

# **Los Angeles Basin Regional Planning Unit Regional Workforce Development Plan Modification Draft Narrative**

## **Background**

In 2017, the California Workforce Development Board (State Board) approved the Local and Regional Workforce Development Plans, 2017 – 2021, of the Los Angeles Basin Regional Planning Unit (LA Basin RPU). As one of fourteen RPUs in the state, the LA Basin RPU is comprised of seven local Workforce Development Boards (Local Boards or WDBs) serving 88 cities in the LA Basin including the City of Los Angeles WDB, Foothill WDB, Pacific Gateway WDB, South Bay Workforce Investment Board, Southeast Los Angeles County WDB (SELACO), Verdugo WDB, and the County of Los Angeles WDB. The LA Basin Regional Plan is built upon four strategic goals to ensure the regional workforce system: 1) is demand-driven, reflecting the needs of priority sectors; 2) is inclusive and accessible, enabling all individuals to train for and obtain a quality job; 3) seeks alignment across disciplines, including workforce services, education and economic development; and 4) uses regional sector pathway strategies to build a skilled and competitive workforce.

Under the federal Workforce Innovation and Opportunity Act (WIOA), which governs the statewide workforce system, a biennial update of regional and local plans is required to ensure plans remain current and account for “changes in labor market and economic conditions or in other factors affecting the implementation of local and regional plans.” Pursuant to this requirement, changes were made to the State Plan which required modification to local and regional plans to keep consistent with the policy direction of the State Plan. The specific requirements for regional plan modifications are to:

- Align, coordinate, and integrate reentry and workforce services to the formerly incarcerated and other justice-involved individuals;
- Detail compliance with State Plan guidance and state law relating to Multi-Craft Core Curriculum (MC3) pre-apprenticeship partnerships;
- Conduct a regional self-assessment using Indicators of Regional Coordination and Alignment to determine regional implementation progress in achieving the objectives of the State Plan; and

A dynamic and inclusive community engagement process was conducted to ensure meaningful stakeholder, community, and service population participation and to ensure the interests of client populations were placed at the center of discussions to modify the regional plan. Planning activities were organized within the seven Local Board areas and the eight economic regions of the county. A schedule of community engagement meetings/listening sessions was noticed to the State Board and broadly published on the websites, social media and bulletin boards of the seven Local Boards and their America’s Job Centers of California (AJCCs) and community partners. More than 300 stakeholders from corrections, education, community, labor and industry participated in sixteen regional reentry and self-assessment planning forums; five partnership planning meetings and a focus group of justice-involved individuals; and sixteen reentry workgroup planning meetings. The responses, insights and recommendations of these stakeholders helped to inform and shape the development of the Regional Plan Modification. A more detailed description of the manner in which stakeholder involvement and community outreach requirements were met is detailed in Attachment B.

I. **Align, coordinate and integrate reentry and workforce services to formerly incarcerated and justice involved individuals**

A. **Services – Who, What, When, and How of Regional Alignment**

**LA County is California’s most populous county, and historically, the top feeder into the state’s prison system.** The shift in management, under AB 109 Realignment, of non-violent, lower-level offenders from the California Department of Corrections and Rehabilitation (CDCR) state prison system to county jail, parole and probation systems – has had major impacts on the criminal justice landscape in Los Angeles County (LA County). The following summarizes the impact of Realignment – a more detailed description is provided in Attachment A:

- **State Prison Releases:** CDCR reports 32,127 state prisoners released to supervision in LA County in a three-year period, 2015 to 2017; averaging 10,000 new releases annually with a 3-year recidivism rate of 46.1%; more than a third of released prisoners received in-custody mental health/substance use disorder treatment and will require ongoing treatment services in post-release; unemployment among reentry populations is estimated at more than 27% (Prison Policy Institute’s “Out of Prison & Out of Work”2018);
- **LA County Sheriffs and Probation:** LA County Sheriff’s Dept. (LASD) experienced a 25% increase in jail population currently averaging more than 16,000 inmates annually at 8 jail facilities; LA County Probation supervises an average of 60,000 non-AB 109 probationers annually at 19 LA area offices; averaging 27.6 months of supervision; and
- **Cost of Living:** With a diverse population of more than 10 million people, LA County’s cost of living<sup>1</sup> is 43% higher than the national average; MIT living wage calculator indicates an hourly wage of \$30.72 or \$63,897 annually is needed for a family size of 4, with median earnings in the county well below at \$48,682; more than 50,000 people are homeless due to affordable housing shortages; median home prices are near \$600,000, 157% above the national average; and average monthly rent for a one-bedroom apartment is above \$2,200.

To improve labor market outcomes of formerly incarcerated and justice-involved individuals (reentry individuals) and reduce recidivism, the LA Basin RPU will work in coordination with stakeholders across the region to:

- Increase the capacity of workforce and community partners to serve reentry individuals through seamless, integrated service delivery, leveraged public-private resources and evidence-based practices;
- Achieve regional alignment of the corrections and workforce systems to support data-driven decision-making and a “warm hand-off” from corrections to community; and
- Implement demand-driven education, training and employment programming leading to living-wage, career pathway employment.

Existing and Perspective Stakeholder Partnership and Opportunities to Collaborate with Parole and Probation: In alignment with the county’s Community Corrections AB109/111 Implementation Plan, significant reentry stakeholder partnerships were initiated with Parole, LA Probation, LA Sheriffs, community-based organizations (CBOs) and workforce agencies since 2011 Realignment. The LA Basin RPU will build upon

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<sup>1</sup> PayScale; <https://www.payscale.com/cost-of-living-calculator/California-Los-Angeles>

existing successful partnerships and develop new opportunities to leverage private and public reentry assets with the following partners. The LA County Board of Supervisors **Office of Diversion and Reentry (ODR)** is operated by the Department of Mental Health (DMH) in partnership with county social service and workforce agencies, CBOs and LA Probation to develop and implement diversion and reentry support services, particular for individuals with mental and/or substance use disorders. The **LA City Mayor's Office of Reentry (City OR)** works in partnership with LA Probation, AJCCs, CBOs and public and private businesses to operate New Roads to Second Chances, a transitional jobs program with the California Department of Transportation (Caltrans), Project Impact offering counseling and legal support, and the Blue-Ribbon Commission on Employment Equity, a public-private partnership to increase employment opportunities for reentry individuals. The **Los Angeles Regional Reentry Partnership (LARRP)** and the **Community Action Partners (C.A.P.) Alliance** function as conveners, organizers and advocates to shape policy and support capacity building for more than 400 CBO reentry providers. The **Electronic Referral System** partnership with Parole, CalJOBS and AJCCs pilots a client referral and data tracking system for parolees. Additionally, numerous partnerships with corrections agencies have been initiated by Local Boards, AJCCs and community agencies throughout the region.

Strategies to Serve Reentry Individuals Facing Major Labor Market Challenges: The lack of identification/right to work documents, soft skills and limited or no work experience were chief among the labor market challenges identified by stakeholders and reentry individuals, one of whom commented that “it took five months to get a CA identification and social security card after release from prison.” Stakeholder workgroups determined Transitional Subsidized Employment (TSE), which provides supervised, paid work experience followed by entrance in employment, was the most effective strategy in improving work-readiness and, according to recent national evaluations<sup>2</sup>, is also “effective at decreasing recidivism among ex-offenders.” TSE will be accessed at 14 AJCC Reentry Hubs in the seven WDB areas, modeled after successful local programming such as LA: Rise, a public/private partnership serving youth and adult offenders and offering work experience at social enterprises leading to training and/or employment; Center for Employment Opportunities, a non-profit employment and training service operating transitional work crews in indoor/outdoor maintenance leading to paid employment, and the South Bay Workforce Investment Board's regional partnership with the Department of Public Social Services offering transitional work experience leading to OJT, apprenticeship and employment for CalWORKs participants. These earn and learn models are implemented through a network of AJCCs and transition to employment in public and private sectors. Soft-skills training and assessments to determine supportive services needs are offered in advance of TSE work experience. Reentry Teams formed of AJCC and CBO case management staff will be co-located at each AJCC Reentry Hub and, guided by an Individual Employment Plan (IEP), will provide supportive services, job coaching and peer mentoring to support employment placement, retention and career advancement.

Potential Barriers to Successful Participation and Completion: Mental health and substance use disorders were identified by reentry providers as primary barriers impacting successful participation and completion rates followed by low self-esteem, feelings of stigmatization, criminogenic thinking and behaviors, and fear of failure and re-arrest as secondary attitudinal barriers which, according to Psychology Today<sup>3</sup>, “affect decisions, actions and outcomes.” CDCR reports at least one-third of adult offenders receiving in-custody services related to a mental health designation will require post-release mental health services. Qualified CBO providers will be contracted through County Mental Health's Office of Diversion and Reentry (ODR) to

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<sup>2</sup> MDRC, [www.mdrc.org/publication/subsidized-employment-strategy-bad-economic-times-and-hard-employ](http://www.mdrc.org/publication/subsidized-employment-strategy-bad-economic-times-and-hard-employ)

<sup>3</sup> Psychology Today, Dec. 27, 2017; Tsaousides Ph.D., Smashing the Brainblock, “Why Fear of Failure Can Keep You Stuck”.

provide intensive case management and supportive services, leveraging state and county resources. Additionally, ODR will act as an intermediary to promote service integration between the AJCCs and CBO providers; and ensure the fidelity of service delivery. Emphasis will be placed on evidence-based trauma-informed approaches to treatment and whole family case management. Cognitive behavioral therapy (CBT), an evidence-based therapeutic approach that helps identify and change dysfunctional beliefs, thoughts, and patterns, will be offered in post-release services for moderate- and high-risk reentry individuals. AJCC/CBO case management Reentry Teams will conduct in-reach and outreach recruitment bi-monthly. In-reach will be conducted 60 – 90 days pre-release in coordination with education and training providers Five Keys and New Opportunities Charter Schools co-located at selected jails and through in-custody Male Community Reentry Programs (MCRP) and Custody to Community Transitional Reentry Programs for females (CCTRP) operated by CDCR-contracted CBOs Amity Foundation, HealthRight 360 and The GEO Group. Post-release outreach will be conducted at Parole Community Team (PACT) meetings and LA Probation field offices. Service needs determined through initial intake will inform the development of an IEP to guide transition to services.

Currently Funded Services: It is incredibly challenging to determine baseline levels of reentry services for a region as large and complex as the Los Angeles Basin with seven Local Boards overseeing employment and training services at forty-two AJCCs; more than 400 community-based organizations providing a variety of reentry services; and nearly 50 public post-secondary institutions offering a full array of education and training programs. In lieu of providing baseline levels across all services, the following is an overview of currently funded services, with estimate baselines reported in employment and training services offered through the workforce system.

Community-based Services: In preliminary asset mapping, 400 CBOs were identified serving thousands of reentry individuals under various types of supervision. These agencies are central to alignment of the correction and workforce systems as are the services they provide to reintegrate reentry individuals into community. An estimated 60% provide a full array of services including case management and lived-experience peer mentoring, job readiness/soft skills and life skills training, employment services, and referral to education/training and supportive services; more than 40% report coordination with a local AJCC; less than 20% report direct provision of mental health and substance use disorder treatment services, cognitive behavior skills training and legal services; less than 15% operate transitional jobs programs; and less than 50% report a direct referral relationship with CDCR parole or LA Probation.

Post-Secondary Education and Training: Extensive education and vocational training programming are available throughout the region. Eight Regional Adult Education Consortia (RAEC) with twenty-seven campuses offering high school diploma or equivalency, English language instruction, citizenship assistance, career preparation and vocational skills training, some of which are tied to industry-recognized certifications. Twenty-one community colleges provide a wide range of educational and workforce training, basic courses in English and math, certificate and degree programs, career and technical education and preparation for transfer to four-year institutions. The Intrastate Training Resource and Information Network (I-TRAIN) lists public, private and non-profit education/training programs vetted by industry. These training providers work in coordination with industry and the workforce system to align with career pathway employment in demand occupations and industries. In preliminary analysis of FY 2017/18 workforce system training, 8,395 individuals were enrolled of which 5.7% or 485 individuals self-reported as a justice-involved individuals. Transportation, Healthcare Support, Construction and Office Administration are among the top occupations across all types of training; and one-fourth were enrolled in earn and learn transitional jobs, on-the-job training and paid internships.

Local Boards and America's Job Centers of California (AJCCs): The region's workforce system consists of 42 AJCCs in the seven local workforce board areas with the majority operated by contracted CBO providers. A total of 2,218 reentry individuals were employed through the workforce system in FY 2016-17, as reported in CalJOBS, at an average hourly wage of \$12.00, with additional employed through special grant-funded programs. The total is comprised of reentry individuals who self-report a justice background and is not reflective of the total number served. Nearly 50% of reported jobs were in the Professional and Business Services, Trade and Logistics, Leisure and Hospitality, and Construction sectors. High growth sectors in Manufacturing and Infotech prove more challenging, particularly when background clearances are required, however inroads are being made in these sectors. Promising AJCC-operated reentry programs include **INVEST**, which partners with LA Probation, and **Career Pathways 180 Job Preparation Academy**, which partners with State Parole. Both provide co-located CBO case-management, soft-skills training and integrated employment and supportive services.

Across all workforce, education and community-based programming, significant system alignment gaps exist making it increasingly challenging to serve a burgeoning high-needs reentry population with shrinking resources. Prison to Employment (P2E) grant funding will expand coordination through a variety of best practice strategies including co-located AJCC Reentry Hubs and co-case management AJCC/CBO teams. Additionally, access to services will be enhanced through a regional electronic database with a full menu of reentry programs and services, developed in coordination with a comprehensive online human and social service information system such as 211.or and 1degree.org.

Existing Intake and Case Management Needs/Shared Case Management: Wrap-around case management is needed to support continuity of care from pre- to post-release services beginning with a meaningful in-custody connection and continuing with a strong handoff transition to community-based services. In its role as case management intermediary, County Mental Health's Office of Diversion and Reentry (ODR) will facilitate CBO-provided Reentry Intensive Case Management Services (RICMS) to improve health outcomes and reduce recidivism. RICMS teams will consist of Community Health Workers with a history of incarceration/lived experience, case managers, social workers, and administrative staff with a caseload not exceeding 30:1. They will conduct in-reach/outreach recruitment in coordination with the Jails, Parole Community Team (PACT) meetings, Probation field offices and in-custody MCRP/CCTRP CBO facilities. RICMS will include systems navigation with referral and linkage to physical and mental health and substance use treatment; housing and transportation support services, cognitive behavioral interventions, and other supportive services based on client need.

Dedicated space will be provided at AJCC Reentry Hubs for RICMS teams to interface with reentry individuals engaged in employment services and conduct regular co-case management client review with AJCC staff to determine progress and appropriate interventions. Clients with employment barriers and multiple supportive service needs will be serviced at RICMS CBO facilities. Duration of service is determined by the needs of the client with assessments, supportive services and service participation documented regularly in the IEP with a goal of transitioning to employment services at the AJCC Reentry Hub when deemed work ready. RICMS and AJCC case management teams will continue co-case management review of individual client progress, recognize benchmark achievements of short-term goals and apportion incentives toward long-term career goals.

Data Collection Methods and Reporting Procedures: Cross-system data collection and sharing is challenging and often contributes to operational silos. County agencies, CBOs, Local Boards/AJCCs and corrections agencies all use different data systems. An interim solution was developed to streamline processes and enhance information sharing across agencies until a more long-term, statewide solution is available. LA County Workforce Development, Aging, and Community Service (WDACS), with current capacity to access

CalJOBS and state wage-based data on behalf of the LA Basin 7 Local Boards, will augment the existing Active Roles Server (ARS) system to collect and report data on behalf of reentry workforce and community partners. Regional data sharing partnership agreements and client release of information will enable access to pre-approved Parole and Probation client referral data. WDACS will serve as the region's *agent responsible for ensuring all relevant program data is collected* within the following protocols:

- Compliance with internal policies and external regulations, ensuring that approved users and groups have access to agreed-upon information;
- Reporting will meet state board requirements, including those of AB 111;
- Approved client profile data from CDCR's Strategic Offender Management System (SOMS) and the Adult Probation Systems (APS) will be referred via email to Reentry Hub RICMS teams to determine appropriate service strategies;
- Data will be collected and reported in CalJOBS through a Local Grant Code;
- Protocols will be created to establish levels of access based upon of agency function and data purpose; with data sharing via email as an alternative.
- The stakeholder System Alignment Workgroup will convene quarterly with Reentry Hub teams for assessment of aggregate data to inform operations and determine system-level improvements and needs.

Interface with Existing State Board Grantees: State-funded grantees (Grantees) were convened in January 2019 to determine ongoing mechanisms for information sharing and collaboration. In attendance were: Workforce Accelerator Fund (Jewish Vocational Services, South Bay Workforce Investment Board, Hospitality Training Academy), High Roads Partnerships for Construction Careers (Flintridge Center, LA Trade Tech College), and Forward Focus (Friends Outside Los Angeles), several of whom participated in reentry forums and stakeholder workgroup planning meetings. Individual program strengths and challenges were shared. Fostering relationships with a regional network of service providers to leverage assets and cross refer clients was a central theme of discussion. LA Basin partners will convene bi-annually with state-funded grantees to review progress and share promising practices. Grantees will be invited to participate in quarterly Reentry Services, Employer Engagement and System Alignment Workgroup meetings to share information and review aggregate data on the LA Basin corrections and workforce system improvement.

Existing and New MOUs with AJCCs and Other Service Providers: Local Board One Stop Memoranda of Understanding will be revised, as needed, to outline new service agreements and roles and responsibilities under P2E. New Letter of Partnership agreements have been established between the LA Basin RPU and education, workforce, corrections, industry, labor and community partners outlining roles and responsibilities, leveraged resources and commitments to collaborate. The precepts of the agreement are to:

- Continuously build partnerships;
- Participate in continuous quality improvement activities;
- Utilize common data collection and reporting tools;
- Participate in the operation of the LA Basin corrections workforce system consistent with the terms of the Letter of Partnership agreements, the LA Basin 2017-21 Regional Plan, and requirements of applicable laws; and
- Participate in cross-training among partner staff.

New agreements have been executed with the following partners: California Employment Development Department (EDD), California Department of Corrections and Rehabilitation (CDCR), LA County Probation Department, LA County Department of Mental Health Office of Diversion and Reentry, City of Los Angeles Office of Reentry, Goodwill Industries, Amity Foundation, Friends Outside Los Angeles, Los Angeles

Regional Reentry Partnership, Chrysalis, Los Angeles Chamber of Commerce, Hospitality Training Academy, and AMS Fulfillment. Additional agreements with employers and other partners are in development.

Staff Training Needs: The training recommendations by the Employment and Homelessness Task have been adopted by the LA Basin to align competencies across regional programs and initiatives, many of which target the same dual-system clients. Training will be evidence-based to enhance service integration and delivery to strengthen understanding and connections of workforce, housing/homeless, reentry and social services. Corrections workforce system staff will have access to selected training based upon job function and competency level, particularly AJCC Reentry Hub case management and job coaching staff, RICMS CBO staff, and selected education, industry and community partner staff engaged in integrated reentry service delivery. Training topics include but are not limited to: Coordinated Entry System (CES) services and navigation, trauma-informed care, cultural competency, harm reduction, motivational interviewing, critical time intervention, mental health first aid, and nonviolent crisis intervention. Training will be ongoing, with schedules published well in advance, standardized, coordinated between systems partners using a train-the-trainer approach, and offered in-person, via teleconference and web-based options. Additional topics such as relationships between housing and income, population-specific employment models (e.g., reentry, youth, veterans and Intellectual/Developmental Disabilities, etc.), job retention support, local job market, and work and benefits incentives. AJCC and CBO staff will be engaged to participate in homeless coalition meetings and/or care coordination to share resources, integrate services and build relationships.

#### ***B. Relationship to Regional Labor Market Needs, Regional Sector Pathway Programs, and Regional Partnerships***

Engagement with Employers, Sector and Labor Management Partnerships: The current economic environment of low unemployment and high demand in jobs requiring less than a four-year degree are opportune for engagement with business to demonstrate the value of hiring reentry individuals. Many face unique challenges as they seek to enter the labor market in good paying jobs, often exiting the criminal justice system without identification/right to work documents, low educational attainment, limited or no work experience, and vocational and soft-skills deficits. Yet research suggests that hiring people with criminal backgrounds is simply smart business - retention rates are higher, turnover is lower, and employees with criminal records are more loyal. Given the costs associated with turnover and recruitment, researchers have found that “employees with a criminal background are in fact a better pool for employers (ACLU, Back to Business: How Hiring Formerly Incarcerated Job Seekers Benefits Your Company).”

Industry engagement and identification of employers willing to hire reentry individuals will be achieved through a demand-driven approach placing emphasis on meeting the need for a skilled labor force and shifting the decision to hire reentry individuals from good will to good business. Its basis is fostering trusted relationships with hiring employers and maintaining knowledge of the company – the culture, work environment and organizational structure – in order to match the strengths and assets of the reentry candidate to the right job. Job coaching, lived-experience mentoring and ongoing supportive services to address barriers after placement in employment are designed to build resilience and capacity to respond to the pressure and demands of a new work environment. Not only does this approach streamline the onboarding processes but it also enhances retention benefiting both the employer and the new reentry hire. More than 500 local public and private sector employers hired reentry individuals through the LA Basin workforce system in FY 2016 – 2017. While the majority of jobs were entry-level averaging just above

minimum wage at \$12.00 an hour, opportunities were provided to build soft skills and work experience in the high growth sectors identified in the regional plan:

<b>Sector Type</b>	<b>Sector Name</b>	<b>Median Hourly Wage</b>
High Growth	Construction	\$15.00
	Entertainment and Infotech	\$11.25
	Health Services	\$12.00
	Leisure and Hospitality	\$11.00
	Selected Manufacturing	\$13.00
	Trade and Logistics	\$13.75
	<b>Average Wage</b>	<b>\$12.00</b>

Advancement to living wage jobs in these high-growth sectors will average \$14.62 an hour by July 2019, as defined by city/county living wage guidelines; generally, requires at least a year of work experience and may also require short-term vocational training and certifications. Critical consideration to licensing barriers related to criminal backgrounds will be made to ensure placement in appropriate industries and career pathways. Long-term engagement in key industries will focus on identifying ways to lower risks related to licensing barriers and ease restrictions. Additionally, earn and learn transitional jobs, on-the-job training, apprenticeship and concurrent vocational classroom training will provide viable avenues to upskill for advancement to living wage jobs.

The labor management partnership between the Los Angeles/Orange County Building Trades Council and community-based agencies serving reentry populations offers a model for pathways to living-wage employment through apprenticeship. “Bringing ex-offenders into the building trades provides a second chance at life...this is good for the unions, the economy and our communities.” The Anti-Recidivism Coalition, LA Trade Tech College and Flintridge Center work in collaboration with the Council to provide guidance, peer mentors and supportive services to address barriers as young adult offenders transition from MC3 pre-apprenticeship training to living-wage jobs as apprentices and eventually as skilled trades journeymen. The Hospitality Training Academy (HTA), a Taft-Hartley/labor-management partnership between UNITE HERE Local 11 and its contributing employers, provides a variety of workforce development, apprenticeship and training programs to train low income, marginalized and justice-involved individuals for jobs in the hospitality industry, in coordination with 160 hospitality and food service employers in Los Angeles and Orange counties and the State of Arizona.

Interface Between Regional Reentry Partnerships and Existing Sector Pathway Efforts: Regional reentry partnerships bring together stakeholders connected to an industry – including multiple firms, workforce intermediaries, colleges and training providers, labor and others– to address skill shortages while developing talent pipelines of skilled workers to meet future demand. These partnerships promote industry growth and competitiveness and improve worker training and retention by developing cross-firm skill standards that facilitate the advancement of workers at all skill levels. LA Basin’s demand-driven sector pathway partnerships with educators, private sector firms, social enterprises, community providers and government agencies are designed to ensure that all residents, including reentry individuals, have the opportunity to participate and thrive in the regional economy.

Current regional sector partnerships include the *Aero-Flex Pre-Apprenticeship Partnership* in the manufacturing, transportation and logistics sectors to meet industry need for a pipeline of skilled technical



workers, particularly for small to mid-size supply chain manufactures; and *New Roads to Second Chances*, a transitional jobs partnership building avenues to living-wage employment in the transportation sector in collaboration with Caltrans, one of the nation's largest transportation systems. The region's SlingShot initiative in the healthcare sector, *C3 Skills Alliance*, is an employer-driven public-private partnership to train new and upskill existing workers in care coordination. With industry in the driver's seat, the *Alliance* developed career pathways with onramps and advancement opportunities for entry, technical and professional level healthcare workers. Inherent in these and other sector pathway efforts are strategic alliances between industry, workforce and community agencies to provide access and opportunity for reentry individuals to engage in the broader regional economy in alignment with regional plan goals to be "inclusive and accessible, enabling all individuals to train for and obtain a quality job."

Resources to Inform Employers/ Strategies to Identify and Catalog Employers: AJCC Business Services Representatives (BSRs) will function as the central point of contact to inform and assist employers in navigating access to the federal Work Opportunity Tax Credit, California New Employment Tax Credit, Federal Fidelity Bonding and other resources. Instructions and forms will be available online at each of the 14 Reentry Hubs and throughout the regional workforce system with direct links to the BSR for assistance, as needed. At a Reentry Business Roundtable hosted at the White House, employers encouraged raising the profile of the Department of Labor's 52-year-old federal bonding program, which guarantees for six months the honesty of hard-to-place job candidates, including people with criminal records. Many employers were not aware of the bonding program and after learning of the benefits - most viewed it as an incentive to hire.

Benefits-oriented messaging will be communicated through a variety of outreach mechanisms. The LA Chamber of Commerce provided leadership to launch a business-to-business campaign to dispel myths about justice-involved individuals, raise awareness of the Fair Chance Act, and promote the bottom-line benefits of hiring a ready, willing and able reentry workforce. The LA Basin will coordinate with the LA Chamber and nearly 50 other chambers in the region to identify industry champions and promote business-to-business messaging using podcasts on chamber websites and roundtable guest speakers at industry events. CEO Mike Brady of Greystone, a small-business bakery in New York, dispelled some of the myths around hiring ex-offenders, whom he called "fully functional and productive members of our team." Insurance and workers' comp costs at Greystone are no higher than at comparable businesses, and turnover is actually lower. "Our history is a demonstration that people coming out of the criminal justice system make for an amazing workforce," said Brady. Similar industry champions will be developed in the LA Basin and supported in promoting to employers in driving industry sectors. Essential to the success of reentry business engagement will be the responsive follow-up by the BSRs working in partnership with Reentry Hub case management teams to assist employers, especially small companies, with human resources issues that may arise when life challenges intersect with work.

Supportive Services to Support Job Retention: Supportive services to enhance job retention are centered around co-case management strategies at AJCC Reentry Hubs. Reentry Intensive Case Management Services (RICMS) provided by CBOs managed through the County Mental Health Department's Office of Diversion and Reentry will team with AJCC case management and job coaching staff to provide wraparound case management. RICMS, which are staffed by Community Health Workers with a history of incarceration/lived experience, case managers, social workers, and administrative staff, will include systems navigation with referral and linkage to physical and mental health and substance use treatment; housing and transportation support services, cognitive behavioral interventions, and other supportive services based on client need. Through co-location at AJCC Reentry Hubs, RICMS staff will interface regularly with reentry individuals engaged in employment services and will conduct frequent co-case management review with

AJCC staff to determine progress and appropriate interventions. P2E supportive services grant funding will be leveraged with Prop 47 and SB 678 resources to extend services through completion of earn and learn activities and up to six months of employment.

Provision of Information About Priority Industry Sectors and Occupations to Partners: Labor market information regarding priority sectors and occupations will be available to partners via two mechanisms. Current data on placements in employment by sector, occupation and wage will be provided bi-annually to the stakeholder Employer Engagement Workgroup for review and analysis as it relates to the effectiveness of sector engagement and outreach and the achievement of planned outcomes for living wage jobs in demand occupations and sectors for reentry individuals. Broader, regional data in relation to priority sector and occupations growth projections will be provided in an annual LA Basin LMI report with data compiled from EDD and Los Angeles Economic Development Corporation (LAEDC) LMI reports. The annual report will be published on the websites of the seven local boards of the LA Basin RPU and distributed via email to the three stakeholder workgroups: Reentry Services, System Alignment and Employer Engagement.

**ii. Detail compliance with State Plan guidance and state law relating to Multi-Craft Core Curriculum (MC3) pre-apprenticeship partnerships.**

Representatives of the LA Basin RPU Workforce Development Boards (Local Boards) met with the Los Angeles/Orange County Building Trades Council (the “BTC”) on November 28, 2018 to review and expand coordination and partnership between the seven Local Boards and AJCCs, and all core workforce partners. The BTC is a partnership between 48 affiliated unions covering fourteen building trades, includes 140,000 union members and 15,000 apprentices. It oversees the nation’s largest local MC3 program. About 2500 new apprentices are expected to train in the MC3 curriculum each year.

Local Boards and community partners coordinate with the BTC to recruit potential apprentices for MC3 focusing primarily on underrepresented target groups including veterans, women and justice-involved individuals. Financial assistance is provided on an individual-needs basis for supportive services and essential work tools, including offsetting costs when gaps in funding occur. The BTC and the seven Local Boards agreed to 1) continue compliance with State Plan guidance and state law relating to MC3, 2) hold regular follow-up meetings to improve communication and coordination, 3) identify best practices in coordinating workforce services with MC3 and expand those practices to include more AJCC’s and more core workforce partners, and 4) recruit and screen approximately 1000 new MC3 candidates each year.

**iii. Conduct a regional self-assessment using Indicators of Regional Coordination and Alignment to determine regional implementation progress in achieving the objectives of the State Plan.**

Stakeholders were convened in eight public forums conducted throughout the region, from November 14, 2018 to December 13, 2018, to review the status of and make recommendations for the LA Basin RPU Regional Plan, 2017 – 2021, according to the guidelines of the Regional Coordination and Alignment Self-Assessment. Additionally, review and recommendations were made by the Executive Directors of the seven Local Boards of the LA Basin RPU. Attachment C, to the Plan Modification, provides a narrative description of the review process and all recommendations made by stakeholders and Executive Directors.