NAICS 515
- Telecommunications: NAICS 517
- Data Processing, Hosting, and Related Services: NAICS 518
- Other Information Services: NAICS 519

## <u>Financial Activities</u>

The financial activities supersector consists of these sectors:

- 1. Finance and Insurance: NAICS 52
- 2. Real Estate and Rental and Leasing: NAICS 53

The Finance and Insurance sector comprises establishments primarily engaged in financial transactions (transactions involving the creation, liquidation, or change in ownership of financial assets) and/or in facilitating financial transactions.

The Real Estate and Rental and Leasing sector comprises establishments primarily engaged in renting, leasing, or otherwise allowing the use of tangible or intangible assets, and establishments providing related services. The major portion of this sector comprises establishments that rent, lease, or otherwise allow the use of their own assets by others. The assets may be tangible, as is the case of real estate and equipment, or intangible, as is the case with patents and trademarks.

# Professional and Business Services

The professional and business services supersector consists of these sectors:

- Professional, Scientific, and Technical Services: NAICS 54
- Management of Companies and Enterprises: NAICS 55
- Administrative and Support and Waste Management and Remediation Services: NAICS 56

The Professional, Scientific, and Technical Services sector comprises establishments that specialize in performing professional, scientific, and technical activities for others. These activities require a high degree of expertise and training. The establishments in this sector

specialize according to expertise and provide these services to clients in a variety of industries and—in some cases—to households. Activities performed include: legal advice and representation; accounting, bookkeeping, and payroll services; architectural, engineering, and specialized design services; computer services; consulting services; research services; advertising services; photographic services; translation and interpretation services; veterinary services; and other professional, scientific, and technical services.

The Management of Companies and Enterprises sector comprises (1) establishments that hold the securities of (or other equity interests in) companies and enterprises for the purpose of owning a controlling interest or influencing management decisions or (2) establishments (except government establishments) that administer, oversee, and manage establishments of the company or enterprise and that normally undertake the strategic or organizational planning and decision-making role of the company or enterprise. Establishments that administer, oversee, and manage may hold the securities of the company or enterprise. Establishments in this sector perform essential activities that are often undertaken in-house by establishments in many sectors of the economy. By consolidating the performance of these activities of the enterprise at one establishment, economies of scale are achieved.

The Administrative and Support and Waste Management and Remediation Services sector comprises establishments performing routine support activities for the day-to-day operations of other organizations. These essential activities are often undertaken in-house by establishments in many sectors of the economy. The establishments in this sector specialize in one or more of these support activities and provide these services to clients in a variety of industries and, in some cases, to households. Activities performed include: office administration, hiring and placing of personnel, document preparation and similar clerical services, solicitation, collection, security and surveillance services, cleaning, and waste disposal services.

## <u>Education and Health Services</u>

The education and health services supersector consists of these sectors:

- Educational Services: NAICS 61
- Health Care and Social Assistance: NAICS 62

The Educational Services sector comprises establishments that provide instruction and training in a wide variety of subjects. This instruction and training is provided by specialized establishments, such as schools, colleges, universities, and training centers. These establishments may be privately owned and operated for profit or not for profit, or they may be publicly owned and operated. They may also offer food and/or accommodation services to their students. Educational services are usually delivered by teachers or instructors who explain, tell, demonstrate, supervise, and direct learning. Instruction is imparted in diverse settings, such as educational institutions, the workplace, or the home, and through diverse means, such as correspondence, television, the Internet, or other electronic and distance learning methods. The training provided by these establishments may include the use of simulators and simulation methods. It can be adapted to the particular needs of the students, for example sign language can replace verbal language for teaching students with hearing impairments. All industries in the sector share this commonality of process, namely, labor inputs of instructors with the requisite subject matter expertise and teaching ability

The Health Care and Social Assistance sector comprises establishments providing health care and social assistance for individuals. The sector includes both health care and social

assistance because it is sometimes difficult to distinguish between these two activities. The industries in this sector are arranged on a continuum starting with establishments providing medical care exclusively, continuing with those providing health care and social assistance, and finally finishing with those providing only social assistance. Establishments in this sector deliver services by trained professionals. All industries in the sector share this commonality of process—namely, labor inputs of health practitioners or social workers with the requisite expertise. Many of the industries in the sector are defined based on the educational degree held by the practitioners included in the industry. Excluded from this sector are aerobic classes in Subsector 713, Amusement, Gambling, and Recreation Industries, and non-medical diet and weight reducing centers in Subsector 812, Personal and Laundry Services. Although these can be viewed as health services, health practitioners do not typically deliver these services.

# • Leisure and Hospitality

The leisure and hospitality industry includes hotels, amusement parks, casinos, restaurants, tourist attractions, and theatres.<sup>81</sup>

The leisure and hospitality supersector consists of two key sectors:

- Arts, Entertainment, and Recreation: NAICS 71
- Accommodation and Food Services: NAICS 72

The Arts, Entertainment, and Recreation sector includes a wide range of establishments that operate facilities or provide services to meet varied cultural, entertainment, and recreational interests of their patrons. This sector comprises (1) establishments that are involved in producing, promoting, or participating in live performances, events, or exhibits intended for public viewing; (2) establishments that preserve and exhibit objects and sites of historical, cultural, or educational interest; and (3) establishments that operate facilities or provide services that enable patrons to participate in recreational activities or pursue amusement, hobby, and leisure-time interests. Some establishments that provide cultural, entertainment, or recreational facilities and services are classified in other sectors.

The Accommodation and Food Services sector comprises establishments providing customers with lodging and/or preparing meals, snacks, and beverages for immediate consumption. The sector includes both accommodation and food services establishments because the two activities are often combined at the same establishment.

## • **<u>Other Services</u>**—aka "Other Services (except Public Administration)"

The Other Services (except Public Administration) sector comprises establishments engaged in providing services not specifically provided for elsewhere in the classification system. Establishments in this sector are primarily engaged in activities, such as equipment and machinery repairing, promoting or administering religious activities, grantmaking, advocacy, and providing drycleaning and laundry services, personal care services, death care services, pet care services, photofinishing services, temporary parking services, and dating services.

The other services (except public administration) sector consists of these subsectors:

- Repair and Maintenance: NAICS 811
- Personal and Laundry Services: NAICS 812

<sup>&</sup>lt;sup>81</sup> DCR Trendline (2018). Industry Highlight: Leisure & Hospitality Index . Retrieved from: <u>https://trendline.dcrworkforce.com/industry-highlight-leisure-hospitality-index.html</u>

- Religious, Grantmaking, Civic, Professional, and Similar Organizations: NAICS 813
- Private Households: NAICS 814
- <u>Government<sup>82</sup></u>—aka "Public Administration"

The Public Administration sector consists of establishments of federal, state, and local government agencies that administer, oversee, and manage public programs and have executive, legislative, or judicial authority over other institutions within a given area. These agencies also set policy, create laws, adjudicate civil and criminal legal cases, and provide for public safety and for national defense. In general, government establishments in the Public Administration sector oversee governmental programs and activities that are not performed by private establishments. Establishments in this sector typically are engaged in the organization and financing of the production of public goods and services, most of which are provided for free or at prices that are not economically significant.

For additional information, please consult the NAICS Industry Classification System Manual at <u>https://www.census.gov/eos/www/naics/2017NAICS/2017\_NAICS\_Manual.pdf</u>

<sup>&</sup>lt;sup>82</sup> Executive Office of the President--Office of Management and Budget (2017). North American Industry Classification System. Retrieved from: <u>https://www.census.gov/eos/www/naics/2017NAICS/2017\_NAICS\_Manual.pdf</u>

# Appendix C

Кеу	/ Stakeholders Enga	ged During the P2E Process
#	NAME	ORGANIZATION
1	Abigail Honorico	Ventura County Sheriff's Office, Inmate Services Reentry Programs
2	Adrian Sotelo	Interface CFS
3	Alejandro Moreno	Center For Employment Training (CET)
4	Alex Renteria	Goodwill Industries of Ventra and Santa Barbara Counties
5	Alexandria Wright	Ventura County Community College District (VCCCD)
6	Andre Nintcheff	Ventura County Public Defender's Office
7	Andrea Sanchez	Oxnard Workforce Services, ARU#136, Workforce Services Branch, EDD
8	Anne Calica	Aegis Treatment Centers
9	Annette Town	Ventura County Human Services Agency
10	Anthony Mireles	Laborers International Union of North America, Local 585
11	Brian Mendoza	CDCR Division of Adult Parole Operations (DAPO)
12	Carolyn Vang-Walker	Ventura Adult and Continuing Education
13	Casey Wake	Telecare Corp. (Housing)
14	Cecil Argue	VC Sheriff's Office, Inmate Service Reentry Programs
15	Chris Modica	Ventura County Probation Agency
16	Connie Trujillo	Oxnard Adult School
17	Courtney Stallings	Interface CFS
18	Cristina Gradzhyan	Interface CFS
19	Crystal Coke	Ventura County Sober Living Coalition
20	Cynthia Martinez	Ventura County Department of Child Support Services
21	Cynthia Smith	California Lutheran University
22	Daniel Mora	Central Coast Labor Council
23	David Deutsch	CSU Northridge
24	Dora Mendivil Angulo	Center For Employment Training
25	Edith Hernandez	Ventura County Probation Agency

Key	/ Stakeholders Enga	aged During the P2E Process
26	Edward Sajor	Ventura County Human Services Agency, WIOA/Re-Entry Programs
27	Frank Chow	Ventura County Executive Office (CEO), Budget and Finance, Probation and Sheriff
28	Garrett Hooper	College of the Canyons
29	Grace Rice	Oxnard Adult School
30	Gregory Liu	Jaxx Manufacturing, Inc.
31	Guillermo "Bill" Ceja	Laborers International Union of North America
32	Heidi Hayes	theAgency
33	Israel Rodriguez	Small Manufacturers Association
34	Jeff Landis	Ventura County Human Services Agency, Contracts & Grants Unit
35	Jenni Lopardo	Interface CFS
36	Jennifer Harkey	Ventura County CEO
37	Jeremy Goldberg	Tri-Counties Labor Central Labor Council (AFL-CIO)
38	Jerry Beckerman	Segue Career Mentors Passion Spark
39	Jesus Torres	LEAD Public Strategies; WDB
40	Jill Allen	Passion Spark
41	Kathy Mulford	Ventura County Behavioral Health
42	Kelly Brown	ICFS 211
43	Ken Barnes	Corporation for a Skilled Workforce
44	Kyle Langowski	CDCR Office of Research
45	Laura Kistner	Goodwill VSB
46	Laura Sweeney	Goodwill VSB
47	Lisa Burnelle	Department of Rehabilitation, Oxnard Unit
48	Lynne West	Big Brothers Big Sisters of Ventura County
49	Ma Odezza Robite	Ventura County- Workforce Development Board
50	Maria Meza	Aegis Treatment Centers
51	Marilyn Jansen	WDB
52	Mary Moore-Benton	Rainbow Connection Family Resource Center

Key	y Stakeholders Enga	ged During the P2E Process
53	Mary Navarro-Aldana	EDD
54	Mary Rees	Moorpark College
55	MaryJane Cordova	Geo Group
56	Michael Heck	Community Solutions, Inc.
57	Mike Frawley	Ventura County District Attorney's Office
58	Nancy Ambriz	AJCC of Oxnard, HSA (STEPS)
59	Natalie Luna	California Lutheran University
60	Nick Brick	Housing Authority of the City of San Buenaventura
61	Nikkie Galaviz	Telecare Corp.
62	Pam Darcy (?)	City Impact
63	Patricia Duffy	Ventura County- Workforce Development Board
64	Patricia Yabu	Interface CFS
65	Patrick Newburn	Ventura County- Workforce Development Board
66	Patty Schulz	Arc of Ventura County
67	Rachele Gascon	Ventura County Sheriff's Office
68	Ray Carrillo	New Life Oxnard
69	Rebecca Evans	County of Ventura Human Service Agency, Adult & Family Services
70	Richard Linares	Interface CFS
71	Riki Tamanaha	Arc of Ventura County
72	Sally Harrison	County CEO Budget & Finance
73	Sandra Carillo	Ventura County Probation Agency
74	Sean Bhardwaj	Aspire3
75	Shalini Khullar	Ventura County Public Defender's Office
76	Stephanie Spampanato	Housing Authority of the City of San Buenaventura, Community Services Department
77	Steve Thompson	Ventura Adult School (Ventura Adult and Continuing Education)
78	Suliman Razai	Geo Group (Ventura County Day Reporting Center)
79	Talia Barrea	Workforce Development Board of Ventura County

Key	Key Stakeholders Engaged During the P2E Process		
80	Teresa Crocker	Sober Living Coalition-VC	
81	Teresa Vega	Ventura County Office of Education, Providence School	
82	Thomas Williams	California Conservation Corps	
83	Tina Knight	County of Ventura, Human Services Agency (HSA)	
84	Tony Skinner	Workforce Development Board of Ventura County	
85	Valerie Border	Goodwill VSB	
86	Vanessa Perez	Ventura County Child Support Services Department	
87	Victor Ramos (not in records)	New Life Oxnard	
88	Vivian Pettit	Workforce Development Board of Ventura County	
89	William ("Bill") Muniz	California Department of Corrections and Rehabilitation, P2E Contact	

# Appendix D P2E Stakeholder Survey

## **Part 1: Respondent Information**

- **1.** Name of your organization/agency
- 2. Organization address (HQ)
- **3.** Organization website
- 4. Respondent name
- 5. Respondent's position or title
- 6. E-mail address
- 7. Phone number
- 8. How many employees does your organization currently have?
  - a. 1-10
  - b. 11-100
  - c. 101-500
  - d. 501-1,000
  - e. More than 1,000
- 9. Which category BEST describes your organization?
  - a. Public/Government Agency
  - b. Community-Based Organization
  - c. Faith-Based Organization
  - d. Education/Research Institution
  - e. Business/Employer
  - f. Labor Group/Union
  - g. Foundation/Philanthropy
  - h. Other (please specify)

# Part 2: The Prison to Employment (P2E) Initiative

The Prison to Employment (P2E) initiative seeks to integrate workforce and reentry services throughout California in order to improve outcomes for formerly incarcerated and other justice-involved individuals and provide them with pathways to sustainable employment.

**10.** In what ways can your organization support the P2E planning process? (Check all that apply)

- a. Be a member of the P2E Collaborative
- b. Attend focus groups
- c. Provide issue expertise
- d. Possibly Hire formerly incarcerated and justice-involved individuals
- e. Provide training and education to formerly incarcerated and justice-involved individuals
- f. Provide direct services to formerly incarcerated and justice-involved individuals
- g. Provide funding to support community programs and initiatives
- h. Other (please specify)
- **11.** In your opinion, which organizations are most important to engage in the P2E collaborative planning process? Please list relevant organizations in the sections below and explain your rationale.

- a. Public/Government Agency
- b. Community-Based Organization
- c. Education/Research Institution
- d. Business/Employer
- e. Other (please specify)
- **12.** Are you a member of any other regional initiatives, collaboratives, or working groups related to job placement, workforce development, and/or serving the justice-involved community? Please list initiatives below.
- **13.** Can you or someone from your organization attend the next P2E Stakeholder meeting on January 9<sup>th</sup> 2019 at 10AM?

### Part 3: Existing Criminal Justice Programs and Resources

- **14.** Does your organization have any formal programs or policies in place in order to serve justice-involved individuals?
  - a. Yes
  - b. No
  - c. Don't Know
- 15. On average, how many justice-involved individuals do you serve per year?
  - a. None
  - b. 1-10
  - c. 11-50
  - d. 51-100
  - e. 101-250
  - f. 251-500
  - g. More than 500
  - h. Don't know/we do not track this data)
- **16.** Do you partner with any other organizations in order to serve/ justice-involved individuals?
  - a. Please list the relevant your partners.
- 17. Does your organization hire and employ justice-involved individuals?
  - a. Yes
  - b. No
  - c. Don't Know
- 18. If yes, how many justice-involved individuals do you employ per year?

#### Part 4: Existing Workforce Development Programs and Resources

- **19.** Does your organization/agency currently provide any workforce development programs or services?
  - a. Yes
  - b. No
  - c. Don't Know
- **20.** What *Direct* services in workforce development does your organization/agency offer? Check all that apply

- a. Job skills or technical training
- b. Career counseling
- c. Job fairs & Hiring events
- d. Job placement
- e. Mentoring
- f. Internships
- g. Apprenticeships
- h. Adult education programs (GED, HS Diploma, Computer literacy)
- i. Other (please specify)
- **21.** Which industries do your existing workforce development programs cover? (Check all that apply)
  - a. Construction
  - b. Information Technology
  - c. Healthcare Occupations
  - d. Office and Administrative Occupations
  - e. Transportation & Logistics Occupations
  - f. Business & Finance Occupations
  - g. Retail & Sales Occupations
  - h. Hospitality & Food Service
  - i. Manufacturing
  - j. Customer Service
  - k. No specific industry/Occupational Focus
  - l. Other (please specify)
- **22.** On average, how many people are served via your workforce development programs per year?
  - a. None
  - b. 1-10
  - c. 11-50
  - d. 51-100
  - e. 101-250
  - f. 251-500
  - g. More than 500
  - h. Don't know/We do not track this data

23. What are the target demographics of your workforce development programs?

#### Part 5: Perspectives on the Needs of the Justice-Involved in Ventura County

- 24. What services do the justice-involved population in Ventura County need most?
- 25. What gaps in services for the justice-involved population exist in Ventura County?
- 26. Which employers do you recommend we engage in the P2E initiative?
- **27.** If you currently provide job placement services for the justice involved community, what businesses do you place people with? Please list below.
- **28.** If you had a million dollars to develop programs to improve outcomes for re-entry population in Ventura County, what would you do?

# Appendix E Employer Phone Survey Questions

- I. Do you hire, or have you ever hired, formerly incarcerated or justice-involved individuals?
- **II.** Would you be willing to hire formerly incarcerated or justice-involved individuals?
- **III.** During hiring, do you run background checks on people and does a record disqualify them?
- **IV.** Are you aware of the existing policies incentives companies to hire formerly incarcerated or justice-involved people?
- **V.** What policies or incentives would best encourage your company to hire formerly incarcerated or justice-involved people?
- VI. Are there other employers you know of that hire justice-involved individuals?

# PRISON TO EMPLOYMENT REGIONAL PLAN. MARCH 2019



# Meeting looks at plans to develop Ventura County's workforce

Staff reports Published 10:30 a.m. PT Jan. 23, 2019

The public is invited to a Jan. 31 meeting to discuss plans to increase workforce development in Ventura County.

The plans, one regional and one local, were originally created in 2017 by the Workforce Development Board of Ventura County as part of the Workforce Innovation and Opportunity Act.



Be sure to mark your calendar. (Photo: Stock photo)

The public is invited to discuss modifications to the plans from 6-7 p.m. at America's Job Center of California, 2901 N. Ventura Road, 3rd floor, in Oxnard.

The plans provide an outline of activities proposed by the Workforce Development Board, educational institutions and businesses to create a skilled workforce ready to support the changing business needs of local employers.

The plans can be viewed by going to <u>http://www.workforceventuracounty.org</u>. Comments can be made during the open house or by email to Tracy Johnson, tracy.johnson@ventura.org, by March 1, 2019.

The Workforce Development Board of Ventura County administers federal funds that help support America's Job Center of California locations and offer free programs for job seekers, youth, and employers in Ventura County. For more information, call 800-500-7705 or visit <u>http://workforceventuracounty.org</u>.





# Ventura County Regional and Local Plan Update

# Save the Date! Thursday, 1/31/2019 from 6:00 pm-7:00 pm



## Where & When

Date: Thurs., Jan. 31st, 2019

Time: 6:00 pm to 7:00 pm

#### Location:

America's Job Center of California (AJCC) 2901 N. Ventura Rd, 3rd Floor, Oxnard, CA 93036





Please join the Workforce Development Board of Ventura County for a Town Hall discussion on:

## "Ventura County Regional & Local Plan Updates"

The plans provide a detailed outline of the proposed activities of the WDB, educational institutions and businesses that will lead to a high-quality, appropriately-skilled workforce ready to support the changing business needs of local employers so the region can compete in a global economic environment.

The two current plans can be viewed by going to <u>workforceventuracounty.org</u>. Comments can be provided during the Town Hall discussion or by email to Tracy Johnson, <u>tracy.johnson@ventura.org</u>, by March 1, 2019.

The Workforce Development Board of Ventura County administers federal funds that help to support America's Job Center of California<sup>SM</sup> locations and other no cost adult, youth, and employer programs and services in Ventura County.





# **WIOA Regional and Local Plan Update**

**Workforce Development Board Public Meeting** January 31, 2019

# CURRENT LOCAL AND REGIONAL PLANS (2017-2021)

# Policy objectives of current Local and Regional Plans:

- Foster demand-driven skills attainment, aligning education with industry needs
- Enable upward mobility for the Ventura County workforce
- Align, coordinate and integrate programs to economize limited resources



# **SEVEN STRATEGIES**

# Building sector strategies

- Building career pathways strategies
- Organizing strategies regionally
- Building Earn & Learn strategies
- Building supportive services strategies
- Building integrated service delivery strategies
- Building cross-system data capacity strategies



# **PRIORITIES FOR TWO-YEAR UPDATES (LOCAL)**

# Impact poverty by better connecting workforce system with multiple partners:

- CalFresh
- Local Child Support Agencies
- Competitive Integrated Employment Agencies
- Services for English Language Learners, foreign born, refugees
- Pre-apprenticeship partnerships
- Community-based organizations



# **PRIORITIES FOR TWO-YEAR UPDATES (REGIONAL)**

# Better connect workforce system and corrections system(s):

- New emphasis, following 'Prison to Employment' legislation
- State Parole
- County Probation
- Labor Organizations
- Community-based organizations





Accepting written comments until March 1<sup>st</sup> (sooner is better): <u>tracy.johnson@ventura.org</u>

- Workforce Development Board must review updates and submit to state by March 15
- **Work begins on new 4-Year Plans in 2020...**





### WORKFORCE DEVELOPMENT BOARD OF VENTURA COUNTY

# COMMUNITY OUTREACH AND ENGAGEMENT/STAKEHOLDER MEETINGS PROGRAM YEAR 2018-2019

DATE	TYPE OF MEETING	PATRICIPANTS IN ATTENDANCE
15-Aug-18	Initial meeting of P2E stakeholders	18
4-Oct-18	Meeting of stakeholders, CalFresh, WDB, WIOA	10
27-Nov-18	Initial meetings of WDB staff, stakeholders	5
11-Dec-18	Meeting of stakeholders, WDB, AJCC	5
12-Dec-19	Meeting of stakeholders, CDCR	4
13-Dec-18	Meeting of stakeholders, Dept. of Child Support Services	3
17-Dec-18	Meeting of County stakeholders (WDB, CalFresh, DCSS)	17
9-Jan-19	Kickoff meeting of P2E stakeholders	46
24-Jan-19	Meeting of stakeholder with CalFresh staff	3
25-Jan-19	Meeting ofstakeholder with DOR	2
30-Jan-19	Meeting of P2E stakeholders	45
31-Jan-19	Evening Public Meeting on Local and Regional Updates	12
6-Feb-19	Presentation on P2E & Regional update at Re-Entry Council	28
13-Feb-19	Town Hall meeting on workforce-corrections partnership	38
14-Feb-19	Plan Updates on agenda at public WDB Executive Committee Meeting	15
26-Feb-19	Meeting of stakeholders, WDB, and Ventura County Community College District	4
28-Feb-19	Plan Updates on agenda at public WDB Board Committee Meeting	70
6-Mar-19	Final public meeting of workforce/corrections stakeholders	30
14-Mar-19	Plan Updates on agenda at public WDB Executive Committee Meeting	18

## **Participating Stakeholders and Other Interested Parties**

Due to the fact Ventura County is both a local workforce area and a Regional Planning Unit, there was considerable overlap between the community engagement processes for the local and regional plan updates and the Prison to Employment Initiative. WDBVC utilized the Directory of Planning Partners, the Interactive Corrections Map, and its own outreach lists for email invitations that went to nearly 4,000 entities. Below is a list of agencies and organizations that participated in meetings or informational interviews.

- Aegis Treatment Centers
- Aspire3
- Big Brothers Big Sisters of Ventura County
- California Conservation Corps
- California Department of Corrections and Rehabilitation/Department of Parole Operations
- California Department of Rehabilitation (Oxnard/Ventura/Thousand Oaks branches)
- California Lutheran University
- California State University, Northridge
- Center for Employment Training
- City Impact
- City of Oxnard
- College of the Canyons
- Community Solutions, Inc. Santa Maria Day Reporting Center
- Corporation for a Skilled Workforce
- County of Ventura, CEO Budget & Finance
- County of Ventura, Chief Executive Office
- County of Ventura, Department of Child Support Services
- County of Ventura, Human Services Agency
- County of Ventura, Human Services Agency, Adult and Family Services Department/Re-Entry Programs (STEPS)
- County of Ventura, Human Services Agency, Adult and Family Services Department/WIOA
- County of Ventura, Human Services Agency, CalFresh and CalWORKS Departments
- County of Ventura, Public Defender's Office
- Department of Rehabilitation (Oxnard/Ventura/Thousand Oaks branches)
- Economic Development Collaborative
- GEO Group Ventura County Day Reporting Center
- Goodwill Industries of Ventura & Santa Barbara Counties
- Housing Authority City of San Buenaventura, Community Services Department
- Interface Children and Family Services
- Jaxx Manufacturing, Inc.
- Laborers International Union of North America, Local 585
- LEAD Public Strategies
- Moorpark College

- National Alliance on Mental Illness, Turning Point Foundation
- New Life Oxnard
- Oxnard Adult School
- Passion Spark
- Rainbow Connection Family Resource Center
- Segue Career Mentors
- Service Employees International Union, Local 721
- Small Manufacturers Association
- Sober Living Coalition-VC
- State of California Employment Development Department
- Telecare Corp.
- The Arc of Ventura County
- theAgency
- Tri-Counties Central Coast Labor Council (MC3)
- Tri-Counties Regional Center Employment Collaborative (MC3)
- United Food & Commercial Workers Union, Local 770
- Ventura Adult & Continuing Education
- Ventura Community Corrections Partnership
- Ventura County Adult Education Consortium
- Ventura County Behavioral Health
- Ventura County CEO
- Ventura County Civic Alliance
- Ventura County Community College District (MC3)
- Ventura County Continuum of Care
- Ventura County District Attorney Office
- Ventura County Health Care Agency (Whole Person Care)
- Ventura County Office of Education
- Ventura County Office of Education, Providence School
- Ventura County Probation Agency
- Ventura County Probation Agency
- Ventura County Public Defender's Office
- Ventura County Re-Entry Council
- Ventura County Regional Energy Alliance
- Ventura County Sheriff's Office (Inmate Services Reentry Program)
- Ventura County Sober Living Coalition
- Workforce Education Coalition
- Workforce Development Board of Ventura County

Name	Business/Group
Anselmo, Vic	Applied Powdercoat, Inc.
Barnes, Greg	Los Robles Hospital & Medical Center
Cuevas, Jesse	Employment Development Department, Workforce Services Branch
Dollar, Victor	Brighton Management

Faul, James D.	Hardy Engineering
Gabler, Brian	City of Simi Valley
Gillespie, Greg	Ventura County Community College District
Goldberg, Jeremy	Tri-Counties Central Labor Council (AFL-CIO)
Guenette, Cindy	Hi-Tech Engineering
Harner, Kathy	California Department of Rehabilitation
Harrington, Charles	Service Employees International Union (SEIU)- Local 721
Jansen, Marilyn	United Food & Commercial Workers Union Local 770
Jump, Victoria	Area Agency on Aging, County of Ventura
King, Douglas CAPT	Naval Base Ventura County
Lacayo, Dona Toteva	The Port of Hueneme Oxnard Harbor District
Lindros, Byron	Amgen
Liu, Gregory	Jaxx Manufacturing, Inc.
Mata, Jaime	Center for Employment Training
Mireles, Anthony	Laborers International Union of North America
Perez, Tracy	United Staffing Associates
Pratt, Bill	Kinamed, Inc.
Rice, Roger	Ventura County Office of Education
Rivera, Alex	Milgard Manufacturing, Inc.
Schulz, Patty	The Arc of Ventura County
Sengupta, Sumantra	California Lutheran University
Serrato, Rosa	Reiter Affiliated Companies
Skinner, Tony	Tri-Counties Building & Construction Trades Council
Stenslie, Bruce	Economic Development Collaborative
Torres, Jesus	LEAD Public Strategies
Trogman, Richard D.	Kaiser Permanente
Van Ness, Greg	Tolman & Wiker Insurance Services, LLC
Yeoh, Stephen	Un1teee
Zacarias, Celina	California State University, Channel Islands
Zierhut, Peter	Haas Automation, Inc.

# Local Board Record of Comments

Section 108 of the Workforce Innovation and Opportunity Act requires the Local Boards to publish the local plan for public comment. The Local Workforce Development Board (Local Board) should include with their local plan submittal, all comments that have been received that disagree with the local plan, how the Local Board considered that input and its impact on the narrative in the local plan.

# Please provide these comments in the following format:

Local Plan Section	Comment/Response
Section: N/A	Comment: No comments that disagree with the WDB-VC Regional and Local Plan PY 17-21 Two-Year Modifications were received. 03/14/19: end of public comment period.
	Local Board Response: N/A

Section:	Comment:
	Local Board Response:

Section:	Comment:
	Local Board Response:

Section:	Comment:
	Local Board Response:

# Local Board Assurances

Through Program Year 2017-20, the Local Workforce Development Board (Local Board) assures the following:

- A. The Local Board assures that it will comply with the uniform administrative requirements referred to in the *Workforce Innovation and Opportunity Act* (WIOA) Section 184(a)(3).
- B. The Local Board assures that no funds received under the WIOA will be used to assist, promote, or deter union organizing (WIOA Section 181[b][7]).
- C. The Local Board assures that the board will comply with the nondiscrimination provisions of WIOA Section 188.
- D. The Local Board assures that the board will collect and maintain data necessary to show compliance with the nondiscrimination provisions of WIOA Section 188.
- E. The Local Board assures that funds will be spent in accordance with the WIOA, written Department of Labor guidance, and other applicable federal and state laws and regulations.
- F. The Local Board assures it will comply with future State Board policies and guidelines, legislative mandates and/or other special provisions as may be required under Federal law or policy, including the WIOA or state legislation.
- G. The Local Board assures that when allocated adult funds for employment and training activities are limited, priority shall be given to veterans, recipients of public assistance and other low-income individuals for Individualized Career services and training services. (WIOA Section 134[c][3][E], and California Unemployment Insurance Code [CUIC] Section 14230[a][6])
- H. The Local Board certifies that its America's Job Center of California<sup>SM</sup> (AJCC) location(s) will recognize and comply with applicable labor agreements affecting represented employees located in the AJCC(s). This shall include the right to access by state labor organization representatives pursuant to the *Ralph Dills Act* (Chapter 10.3 [commencing with Section 3512] of Division 4, of Title 1 of the Government Code, and CUIC Section 14233).

- I. The Local Board assures that state employees who are located at the AJCC(s) shall remain under the supervision of their employing department for the purposes of performance evaluations and other matters concerning civil service rights and responsibilities. State employees performing services at the AJCC(s) shall retain existing civil service and collective bargaining protections on matters relating to employment, including, but not limited to, hiring, promotion, discipline, and grievance procedures.
- J. The Local Board assures that when work-related issues arise at the AJCC(s) between state employees and operators or supervisors of other partners, the operator or other supervisor shall refer such issues to the State employee's civil service supervisor. The AJCC operators and partners shall cooperate in the investigation of the following matters: discrimination under the *California Fair Employment and Housing Act* (Part 2.8 [commencing with Section 12900] of Division 3, of Title 2 of the Government Code), threats and/or violence concerning state employees, and state employee misconduct.
- K. The Local Board assures that it will select the One-Stop Operator with the agreement of the Chief Elected Official (CEO), through a competitive process, or with approval from the local elected official and the Governor's Office. (WIOA Section 121[d][2][A]). The AJCC Operator is responsible for administering AJCC services in accordance with roles that have been defined by the Local Board.

#### **SIGNATURE PAGE**

#### Instructions

The Local Board chairperson and local CEO must sign and date this form. Include the original signatures with the request.

By signing below, the local CEO and Local Board chair agree to abide by the Local Area assurances included in this document.

Local Workforce Development Board Chair

Signature

**Local Chief Elected Official** 

100

Signature

Tracy Perez

Steve Bennett

Name

Name

Chair, Workforce Development Board of Ventura County

Title

Date

Chair, Ventura County Board of Supervisors

Title

Date

ATTEST: MICHAEL POWERS Clerk of the Board of Supervisors County of Ventura, State of California

Bv:

Deputy Clerk of the Board



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