

# SOUTHERN BORDER REGION



Regional Plan Refresh  
March 2019

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## 1. Context

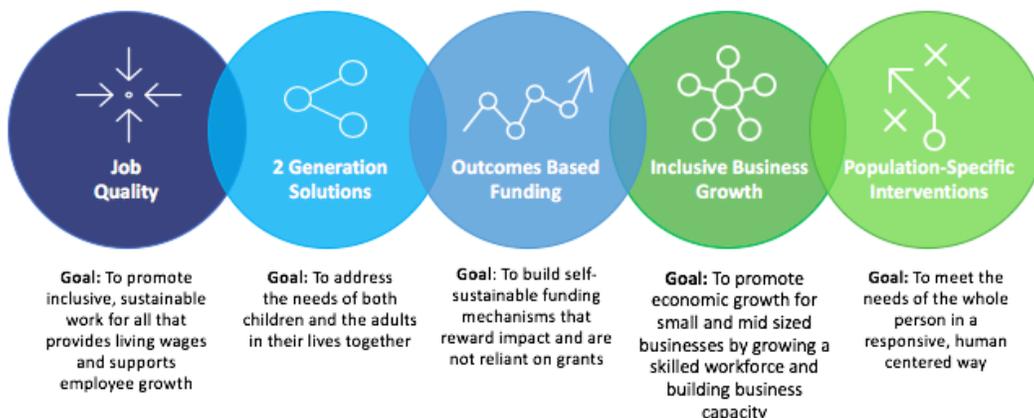
Since our regional plan was established in 2016, the Southern Border Region (SBR) has been doing extensive work to better understand the evolving needs of our community. We see, as demonstrated through the research of Stanford economist, [Professor Raj Chetty](#), that both the American economy and labor 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, geography or experience with the justice system - 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/Occupation Refresh – Economic Conditions and Labor Market Data

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

priority 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 priority occupations (previously in demand jobs) 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 and occupations. 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 three 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, and ICT & Digital Media**. In Imperial County, these sectors are **Retail, Leisure & Hospitality, Agriculture, and Advanced Transportation & Logistics**. More information about priority occupations and the regional and local priority sectors can be found in Attachment H.

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 the 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.<sup>1</sup> 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.<sup>2</sup> 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

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

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

self-identified as justice involved. This data demonstrates the high priority for workforce interventions for the justice-involved in our region.

### **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. These will be applied to and expanded through the P2E funding:

#### **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 . Additionally, new opportunities for co-funding will be explored with other partners such as GEO Reentry and Imperial Valley Regional Occupational Programs. 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 to 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. We will pursue this by creating pools of funding for community-based organizations, labor unions, education partners and 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 the 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 where it makes sense. 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, from the baseline level of service described above, we will expand the number of individuals we are able to serve and provide the following approach/services to the population through our P2E funding:

- 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.<sup>3</sup> Research indicates that interventions targeting women, and specifically post-release employment for female offenders, yields substantial recidivism reduction for women.<sup>4</sup>
- 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.<sup>5</sup> 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).<sup>6</sup> 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,

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<sup>3</sup> Bullis and Yovanoff, 2006

<sup>4</sup> Freudenberg et al, 2005:1729

<sup>5</sup> Freudenberg et al, 2005:1729

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

increases students' sense of responsibility for achievement levels, and enhances transferable skills for employability.<sup>7,8</sup>

- Rapid employment and training placements through connections with community based partners specializing in transition jobs
  - 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 occupations in section 3 as well as direct engagement and feedback with specific, local employers in the region)

### **P2E Implementation 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.

***Pre-Release 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 community partner staff support is at the core of this shared case management 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.<sup>9</sup> 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

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<sup>7</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>8</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

<sup>9</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.

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 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 9 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. Note that as the SBR has been operating reentry programs within facilities for a number of years, required MOUs, in accordance with the state directives, are already in place. 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 Sherriff 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. Attachment C describes the broad variety of organizations SBR has partnered with to support the population in successfully advancing through sector pathways.

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. 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.

### **Staff Training**

Staff 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 all populations in 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 reentry and 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 individuals on the pathways available to them
- Achieve high match rates of reentry candidates to quality jobs which demonstrate we truly understand what businesses needs and dramatically increase number of quality jobs in the market available to the justice involved population. To support this we are, rolling out a single, Salesforce based portal for business services which will be available to all partners

## **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.

**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. Under this pillar we will 1) Form deep relationships with small/mid-sized businesses to understand their needs; leverage business assessments across all programs 2) Deploy business-lead councils in each priority sector where coalitions of employers tackle shared attraction, development, retention and growth

needs 3) Establish a catalog of service offerings (both in house and partner) which are tailored to meet small and mid-sized business' workforce need 4) Diversify earn and learn models to help workers gain on the job experience in new fields. Includes apprenticeship, pre-apprenticeship, internships, and entrepreneurial training linked to each of the priority sectors

- **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. Under this pillar we will 1) Build a customer-centered system of services that provides consistent and quality interventions to meet their or connects them to all relevant resources 2) Deepen our impact in existing populations to ensure our programs are building on success, increasing services and replicating strategies to serve more 3) Using the foundation of proven models and evidence-based strategies, pursue and explore new funding opportunities to create interventions for populations we have yet to serve. 4) Utilize data, evaluation and continuous improvement to constantly measure the impact of our interventions to course correct and expand our work where needed.

## Attachment B Reentry Population Data

**Overview of SBR’s Rationale and Track Record for Success in Reentry Services:** Both San Diego and Imperial have been operating proven, evidenced-based reentry models for over 4 years. 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. Original targets were a 22% recidivism and 50% placement rate, and the job centers track record of success has demonstrated recidivism below 10% while maintaining over 65% job placement. 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.

**Overview of SBR’s Assessments for Reentry Services to have Long Term Success and Family Sustaining Wages:** The SBR will implement the following proven strategies and workforce services to achieve long-term success for its participants:

- Rigorous, evidence-based selection process for each program based on population-specific approaches such as Risk-Needs-Responsivity (RNR) principles
- Gender-responsive, trauma-informed approaches
- Two generational constructs to serve the whole person
- Peer-to-peer learning strategies that empower individuals to take ownership of their progress
- Rapid employment and training placements through connections with community based partners specializing in transition jobs
- 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 occupations in section 3 as well as direct engagement and feedback with specific, local employers in the region)

### Reentry Population Data

Individuals convicted of crimes in California are subject to a variety of penalties, including incarceration and supervision. *State prison* and *parole* are administered by the California Department of Corrections & Rehabilitation (CDCR); in San Diego and Imperial counties, *local jails* are administered by the Sheriff’s Department and *probation* is administered by the Probation Department.<sup>10</sup>

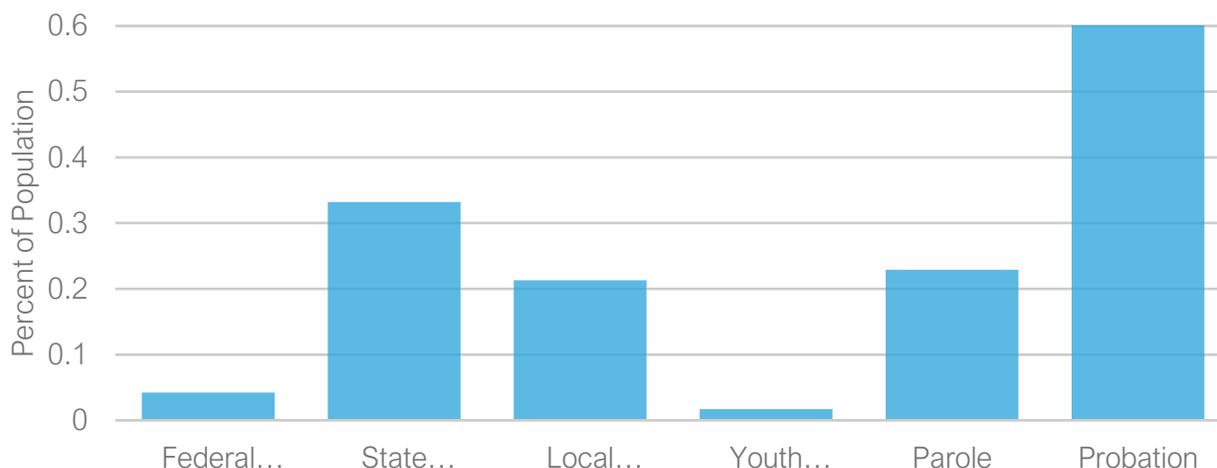
Overall, about 1.4% of Californians are incarcerated or supervised—the 11th-lowest rate among the 50 states and District of Columbia.<sup>11</sup>

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<sup>10</sup> The one exception is Chula Vista, where the police department runs a city jail, but this jail only houses two populations: local arrestees being processed on their way to a county jail, who stay for less than 24 hours; and about 40 female federal inmates held for the United States Marshals Service to generate revenue for the city.

<sup>11</sup> Jones, Alexi. (2018). *Correctional Control 2018: Incarceration and supervision by state*. [Prison Policy Initiative](#).

Figure 1. Incarceration and Supervision Rates in California



### Background: The Corrections System in California

The definition of a felony in California is a crime for which the maximum sentence is greater than one year. Any crime punishable by a year or less of incarceration is a misdemeanor. Some crimes (e.g. murder) can only be filed as felonies, some crimes (e.g. petty theft) can only be filed as a misdemeanor, and some crimes (e.g. grand theft) are “wobblers” that can be filed either way at the discretion of a prosecutor (though felony filings can be reduced to misdemeanors by a judge).

In 2011, the US Supreme Court ruled in *Brown v. Plata* that California’s overcrowded state prisons violated the Eighth Amendment prohibition of cruel and unusual punishment. The court required California to reduce its state-prison population from nearly 200% of design capacity to 137.5% in two years. In response, California adopted Assembly Bill 109, the Public Safety Realignment initiative (AB 109), changing correctional policy dramatically.

Before AB 109, all individuals convicted of felonies were incarcerated in state prison; those convicted of misdemeanors went to county jail for a year or less or were put on probation (an alternative to incarceration). When individuals convicted of felonies left state prisons, most of the time they were conditionally released to parole, a form of supervision that comes with certain conditions, where failure to meet those conditions would result in a return to state prison.

AB 109 instituted several changes:

1. N-3 offenses (non-violent, non-sexual, and non-serious) carry sentences of imprisonment in county jails (generally for more than a year). Before this, county jails did not hold prisoners for over a year.
2. Incarceration for parole violations is served in county jail rather than state prison.
3. Prisoners whose current conviction is for an N-3 offense are discharged to Post-Release Community Supervision (administered by the county-of-commitment’s Probation Department) rather than parole (regardless of whether prior offenses are violent, sexual, or serious).

In addition to the changes instituted by AB 109, the public voted to change sentencing standards in 2014 and 2016, with Propositions 47 and 57, respectively. Prop 47 reclassified non-serious, non-violent felonies as misdemeanors so long as the offender had no previous convictions for violent or certain

sexual offenses. Prop 57 allowed the parole board to release prisoners whose current offense is nonviolent once they served their primary-offense sentence (eliminating sentence enhancements such as those for repeat offenses). It required the California Department of Corrections & Rehabilitation (CDCR) to develop parole credits to reward good behavior with reduced sentences. Prop 57 also shifts the responsibility for determining whether a youth aged 14-17 should be prosecuted as adult from prosecutors to juvenile court judges.

### San Diego and Imperial Counties' Justice-Involved Populations

It is difficult to estimate the total number of a county's residents who have at any point in their lifetimes been involved with the American justice system, via any form of supervision or incarceration. For example, a resident who moved to San Diego two years after being released from an Arizona state prison might consider themselves part of the reentry population, but there is not data source that would include such individuals as part of a comprehensive list of all justice-involved individuals.

A good first step in profiling San Diego and Imperial Counties' justice-involved populations is to calculate the total number of residents currently incarcerated or supervised by the state and county correctional systems. Table 1 shows the number of county jail inmates in San Diego as of February 2019 (Figure 2 shows geographic position of facilities). Because Imperial County does not publish data on current or average number of inmates, Table 2 show the number of beds at both of the county's two jails.

Figure 3 shows the total number of San Diegans currently supervised by the county (via formal probation, post-release community supervision, mandatory supervision, and juvenile supervision, all administered by the County Department of Probation) and the estimated number of San Diegans currently supervised by the CDCR (via parole). Adding these forms of supervision gives us an estimate of about 16,000 San Diegans actively supervised in 2016, down from 25,000 in 2011.

Table 1. San Diego County Jail Population (2019)

Facility	Males	Females
George Bailey Detention Facility	1,560	
San Diego Central Jail	993	
Las Colinas Detention & Re-Entry Fc		810
Vista Detention Facility	763	64
East Mesa Re-Entry Facility	774	
South Bay Detention Facility	428	
Facility 8 Detention Facility	195	
<b>TOTAL</b>	<b>4,713</b>	<b>856</b>

Figure 2. Map Representing Facilities listed in Table 1



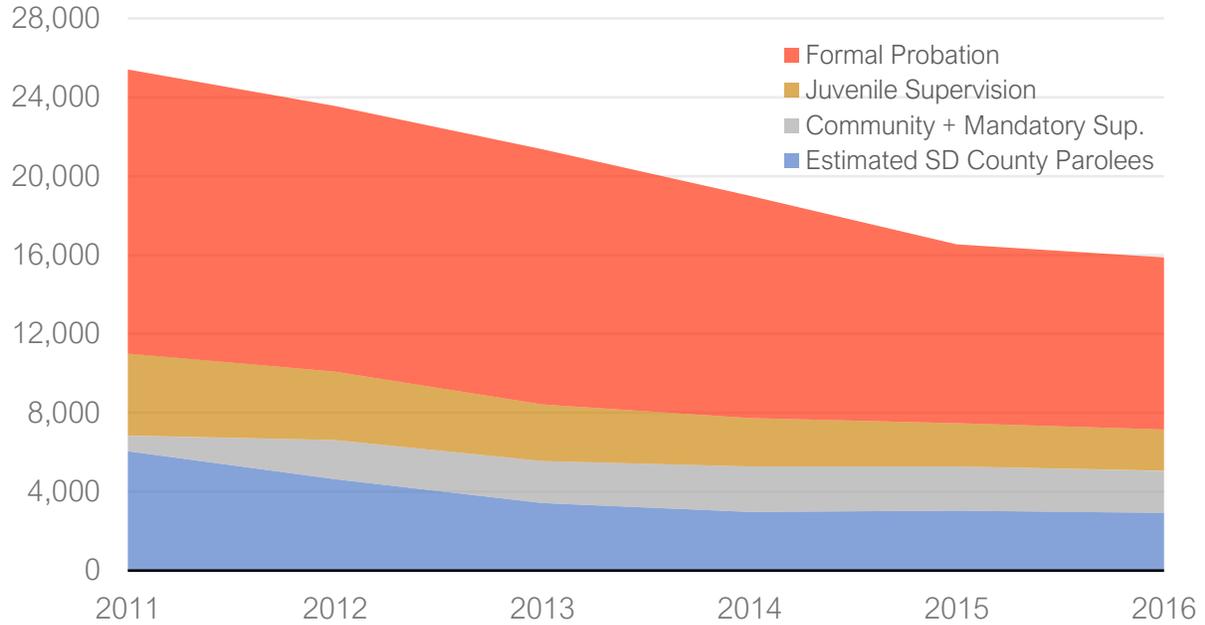
Table 2. Imperial County Jail Population

Facility	Maximum Beds
<b>Herbert Hughes Correctional Center</b>	314
<b>Imperial Regional Detention Facility</b>	288
<b>TOTAL</b>	<b>602</b>

Observers often claim that realignment increased the local jail population, but in San Diego County the jail population remained fairly stable. There were fewer bookings into San Diego County jails in 2015 than in 2011, likely because Proposition 47. The average daily population increased from 4,786 in 2011 to 4,986 in 2015, likely because AB 109’s transfer of N-3 felons to county jails resulted in longer average

stays. In 2011, the California Board of State and Community Corrections rated five of the San Diego Sheriff's detentions facilities as over capacity; in 2015 only one was rated over capacity.<sup>12</sup>

Figure 3. San Diegans Supervised by Dept of Probation and CDCR



**Geographic Distribution of Reentry Population for San Diego County**

Figures 4 indicates the County Supervisor Districts and 5 shows the distribution of supervised felony offenders in San Diego by County Supervisor District as of October 2018.

Figure 4. Map of San Diego County Supervisor Districts



<sup>12</sup> [https://www.sandag.org/uploads/publicationid/publicationid\\_2100\\_21658.pdf](https://www.sandag.org/uploads/publicationid/publicationid_2100_21658.pdf)

Figure 5. Individuals in Post-Release Community Supervision by County Supervisor Districts (1,625 total)

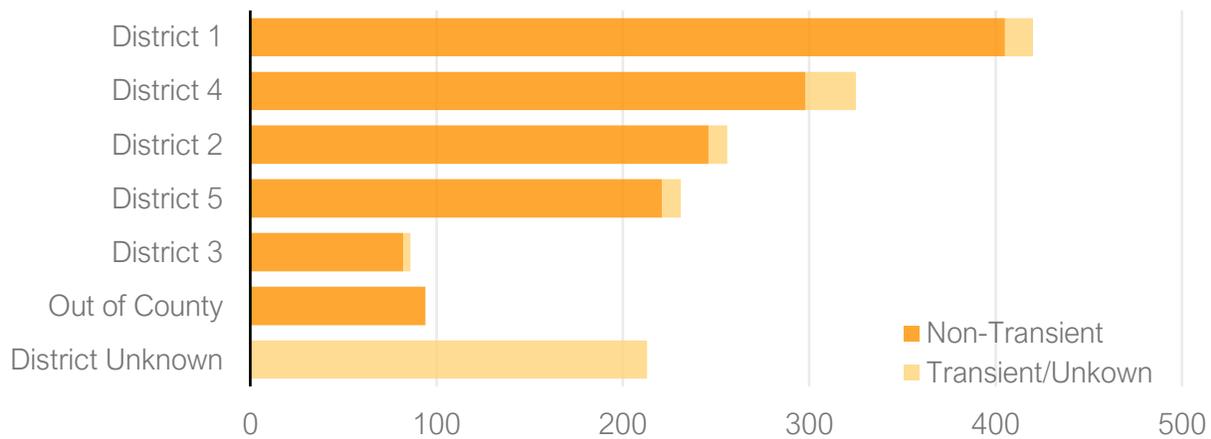
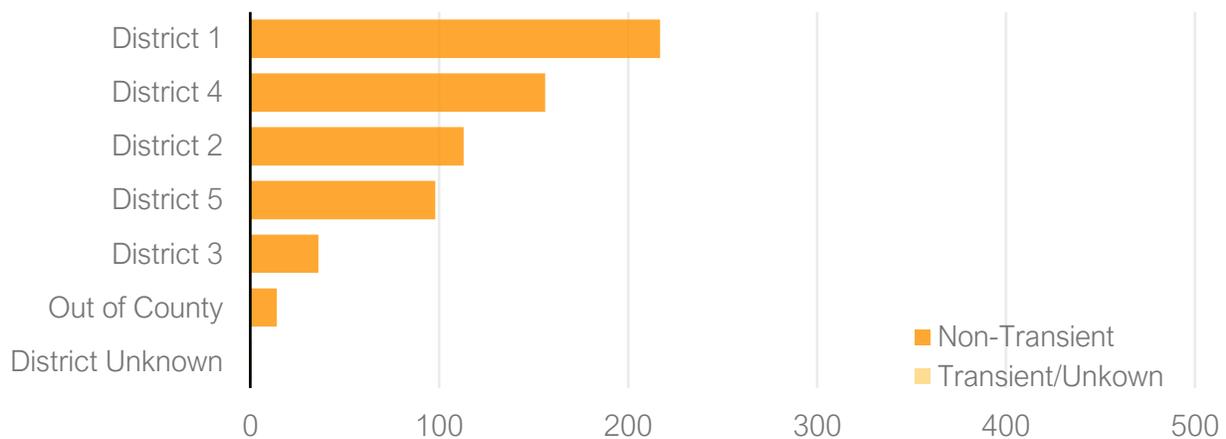


Figure 6. Individuals in Mandatory Supervision by County Supervisor Districts (635 total))



## Demographics

Table 3 provides a demographic breakdown the region. While the arrest rate went down, San Diego still had a very high juvenile arrest rate. “Locally, the arrest rate decreased 50% between 2010 and 2014 both in the County and City of San Diego. Despite this downward trend, San Diego County still had the highest juvenile arrest rate of 23.7 per 1,000 in comparison to other large California counties in 2014. There were a total of 7,779 juvenile arrests in the County of San Diego (2,061 felonies, 4,290 misdemeanors, and 1,428 status offenses).” (Downloaded February 7, 2019 from [https://www.pewtrusts.org/-/media/assets/external-sites/health-impact-project/san\\_diego\\_restorative\\_justice\\_hia.pdf?la=en&hash=9C1C7031B10127CBEA99F816C5F732ACDC3E6DDD](https://www.pewtrusts.org/-/media/assets/external-sites/health-impact-project/san_diego_restorative_justice_hia.pdf?la=en&hash=9C1C7031B10127CBEA99F816C5F732ACDC3E6DDD)). See Table 3.

### IMPERIAL:

Most prisoners released in Imperial don’t stay there; they go to San Diego.

Table 3. Reentry Population

	<b>San Diego County*</b>	<b>Imperial County*</b>
County Population 2017	3,338,000	183,000
State Prison Population 2017	8,837	Unknown
State Prisoners Released 2017	2,488	139
To Parole	1,291	Unknown
To Community Supervision	1,197	Unknown
No Supervision	0	Unknown
Total Parolee Population 2017	2,936	Unknown
Three-year conviction rate upon release from state prison (for those released FY 2013-14)	36%	71%
County Jail Population 2019	5,569	Less than 602
Proportion Male	85%	Unknown
County Prisoners Released		
DEMOGRAPHICS		

*\*State prisons data is by county of commitment*

## Recidivism

Figure 7 shows statewide average recidivism rates for state prisoners over time using three measures—three-year conviction rate, three-year arrest rate, and three-year return-to-prison rate. The CDCR considers conviction rate the primary measure of recidivism, and this rate has remained fairly stable over time. Of those offenders who are convicted within three years of release, half are convicted of felonies, and half are convicted of misdemeanors.

The law-enforcement community recognizes three categories of crime: crime against persons (e.g. murder, rape, assault); crime against property (e.g. robbery, burglary, bribery); and crime against society (e.g. prostitution, gambling, drugs). In California, the three-year conviction rate varies across these categories: 54% for crime against property, 48% for crime against society, and 40% for crime against persons. Recidivism also varies by level of violence: 50% of non-violent offenders were convicted within three years of release, but only 31% of violent offenders.

The dramatic decrease in the return-to-prison rate is driven by decreases in re-incarceration due to parole violations, a result of AB 109's shift toward "community supervision" for N-3 felons. For the cohort released in 2007-08 (and tracked through 2011), 44% of returns to prison were a result of parole violations; for the cohort released in 2013-14, 0.2%.

Figure 8 shows three-year conviction rates by number of stays in state prison. A stay is defined as any period of time an offender is housed in an adult institution, regardless of whether the stay represents a new admission, a parole violation, or a parole violation with a new term.

Figure 9 shows the three-year conviction rates by county for the 47 counties that had at least 30 prisoners released in 2013-14 (12 counties, all with populations below 45,000, had fewer than 30 releases). San Diego County, at 36%, has the fourth lowest recidivism rate, and the lowest overall rate among the 20 counties with the largest number of releases. Imperial, at 71%, has the highest recidivism rate in California.

Figure 7. Three Measures of Recidivism for State Prisoners in California

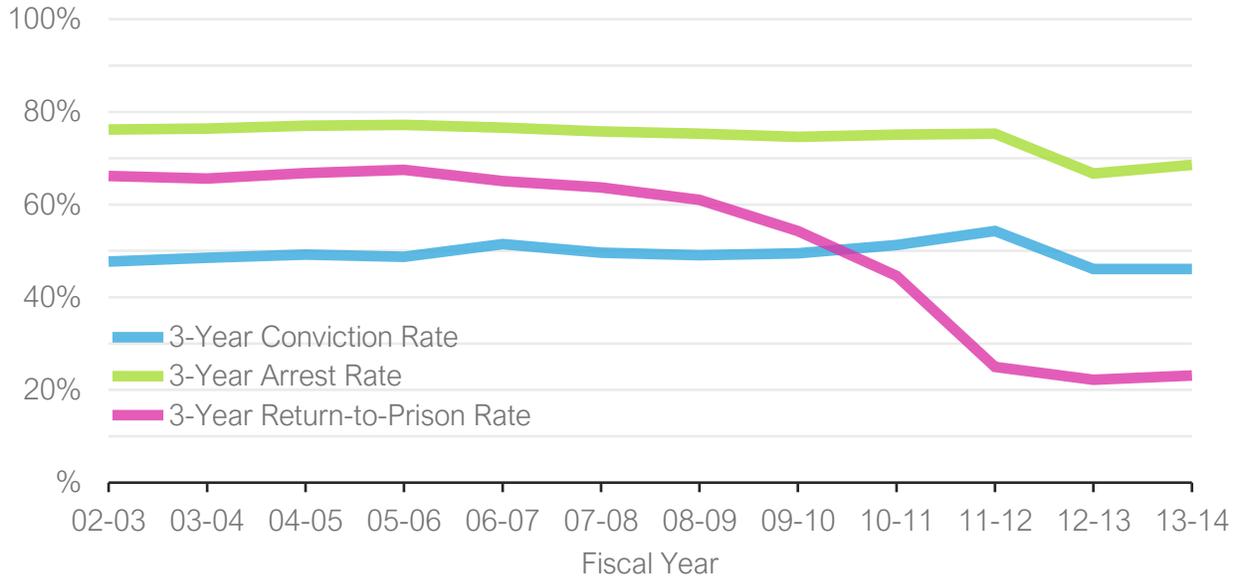


Figure 8. Recidivism by Number of Stays in State Prison

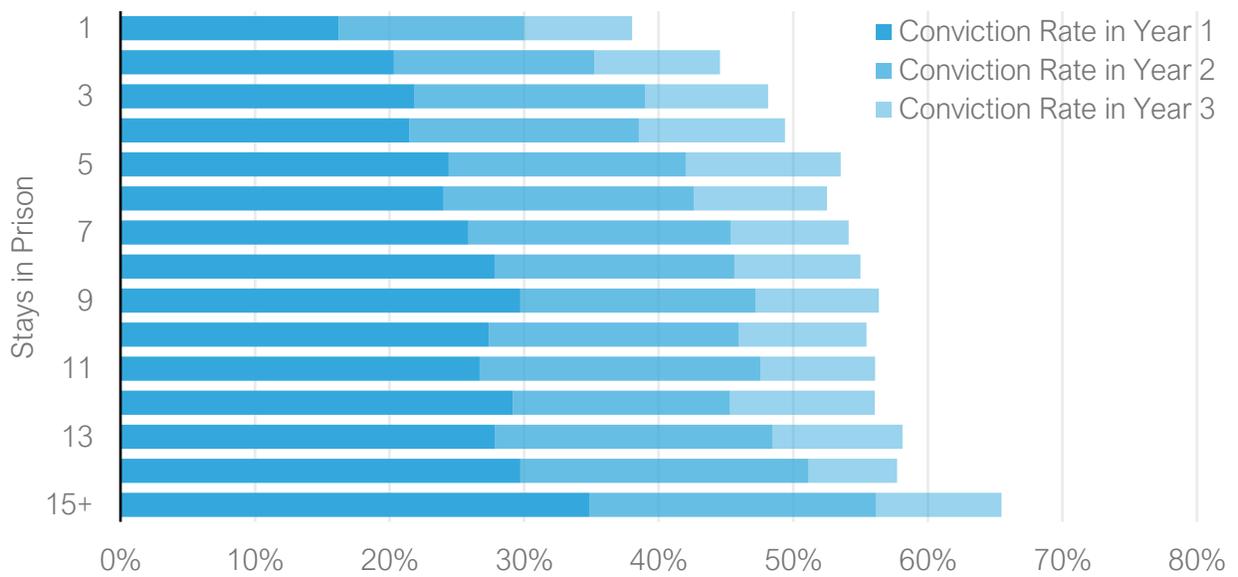
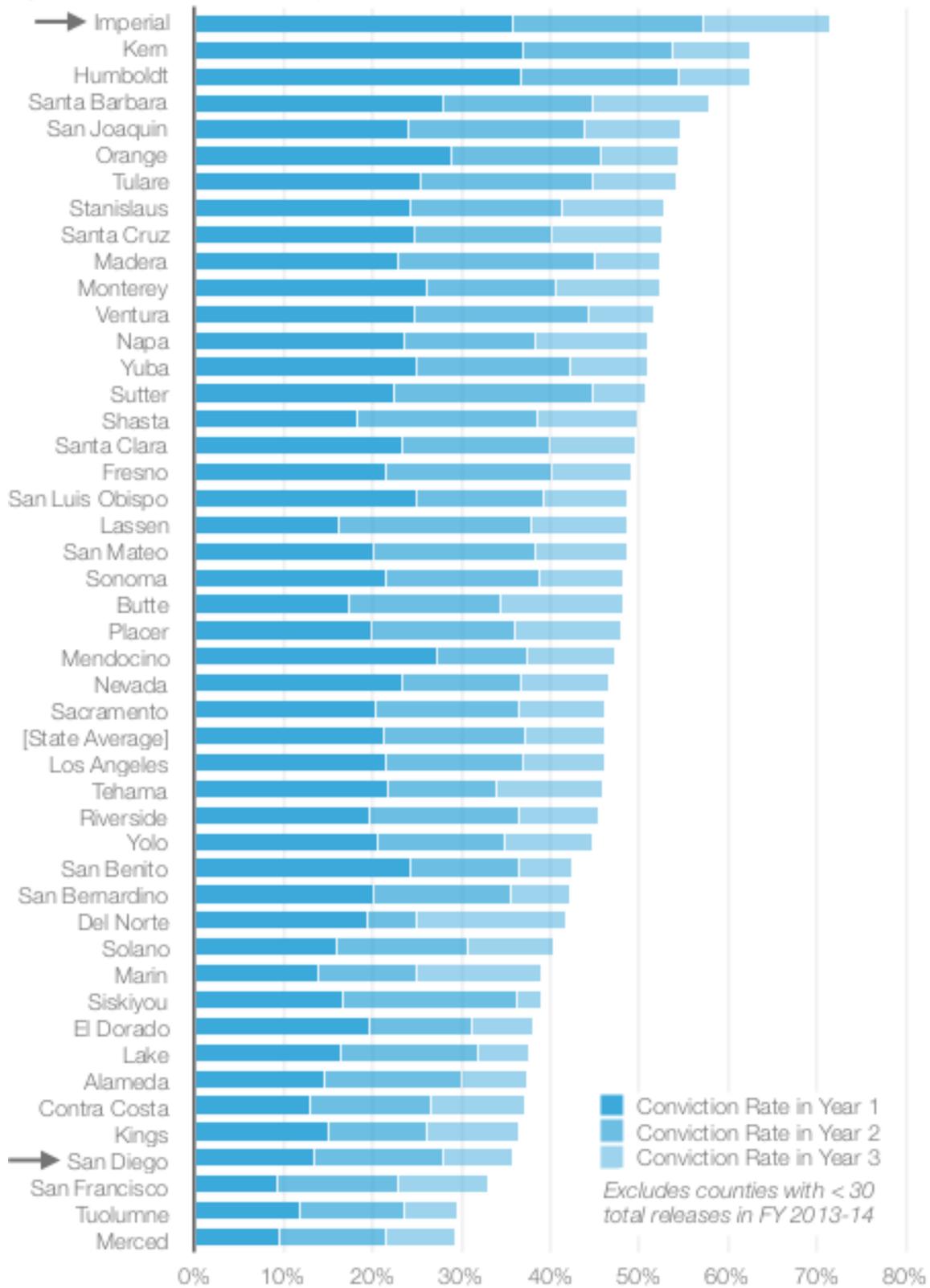


Figure 9. Recidivism by County of Release



**Attachment C**  
**Reentry Partner Organizations and Service Description**

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
East Region Adult Education	Post release training
Education to Career Network (North County)	Post release training
South Bay Consortium	Post release training

Northern Coastal (Mira Costa)	Post release training
San Diego Adult Ed (Metro region)	Post release training

## **Attachment D Other Priority Populations**

The Southern Border Region understands that while the regional plan modification focuses on the reentry population, the regional plan needs to include those populations that are a priority for both local workforce boards in the ways that are similar. In the case of the Southern Border Region, non-WIOA youth, English language learners, Calfresh recipients and both custodial and non-custodial parents are important to include in the regional plan. Not surprisingly, the same populations in both counties experience similar barriers to employment. For the populations that both counties work with, the regional work engages the local boards and partners where possible to expand services to these populations and share resources for greater efficiencies. A primary strategy is capacity building across the region for both board and partner staffs. To this end, training coordination will continue to ensure cutting edge and relevant training is provided across the region.

### **1. Youth**

The region recognizes the need to engage all opportunity youth to support education and employment before they drop out of school or are chronically unemployed. The Southern Border Region is exploring options to collaboratively support those youth who are not currently WIOA eligible through t. To begin a collaboration across the region to support youth, a pilot of This Way Ahead for GAP, Inc. internship opportunities. Using SDWP resources and regional funding, the program is expanded into Imperial County as a first step to support youth across the region. Overall, to address the issue of out of school youth who are unemployed and disengaged to engage them in the workforce development opportunities to reengage and retain self-sufficient employment. The vision is to identify emergent opportunities to collaborate in support of youth throughout the region.

### **2. English language learners (ELL).**

English language learners have the same needs across the region. They need practical language skills that are easily attained while employed. If the language classes are outside of work, there are multiple barriers including child care and transportation. In light of that, engaging employers to support language classes onsite is being considered in the regional job quality experiments. Additionally, hand held language acquisition has been piloted and is being further investigated and will be included in discovery of effective language acquisition models. As was mentioned at a public conversation, vocational language acquisition requires certain levels of frequency and duration to be effective, as well as removing barriers such as childcare and transportation. There are many opportunities to collaborate throughout the region with educational and service delivery partners to bring language acquisition to clients and alleviate some of those burdens that often accompany individuals trying to work in a non-native language that impact the ability of individuals to become functional in English.

### **3. Non-custodial Parents/CALFRESH E&T**

Partners throughout the region expressed similar concerns. While Imperial County is in the process of bringing the CALFRESH E&T program to its citizens and San Diego is already engaged with CALFRESH, partners expressed the understanding that without support services and the resulting employment retention, enforcement will not succeed. Recognizing the differences in the counties, the workforce boards and partners will collaborate to bring training, best practices and effective models of support.

Included in these models is the 2-Gen work being done in San Diego. These lessons will be shared with Imperial County and partners to expand the supports for success.

#### **4. Senior and older adults**

Partners expressed the need to support older adults who need or want to work. They may not need a family sustaining wage, but they may require supplemental income for retirement. There are many opportunities to explore that include technology upskilling and certain home health support training.

#### **5. DD/ID – Competitive Integrated Employment**

Presently, Competitive Integrated Employment programs are only available in some parts of the region. The rest of the region refers to the Department of Rehabilitation. There are very few programs for people with disabilities in the areas that do not already have a built out CIE program. By aligning goals and braiding funding, individuals with disabilities will be better supported throughout the region. The intention is to identify future opportunities to support citizens with disabilities across the region vice localized supports. With collaborative and integrative teams built around client preferences, services will be tailored to the individual needs of each client.

**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:

<b>Assessment Levels:</b>	
<b>Learning/ Experimenting</b>	Region is working to understand job quality and high road employment practices and is committed to creating and implementing a job quality policy.
<b>Operationalizing/ Doing</b>	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.
<b>Growing/ Expanding/ Scaling</b>	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 worked 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, California Adult Education Program 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**

## Attachment F

### Stakeholder and Community Outreach and Involvement in the Two-Year review of the Regional 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. 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 could not be reached.

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; the issue was report to the state. 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 to the website for the upcoming meeting and following the meeting, the notes and recording, if available, were uploaded to the site. This was made available for any community member or partner to have ample opportunity to participate. A launch meeting was held to orient participants to the planning process.

Given the strong focus on reentry work as part of a regional plan, two separate meetings were held on this topic with the goal of enhancing present partnerships and developing new ones. 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 needs for the reentry population.

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. 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 to the email and the website 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. To ensure the best coverage, the plan update meeting dates and process were presented at multiple community meetings such as the educational consortia, Reentry Roundtable, Regional Research Council and Business Services Collaborative. Outreach, documentation and state notification for the local and regional planning processes were the same. These scores are noted in the below matrix.

Outreach and Community Engagement Scoring Matrix for the Regional Plan:

<b>Corrections-Workforce Partnership</b>	<b>Exceed</b>	<b>Meet</b>	<b>Fail</b>
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.	2		
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.		1	
<b>Total Score:</b>	<b>5</b>		
<b>Scoring Criteria</b>			
<b>Fail: 0</b> = Does not substantively answer the element			
<b>Meet: 1</b> = Does substantively answer the element			
<b>Exceed: 2</b> = Answers the element especially well			
<b>Total for Corrections-Workforce Partnership</b>			

<b>Total Maximum Points Available</b>	<b><u>6</u></b>		
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**Table 1. List of Invited Organizations for Reentry**

<b>Company/Organization</b>
ACCE Institute
ACLU of San Diego and Imperial Counties
Adonai Jireh Sober Living
California Department of Corrections and Rehabilitation
Center for Employment Opportunities
Center for Positive Changes
Choices in Recovery- Foundation House
Coastal North County Adult Ed Consortium
County of San Diego Probation
Education to Career North San Diego-Vista Palomar
California Employment Development Department
Fellowship Center
Foundations in Recovery- Sacramento House
HCS - San Diego LightHouse
Imperial County Adult Ed Consortium
McAlister -New Connections
San Diego Sheriff Department
San Diego East Region Adult Ed
SD Health Alliance - Fashion Valley Clinic
San Diego Adult Ed
San Diego Imperial County Regional Consortium (SDICRC)
Second Chance Program San Diego
South Bay Adult Ed Consortium Southwestern
United African American Ministerial Action Council - San Diego Center for Re-Entry Management
United Methodist Urban Ministries San Diego
Volunteers of America Southwest

## Attachment G Public Comments

There were two comments submitted in the 30 days the plans were made available. The substance of them are below:

### Comment 1:

1. Overall, I think it could be beneficial to consider adding "us" - adult ed providers (five consortia in the region) - to the SDWP's plans and to its partner list. (As you know, California suffers a little bit from having to very different funding streams for (non-traditional) adult education: One comes through the Department of Education and funds or used to fund adult schools housed within High School districts. The other comes through the Chancellor's Office of Community Colleges and funds/used to fund non-credit courses at colleges. The two funding streams are under very different bureaucracies, process guidelines, report requirements, task masters. (You name it.) Adult Ed programs have, therefore and depending where they are housed, very different set-ups and access to databases, tools, services, etc. Adult Education Consortia were established also to overcome this strange separation - but we have a long road to travel. At this point in time, most adult ed programs at K-12 adult schools do not report their programs through the channels community college non-credit and credit programs are reported. As you can imagine, this distorts the picture in a region like ours where at least 50% of adult ed programs are offered through programs at least partially housed/overseen by High School districts.)

For an overview of all consortia, see here: <https://caladulthood.org/ConsortiumDirectoryMap>

In our region, we have:

- East Region Adult Education
- Education to Career Network (North County)
- South Bay Consortium
- Northern Coastal (Mira Costa)
- San Diego Adult Ed (Metro region)

To give you a taste, here are links to programs adult schools offer. As you will see, there is quite an extensive list ...

- [https://adulthoodworks.org/wp-content/uploads/2018/12/catalog\\_SPRING19-2.pdf](https://adulthoodworks.org/wp-content/uploads/2018/12/catalog_SPRING19-2.pdf) (you can also find it here: <https://adultschool.guhds.net/>)
- <https://www.educationtocareer.net/course-catalog/>
- <http://adulthoodeducation.sweetwaterschools.org/south-baysouthwestern-consortium/> (also here <http://adulthoodeducation.sweetwaterschools.org/>)
- (for Mira Costa Community College - <http://www.miracosta.edu/instruction/ab86/index.html>)
- (for SDCE - <http://www.sdce.edu/organization/special-projects-and-grants/sdaerc>)

2. The refresh seems to emphasize work with the "justice involved population" more than any other population. Is that because it is a "refresh?" There are other populations as important, no?

3. Page 4, under item 3) points to "integration and co-enrollment with AJCC and WIOA providers." I think this is worth a second, third, ... consideration. Many WIOA clients are already working / studying with adult ed providers. And many adult ed providers offer training programs that directly benefit AJCC clients. However, at this moment in time, this system is not working (exceptions to the rule). It only works when clients are either enrolled (persuaded?) to become participants in a specially funded project (ELL navigator comes to mind) or when clients find adult ed program providers by chance. The centers do not consider us partners yet. When one steps into any center, one can always see posters for for-profit training providers (and sometimes IRC), but nothing really for adult ed providers/consortia. Also, clients are not intrusively counseled on the benefits of working with adult ed. (For ETPL programs that is problematic - a client who is sent to that list might not be able to make an informed-enough decision.) And what about those who walk into an AJCC and then "do not qualify?" We could benefit from a system that would help such clients to find adult ed programs (that are free or low cost but wouldn't be visible to a client who doesn't qualify for extended services).

4. On page 5, there is a reference to "peer-to-peer" learning. Which made me think of something we are exploring - student-mentors who get a stipend would be able to report "work experience" - the number 1 factor for employers who are hiring. Maybe there is something scalable in there?

5. On page 7 - what would a "job-readiness toolkit" look like? What if students already have digital portfolio?

6. On page 8 and 9, I would dare to say adult ed consortia NEED to be listed as partners. Especially Grossmont Adult Ed - the LEA for the SD Sheriff's department

7. On page 22, "Adult Education Block Grant programs" are mentioned - our name officially changed to "California Adult Education Program" (it's not a grant ...).

In the local plan refresh (not paged)

1. Under item 7 (Collaborative Strategies ...) - I think the first paragraph is misleading. It is not because San Diego is a "border community" that 500 K adults speak English "less than well." Also, with the right feedback loops, adult ed providers would be the bridge - and often they already are. The third paragraph also indicates that we need much better communication between adult ed providers. In addition to VESL and ESL, adult ed is now offering "Integrated Education and Training" (IET) programs (also with WIOA funding). These programs offer academic and language support (and lead to certification, when they go well).

2. On the last page (?), under "as a local area ..." there is a typo - it should be 'local' and not 'locally'

3. In the third attachment "x," under "IRC ELL navigator role included" - there is a reference to 3,500 students in GUHSD title II classes - that is a bit too much of an exaggeration. The ELL navigator did not "access" all these students.

Comment 2:

**1) Maximizing Reentry Investments by co-funding with partners on page 3:**

**1. Maximizing Reentry investments by co-funding with partners**

- SBR has committed to expand it's 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.  
**The ICWDB will begin exploring new funding opportunities with training providers in order to increase workforce services for the reentry population.**

I believe there are opportunities to work with GEO Reentry or IVROP to serve the incarcerated population in new ways.

**Attachment H  
Public Notice and Public Meeting Mailing List**

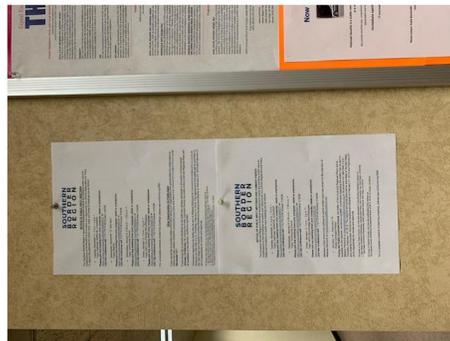
Website-<https://workforce.org/wp-content/uploads/2019/02/SBR-website-Public-Notices-Plan-Posts-and-Updates.pdf>

Notice and Mailing List -  
<https://workforce.org/wp-content/uploads/2019/02/SBR-Public-Notices-and-Mailing-List.pdf>

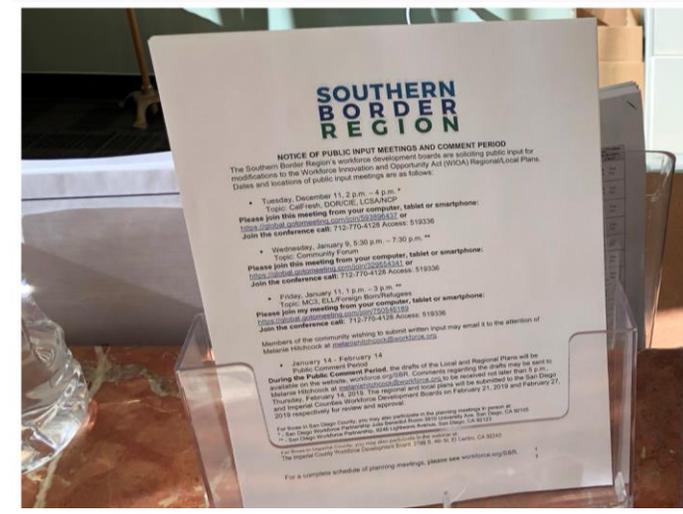
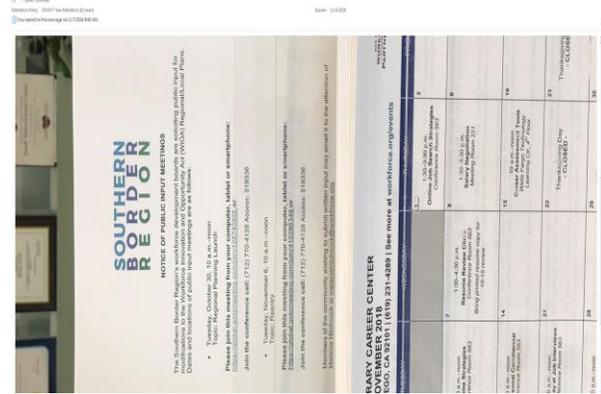
AJCC Proof of Posting Public Comment Notices

**East County**

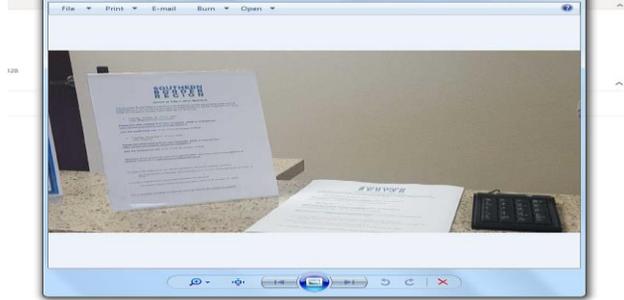
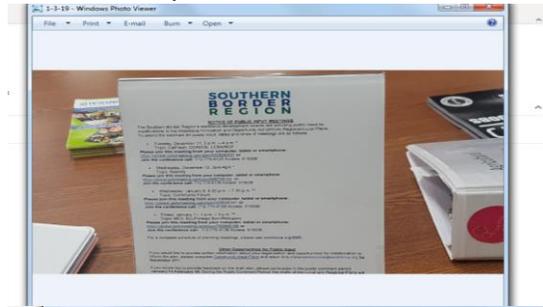
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Sent: Thursday, January 3, 2019 10:25 AM  
To: Jimmy Watkins  
Subject:



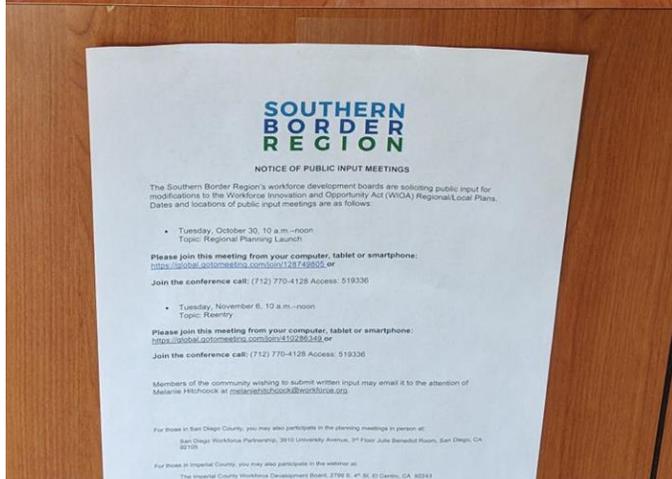
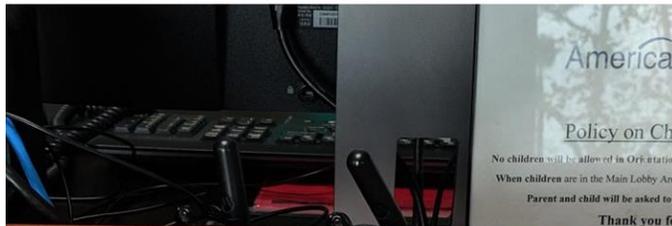
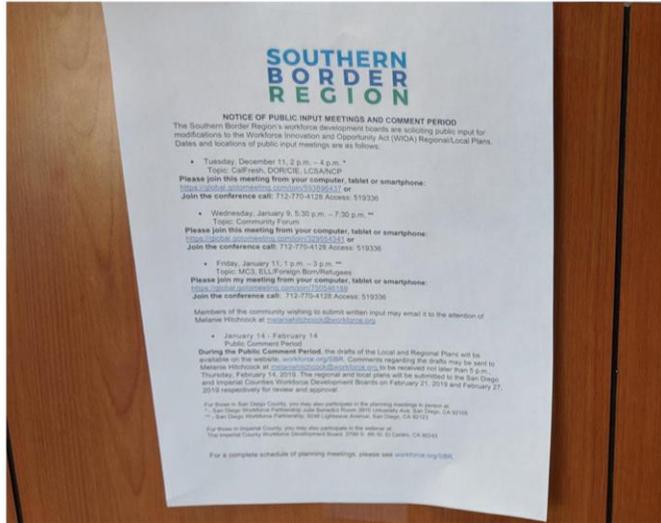
# South Metro



# South County



# North County



**Attachment I**  
**Priority Sector Research**

<https://workforce.org/wp-content/uploads/2019/02/Priority-Sector-Appendix-for-Regional-Plan.pdf>