

Appendix A – Outreach and Engagement

**Outreach Plan and Timeline:**

Working backwards from the due date of March 15, 2019, the Coastal Region developed the following plan and timeline for outreach to key stakeholders and the community:

<b>Action Required</b>	<b>Date Due</b>
Regional Plan Modification due to State Board	March 15, 2019
Regional Plan Modification approved by the County Board of Supervisors (BOS)	Early March 2019
Regional Plan Modification approved by Local WDBs	Early March 2019
End of 30 Day public comment period	March 1, 2019
Docket for BOS meetings	February 2019
Public Listening Sessions to review draft Regional Plan Modification	February 2019
Start of 30 day public comment period	January 29, 2019
Draft of Regional Plan Modification complete	January 28, 2019
Partner meetings – <i>North and South</i>	January 10, 2019
Data requests sent to criminal justice stakeholders	December 17, 2018
Directors Meeting: Self-assessment	November 16, 2018
Public listening sessions – <i>North and South</i>	November 15, 2018
Planning sessions with Stakeholders – <i>North and South</i>	November 15, 2018
Post and notice meetings in accordance with Brown Act	November 12, 2018
Publicize public listening sessions	November 5-15, 2018
Notify State Board of planning session dates	November 4, 2018
Outreach to community and stakeholders	November 1-8, 2018

**Outreach Efforts:**

The Coastal Region took the following steps to ensure a high-level of participation:

- Each Local Workforce Development Board Director personally invited a list of required and recommended partners from their Local Area by phone and/or email.
- The Directors promoted the meetings on their website, social media, and through their email contact lists.
- The meetings were all publicly posted and noticed in accordance with open meeting guidelines.

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**Public Meetings and Attendance Levels:**

Meetings were held across the region in order to meet and engage with as many stakeholders and interested members of the public as possible. The table below outlines the meeting details and attendance levels:

<b>Meeting</b>	<b>Location</b>	<b>Time</b>	<b>Number of attendees</b>
Stakeholder Planning Session	Castroville	Nov 15, 10am – 12pm	39
Public Listening Session	Castroville	Nov 15, 1pm – 3pm	7
Stakeholder Planning Session	Santa Maria	Nov 15, 3pm – 5pm	26
Public Listening Session*	Santa Maria	Nov 15, 5pm – 6pm	1
Partner Meeting	Castroville	Jan 10, 10 am – 12 pm	27
Partner Meeting	Santa Maria	Jan 10, 10 am – 12 pm	16
Public Comment Meeting	Monterey	February 13	TBD
Public Comment Meeting	Santa Barbara	February 18	TBD
WDB Executive Committee Meeting	Santa Barbara	February 27, 10 am – 2pm	TBD
BOS Meeting	Santa Barbara	March 5, 9 am – 1pm	TBD
WDB Executive Committee Meeting	Santa Cruz	March 6, 8:30am	TBD
WDB Meeting	Monterey	March 6	TBD
BOS Meeting	Monterey	March 12	TBD
WDB Meeting	San Luis Obispo	March 13, 8-10 am	TBD
Public Comment Meeting (at WDB meeting)	San Luis Obispo	March 13	TBD
BOS Meeting	San Luis Obispo	March 26, 9 am	TBD

\*These meetings were held outside of regular business hours as required by WSD18-01

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**Stakeholder Participation:**

The table below includes all required and recommended partners and the status of their participation in the process:

<b>Organization</b>	<b>Required/Recommended</b>	<b>Participation</b>
Local Boards	Required	Participated
WIOA core program partners	Required	Participated
AEBG and Community College consortia	Required	Participated
State Parole (CDCR)	Required	Participated
CBOs who provide services to the population	Required	Participated
Labor organizations who prioritize working with the reentry population	Required	Participated
Public and private employers	Required	Participated
Community Correction Partnerships (CCP)	Recommended	Participated
CALPIA Programs	Recommended	N/A
County Departments of Human Services (CalFresh)	Recommended	Participated
County Departments of Human Services (CalWORKS)	Recommended	Participated
County Departments of Human Services (Child Support)	Recommended	Participated
Local Reentry Councils	Recommended	N/A
Government entities serving population	Recommended	Participated
State Board Grantees (ForwardFocus, etc)	Recommended	Participated
Department of Rehabilitation	Recommended	Participated

Appendix B: Assessment of Need and Population Size

**Size of the supervised population in the region:**

The data presented in this plan were compiled from two primary sources. Information was obtained from CDCR’s Office of Research in response to a formal request made on behalf of the RPU. In addition, a data request went out to the Community Corrections Partnerships in each Local Area requesting total numbers of individuals served per category below. The period documented was calendar year 2017.

- Total number of Individuals on Probation in each County-defined as the distinct count of adults actively supervised at any point in calendar year 2017. Where individuals were supervised under multiple supervision types, the following hierarchy was used: PRCS, PSS, Probation.
- Total number of Justice Involved Juveniles (18 years of age and older) in each County- Defined as the distinct count of juveniles with a case open to Probation at any point in calendar year 2017
- Total number of Releases from CA State Prisons to PRCS – Data extracted from CDCR’s Strategic Offender Management System as of August 2018
- Total number of Releases from CA State Prisons to Parole – Data extracted from CDCR’s Strategic Offender Management System as of August 2018
- Recidivism Rate in each County - Defined as the % of clients who exited during CY 2017 who received a misdemeanor or felony conviction during their term or supervision.

<b>Data Category</b>	<b>Monterey</b>	<b>Santa Cruz</b>	<b>San Luis Obispo</b>	<b>Santa Barbara</b>	<b>Totals</b>
1. Total number of Individuals on Probation in each County 2017	<b>PRCS (1)</b> 219	<b>PRCS (1)</b> 63	<b>PRCS (1)</b> 93	<b>PRCS (1)</b> 142	<b>PRCS (1)</b> <b>517</b>
	<b>PSS (1)</b> 220	<b>PSS (1)</b> 59	<b>PSS (1)</b> <b>207</b>	<b>PSS (1)</b> 178	<b>PSS (1)</b> <b>664</b>
	<b>Probation (9)</b> 5500	<b>Probation (3)</b> 1739	<b>Probation (6)</b> 1844	<b>Probation (8)</b> 4292	<b>Probation (8)</b> 13,375
2. Total number of Justice Involved Juveniles 2017	385 (9)	171 (4)	694 (6)	328 (2)	1578
<b>Total</b>	<b>6324</b>	<b>2032</b>	<b>2838</b>	<b>4940</b>	<b>16,134</b>
3. Total number of Releases from CA State Prisons to PRCS 2017	219	63	93	142	517

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(Subset of Data Category 1)					
4. Total number of Releases from CA State Prisons to Parole 2017	220	59	207	178	664
5. Recidivism Rate in each County 2017	64.2%	65.3% (5)	68.6%	32%	Regional Avg.= 57.5%

Sources:

1. CDCR - Division of Internal Oversight and Research
2. Santa Barbara County CCP
3. Adult Division Annual Probation Report- Santa Cruz County
4. Juvenile Division Annual Probation Report 2017 - Santa Cruz County
5. Evelyn Stoeklein and Special to Sentinel
6. San Luis Obispo County Probation Annual Statistical Report 2017-2018
7. Average for all 4 Counties within the Central Coast Region Planning Unit
8. County of Santa Barbara Community Corrections Partnership Public Safety Realignment FY2017-2018 Plan (PPS + PRCS)
9. County of Monterey Probation Department :  
<http://www.co.monterey.ca.us/government/departments-i-z/probation>

**Demographics of population:**

Data from the Probation population was used as the basis for the demographic information presented. Probation represents the largest portion of the supervised population for each County in the Region, thus provides a more accurate representation of the characteristics of the reentry population in the RPU. Information used came from the most recently published annual statistical reports available from the Probation Department of each county.

Age of Probation Population

Comparable data sets from Monterey and Santa Barbara were used to identify the age breakdown of the supervised population in the region. Data analysis indicates that 38% of the Probation population in this 2-county area is between the ages of 25 to 34, and 37.5% of the population is between the ages of 35 and 44.

Probation Population by Race/Ethnicity

On a regional basis, Hispanics make up the largest numbers in the Probation population. There are local variances in San Luis Obispo and Santa Cruz Counties that are worth noting. In these areas, the make-up of the probation population demonstrates a significantly lower number of Hispanic probationers, with White probationers making up the majority of those under supervision.

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Race/Ethnicity	Monterey	San Luis Obispo	Santa Barbara	Santa Cruz	RPU Average
Hispanic	66%	26%	57%	34%	46%
White	19%	67%	33%	47%	42%
African American	12%	4%	8%	17%	10%
Other	3%	3%	2%	2%	2%

Figure 2: Probation Population by Race

Gender of Probation Population

In line with state and national demographics, males make up the largest average percentage of the regional Probation population at 85%. Females represent an average of 15% of the population regionally.

**Assessment of the types of services needed, and the evidence, rationale, and/or track record of success:**

Service Needed	Evidence/Rationale/Track Record of Success
Transportation	<p>The reentry population typically lacks access to stable and “as needed” transportation. Accessible and reliable transportation is essential for the population to fully participate in services leading to employment and critical for employment retention. The most typical transportation services provided consist of supportive serviced to pay for public transportation passes. This solution is insufficient in meeting the full need for reentry clients to participate in interviews, training, or employment if obtained. Public transportation is not widely available in some area of RPU, and in the larger towns and cities, bus schedules often mean long commute times to and from services, appointments or employment, creating a hardship for clients and a roadblock to success.</p> <p>Stakeholder comments indicated that solving the transportation challenge would make a major impact on the success of the reentry population. This is a supportive service that could be expanded if additional funds are made available through the P2E Initiative. Specifically, supportive service payments for public transportation could be expanded and “on demand” transportation models could be explored, including use of supportive service funds to contract for rides from institution to housing, essential appointments, interviews, and to and from employment.</p>
Housing-Transitional and Sustainable	<p>Essential service, but not WDB provided. Access to housing upon release has been identified in multiple research studies as a key to successful reintegration. Absent access to housing, the likelihood of newly released individuals to become homeless, or seek</p>

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	shelter in situations that are not stable increases, as does the incidence of reoffending and returning to incarceration.
Substance Abuse Treatment	Essential service, but not WDB provided. The provision of substance abuse treatment upon release has been widely recognized as a key component in successful reintegration of ex-offenders into the community. This service is typically funded at the County level through Behavioral Health Services. In the Central Coast Region, AB 109 funding has been used to support delivery/expansion of this service, however, the need for this services continues to outpace expansion efforts.
Mental Health Treatment	Essential service, but not WDB provided. The provision of Mental Health Treatment upon release has been widely recognized as a key component in successful reintegration of ex-offenders into the community. This service is typically funded at the County level through Behavioral Health Services. In the Central Coast Region, AB 109 funding has been used to support delivery/expansion of this service, however, it appears that the need for this service continues to outpace expansion efforts.
Peer Mentor Programs	Not currently WDB funded. Anecdotal evidence supports the idea that peer mentoring programs may have a positive effect on the reentry population. Our research into the success of this model did not reveal other than anecdotal reports on how to implement a peer mentoring program, consideration for implementation, and direction that such mentoring programs, if offered needed to be a part of a comprehensive service plan.
Supportive Services	Supportive services provided by the Workforce Development Boards are typically used as an enabling investment to support an enrollee's participation in WIOA services. As such, they have an intrinsic value add to the success of the enrollee, but their impact on successful outcomes is not tracked separately for purposes of reporting. WIOA funded supportive services may be provided by Local Workforce Development Boards to individuals enrolled in WIOA services, and as a follow-up service to those who have completed and need post- program follow-up services. Per federal guidance, other sources of funding to meet the needs of the individual are to be explored ahead of using WIOA funding. Each LWDB sets a cap on the amount of supportive services available to any single WIOA participant. Supportive services typically provided by the Local Workforce Development Board include: Public transportation assistance, purchase of work related tools/uniforms, purchase of interview suitable attire, obtaining materials needed for education/training (books, software programs), assistance with

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	<p>car repairs, personal hygiene supplies, haircuts, medial services related to training or employment, fees for fingerprinting, DMV printouts, and other employment related evidentiary documents, child care, and other services as determined by local WDB supportive service policy and federal WIOA regulations. Should funding be made available under the P2E Initiative, supportive services offered by LWDBs would be expanded.</p>
<p>Job Referral Services</p>	<p>Job referral services are an essential component of any reentry strategy. Access to job openings with employers that are willing and able to hire individuals with a history of incarceration/justice system involvement was identified as a priority in each of the stakeholder engagement sessions held. It is worth noting that provision of job referrals is most successful when the referring agency has a clear understanding of any hiring restrictions that may exist from the employer side, and any employment restrictions the individual may have that would prohibit employment in certain settings/occupations. Establishing clear expectations with employers receiving referrals sets the foundation for successful outcomes early. It creates a level of trust between the employer community and referring agencies, reducing the chance that individuals referred will have negative employer contact experiences which might deter further participation in job seeking services. LWDBs provide this service via the AJCCs located throughout the region, or via contacted services with community-based organizations. In addition, job referral services are funded as part of the AB 109 and AB 2060 funded initiatives in the RPU. Additional funding made available through the P2E Initiative would be used to increase job referral services to the target population</p>
<p>Community Outreach and Education Services</p>	<p>Key to the success of any outreach/education effort is consistency in messaging and tailoring messages to fit the key audiences you desire to impact. The success of outreach campaigns around specific target populations is anecdotal, however generally recognized as valuable and a key component of any successful initiative. This is a topic under discussion across the region. Community Outreach across the region would benefit from a coordinated and collaborative messaging campaign. The RPU, working with its respective CCP and Parole Partners is interested in identifying, evaluating and implementing unified messaging campaigns that could be provided to all partners. If funding is made available through future initiatives, the RPU will consider proposing use of funds for this purpose.</p>



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<p>Employer Outreach and Education Services</p>	<p>As with Community Outreach and Education Services, consistency and customization of messaging is key. The RPU is preparing to undertake a regional, employer-focused campaign as part of an RPU grant received from the CWDB. With additional funding from the P2E Initiative, messaging related to the value of hiring the formerly incarcerated and justice involved population in the region could be added to this effort. Additionally, materials providing information on the hiring incentives available to employers who hire the target population could be produced, ensuring consistent delivery of information on these incentives to businesses across the region.</p>
<p>Employer Hiring Incentives</p>	<p>Hiring incentives at the regional/local levels consist of share of cost incentives through such programs as OJT, Paid Internships, and other wage reimbursement models. Federal hiring tax credits, while available, remain under utilized by employers due to the real or perceived difficulty in completing paperwork related to applying for and claiming the credits. Overall, regional and local share of cost models were viewed as the most successful and worth expanding. In addition, mention was made of EDD Fidelity Bonding Program as one that employers might be interested in if more widely advertised. As part of a unified Employer Outreach Campaign, clear and consistent information regarding the availability of, access to and application/reporting process for hiring incentives should laid out. Incentive programs represent a service component that all staff from partner agencies and CBOs should receive training in to make certain that messaging about the incentives is accurate and offered consistently to employers across the region. As indicated previously, messaging on incentive programs available to employers when hiring the target population could be unified and included in a Appendix "X" region-wide outreach campaign if additional funding is made available under the P2E initiative.</p>
<p>Job Retention Supports/Services</p>	<p>Job retention supports/services are called out as instrumental in breaking the recidivism cycle by many national corrections focused institutes. In fact, the National Institute of Corrections and the National Reentry Resource Center both have studies, guides and a range of training/materials regarding establishing Job Retention Supports/Services as a key component of a reentry strategy While there is availability of supportive services to address the needs of newly employed participants, the delivery of Job Retention Support/Services as an approach is not available at the level needed in the RPU. During Stakeholder Engagement sessions, this service was called out as one that</p>

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	<p>should be implemented across the region-wide. In order to ensure effective model design and implementation, this may be an opportunity for Corrections, Workforce and Community-based partners to pursue joint training of key counseling personnel in the strategies and intervention techniques associated with supporting job retention. Recommended as part of the approaches described by the national institutes is training that provides staff working with ex-offenders post-employment the ability to identify job-loss indicators, and implement strategies to break the chain that could lead to job loss. If funding is made available, the RPU will consult with partners to consider the value of providing cross- organizational training that could lead to expansion of job retention supports and services as part of the implementation planning component of its P2E strategy.</p>
<p>Paid Internship/Subsidized Employment Opportunities</p>	<p>Paid internships and Subsidized Employment have been shown to increase the likelihood of movement into a full-time unsubsidized position with the same employer. Use of this strategy exists in the RPU and is typically a component of the services offered by Community-based Organizations. During Stakeholder engagement meetings, this was identified as a successful model that should be expanded across the region. The RPU will consider allocation of funding to support expansion of this approach should additional funding be made available.</p>
<p>Discharge Planning Services</p>	<p>Discharge planning services have been identified in multiple studies at the national and state levels as a key contributor to recidivism reduction.</p>
<p>Job Development/Job Placement Services</p>	<p>Job development/placement services are of particular importance for special populations such as the reentry population. Employers are often mis-informed and have misperceptions regarding the characteristics of this population. Using job development services provides an opportunity for public and community-based organizations to dispel concerns, provide information on hiring incentives and educate employers on effective strategies for successfully employing the reentry client. Likewise, the opportunity to discuss specific business needs, hiring practices and potential hiring restrictions that may affect the ability to employ the target population are often most easily discovered by job development/placement specialists when working one on one with employers. The relationship established by a local job development/placement professional with local businesses often results in an increased willingness consider candidates for employment that previously would have been overlooked or not</p>

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	<p>accepted. These services are provided by multiple organizations within the RPU at the local level. Job development services are typically bundled with training, internship, job placement and other employment outcome related services provided by partner CBOs. Given additional funding from the P2E initiative, job development and placement services within the region will be expanded. In addition, The RPU will work with partner organizations to reach an agreement on coordination of job development services and mechanisms for identifying employers who have a positive track record of hiring and retaining reentry clients, while respecting the employer/job developer relationship.</p>
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**Number of individuals released annually from the state prison to the region:**

2017 Data provided by the CDCR Office of Research

County	Post Rel. Comm. Sup.	Releases to Parole
Monterey	219	220
SLO	93	207
SB	142	178
Santa Cruz	63	59

**Number of formerly incarcerated individuals served by the region’s workforce development system:**

Period	Monterey	San Luis Obispo	Santa Barbara	Santa Cruz	Totals
PY 2016-17	104	80	10	29	<b>223</b>
PY 2017-18	95	51	45	39	<b>230</b>
PY 2018-19*	50	26	9	30	<b>115</b>
<b>Total</b>	<b>249</b>	<b>157</b>	<b>64</b>	<b>98</b>	<b>568</b>

Figure 3: Number of formerly incarcerated individuals served by local area annually from July 2016 to date. PY defined as July 1 to June 30. PY 2018-19\* represents first 6 months of PY.

**Information Sharing to evaluate need:**

The LWDBs in the Coastal RPU will continue to participate in Community Corrections Partnership (CCP) meetings at the local level. These meetings provide an important platform for corrections, workforce and community-based organizations to consider and take actions needed to implement more cost effective,

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evidence-based, collaborative community programming that improves ex-offender reintegration back into society as well as improving public safety outcomes. The broad focus on the range of services needed to support reentry of formerly incarcerated individuals differentiates the CCP's role from that of the RPU. While the RPU recognizes the need for and value of holistic wrap-around services for this population, its focus is to act as a conduit of information on employment, workforce, labor market and economic/sector demand throughout the region, and to contribute to job placement services that will provide the target population with family-sustaining, living wages.

During P2E stakeholder meetings, participants expressed strong interest in convening at the regional/sub-regional level to share lessons learned, increase knowledge of what services are available, become familiar with what organizations provide specific services, identify service shortages/gaps, and opportunities for collaboration to better serve the target population. While the existing CCP meetings provide an opportunity for stakeholders and partners to meet, there was agreement that the networking opportunity needed to share information, consider system improvements, identify service gaps and support regional collaboration among partners and providers serving this population is of a different nature. The RPU will work with all stakeholders to create a regular networking opportunity that will facilitate the partner/provider dialogue needed to support collaboration, sharing of lessons learned and best practices, identification of gaps in services and solutions to address gaps identified, identification of new and available funding sources that could be pursued/utilized to sustain and finance the services needed.

In addition, as part of the P2E Memorandum of Understanding, each partner will identify its ability to share data, the nature of the data to be shared, and any criteria that must be met for data sharing to occur.

## Appendix C: Employer Resources and Identification

### **Employer Resources:**

The Coastal Region will utilize existing resources, websites, and fact sheets to inform employers of the programs and benefits associated with hiring formerly incarcerated people. The Coastal Region is in the process of creating a regional website designed to engage employers and partners. The RPU will include a section with resources and information focused on hiring the justice involved population and will educate staff to direct employers to this section of the website. Examples of the resources and websites that will be linked are below:

- AB1008 (Ban the Box): <https://www.dfeh.ca.gov/resources/frequently-asked-questions/criminalhistoryinfoinemploymentfaqs/>
- WOTC Fact Sheet: [https://www.doleta.gov/business/incentives/opptax/docs/WOTC\\_Fact\\_Sheet.pdf](https://www.doleta.gov/business/incentives/opptax/docs/WOTC_Fact_Sheet.pdf)
- New Employment Tax Credit – Quick Facts: [https://www.ftb.ca.gov/online/New\\_Employment\\_Credit\\_Reservation/Quick\\_Facts.shtml](https://www.ftb.ca.gov/online/New_Employment_Credit_Reservation/Quick_Facts.shtml)
- EDD Fidelity Bonding Program: [https://www.edd.ca.gov/pdf\\_pub\\_ctr/de8714ff.pdf](https://www.edd.ca.gov/pdf_pub_ctr/de8714ff.pdf)

As part of the P2E Implementation Grant, the RPU may also develop collateral that describes and markets the range of hiring incentives available to employers for hiring formerly incarcerated individuals. This collateral will be developed in electronic format and made available to all partners to print and use as needed in promoting hiring of the population.

### **Employer Contacts:**

The RPU will work with partners to identify and catalog employers who are willing to employ the formerly incarcerated and other justice involved individuals. More importantly, the RPU will work to develop opportunities that are a good match for the population, make quality referrals, and educate employers about the resources available for working with this population. This will expand the pool of employers which is critical for success.

Employer information and contact attempts should be shared among partners when possible and allowable to increase access to opportunities and also to avoid duplication and frustration on the part of the businesses.

The Local Workforce Boards did not want to share the names of specific employers as a part of a public document, but the following industries have represented opportunity for this population:

Retail  
Food service  
Construction  
Hospitality/tourism  
Automotive – retail, sales, service, parts & mechanics  
Animal Shelters/facilities  
Transportation

Appendix D: Self-Assessment (as of November 16, 2018)

INDICATOR	INITIATIVE	IMPLEMENTATION LEVEL
<b>Demand Driven Skills Attainment Indicators</b>		
Indicator A: Region has a team that jointly convenes industry and is led by Industry Champions	1) SlingShot: Healthcare Sector	Operationalizing/Doing
Indicator B: Region has shared industry sector focus and pools/shares resources to meet demand in the region	1) SlingShot: Community Healthcare Worker and Healthcare Career Awareness Campaign 2) Career Pathways Study in Healthcare (plans to expand to the Hospitality sector) 3) Regional Website	Operationalizing/Doing
Indicator C: Region has a process to communicate industry workforce needs to supply-side partners	1) Career Pathways Study in Healthcare	No progress made at this time
Indicator D: Region has policies supporting equity and strives to improve job quality	1) Economic and Workforce Studies and Career Pathways Study 2) Administrative Efficiencies: Development of Regional Policies	Learning/Experimenting
<b>Upward Mobility and Equity For Individuals with Barriers to Employment Indicators</b>		
Indicator E: Region has shared target populations of emphasis	1) Regional Plan Modification and Prison to Employment initiative	Learning/Experimenting
Indicator F: Region deploys shared/pooled resources to provide services, training, and education to meet target population needs	1) Prison to Employment Initiative	No progress made at this time
Indicator G: Region utilizes shared/common case management and capacity building strategies such as co-enrollment, professional development, to develop shared responsibility for providing services and ensure quality outcomes	1) Regional Training: Dynamic Works (online training for Workforce Development Professional Certification); WIOA Performance Training 2) Business Engagement Roundtable: Professional Development	Learning/Experimenting

Appendix D: Self-Assessment (as of November 16, 2018)

<b>System Alignment Indicators</b>		
Indicator H: Region has shared/pooled administrative systems or processes to achieve administrative efficiencies and program outcomes	1) Administrative Efficiencies; Consultant Pool 2) Formation of 501c3	Learning/Experimenting
Indicator I: Region has created formalized structures for decision-making	1) Regional MOU 2) Formation of 501c3 3) Director's Meetings	Operationalizing/Doing
Indicator J: Region has developed a process for evaluating performance	1) Shared Regional Goals	Learning Experimenting

**Narrative Self-Assessment:**

**Demand Driven Skills Attainment Indicators**

- Indicator A: Region has a team that jointly convenes industry and is led by Industry Champions:**  
 Through the Coastal Region's SlingShot initiative, the RPU regularly convenes members of the healthcare sector including industry champions from the Health Improvement Partnership (HIP) of Santa Cruz County, Community Colleges from across the Region, and Cottage Health Systems. The Region initially contracted with John Melville to convene all relevant employers and partners from across the sector. From those initial meetings, industry champions were identified. Those industry champions have served as advisors and advocates of the SlingShot initiative. They come together on a quarterly basis to review labor market information, provide input on hiring trends/needs, and validate assumptions. Most notably, the group provided extensive input and feedback on the curriculum that was developed for the Community Healthcare Worker Certification. The group is currently discussing the development of apprenticeship programs for Medical Assistants and Certified Nursing Assistants.
- Indicator B: Region has shared industry sector focus and pools/shares resources to meet demand in the region:**  
 The Coastal Region has identified the Healthcare sector as a shared industry sector of focus. The RPU used regional SlingShot funds as well as Regional Plan Implementation Grant funds to identify the needs of the sector and meet the demand in the region. The RPU utilized a data-driven process to identify in-demand occupations and sectors- reviewing labor market information, commissioning economic and workforce studies, and engaging industry. Most notably, the RPU contracted with CAEL to develop a Career Pathways study focused on the healthcare sector. The Region intends to utilize this model for other sectors, such as hospitality, in the future. The RPU has applied regional funds and data to try to meet the need in the following ways: 1) Development of a Community Healthcare Worker Curriculum and Certification; 2) Career Awareness Campaign to educate and encourage young people to pursue careers in the healthcare and fill the growing need within the sector; 3) Development of a regional website which will provide a repository of information and resources for regional employers and partners.

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- Indicator C: Region has a process to communicate industry workforce needs to supply-side partners:  
Although the RPU has not yet taken steps to disseminate information to supply-side partners, the Coastal Region intends to share the results of the Career Pathways in Healthcare study with Case Managers and AJCC Staff. Any data or research that is deemed relevant will be shared with supply side partners to facilitate and improve service delivery.
- Indicator D: Region has policies supporting equity and strives to improve job quality:  
Each Local Board in the Coastal Region has commissioned an economic and workforce study from BW Research to identify growth sectors as well as occupations that provide quality opportunities. Similarly, the Region has contracted with CAEL to understand and implement Career Pathways in the Healthcare Sector.

The RPU is in the process of procuring a consultant to assist with the development of regional policies. A Job Quality Policy will likely be included in that scope of work.

#### Upward Mobility and Equity For Individuals with Barriers to Employment Indicators

- Indicator E: Region has shared target populations of emphasis:  
The Coastal Region has brought together stakeholders from across the four Counties to discuss the needs of the justice involved population. The results of those meetings and conversations have been detailed in the Regional Plan Modification as well as the recently submitted application for the Prison to Employment (P2E) Implementation/Earn and Learn Grants.
- Indicator F: Region deploys shared/pooled resources to provide services, training, and education to meet target population needs:  
If awarded the above-mentioned P2E grants, the Coastal Region will use those funds to provide services and fill gaps in the current service delivery model to better serve the needs of the justice-involved population.
- Indicator G: Region utilizes shared/common case management and capacity building strategies such as co-enrollment, professional development, to develop shared responsibility for providing services and ensure quality outcomes:  
The Coastal Region has successfully deployed regional training dollars to focus on the professional development of workforce staff across the Region. Most notably, the RPU offers Dynamic Works, online training for staff that results in a Workforce Development Professional Certification. The RPU is also utilizing the Business Engagement Roundtable's quarterly meetings to share best practices and assist new business services staff with professional development.

The RPU plans to work with a consultant to develop regional policies that will help streamline service delivery and ensure quality outcomes across the regional programs.



Appendix D: Self-Assessment (as of November 16, 2018)

**System Alignment Indicators**

- Indicator H: Region has shared/pooled administrative systems or processes to achieve administrative efficiencies and program outcomes:  
The Coastal Region is developing a two-part Request for Proposals (RFP). Part 1 will identify a qualified consultant to help the RPU develop regional policies. Part 2 will develop a pool of consultants from which the RPU can select and contract without conducting individual procurements. This will streamline processes and save the Region time and money.  
  
The RPU has also formed a 501c3 that can apply for and accept regional and other grant funds. The 501c3 will streamline fiscal processes and ensure equitable access to resources.
- Indicator I: Region has created formalized structures for decision-making:  
The Directors from the four Workforce Development Boards in the Coastal Region have conference calls two times per month and meet in-person on a quarterly basis. The RPU has an MOU and contract in place that outlines the way resources will be distributed and how the Boards will work together collaboratively. The Local Boards within the Region agreed to common performance goals and have worked together to develop workplans and timelines for all regional initiatives including the Regional Plan Implementation and Prison to Employment grants.
- Indicator J: Region has developed a process for evaluating performance:  
The four Workforce Development Board Directors meet each year to discuss and negotiate the regional performance measures with the State Board. The Coastal Region agreed to adopt common performance goals for this program year.

## Regional Planning Unit MOU for Central Coast RPU P2E

Memorandum of Understanding (MOU) memorializing and defining a Central Coast Regional Planning Unit (RPU) Corrections-Workforce Partnership Agreement to support the Statewide Prison to Employment Initiative (P2Ei) as developed and funded by the California Workforce Development Board (CWDB) and California Department of Corrections and Rehabilitation (CDCR).

Implementation of the P2Ei throughout the Central Coast RPU uses a *Post-Release* program model that provides funding to the members of the RPU in support of planning, and delivery of direct and supportive services to improve labor market outcomes of individuals reentering local communities from local jails and state prisons. Delivery of services to the target population is subject to the availability of funding.

### I. Partners

Partners to this agreement include the following organizations, based on their presence in the RPU and/or Local WDB geographic area(s), and contingent on their ability to join as a signatory to this MOU:

- The Central Coast RPU made up of the Workforce Development Boards of Santa Cruz, Monterey, San Luis Obispo and Santa Barbara Counties, with the County of Monterey acting as fiscal agent
- The California Department of Corrections and Rehabilitation (CDCR) including the Division of Adult Parole Operations and the Division of Rehabilitative Programs
- The California Prison Industry Authority (CalPIA)
- County Sheriff's Departments
- County Probation Departments
- Community Based Organizations providing services to the target population
- Workforce Investment and Opportunity Act (WIOA) Core Program Partners
- Adult Education Block Grant and Community College consortia representatives
- Labor Organizations (Named)
- County Departments of Human/Social Services

We agree that the purpose of this partnership is to reduce recidivism and support the achievement of a (cooperative/shared) strategy and (policy/service/other) objectives as identified in the (Central Coast Regional Plan/Other partner plans/ state workforce plan):

Objectives of this Memorandum of Understanding with the Partners includes:

- Supporting application(s) for a variety of funding sources that will provide the fiscal resources necessary to carry out regional efforts identified in Central Coast Regional Plan/Other Partner Plans/State Workforce Plan, to allow for higher levels of service to the target population, close gaps in the existing service delivery system and/or increase the number of individuals receiving services.

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- Fostering demand-driven skills attainment by aligning program content of Workforce and Education programs to the Region's priority industry sector needs to provide employers and businesses with the skilled workforce needed to support regional economic vitality, a healthy state economy and compete in the global economy.
- Enabling upward mobility for reentry populations returning to and residing in communities within the Central Coast area covered by the RPU. Workforce and education programs need to be accessible for all Californians ensuring that everyone has access to the training needed for development of a marketable set of skills and access to the level of education necessary to ensure economic self-sufficiency and security.
- Aligning, Coordinating, and Integrating Programs and Services to economize limited resources while providing the right services to clients, based on the unique needs of each individual in order to facilitate skill-attainment.

## II. General Principles

The following section articulates the General Principles of the Central Coast Regional Prison to Employment Partnership:

- A. This Memorandum of Understanding is executed between the Counties of Santa Cruz, Monterey, San Luis Obispo and Santa Barbara and Partners as identified in [attached \(signature page/partner MOUs/other?\)](#), and herein after referred to as Partners.
- B. The agreement serves as a general blueprint for the building of local and/or regional partnerships to reduce recidivism and improve the labor market outcomes for formerly incarcerated and other justice-involved individuals.
- C. Partners agree that Central Coast Regional Plan Strategies, in alignment with WIOA State Plan policy strategies will be utilized, as appropriate, to improve labor market outcomes for formerly incarcerated and other justice-involved individuals; [these policy strategies include: \(Retain all that apply\)](#)
  - a. [Sector Strategies](#)
  - b. [Career Pathways](#)
  - c. [Organizing Regionally](#)
  - d. [Implement Locally](#)
  - e. [Earn and Learn](#)
  - f. [Supportive Services](#)
  - g. [Integrated Service Delivery and Braided Resources](#)
  - h. [Building Cross-System Data Capacity](#)
- D. The Partners will implement each of the foregoing WIOA program strategies, as appropriate, through a value-added partnership in which each will contribute to the partnership based on its programmatic expertise and its statutory and operational duties.
- E. Implementation of the strategies and services identified is contingent upon the availability of funding.

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### III. Roles and Responsibilities of P2Ei Partners

The following sections identify the roles and responsibilities of the P2Ei Partners and the Central Coast Regional Strategies relevant to the Corrections-Workforce Partnership and identifies roles and responsibilities for strategy execution.

- A. Partners will collaboratively identify existing relevant training and workforce education programs (that are [eligible for funding provided by the Local Workforce Development Boards](#)) and evaluate their alignment with existing labor market needs in each of the Regional Planning Unit's local areas.
  - i. The RPU will summarize and provide information on the industry sectors and occupations emphasized in the Regional Plan;
  - ii. Corrections Partners will utilize this information to evaluate rehabilitation program design and will, as appropriate, consider how it might change its rehabilitative programs to better align educational and training offerings with labor market trends throughout the region
- B. The Partners recognize that not all Regional Plan strategies are appropriate for all individuals served by Corrections programs and that workforce services and supportive services must be individualized, geared to the needs of the individual to ensure a customer-centered approach to service delivery, and aligned with the employment trends throughout the Region.
- C. The Partners recognize that enrollment of individuals into P2Ei funded programs will take into consideration the ability of each individual to benefit from workforce services with the decision to enroll made jointly by the responsible WDB Case Manager with input from referring agency representative.
- D. The Partners recognize that community based organizations with a history of serving and working with formerly incarcerated and other justice involved individuals contribute a unique and critical role in preparing this population to connect with, enter, participate in, and succeed in workforce development programs and employment by offering comprehensive supportive services, culturally competent healing practices, and other effective approaches that transform lives and ensure basic needs are met
- E. The Partners will communicate both jointly, and individually with their local counterparts ([Local Boards and local and regional Parole Offices, Probation, Community Corrections Partnerships, Others](#)) on the need to collectively implement WIOA program strategies.
  - i. This communication will occur using joint letters, as well as coordinated issuance of direction, policy and process guidance aimed at aligning referral, intake, assessment, case management services and other commonly provided services, in order to maximize program success and to reduce duplication of efforts.
  - ii. It is the responsibility of the Partners to work together to provide both technical assistance and consistent messaging to local and regional programs on the implementation of this partnership agreement at the local and/or regional level
- F. The nature of regional and local partnerships, partner responsibilities, and the specific way partners will braid resources and coordinate service delivery to implement the WIOA program strategies, will vary according to the details included in ([customized/individualized MOUs negotiated with Local Boards, Regional Planning Units, parole offices, reentry programs, community- based organizations, and other stakeholders](#))

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- G. Partners will endeavor to leverage existing funds and resources and acknowledge that the ability to build concrete partnerships on the ground is contingent on the availability of resources necessary to staff and fund the partnerships and services needed by the target population
- H. Partners agree to work together to secure adequate resourcing for the implementation of this partnership agreement and to plan for sustainable program operation
- I. The RPU will support the Partners with guidance that identifies, and alternatively, requires, recommends, or encourages the adoption of best practices and model partnerships for serving formerly incarcerated and other justice involved individuals at the local and regional level to facilitate the implementation of Regional Plan strategies
- J. Partners agree that a Memorandum of Understanding (MOU) will be developed between (each Local Board and/or RPU, Local Probation Offices, and Local & Regional Parole offices) concerning the operation of the One-Stop delivery system and how services will be provided to formerly incarcerated and other justice involved individuals.
- K. Partners agree that the points of entry into the P2Ei funded services will be through referrals to local WDB identified representatives from the following:
  - i. Parole
  - ii. Probation
  - iii. PRCS (spell out)
  - iv. Sheriff's Office
  - v. Other Government Agencies as identified within this or local MOUs
  - vi. Identified CBO/FBO's
- L. Local MOUs will specify services to be provided, funding for those services and the policy mechanisms to integrate probation, parole and workforce services in each Local Area and RPU
- M. At a minimum these MOUs shall specify the methods of referral between Local Boards, Probation, Parole Offices, Sheriff's Department, reentry service providers, including local community-based organizations, and One-Stop partners and operators
  - i. The primary focus of these agreements shall be the coordinated delivery of services between local and/or regional partners and Comprehensive One-Stops in the Local Workforce Areas
    - a) Though satellite One Stops may be utilized as an appropriate service delivery vehicle if agreed to by Local and/or Regional partners; Initial efforts to build such partnerships only be undertaken if an identified source of sustainable funding is identified, and where need is likely greatest, taking into consideration the volume of probation/ parolee releases, the density of the formerly incarcerated in local and regional areas, the regional unemployment rate, and the regional recidivism rate, and other factors as may be deemed critical.
- N. Partners agree to work collaboratively to identify and provide support, technical assistance and professional development to the network of service providers and staff providing services to this target population. This may be done through staff who are subject matter experts or through other expert resources as identified by each organization
- O. Partners will work together to establish a common/shared definition of the target population and representative data sets to aid in the identification of methods to share data, evaluate and assess effectiveness of all programs pre- and post-release.

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- P. Prerelease, Corrections Partners will work to provide offenders with education (including remedial education) and/or workforce training and certification that provides individuals with a marketable set of skills.
- Q. At referral, Corrections Partners will provide Local Boards and CBOs information on the educational and training background of individuals being served so that local program and CBO staff can utilize this information for job placement efforts and any efforts to build on the education and training that individuals received pre-release.
- R. Partners will collaborate to develop a common Intake and Individual Release of Information process to support the communication of information on common clients as mutually agreed, including, but not limited to:
  - i. Personal & Contact Information
  - ii. Assessment Information
  - iii. Relevant Legal Responsibilities
  - iv. Services provided/planned
- S. Partners will utilize a shared Case Management model and will collaborate to document, collect, report and enter data information related to planned services and the outcomes of services provided to enrolled individuals into CalJOBS as required in State Guidance issued for P2Ei.
- T. Partners acknowledge that due to limited resources the P2Ei program is only enrolling individuals who are best able to benefit from workforce services. The decision to enroll will be made jointly by the Workforce Services Case Manager with input from referring agency representatives.
- U. Partners will collaborate to develop a database of employers that hire ex-offenders with the goal of providing this information to partners engaged in placing the target population.
- V. Partners will work together to develop a database (resource guide), organized by the RPU, with information about CBOs that provide services to the formerly incarcerated and/or other justice involved individuals throughout the RPU.
- W. Partners will work jointly to ensure that reentry services and workforce services are integrated in all local areas as defined by the RPU.

## V. Data Sharing

Central to the collaborative efforts undertaken to better serve the reentry population is data sharing. Data sharing is key to increasing the ability of the partners to this MOU to analyze service impacts on members of the target population, and report to funding agencies the results of interventions administered. As partners to this agreement, we understand that data sharing is a critical practice in the effort to reduce duplication of efforts, encouraging collaboration and improving systemic approaches to analysis of the needs of the population served as well as report on the success of programmatic interventions used. Data sharing also encourages transparency and accountability between partners and to funders and service providers. We acknowledge that the ability of each partner to share data varies. At a minimum, it is expected that partners under this agreement will share data related to the numbers and demographics of the target population. Data sharing is a bi-directional effort.

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For services for this population to be effectively planned and delivered Corrections Partners must share information such as, but not limited to:

- # of individuals on Parole by local area
  - Total population
  - # released monthly
- # of Individuals on Probation by local area
  - Total population
  - # released monthly
- # of Justice Involved Juveniles (18+) by local area
  - Total population
  - # released monthly
- Recidivism Rate (%) by local area
- Relevant Demographic Information (Age, Race, Gender, etc.)
- Other data as may be identified and required by the California Workforce Development Board (CWDB)

To demonstrate effectiveness of services delivered and the level of service being delivered in the RPU, service providers must share information such as, but not limited to:

- # Served by funding category (P2Ei, WIOA, etc.)
- # Receiving supportive services
- # Receiving training services
- # Receiving subsidized employment services
- # Placed in unsubsidized employment
- Other data as may be identified by the CWDB

As a partner to this agreement the partners listed below will participate in data sharing as indicated:

Partner Name	Data Sharing Status	Conditions Defining Data Sharing Status
<i>Name</i>	<i>Identify Appropriate Status:</i>  <i>e.g.:</i>  <i>-Agree to fully share data on common clients with appropriate releases executed</i>  <i>-Agree to share high-level data regarding numbers and</i>	<i>Describe any conditions connected to data sharing status, or conditions/agreements that may change data sharing status</i>

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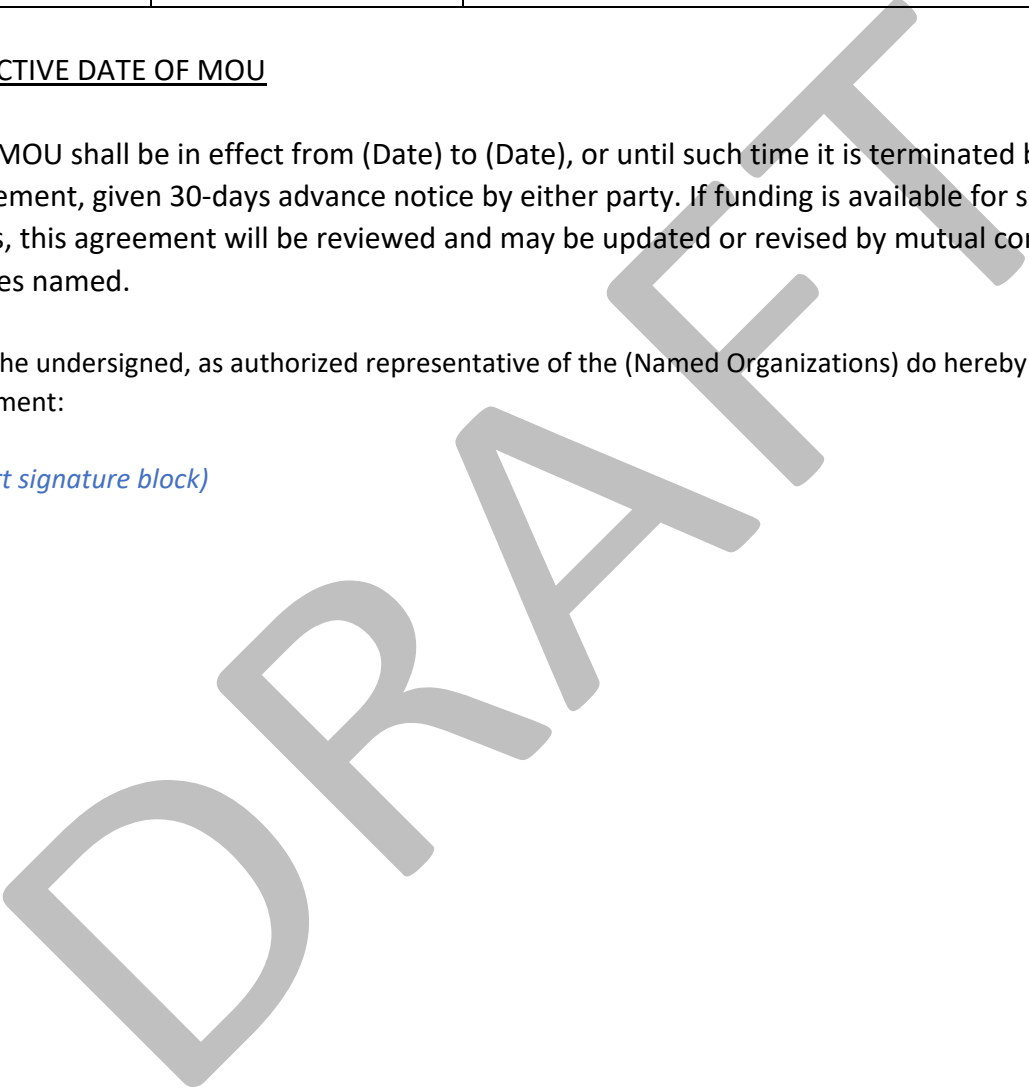
	<i>demographics of target population as specified -Unable to share data currently</i>	

EFFECTIVE DATE OF MOU

This MOU shall be in effect from (Date) to (Date), or until such time it is terminated by mutual agreement, given 30-days advance notice by either party. If funding is available for subsequent years, this agreement will be reviewed and may be updated or revised by mutual consent of the parties named.

WE, the undersigned, as authorized representative of the (Named Organizations) do hereby approve this document:

*(Insert signature block)*





Appendix E: Public Comment

If applicable include public comment that is in disagreement with the plan modification