

**Southern Border Region
Regional Plan Refresh
January 2019**

Please Note: As partner feedback is received and additional data becomes available, the plan will be refined and finalized. Edits will occur on a rolling basis. Final plan is due to the state on March 15th.

DRAFT - In Development

1. Context

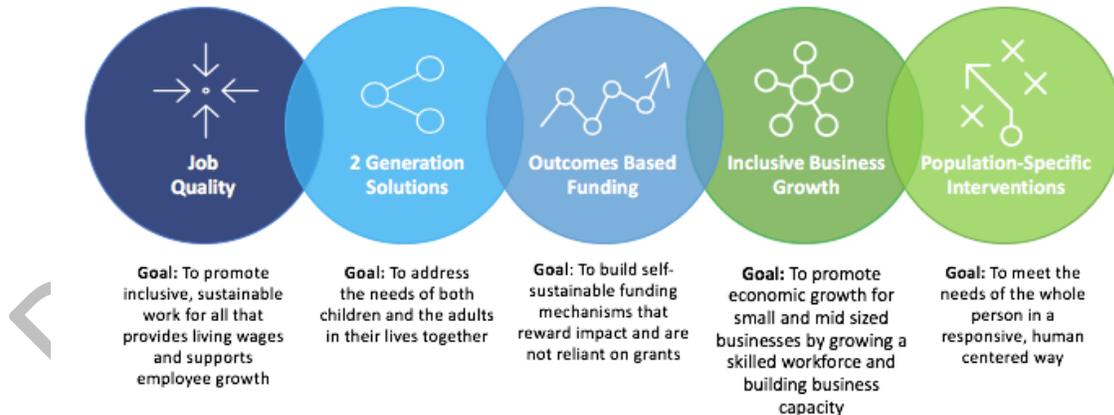
Since our regional plan was established in 2016, the Southern Border Region (SBR) has been doing extensive work to better understand the evolving needs of our community. We see, as demonstrated through the research of Stanford economist, [Professor Raj Chetty](#), that both the American economy and labor market as well as our own region are rapidly changing. The forces of technical innovation, automation, and globalization have generated historical levels of wealth and prosperity, while at the same time leaving behind many of our workers, particularly the justice involved, and their families in low-wage, low-skill jobs that do not pay family sustaining wages.

Chetty's research shows that while this shift has generated economic growth and wealth generation for some, it has also eroded opportunity and income mobility for many more. The idea that each generation of America's children will have a higher living standard than their parents is under threat. The vision of a merit-based society where all children regardless of household income, race, ethnicity, or geography - have an equal shot to make it in this country is becoming less of a reality in our communities.

To reach equality of opportunity, those practices, systems, and policies that have enabled, perpetuated, or failed to reverse the trend of growing inequality of opportunity must give way to a new way of thinking about workforce and economic development. As a region, we continue to make changes to our systems and partnerships so that education and training become a lifelong practice and access to networks, resources, and knowledge is available to all. Practically, this has required expanding our partnerships to include deeper relationships with the corrections system and multi-craft core curriculum apprenticeships.

2. Regional Plan Pillars

We have laid out a shared vision for the region which is to foster "Economic mobility for our citizens and vibrant growth for our businesses". To achieve this, we established five pillars which will cut across all of our work, regardless of the population served, program launched, or partnerships established. Specifically, these include:



See attachment A for more details on each of these pillars.

3. Priority Sector Refresh

While our regional efforts in serving not only the justice involved population but all those in need will be driven philosophically by our five focus areas, our efforts will also be guided tactically toward supporting the greatest employment needs in the region. This requires regularly refreshing our priority sectors and

in demand occupations based on changes in economic conditions and labor market data. In late 2018 as part of the regional plan refresh, the SBR research team identified a set of “hot jobs” (in demand) for each county—occupations that have high and growing numbers of jobs and pay at least a self-sufficient wage at the entry level. While these hot jobs can be found throughout the economy, they are highly concentrated in four priority sectors that are shared between the two counties in our region. These sectors include **Education & Human Development, Health Care, Public Administration, and Energy, Construction & Utilities**. Regionally, we will seek to set our justice involved populations on a path to family sustaining areas in these priority sectors/hot jobs. By focusing on these shared priorities, each local area will be able to leverage resources and best practices of the other.

In addition to our four regional priority sectors, the SBR research team also identified four local priority sectors that recognize the unique economic drivers of each local area. In San Diego County these sectors are **Advanced Manufacturing, Life Sciences R&D, Finance & Real Estate, and Professional Services**. In Imperial County, these sectors are **Retail, Leisure & Hospitality, Agriculture, and Advanced Transportation & Logistics**. More information about hot jobs and the regional and local priority sectors can be found in Attachment B. The Euler diagrams in Attachment B, p. 18-19 give a comprehensive view of jobs in each county and the proportions that occur in priority sectors.

We will develop a set of research collateral to be used by career centers, partner organization and educators to expose justice involved individuals and others to the opportunities available in the regional labor market. These materials will be driven by the occupational perspective, helping job seekers to expand their frame of reference for an occupation and understand, for example, that a registered nurse could be employed by a university or school just as easily as a hospital or doctor’s office. The sector lens will be particularly useful when engaging groups of businesses and will inform business services strategies.

4. Population Specific Interventions - Reentry

Need

The SBR understands the critical need for funding and community solutions for the justice-involved population. In 2017, [2620](#) individual were released to the region from the state prison system alone. While California Department of Correction and Rehabilitation (CDCR) reports the statewide average of recidivism is dropping below 44 percent in recent reports, the recidivism rate for the Southern Border Region averages 71.5 percent.¹ The average unemployment rate across San Diego and Imperial Counties in 2017 was 11.6 percent — more than double California’s 4.8 percent unemployment rate over the same period.² Collectively, SBR has served 2,553 formerly incarcerated individuals since July 2016 (53 adults and 45 youth in Imperial County and 2,007 adults and 448 youth in San Diego County).

Additionally, according to San Diego County Probation Department, about 3,300 of the County’s youth in 2013 were out in the community on probation, and 729 were institutionalized in the juvenile facilities. On average, approximately 20 percent of the youth who become involved in the County’s juvenile justice system end up in custody at one of the County’s five juvenile justice facilities. The percentage of youth who recidivate by committing a new law violation while on probation supervision has remained steady since 2009 at a rate of 29-30%. In Imperial county, 5% of the youth population served last year self-identified as justice involved. This data demonstrates the high priority for workforce interventions for the justice-involved in our region.

¹ <https://www.insidecdcr.ca.gov/2016/08/californias-return-to-prison-rate-falls-for-the-5th-straight-year-to-44-6-percent/>

² <https://data.edd.ca.gov/Labor-Force-and-Unemployment-Rates/Local-Area-Unemployment-Statistics-LAUS-Annual-Ave/7jbb-3rb8>

Service Delivery Strategy

SBR's Core Pillars of Reentry Works Approach Strategy: The SBR has been operating successful justice-involved strategies under our nationally recognized “Reentry Works” model. Reentry Works is not just a singular program, but our overall strategy to invest and innovate in, evidence-based solutions to best serve the justice-involved population. In conjunction with our partners, the SBR has agreed on several core pillars in how we approach service delivery strategies under the Reentry Works model:

1) Maximizing Reentry investments by co-funding with partners

- SBR has committed to expand its funding with corrections partners by designing programs with the expectation that corrections partners will match investments in workforce solutions. Already, San Diego County Sheriff's and Probation departments have matched nearly \$1M . Collaborating with partners ensures that all our investments are maximized, and our dollars go farther to serve the region.

2) Evidenced-based service delivery

- SBR integrates data-informed and evidenced-based strategies in its program design. Evaluation and research are cornerstones to continually review success and inform future expansion of our efforts.

3) Integration and co-enrollment with AJCC and WIOA providers

- We are only as strong as the systems we build. SBR is committed in strengthening the connections and resources found in our AJCCs with our reentry work, this includes co-enrollment to open pathways to training, education and supportive service resources.

4) Flexible, population specific earn and learn models that lead to quality jobs

- Opportunities for justice-involved to earn and learn are critical to see success. This population requires immediate support and income retain employment. Creating pools of funding for Community-Based Organizations, Labor Unions, Education Partners any others to create innovative and flexible programs

5) Outcomes based contracting models

- SBR has a strategic priority to shift our contracting models to more outcomes-based performance management with the goal to increase the performance and impact of our programs in the community. Evaluating and paying success enables greater accountability to our jobseekers and allows contracted organizations greater flexibility to innovate in their funded activities.

Through this plan, the Southern Border Region seeks to build upon the promising practices of existing pre- and post-release programs as well as transfer services in place by expanding its Reentry Works delivery model to increase the number of formerly incarcerated and justice-involved individuals served throughout the region. Highlights of proven work include:

- San Diego has a nationally-recognized model of creating job centers within correctional facilities which deliver pre-release services and have proven to successfully reduce recidivism to below 10% while maintaining over 65% job placement. This effort will be expanded to include Imperial County in service delivery strategy. The effort has engaged a large number of stakeholders, including community-based organizations, educators, corrections and probation and the region desires to leverage the lessons learned to benefit the rest of the region.

- Imperial County’s Inside/Out College Program in correctional facilities — providing college accredited education, job placement and employment services — was honored as part of the 2016 CSAC Challenge Awards, which recognize the most innovative best practices developed by California Counties. Learnings from this effort will be applied across the region.

Under this plan as a baseline level of service, we will expand and provide the following approach/services to the population in all our reentry work:

- Rigorous, evidence-based selection process for each program based on population-specific approaches such as Risk-Needs-Responsivity (RNR) principles
 - This will leverage existing tools such as 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 a criminogenic needs profile, including data on any history of substance abuse, education, employment, family background, criminal activity and social functioning.
- Gender-responsive, trauma-informed approaches
 - Traditional criminal justice practices have largely been developed through the lens of managing services for men, not women. For example, most vocational programs for female offenders have focused on careers that lead to low-level, low-pay positions such as cosmetology and clerical work. As a result, more female offenders are underemployed and unemployed than their male counterparts.³ Research indicates that interventions targeting women, and specifically post-release employment for female offenders, yields substantial recidivism reduction for women.⁴
- Two generational constructs to serve the whole person
 - At a far greater rate than their male counterparts, 80 percent of women return home to care for one or more children.⁵ Reconnecting as a family and addressing child care needs will be a leading priority for female participants. Women experience a higher incidence of abuse and trauma with up to 77–98 percent reporting lived experience with trauma (domestic violence, physical or sexual abuse).⁶ The regional plan will be used as a mechanism to implement trauma- and gender-informed values in our approach, including developing gender-responsive policies and procedures and a program assessment.
- Peer-to-peer learning strategies that empower individuals to take ownership of their progress
 - Recent research has confirmed that implementing peer-to-peer learning significantly improves outcomes for at-risk and hard-to-reach participants. When combined with traditional training, peer-to-peer learning improves social and cognitive development, increases students’ sense of responsibility for achievement levels, and enhances transferable skills for employability.^{7,8}
- Rapid employment and training placements through connections with community based partners specializing in transition jobs

³ Bullis and Yovanoff, 2006

⁴ Freudenberg et al, 2005:1729

⁵ Freudenberg et al, 2005:1729

⁶ *Women in the Criminal Justice System: Briefing Sheets*, The Sentencing Project, Sept. 2014

⁷ 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.

⁸ 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.

- This will require expanded partnerships with active regional partner organizations such as the Center for Employment Opportunities (CEO) and Kitchens for Good to provide immediate, effective and comprehensive employment and training services to men and women with recent criminal convictions.
- Pre- and post-release services with team-based case management using the IPS model
- Employer informed services which leverage our understanding of the labor market trends as a whole (as demonstrated through the priority sectors and hot jobs in section 3) as well as direct engagement and feedback with specific, local employers in the region

Approach

Outreach, and Recruitment Strategy: SBR's plan for connecting participants to post-release services demonstrates an effective hand-off for all participants, whether they are assigned to program staff, connected to a community-based AJC or provided a referral to another local area. The process at SBR for identification and selection of participants for all programming uses Risk-Needs-Responsivity (RNR) principles. Corrections partners will be responsible for driving the identification and recruitment process for participants based off the RBR principles, prioritizing those participants who show the highest need and likelihood to respond successfully to workforce development interventions.

Intake, Case Management and Connection to Education: The multi-disciplinary case management team (MDT) consisting of the assigned Sheriff's reentry counselor, a probation officer, and Alcohol and Drug Program specialist, parole and other staff support is at the core of the model. The MDT meets with inmates to establish the intake process and consistent goals for reentry, ensure coordination of services, and provide support for the development of a comprehensive reentry plan.

The multi-disciplinary team staff will use the risk and needs assessment tool COMPAS that assists in the placement, supervision and case management of inmates. COMPAS assessments are used to place inmates in programs that will aid their reentry to society and will most likely reduce the inmate's chance of reoffending.⁹ The results of the assessment and case plans developed will be shared with the Career Advisors to ensure a unified message about employment goals and to reduce duplication of efforts in their Individual Development Plans (IDPs).

Goal's in the participant's case plan that can be accomplished pre-release or while accessing the job center services post-release. For example, an individual's case plan may require participation in SBR's High School Equivalency or Industries Center program. SBR will be leveraging both WIOA and P2E funding to create training and education resources such as ITAs and earn and learn opportunities. This ensures clarity on training received pre-release and allows post-release services to build on the work already done. The participants 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 SBR. Once enrolled at the SBR, the contracted service provider will be responsible

⁹ Report to the California State Legislature: A Roadmap for Effective Offender Programming in California, Expert Panel on Adult Offender Recidivism Reduction Programming, June 2007.

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.

Post-Release Case Management and Connections to Education, AJCCs, Training and Services:

Participants enrolled in intensive services prior to release will be released to Probation and must report to program staff within 72 hours. The initial and subsequent monthly services will be coordinated with corrections and the post-release so that all services can be provided during the same visit. Case management post-release will follow the individual placement and support (IPS) model. IPS, one of the only Ivy league peer-reviewed researched, evidence-based practice, stands out as unique to other supported employment models because services are individualized and long lasting with a focus on competitive wages. Case management continues indefinitely after job placement, ensuring high-need participants keep and maintain employment. A cornerstone of IPS is the philosophy that work promotes recovery and wellness, putting a focus on rapid job search and placement. The model emphasizes a team approach to improve employment outcomes that is inclusive of families, vocational rehabilitation counselors and mental health practitioners. There are 14 full-service AJCs strategically located throughout SBR all 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 a list of completed certificates/programs, workshops and work experience gained prior to and while at SBR, copies of their résumé and cover letter and other resources developed pre-release.

Addressing Barriers & Supportive Service Strategies: SBR realizes that supportive services are a critical component to the long-term success of the individual. In engaging with 2,500+ participants since 2016, the top most occurring supportive service needs were: 1) housing, 2) food 3) childcare and 4) clothing. SBR through P2E and WIOA funding will seek to expand the total amount of supportive services funding available for justice-involved participants. SBR and its partners will align the public workforce system’s infrastructure and outcomes with those of the local basic needs support system as described above, representing a systemic response to the challenges of realignment and high-recidivism.

SBR has access to the Community Corrections Resource Directory (CRD) which connects justice-involved with a wide range of San Diego County resources and wraparound services for the reentry population. This directory can create referrals to regional service providers based on each criminogenic need identified in the individual’s assessment. Service providers listed in the directory can then report back to within the directory the status of each participant. The CRD includes an array of service providers that provide resources to ex-offenders, including: counseling, substance abuse, child care, parenting, financial literacy, victim assistance, education and health care resources etc. This tool enhances communication between community service providers, Probation and other corrections staff for a County-wide systemic approach to addressing recidivism.

SBR will also partner with community based organization such as the Center for Employment Opportunities and Kitchens for Good, organizations that provide immediate, effective and comprehensive supportive service employment services to men and women with recent criminal convictions, to quickly place participants in employment and training opportunities upon reentry to the community. These job supports, alongside comprehensive supportive services in the community such as food, clothing, supplies (for work/education), housing, health, and behavioral health, will provide the services need to ensure success.

Data Collection and Information Sharing: Under our Reentry Works program design, all partners will be renewing or entering into MOUs that include data collection and information sharing requirements (see attached MOUs). Outcomes and outputs are tracked with the state-administered workforce case management and labor exchange system, CalJOBS. CalJOBS is used throughout the State of California, facilitating the referral and tracking of participants released in San Diego or to other counties across the state. By capturing social security numbers and assigning a unique identifier, this system allows SDWP to track participant employment outcomes throughout the reentry process and to match up with Sheriff and Probation data to track recidivism rates. Our team has developed the system functionality and data points to track enrollment, participation, work-readiness indicators, placement, and retention, as well as all other ad-hoc outcomes. The Sheriff's and Probation Departments are committed to sharing data to track and report recidivism rates for all program participants.

By enrolling participants in CalJOBS, SBR will also be complying with State's expectations on data security, both from compliance with WIOA and AB1111 standards. SBR has extensive documented policies and procedures for collecting and protecting personally identifiable information (PII). SBR has also partnered with 211's Community Information Exchange (CIE) ecosystem comprised of multi-disciplinary partner networks that uses a shared language and integrated technology platform to deliver enhanced community care planning. CIE enables CBO's, workforce, and corrections partners to shift away from reactive approach to providing care to one that enables partners to integrate data from multiple sources and make bi-directional referrals to create a longitudinal record that promotes proactive, holistic, person centered system of care.

Partnership

We understand that partnerships are key to success in serving the reentry population. For example, each local area has an MOU with the probation department to provide services to local paroles. These services include job search/placement and resume assistance, job readiness, training, and other WIOA mandated services. The local areas attend corrections and probation departments' monthly meeting to share success stories and activity updates, and to gather information about the needs of our community. The following table describes the broad variety of organizations SBR has partnered with and a description of their services:

Organization	Description of Services
San Diego and Imperial County Probation	County Supervision-AB109 Realignment Supervision (Provides housing/treatment funding)
S.D. and Imperial Sheriff's Dept.	Operates East Mesa Reentry Facility
Department of Child Support Services	Responsible Parenting Initiative: child support modification; Driver's License release; Live Well
Child Welfare Services (CPS)	Re-Unification Plans (CPS); part of Live Well San Diego Initiative; current EMRF service provider
Reentry Roundtable	Promotes safe/successful reentry; monthly meetings at Second Chance, reentry dialogue
EDD	One-Stop Employment Services; Training
Community Linkages	
Family Health Centers of San Diego	Community Health Clinics; app. help: Affordable Care Act, MediCal, Healthcare for the Homeless
Pro Mentors	Provide Mentors

Mentor Management	Policy/procedure consult; mentor recruitment
Center for Employment Opportunities	Employment services, training, case management, supportive services
Dad's Corp (SAY San Diego)	Parenting Workshops: healthy kids, Relationship Counseling, Legal Clinic, counseling/case management
Anger-Ease	Anger Management classes
Impact South Bay	Relationship/Marriage/Co-Parenting Class
Southwest College	Continuing ed services/Vocational Certifications
Ed. Cultural Complex	Adult School and continuing education services
Home Start	Family, mental health, community services
Second Chance	Justice-involved housing, employment, community services
McAllister Institute	Drug and Alcohol outpatient treatment programs
UCSD Mental Health	Psychiatry/behavioral health/mental health care
N. County Lifeline	Social services, behavioral health services
Crisis House El Cajon	Emergency housing and services
Interfaith Comm Srvc	Housing and supportive services
Interfaith Shelter Network	Temporary family shelter, rental assistance: rapid rehousing initiative
Veterans Commerce	Rental/moving assistance for low-income veterans
Veterans Village of San Diego	Transitional housing, substance abuse, PTSD treatment, housing assistance, case management.
Rise Up Industries	Tattoo removal services

Additionally, the SBR actively participates in several key community collaborations and partnerships, whether through existing MOUs or serving as active board members, we are represented and participate in:

- Community Corrections Partnership: Active board member of this group which brings together all State funded corrections partners throughout the Counties, including Sheriff's, Probation, local police chiefs, court systems, attorney general, and local workforce development boards.
- Regional Reentry Roundtable: Meeting quarterly, this partnership includes over 60 organizations from corrections, county social services, non-profits, workforce, faith-based organization, public health, and education partners. It has resulted in the publication of the online public health toolkit and other key community endeavors.
- Commission on Gang Prevention and Intervention: Active board member on this commission, where we create policy recommendation and funding strategies for the local, county and state resource related to prevention gang crime and reducing gang involvement across our region.

Through our planning efforts, we are strengthening these existing collaboration efforts through the creation of the Prison to Employment Advisory Council, meeting at minimum quarterly. The Advisory Council will include WDB membership from key employers, Sheriff and Probation representation, educators and well as key community-based organizations with expertise in serving the justice-involved. This will allow the region to expand our reach to include additional partners not currently represented, particularly education partners.

The region also understands how critical it is to engage employers in serving the reentry population. During the planning phase, we will develop in-depth research reports on hiring trends and practices

related to criminal records and attitudes towards hiring. Communication is also critical to ensure alignment between and among partners. To assist with this effort, during the planning phase we will develop a Reentry Labor Market Report and bi-fold collateral materials to distribute key research points to employers, community partners and the formerly incarcerated. We will also explore possibilities for hosting quarterly webinars on topics relevant to serving the formerly incarcerated and justice involved.

The advisory committee, including California Department of Corrections and Rehabilitation (CDCR), County Probation Departments, community-based organizations, Imperial and San Diego Workforce Boards, and employers, will be leveraged throughout this work to review findings and offer recommendations so that the final plan will encompass the best thinking in the region. These deliverables will be cross-referenced with our current sector-based research to develop or amplify successful employment strategies. Strategies will focus on skill attainment, including earn and learn models that lead to careers that pay self-sustaining wages.

Training

Training needs will include ongoing development in a) the Individual Placement and Support (IPS) model to include a greater understanding of mental and behavioral health needs b) trauma-informed care c) family reunification d) record expungement practices and e) safety and personal boundaries. The region coordinates closely with both the Probation and Corrections department to make these trainings available and has also included justice-specific training for regional staff in the regional training plan. For staff that work within the correctional facilities, intensive onsite training occurs upon new-hire orientation. The orientation includes a background clearance, general correctional facility orientation, and training on acclimating within the facility's culture that they will be working in. This includes training on how staff navigate and manage facility resources, security supervision, and participant referral and support.

SDWP recently provided training on employment retention and is seeking training resources on subjects such as identifying likelihood to recidivate post-release, and empowering individuals to adapt to the employment strategy that incorporates their individual knowledge, values, and experiences.

5. Business Services – Inclusive Business Growth

SBR understands that the business community is a fundamental partner in driving economic mobility in our communities and supporting our justice involved citizens. First of all, as a region we are committed to fostering inclusive business growth and equipping small and mid-sized businesses to compete by meeting their needs for a diverse, skilled workforce which includes the justice involved population. Changing skill requirements, a nationwide battle for talent, and a soaring cost of living are combining to form an unequivocal threat to our regional competitiveness which must be addressed head on. This requires the SBR to not only assist businesses in improving the attraction and retention of all types of talent but to also facilitate capacity building within the businesses themselves. As such, we are working to create an integrated structure for serving businesses where:

- **Service:** Every business receives seamless service that exceeds their expectations - excellence every single time
- **Relationships:** We have extensive, deep, transformational relationships which transcend the ups and downs of the economy - true partnerships aligned to business need
- **Transformation:** Our brand is known for not just talking about difficult issues for business but partnering to solve them - strategic advisors not order takers

- **Growth:** We help businesses become more economically vibrant by meeting their workforce needs so that businesses are positioned to provide quality jobs to our community - anticipate not just react
- **Revenue:** Business affirm the value in the services we deliver by paying for them - path to sustainable services

Specifically, we are working to:

- Better inform businesses of the resources available to them through the workforce system. This includes AB 1008 Fair Chance Hiring, Work Opportunity Tax Credit, California New Employment Tax Credit, Federal Fidelity Bonding, and supportive services. This is done both through AJCC and partner outreach as well as board staff’s work with the community. Feature events such as the symposium held in San Diego in collaboration with CALPIA, in-facility job fairs, and volunteer-led expungement outreach all serve to raise awareness of resources for employers
- Continuously expand the list of employers willing to employ the formerly incarcerated through our core business engagement efforts.
- Advancing a robust sector strategy with meaningful career pathways (entry and upskilling) and business transformation tools in each of our chosen priority sectors which can support all of our special populations. To achieve this, we are structuring the SBR so that we can regularly refreshing our Regional priority sector report. Additionally, we are rolling out Career Coach (a single tool to make labor market data accessible) to the end user and train educators and case managers to guide users use of the tool and the priority sectors. This will serve to educate justice involved
- Achieve high match rates of candidates to quality jobs which demonstrate we truly understand what businesses needs and dramatically increase number of quality jobs in the market available to all. To support this we are, rolling out a single, Salesforce based portal for business services which will be available to all partners Ensure the organization keeps pace with the market by developing employer informed, sector-specific training/capacity building for staff/partners so they are equipped to prepare job seekers for the market (in coordination with Research)

6. Multi-Craft Core Curriculum Pre-Apprenticeship

Coordination and partnership with labor, specifically building trades councils in the construction industry is core to our strategy. Members of the trades are not only part of both the San Diego and Imperial boards but active in reentry working groups and governing councils to help determine how the reentry and other special populations can be best connected with these career pathways. Members include:

- Tom Lemon – Building and Trades (SD)
- Matt Kriz – International Union of Painters and Allied Trades (SD)
- Andy Berg – National Electrical Contractors Association (SD)
- Kevin Alvin – International Brotherhood of Electrical Workers (SD)
- Daniel Macchain - IBEW Local 569 (B)(ii). (IMP)
- Ruth Duarte - Teamsters Local 542 (B)(i) (IMP)

The region is actively participating in an apprenticeship program with IBEW in Imperial county. As part of this program, the workforce system provides supportive services and personalized case management assistance to help ensure individual’s success. As mentioned in section 3, the region has also recently added Energy, Construction & Utilities as one of our four priority sectors and will be working with K-12, the AJCC system, and youth providers to help them better understand the hot jobs such as Plasterers & Stucco Masons, Structural Iron & Steel Workers and Electrical Power-Line Installers & Repairers within

this sector. This includes the creation of additional research reports, collateral and training to educate participants on the training necessary to achieve family sustaining positions within the industry.

DRAFT - In Development

Attachment A: Details of SBR's Strategic Pillars

- **Job Quality:** Job Quality is about simultaneously producing outstanding outcomes for businesses and their frontline workers. A good job not only pays well but also gives workers the stability and support they need to care for their families and take the next step in their careers. Good jobs also support business growth by helping the business meet and exceed its bottom line goals. As part of our job quality efforts under this plan we will 1) Develop a definition of job quality that will serve as a standard for the community while being responsive to individual needs and launch a communications campaign 2) Equip workers with knowledge needed to advocate for themselves and provide consulting to businesses/coalitions looking to implement quality components 3) Elevate jobs that have 1 or more quality indicators to support worker choice through a Salesforce-based portal; recognize businesses who display a commitment to job quality 4) Review the outcomes and impact of job quality experiments, placement of workers in good jobs and economic benefit generated for businesses
- **2 Generation Solutions** are focused on creating opportunities for and addressing needs of both children and the adults in their lives together. The approach recognizes that families come in all different shapes and sizes and that families define themselves. Specific focus on Postsecondary Education and Employment Pathways; Early Childhood Education and Development; Economic Assets; Health and Well-Being; and Social Capital. Under this pillar we will 1) Incorporate the collection of data on the families we serve and connection to existing services into all existing programs; adapt systems as needed 2) Educate adult, youth and education practitioners on the 2 Gen framework, provide ongoing professional development on emerging resources. 3) Develop a set of solution offerings for delivery to educators and businesses; provide technical assistance/consulting support for implementation 4) Review the outcomes and impact of 2 Gen experiments, success of workers who receive 2 Gen responsive interventions and economic benefit generated for businesses as a result of 2 Gen support
- **Outcomes Based Funding** focuses on the efficient and effective use of resources to solve intractable social and economic problems. This approach shifts from a reliance on output measurements to our ability to demonstrate that high-quality social services produce results for those in need. This pillar includes a wide variety of evidence-based policy- and decision-making such as Income Sharing Agreements, Pay for Success, social impact bonds and other innovative public-private partnerships. Under this pillar we will 1) Complete the design of an Income Sharing Agreement model which can be rolled out to any program or educational institution 2) Pilot the Income Sharing Agreements with local educators, evaluate success and course correct as needed. 3) Apply the Income Sharing Agreement, Pay for Performance Contract and other outcomes based models to other educators, contracts and programs. 4) Establish a Center of Excellence for Outcomes Based Funding which includes templates, toolkits, technical assistance and consulting support for other workforce organizations
- **Inclusive Business Growth** focuses on equipping small and mid-sized businesses to compete by meeting their needs for a diverse, skilled workforce. This pillar considers how to address not only attraction and retention of talent but also capacity building within the businesses themselves, through partnership with the Chamber, EDCs, Small Business Administration and others.
- **POPULATION-SPECIFIC INTERVENTIONS** focus on deepening our programming which is truly differentiated and standardizing common functions in order to better respond to the needs of the

community. This pillar considers how to connect programs, services and organizations to best serve participants as a whole person.

DRAFT - In Development

Attachment B: Priority Sector Refresh
Pending link to attachment in the final version.

DRAFT - In Development

Attachment C: Reentry Population Data

**This Section is pending completion of the research effort occurring during the planning phase of P2E.
Funding for planning phase was received/authorization to start work on 1/14/2019**

DRAFT - In Development

Attachment D Other Priority Populations

This Section will reflect the feedback collected via public sessions with partners on collaboration for CAIFresh, Human Services, LCS, EII/Refugee/Immigrant, etc. Content currently being drafted for inclusion.

DRAFT - In Development

Attachment E
Indices of Regional Coordination and Alignment
Regional Assessment

There are 3 levels and 8 indices. The following assessment levels are indicated for each of the indicators below:

Assessment Levels:

Learning/ Experimenting

Region is working to understand job quality and high road employment practices and is committed to creating and implementing a job quality policy.

Operationalizing/ Doing

Region has a job quality policy in place which requires business engagement staff to assess employers prior to providing services and targeting services to employers who support job quality in their workforce.

Growing/ Expanding/ Scaling

Region is engaged with employers that focus on internal/incumbent worker skills and retention and focuses services on employers with good scheduling and sick time practices, provides training and career pathways with income mobility.

Demand Driven Skills Attainment Indices

Indicator A: Region has a team that jointly convenes industry

Example Considerations: region has a dedicated team (recognized as such by regional workforce and education partners), multiple committed companies (industry champions) in each prioritized industry sector (including unions where workers are represented), frequency of meetings, diversity and reach of representation on the team, depth and representation of priority industry sectors (decision makers, number of employers, size of workforce represented) and a method of ensuring core program partners are connected.

Assessment Questions:

What industries/sectors meet in the region? Currently ICT, Healthcare and service sector (retail, hospitality, tourism)

Who are the industry champions for each industry sector?

Healthcare:

Hospital Association of San Diego and Imperial Counties

San Diego Blood Bank

Family Health Centers of San Diego

Kaiser Permanente

Southern California Physicians Services

Office and Professional Employees International Union (OPEIU), Local 30

Sharp HealthCare

San Diego & Imperial Counties Regional Consortium

Vemo

Grossmont College
Center of Excellence for Labor Market Research
AccentCare
St. Paul's Senior Services Foundation
Mental Health Systems Inc.
Seaport Home Health & Hospice
Scripps Health
Grossmont Union High School District
East Region Adult Education
Planned Parenthood of the Pacific Southwest
Employment Development Department
Fred Finch Youth Center
The Arc of San Diego
San Diego Mesa College
State of California
Community Catalysts of California
Health and Human Services Agency
Pioneers Memorial Health District
Grossmont Health Occupations Center
Imperial County One Stop Business & Development Services
Imperial County Workforce Development Office
San Diego Community College District
ICT:
Catalyst Strategy Solutions
BIOCOM
Cyber Center Of Excellence
Cloud Beds
HoverCam
HIRED
Rescue The Behavior Change Agency
Lead Crunch.ai
Raygun
Employment Development Department
Soft Stack Factory
Booz Allen Hamilton
Myers Media Group
San Diego Zoo Global Academy
Wildfire Systems, Inc
Fokcus
Journeys Map
Microsoft - Mountain View
Imperial County One Stop Business & Development Services
Imperial County Workforce Development Office
San Diego Community College District
Conveyor Group
New Technical Solutions
Spectrum Advertising
Effecture, LLC

How were the lead organization(s) and sector experts responsible for convening employers identified? The Southern Border region conferred with Board members and existing partners both educational and industry for suggested members. The invitations were sent and followed up by leadership of both WDBs. Once industry and educational organizational and other appropriate partner organizations identified and confirmed, Council meeting dates were developed. The agendas were set in conjunction with the Council Chairs who are industry leaders in the region.

What activities take place during a convening/meeting? At the advisory council meetings, industry and educational participants engage in facilitated discussion by SBR hosts around key issues to address during the year. Council objectives include: validating labor market data with employer experience, identify trends impacting both large and small businesses within the sector, exploring innovative approaches to support the attraction, training, and retention of talent, guiding strategic investment of grant funding in the health care sector. Currently the group is exploring the implementation of job quality scholarships for businesses and the roll out of income sharing agreements.

How frequently do convenings/meetings occur? Quarterly

Who attends each convening? Council members, SBR staff and anyone identified as necessary to share or provide information on the areas being work on.

What new Industry Recognized Credentials and/or Apprenticeship programs will result from the Industry Sector convenings/meetings? Looking for earn and learn opportunities for healthcare that will include ISAs.

Have the partners identified existing credentials offered in the region that meet industry needs? Healthcare has industry required credentials provided by the educational and technical schools in the area.

Assessment Level: Operationalizing/ Doing

Indicator B: Region has shared sector/occupational focus and shares/pools resources to meet demand in the region

Example Considerations: regional plan partners have identified industry sectors with large numbers of good quality jobs with openings ; region has a shared written assessment of regional needs; region has a concrete plan to meet written identifiable needs; region demonstrates ongoing meaningful activity to meet needs and achieve workforce goals; region has achieved relative scale and diversity of dedicated resources and shared/pooled funds, and/or has identified common tools for determining job quality that help assess what industries, companies, and jobs to target.

Assessment Questions:

How does the region identify demand occupations and sectors and who are the partners engaged in this process? The Director of Research for the Region leads a rigorous research process to refresh the In Demand Jobs and Priority Sector reports regularly parsing them so that both regional and local area profiles are available. SBR hosts the annual Workforce Conference which convenes all industry champions, community partners and workforce leaders to set agenda and discuss industry sector needs.

How are resources pooled to meet the identified demand? There is one Research Director and staff for the region. Career pathways and upskilling for soft skills implemented through LinkedIn Learning and CoreScore.

Provide 1-3 examples in how demand was identified and resources pooled to meet this demand.

1. "Hot Jobs" (In demand Jobs) report and Priority Sector refresh expanded to the region
2. Career Coach LMI tool established for region and by individual County
3. Career pathways and upskilling for soft skills implemented through LinkedIn Learning and CoreScore

Assessment Level: Operationalizing/ Doing

Indicator C: Region has a process to communicate industry workforce needs to supply-side partners.

Example Considerations: region has developed communication protocols and professional development opportunities to ensure understanding of the targeted industry sectors and job quality framework by all supply-side partners (America's Job Center of California staff and partners, WIOA core program partners, AEBG, Community Colleges and other State Plan Partners), has a concrete plan for preparing job candidates to meet the needs of industry; demonstrates ongoing meaningful activity to meet needs and achieve workforce goals; has achieved relative scale and diversity of dedicated resources and shared/pooled funds.

Assessment Questions:

Who are the supply-side partners engaged at the regional level and how does the region ensure understanding by staff and partners of targeted industry sectors and job quality framework?

There are numerous supply-side partners including KRA, EDD and Imperial Valley ROP. To ensure that information is disseminated, there is the annual Workforce Conference, display boards, reports and online materials and collateral to disseminate information.

What training/professional development opportunities are available to front-line staff on targeted sectors and job quality?

The Region brings specialized training such as informational interviewing, Reentry specific employment retention and business services training as well as DoR and EDD specific training. Additionally, the WDBs provide just in time training on operational requirements. Finally, LinkedIn Learning is available for a variety of topics including soft skills training.

How do the services provided by the AJCC and regional partners prepare job candidates to meet the needs of targeted industry? By providing Career Coach, the clients are made aware of both in demand jobs and the path to them affording them the opportunity to engage in an informed process to employment.

How do One-Stop Operators, AJCC service providers, and other supply-side partners ensure that services are aligned to reduce duplication and redundancy? Give examples.

Assessment Level: Operationalizing/ Doing

Indicator D: Region has policies supporting equity and strives to improve job quality

Example Considerations: region has developed policies and business engagement protocols that focus on job quality, productivity and value added, using a well-paid workforce for greater production, value employee retention and training, provides employer paid benefits, supports good scheduling and sick time practices, and focuses on long term prospects of the firm and the planet, employers engage workers and community residents.

Assessment Questions:

Does the region have a job quality policy and make a distinction between better jobs and worse jobs? Region has established job quality as one of the core pillars, is currently developing a job quality position paper and working to embed job quality indicators into the Salesforce tool used to support most programs. Region convened symposium event with employers in late 2018 to discuss

job quality, among other crucial topics, with the community. Additionally, working group established within Healthcare (childcare) to pilot job quality experiments. They are beginning February 2019.

Are business engagement resources targeted to employers who value job quality? Businesses are encouraged to embrace job quality and they are afforded learning opportunities about the value to the companies. Processes are being put in place for job seekers to have information on job quality aspects of companies.

Does the region assist business customers with internal/incumbent worker skills and retention?

Yes, partner companies are offered opportunities such as LinkedIn Learning with specific pathways identified for their employees. These are in addition to the job quality experiments.

Does the region reward employers who are treating their workers with care and provide disincentives for employers with high turnover and pay low wage/no benefits? The region encourages all business to embrace job quality. It works to educate employers on the overall benefits of being a quality work environment. Presently, disincentives are not part of the program. The region is currently exploring mechanism to give an award to those businesses to offer job quality elements to their employees.

Upward Mobility and Equity Indices

Indicator E: Region has shared target populations of emphasis

Example Considerations: WIOA core partners, Local Workforce Boards, Community College, Adult Education Block Grant programs and community-based organizations identify specific documented target populations to be served at the regional level in a shared regional plan which includes meaningful action steps to provide services to target populations.

Assessment Questions:

What are the target populations identified in the regional plan? Regional agreement on population focus is for English language learners, justice involved, opportunity youth, parents, welfare to work and individuals living with disabilities.

Is there agreement by all regional supply-side partners to target these populations? Yes, many partners focus on these populations but there is also work on other populations with barriers to employment such as older workers.

Have regional supply-side partners developed any process to evaluate participation by target populations? Yes, they use the CALJOBS indicators.

What are the baseline (current) service levels to target populations? The WIOA guidelines are followed: workshops, job search support, case management that helps identifying additional support eligibility and access to training.

Have regional partners established service goals for target populations? If yes, what are they? No. Conversations are in the works. Currently organizations have individual goals for serving these populations.

Assessment Level: Operationalizing/ Doing

Indicator F: Region deploys shared/pooled resources to provide services, training, and education, to meet target population needs

Example Considerations: Local Workforce Boards, WIOA core partners, Community Colleges, and other relevant regional plan partners pool/share resources, identify areas of strength/ leadership, create regional career pathway programs, identify scale and diversity of dedicated resources and funds pooled to fund relevant activities; implement a shared decision-making process on deployment of pooled resources; and plan alignment of services and programming across funding streams and partner programs.

Assessment Questions:

Have relevant regional partners entered into an MOU to share customers, services and costs? Yes
List funding streams that are shared/pooled to provide services, training, and education to meet target population needs. Implementation grant, P2E, training funds, WAF 7.0, SS 2.0
If funding is not directly administered by Local Boards, please indicate levels of shared/pooled funding resources administered by regional partners. They are directly administered.
Assessment Level: Operationalizing/ Doing

Indicator G: Region utilizes shared, common case management strategies such as co-enrollment, navigators, and/or multi-disciplinary teams to developed shared responsibility for providing services and ensuring quality outcomes

Example Considerations: WIOA core partners and other State Plan/Regional Plan partners have developed policies and are implementing common case management and capacity building practices, including data sharing, co-enrollment, co-location, common assessment tools (including both job skills/work readiness assessment for job seekers and job quality assessment for employers), navigators, professional development opportunities for staff, and/or multi-disciplinary teams, to provide services to common clients who receive services from multiple programs and funding streams

Assessment Questions:

What shared/common case management strategies or goals does the region use to remove barriers to employment and develop shared responsibility of services and outcomes? Deploying Career Coach for use by workforce and educators to make LMI data more accessible to job seekers
Has the region used evidence based practices and/or customer centered design to develop their strategies? If yes, describe. Yes, piloted hand held language acquisition with Learning Upgrade, Piloted a customized training with CompTIA for technology credentials for ELL populations and piloted soft skills development and sector specific pathways through LinkedIn Learning licenses.
List the partners who share strategy by type of strategy and the number of customers currently participating in shared/common case management strategies. WIOA co-located partners are leveraging CALjobs to support shared case management.
Provide examples of services and outcomes that exemplify shared responsibility for removing barriers to employment, providing services and ensuring quality outcomes. Deploying Career Coach for use by workforce and educators to make LMI data more accessible to job seekers. Piloting language acquisition through Learning Upgrade, cell phone-based technology.
Has the region provided training to frontline staff on common case management strategies? If yes, list trainings and numbers in attendance/partners participating? Hosted EDD and DoR disability training (Windmills) for all interested partners
Assessment Level: Learning/ Experimenting

System Alignment Indices

Indicator H: Region has shared/pooled admin systems and/or processes for achieving administrative efficiencies and program outcomes

Example Considerations: Local Workforce Boards, WIOA Core program partners and other State Plan/Regional Plan partners have specific documented goals for achieving administrative efficiencies and reducing duplication, including using dedicated staff and/or pooled/shared resources for regional business engagement, regional training coordination and Training Provider Directories, regional contracting, regional performance negotiations and regional data aggregation measuring progress.

Assessment Questions:

Does your region have shared/pooled administrative systems or processes? If yes, what are the systems/process? Yes, there are Regional Organizer, Training Coordinator and Director of Research. **Describe the administrative efficiencies that your region has identified that will reduce duplication, streamline processes, save money, and/or improve program outcomes?** Shared research resources to conduct priority sector and in demand job reporting. The Director of Research for the Region refreshes the “Hot Jobs” (In Demand Jobs) and Priority Sector reports regularly parsing them so that both regional and local area profiles are available. Additionally, piloting Connect to Careers in Imperial County and share research opportunities from new funding such as reentry and employer perspectives.

Does your region have a plan to unify the regional partners approach to engaging employers?

Beginning the process with the regional Councils in ICT and Healthcare.

Assessment Level: Learning/ Experimenting

Indicator I: Regional decision-making in formalized structures

Example Considerations: Local Workforce Boards, WIOA Core program partners and other State Plan/Regional Plan partners, with input by industry champions, labor and workforce leaders develop formal decision making structures, including MOU’s, partnership agreements, intermediaries to ensure regional cooperation and communication and the development of shared, specific, documented quantifiable goals, regional data aggregation, evaluating progress towards those goals by dedicated staff using pooled/shared resources to evaluate outcomes for the region

Assessment Questions:

Is there a formal structured regional leadership council/structure operating in the region? If yes, what is it called, how often does it meet and who participates in it? Regional partner WDBs meet monthly to discuss strategy and tactics and determine next steps. Regional industry Councils convene quarterly to identify goals and timelines.

Does the leadership council have dedicated staff? Yes. Is it funded using shared/pooled resources? It funded with the state RO funding.

Has the leadership council agreed to regional goals and does it evaluate and report progress towards these goals? Yes.

Assessment Level: Operationalizing/ Doing

Indicator J: Regional organization and evaluation of performance

Example Considerations: Local Workforce Boards, WIOA Core program partners and other State Plan/Regional Plan partners utilize specific documented quantifiable goals, regional data aggregation evaluating progress towards those goals by dedicated staff using pooled/shared resources to evaluate outcomes for the region

Assessment Questions:

How will the region qualitatively assess/evaluate progress towards meeting regional industry and occupational demand? The Region will use shared research and evaluation resources for opportunity and reentry work (e.g. logic model, employer perspectives, landscape scan).

Have the regional partners determined regional goals for increasing the number of industry-recognized credentials and apprenticeships available in the region? How will, or how might, these outcomes be tracked numerically and categorically? This is being initiated through a business landscape research to capture these requirements, what is available and gaps.

Does the region have a numeric goal of placing participants in sector-based occupations? If so, list the sectors and occupations, numeric goal(s), and the number to-date in attaining that goal (baseline). Not as yet

Is the region piloting employer engagement performance measures? If yes, what are they? This is being explored through the Councils. As yet, there are no specific measures.

Have the local workforce boards met to discuss WIOA performance negotiations and how negotiations might align with other regional goals/measures? Regional partner WDBs discussed negotiations and the discussion is ongoing regarding goals and measures.

Assessment Level: Learning/ Experimenting

DRAFT - In Development

Attachment F - Stakeholder and Community Outreach and Involvement in the Two-Year review of the Local Plan

Overview.

The Southern Border Region, San Diego Workforce Partnership (SDWP) and the Imperial County Workforce Development Board (ICWDB) undertook a comprehensive approach to stakeholder and community engagement by using the state list as a starting point and then evaluating those listed to ensure they were the correct contact, then adding appropriately to the list. For those listed or agencies listed that were not known to either board, the contacts were included in the correspondence. Secondly, ICWDB and SDWP collaborated to have a single comprehensive list for the reentry and Multi-craft Core Curriculum meetings.

For those email addresses that were returned as undeliverable or not recognized, the regional organizer conducted web searches for the appropriate organizations, acquired contact numbers and verified the appropriate email address by googling unknown organizations and calling the website contact to identify the correct recipient and email address for the organization. The public notice was then resent to the updated email address. For the partner email addresses that were undeliverable, the appropriate board staff were made aware so they could contact the individuals. There were only two addresses in San Diego and one in Imperial that had that issue.

Three public notices were sent via email, an initial meeting notice and two updates. They were sent separately to the state contacts Bethany Renfree, Michael Dowdy and Raphael Aguilera. Raphael Aguilera's email responded undeliverable. Bethany Renfree was very helpful and responsive throughout the process. The public notices provided the dates and times of the meetings, the locations of the meetings in both Imperial and San Diego Counties, the alternative conference dial in number, the regional organizer's email address, the Southern Border Region web page for updates and a Community Input Form if an interested stakeholder was unable to attend either by conference line or in person.

Prior to the meetings, the agenda and slide deck were uploaded for the upcoming meeting and following the meeting, the notes and recording, if available, were uploaded. This was afforded for any community member or partner to have ample opportunity participate.

A launch meeting was held first for the regional and local San Diego meetings to orient participants to the planning process. Additionally, because the reentry work is both enhancing present partnerships and developing new ones, there were two meetings held. One was an introduction to Prison to Employment and the overall work of the region and local boards around reentry. This meeting also discussed the planning process and how reentry planning would move forward. The second meeting for reentry was made available to discuss specific issues for reentry. CalFresh E&T and Local Child Support Services were discussed in one meeting to respect busy partners' time since many partners and interested stakeholders would be involved in both. Additionally, English language learners, foreign born individuals and refugees meeting was combined with Multi-craft Core Curriculum (MC3) understanding that MC3 was also applicable to all populations included in the regional and the local plans. Finally, a community forum meeting was provided for the attendees to share in any of the subjects they wanted to discuss.

Each meeting could be attended in person, via conference call or by webinar. Details were provided on the Southern Border Region website and directions to the site were listed in the Public Notice. To comply with the California Workforce Development Board's Brown Act requirements, the public notices were posted in each AJCC, on the Southern Border Region website and sent to the California State Workforce Development Board's points of contact for further dissemination. The public notice and the two updates to it were sent to the state at least 10 days prior to the applicable meetings. Additionally,

to ensure compliance, the agendas, slide decks and any applicable notes, as well as the audio version of the meetings (when available) were also posted to the Southern Border Region’s website. Finally, the Regional Organizer’s email address was included in both the public notices and the website if anyone had any questions. There was also a form added so interested parties could provide information for inclusion in the plan.

Because of the interconnectedness of much of the regional and local work, the local and regional meetings in San Diego were combined and all Imperial participants were invited to the regional meetings. In this way, it was hoped that a more comprehensive understanding of each topic could be ascertained and the overlap between the counties in the region could be better understood, even if the subject was not strictly a regional plan requirement. No topic area was more or less emphasized so the outreach, documentation and state notification were the same for each. The only topic scored for the Regional Plan is Corrections-Workforce Partnership. These scores are noted in the below matrix.

Outreach and Community Engagement Scoring Matrix for the Regional Plan:

Corrections-Workforce Partnership	Exceed	Meet	Fail
i. Summary of Community Outreach Efforts and Stakeholder Engagement: The local representatives were included in the mailing list and invited to all planning meetings.	2		
ii. Documented Efforts to Engage Required Partners in Each Category: The electronic postings are available, the email showing all the bcc recipients are available, the resend for those that needed emails tracked down and the physical postings at the AJCCs are noted by digital pictures.		1	
iii. Provided Information to the California Workforce Development Board (State Board) on planning meetings, listening sessions, or other public meetings related to the planning process: The Public Notices were posted with the state and locally at least 10 days prior to meetings.	2		
Total Score:	5		
Scoring Criteria			
Fail: 0 = Does not substantively answer the element			
Meet: 1 = Does substantively answer the element			
Exceed: 2 = Answers the element especially well			
Total for Corrections-Workforce Partnership			
<u>Total Maximum Points Available</u>	<u>6</u>		

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