



# Workforce Connections & Workforce Development

CJPA  
November 2022



# WORKSHOP OBJECTIVES

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- Provide an overview of Workforce Development Resources and initiatives that may be accessible to and connected to the jails
- Share best practices and case studies from the field
- Identify ways to increase work-based learning and workforce connections in YOUR jail-community
- Begin to identify YOUR next steps





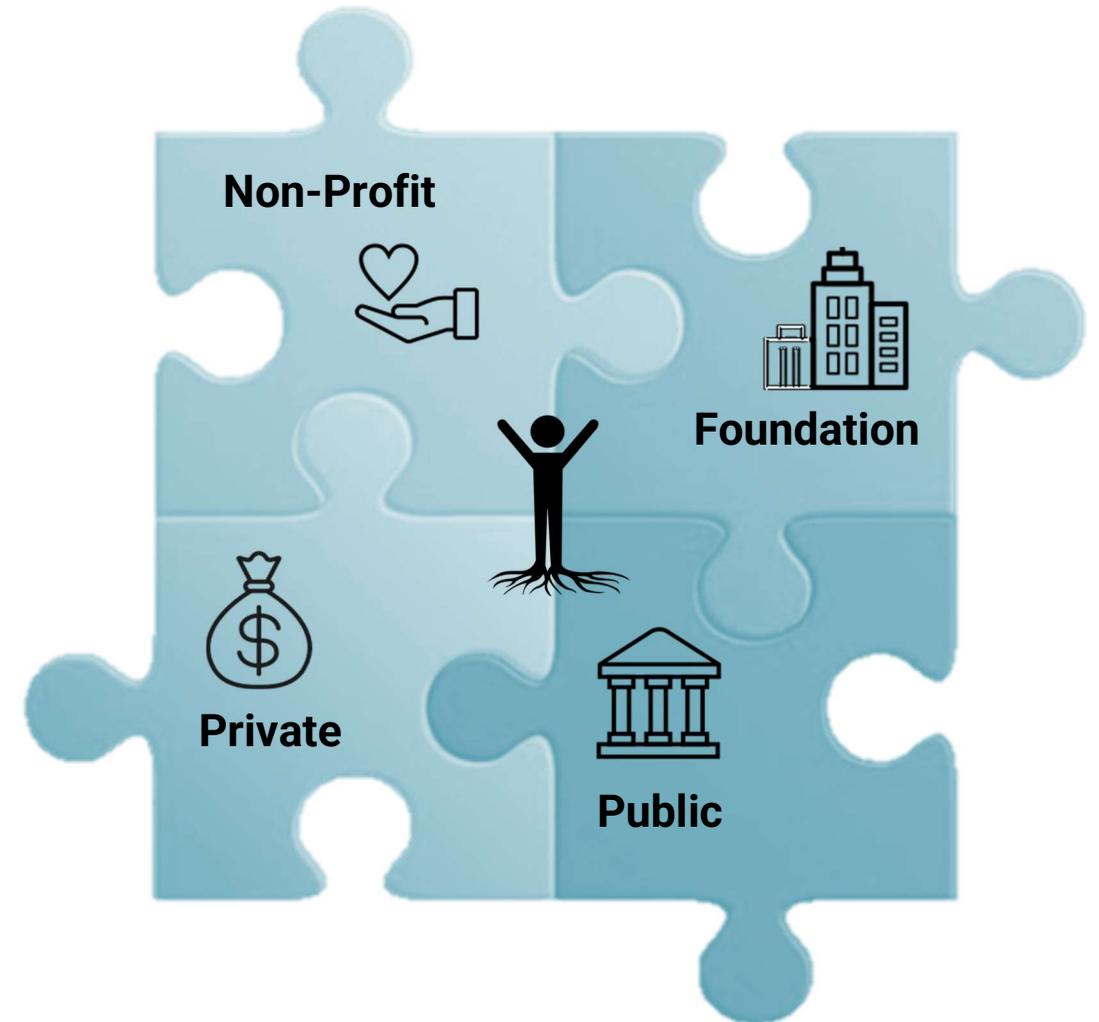
Raise your hand if...



# About Cause IMPACTS



**Cause IMPACTS is a social impact strategy consulting firm** that helps you clarify, create, measure, and amplify the impact you're making by using robust policy research, community engagement, program design, partnership development, and program evaluation.



# About Cause IMPACTS



# Workforce Development 101



# HISTORY OF THE WORKFORCE DEV. SYSTEM

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## California's Workforce Development System

- Statewide workforce development system comprised of 49 Local Workforce Development Areas (Local Area), each with its own business-led Local Workforce Development Board (Local Board).
- AJCCs are the hub of the statewide service delivery
- **Workforce system historically not connected to inmate programming and/or custodial services in CA**

**\*Many other entities are participating in workforce connections**



# RELEVANT WORKFORCE FUNDING

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- Prison 2 Employment (P2E) through the CWDB
- High Road Training Fund ( Governor Newsom expanded in May 2022)
  - High Road Training Program (H RTP) ( Workforce +JFF) well-paying careers in climate, public health, and jobs of the future, particularly in disadvantaged comms.
  - High Road Construction Careers (HRCC) (Broadband connectivity, green jobs, etc)
- American Recovery Plan (ARPA) dollars
- Community College Expansion programs
- Pell Grants for Education- beginning in 2023 as part of the [FAFSA](#) Simplification Act, incarcerated students will once again be eligible for Pell funding, under certain requirements.



# CASE STUDY



**WORKFORCE  
DEVELOPMENT  
BOARD** of *Ventura  
County*



**PRISON 2 EMPLOYMENT**  
KEY LEARNINGS FROM 2019-2022

# PRISON TO EMPLOYMENT (P2E) OVERVIEW



## Goal of P2E Funding:

“Strengthen systems collaboration between state workforce and corrections systems in order to improve the process by which formerly incarcerated and justice-involved individuals reenter their home communities and achieve gainful employment.”

## P2E seeks to:

- ✓ Increase collaboration (and align systems)
- ✓ Support, expand, and elevate existing best practices
- ✓ Employ justice-involved individuals
- ✓ Innovate
- ✓ Create system change

# P2E 2.0 FUNDING



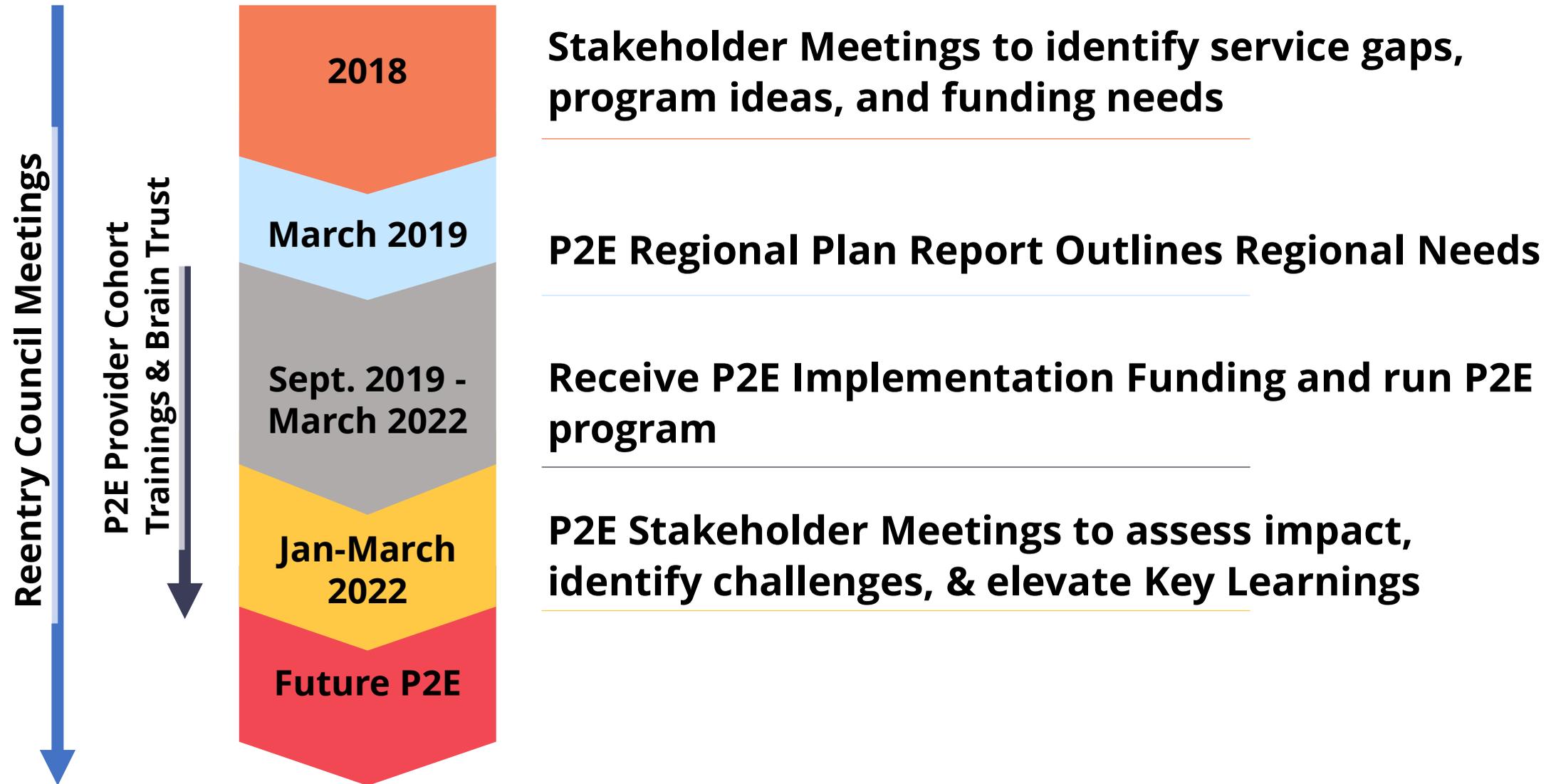
## **P2E 2.0 grants are to be awarded for the following purposes:**

- Create regional partnerships and regional plans to provide and coordinate the necessary workforce, education, and related services that justice-involved individuals need to secure and retain employment and reduce recidivism
- The implementation of the regional plans, including the provision of workforce, education, and related services and supportive services outlined in regional plans.
- The provision of earn-and-learn opportunities for formerly incarcerated and other justice-involved individuals participating in the program.

## **Mandated P2E partners:**

- Workforce Board
- California Department of Corrections and Rehabilitation (CDCR)
- Ventura County Probation Agency
- Labor Organizations
- Community Based Organizations
- Employers
- Other State and local Agencies

# P2E PLANNING PROCESS



# YOUTH DEMOGRAPHICS

**549** Justice-involved youth in diversion, on probation, and in facilities in Ventura County

**>80%** of all justice involved youth in Ventura County are Hispanic/LatinX



**54%** of detained & incarcerated youth are TAY.



# ADULT DEMOGRAPHICS

## Number on Adults on Parole

 **765** 58 = Female  
707 = Male  
Adults on Parole and Under  
State Supervision

 **82**  
# to be Released from  
State Prison in 2022 to  
Ventura County\*\*

 **118**  
# in Diversion by CDCR

\*\* unable to filter all Ventura County Inmates that are currently incarcerated in the Prisons.

Supervision Type	Total	Gender		Race				
		F	M	Hispanic/ Latinx	Black	Asian/ API	White	Other/ Unknown
PRCS	566	40	526	362	26	10	151	17
MS	452	83	369	261	24	11	126	30
Formal	3,954	730	3,224	2,384	182	50	1,156	182
MHPD	61	19	42	19	4	1	30	7
Pretrial	160	48	112	81	7	3	63	6
<b>Total on Formal Pro- bation</b>	<b>5,193</b>	920	4,273	3,107	243	75	1,526	235
<b>% of Total</b>		19%	82%	60%	5%	1%	29%	5%

(Data Snapshot February 17, 2022)

# VACE (Ventura Adult & Cont. Ed)



## About VACE (Ventura Adult & Continuing Education)

**VACE** is a nationally recognized Adult School with dual accreditation (WASC and COE)

**They Offer:** High School Diploma, HISET completion for High School, ESL, Citizenship, Adult Literacy, ABE, WDA, Community Enrichment, 21 CTE certification programs, and Title IV Financial Aid

## Services provided to the Justice-Involved

- **Holistic Case Management** – 24/7 Case Manager Access and employer support
- **P2E Curriculum** – *“Seeking Employment”* and *“Managing My Life”* modules of the *Courage to Change* series
- Resume Writing, Job Readiness, Customized Training, Job Search and Placement Limited Support Services, Coaching and Mentoring
- **Career Closet**

# VACE (Ventura Adult & Cont. Ed)



## What VACE set out to do?

- Expand existing food handler credential program model in Todd Road Jail
- Serve 25 incarcerated participants with re-entry and job search services
- Provide work readiness preparation and education pre and post release
- Offer mentorship & case management pre and post release
- Assist with job search and placement
- Coach and mentor in those first critical days of employment
- Provide assistance locating and navigating support services
- Inform employers, through outreach, of the benefits when hiring the justice involved
- Deliver services of a dedicated Case Manager

# VACE (Ventura Adult & Cont. Ed)



## Challenges hit?

- Jail shut down to outside providers due to COVID19 effectively cutting off our supply of participants and the direct continuum to the community we were contracted to serve
- Collecting necessary paperwork to support eligibility status
- Establishing repor with clients during the COVID19 shutdown
- Data collection/questions create barriers to establishing trust
- No formalized Case Management protocol/strategy

## How VACE addressed COVID-19 Challenges

- Reached out to Sober living homes to find potential participants
- Personally contacted Parole and Probation to find potential participants
- Deployed ZOOM as primary meeting tool
- Provided loaner laptops on an as needed basis
- Extended staff availability through dedicated contact information 24/7 access

# VACE (Ventura Adult & Cont. Ed)



## Key Learnings

- Need tech solutions for the jails quicker
- Want to connect people direct from Jail to Community program
- Community relationships with Parole, Probation, Transitional Living Services and Employers are key to supporting the formerly justice involved
- Customization of service delivery by participant
- Need case management planning on the inside

# Chris Diaz

- VACE Culinary Graduate – Todd Road Jail, Ventura County
- AHLEI Guest Service Gold Certification – VACE, February 2021
- L'Escoffier Chef D'Cuisine – in progress
- Worked w/ World Central Kitchen (WCK) feeding COVID19 first responders
- Promoted to Sous Chef at "Model Citizen" in Ventura CA



***“6 months ago I never would've believed that one day I would be serving my community.”***

# KEY LEARNINGS



**Providing participants with immediate employment supported completion and retention.** Goodwill's Second Chance Program plus P2E was successful because participants received immediate, paid work experience for 60 days and then moved into a P2E position.



**Providing P2E services in partnership with programs that provide wrap around supports such as housing and substance abuse treatment was successful.**



**Using Zoom and other online meeting platforms and apps to support client communication and case management can increase access to clients and eventual success.** (How can we prepare inmates for this technology?)



**Getting a car or a bike for transportation is a huge milestone.**



**Need robust case management process that builds trust with clients, allows more individualization, and increases connection of service providers, jail, etc.**

# IMPACT OF COVID-19 ON PROGRAMMING

## Challenges Created by COVID-19:

**Automation is** accelerating in the wake of the COVID-19 pandemic and workers of color are at significantly greater risk of losing their jobs to automation than white workers.

**The pandemic forced service providers to rethink entire programs that were provided in person pre-pandemic.**

**Todd Road Jail closed and stopped admitting service providers and visitors due to the pandemic.** This drastically impacted the initial P2E plan to provide services in the jail that transitioned to the community.

## Opportunities Presented:

**Zoom provided a phenomenal tool to connect** with clients quickly without asking them to drive or take a bus.

**More collaboration with sober living homes.** Some case managers enrolled multiple participants from a home and provided cohort-style sessions on Zoom

**Opportunity to use the current lack of workers due to “the great resignation” to increase employment of justice-involved individuals.**

# RECOMMENDATIONS FOR FUTURE



- Identify funding to staff the **Ventura County Reentry Council** to formalize regional collaboration, incubate innovation, and continue planning and reflection.
- **Hire justice-involved individuals as case managers and client service ambassadors.**
- **Provide returning inmates with needed reentry documents and enroll them in services they qualify for prior to release.**
- **Flag all inmates being released from Jails to receive direct services and follow up from some organization** to help them prepare for release and receive services immediately upon release.

# RECOMMENDATIONS FOR FUTURE



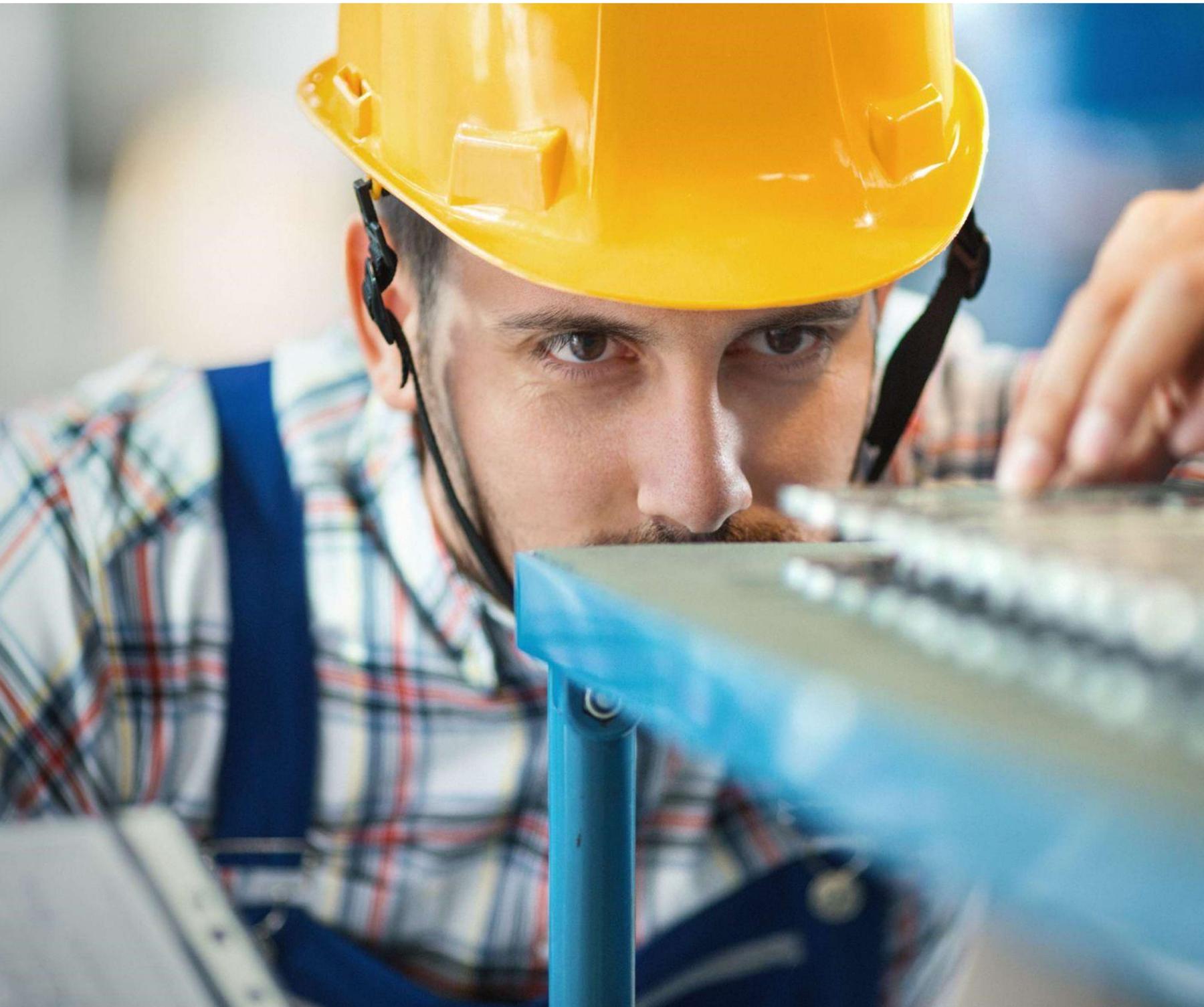
- **Develop a *Ventura County Comprehensive Guide to Reentry* that consolidates resources in one place.** Include tools and training for service providers and simple guides for clients.
- **Develop collaborative professional development for Ventura County case managers to attain economies of scale and share best practices and resources developed.**
- **Continue Collaboration across the County** (get involved in County's Community Corrections Partnership, maintain and identify funding to staff the Ventura County Reentry Council to formalize regional collaboration, incubate innovation, and continue planning and reflection.
- **Partner with transitional living and sober living homes to provide cohort programming.**

# RECOMMENDATIONS FOR FUTURE

- **Develop a jointly funded position to develop and implement a *Regional Employer Outreach and Engagement Initiative* to expand the list of employers willing to hire those who are justice-involved.**
- **Develop a working group of providers to pool their resources and develop digital skills and technology training for clients to provide them with the knowledge base they need to participate in digital services.**
- **Develop a list of relevant justice-involved friendly certificate and credential programs including complete lists of requirements for each.** Potentially expand the existing ETPL list to include training providers that have relevant offerings.
- **Formalize reentry collaboration across the County** by creating a coalition of high-level cross-sector decision-makers who commit to developing strong institution-level service connections.

QUESTIONS?





**CHALLENGES**  
incorporating  
workforce  
development  
into jail  
programs and  
services



# What goes wrong historically in your workforce connections and efforts?

# CHALLENGES With Direct Employment & Earn & Learn

- **There is a lack of existing relevant certificate and credential programs offerings from which justice-involved individuals can actually benefit.** Many certificate programs have restrictive eligibility requirements, are impacted, and/or are not accessible to participants.
- **Limited first opportunity employers and those willing to hire justice-involved.**
- **No centralized database of potential employers who are willing to employ those with records.**
- **In-facility Fire Walls**
- **The \$3,000-\$10,000 on the job training incentive is not sufficient to sway employers to complete the cumbersome paperwork and reporting and/or to take a chance on justice-involved individuals.**

## CHALLENGES COLLABORATING

- **No mandate to develop strong provider and government agency networks to serve the justice-involved population.** Many individuals are passionate about improving the system and build their own networks; however, those networks are usually not institutionalized.
- **Limited knowledge about existing programs by service providers, officers, 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.
- **Referrals and services are provided to clients based on silos and segmented grant funding which usually does not capture all of those in need.**
- **There is no universal referral that is short and easy to use.**
- **There are limited to no feedback loops between organizations and agencies that refer clients to one another.**

## CHALLENGES Collecting, Sharing, & Using Data

- Inaccurate and incomplete data collection and tracking reduced Regions' abilities to evaluate and improve services.
- Success metrics that are tied to job placement and training completion may incompletely capture the success made by justice-involved clients.
- Lack of release-date data-sharing between jails and providers

# CHALLENGES Providing Supportive Services

- **No continuum of care** for services when transitioning from jail to community
- **Overly prescriptive service timeframes** may cut off services for some inmates
- **Staff and Case managers receive inadequate training** in how to work with justice-involved individuals
- **There is no central place to capture best practices and resources.**
- Service providers have a **slow response time to referrals.**
- **Insufficient residential drug treatment and detox facilities** to support the demand. Many in custody need medically assisted treatment (MAT) to address their addictions and establish new habits.
- **Dearth in affordable housing and transitional living housing**



**HOW TO  
incorporate  
workforce  
development  
into jail  
programs and  
services**

# WAYS TO INCORPORATE WORKFORCE INTO JAIL PROGRAMS & SERVICES

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- **Develop a credential** – e.g.: food handler certificate, grounds crew (Todd Road Jail)
- **Partner with an education institution-** provide a class in the jail (San Quintin, ASU, VACE)
- Bring an outside partner in to prepare inmates for the outside (AJCC)
- **Incorporate workforce planning** and pre-set connections into MDT release planning
- **Develop Employer Partnerships** (Goodwill)

# BEST PRACTICES IN JAIL-BASED WORKFORCE DEVELOPMENT

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- **Bridge the different organizational cultures of workforce development and correctional systems**
  - Provide trainings to acclimate workforce staff into jail culture & norms
  - If possible, partner with orgs. That already know how to work with justice involved individuals
- **Co-location of workforce staff at the jail**
- **Ensure Inmate interest**
- **Ensure jobs exist on the outside**
- **Develop an AJCC in jail (Motherlode)**
- **Use CalJOBS in jail and pre-enroll returnees**

## Isidore Recycling

*Comprehensive electronics recycling*

- Staff trained in trauma informed care with a history of working with justice-involved
- Flexible schedules
- Built in career training and pathway to increased earning

## Major Manufacturer

- Staff were not bought into hiring and training justice-involved individuals
- Rigid schedules
- Entry level jobs

# BEST PRACTICES IN TRANSITIONAL WORKFORCE PROGRAMMING

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- **Align service providers on the inside and outside**
- **Convene-** develop a set entity that convenes collaborative regional meetings
- **Develop connections between Probation Officers and Supportive Services providers**
- **Use the On the Job training funding and process**

# Creating YOUR Workforce Connections



# STEPS TO CREATE YOUR PLAN

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1. Asset map the resources and organizations in your community
2. Identify inmate needs and interests
3. Identify regional jobs with upward mobility
4. Employer Engagement
5. Identify opportunities and evaluate potential impact
6. Pick something to pilot
7. Gather your team-Identify the RIGHT partners
8. Identify Funding
9. Scale and Evaluate success

# Asset map the resources and organizations in your community

- **Identify existing programs in and connected to the jail** (maybe include past programs)
- **Identify collaboratives and existing meetings** (e.g.: reentry councils, community corrections partnerships)
- **Identify organizations in the community that serve the justice involved population**
  - Workforce Development Board, Probation and Parole, Faith-based organizations, Sober-living houses, Day Reporting Centers
- **Talk to humans** – meet with people in order to:
  - Identify existing workforce programs for justice-involved
  - Identify needs of existing service providers
  - Identify who already has funding to serve justice involved individuals
  - Identify programs and people with aligned interests/symbiotic relationships

# CASE STUDY-Anti-Recidivism Coalition

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- ARC worked with the LA/OC Building Trades to train and place formerly incarcerated individuals into trade union careers.
- MC3 program
- ARCs Second Chances Apprenticeship readiness program
- Wrap-Around Supports
- Partnerships with local Jails
- [Workforce & Education – Anti Recidivism Coalition](#)

# Identify Inmate Needs and Interests

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- Focus groups
- Survey
- Add questions to intake and exit documents
- Include inmates in the planning as an Inmate Advisory Council

# Employer Outreach and Engagement

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- **Gather Labor Market to understand:**
  - In which industries and jobs there is regional demand
  - What jobs have upward mobility and career pathways
  - Which industries and jobs are willing to hire individuals with a record
    - **Some entities that do “LMI” research include:**
      - Regional COE (Center of Excellence) at the Community College level
      - Workforce Board
      - Economic Development Entity
      - Economic Development Department (EDD)
- **Identify what “carrots” you have. (Staffing, funding, programs, partnerships...)**
- **Reach out to local and regional employers**

*If you do not have employer partners is it worth having/doing a program?*

# Identify Opportunities and Gather Partners

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- Identify opportunities and evaluate potential impact
- Gather your team-Identify the RIGHT partners
- Pick something – Fail fast- Pilot the idea/Test the theory
- Scale and Evaluate success

# FUNDING MECHANISMS-HOW TO PAY FOR THIS?

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- **DON'T- Have others who have funding come to YOU!** you have what others need- people who need/want their services and meet their eligibility requirements. (you literally have a captive audience)
- **Other funding opportunities (once out):**
  - OJT- On the Job Training
  - Workforce
- **Work with Community Colleges and Adult Schools**
- **Grants** (e.g.: LEAP, DOL Pathway Home, P2E, 2<sup>nd</sup> Chance, etc.)
- **Government Funding-** What can be braided?
  - CalPIA- CA Prison Industrial Authority
  - CA Department of Rehabilitation (CADOR)
  - CA Career and technical Education (CTE)

**BOND!**



# BONDING = EMPLOYER INCENTIVES+INSURANCE

Policy	Description	Employer Benefits
<b>Federal WOTC</b>	Federal tax credit available to employers for hiring ex-offenders	Max 40% 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% tax credit on qualified first year wages. For the employee that is retained at least 120 hours but less than 400 hours, a 25% credit is available on qualified first year wages.
<b>CA New Employment Tax Credit</b>	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.
<b>EDD Fidelity Bonding Program</b>	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.



# DEBRIEF

1. Aha moments?
2. What do you still want to know?
3. What is one thing that you hope to take from this training and implement?



**CLARIFY**

**CREATE**

**MEASURE**

**AMPLIFY**

**THANK  
YOU!**



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**How to**