

**AB 2060 INITIATIVE:**

# Supervised Population Workforce Training Grant Program

## Interim Report to the California Legislature

### Introduction

AB 2060 (Chapter 383, Statutes of 2014, V.M. Pérez) established the Supervised Population Workforce Training Grant program to be administered by the California Workforce Development Board (CWDB). Aimed at supporting the Governor's public safety realignment efforts, the grant program was funded with Recidivism Reduction Fund monies appropriated in the 2014-15 and 2015-16 Budget Acts. In addition to outlining the framework for the grant program, the statute required the CWDB to submit by January 1, 2018 a report to the Legislature evaluating the effectiveness of the program.

Because the AB 2060 grant projects are still in progress and data is not final, this evaluation report presents preliminary quantitative findings about the AB 2060 Initiative. It describes preliminary findings and lessons learned by grantees in their efforts to align education, training, case management, employer engagement, job placement, and job retention support services for the benefit of the formerly incarcerated job seekers and regional employers. It also offers a number of recommendations to sustain and build upon the progress achieved to facilitate transitions from incarceration to sustainable employment. Final data will become available later this year as the grantees close out and submit their final reports. A more detailed quantitative analysis will be conducted at that time, and presented to the Legislature pursuant to the requirements of AB 2060.

This report is submitted by the CWDB to provide information on the following:

- The overall success of the grant program to date;

- An evaluation of the effectiveness of the grant program to date;
- Recommendations on the long-term viability of Local Workforce Development Boards and county collaborations on workforce training programs for the supervised population; and
- Recommendations on the long-term viability of county workforce training programs for the supervised population, and
- Various measures of effectiveness as listed in Penal Code Section 1234.4(b)(5).

## Overview of the AB 2060 Initiative

The supervised population<sup>1</sup> is arguably one of the most difficult to serve among those with barriers to employment. Returning to their communities and families, formerly incarcerated individuals not only need to find a job, but they are often also struggling with substance abuse problems, insufficient education and job skills, few housing options and mental health issues.

Through the AB 2060 Initiative, the State has piloted a program to improve employment outcomes for the supervised population by effectively aligning training, education and intensive support services, in tandem with outreach to employers in growing industries receptive to hiring individuals with criminal backgrounds. Funded demonstration projects have sought to develop, test and refine employment assistance strategies that independent, meta-analysis research suggests can produce a statistically significant reduction in recidivism and provide cost benefits to the state and local communities<sup>2</sup>.

The AB 2060 approach focuses on developing or expanding collaboration with probation departments as key partners in the case management of formerly incarcerated job seekers. Grantees are required to bring together service delivery partners, at minimum the local workforce development board and county probation, to coordinate services and test placement opportunities in growing industries. Additional eligible project partners include community colleges, adult schools, and community-based organizations (CBOs). These partnerships then work together to align education, training, case management, employer engagement, job placement, and job retention support services to ultimately improve the labor market outcomes of their formerly incarcerated participants.

In their proposals, applicants are required to describe proposed training in priority occupations, and to define outcomes related to enrollment in, and completion of,

<sup>1</sup> The formerly incarcerated population eligible to receive AB 2060 services, originally defined by California AB 2060 in 2014, includes all persons who are on probation, mandatory supervision, or post release community supervision as defined in Penal Code §1234(c) and are supervised by, or are under the jurisdiction of, a county.

<sup>2</sup> The Effectiveness of Reentry Programs for Incarcerated Persons: Findings for the Washington State-wide Reentry Council. Washington State Institute for Public Policy. May 2017. [http://www.wsipp.wa.gov/ReportFile/1667/Wsipp\\_The-Effectiveness-of-Reentry-Programs-for-Incarcerated-Persons-Findings-for-the-Washington-Statewide-Reentry-Council\\_Report.pdf](http://www.wsipp.wa.gov/ReportFile/1667/Wsipp_The-Effectiveness-of-Reentry-Programs-for-Incarcerated-Persons-Findings-for-the-Washington-Statewide-Reentry-Council_Report.pdf)

basic skills and pre-apprenticeship training, post-secondary education, and state-approved apprenticeships. Grantees identify active job markets with employment opportunities in in-demand industries, including occupational opportunities in the construction trades, manufacturing, hospitality, and truck driving.

Since June 2015, the CWDB, in partnership with the Employment Development Department (EDD), has awarded almost \$5.2 million over two funding cycles through the AB 2060 Initiative. In 2015, AB 2060 1.0 funded five projects across the state for a total grant award of \$825,000. AB 2060 2.0 funded eight additional projects and added funding to the original five in 2016, totaling \$4,168,117 in funds awarded. Funded projects span from 18 months to two years, with awards of up to \$400,000. Round 1.0 and 2.0 grantees are listed in the adjacent box.

Located in areas of the state with large numbers of individuals re-entering the community, the 13 grantees built and expanded collaborative relationships between county Probation Departments and/or Community Corrections Partnerships (probation, courts, mental health services, community colleges, etc.) and Local Workforce Development Boards (Local Boards) to support efforts to employ the formerly incarcerated population.

A distinguishing feature of the AB 2060 Initiative has been the use of a “community of practice” approach among grantees for peer-to-peer learning and the identification of promising practices. Facilitated by the CWDB, grantees gather periodically throughout the grant term to share strategies, challenges, best practices, and lessons learned related to implementing services for people transitioning from the justice system.

#### *Evaluation Approach*

Throughout their projects, AB 2060 grantees are required to use CalJOBS<sup>3</sup> to track the progress of their participants. Evaluation of the Initiative is done by verifying and analyzing CalJOBS data, along with quarterly narrative reports and detailed close out reports submitted by grantees. In addition, interviews with project leads are conducted by the CWDB to gain insight into the elements of effective program models. This information is then combined with lessons learned through

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<sup>3</sup> CalJOBS<sup>SM</sup> is an online labor exchange system that increases the public’s access to employment services. Grantees use this system to track program participants and allows the state to gather information on education and training programs.

#### **AB 2060 Grantees**

- **California Human Development**
- **Center for Employment Opportunities**
- **Contra Costa Local Board**
- **Friends Outside in Los Angeles County**
- **Golden Sierra Job Training Agency**
- **Humboldt County Economic Development Department**
- **Monterey County Local Board**
- **North Central Counties Consortium**
- **Orange County Local Board**
- **Sacramento Employment and Training Agency**
- **Santa Barbara County Local Board**
- **Tulare County Local Board**
- **Ventura County Local Board**

the communities of practice gatherings to present the preliminary findings and recommendations in this report.

Please note that because of the timing of the grant awards and the length of the funded projects, final data is still being submitted by Round 1.0 grantees, and Round 2.0 grants are still active. Therefore, the preliminary findings presented in this report are based on data submitted by the 13 grantees through October 1, 2017. In addition, it should be noted that current data for Cohort 2.0 are self-reported and have not yet been cross-referenced with CalJOBS.

It is necessary to clarify that this report does not evaluate the impacts of improved labor market outcomes for the formerly incarcerated on recidivism. While there is a body of research<sup>4</sup> that has shown job training and employment assistance to have a statistically significant impact on reducing recidivism, that is a separate area of inquiry – one that is neither required by AB 2060 nor one that is an area of expertise of the CWDB.

### **AB 2060 Initiative Aggregate Participation and Outcome Data**

The following tables present preliminary participation and outcome data reported by Round 1.0 and 2.0 grantees:

**Table 1: AB 2060 Initiative: Participation Overview**

	<b>Round 1.0</b>	<b>Round 2.0</b>	<b>Total</b>
Number of Participants	344	451	795
Number of Participants Enrolled in Training	286	305	591
Number of Participants Completed Training	222	242	464
Number of Participants Placed in Employment	146	210	356

**Table 2: Preliminary Participant Outcomes: Rounds 1.0 and 2.0 (n=795)**

<b>Total Participants</b>	<b>n</b>	<b>Percent</b>
Enrolled in Training	591	74%
Completed Training	464	58%
Placed in Employment	356	45%

<sup>4</sup> See footnote 2.

**Table 3: Preliminary Training Outcomes: Rounds 1.0 and 2.0 (n=591)**

Enrolled in Training	n	Percent
Completed Training	464	79%
Placed in Employment	356	60%
Attained an Industry Valued Credential	172	29%
Placed into Post-secondary Education or Apprenticeship	56	9%

**Table 4: Preliminary Placement Data: Sector & Non-Sector Employment (n=356)**

Placed in Employment	n	Percent
Placed in Sector Employment	213	60%
Placed in Non-Sector Employment	143	40%

As noted earlier, final data will become available later this year as the grantees close out and submit their final reports. A more detailed quantitative analysis will be conducted at that time, along with a discussion of the data. To the extent possible, the analysis will be presented at the grantee level to be able to make some initial inferences related to successful strategies and sectors for improving employment outcomes for participants.

### **AB 2060 Initiative Key Practices & Lessons Learned**

Through interviews with grantees as well as the communities of practice activities, the CWDB has identified the following themes and promising practices for greater effectiveness and viability of county workforce training programs in serving the supervised population:

- Make use of “earn-and-learn” training opportunities to ensure participant income while developing new knowledge skills and abilities;
- Bolster program success through the inclusion of pre-apprenticeship and apprenticeship programs; and
- Ensure adequate and flexible resources for dedicated case managers, supportive services (such as work tools and transportation), and targeted job development, as well as other activities specific to the funded project;
- Partner with Probation Departments to ensure program effectiveness and participant success;
- Collaborate with Community-Based Organizations and other partners who have expertise working with individuals from this population; and
- Carefully consider which industry sectors and training programs are most appropriate for this population.

#### **Earn and Learn**

An important lesson learned by the grantees was the central importance of no-cost, “earn-and-learn” training opportunities during the transition from incarceration to

## Success Story Sacramento Employment and Training Agency

*"I am truly grateful for all of the help the staff and program gave me in making my transition back to the community - thank you all." – Leo Marciel*

**Mr. Marciel was enrolled in the program in January 2016 and started receiving training services through the Northern California Construction Training program. He completed a six month program and received several certificates including IBEW, OSHA certification, waste management, CPR, and completion of the Construction Management Technologies Program. Because of his hard work and dedication, he was one of three students to be awarded a vehicle as well as three months paid auto insurance upon completion and graduation from the program.**

careers. Again and again, AB 2060 Initiative case managers heard from clients that training is not viable if they have no income to cover basic housing, food, transportation and other expenses. Given the limited availability of, and eligibility for, WIOA-funded Individual Training Accounts<sup>5</sup>, grantees used grant funds to provide training at no cost to the participants. They also concentrated on training opportunities that pay stipends, incentives, or wages until employment is secured, or they dedicated AB 2060 funds to providing these incentives. One grantee used Work Experience dollars to pay for participation in jobsite instruction and work hours.

An America's Jobs Center of California provider focused job developer capacity on securing transitional jobs during training, while a CBO employed training participants on its own work crews. Several local boards co-enrolled clients in WIOA in order to use On-the-Job-Training dollars during work-based training.

### Apprenticeship and Pre-apprenticeship

While not a focus of this initiative, a few AB 2060 grantees explored the inclusion pre-apprenticeship and apprenticeship programs that provide earnings during training and lead to employment in well-paid, union jobs. Based on past participant success with other population groups, grantees were eager to invest time in exploring union apprenticeship opportunities for the re-entry population. One grantee had some success in placing 14 individuals in pre-apprenticeships, largely due to a local labor partnership that was established prior to the AB 2060 funding. The CWDB believes it would be beneficial to further explore the opportunities and challenges of placing this

## Success Story Tulare County, RESET Program

*"I am loving life! I am so thrilled and overjoyed, I cried this morning." – Kevin Lindergren*

**Mr. Lindergren was released from State Prison after 16 years incarcerated. While on probation he received job readiness classes and was referred to California Human Development's AB 2060 ReBoot/Supervised Population Program for additional employment and guidance services. After overcoming hardships, including living 44 miles from his training and failing his first DMV test, Mr. Lindergren was able to obtain his Class A Driver License. With his new license and a good reference from the program and the school, Mr. Lindgren was hired and started working as a truck driver earning \$16 per hour with benefits that include a 401k and full insurance coverage.**

<sup>5</sup> An Individual Training Account is an expenditure account established on behalf of a participant at the America's Job Center of California to cover or defray the costs of training using funds from the federal Workforce Innovation & Opportunity Act.

population into pre-apprenticeship and apprenticeship programs.

### **Adequate and Flexible Funding for Case Management and Related Services**

Many grantees credit the success of their funded projects as highly reliant upon the flexibility of AB 2060 grant funding, which resourced dedicated case managers, supportive services (such as work tools and transportation), and targeted job development, as well as other activities specific to the initiative. Organizations expanded outreach to identify and engage formerly incarcerated clients, and to build relationships with employers in targeted industries. They assigned staff to concentrate on the specialized education, training, personal development, and employment needs of AB 2060 clients. For example, they tailored job readiness workshops to the context of re-entry, and they provided individual case management that acknowledged the unique experience of returning to work after incarceration. Some grantees accessed specialized professional development on topics such as trauma-informed services and motivational interviewing, while others hired staff with personal experience in the justice system.

The multiple barriers faced by the formerly incarcerated make them an expensive population to serve. Under the AB 2060 model, funded projects have built their programs from the ground up -- designing, testing and iterating while formalizing partnerships, aligning systems, and identifying the most effective ways to refer qualified participants into the program. Estimates based on the preliminary analysis

of Round 1 grantees indicates an average cost per placement of \$14,000. It is anticipated that as the partnerships and system building are sustained through subsequent rounds of funding, efficiencies will be achieved and the cost per participant may drop.

#### **Success Story Friends Outside in Los Angeles County**

**Rafael B. is a 24-year old participant that was referred to Friends Outside. During his meeting with a job specialist, it was determined that he needed certifications in order to pursue his employment goals of working in the construction field. Rafael was very motivated and told the job specialist that he would “do anything” that was recommended if it led to employment. Upon successfully completing his certifications, the job specialist arranged an interview for him at a construction site. After failing a safety exam, he was turned down from that opportunity, but Rafael didn’t give up and kept working with his job specialist. The following week, the specialist was able to arrange for an employer sponsorship upon completion of a one-week boot camp at a Local Union, which Rafael completed. He is now a member of Laborers Local 300. Rafael started working the following week at a pay rate of \$17.85 an hour. Rafael’s sister personally went to the office a few days later to thank staff for believing in him and “not giving-up on her little brother, regardless of his past history and the choices he has made in his life.”**

#### **Partnerships with Probation**

A central feature of the AB 2060 model is the required partnership between a Local Board and a Probation Department (or Community Corrections Partnership), and all grantees confirmed that such collaboration has been key to program effectiveness and participant success. A strong relationship between

the Local Board and the Probation Department permits co-location of program staff at Probation offices, joint management, leveraging of services, data-sharing, sharing networks, and consistent communication about services and individual client needs. Importantly, the relationships with Probation Departments that were built or expanded through this initiative are expected to live on. These partnerships will continue to connect formerly incarcerated job seekers to the public workforce system and, in some cases, continue to invest justice system dollars (such as AB 109 Community Corrections Partnership funds) in workforce services as well as future population-specific funding opportunities.

### **Work Closely with Community-Based Organizations and Other Stakeholders**

Grantees also emphasized the importance of building dedicated partnerships with CBOs and other partners that have both strong ties with, and the capacity to serve, the formerly incarcerated population. Partnerships with these local entities are important because they not only understand the complexities of the justice system, but they also have the ability to navigate through the system – focusing on both the professional and workforce development of previously incarcerated individuals. Building these partner relationships is key to participant success and continuous program improvement due to the CBO's ability to tap resources and services not easily accessible to workforce training providers and employment agencies. Several projects noted that their CBO partner played a critical role in connecting participants to a network of community services, including mental and emotional wellness counseling, drug and alcohol rehabilitation, temporary housing and shelter, food assistance, and peer support groups promoting successful transition back into communities. Other important partners included the Sheriff's office, the Attorney General's office, alcohol and other drug rehabilitation programs, physical and mental health providers, and partners able to assist with obtaining clients' right-to-work documents. This work of partnership development and collaboration will need to continue beyond the life of the AB 2060 grants if programs are to achieve long term sustainability and effectiveness.

At the same time, forming a network of training and service providers with probation and other referral agencies is equally important. AB 2060 Initiative grantees described variations in the extent of formal and informal networks that existed to support connections to employment following incarceration. In some regions, Community Corrections Partnerships engaged probation, courts, community colleges, social services providers and other interested parties in coordinating re-entry services, though generally with limited emphasis on employment needs. Most often, grantees said that the networks of partners dedicated to workforce development for the formerly incarcerated population did not exist or were sorely lacking. Partnerships have to be cultivated specifically for this population, and formal partnerships are guided by funding.

## **Finding industry sectors and training programs that are most appropriate for this population**

Through this Initiative, grantees are gaining an understanding of the industry sectors and training programs most appropriate for this population. While some sites affirmed their original sector focus and deepened their training partnerships within the sector, others shifted or expanded their focus as they re-evaluated the needs and interest of clients as well as whether or not jobs in their identified industry sector(s) were readily accessible to the population. Low industry job placement is not solely because of inability to hire those with a criminal backgrounds, but also due to training, education, and certification requirements that were more complicated and took longer to achieve than originally anticipated.

Overall there is generally a lack of employers committed to hiring and supporting the career advancement of formerly incarcerated workers, particularly in rural and semi-rural regions. There are certain occupations that a justice-involved individual simply cannot fill due to background and security reasons. Construction and labor jobs are traditionally the default for job placement for the formerly incarcerated. These positions typically offer decent compensation and steady work, with opportunity for growth. Yet there are many other jobs in a variety of sectors that formerly incarcerated individuals can fill. Educating employers and addressing the perceived risks of hiring an ex-offender is one of the biggest challenges to opening up employment opportunities for this population. Other industry sectors that proved successful for this population were Automotive Services, Truck Drivers, Manufacturing, and Warehousing.

## **Preliminary Recommendations for Longer-term Viability of Workforce Training Programs for the Formerly Incarcerated**

The AB 2060 Initiative has sought to test the elements of an effective and replicable model to improve employment outcomes the formerly incarcerated. The following preliminary recommendations should be taken into consideration for policymaking and investments for workforce training and related services targeting the re-entry population.

### **Programmatic strategies to address the needs of this population:**

- Build articulated pathways to improve continuity of services from jail to community, obtaining right-to-work documents and linking pre-release, early release, and re-entry workforce and training programs leading to employment and career advancement.
- Encourage and incentivize formal partnerships, agreements, and co-funding arrangements among key local workforce, education, training, corrections, probation, and community-based partners focused on common goals related to re-entry.

- Expand pre-apprenticeship and apprenticeship programs and other earn-and-learn training programs accessible to formerly incarcerated workers.
- Invest in the core relationship between Probation and Local Boards, moving toward a formal agreement, co-funding, data-sharing, joint staffing, and consistent communication systems;
- Target outreach, including engagement of partners with strong community ties.
- Dedicate specialized case management, available through enrollment, training, job placement, and retention.
- Identify suitable training programs and providers aligned with participant interests, availability, skills and abilities.
- Focus on earn-and-learn training opportunities, including apprenticeship and other paid work-based learning/internships, to ensure participant has income throughout training.
- Use flexible funds for supportive services, emergency assistance, relevant training programs, and training stipends/ incentives, financial aid and other resources to cover individual training costs.
- Include professional development for the Local Board, AJCC, and partner staff that builds a culture of respect for formerly incarcerated clients.
- Focus on employer engagement and awareness-building to expand the network willing to hire formerly incarcerated workers.

**Broader systems change and alignment:**

- Recognize that this is an expensive population to serve and establish a dedicated and flexible funding stream and statewide structure for the delivery of training and supports during transition from incarceration to careers.
- Support state alignment of partner agencies.
- Invest and guide the development of regional partner strategies throughout the state, committed to expanding employment and training opportunities for the formerly incarcerated.
- Support cooperative agreements at the regional level, eliminating competition for funds within regions.
- Expand the scope of participants to include not just the county supervised population, but also the state parole population and people released from prison who are not under state parole supervision or post release community supervision.
- Invest in technical assistance to bring all initiatives serving this population together regionally.
- Invest in evaluation of long-term effectiveness of ex-offender workforce initiatives in California.

## **Next Steps for AB 2060**

As described earlier, the five Round 1.0 grantees just completed their projects December 2017, and their grants will close out with final data submitted by the end of March 2018. The 13 AB 2060 2.0 grants are still active with project completion at the end of May 2018 and final data anticipated by the end of summer.

Grantees will continue to track their activities in CalJOBS and participate in learning communities as they test, surface, and expand on the promising practices identified in Rounds 1.0 and 2.0.

In addition, SB 106 (Chapter 96, Statutes of 2017) expanded the statutory mandate of AB 2060 to include the parole population and those supervised by the California Department of Corrections and Rehabilitation. The bill also made changes to the program structure to ensure that CBOs may apply for grants as the lead applicant.

At the same time, the 2017 Budget Act contained a \$2 million appropriation to support a Round 3.0 of the Initiative. This will be a 24-month grant, spanning from May 1, 2018 – April 30, 2020 and will only be available to current and past AB 2060 grantees. Round 3.0 focuses on building achievements from current AB 2060 work through implementation of successful strategies, strengthening partner relationships (specifically with those who have expertise/experience working with the re-entry population), creating career pathway opportunities based on regional need and opportunities, and employer engagement. Round 3.0 funding also focuses on establishing strategic partnerships with parole, as well as outside organizations and agencies, for the purpose of anticipating and delivering high need supportive services specific to this population.

## **Conclusion**

This interim report provides a snapshot of AB 2060 efforts to date. Subsequent reports will further detail program and participant successes.

Based on the data available, it is the CWDB's initial assessment that AB 2060 grantees are succeeding in providing training in priority occupations and improving the labor market and skills outcomes for participating formerly incarcerated job-seekers.

In addition, the AB 2060 Initiative is helping to refine the elements of effective and replicable models for re-entry training and employment services. The next logical step is to pursue regional and statewide alignment strategies for a larger coordinated and effective approach to achieve systemic and permanent change in order to reduce recidivism and improve workforce development for the re-entry population.

This Initiative is designed to test new strategies to improve employment outcomes for ex-offenders. Efforts to understand the long-term effectiveness on recidivism

reduction cannot take place without the coordinated implementation of successful strategies into the broader workforce system. Such an evaluation would also require funding for an independent institution with expertise in this subject area to conduct the long-term research.

The CWDB is committed to providing additional reporting on promising practices, challenges, and data throughout the term of the AB 2060 Initiative. The CWDB will continue with its evaluation activities to strengthen and refine the AB 2060 model for local re-entry training and employment services that can inform workforce development strategies for this population.



**For more information  
on AB 2060, please visit  
the AB 2060 Materials  
Library at  
[www.cwdb.ca.gov/  
initiatives/ab-2060](http://www.cwdb.ca.gov/initiatives/ab-2060)**

## Project Summaries

### Cohort 1.0 (June 2015\* - December 2017)

#### **California Human Development** **\$400,000**

Addressing recidivism by utilizing a work-based learning model that places participants into supervised and subsidized employment settings with a focus on “earn-while-you-learn” strategies. California Human Development has implemented a successful construction skills training, using Habitat for Humanity’s building sites as training sites. These work-based learning strategies are designed to develop both hard and soft skills required by employers. Personal development is fostered by one-on-one job coaches who provide education and career assessment and counseling through the duration of the program, including through-placement and follow-up.

*Partnerships: San Joaquin County Workforce Development Board / Fathers & Families of San Joaquin / San Joaquin County Department of Probation / Mary Magdalene Community Services*

#### **Center for Employment Opportunities (CEO), San Bernardino** **\$400,000**

Addressing recidivism by combining life skills education, job coaching and development, earn and learn transitional work, on-the-job training, job placement, and retention services through a coordinated effort of partners. County Probation sends quality referrals to CEO who act as the entry point to the Department of Workforce Development, where participants are able to access support and employment services. SBCCD handles workforce training and industry-recognized certification. CEO’s job placement success is largely because of their Business Account Managers, whose main role is to engage industry and employers. Through direct involvement with employers, CEO can align employer and business needs with program training curriculum and certification. CEO also has Retention Specialists who assist employers with relevant tax breaks associated with hiring re-entry participants. By engaging employers, CEO has been able to build deeper relationships with businesses, leading to increased hiring of this population.

*Partnerships: San Bernardino County Workforce Development Board and Department of Workforce Development / San Bernardino Community College District (SBCCD) / San Bernardino County Probation Department*

**Friends Outside in Los Angeles  
Career Pathways  
\$400,000**

Addressing recidivism by implementing a re-entry-focused curriculum of services and utilizing best practices through partnerships and co-location. A large component of Friends Outside in LA's program is that collaborating organizations are co-located at America's Job Centers of California (AJCCs) and community college campuses. Most services are provided onsite at the AJCC, including case management, peer teaching cohorts, job readiness workshops, incentives, pre-release services and coordination in the transition from jail to community, individualized employment plans, and professional development services. Job Developers at the AJCCs are heavily involved with participants and mentor them on employment seeking skills and best practices, as well as connecting them with employers.

*Partnerships: Coalition for Responsible Community Development / Los Angeles County Probation Department / Los Angeles Trade Technical College (LATTC) / LATTC WorkSource Center / Five Keys Charter School / Office of the Attorney General / City of Los Angeles Workforce Development Board / Chrysalis*

**Sacramento Employment and Training Agency (SETA)  
Project HELP  
\$400,000**

Addressing recidivism by providing innovative accelerated educational attainment programs, or pre-apprentice and apprenticeship training, that leads to employment in the construction and trade occupations. SETA started working with this population and partnering with re-entry focused community organizations in 2004. As a result of these collaborative efforts, they have an existing network of organizations specializing in both the personal and professional needs of the population. Services include educational courses, vocational skills training, employment readiness, and holistic wrap-around services (substance abuse, family re-unification assistance, child support education, housing, mental health counseling, medical, etc.). SETA's main role in the program is to utilize its working relationships with the employer community to create employment opportunities for the re-entry population.

*Partnerships: Sacramento County Probation Department / Sacramento County Sheriff's Department / Sacramento County District Attorney's Office / The Los Rios Community College District / Sacramento County Department of Child Support Services*

**Ventura County Workforce Development Board**  
**STEPS2WORK**  
**\$400,000**

Addressing recidivism by providing participants with comprehensive training and wrap-around support services to promote development of marketable skills for jobs in manufacturing and Clean Green industry sectors (identified as regional priorities for major growth). Project focus was on workforce training, employer engagement, and securing employment opportunities for this population. Foundation of employer recruitment came from previous Workforce Accelerator Fund work where Ventura County identified 86 employers who were open to hiring ex-offenders.

*Partnerships: County of Ventura Human Services Agency / Ventura County Probation / Ventura Community College District / Goodwill of Ventura*

*\*Contracting process was unusually long and projects did not begin work until September 2015. Cohort 1.0 grantees also received additional funds in the second year with a time extension through December 2017.*

## Cohort 2.0 (June 2016 – May 2018)

### **Contra Costa Workforce Development Board Sustainable Occupational Advancement and Reentry Success (CoCo SOARS) \$400,000**

Addressing recidivism by focusing on both employers and employees. Project has two sets of goals and objectives: 1) strengthen the relationship between the county Probation Department and the Workforce Development Board of Contra Costa County to allow for successful and sustainable job training and placement for the re-entry population and 2) create a sustainable network of employers willing to support fair chance hiring. CoCo SOARS has a 20% recidivism rate and is changing the minds and hearts of employers through education, dialogue, active listening, and problem solving, while also giving returning citizens work-based learning experiences and good skills that make them more employable. Industry sectors are information communications technology, construction, and transportation/logistics.

*Partnerships: Probation Department / Reentry Success Center / EASTBAY Works American Job Center of California / Laborers Local 324 / SparkPoint Contra Costa / Contra Costa County Community College District / Small Business Development Center*

### **Golden Sierra Job Training Agency \$294,416**

Addressing recidivism by working one-on-one with participants, offering career counseling and providing connections to work-based learning opportunities. Placer County Re-entry Program works diligently to get participants ready to transition into the workforce and Golden Sierra works to get participants job-ready. North State Building Industry Foundation has built strong relationships with surrounding employers. By leveraging the strengths of these three organizations, participants are able to have direct access to employers and opportunities. Target industries include advanced manufacturing, agriculture and food, construction, hospitality, recreation, and tourism.

*Partnerships: Placer County Re-entry Program / North State Building Industry Foundation / Northern California Construction Training*

### **Humboldt County Humboldt 2<sup>nd</sup> Chance Program (H2CP) \$400,000**

Addressing recidivism by putting employers at the center of the program model and supporting them in hiring, onboarding, and retaining re-entry employees. H2CP is a comprehensive, earn and learn model that provides work readiness, vocational training, work experience, and job placement. Since Humboldt is a rural county with few large employers, the project is focused on recruiting local employers across targeted industries. Through this initiative, H2CP partnered with Dave's Killer Bread Foundation, a re-entry focused organization that promotes second chance hiring, to put on high-profile employer recruitment events. Employment opportunities vary and align to local industry demands such as construction, auto body repair, and administrative/assistant occupations.

*Partnerships: Employment Training Division / Probation Department / College of the Redwoods / Dave's Killer Bread Foundation*

**Monterey County Workforce Development Board**  
**\$400,000**

Addressing recidivism by customizing workforce training and professional development to meet each participant's unique needs and skillset. Monterey County's role is to provide grant management and evaluation of program, making recommendations on long-term viability of county workforce training programs and county collaborations for the re-entry population. Direct client services are provided by the Office for Employment Training, Turning Point of Central California, and Rancho Cielo Youth Center. Each organization receives referrals based on their "best practices" and assists participants through job placement. Participants have been placed in industries including trades, truck driving, and culinary arts.

*Partnerships: Monterey County Probation Department / Monterey County Office for Employment Training / Rancho Cielo / Turning Point of Central California*

**North Central Counties Consortium**  
**\$357,326.90**

Addressing recidivism by combining the efforts of multiple agencies to develop plans to overcome career pathway barriers for the supervised population. Participants will be placed into one of two models based on their individual needs: 1) immediate employment – receiving career readiness, job placement, or earn and learn assistance, intended to work towards a relationship with businesses to increase the work experience; 2) workforce training and career pathway development for those who have the time to participate and engage in the program. Large focus on embedding case managers and program staff in local Probation Departments and at Daily Reporting Centers.

*Partnerships: County Departments of Probation in Colusa, Glenn, Sutter, and Yuba Counties / North Central Counties Workforce Development Board / WIOA Title I Program Operators and Service Providers*

**Orange County Workforce Development Board**  
**\$400,000**

Addressing recidivism by implementing a new workforce system delivery infrastructure tailored to the supervised population. Orange County's program is heavily reliant on individual case management provided by Job Developers. These Job Developers utilize evidence-based motivational interviewing techniques to provide coaching, job search assistance, training support, supportive services, soft skills/workplace skills coaching and follow-up to participants. Their re-entry focused model is supported by their partnership with Orange County Re-entry Partnership, a linkage of CBOs and advocates focused on supporting the personal and professional development of this population.

*Partnerships: Orange County Probation Department / Orange County Sheriff's Department / Orange County Re-Entry Partnership*

**Santa Barbara County Workforce Development Board**  
**\$341,373.72**

Addressing recidivism by focusing on sector strategy for employment placement and incorporating Latessa's Model, a cognitive behavioral intervention approach to promote personal development into the program curriculum. An Employment Specialist works with each client to create an Individual Development Plan, which includes career counseling, resume and interviewing workshops, workplace skills courses, assessment and referral to occupational training and apprenticeship programs, direct referrals to job openings, and follow-up services after placement to support retention. Santa Barbara has three training tracks which participants can enter: 1) Santa Barbara City College's Construction Technology, 2) on-the-Job-Training with Employers through the Santa Barbara Contractors Association, and 3) apprenticeship through the International Brotherhood of Electrical Workers.

*Partnerships: Santa Barbara County Probation / Community Solutions, Inc. / Santa Barbara City College / Santa Barbara Contractor's Association / Santa Marla Contractor's Association / Academy Education Services, Inc.*

**Tulare County Workforce Investment Board**  
**Readiness for Employment through Sustainable Education & Training (RESET)**  
**\$400,000**

Addressing recidivism by providing incentives for participants to develop personal motivation to engage in education, training, employment, and job retention to reduce the likelihood of re-offending and to start down a career pathway. The RESET program was established in 2014 by Tulare County Probation as a job readiness program. Tulare County WIB's involvement in RESET started through the Workforce Accelerator Fund, where an internet portal was created to align with the workforce system. Now, participant progress is monitored through dual case management team approach and online through a shared electronic system between Probation Officers, RESET case managers and AJCC staff. A large contributor to RESET's success is their dedicated Business Resource Specialist who

is responsible for building relationships and credibility with employers who train and hire participants. The joint roles of the RESET Deputy Probation Officer and the Business Resource Specialist has been critical to the success of RESET and its participants.

*Partnerships: Tulare County Probation / Tulare County Sheriff / Communication Services Employment Training, Inc.*