

Corrections-Workforce Partnership Agreement

Partners California Department of Corrections and Rehabilitation (CDCR), California Prison Industry Authority (CALPIA), California Workforce Development Board (CDWB), and the California Workforce Association (CWA), agree that the CWDB, CWA, CDCR, and CALPIA will partner to reduce recidivism and achieve the three policy objectives of the state workforce plan:

- Fostering demand-driven skills attainment. Workforce and education programs need to align program content with the state's industry sector needs so as to provide California's employers and businesses with the skilled workforce it needs to compete in the global economy.
- Enabling upward mobility for all Californians, including populations with barriers to employment. Workforce and education programs need to be accessible for all Californians and ensure that everyone has access to a marketable set of skills and able to access the level of education necessary to ensure economic self-sufficiency and security.
- Aligning, Coordinating, and Integrating Programs and Services to economize limited resources while also providing the right services to clients, based on each client's particular and potentially unique needs so as to facilitate skills-attainment.

Part 1: General Principles of Corrections-Workforce Partnership

1. This partnership agreement between CWDB, CDCR, CALPIA, and CWA 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.
2. Partners CWDB, CDCR, CALPIA, and CWA agree that 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:
 - a. Sector Strategies
 - b. Career Pathways
 - c. Organizing Regionally
 - d. Earn and Learn
 - e. Supportive Services
 - f. Integrated Service Delivery and Braided Resources
 - g. Building Cross-System Data Capacity
3. CDCR, CWDB, CALPIA, and CWA will implement each of the foregoing WIOA program strategies, as appropriate, through a value-added partnership in which each partner contributes to the partnership on the basis of its programmatic expertise and its statutory and operational duties; Part 2 of the agreement (below) identifies the relevance of each WIOA State Plan strategy to the Corrections-Workforce partnership, and the typical roles and responsibilities that partners will play with respect to the implementation of each program strategy
4. CWDB, CDCR, CALPIA, and CWA will identify existing relevant training and workforce education programs operated under the purview of CDCR and evaluate their alignment with existing labor

market needs in each of the fourteen Regional Planning Units (hereafter, RPUs); CWDB will summarize and provide information on the industry sectors and occupations emphasized in each of the 14 regional plans; CDCR and CALPIA 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

5. CWDB, CDCR, CALPIA, and CWA recognize that not all WIOA program strategies are appropriate for all individuals served by CDCR programs and that workforce services and supportive services are individualized and geared to the needs of the individual to ensure a customer-centered approach to service delivery
6. CWDB, CDCR, CALPIA, and CWA also 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
7. CDCR and CWDB will communicate both jointly, and individually with their local counterparts (Local Boards and local and regional Parole Offices) on the need to partner to collectively implement WIOA program strategies. This communication will occur using joint letters, and when appropriate, relevant policy directives; it is the responsibility of the State 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
8. The nature of regional and local partnerships, partner responsibilities, and the specific manner in which partners will braid resources and coordinate service delivery to implement the WIOA program strategies, will vary according to the types of agreements worked out between Local Boards, Regional Planning Units, parole offices, reentry programs, community based organizations, and other stakeholders; partners will endeavor to leverage existing funds and resources but the ability to build concrete partnerships on the ground is contingent on the availability of resources to staff and fund these partnerships and partners will work together to secure adequate resourcing for the implementation of this partnership agreement
9. CWDB will issue “tiered” policy 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 WIOA program strategies
10. Partners CDCR, CWDB, CALPIA, and CWA agree that a memorandum of understanding (MOU) will be developed between each Local Board and/or RPU, and Local and 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; MOUs will specify services provided, funding for those services and the policy mechanisms to integrate parole and workforce services in each Local Area or RPU; at a minimum these MOUs shall specify the methods of referral between Local Boards, Parole offices, reentry service providers, including local community based organizations, and One-Stop partners and operators; 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, 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 will begin where need is likely greatest, taking into consideration the volume of parolee releases, the density of the formerly incarcerated in local and regional areas, the regional unemployment rate, and the regional recidivism rate;

11. CWDB will draft local and regional planning guidance that will establish new Local and/or Regional Plan requirements to be submitted as part of the Local and Regional Plan revisions required under WIOA.
12. CDCR, CALPIA and CWDB staff will work jointly to assess the level of partnership between Parole programs and Local Boards and/or RPUs
13. Partners CWDB, CDCR, and CALPIA will provide support, technical assistance/professional development, through staff or referrals to expert resources, and linkages to community based organizations providing services to formerly incarcerated and other justice involved individuals to local partnerships, and where appropriate, regional partnerships implementing WIOA Program Strategies. CDCR and CWDB will provide information to locals on best practices and model partnerships using both policy research and information from the field. Contingent on available resources, CDCR may provide directly, or refer to other available resources, expertise and technical assistance to inform service provision.
14. CWDB, CDCR, and CALPIA will work together to identify methods to share data and evaluate and assess CDCR and CALPIA programs, and will work together to integrate CDCR and CALPIA into the CAAL-Skills project
15. CWDB will direct Local Boards and/or RPUS to develop a database of employers that hire ex-offenders.
16. CWDB, CDCR, CALPIA, and CWA, will work together to develop a database, organized by RPU, with information about CBOs that provide services to the formerly incarcerated and/or other justice involved individuals in each RPU.

Part 2: WIOA Program Strategies: Relevance to Corrections Partnership and Roles and Responsibilities of Partners

Strategy #1

WIOA Program Strategy: Sector Strategies

Relevance to Partnership: The industry engagement piece of this work is handled by Local Boards organized into regional planning units and local and regional Community College Career Education programs. CDCR and CALPIA have little need to participate in industry convening for purposes of regional workforce program alignment with employers; CDCR and CALPIA, however, should utilize work on regional workforce needs assessment to inform rehabilitative programming where possible.

Roles and Responsibilities: CWDB, CDCR, CALPIA, and CWA will identify existing relevant training and workforce education programs operated under the purview of CDCR and evaluate their alignment with existing labor market needs in each of the fourteen RPUs; CWDB will summarize and provide information on the industry sectors and occupations emphasized in each of the 14 regional plans; CDCR will utilize this information on industries and occupations to evaluate rehabilitation program design and

will, as appropriate, consider how it might change its programs; Partners working at the local and or regional level should ensure that information on regional labor market needs is also shared with community based organizations and other local stakeholders working with this population to foster greater partnership alignment and impact.

Vehicle to Implement: Workgroups staffed by CDCR and CWDB; Local and/or regional partners operating at the local or regional level

Strategy #2

WIOA Program Strategy: Career Pathways

Relevance to Partnership: The ability of formerly incarcerated and other justice involved individuals to participate in Career Pathway programs post-release is conditional on a robust system of supports being in place for them to do so. For many formerly incarcerated and other justice involved individuals, immediate employment rather than continued training, or immediate employment combined with continued education or training may prove a better alternative short term strategy than would an exclusive focus on training and education involving no immediate plans for job search and placement. On the other hand, due to the lower educational attainment levels of many formerly incarcerated and other justice involved individuals, an exclusive focus on employment will do little to raise the medium to long term earnings potential of individuals reentering society. Case managers will need to balance the needs for skills-upgrading and education with the need for immediate employment when determining how to best serve the formerly incarcerated and other justice involved individuals.

Roles and Responsibilities: Prerelease CDCR and CALPIA 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; CDCR and CALPIA will provide Local Boards and CBOs information on the educational and training background of individual 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.

Vehicle: Local and Regional Planning Guidance; Local and/or regional agreements between CDCR , CALPIA, and Local Boards and/or RPUs. Local Boards and/or RPUs and CDCR and CALPIA will need to help the formerly incarcerated and other justice involved individuals wishing to matriculate and continue on a career pathway determine where they can continue their education and training, whether it be through the relevant Adult Education Block Grant consortia, the Local Community College, or some other education or training provider.

Strategy #3

WIOA Program Strategy: Regional Partnerships

Relevance to Partnership: The extent to which CDCR and CALPIA build regional partnerships with the workforce system or work primarily with Local Boards in Local Areas depends on the circumstances on the ground. CDCR and CALPIA will be provided information from workforce regional plans which they can use to inform training and education program content. Regional coordination strategies for the provision of services may prove useful in high volume release areas but in RPU areas where there is not a significant population of ex-offenders, coordination with Local Boards may prove to be more

appropriate. In both cases, local and regional partnerships should include, to the extent feasible, community based organizations.

Roles and Responsibilities: CWDB, CDCR, CALPIA, and CWA will work jointly to ensure that reentry services and workforce services are integrated in all 14 regions of the state. Regional planning agreements are the preferred method of integration though the planning guidance issued by the State Board may allow some flexibility on whether integration takes place via regional or local partnership and regional or local plans.

Vehicle: Local and Regional Planning Guidance; Local and/or regional agreements between Parole, Community Based Organizations, CALPIA, and Local Boards and/or RPUs.

Strategy #4

WIOA Program Strategy: Earn & Learn

Relevance to Partnership: Earn and Learn strategies are probably one of the most important of the State Plan strategies for this particular target population because of the need for formerly incarcerated and other justice involved individuals to secure an immediate source of income, as well as the need to for them to develop a marketable skill set.

Roles and Responsibilities: The State Board will follow the lead of Labor Agency, DIR-DAS, Cal-HR, and DGS with respect to developing partnerships designed to move the formerly incarcerated and other justice involved into apprenticeable occupations and civil service jobs. As part of this partnership, the State Board will build on the grant work it does concerning special populations to include grants that serve the formerly incarcerated. This work will be built into existing grant programs, including those pertaining to preapprenticeship in the Building and Construction Trades. The State Board will share its expertise concerning promising and best practices in preapprenticeship programs with CDCR and CALPIA and will make CDCR and CALPIA aware of CWDB funded preapprenticeship programs serving the formerly incarcerated.

Vehicle: State Coordinated Strategy headed by Labor Agency and DIR; Local and Regional Planning Guidance; Grant Programs

Strategy #5

WIOA Program Strategy: Supportive Services

Relevance to Partnership: Many formerly incarcerated and other justice involved individuals are likely to need a whole variety of supportive services as they work to secure employment. The kind of supportive services and the decision whether to provide these services to any given individual depends on that individual's particular needs and capacity to participate in programming absent the provision of supportive services. Under WIOA, supportive services are defined as "services such as transportation, child care, dependent care, housing, and needs-related payments that are necessary to enable an individual to participate in activities." In recognizing the lifelong trauma often faced by formerly incarcerated and other justice involved individuals, supportive services can and should include trauma informed healing approaches that foster improved emotional and mental health. The ability to provide supportive services to individuals is contingent on need, the availability of funds, and the roles and responsibilities of the various partners at the Local and Regional level. WIOA Title I funds can be used for the provision of supportive services but every dollar spent on supportive services for a particular

individual is a dollar that cannot be spent on broader program costs. The partners may want to consider pursuing specific resources through the budget process to fund supportive services for the formerly incarcerated and other justice involved under the partnership.

Roles and Responsibilities: Local Boards and/or RPU's will work with local and regional Parole offices to determine which programs are able to fund supportive services for the formerly incarcerated, conducting an inventory and develop asset maps of the types of funding that can be utilized and the types of services that can be funded by each of the partners. To the extent feasible, these efforts will involve coordination with local community based organizations that have extensive experience in working directly with this population. State level partners CDCR, CWA, CWDB, and CALPIA will evaluate whether a budget strategy to line item state funds for this purpose is recommended. .

Vehicle: Local and Regional Planning Guidance; Local and/or regional agreements; Grant Programs

Strategy #6

WIOA Program Strategy: Integrated Service Delivery

Relevance to Partnership: Coordinating and integrating service delivery across the workforce and corrections system is the cornerstone of any workforce corrections partnership. The defunct CA New Start program was largely built around a model of integrated service delivery in which education, training, and employability skills were taught to offenders while still in custody, rehabilitative services were provided post-release, and local Parole offices established a network of relationships with AJCCs which served as a bridge to employment through job placement activity. While the scope of this partnership agreement is somewhat broader than the New Start partnership, the coordinated provision of services across programs envisioned by New Start will serve as a baseline model for this new partnership.

Roles and Responsibilities: As with New Start, CDCR will develop/build upon Transition Programs at CDCR institutions to address the job readiness and work authorization documentation needs of individuals pre-release and will seek to link parolees to the AJCCs and social service agencies in their county of last residence.

CDCR's responsibilities in this partnership are as follows:

- Assess the rehabilitative risk to re-offend and the criminogenic needs of inmates, develop rehabilitative case plans and offer services to inmates as available which may improve employability and decrease recidivism upon release;
- Inform inmates about in-custody training/services and community-based services that will be available to them during parole or probation through the AJCCs to encourage their participation in rehabilitative services offered;
- Establish a link between in-prison employment programming and post-release job placement services at the Career Centers to assist formerly incarcerated and other justice involved individuals in securing and retaining employment;
- Implement policies and procedures needed for referral of parolees to Career Centers by the Parole Agents of Record (AOR) and Probation Officers; such policies and procedures shall include, as appropriate, a means to communicate relevant case management and needs-assessment and education and training background on

formerly incarcerated and other justice involved individuals to Local and Regional workforce partners so as to facilitate access to needed services, further education and training referral, and the use of appropriate job placement strategies

- Collaborate with AJCC staff to monitor a parolee's progress toward employment
- Organize Community Stakeholder (Employer) Forums in counties statewide;

CWDB's responsibilities in this partnership are as follows:

- Shepherd Local and Regional Corrections partnerships
- Convene Local Boards and AJCC operators for the purpose of introducing and facilitating on-going collaboration and continuous improvement of Local and Regional Partnerships to serve the formerly incarcerated and other justice involved individuals ;
- Assist with identification and procurement of training needed to equip Career Center staff with the skills needed to work with formerly incarcerated and other justice involved individuals in the community;
- Facilitate negotiations between CDCR, EDD, CALPIA, Local Boards and/or RPUs and AJCCs for the purpose of articulating service delivery for the ex-offender population
- Ensure that Local Boards and their Career Centers are adequately staffed and trained to provide career services to the formerly incarcerated and other justice involved individuals
- Ensure that local boards and Career Centers create and maintain a list of employers ready to hire parolees and supplement the list as additional employers are identified

Local Board responsibilities:

Through local and/or regional Career Centers, provide, as needed and also permitted by eligibility rules available resources and priority of service requirements, appropriate basic and individualized career services identified in WIOA Joint Final Rule Section 678.430. These include the following:

(a) Basic [career services](#) must be made available and, at a minimum, must include the following services, as consistent with allowable program activities and Federal cost principles:

- (1) Determinations of whether the individual is eligible to receive assistance from the adult, dislocated worker, or youth programs;
- (2) Outreach, intake (including worker profiling), and orientation to information and other services available through the [one-stop delivery system](#). For the TANF program, [States](#) must provide individuals with the opportunity to initiate an application for TANF assistance and non-assistance benefits and services, which could be implemented through the provision of paper application forms or links to the application Web site;
- (3) Initial assessment of skill levels including [literacy](#), numeracy, and English language proficiency, as well as aptitudes, abilities (including skills gaps), and [supportive services](#) needs;
- (4) Labor exchange services, including -
 - (i) Job search and [placement](#) assistance, and, when needed by an individual, career counseling, including -

(A) Provision of information on in-demand industry sectors and occupations (as defined in sec. 3(23) of WIOA); and

(B) Provision of information on nontraditional employment; and

(ii) Appropriate recruitment and other business services on behalf of employers, including information and referrals to specialized business services other than those traditionally offered through the [one-stop delivery system](#);

(5) Provision of referrals to and coordination of activities with other programs and services, including programs and services within the [one-stop delivery system](#) and, when appropriate, other workforce development programs;

(6) Provision of workforce and labor market employment statistics information, including the provision of accurate information relating to local, regional, and national labor market areas, including -

(i) Job vacancy listings in labor market areas;

(ii) Information on job skills necessary to obtain the vacant jobs listed; and

(iii) Information relating to local occupations in demand and the earnings, skill requirements, and opportunities for advancement for those jobs;

(7) Provision of performance information and program cost information on eligible providers of education, training, and workforce services by program and type of providers;

(8) Provision of information, in usable and understandable formats and languages, about how the local area is performing on local performance accountability measures, as well as any additional performance information relating to the area's [one-stop delivery system](#);

(9) Provision of information, in usable and understandable formats and languages, relating to the availability of [supportive services](#) or assistance, and appropriate referrals to those services and assistance, including: Child care; child support; medical or child health assistance available through the [State's](#) Medicaid program and Children's Health Insurance Program; benefits under SNAP; assistance through the [earned income](#) tax credit; and assistance under a [State](#) program for TANF, and other [supportive services](#) and transportation provided through that program;

(10) Provision of information and meaningful assistance to individuals seeking assistance in filing a claim for unemployment compensation.

(i) "Meaningful assistance" means:

(A) Providing assistance on-site using staff who are well-trained in unemployment compensation claims filing and the rights and responsibilities of claimants; or

(B) Providing assistance by phone or via other technology, as long as the assistance is provided by trained and available staff and within a reasonable time.

(11) Assistance in establishing eligibility for programs of financial aid assistance for training and education programs not provided under [WIOA](#).

(b) Individualized [career services](#) must be made available if determined to be appropriate in order for an individual to obtain or retain employment. These services include the following services, as consistent with program requirements and Federal cost principles:

(1) Comprehensive and specialized assessments of the skill levels and service needs of adults and dislocated workers, which may include -

(i) Diagnostic testing and use of other assessment tools; and

(ii) In-depth interviewing and evaluation to identify employment barriers and appropriate employment goals;

(2) Development of an individual employment plan, to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the [participant](#) to achieve his or her employment goals, including the list of, and information about, the eligible training providers (as described in [§ 680.180](#) of this chapter);

(3) Group counseling;

(4) Individual counseling;

(5) Career planning;

(6) Short-term pre-vocational services including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct services to prepare individuals for unsubsidized employment or training;

(7) Internships and work experiences that are linked to careers (as described in [§ 680.170](#) of this chapter);

(8) Workforce preparation activities;

(9) Financial [literacy](#) services as described in sec. 129(b)(2)(D) of [WIOA](#) and [§ 681.500](#) of this chapter;

(10) Out-of-area job search assistance and relocation assistance; and

(11) English language acquisition and integrated education and training programs.

(c) [Follow-up services](#) must be provided, as appropriate, including: Counseling regarding the workplace, for [participants](#) in adult or dislocated worker [workforce investment activities](#) who are placed in unsubsidized employment, for up to 12 months after the first day of employment.

As appropriate and as resources permit, provide access to training services identified in WIOA Joint Final Rule Section 680.200.

(a) [Occupational skills training](#), including training for nontraditional employment;

(b) On-the-job training (OJT)

(c) Incumbent worker training, in accordance with [WIOA](#) sec. 134(d)(4) and [§§ 680.780](#), 680.790, 680.800, 680.810, and 680.820;

(d) Programs that combine workplace training with related instruction, which may include cooperative education programs;

(e) Training programs operated by the private sector;

(f) Skills upgrading and retraining;

- (g) Entrepreneurial training;
- (h) Transitional jobs in accordance with [WIOA](#) sec 134(d)(5) and [§§ 680.190](#) and 680.195;
- (i) Job readiness training provided in combination with services listed in paragraphs (a) through (h) of this section;
- (j) Adult education and [literacy](#) activities, including activities of English language acquisition and integrated education and training programs, provided concurrently or in combination with [training services](#) listed in paragraphs (a) through (g) of this section; and
- (k) Customized training conducted with a commitment by an [employer](#) or group of [employers](#) to employ an individual upon successful completion of the training (see [§§ 680.760](#) and 680.770).

Local Boards will also refer parolees to relevant programs, services, and activities of all required Career Center partners as well as any Community Based Organizations providing reentry services in the RPU in which the Board operates.

Vehicle: Local and Regional Planning Guidance; Local and Regional MOUs; Grant Programs

Strategy #7

WIOA Program Strategy: Cross-system Data Capacity

Relevance to Partnership: As of October 25, 2017, CDCR has agreed to participate in the CAAL-Skills interagency and multi-departmental data sharing project.

Roles and Responsibilities: CWDB, CDCR, and CALPIA will work together to integrate CDCR and CALPIA into the CAAL-Skills workforce data-sharing project

Vehicle: CAAL-Skills Project Management Team, CDCR assigned staff