

## Project Narrative

*a) Expected Outcomes and Outputs*

The San Diego Workforce Partnership (SDWP), the San Diego County Sheriff's Department and the San Diego County Probation Department understand aligning outcomes and data systems drives service integration. With this in mind, the key principles governing the outcomes and tracking framework for this grant include 1) leveraging Management Information Systems (MIS) already in place; 2) sharing data; and 3) co-location of AJCs pre **and** post-release to facilitate team-based case management.

**Tracking in CalJOBS<sup>SM</sup>**: Outcomes and outputs that result from this project will be tracked and reported with the state-administered workforce case management and labor exchange system, CalJOBS<sup>SM</sup>. CalJOBS<sup>SM</sup> is used throughout the State of California; facilitating referral and tracking of inmates released in San Diego or to other counties across the State. By capturing social security numbers and assigning a unique identifier, this system will allow SDWP to track individual outcomes throughout the reentry process and match up with Sheriff and Probation data to track recidivism rates. CalJOBS<sup>SM</sup> is designed to track enrollment, participation, work-readiness indicators, placement, and retention, as well as other ad-hoc outcomes as appropriate. The Sheriff's and Probation Departments are committed to sharing data to track and report recidivism rates for all program participants. Inmates will access the jail-based America's Job Center's (AJC) computer lab where all participants will setup a Job Seeker profile in CalJOBS<sup>SM</sup>. In addition to serving as this project's MIS system, CalJOBS<sup>SM</sup> allows users to easily search for jobs, build résumés, access career resources, and gather information on education and training programs.

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**Number served:** The jail-based job center will serve at least 500 inmates who will register in CalJOBS<sup>SM</sup> and access pre-release universal services (Core A) during the project's period of performance. One hundred of these individuals will be enrolled through the Workforce Investment and Opportunity Act (WIOA) and receive intensive services (Core B) at EMRF prior to release to the South County Probation Office (SCPO), where there will be a probation-based AJC satellite site. The other 500 inmates will be referred through CalJOBS<sup>SM</sup> to one of the other 12 community-based AJCs in San Diego County and will be co-enrolled in WIOA services if intensive and training services will support the individual offender's career goals.

**Reporting Outcomes:** SDWP will be responsible for reporting all outcomes to the Department of Labor (DOL), including the enrollment rate, participation rate, work-readiness indicator, post-release enrollment rate, placement rate, retention rate, and recidivism rate. In addition, SDWP will regularly report outcomes to the Workforce Investment Board (WIB) and the Community Corrections Partnership (CCP), which includes the County of San Diego's Chief of Probation, the County Sheriff, Public Defender, District Attorney, Director of the Health and Human Services Agency, District Judge, the Vice President of Programs at SDWP, and other leaders in San Diego tasked with the local implementation of AB 109, California's Criminal Justice Realignment. Because SDWP sits on the CCP with other key partners on this grant, reporting outcomes to this body will catalyze conversations around sustainability, expansion, continuous improvement, and employment service integration for justice-involved individuals across agencies.

***b) Project Design***

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*(1) Implementation*

**Access to Facilities:** The AJC will be located at the East Mesa Reentry Facility (EMRF), which sits on eight acres in south San Diego County and is administered by the County Sheriff's Department. It is an all-male, medium security facility that currently houses 754 inmates. EMRF inmates work in Vocational Programs and are offered a wide variety of intervention services including substance abuse treatment, cognitive behavioral therapy such as *Thinking For A Change*<sup>1</sup>, parenting classes, life skills, anger management and a GED program. To align these pre-release services with the public workforce system, the Sheriff's Department will build the jail-based AJC facility, purchase all the equipment (including 15 new laptops), and provide the security supervision and other support as needed. The job center will be located in a 1,000 square foot facility that will seat up to 15 inmates in the computer lab and up to 40 participants for workshops and presentations. While pre-release services are important, developing a strong continuum of post-release career services is a key element of recidivism reduction. ***Through partnerships, this grant will fund a pre-release AJC at EMRF and a post-release satellite AJC at SCPO, providing the critical continuum of services needed to improve reentry outcomes.*** With the MOU executed between SDWP and the San Diego County Probation Department, participants will be provided specialized post-release WIOA intensive service onsite at the SCPO in Chula Vista as a satellite job center to the AJC at EMRF. The AJC staff funded through this grant will provide team-based case management with the probation officer and will hold joint meetings to work with probationers to connect them to employment as part of their reentry plan.

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<sup>1</sup> For more information on *Thinking for a Change* visit: <http://nicic.gov/t4c>

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**Procurement of Service Provider:** Upon grant award, SDWP will competitively procure a service provider that will staff the AJC at EMRF, provide WIOA case management and career services both pre and post-release in partnership with Sheriff and Probation staff, and lead job development efforts with employers. As the local Workforce Investment Board (WIB) for the County and City of San Diego, SDWP has competitively procured AJC operators, youth providers, and other service providers for the last 16 years. The SDWP's procurement process is centered on fair and open competition. A panel that includes a representative from the Sheriff's department, Probation department, and at least one employer from the WIB will conduct written proposal evaluations and oral interviews of potential service providers. SDWP anticipates a very competitive procurement process because San Diego is home to many organizations that bring a long history of workforce services to justice-involved populations. With this in mind, the RFP process will include requirements and anticipated outcomes of service delivery while leaving space for prospective bidders to bring their own innovations, curriculum, partnerships, and ideas to leverage resources to expand the reach of services.

**Project Staffing Plan:** The service provider will be supported by SDWP through a program specialist that will oversee contractual performance, compliance, and expenditures, as well as SDWP's Senior Adult Programs Manager who manages the contracts and performance for SDWP's 12 other AJCs across San Diego County. The service provider will be asked to provide the following staff coverage:

***EMRF AJC Site Manager and Career Advisor:*** This person will oversee day-to-day center operations at EMRF in partnership with Sheriff and volunteer civilian staff. While this person will be responsible for WIOA enrollment of those inmates targeted for direct hand-off to probation and some intensive career coaching and other one-on-one services

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(see section 2 Operations), this person will train inmate facilitators to promote peer-to-peer learning and engage community volunteers to lead entrepreneurial classes, expungement workshops, and other group services.

***SCPO AJC Site - Post-Release Case Manager/Career Advisor:*** This person will provide team-based case management services post-release at the SCPO in Chula Vista, CA. This person will be responsible for WIOA performance measures for the approximately 100 inmates enrolled in WIOA pre-release at the AJC at EMRF, ensuring a single entity is accountable for outcomes for enrolled participants throughout the entire reentry process.

***Job Developer:*** This person will be responsible for developing “offender friendly” job leads for all participants who access the AJC at EMRF. Through research identifying in-demand jobs and employers who have expressed a willingness to hire justice-involved individuals. This person will develop job openings for participants and connect them to job fairs, employer socials, and interviews pre- and post-release.

**Identification and Selection of Program Participants:** The process at EMRF for identification and selection of participants for all programming uses Risk-Needs-Responsivity (RNR) principles. The EMRF counseling staff use a risk and needs assessment tool called the Correctional Offender Management Profiling for Alternative Sanctions (COMPAS) that assists in the placement, supervision and case management of inmates. COMPAS consists of a series of questions used to determine overall risk potential and criminogenic needs profile, including data on history of substance abuse, education, employment, family background, criminal activity and social functioning. COMPAS assessments are used to place inmates in programs that will aid their reentry to

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society and will most likely reduce the inmate's chance of reoffending.<sup>2</sup> The counseling staff at EMRF will refer inmates to the AJC based on COMPAS results. The results of the assessment and case plans developed at EMRF will be shared with the AJC Career Advisor to ensure a unified message about employment goals and to reduce duplication of efforts in their Individual Development Plans (IDPs).

A priority for participant selection for EMRF AJC referral and WIOA enrollment will be the Mandatory Supervision Offenders (MSOs) who, under California's Criminal Justice Realignment, are at EMRF with a state prison sentence. These inmates are called "split-sentenced" because the offender serves part of their time in a county jail and serves the remaining time supervised in the community. MSOs receive intensive community supervision by Probation Officer and the Mandatory Supervision Court. The San Diego Mandatory Supervision Court, with the support of the Presiding Judge (as demonstrated in the attached Letter of Support) is committed to integrating AJC services with the reentry services required for this population.

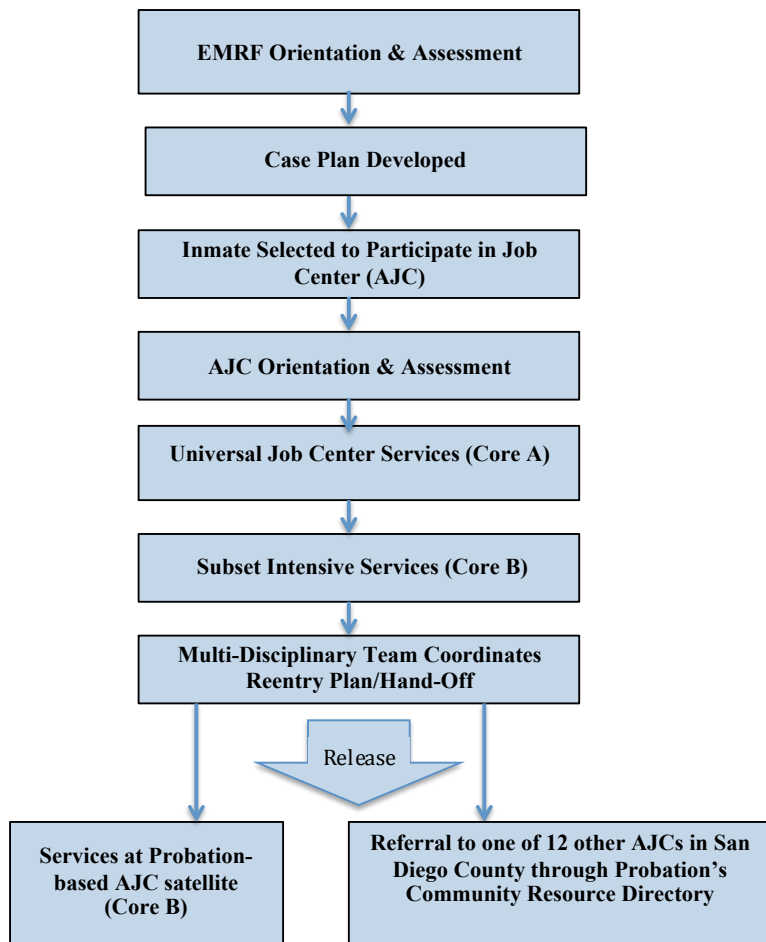
*(2) Operations*

**Components of Employment and Career Services:** Through *Reentry Works San Diego*, SDWP will provide a full service AJC at EMRF and a satellite site at SCPO that will be modeled after the other 12 full service and satellite AJCs SDWP oversees. Program participants will receive the following services:

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<sup>2</sup> *Report to the California State Legislature: A Roadmap for Effective Offender Programming in California*, Expert Panel on Adult Offender Recidivism Reduction Programming, June 2007.

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***Universal Access (Core A)******Services – Pre-Release:***

The 500 inmates who receive universal (Core A) services will receive an orientation and individualized career assessments. They can also use the computer lab to work on résumés, and other self-directed skill building tools as well as attend a full menu of job readiness and related workshops led by peers and community volunteers.

Since EMRF reentry professionals are already conducting assessments and gathering information on risks, needs, likelihood to recidivate, education level and employability, the AJC Career Advisor will use this information to develop a career assessment. SDWP AJC's use two nationally recognized assessments: 1) CareerScope® enhances the career and educational planning process for jobseekers by measuring both interest and aptitude through valid and reliable assessment tasks; and 2) Tests of Adult Basic Education (TABE®), which remains the most comprehensive and reliable academic assessment product in adult basic education. These vocational assessments will give inmates data and information about their interests and aptitudes, informing and empowering them to

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develop an employment strategy that fits their individual knowledge, values, and experiences.

***Intensive Services (Core B) – Pre- and Post-Release:*** At minimum 100 inmates (selected via the team-based case management approach) will be enrolled in WIOA services and receive intensive (Core B) services prior to release. In addition to all of the self-directed (Core A) universal services previously listed, these inmates will have Individual Development Plans (IDPs) developed through their one-on-one career counseling with the Career Advisor. These individuals will also be eligible for WIOA training funds to access Individualized Training Accounts (ITAs), placement in On-the-Job training (OJTs) where SDWP pays for up to half of a participant's wages for the first three months and other WIOA training products ***beginning on the first day after release from EMRF***. They will also have access to WIOA funded supportive services that could include bus passes, interview clothes, textbooks, tools, certification fees, childcare, and other supportive resources that can mitigate barriers to employment. Once enrolled at the EMRF, the contracted service provider will be responsible for continuing post-release services in partnership with probation and will be contractually accountable for participant outcomes that include employment, retention, average wage, and recidivism. Pre-release enrollment in WIOA and access to training and supportive services the first day after release represents the immediate vocational service intervention often required to disrupt the recidivism cycle.

**Implementing a Train-the-Trainer Model:** An array of educational research has supported the concept that implementing peer-to-peer learning significantly improves outcomes for at-risk and hard-to-reach participants. When combined with traditional instructional training, peer-to-peer learning improves social and cognitive development,



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increases students' sense of responsibility for achievement levels and enhances transferable skills for employability.<sup>3 4</sup> The Vocational Programs at EMRF already establish "Team Leads" who provide leadership, guidance and training to their peers. The jail-based AJC will expand on this model and equip inmates to help their peers interpret assessment results, provide guidance registering on CalJOBS, lead and facilitate workshops, conduct interview role-playing, and review of résumés and cover letters. Using participants in this capacity can create a greater sense of community, ownership and teamwork while increasing the volume and quality of grant-funded services.

**Utilizing Labor Market Information (LMI) to Inform Service Strategies**

SDWP recognizes that a criminal records hinder job opportunities for individuals in the competitive labor market. The Job Developer should **not** devote time working with employers in sectors that a) do not show new or replacement job growth and b) are unlikely to hire justice involved individuals. To avoid this as much as possible, ***Reentry Works San Diego*** job development efforts will involve two critical steps that will support demand-driven, data informed service delivery:

***Step 1 – Utilize research to identify employers that:*****a) Demonstrate growth opportunities:**

SDWP conducted a research-based Five-Year Strategic Plan, in which we identified six priority industry sectors in San Diego County to focus business services efforts. These sectors include clean energy, life sciences, health care, information and communication

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<sup>3</sup> Scruggs, T.E., M.A. Mastropieri, and L. Marshak, Peer-mediated instruction in inclusive secondary social studies learning: Direct and indirect learning effects. *Learning Disabilities Research & Practice*, 2012. 27: p. 12-20.

<sup>4</sup> Kunsch, C.A., A.K. Jitendra, and S. Sood, The effects of peer-mediated instruction in mathematics for students with learning problems: A research synthesis. *Learning Disabilities Research & Practice*, 2007. 22: p. 1-12.

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technology, specialty foods and microbreweries, and advanced manufacturing.<sup>5</sup> SDWP, in partnership with all five community college districts in San Diego, conducted additional research to release five priority sector reports to clearly define the skill and competency needs in the fastest growing occupations in these key sectors. Before we can close the skills gaps, jobseekers, educators, training providers, and career coaches need to identify precisely what the gap is.

**b) Demonstrate a likeliness to hire justice-involved individuals:**

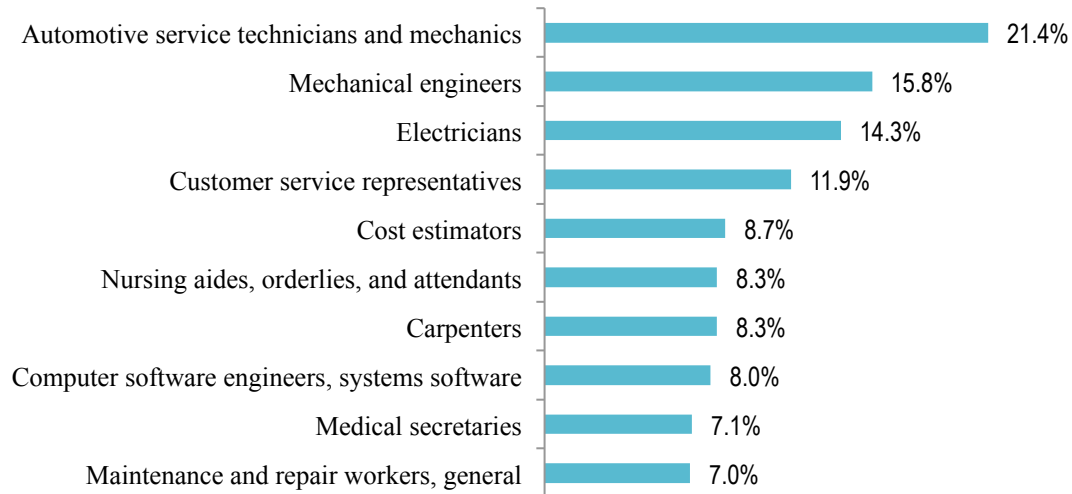
Just because an occupation is in a priority sector and is growing does not mean it is a good career pathway for justice-involved individuals. For many occupations, employers will not or cannot hire staff with a criminal record. For other employers, it may depend on the crime. SDWP's *In-Demand Job Report* surveyed 521 employers and directly asked their likelihood to consider formerly incarcerated candidates. From this, SDWP reviewed the fastest growing occupations vs. the employers' likelihood to hire the formerly incarcerated and determined the top 10 occupations for participants to seek. Results of the top 10 occupations included jobs as: carpenters, graphic designers, plumbers, painters/construction/building maintenance, automotive service and mechanics, cost estimators, landscape architects, computer system analysts, mechanical engineers and software engineers. The table below depicts the occupations San Diego County employers' shared they would most likely be willing to hire the formerly incarcerated:

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<sup>5</sup> "Sector Definitions (2011-2018) - EMSI.xls" for data and breakdown of job openings and wages for industries included in each sector.

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**Percent of Employers Responding "Yes" to Hiring the  
Formerly Incarcerated  
Top Ten Occupations**



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***Step 2 – Use research to target job development and business engagement:*** Informed by this data, the job developer will develop a list of current and potential employers that would be willing to participate in job placement services from the jail-based AJC. In addition to traditional one-on-one job development efforts, the job developer will connect with industry associations, local Chambers of Commerce, economic development entities, and other business-serving entities to build business relationships quickly and effectively. The Job Developer will be dedicated to working with employers, matching suitable inmate candidates and defining job readiness goals for participants. This will include pre- and post-release facilitation/scheduling of interviews, helping employers access OJT funds and other services designed to help employers meet their workforce needs through EMRF. Because local employers are the primary customers for the job developer, candidates will not be referred to employers until the job developer screens

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<sup>6</sup> “In-Demand Jobs Report – A Study of the Occupational Outlook in San Diego” | San Diego Workforce Partnership, 1 April 2013

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them to make sure they meet the job readiness and skill requirements of the business customer. The Sheriff is committed to allowing site access for potential employers to interview inmates.

The Job Developer will also coordinate employer socials efforts at EMRF. Employer socials are proven practices that SDWP has used to engage employers and candidates in a pressure-free, neutral setting. The employers discuss what they look for in new hires and the hiring process, and job seekers are able to ask questions of the employers. Formal interviews and job offers are often a direct outcome for participants of these events.

**Employer Feedback Loop To Align Pre-Release Services:** The Job Developer will serve as a feedback mechanism between employers and the EMRF and Probation programming. Of the eligible inmates at EMRF, 70 percent currently participate in Vocational Programs, which includes construction, printing and graphic design, commercial laundry operation, landscaping, culinary arts, food preparation, painting trades, and janitorial trades. Participants in Vocational Programs receive classroom and hands-on training, knowledge assessments, and certificates of completion as proof of skills gained upon release. These programs are all accredited by the nationally recognized Western Association of Schools and Colleges. Research has found that there are significant reductions in recidivism for inmates who participated in vocational training programs, compared with inmates who did not participate.<sup>7</sup> SDWP's labor market research and employer engagement will serve as a feedback loop to revise, align, and add Vocational Programs addressing the skill needs of the business community. This project

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<sup>7</sup> Davis, Lois M., Robert Bozick, Jennifer L. Steele, Jessica Saunders, and Jeremy N.V. Miles. 2013. *Evaluating the Effectiveness of Correctional Education: A Meta-Analysis of Programs That Provide Education to Incarcerated Adults*. Washington, D.C.: U.S. Department of Justice, the Office of Justice Programs, and Bureau of Justice Assistance. [https://www.bja.gov/Publications/RAND\\_Correctional-Education-Meta-Analysis.pdf](https://www.bja.gov/Publications/RAND_Correctional-Education-Meta-Analysis.pdf)

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will strengthen the connection between pre-release vocational training and post-release careers.

**Hard Referrals to Probation-based AJC and Community-Based AJCs:** Participants enrolled in WIOA intensive services prior to release will be released to Probation and must report to SCPO within 72 hours. The initial and subsequent monthly meetings will be coordinated with Probation and the Probation-based AJC Career Advisor so that all services can be provided within the same visit.

The approximately 500 inmates who access the EMRF AJC but are not assigned to the SCPO site post-release for case management will be referred to the WIOA-funded AJC service delivery system. There are 12 full service AJCs strategically located throughout San Diego County and within close proximity to public transportation. All participants whether assigned to probation or their local AJC will be provided with a “Job Readiness Toolkit” that includes list of completed certificates/programs, workshops and work experience gained prior to and while at EMRF, copies of their résumé and cover letter, and other resources developed pre-release. Also included in the “Job Readiness Toolkit” will be a map with contact information for the 12 AJC providers in San Diego County. Because all inmates receiving any level of services at the EMRF AJC will register for CalJOBS, the service provider can schedule an activity and make an electronic referral to one of the most conveniently located community-based AJC for the inmate to access post-release.

### *(3) Partnerships*

As evidenced by the attached letters of support and MOUs, SDWP has brought together the required San Diego criminal justice system partners and civic leaders needed to achieve success in this endeavor.

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**SDWP/Local WIB:** is led by CEO Peter Callstrom, maintains approx. 60 employees on staff and serves as the local WIB for San Diego County, a region with a population of over 3.2 million individuals. SDWP will have primary responsibilities for the implementation and management of the project. We will conduct monthly partner meetings to ensure all stakeholders are on track with project goals and conduct an evaluation and analysis of planned outcomes. SDWP will be responsible for all contractual and fiscal aspects of the project. Through SDWP's 12 community-based AJCs, the public workforce system will support program participants with training, supportive services, and job search assistance through established workshops and services available through WIOA funding.

**San Diego Sheriff's Department:** is led by Sheriff William D. Gore and is one of the largest in the nation with 4,200 employees, an annual budget of more than \$730 million, and a service area of over 4,400 square miles including a 60-mile international border. The Sheriff's staff at EMRF will manage facility resources, security supervision and participant referral and support. The Sheriff will provide the EMRF AJC facility, approximately 15 computers for the AJC, inmate referrals, staff and deputy support, and data sharing, among other support.

**San Diego County Office of Probation:** is led by Chief Probation Officer Mack Jenkins whose department supervise more than 22,000 adults and juveniles in the community and another 800 in juvenile halls and camps. Probation will provide a workstation for an AJC post-release satellite site, team-based case management, data sharing and other support. The National Association of Counties (NACo) recognized the department with nine achievement awards over the last three years for outstanding programs and services and a commitment to reducing recidivism and public safety.

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All partners are committed to integrating tracking systems and data-sharing processes to ensure clear and consistent communication across agencies. Project staff will be given access to the State's workforce system CalJOBS and the justice system's Community Resource Directory. Partners will continue to conduct monthly in-person meetings with program staff to measure effectiveness of activities and monitor performance outcomes.

### *(4) Continuum of Services Post-Release*

SDWP's plan for connecting participants to post-release services demonstrates an effective hand-off for all participants, whether assigned to the SCPO AJC or provided a hard referral to a community-based AJC. Currently, EMRF uses a multi-disciplinary case management team consisting of the assigned Probation Officer, reentry counselor, and Alcohol and Drug Program specialist. The case management team meets with each inmate to establish consistent goals for reentry, ensure coordination of services, and provide support for the development of a comprehensive reentry plan. If awarded this grant funding, the multi-disciplinary team will add the EMRF AJC Career Advisor to collaborate messaging and goals from the very beginning. The Career Advisor may recommend goals within the participant's case plan that can be accomplished in-house at EMRF or while accessing the job center services post-release. For example, an individual's case plan may require participation in EMRF's GED program or Vocational Program.

To help achieve the strong connections to services post-release, all participants will be registered in both CalJOBS and the Probation Department's Community Resource Directory. The San Diego County Probation Department has developed a web-based Community Resource Directory that connects probationers with a wide range of San resources and wrap-around services for the justice-involved population. This directory

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can create referrals to San Diego service providers based on each criminogenic need identified in the individual's assessment. Service providers listed in the directory can then report back to Probation within the directory the status of each participant. The Community Resource Directory includes an array of service providers that provide resources to ex-offenders including but not limited to:

- Cognitive-Behavioral
- Crime Prevention
- Child care
- Counseling
- Victim Assistance
- Education
- Financial/Income
- Health/Health Care Resources
- Housing Assistance
- Parenting
- Substance Abuse
- Education/Treatment

SDWP is finalizing the approval steps with Probation, so that not only will the pilot program staff have access to the directory but also all staff at the 12 community-based AJCs will use this resource. This tool enhances communication between service providers, Probation and corrections staff for a united and organized community approach to addressing recidivism. SDWP anticipates having all AJC staff using the CRD by July 1, 2015.

*c) Organizational, Administrative and Fiscal Capacity*

**Ability to Conduct and Sustain the Program:** SDWP, the Sheriff's and Probation departments and key elected officials are all committed to supporting the project beyond the period of performance for the grant pilot program. SDWP plans to continue utilizing WIOA funds to support the project beyond the life of the grant, as well as pursuing other state and local criminal justice and workforce funds to sustain and expand the effort. The



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project is designed to integrate the public workforce system's services with Sheriff and Probation reentry work through in-kind contributions, co-location and a commitment to team-based case management and information sharing. Probation is setting aside space, the Sheriff is building the center space and purchasing computers at EMRF, and SDWP is allotting WIOA formula funds for training and supportive services. San Diego County has the commitments in place to stand up and sustain this large step forward toward integrated and seamless reentry services.

**Organizational Capacity:** SDWP brings over 40 years designing and administering programs to close the skills gaps for jobseekers in San Diego, including specialized programs for formerly incarcerated individuals. Beyond WIA/WIOA program management, SDWP serves as the region's workforce development broker, convener, and leader in the broader regional effort to close the local talent gap. SDWP provides a comprehensive system of assessment, career planning, training, placement, and support for job seekers throughout San Diego County in 12 AJC locations. Businesses look to the SDWP and its network of AJCs and Youth Programs for qualified employees, for expertise in job training and supportive services, and for leadership to mobilize public and private organizations to address workforce needs. SDWP's partners and training providers share in the desire to work together to prepare San Diego's current and future workforce by integrating academic, vocational, and social services with workforce development. The California Workforce Investment Board has recently named SDWP a High-Performance Local Board. A certification of "High-Performance" requires the Local Workforce Investment Board to exceed the minimum requirements set for all California workforce investment boards and to demonstrate implementation of the Governor's workforce development plan.

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**Administrative Capacity:** Jacqueline Collins, SDWP's Senior Operations Manager, is the proposed Project Manager for this grant opportunity. With over twenty years of experience working in workforce development, employment and training programs, Ms. Collins brings extensive experience in the design and implementation of workforce programs for adult and dislocated worker populations (including ex-offender populations) ranging from small to large multi-million dollar projects. She has managed projects funded by the County of San Diego, State of California, and federal departments of Health and Human Services (HHS) and the DOL.

**Fiscal Capacity:** SDWP has been administering federal projects throughout its 40-year tenure and has the systems and policies in place to confirm that administrative controls comply with federal rules and fiscal accountability practices. SDWP is structured to ensure the segregation of duties and checks and balances across our fiscal, compliance, and program operations. External monitors and auditors have indicated the fiscal controls at SDWP meet all acceptable standards. SDWP's five most recent OBM Circular A-133 audits have all resulted in no new findings.

***d) Past Performance – Programmatic Capability***

***The Community Corrections Partnership (CCP):*** SDWP is experienced in forming coalitions and implementing programs designed to overcome obstacles for ex-offenders. The County of San Diego has an established Executive Committee of the Community Corrections Partnership (CCP), which implements Realignment and Post-Release Community Supervision. This partnership includes, Probation, San Diego Superior Courts, the District Attorney, Public Defenders Office, Sheriff's Department, Health and Human Services Agency and the Police Department as well as SDWP's own Vice President, Andy Hall. Serving as a member of this critical partnership, Mr. Hall ensures

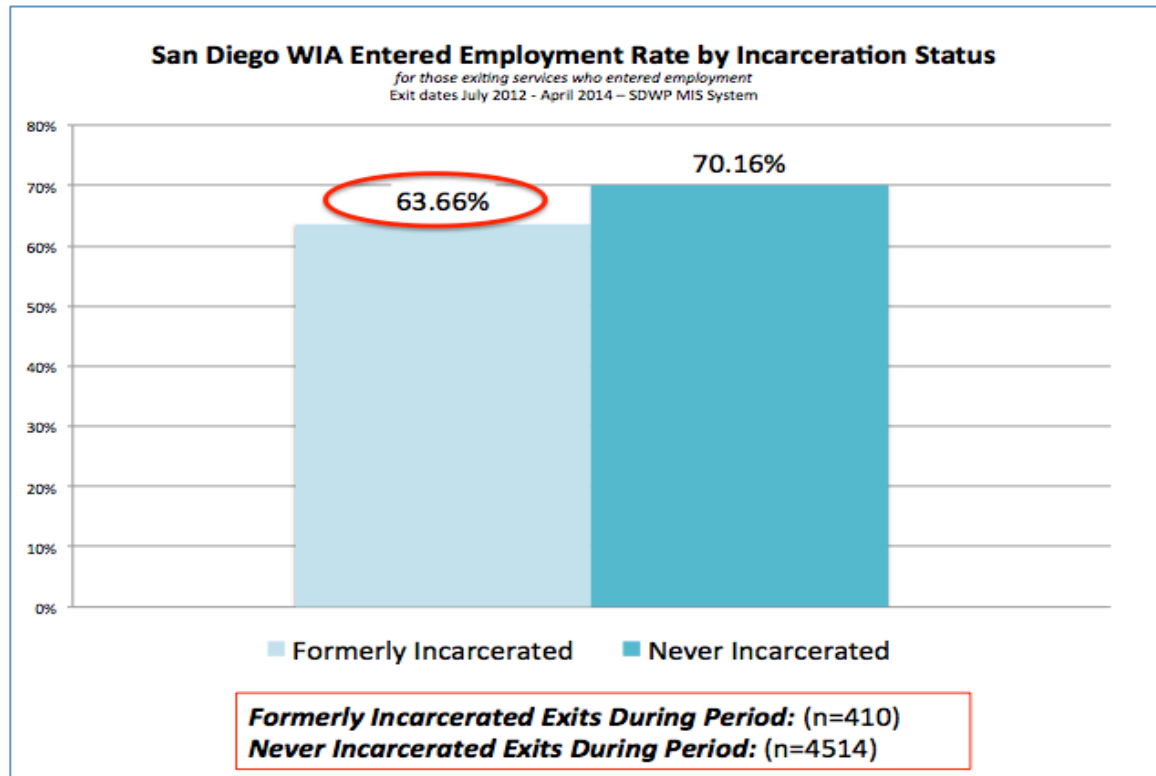
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SDWP is engaged in the workforce development and employment priorities for the justice involved population. The primary objective of this partnership is to provide evidence-based supervision and intervention services with both in custody programming and post-release services aimed at reducing recidivism. Because SDWP sits on the CCP with other key partners on this grant and will soon chair the employment subcommittee, this will be a critical convening structure for the region to better integrate employment services for justice-involved individuals across agencies.

***Project New Start:*** SDWP has spent a number of years funding a variety of projects targeting the ex-offender population. SDWP most recently worked with the State of California to implement two projects in San Diego, Project New Start and Transitions. The Transitions project works with inmates prerelease to prepare them for post-release Project New Start services. Project New Start (also referred to as California New Start) – Prison-to-Employment program is a collaborative project that leveraged the resources and service delivery mechanisms of California Department of Corrections and Rehabilitation (CDCR), Labor and Workforce Development Agency (LWDA), California Workforce Investment Board (CWIB), Employment Development Department (EDD), and Local Workforce Investment Boards to enhance the employability of parolees and their access to employment opportunities in their home communities. Project New Start operated from 2008-2011 and provided specialized services for ex-offenders through the AJC delivery system. The goals Project New Start met were to place ex-offenders in jobs after release from prison and reduce recidivism rates. Performance outcomes included a reduction in the current offender baseline unemployment rate of 60-80 percent, and an increase in the number of employers willing to hire ex-offenders.

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SDWP's is serving the formerly incarcerated population now through the current community-based AJCs in the County of San Diego (chart below).



While lower than the general adult population receiving WIA services at the AJC, the 64% entered employment suggests AJC services in San Diego are relevant for the reentry population. However, many formerly incarcerated individuals never make into SDWP's network of AJCs in the current service structure. We must bring AJC services to the population by integrating with pre-release and post-release services provided by the Sheriff and Probation departments. We must share our successes, expand what works, and sustain the model beyond the life of the grant. *Reentry Works San Diego* will do precisely that.

*The past-performance table has been attached and submitted with the project narrative.*