



## WORKFORCE DEVELOPMENT BOARD OF VENTURA COUNTY

### MANUFACTURING COMMITTEE MEETING

Thursday, February 21, 2019  
8:00 a.m. - 9:30 a.m.

United Food and Commercial Workers, Local 770 (UFCW)  
816 Camarillo Springs Road (Meeting Room/Suite A), Camarillo

### AGENDA

- |           |   |                   |
|-----------|---|-------------------|
| 8:00 a.m. | <b>1.0 Call to Order and Agenda Review</b>  | Alex Rivera       |
| 8:02 a.m. | <b>2.0 Public Comments</b>  | Alex Rivera       |
|           | <i>Procedure: The public is welcome to comment. All comments not related to items on the agenda may be made at the beginning of the meeting only.</i>   |                   |
| 8:05 a.m. | <b>3.0 Approval of Minutes:</b> October 18, 2018  | Alex Rivera       |
| 8:10 a.m. | <b>4.0 Committee Discussion</b>   |                   |
|           | <b>A.</b> <i>How do we value and support the <u>Manufacturing Roundtable of Ventura County</u>?</i>   | Alex Rivera       |
|           | <b>B.</b> <i>How do we identify <u>new business members</u> to join the Manufacturing Committee?</i>  |                   |
|           | <b>C.</b> <i>How do we identify <u>Work Based Learning</u> opportunities (apprenticeships, guild, and related On-the-job training) for AJCC and WIOA individuals?</i>                                 |                   |
|           | <b>D.</b> <i>How do we identify "First Opportunity" manufacturing jobs and willing employers for <u>justice involved/reentry individuals</u>?</i>   | Alex Rivera       |
| 9:10 a.m. | <b>5.0 Workforce Development Reports</b>  | Patrick Newburn   |
|           | <ul style="list-style-type: none"><li>• Prison to Employment Initiative</li><li>• National Dislocated Worker Grant (Woolsey Fire)</li><li>• Two-Year regional &amp; Local Plan Modification</li></ul> |                   |
| 9:20 a.m. | <b>6.0 Committee Member Comments</b>  | Committee Members |
| 9:30 a.m. | <b>7.0 Adjournment</b>  | Alex Rivera       |
- Next Meeting:  
Thursday, **April 18, 2019**, 8:00 a.m.–9: 30 a.m.  
UFCW, Local 770 (Meeting Room/Suite A)  
816 Camarillo Springs Road, Camarillo CA

Individuals who require accommodations for their disabilities (including interpreters and alternate formats) are requested to contact the Workforce Development Board of Ventura County staff at (805) 477-5306 at least five days prior to the meeting. TTY line: 1-800-735-2922.



**WDB Manufacturing Committee Meeting**  
**October 18, 2018**

**MINUTES**

**Meeting Attendees**

Committee Members

Alex Rivera\* (Chair)

Michael Bastine

Cindy Guenette\*

Rebecca Hunt

Marilyn Jansen\*

Tiffany Morse

Bill Pratt\*

WDB Staff

Patrick Newburn

*\*WDB Members*

**1.0 Call to Order and Agenda Review**

Chair Alex Rivera called the meeting to order at 8:08 a.m.

**2.0 Public Comments**

No public comments.

**3.0 Approval of Minutes: June 28, 2018**

Motion: Bill Pratt

Second: Marilyn Jansen

Approved

**4.0 Presentation**

*“Uniquely Abled Project”: Vocational Training for Manufacturing*

Tiffany Morse, Director of Career Education, Ventura County Office of Education

Michael Bastine, Manufacturing Sector Navigator, South-Central Coast Regional Consortium of the California Community Colleges

Tiffany Morse, Director of Career Education, Ventura County Office of Education and Michael Bastine, Manufacturing Sector Navigator, South-Central Coast Regional Consortium of the California Community Colleges provided a presentation about the “Uniquely Abled Project”. The Uniquely Abled Project (UAP) is a groundbreaking, first-of-its-kind collaboration with the business community. UAP focus is the creation of vocational opportunities for the uniquely abled by matching their unique abilities to jobs in demand. UAP develops partnerships with educators, autism specialists, and representatives from state and local social service agencies to create programs that properly train, place and provide ongoing support for high functioning autistic students.

Tiffany Morse reported that Ventura County Office of Education’s Career Education Center in Camarillo (Triton Academy) has conducted exploratory meetings with the UAP founder, Dr. Ivan Rosenberg, the Workforce Education Coalition as potential program coordinator, California Department of Rehabilitation, Workforce Development Board of Ventura County, and local businesses to create a local academy. The pilot program for the Ventura County academy envisioned will train two 10-person cohorts each year within CNC manufacturing occupations that offers certificates from

Tooling U and National Institute for Metalworking Skills (NIMS). The goal is to provide job placement and follow-up counseling with partner machine shops in the region. The academy potentially would offer 18 weeks classroom training in employability soft skills, blueprint reading, and hands on skills development and practice in MasterCAM, CNC lathes and mills. The target to create the academy within the next year will require collaboration to resolve many details including sustainable agency and community based organization partnerships, administrative structure, tuition funding, and business champions. Tuition cost per student is estimated to be about \$6,000. The first cohort might be able to start fall semester 2019 depending of successful collaboration, funding, and planning.

Michael Bastine presented a video that explained the local model of the UAP now in progress at College of the Canyons in Santa Clarita, Ca. The 12-week pilot program there is getting ready to start their second cohort and has an initial employment placement rate of 80%. The COC partnerships include DOR, WIOA career services, Jay Nolan Company, and Goodwill of Southern California. Michael also mentioned a similar UAP is functioning at Glendale Community College. He explained that a key to success also involves a structured recruiting process with full program explanation to the students as well as family members. His point is that the students need to desire this program and career opportunity as much and more than just having family members excited. The cost to run the program is about \$11,000 per student at COC.

Alex Rivera thanked Tiffany and Michael for their combined efforts to shepherd this worthwhile training curriculum into Ventura County.

## **5.0 WIOA PLANNING**

Committee chair Alex Rivera discussed the committee's year-end review report. The committee had no revisions and voted to make the draft document final with instructions to present to the WDB as complete and final.

## **6.0 WORKFORCE DEVELOPMENT REPORTS**

Patrick Newburn reported the following:

- Prison to Employment Initiative

WDB has received just under \$50,000 (as 1 of 3 grants created from \$37mil state legislature approved general funds) to research and write a regional plan to provide employment services for formerly incarcerated and justice involved individuals. We plan to hire a consultant to expand and solidify partnerships, conduct outreach, facilitate partner meetings, and build collaboration with stakeholders experienced in serving justice involved individuals.

- WDB Executive Director Vacancy

WDB Executive Director position for recruitment was posted in August 2018 and remains open with 50 -100 applicants being considered from the nationwide search. County human resources department is administering the recruitment and will include WDB chair and other members to participate on the preliminary oral panel interviews. The position is expected to be filled by the end of the year.

- WDB Regional and Local Plan Modification

WDB is required to update both the regional and local plans "2017-2020 Skills Attainment For Upward Mobility Aligned Services For Shared Prosperity". The plans are to be revised to refresh and update services and strategy such as serving re-entry of formerly incarcerated individuals, co-enrollment with the CalWORKs and TANF recipients, and serving individuals with barriers to employment. The plans must be approved and submitted by March 2019.

## 7.0 Committee Member Comments

- Members discussed the 2018 Manufacturing Day activities under the Ventura County Office of Education “Made in VC”. Previously the Manufacturing Roundtable of Ventura County (MRVC) hosted tours of local manufacturing companies in collaboration with VC Innovates. Currently there are no MRVC tours requested from VC Innovates. Members will be sent the Made in VC flyer including details about the event to be held November 1, 2018 at the Pharos Center for Innovation in Camarillo, Ca..
- Bill Pratt discussed the San Luis Obispo Diablo Canyon nuclear power plant shutdown and lay-offs and the potential for services needed to attract and re-train affected individuals. LinkedIn was suggested as an excellent mechanism matching IT and software testing workers with training and new jobs.
- Michael Bastine reported the available resource for defense manufacturers in applying for renewal of DOD Defense Federal Acquisition Regulation Supplement (DFARS) cybersecurity certification. Dr. Ron McFarland from the College of the Canyons is the local expert on recertification.
- Alexi Rivera announced the December 2018 WDB Manufacturing Committee meeting is cancelled due to potential conflict with holiday schedules and vacations.

## 8.0 Adjournment

Alex Rivera adjourned the meeting at 9:28 a.m.

### Next Meeting:

February 21, 2019 (8:00 a.m. – 9:30 a.m.)  
United Food and Commercial Workers Union (UFCW) Suite A  
816 Camarillo Springs Rd, Camarillo



# Incentivizing Employers to Hire Ex-Offenders

## What Policies Are Most Effective?

**A**n estimated 64.6 million Americans (25 percent of the population) have a criminal record; of those, 19.8 million have at least one felony criminal conviction. Evidence indicates that ex-offenders have substantially lower probabilities of being hired than members of other disadvantaged groups—such as welfare recipients, high school dropouts, unemployed people, and those with “spotty” work histories—who do not have a criminal record. When ex-offenders experience poor economic outcomes, they are more likely to engage in criminal activity, which further affects their job and earnings growth and the standard of living for their families, friends, and wider community.





## Designing Policies

While designing policies to improve the economic outcomes of ex-offenders could have far-reaching benefits, it also presents many challenges. Such programs and policies as the “Ban-the-Box” policy, which delays the point in the recruitment process that criminal-background information is made available to employers; the federal Work Opportunity Tax Credit (WOTC); certificates of rehabilitation, which restore some rights to people with felony convictions; and programs supported by Department of Labor Reintegration of Ex-Offenders grants all seek to incentivize the hiring of ex-offenders but have important limitations.

To inform efforts aimed at improving employment rates and earnings potential for ex-offenders, RAND researchers conducted experiments to examine employer preferences of policy options designed to incentivize employment of individuals with felony criminal records. Researchers recruited 107 employers, mostly managers or owners (58 percent) and human resource professionals (21 percent), from 34 states to respond to the survey-based experiments. Nearly all respondents work in private-sector firms (97 percent) with fewer than 100 employees (60 percent).

RAND emailed employers a survey that began with a narrative describing a situation in which they are hiring for an entry-level position and are considering two job candidates. Both of the candidates are described as having the technical skills for the entry-level job and one nonviolent felony conviction, but each is presented in the context of differing supportive policy features. The researchers tested policy features of a tax credit and then policy features of a staffing agency discount.

## KEY FINDINGS

In our experiment, 59 out of 100 employers filling an entry-level job would consider hiring someone who has one nonviolent felony conviction with the incentive of the baseline tax credit.

1. Adding a post-conviction certificate verifying work performance history increases that number by 37 percent, to 81 out of 100 employers.
2. Increasing the baseline tax credit to 40 percent of a worker's wage (up to \$5,000) increases that number by 30 percent, to 77 out of 100 employers.

With a baseline staffing agency discount fee program, 43 out of 100 employers filling an entry-level position would consider hiring someone who has one nonviolent felony conviction.

3. Adding a guaranteed replacement worker program increases that number by 69 percent, to 73 out of 100 employers.
4. Doubling the baseline staffing agency fee discount increases that number by 39 percent, to 60 out of 100 employers.





### Tax Credit Experiment

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Increased tax credit



Decreased minimum number of hours worked to receive tax credit



Lower paperwork burden for the tax credit



Post-conviction certificate verifies work performance history

### Staffing Agency Discount

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Higher discount for agency service fees



Agency provision of transportation to/from workplace



Guaranteed replacement worker by agency (if new hire is not a good fit)



Post-conviction certificate verifies work performance history

## What Are the Two Policy Experiments Tested

Each employer was asked to rank which of the two candidates they would advance to the next stage of recruitment for the entry-level job. Respondents could also opt out, indicating they would not advance either candidate. Through empirical analysis of their responses (using a conditional logit model), researchers identified how much more likely employers would be to consider hiring an ex-offender in the context of a specific supportive policy feature than without (i.e., compared with a “baseline” policy package).

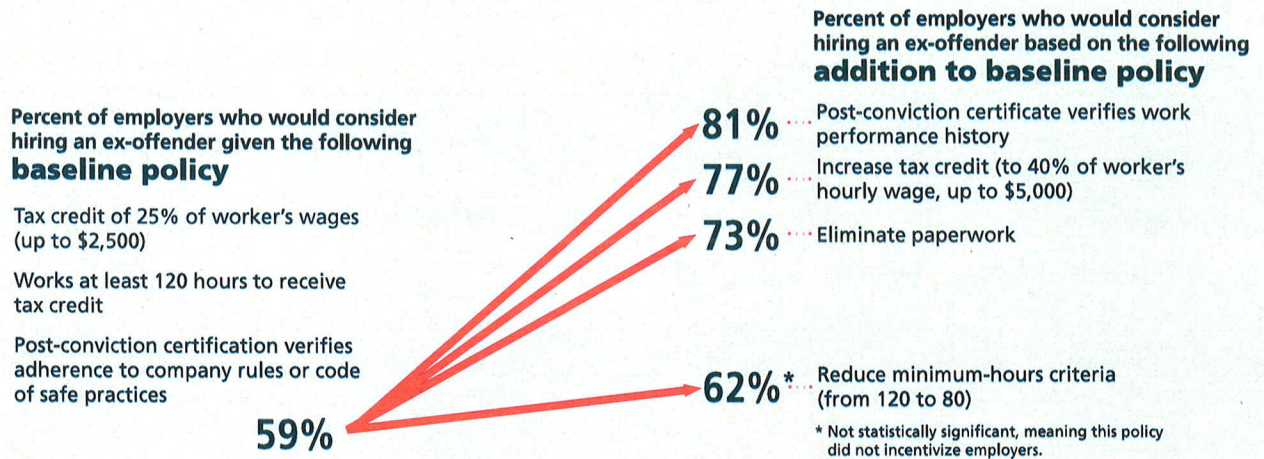
Researchers also asked follow-up questions to directly assess employer considerations when hiring workers with criminal records. One question asked respondents to rank from most important to least important the following potential issues of consideration in hiring someone with at least one felony conviction:

- time since the last felony conviction
- any violent felony conviction
- how the ex-offender will interact with other staff
- how the ex-offender will interact with clients or customers
- workplace liability issues
- ability to get to the job on time
- whether the ex-offender has the skills to get the job done



# Incentives Show Promise

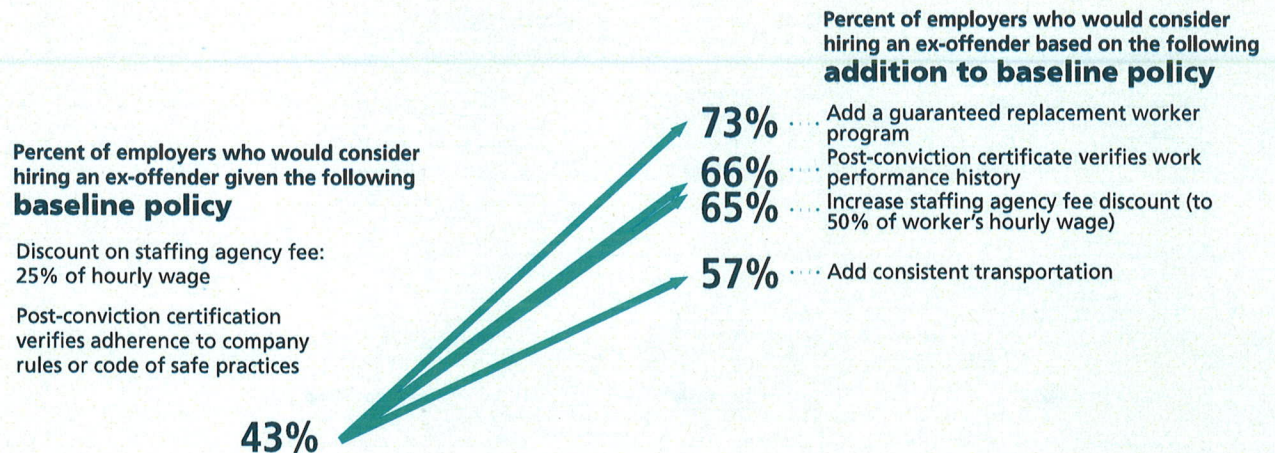
## Tax Credit Experiment



Findings here represent the number of employers out of one hundred who would consider hiring an ex-offender candidate and indicate the relative attractiveness to employers of changes to the baseline tax credit or the baseline staffing agency fee discount program for hiring individuals with a nonviolent felony criminal record. Incentives show promise. For the tax credit (see image above), approximately twenty more employers out of one hundred (81 versus 59) would consider hiring a technically qualified candidate with a nonviolent felony record if they also had a post-conviction certificate verifying work performance history. For a staffing agency fee discount (see image below), thirty more employers out of one hundred (73 versus 43) would consider hiring a technically qualified candidate with a nonviolent felony record if their agency also had a guaranteed replacement worker program (if the worker was not a suitable fit).

Asked about their concerns regarding hiring someone with a felony conviction, employers indicated their top concern was whether the individual had "any violent felony conviction," such as a robbery or aggravated assault. This suggests that the experiment results, based on individuals with a nonviolent felony record, are indeed limited to individuals with a nonviolent criminal history; evidence shows this tends to be mostly young adults. The second most-selected concern was whether the individual had the "skills to get the job done," which is perhaps consistent with the study finding that employers value information about work performance more than adherence to rules or codes of safety.

## Staffing Agency Discount Experiment





## Recommendations

1

### **Urge Ex-Offenders to Use Staffing Agencies That Guarantee Replacement Workers When Initial Candidates Are Not a Good Fit**

Study findings suggest that staffing agencies and re-entry or reintegration programs (e.g., grantees of the Department of Labor's Reentry Employment Opportunities program) could further increase the likelihood of employment for ex-offenders if prospective employers are guaranteed a replacement employee in the event that the initial candidate is not a good fit. This may be one of the most effective policies to incentivize employers to hire ex-offenders.

2

### **Provide Employers with Details of Previous Work Performance**

The study also indicates that state policymakers should consider expanding post-conviction certification programs, particularly those that verify work history. As noted in the assessment of policy changes to both tax credit and staffing agency discount programs, employers demonstrate a clear preference for wanting to know whether a job candidate has a consistent work history and verifiable positive employment references over simply knowing whether the person follows company rules and codes of safety. Currently, post-conviction certificates that use this sort of information to verify employability are available in only a few jurisdictions, and some of the existing programs are accessible only many years after a felony conviction (e.g., seven years after jail or prison release in California).

3

### **Reduce Employer Paperwork Burden for Receiving a Tax Credit**

Another recommendation, particularly for federal policymakers, is to reduce paperwork that companies must fill out to qualify for the WOTC. Government agencies could also consider providing help to prepare and submit the forms.

4

### **Secure Transportation to Job Sites**

For all policymakers, staffing agencies, and re-entry practitioners, ensuring reliable transportation to and from a job site for candidates with a criminal record increases the likelihood an employer will support hiring such individuals. As with reducing paperwork, the impact of this policy is limited compared with other policies studied.

5

### **Combine Job Placement Support with Other Ex-Offender Employment Incentives**

Since getting a job in the first place is a challenge for individuals with a recent felony criminal record and developing a work history is so important to employers, policymakers, staffing agencies, and re-entry practitioners should consider how to combine policy options to support ex-offenders' career-entry process and development. One example of this might be combining job placement programs, such as transitional employment, with certificates of rehabilitation or guaranteed replacement worker programs.





This brief describes work done in RAND Labor and Population and documented in *Breaking Down Barriers: Experiments into Policies*

*That Might Incentivize Employers to Hire Ex-Offenders* by Priscilla Hunt, Rosanna Smart, Lisa Jonsson, and Flavia Tsang, RR-2142-RC, 2018 (available at [www.rand.org/l/RR2142](http://www.rand.org/l/RR2142)). To view this brief online, visit [www.rand.org/l/RB10003](http://www.rand.org/l/RB10003). The RAND Corporation is a research organization that develops solutions to public policy challenges to help make communities throughout the world safer and more secure, healthier and more prosperous. RAND is nonprofit, nonpartisan, and committed to the public interest. RAND's publications do not necessarily reflect the opinions of its research clients and sponsors. RAND® is a registered trademark.

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RB-10003-RC (2018)



## Looking Ahead

This study focused on the employment benefits of policies that incentivize firms to hire people with nonviolent felony criminal records. Policymakers and other implementers would need to consider the cost of each policy, something outside the scope of this study. For programs considered in the study, one potential funding source available to local, state, or tribal governments is the federal “Second Chance” program, which provides funding to support employment of formerly incarcerated individuals.

The current study provides a strong indication about how to improve job opportunities for individuals with nonviolent felony convictions. Future research could further advance this understanding by examining whether results differ among employer groups in terms of industry (e.g., “felon-friendly” industries, such as construction, versus “non-felon-friendly” industries), establishment size, hiring role (e.g., human resource professionals compared with managers or owners), and self-report of whether the establishment can legally hire a felon. Such information would allow stakeholders to target policy or program features to efficiently maximize employment of people with criminal records.

In addition, because this study used a “stated preference” approach, which evaluates hypothetical situations, further studies in the field are needed to confirm how employers actually behave in response to policy changes. Funders and evaluators may want to prioritize field testing on the employment impact of a guaranteed replacement worker program and certification of previous work performance—and, to a lesser extent, transportation and reduced paperwork for employers. Furthermore, this study did not explore why employers valued the verification of performance and a guaranteed replacement worker as highly as they did. Understanding what drives preferences would be useful for knowing how to most efficiently support the matching of employers with suitable ex-offender job candidates.