



PRISON TO **EMPLOYMENT** REGIONAL PLAN

MARCH
2019



Prepared by





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.

TABLE OF CONTENTS

	I. Executive Summary	1
	II. Justice-Involved Population of Ventura County.....	9
	III. Labor Market Opportunities for The Justice-Involved.....	21
	Population in Ventura County	
	IV. P2E Regional Planning Process.....	37
	V. Key Findings: Strengths of Serving the Justice Involved in Ventura County	47
	a. Strengths of Serving the Justice Involved in Ventura County	47
	b. Existing Initiatives and Collaborations.....	48
	IV. Key Findings: Challenges Serving the Justice Involved in Ventura County	53
	a. Priority Challenges for Ventura County	54
	b. Challenges providing supportive services	56
	c. Challenges with direct employment and earn and learn programming	59
	d. Challenges collaborating	61
	VII. Recommendations	63
	a. Service Provision Roadmap	65
	b. P2E Programmatic Recommendations	68
	c. Potential Recommendations to Explore	78
	VIII. Conclusion	83
	IX. Appendix.....	85
	a. Justice-Involved Data Sources	86
	b. Industry Sector Definitions	87
	c. List of Key Stakeholders	94
	d. Stakeholder Survey Questions.....	98
	e. Employer Phone Survey Questions	101



WORKFORCE DEVELOPMENT BOARD

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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.¹

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

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

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 work-force-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.)



~34,000 actively Justice-Involved individuals in Ventura County, accounting for 4% of the County’s total population of 850,000 residents² (exact number = 33,561).

Approximately 8% of adults in the United States are “formerly incarcerated”.³ In Ventura County, this translates to 42,000 working-age adults.

76,000 Justice-Involved and formerly incarcerated individuals in Ventura County (or 9% of the County’s overall population.)

²Census Bureau QuickFacts, United States Census Bureau. (2018, July). U.S. Census Bureau QuickFacts: Ventura County, California. Retrieved from: <https://www.census.gov/quickfacts/venturacountycalifornia>.

³Shannon, 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.

PRISON TO EMPLOYMENT REGIONAL PLAN. MARCH 2019

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			
	<i>Total</i>	<i>Youth</i>	<i>Adults</i>
<i>On Diversion</i>			
In County Diversion Programs	3,175	466	2,709
<i>On Supervision</i>			
On Probation	26,165	610	25,555
On Parole	737	0 ¹	737 ¹
<i>In Detention</i>			
In County Jail (Detention only)	1,662	85 ²	1,577 ²
In State Prison	1,822	7 ²	1,815 ³
TOTAL Justice-Involved	33,561	1,168	32,393
<p><i>All data is for 2018 calendar year, via data reported by Ventura County Probation Agency to causeIMPACTS in Jan 2019, unless indicated.</i></p> <p><i>[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</i></p> <p><i>[2] As of Dec 2016 via CJCJ raw data files at http://casi.cjcj.org/about.html#download</i></p> <p><i>[3] As of Feb 2019 via CDCR Office of Research reported to causeIMPACTS, Feb 2019.</i></p>			

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.⁴
- Hispanics/Latinos comprise 42% of the County population, but account for 62% of the Justice-Involved population (1.26 times higher).⁵

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.

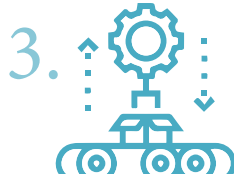
The following major industry groups present the greatest level of opportunity for the Justice-Involved/formerly incarcerated populations of Ventura County. These “Opportunity Industries” offer high numbers of well-paying, low- and middle-skill occupations, as well as ample opportunities for career progression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



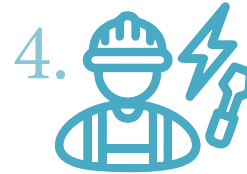
Education and Health Services



Trade, Transportation, and Utilities



Manufacturing



Construction

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

⁵Ibid.

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
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 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 revisited 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 thrive⁵.

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 11th most populous county in the state of California.⁷ 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.⁸ 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.⁹ 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.¹⁰ 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.¹¹

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 residents¹². The vast majority of Justice-Involved individuals are already living in the community, including 737 on active state

⁷ County of Ventura. (n.d.). About Us. Retrieved from: www.ventura.org/county-executive-office/about-us/.

⁸Data USA (n.d.) Ventura County, CA. Retrieved from: <https://datausa.io/profile/geo/ventura-county-ca/>

⁹ US Census Bureau. (2018, July). U.S. Census Bureau QuickFacts: Ventura County, California. Retrieved from: <https://www.census.gov/quickfacts/venturacountycalifornia>.

¹⁰ 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

¹¹ Unemployment Insurance Code (2018). California Workforce Innovation and Opportunity Act. Div. 7, Ch. 3, Art. 4, Section 14040(b). Retrieved from:

https://leginfo.ca.gov/faces/codes_displaySection.xhtml?lawCode=UIC§ionNum=14040.

¹² US Census Bureau. (2018, July). QuickFacts: Ventura County, California. Retrieved from: <https://www.census.gov/quickfacts/venturacountycalifornia>

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.

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In County Diversion Programs	3,175	466	2,709
On Supervision			
On Probation	26,165	610	25,555
On Parole	737	0 ¹	737 ¹
In Detention			
In County Jail (Detention only)	1,662	85 ²	1,577 ²
In State Prison	1,822	7 ³	1,815 ⁴
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 <http://casi.cjcj.org/about.html#download>
[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.

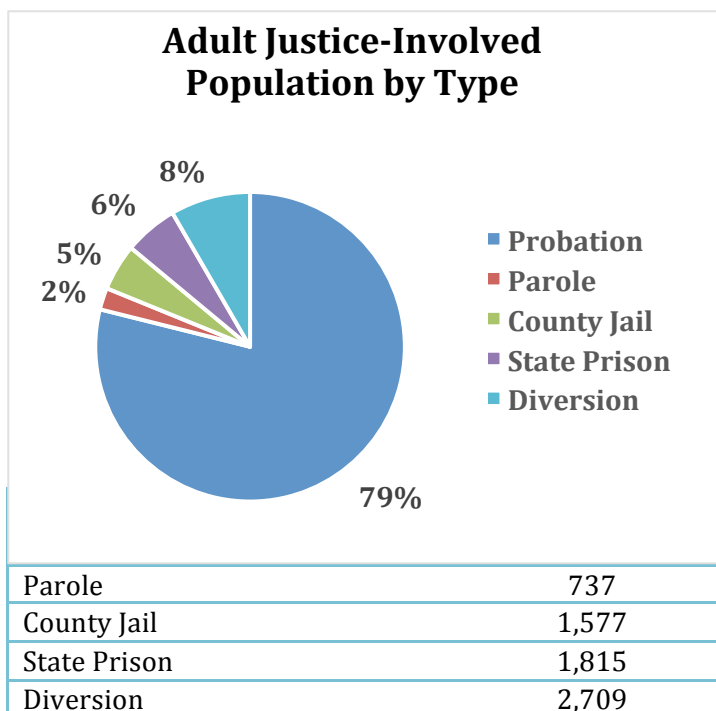
Adult Population

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).¹³

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



¹³ 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.¹⁴ These individuals on PRCS and Mandatory Supervision account for only 3.7% of the overall adult probation population of 25,555.

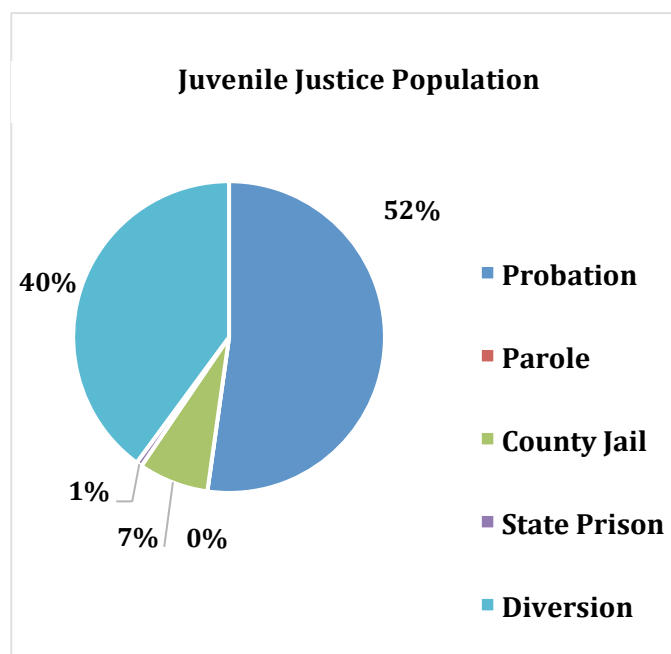
After Probation, the next biggest population type is diversion. The County Superior Court offers a number of diversion programs for those with minor criminal convictions. In 2018, there were 2,709 adults on diversion or deferred entry in Ventura County, including 74 on work release programs, 93 in Veterans 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 Probation¹⁵, and 139 people were released early from county detention due to a lack of housing capacity.¹⁶ An additional 110 offenders are expected to parole in Ventura County within the next 90 days, coming from various prisons across the state¹⁷.

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%.¹⁸

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.¹⁹



¹⁴ Ventura County Probation Agency provided this data to causeIMPACTS for the purposes of this plan.

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

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

¹⁷ CDCR Division of Adult Parole Operations (DAPO) provided this data to causeIMPACTS for the purposes of this plan.

¹⁸ 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%20Plan%202017.pdf>

¹⁹ 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.²⁰ 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).²¹ Very few youth from the County are detained in DJJ state detention facilities (only 7²²), 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.²³ 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

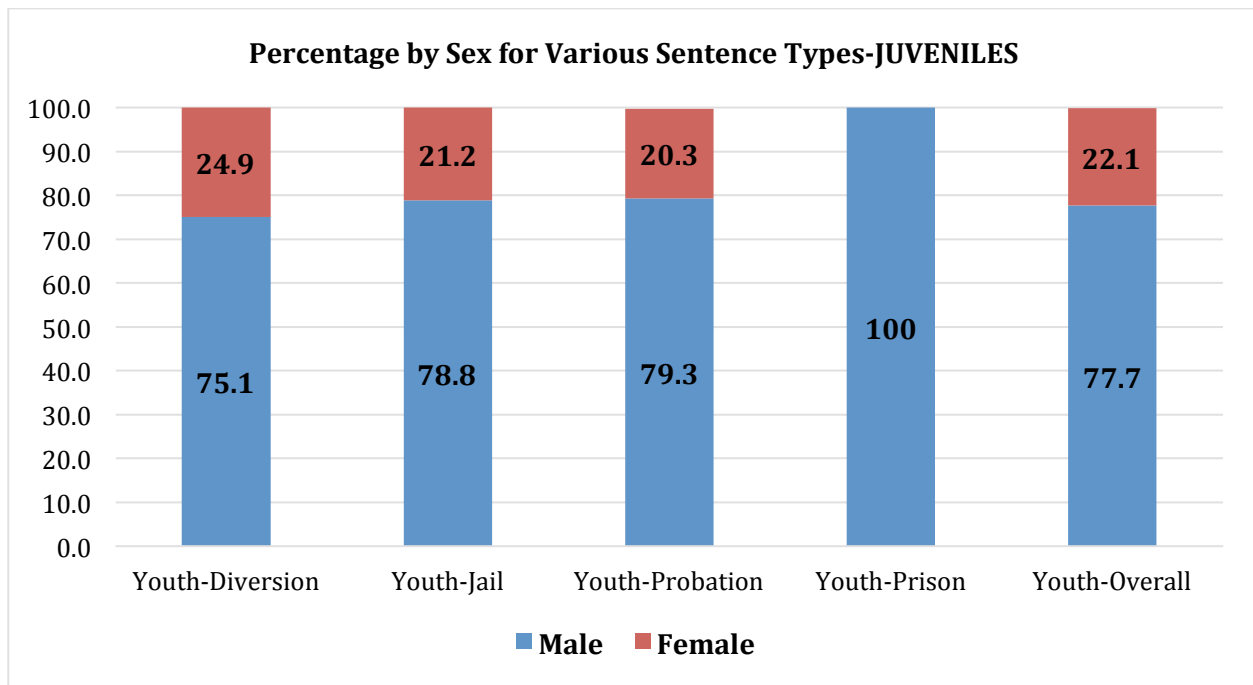
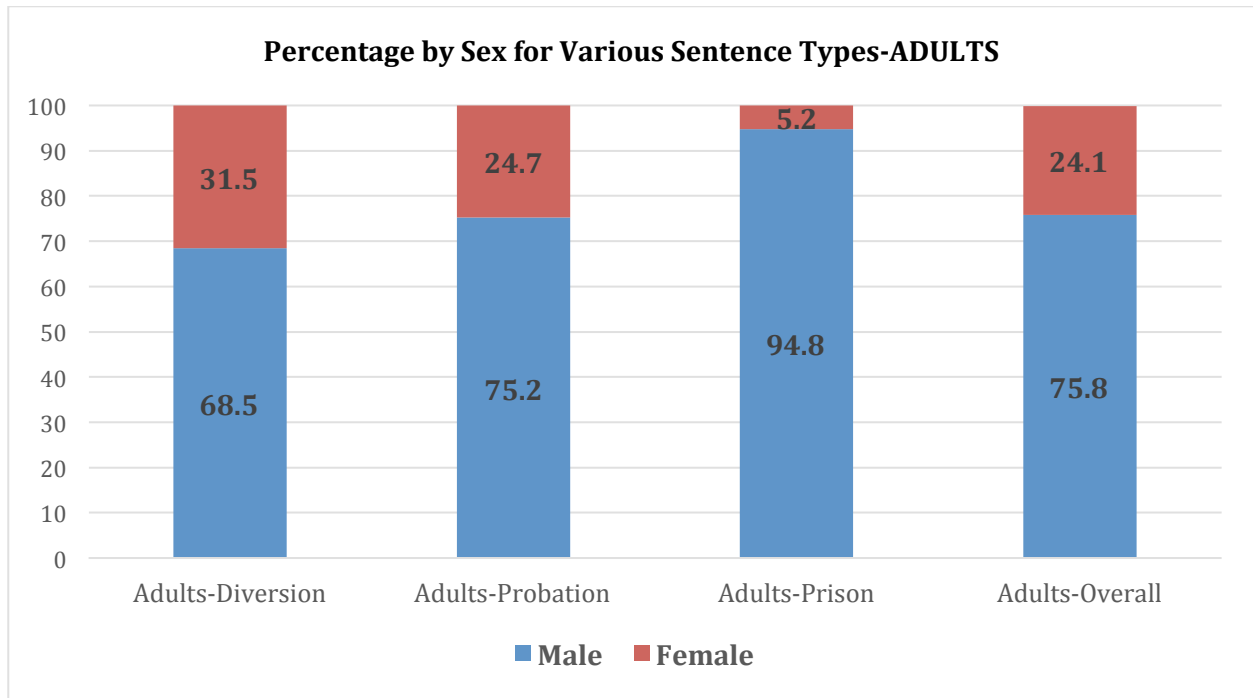
The majority of Justice-Involved individuals in Ventura County—76%—are men. This is a common trend seen among Justice-Involved populations across the country. A breakdown by sex for various sentence types is displayed in the graphs below, based on availability of data.

²⁰ Ventura County Probation Agency provided this data to causeIMPACTS for the purposes of this plan.

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

²² Division of Juvenile Justice provided this data to causeIMPACTS for the purposes of this plan. Figures as of Jan 2019.

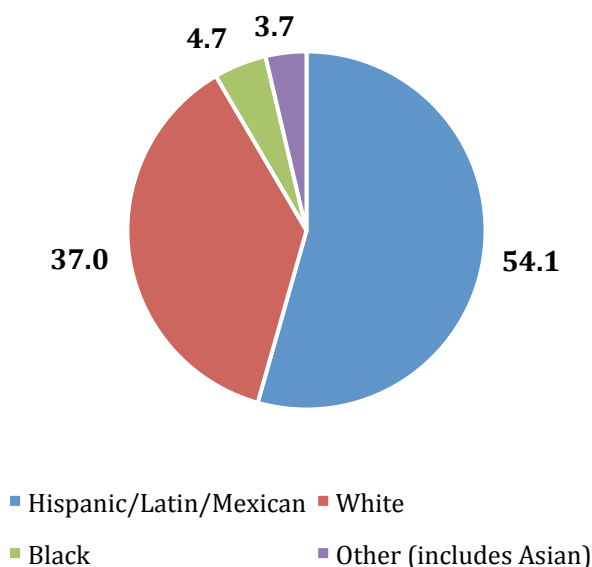
²³ Shannon, Sarah K. S., et al. The Growth, Scope, and Spatial Distribution of People with Felony Records in the United States, 1948–2010. *Demography*, vol. 54, no. 5, 2017, pp. 1795–1818. Note: we consider having a felony conviction as a key indication that someone was formerly incarcerated.



Race

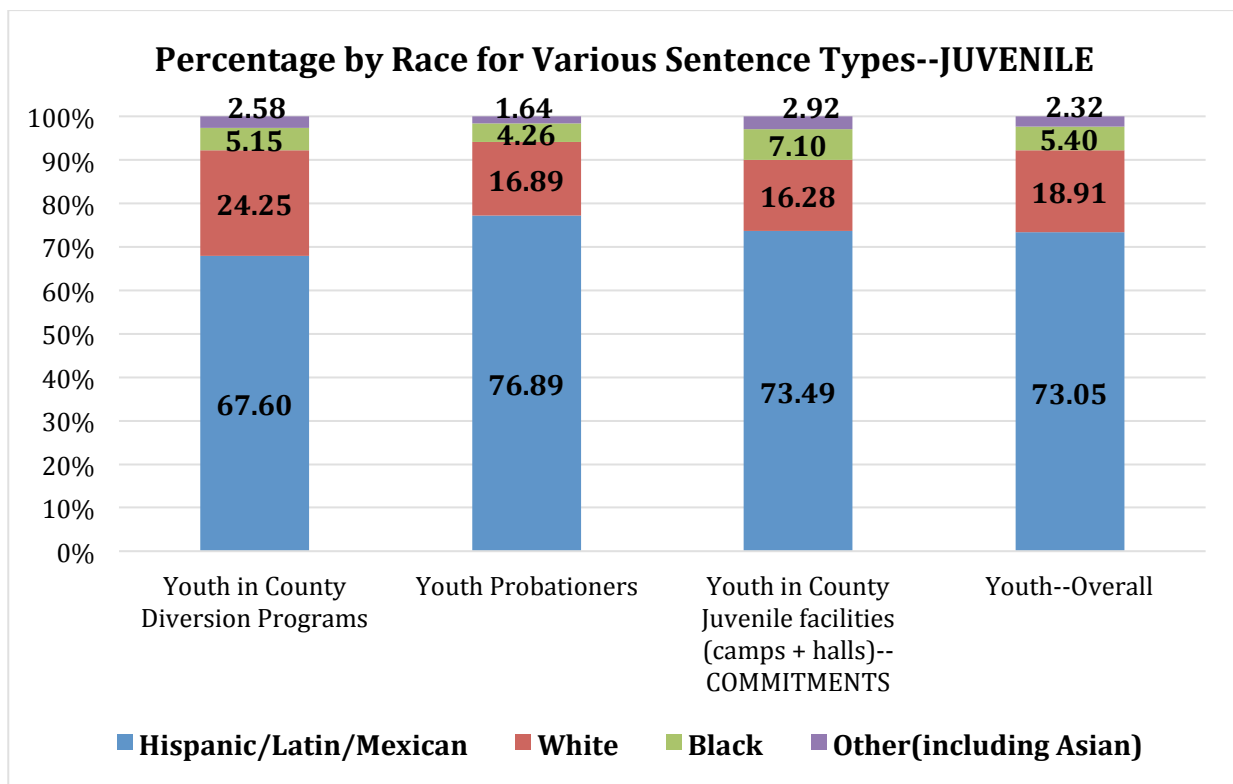
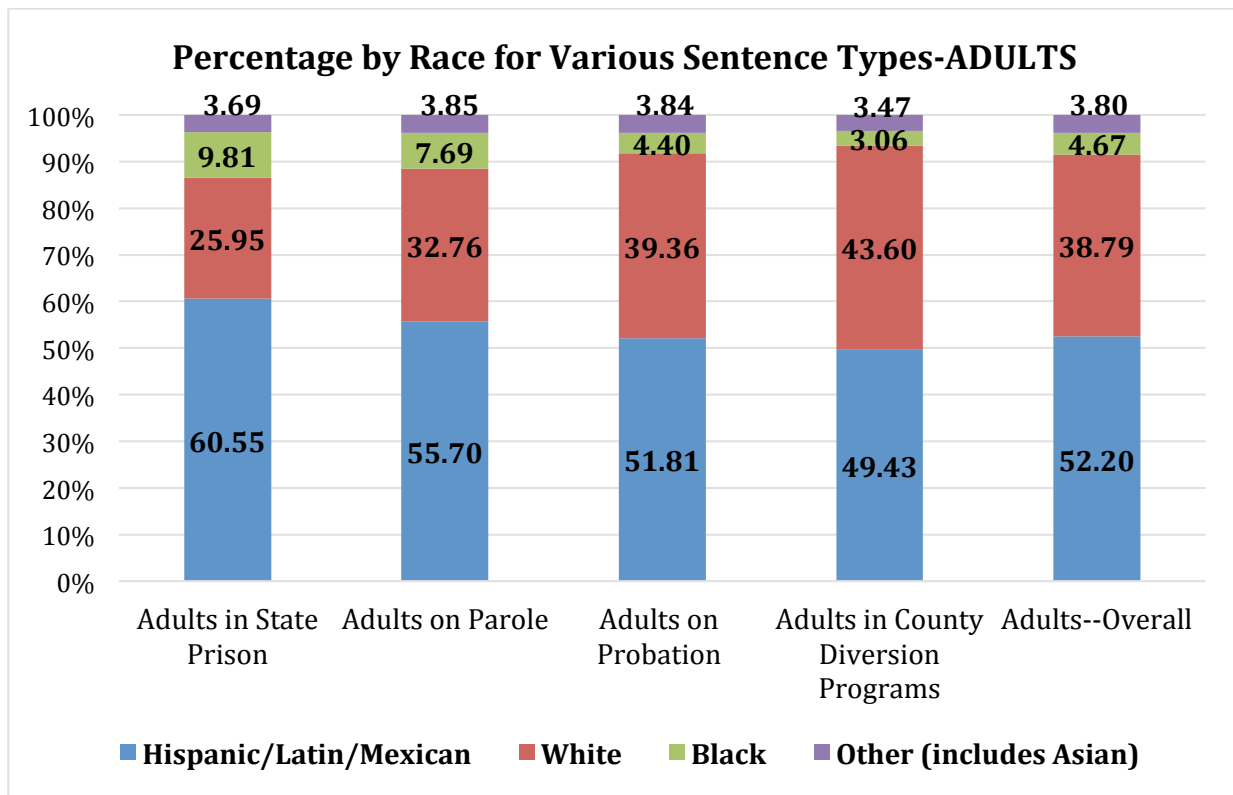
Hispanics (54%) and Whites (37%) comprise the majority of the Justice-Involved population in Ventura County, mimicking the general demographic profile of the County overall. However, racial minority groups are persistently overrepresented in the County and state corrections systems. While African Americans only comprise 2.3%²⁴ 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%²⁵ of the County population, but account for 62% of the Justice-Involved population (1.26 times higher).

**Justice-Involved Population in Ventura County by Race
(Combined Adults and Juveniles)**



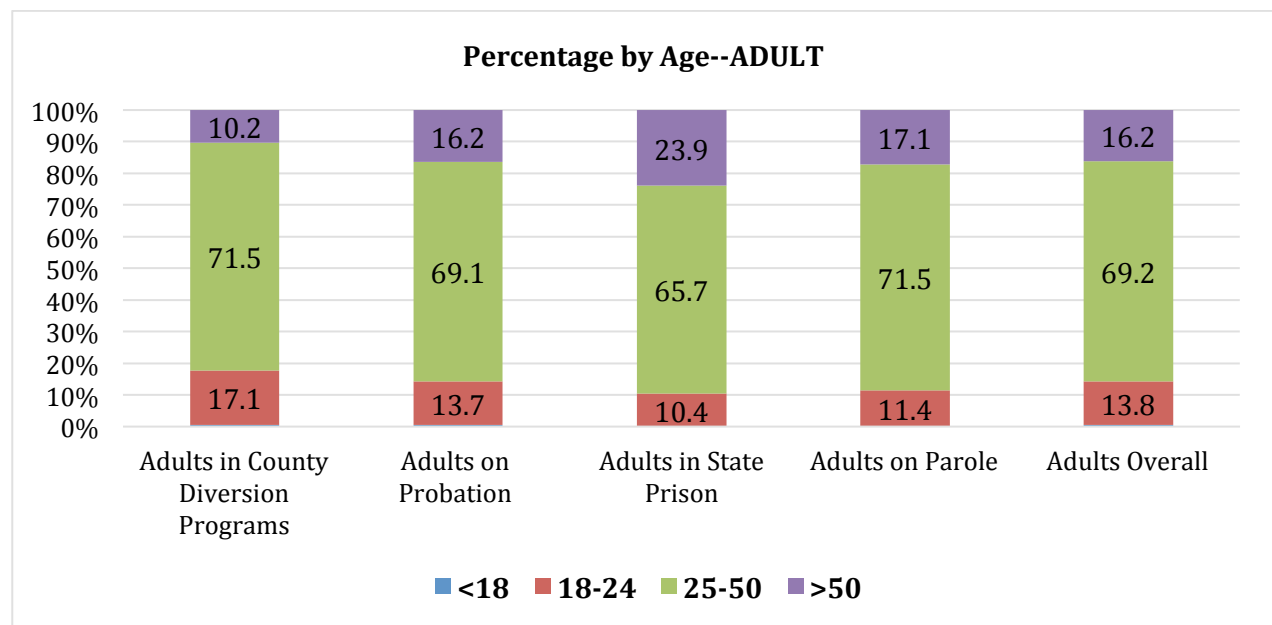
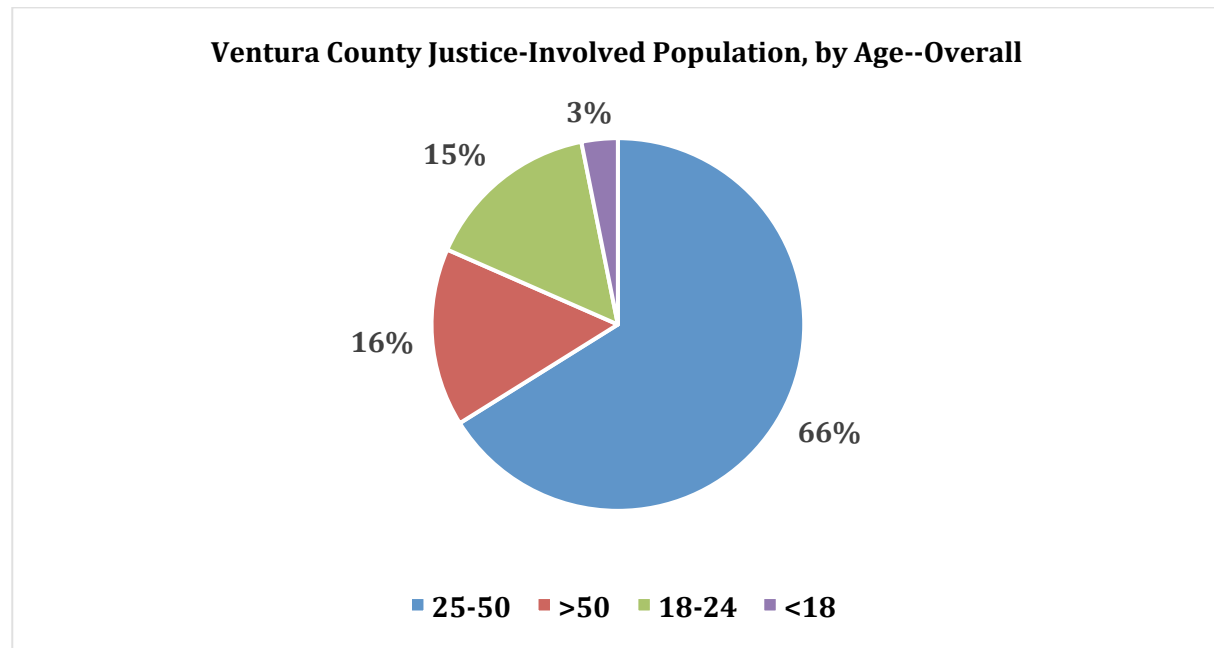
²⁴ US Census Bureau. (2018, July). QuickFacts: Ventura County, California. Retrieved from: <https://www.census.gov/quickfacts/venturacountycalifornia>.

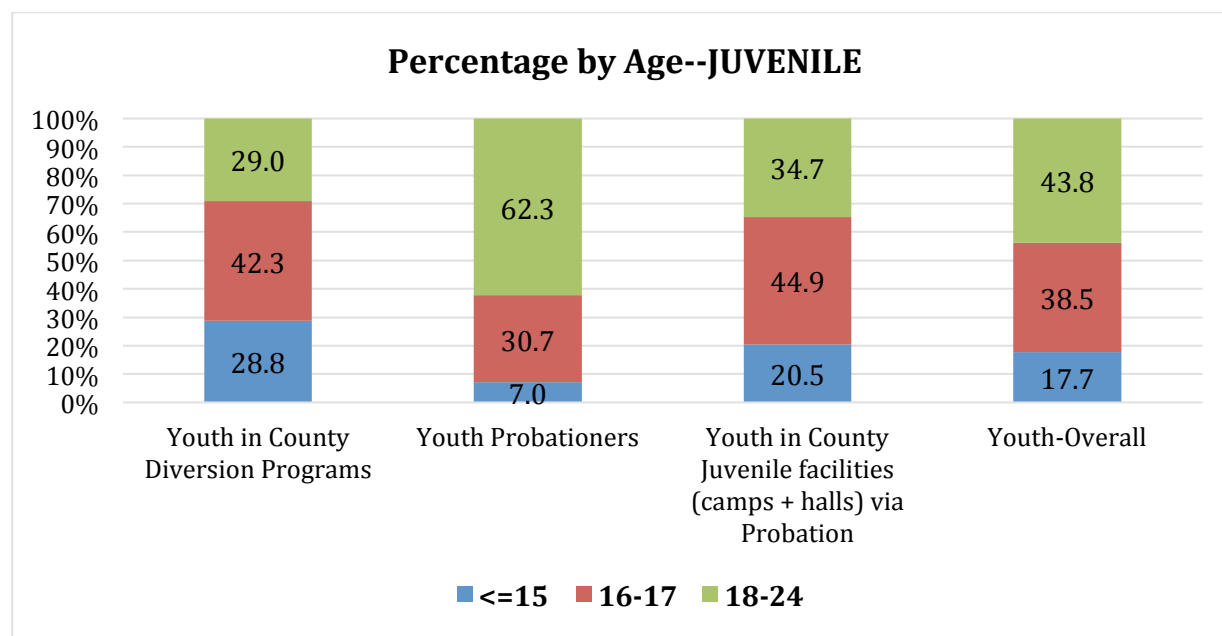
²⁵ Ibid.



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.

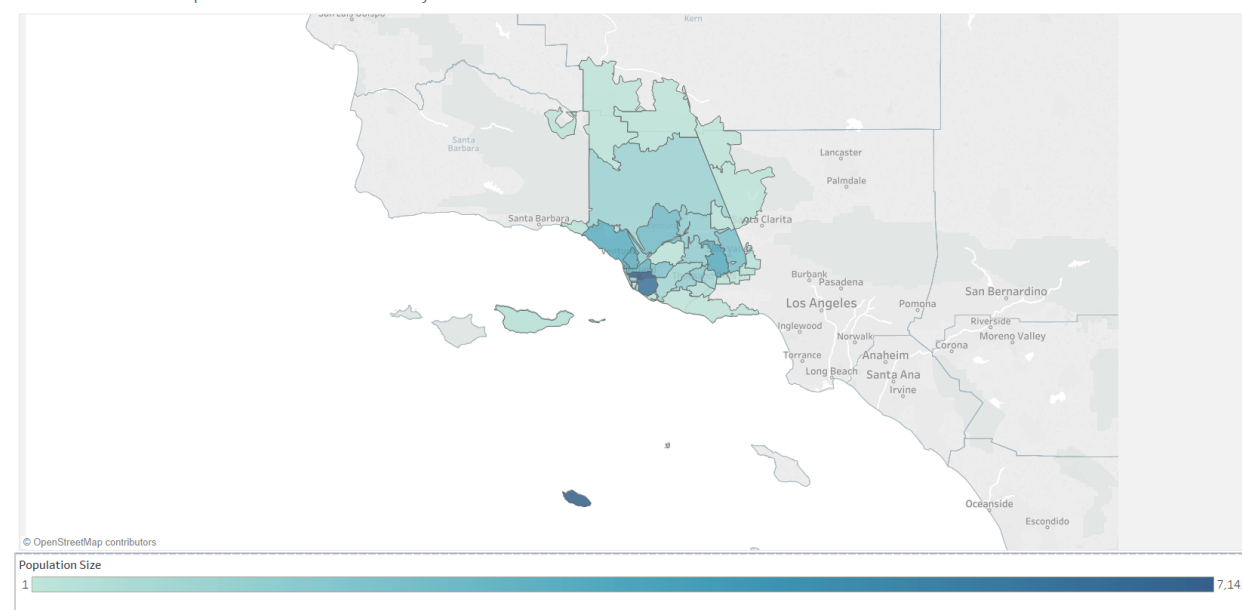




Geography

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"²⁶ 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.

Justice-Involved Population in Ventura County



²⁶ National Council on Crime & Delinquency. (2017, April). Ventura County Juvenile Justice Plan. Retrieved from: <https://public.venturaprobatation.org/images/vcpa/documents/plans/Ventura%20County%20Juvenile%20Justice%20Plan%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 grow²⁷, 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.²⁸

²⁷ Southern California Economic Summit (2018). County Economic Reports: Ventura. Retrieved from: http://economy.scag.ca.gov/Economy%20site%20document%20library/2018_EconomicReportVEN.pdf

²⁸ 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>





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 335,800.³⁰ The number of jobs in the County is expected to see continued growth at one of the highest rates in the state.³¹ 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 and Wage Positions)	335,800
<i>Source: All data as of Nov 2018 via CA EDD unless indicated²⁹ *Real GDP 2017 via US Bureau of Economic Analysis</i>	

Three key industries currently dominate the Ventura County economy in terms of total employment:³²

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

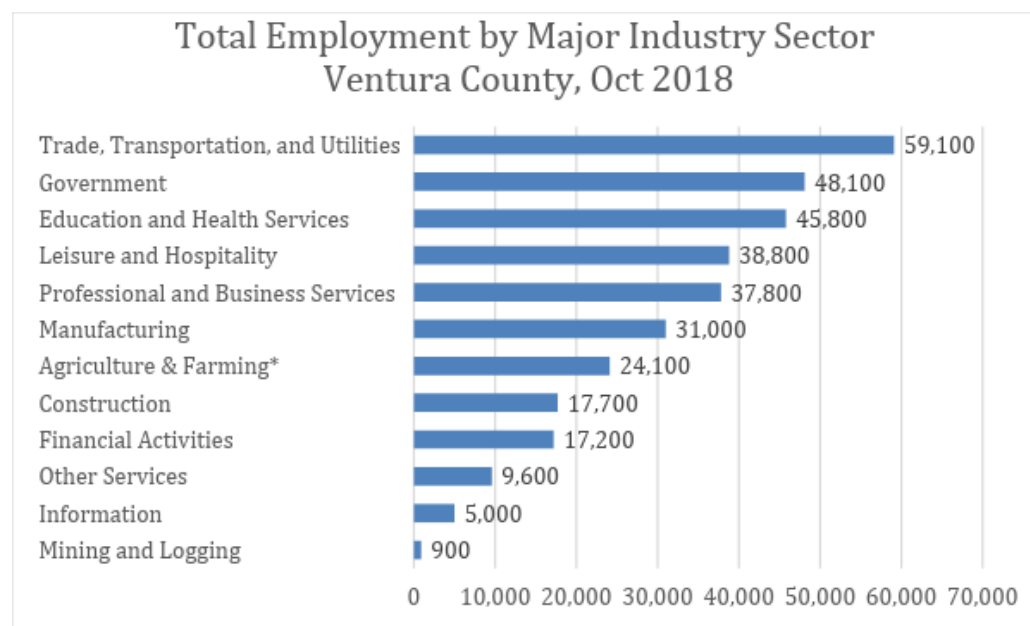
These are shown in the graph below. Please note that throughout this report, standard industry classifications for the 12 major NAICS super-sectors are used (see Appendix X for a detailed definition of each sector).

²⁹ 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&menuChoice=localAreaPro&state=true&geogArea=0604000111&countyName=>

³⁰ Ibid.

³¹ 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>

³² 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:

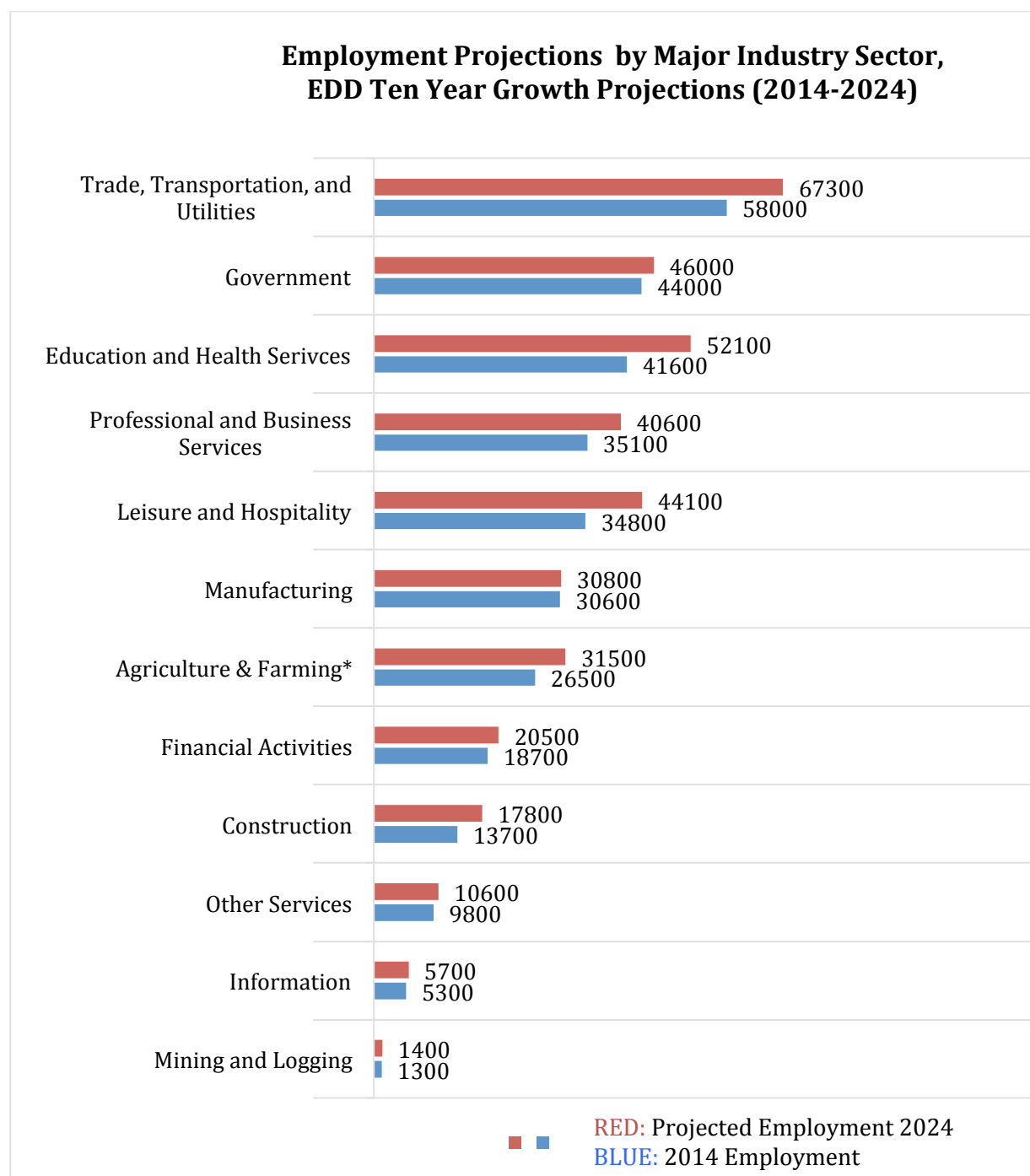
The dominance of these industries is expected to continue in coming years. The graph below shows projected employment per industry by 2024. Jobs in every major industry sector are expected to increase in Ventura County, with the greatest number of new job openings occurring in those industry sectors 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	2014-2024 % change
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 % Employment Growth in the Next 10 Years

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.³³

³³ 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.³⁴ 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 well-paying 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.

³⁴ 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

“Opportunity Industry” Selection Criteria		
#	CRITERIA	MEASURE
1	<i>Aligns with County Strategic Priorities</i>	Supports priorities laid out in WDB Regional & Local Plans
2	<i>Positive Industry Growth</i>	Number of job openings in industry is increasing Jobs will continue to be in demand over the next 10 years (Projected Growth is positive or stable)
3	<i>High Number of 'Opportunity Occupations' *</i>	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	<i>High Volume of Job Openings</i>	>300 job openings in Opportunity Occupations per year
5	<i>Industry Accessibility</i>	Industry has few to no legal restrictions which may prevent population from securing employment
<p>*Opportunity Occupations are jobs that:</p> <ul style="list-style-type: none"> • Require less than a bachelor’s degree for entry-level work • Pay at least \$33,000 per year—living wage for a single adult in Ventura County³⁵ • Have positive or stable projected job growth through 2024 • Have career mobility (Have clear training & career pathways) 		

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

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.³⁶ 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
<i>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.</i>				

³⁶ 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 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.”³⁷

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.

³⁷ 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 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 sector³⁸:

- 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

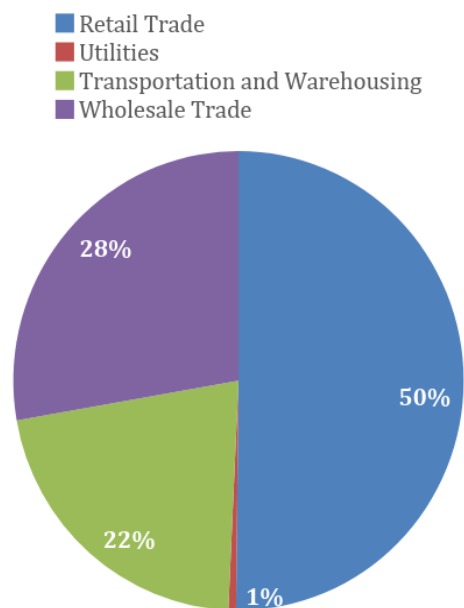
³⁸ California Employment Development Department. (2019). Employer Search. Retrieved from: <https://www.labormarketinfo.edd.ca.gov/aspdotnet/databrowsing/empResults.aspx?menuChoice=emp&searchType=Industry&naicsect=23&naicscode4=2389&geogArea=0604000111> Note: List of Employers is not exhaustive. Employers 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, high-demand 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

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:
 - Target
 - Walmart
 - Macy's
 - Vons
 - Costco
 - Home Depot
 - 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.³⁹ 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.⁴⁰ 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 output⁴¹, 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.⁴²

³⁹ 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-workforce-regional-plan.pdf>

⁴⁰ 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>

⁴¹ Southern California Economic Summit. (2018). County Economic Reports: Ventura. Retrieved from: http://economy.scag.ca.gov/Economy%20site%20document%20library/2018_EconomicReportVEN.pdf

⁴² Economic Development Collaborative-Ventura County. (2014, December). Ventura County Comprehensive Economic Development Strategy. Retrieved from: https://edcollaborative.com/wp-content/uploads/2018/09/CEDS-report_final.pdf

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.⁴³ Past research also shows that manufacturing firms are often more willing to hire ex-offenders than employers in other industries.^{44,45} 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

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

⁴⁴ 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.

⁴⁵ 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.⁴⁶ 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.⁴⁷ Other labor market forecast reports from leading statewide agencies, including CalDOT⁴⁸ and LAEDC,⁴⁹ 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.

⁴⁶ California Employment Development Department. (2019). Quarterly Census of Employment and Wages (QCEW): Ventura County.

⁴⁷ California Employment Development Department. (2019). Long Term Projections: Ventura County (Oxnard-Thousand Oaks-Ventura MSA) 2014-2024 [Raw Data File]. Retrieved from: <https://www.labormarketinfo.edd.ca.gov/data/employment-projections.html#Long>

⁴⁸ 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”.

⁴⁹ Los Angeles Economic Development Corporation Institute for Applied Economics (2017, February) Economic Forecast and Industry Outlook: California and Southern California, 2017-2018. Retrieved from: https://laedc.org/wp-content/uploads/2017/02/LAEDC_2017-Forecast_20170222a.pdf

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 Employers⁵⁰:

- 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)

⁵⁰ California Employment Development Department. (2019). Employer Search. Retrieved from: <https://www.labormarketinfo.edd.ca.gov/aspdotnet/databrowsing/empResults.aspx?menuChoice=emp&searchType=Industry&naicssect=23&naicscode4=2389&geogArea=0604000111> 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 re-visited often while developing P2E programs and expanding workforce development programming in the County.





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	Topic	# 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 reentry population in Ventura County with services and jobs needed to reduce recidivism.	45
1-30-19	Present survey results and demographic information. Present key challenges and potential recommendations.	37
2-13-19	Public Meeting. Present P2E grant recommendations and attain feedback, Discuss How to successfully place Justice-Involved individuals in upward-mobility jobs.	38
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 17th, 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.

One-on-One Stakeholder Interviews List

#	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 Barbara	Alex Renteria	Veterans, ESC, Second Chance, Department of Rehabilitation
7	Goodwill Industries of Ventura and Santa Barbara Counties	Laura Sweeney	Workforce Services Supervisor (Second Chance Reentry, Dept. of Rehabilitation)
8	Interface Children & Family Services, Ventura County Reentry Council	Paty Yabu	Executive Director, Chair of 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 Agency	Edward Sajor	Administrative Specialist/Manager, Re-Entry Programs
13	The GEO Group Ventura County Day Reporting Center	Suliman A. Razai	Employment Education Coordinator
14	VACE- Ventura Adult and Continuing Ed.	Steve Thompson	Assistant Principal
15	VCCCD- Ventura County Community College District	Alexandria Wright	Director, VCCCD Economic & 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

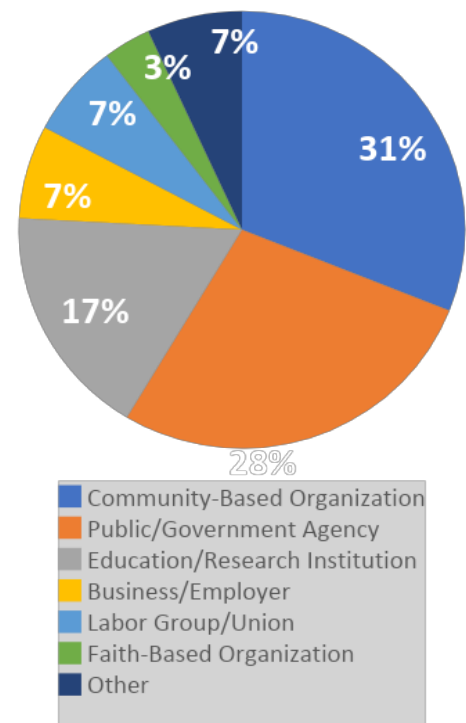
While response rates were low, the process shows how extremely difficult it must be for the Justice-Involved to find gainful employment. Furthermore, it validated how difficult it is for job placement professionals at CBO's to locate and place clients with employers. Given the difficulty involved in 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

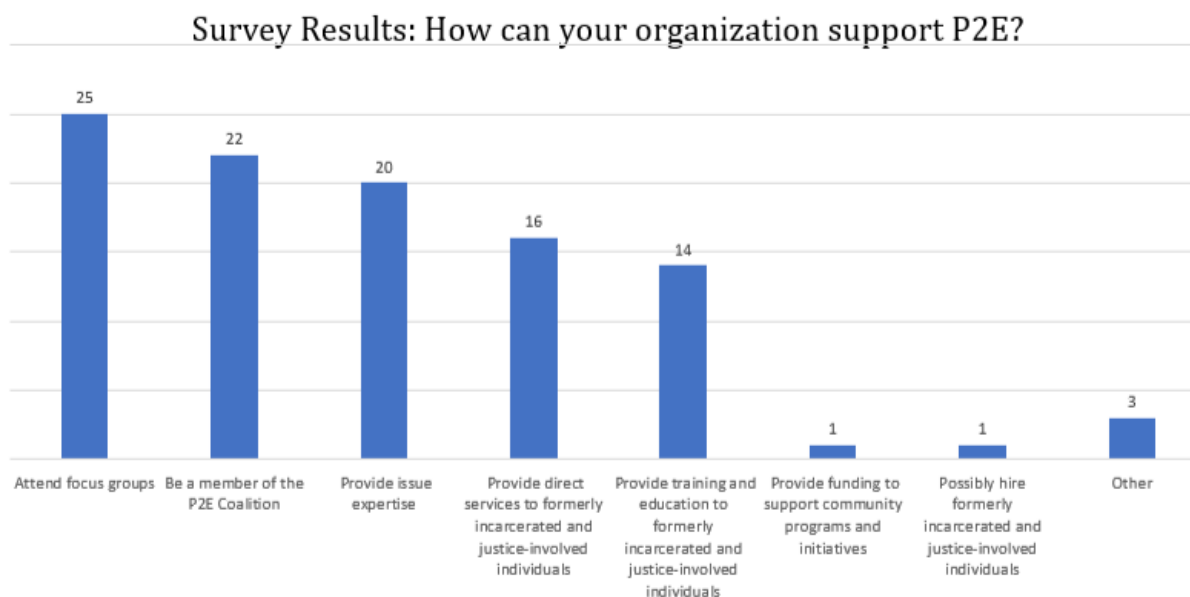
The Survey was sent to 175 individual contacts, representing approximately 87 unique organizations. Responses were received from 35 individual respondents from across the County. Over half of the responses came from community-based organizations and public agencies. The key takeaways from this survey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



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 of 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:

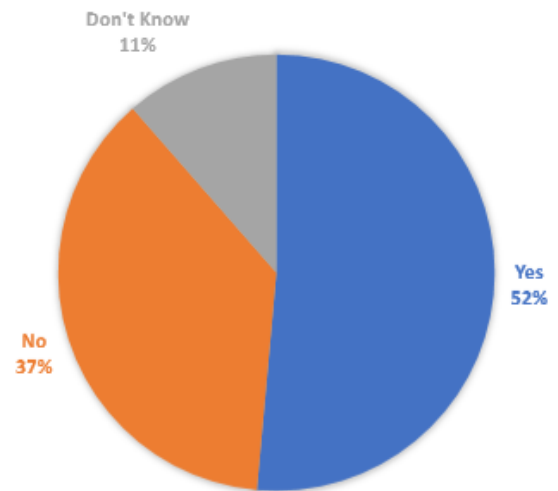
- Chamber of commerce and business associations
- Naval Base Ventura County Port Mugu
- Temp agencies such as People Ready Temp Services

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.

Survey Results: Do you have any formal programs or policies in place to serve justice-involved individuals?



Does your agency/organization partner with other organizations to provide services?

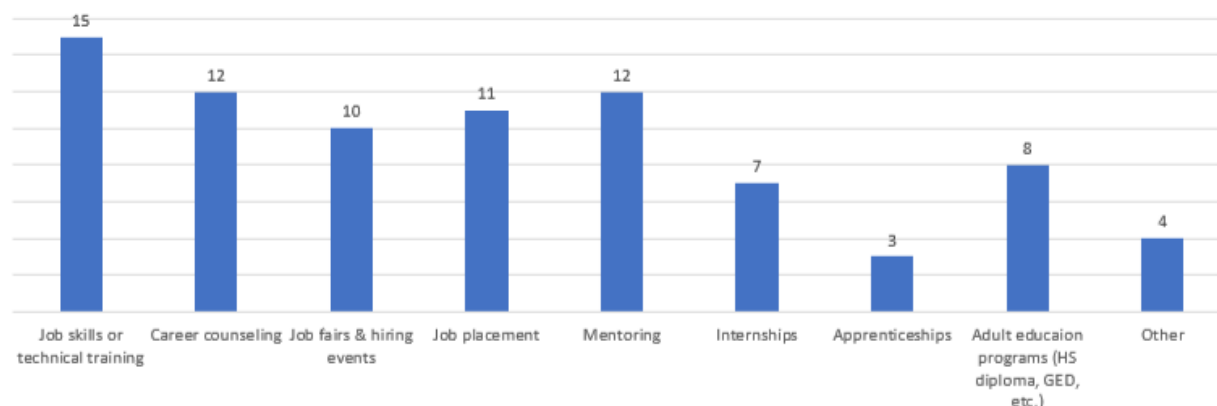
77.1% of respondents reported that they partner with other organizations to provide services.

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:

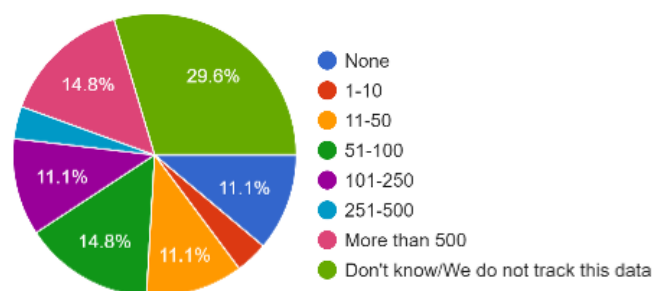
1. General skills (9)
2. Construction (8)
3. Office and administrative occupations (7)
4. Hospitality and food services (7)
5. Manufacturing (7)
6. Healthcare occupations (6)
7. Information technology (5)
8. Business and finance occupations (5)
9. Transportation and logistics occupations (4)
10. Customer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





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, led 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

2018 Established Programs in Ventura County that Provide Workforce Development Services for Justice-Involved			
Program	Services	Referrals From	Annually Served
Goodwill Second Chance Program <i>Program Funding:</i> Funded by retail-social enterprise	<ul style="list-style-type: none"> 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) Intake, Case management, and Individual Plan Development Employee Readiness Workshops /soft skills for jobs (dress for success, resume, etc. interview prep) Paid Work Experience, Job Development, and Direct Placement <ul style="list-style-type: none"> Provide 60 days paid job experiences in Goodwill warehouses, Pays 100% hourly wages (base wage for up to 40 hours per week for up to 1-2-3 months) Skill Training & Certificate Programs 	Walk in or referral base-referrals from Probation, parole or partnering agency	<ul style="list-style-type: none"> Served annually: 200 (even if they just see them) Enroll in program: 150 (finish all workshops and complete intake) 75% do work experience 60 people placed in regular employment <p>Data REPORTING via calJOBS</p>
STEPS (Specialized Training and Employment Project for Success (Adults and Youth)) <i>Program Funding:</i> <ul style="list-style-type: none"> Adult and Youth Programs Funded by: Non WIOA Workforce Accelerator Fund Grants (State money-non federal). Have gotten AB 39 funding as well. 	<ul style="list-style-type: none"> Steps – Adults: Serves AB109 adults Steps- Youth: Serves non AB 109 youth (age 16-21) 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. 	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 style="list-style-type: none"> Adults 2018: 92 participants Youth: April-Dec 2018: 79 Youth Enrolled
GEO Reentry Services (Probation Day Reporting Center)	<ul style="list-style-type: none"> Day Reporting Center contracted by the Ventura County Probation Department exclusively for high-risk probationers Services provided include: <ul style="list-style-type: none"> Soft employment skills <ul style="list-style-type: none"> Career ready 101 Computer savvy Clothing for interviews Industry and educational training through partnerships with CET- Center for employment training (Truck driving and green house construction) and Ventura College Employment placement with temp agencies, Goodwill, etc. 	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 <i>Program Funding:</i> WIOA, other grants...	<ul style="list-style-type: none"> 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. Job Readiness- resume building, career workshops, job search facilities Industry-specific education programs Case management 	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) <i>Program Funding:</i> Board of State and Community Corrections Funding match from Ventura County Funded by private sector	<ul style="list-style-type: none"> Covers non-AB109 population coming out of local jails Services Include: Case Management, Job Search Support, Moral Reconation Therapy (MRT), and clinical services such as trauma, parenting, and relationship skills.⁵¹ 	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 style="list-style-type: none"> First year was Sept 2017- 2018 Random control study during 4 years of the program Goal 100 served per year for 400 total. 2018 enrolled 107 into services, (214 with control group) Goal of 150 in 2019 (Y 2 of program) Evaluation by UCLA
CORE Connection- Operated by Interface	<ul style="list-style-type: none"> Serves AB109 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. Services Include: Case Management through CSI, Moral Reconation Therapy (MRT) through AAP, Restorative Justice Accountability Groups through restorative justice resources, Family Services, Trauma & Counseling, Services, and Sober Housing through Genesis Sober Living 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. 	Probation Officer has control over every referral and Exactly what services they want the client to receive	<ul style="list-style-type: none"> Started 2014 230 served in 2018
VACE and Sheriff's Department Vocational Training and Food Handler Certificate	<ul style="list-style-type: none"> Workforce Reentry Training – soft skills Food Handler's ServSafe class and follow up certificate for those on the Todd Road Jail work crew. Jail requires all inmates who work in the kitchen to earn their Food Handler cert 		<ul style="list-style-type: none"> 196 Served in Workforce Reentry July 1, 2017 thru June 30, 2018 –instructed and tested 37 students.

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

PRISON TO EMPLOYMENT REGIONAL PLAN. MARCH 2019

<p>(Since 2015) <i>Program Funding:</i> VACE Funded</p>		<ul style="list-style-type: none"> July 1, 2018 thru January 2018 –instructed and tested 33 men and 8 females = 41 total
<p>Boys and Girls Club of Greater Oxnard & Port Hueneme’s Teen Center (Evening Reporting Center)</p> <p><i>Program Funding:</i> State funding via Juvenile Justice Crime Prevention Act</p>	<ul style="list-style-type: none"> Alternative sentencing program for youth on probation; they are sent here by probation officials (instead of being sent to juvenile detention) 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.⁵² <p>Referrals from Probation</p>	<ul style="list-style-type: none"> Capacity to serve 75 participants annually⁵³ Outcomes: 2/3 enrolled in Evening Reporting Center graduate. Of those, 81% continue to attend the club after sentence is complete

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

⁵³ National Council on Crime and Delinquency. (2017, April). Ventura County Juvenile Justice Plan. Retrieved from: <https://public.venturaprobatation.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	
Challenges 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
Challenges 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
Challenges 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 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.⁵⁴ 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.⁵⁵ The new system is being rolled out over a

⁵⁴ Crime and Justice Institute at Community Resources for Justice. (n.d.). Ventura County Public Safety Realignment Plan 2012-2015.

⁵⁵ 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=Y3RIYXJlQGN0Y2Yub3Jn&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.⁵⁶ 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.⁵⁷ 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.⁵⁸

CHALLENGE 3: Difficulty Attaining Essential Documents Upon Reentry Further Complicates Reentry

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.”

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⁵⁶ 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/wp-content/uploads/2018/08/MediCalMovesAddictionTreatmentToMainstream.pdf.

⁵⁷ Ibid.

⁵⁸ 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 Carpinteria 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.

CHALLENGE 7: Challenging Scheduling Parameters Placed on Parolees and Probationers Create Additional Barriers to Employment

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."

CHALLENGE 8: Minimal Enforcement of Ban The Box and Lack Of Clarity Regarding Enforcement

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.⁵⁹ 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

⁵⁹ California Legislative Information. (n.d.). AB-1008 Employment discrimination: conviction history. Retrieved from: https://leginfo.ca.gov/faces/billTextClient.xhtml?bill_id=201720180AB1008

close to 40 percent.⁶⁰ 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 ex-offenders.”⁶¹

Challenges With Direct Employment and Earn and Learn Programming

CHALLENGE 9: Limited First-Opportunity Employers and Those Willing to Hire the Justice-Involved

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.

CHALLENGE 10: Limited Number of Agencies and CBOs That do Direct Employment Placement

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.

CHALLENGE 11: Limited Paid Training and Earn and Learn Opportunities

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.

CHALLENGE 12: Low Employment Expectations for 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

CHALLENGE 14: Limited Cross-Agency and CBO Coordination Causes Gaps in Transition Planning

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.

CHALLENGE 15: Limited Knowledge About Existing Programs by Service Providers and Potential Clients.

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.

CHALLENGE 16: Differentiation of AB 109 Funding and Services From Non AB 109 Causes Double Standards and Costly Duplication of Efforts

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.

CHALLENGE 17: Lack of Maintained Contact and Services for Those Released Without Mandatory Supervision

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.

CHALLENGE 19: Limited and challenging data collection and sharing between Corrections Agencies, Corrections and CBOs, and between CBOs

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.

RECOMMENDATIONS

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	<i>Scalability</i>	Ease and ability to scale the program
2	<i>Impact</i>	Number of clients the program can realistically be served annually
3	<i>Cost and Funding Sustainability</i>	Program cost
4	<i>Need for Service in the County</i>	Service was identified as lacking or in need of expansion
5	<i>Partner Interest</i>	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	<i>Complexity of Implementation</i>	Ability of individuals to successfully complete relevant programming without red tape or policy limitations.
7	<i>Potential Society Integration-</i> 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
<i>Increase Earn and Learn</i>		
Create a regional employer outreach and training program	X	
Contract with CBOs that do direct employment and placement to facilitate a continuum of care into the community and gainful employment	X	
Develop a registered apprenticeship in manufacturing		X
Expand food handler credential program model at Todd Road Jail to include landscaping and maintenance work crew and expand employer partnerships	X	
<i>Improve and Enhance Supportive Services</i>		
Develop a mandatory pre-release resources file and toolkit	X	X
Develop a joint day reporting center for Probation and Parole		X
Provide micro-contracts to sober living houses in order to provide housing to more people regardless of AB 109 status	X	X
Formalize a Ventura County Reentry Council	X	

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 classes and job-preparation 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.⁶² Furthermore, it is worth strategically linking community programs to this record of success.

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

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
 - 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

Desired Outcomes

- 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 Employment 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 provide 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

Desired Outcomes

- 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.

Desired Outcomes

- *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

Desired Outcomes

- *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.⁶³ 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.

Desired Outcomes:

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

⁶³ 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.⁶⁴ 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

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

RECOMMENDATION 7: Develop a Registered Pre-Apprenticeship and Apprenticeship in Manufacturing

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.⁶⁵ 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.⁶⁶ 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 output⁶⁷, 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.⁶⁸

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.⁶⁹ Past research also shows that manufacturing firms are often more willing to hire ex-offenders than employers in other industries.^{70,71} 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.

⁶⁵ 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-workforce-regional-plan.pdf>

⁶⁶ 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>

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

⁶⁸ Economic Development Collaborative-Ventura County (2014, December). Ventura County Comprehensive Economic Development Strategy. Retrieved from: https://edcollaborative.com/wp-content/uploads/2018/09/CEDS-report_final.pdf

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

⁷⁰ 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.

⁷¹ 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.⁷²

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.

Desired Outcomes

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

⁷² 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.⁷³ 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

⁷³ 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.⁷⁴ 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.⁷⁵ Participants perform highway cleanup and community beautification and receive wrap around services from Community based organization

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

⁷⁵ 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%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.⁷⁶

- **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.

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

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 2nd 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.”⁷⁷

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.

⁷⁷ 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>

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.





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 well-coordinated 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 Sources		
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	2018 figures reported by CDCR DAPO causeIMPACTS, Dec 2018 2018 figures, via CDCR Office of Research reported to causeIMPACTS, Feb 2019	N/A
Jail	Dec 2016 figures via CJCJ data files at: http://casi.cjcj.org/about.html#download	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 Statistics⁷⁸ and California EDD⁷⁹.

Definitions of the 12 NAICS super-groups were taken from the US Bureau of Labor Statistics “Industries at a Glance.”⁸⁰. 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

- **Total Farm**—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.

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

⁷⁹Note 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: <https://www.labormarketinfo.edd.ca.gov/data/employment-projections.html>

⁸⁰ US Bureau of Labor Statistics. (n.d.) Industries at a Glance. Retrieved from: <https://www.bls.gov/iag/home.htm>

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

- **Construction**

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

- **Manufacturing**

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

- **Financial Activities**

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.

- **Education and Health Services**

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.⁸¹

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.

- **Other Services**—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

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

- Religious, Grantmaking, Civic, Professional, and Similar Organizations: NAICS 813
- Private Households: NAICS 814
- **Government**⁸² —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 https://www.census.gov/eos/www/naics/2017NAICS/2017_NAICS_Manual.pdf

⁸² Executive Office of the President--Office of Management and Budget (2017). North American Industry Classification System. Retrieved from: https://www.census.gov/eos/www/naics/2017NAICS/2017_NAICS_Manual.pdf

Appendix C

Key Stakeholders Engaged 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 Engaged 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	<u>Ken Barnes</u>	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 Stakeholders Engaged 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 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 9th 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?

