



# INLAND EMPIRE REGIONAL PLANNING UNIT

RIVERSIDE  
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SAN BERNARDINO



## WORKFORCE INNOVATION AND OPPORTUNITY ACT INLAND EMPIRE REGIONAL PLAN PROGRAM YEARS 2017-2021 TWO-YEAR MODIFICATION

### INLAND EMPIRE REGIONAL PLANNING UNIT

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## Background

The Inland Empire Regional Planning Unit (IERPU) is comprised of Riverside and San Bernardino Counties. The workforce development system within the IERPU is led by the Riverside County Workforce Development Board (RCWDB) and the San Bernardino County Workforce Development Board (SBCWDB). These two WDBs led the initial regional planning process to develop the IERPU Regional Workforce Development Plan by engaging more than 200 partners and customers to participate in forums and focus groups to provide input and guide the strategy of the plan. IERPU and these stakeholders discussed ways to improve outreach efforts, streamline services to reduce duplication, increase capacity, and address specific challenges and barriers faced by justice involved individuals.

The IERPU's Regional Plan 2017-2020 includes a vision statement that sets the strategic direction for planning and implementation of the regional plan:

*The workforce development vision for the Inland Empire is a reinvented regional system that engages business and industry in identifying high quality jobs and designing training programs to prepare a competitive workforce. The IERPU partners will prepare the workforce by ensuring that services address barriers to employment and promote educational attainment to create pathways from dependency to prosperity.*

The IERPU oversees the implementation of the regional plan, providing guidance and leadership for the regional workforce development system to ensure that services are effectively meeting the needs of employers while transitioning residents to gainful employment, breaking the cycle of poverty, and increasing economic equity for long lasting prosperity.

While the IERPU's Regional Plan 2017-2020 addressed workforce, education and training, and support services for all job seekers in the region, this plan modification focuses on Workforce-Corrections partnerships to serve the formerly incarcerated and other justice involved individuals, Multi-Craft Core Curriculum Pre-Apprenticeship partnerships and Regional Coordination and Alignment indicators. As a regional entity, the Inland Empire Counties have promoted in-prison job training rehabilitative services and have participated in programs designed to secure employment after release. Although there has been coordination between the two counties, these efforts will be enhanced and expanded so that the regional approach will facilitate long-term outcomes to reduce recidivism and enhance employment opportunities for the justice involved.

## Introduction

To reduce recidivism, California has supported programs for the formerly-incarcerated and justice involved populations. With the state's support, communities are asked to serve the reentry population by creatively and effectively aligning training, education, employment, and support services with the industries and employers driving regional employment. The IERPU's goal is to maximize employment opportunities for the formerly incarcerated or justice involved population by addressing barriers and creating career pathways that lead to long-term employment with family-sustaining wages.

This updated regional plan, now reflecting dates through 2021, describes how IERPU currently works, and how it plans to partner with its traditional workforce and education partners as well as community based organizations (CBOs), reentry service providers, State Parole, and County Probation Departments to provide integrated services to justice involved individuals. While this work will be led by the IERPU, other partners support and enrich the collaborative efforts. For example, the San Bernardino County Reentry Collaborative has been a key partner for a number of years. Comprised of over 15 county agencies, organizations, CBOs and correctional institutions, the Reentry Collaborative is committed to making the region's communities safer through the successful reentry and long-term success of the formerly incarcerated.

IERPU is committed to ensuring services and programs for the reentry population are based on best practices. IERPU will stay abreast of the publications and studies posted to the Corrections-Workforce

Research Library available through the California Workforce Development Board. It is important IERPU prepare the reentry population for entry-level with long-term career employment opportunity in industry sectors that are driving regional employment and high demand occupations within the high growth industry sectors. As the IERPU, Riverside and San Bernardino Counties are fully committed to eliminating critical gaps in the current reentry system by collaborating and restructuring partnerships among WDBs, corrections systems, CBOs and local business owners.

## Customer Centered Design

IERPU will conduct a Customer Centered Design (CCD) project specific to the reentry population. The project will involve feedback from stakeholders including justice involved individuals, employers, CBOs, faith-based organizations, workforce development, corrections and justice partners, as well as education providers. Centering this effort on business engagement and on the needs of the formerly incarcerated will ensure the project's success. The employer outreach will include a survey to identify any reasons behind a reluctance to hire formerly incarcerated individuals. Separately, a survey will focus on feedback from the formerly incarcerated to identify needs, desires, and responses so that programs and solutions can be designed to address the issues and hone in on what has worked in past experience. Findings from the research phase of CCD will help identify strategies for increasing the number of employers who feel comfortable employing justice involved individuals and on targeting the needs of this population. IERPU has successfully used a Customer Centered Design approach to incorporate feedback from workforce system users into its service delivery redesigns.

## Partnerships for Regional Alignment

Using partnerships to better link job training, work experience, education, and additional services prior to release and after incarceration will enable the justice involved population to successfully integrate into society as quickly as possible. Incorporating collaboration and innovation to invoke systemic change will not only benefit those recently released from prison, but will provide long-term benefits to the region. To address the region's excitement and commitment for positive change, IERPU began meeting in the Fall of 2018 with 18 agencies and CBOs: Riverside County Probation Department, San Bernardino County Probation Department, California Department of Corrections and Rehabilitation, Riverside County Sheriff Department, San Bernardino County Sheriff Department, San Bernardino County Reentry Collaborative, United Way's 2-1-1, Building Industry Association, Desert Valley Builders Association, Adult Education Programs, California State San Bernardino Reentry Initiative, Operation New Hope, Riverside/San Bernardino Departments of Public Health, Riverside/San Bernardino Community College Districts, and the Building Industry Association's Baldy View and Riverside Chapters. Additional information about these agencies and others is provided in Attachment II.

IERPU has existing or budding relationships with numerous agencies and organizations that provide social services in the region. Some have worked directly with justice involved individuals and others stand ready to serve them. Examples include the Inland Empire Father Involvement Coalition, which works with non-custodial parents, and Housing and Employment Rights Advocates (HERA), which serves citizens by providing legal and financial advice. Goodwill, the Salvation Army, Team Challenge, Soldier for Life, and Inland Empire Teen Challenge are also partners serving the Inland Empire's most vulnerable population. IERPU will work with these organizations in a leadership role, to ensure their services are coordinated and focused on building regional capacity. This will be done through outreach, educational workshops, cross-trainings, inclusion in resource guides for employment staff, and existing/planned meetings. Toward mutually beneficial outcomes, it may be in the interest of the region for IERPU to execute partnership agreements or Memoranda of Understanding (MOU) to formalize some of these relationships and partnerships.

## Service Delivery

### Serving Justice Involved Individuals

The first step to serve justice involved individuals with serious barriers to employment is to identify their challenges while they are still incarcerated. The Inland Empire has effective models, described below, from which best practices can be identified and replicated. While some programs may be intended for individuals with a serious mental illness or a substance abuse disorder, fundamental elements of each program can be applied to the larger justice involved population. The central goals are to assess needs, identify resources and connect the individual to support, both during incarceration and after release.

The San Bernardino Sheriff's Transitional Assistance Reentry Team (START) uses a community policing philosophy to help veterans, homeless individuals, medically fragile persons, or those with behavioral health problems to re-enter the communities. START helps incarcerated individuals create a discharge and reentry plan connecting them with community resources and service providers throughout the county. A referral process began in July 2018 with START and the San Bernardino County AJCCs.

The Riverside County Sheriff's Department and the Riverside University Health System's Behavioral Health Department partnered to create the Core Team to serve incarcerated individuals with mental health needs. This team is comprised of deputies specifically trained to work alongside behavioral health specialists embedded in their mental health units. Their goal is to assess the individual's needs and provide the necessary treatment during incarceration.

San Bernardino County's Department of Behavioral Health and the Sheriff's Department established another effective model called Corrections to a Safer Community (CTASC) program. The program is embedded in the jails and is designed to reduce recidivism by assisting individuals with a serious mental illness and/or a substance use disorder. Working closely with county partners, justice professionals, and CBOs, services begin with a needs assessment to identify critical resources including food, shelter, and clothing that will promote successful integration back into the community upon the individual's release. After release, the CTASC team provides a warm case management hand-off to community service providers.

The Sheriff's office and San Bernardino Workforce Development Board currently have a program with Inmate Services that houses workforce development staff to provide services to incarcerated individuals at the four county rehabilitation centers. In this case, justice involved individuals can create an action plan, with the help of case managers, that addresses their training, employment, and support service needs after their release. In addition to this coaching, job fairs and workshops are held at the facilities. In partnership with the California Department of Corrections and Rehabilitation (CDCR), some of these services are offered at other detention centers in the Inland Empire.

The IEPRU will enhance some of these components and expand them into other sites. As an example, the creation of a discharge and reentry plan of action could address immediate needs (e.g., income, connection to public assistance benefits such as CalFresh, and housing) as well as longer term needs such as training, employment, and education. Additionally, case managers can ensure released individuals can document any vocational training they completed while incarcerated. When appropriate, authorities can recruit, encourage, and provide training to family members so they can support returning citizens with their reentry goals. Family members, as part of the case management team, can help navigate the bureaucratic process and provide emotional support and encouragement.

It is important to provide these assessments and services as early as possible and some programs in the Inland Empire begin the process a few weeks, (and others a few months), prior to an individual's release from incarceration. The IERPU will work with the California Department of Corrections and Rehabilitation, the Sheriff's Department, AJCCs, CBOs, education partners, mental health professionals and other stakeholders to identify promising practices and to standardize, expand, coordinate and streamline these crucial services (e.g., obtaining right to work documentation, social security card, etc.). Those goals already represent an integral part of IEPRU's Prison to Employment (P2E) Initiative.

## A Comparison of Current and Anticipated (Expanded) Services

As described, Inland Empire agencies and service providers assist justice involved individuals at locations where they are incarcerated. After release from incarceration, justice involved individuals in the Inland Empire are served by a network of Day Reporting Centers (DRCs), AJCCs, colleges, agencies, and non-profit organizations that specialize in reentry services. In San Bernardino County, citizens returning after incarceration through the AB108 program are served at High Desert (Victorville), San Bernardino City, and Rancho Cucamonga. In Riverside County, there are DRCs providing services in Riverside, Indio and Temecula.

The DRCs offer combined services from probation, behavior health, public health, workforce development, education, and social services. Individuals are assessed for their counseling needs and are offered mental health and substance abuse treatment services. Case managers help determine an individual's eligibility for Cal-Fresh, Medi-Cal or other support programs. Employment and training needs are also assessed and a participant may be placed in a work experience program through a network of employers willing to hire justice involved individuals.

Nurses are available at the DRCs to answer health related questions confidentially. They also make referrals to appropriate clinics, and help locate low-cost health care and prescriptions as well as free HIV testing. Homeless individuals can connect with services offering food, emergency shelter, short-term housing, and clothing. Customers are also offered business suits and appropriate work attire for job interviews as well as bus passes, limited Metrolink passes, and gas cards. There are workshops that offer cognitive behavioral therapy such as Thinking for a Change and Changing Your Life for the Better. Parenting classes, GED classes, Child Support Workshops, Public Health Education and a clinic to clear traffic records are also available.

Non-profit organizations such as the Center for Employment Opportunities (CEO), Operation New Hope (ONH), and Greybar Printing are also contributing to the Inland Empire's reentry service efforts. CEO is a Forward Focus grant recipient that serves both counties, providing job-readiness training, immediate paid work experience, job coaching and placement, as well as workplace counseling, crisis management, and career planning to help participants maintain a long-term connection to the labor force. They offer monthly bonuses (Rapid Rewards) that incentivize individuals who meet employment retention milestones. ONH serves at-risk youth and those on probation and parole throughout the region by providing job training, work experience, case management, educational opportunities, and leadership development. Greybar Printing is one of Riverside County Sheriff Department's Inmate Programs and Alternatives to Incarceration. As part of a work experience program, inmates print forms for the Sheriff's department, Riverside County, and other local nonprofit agencies.

United Way's 2-1-1 provides toll free, confidential referrals to community and health information 24 hours a day, 7-days a week and in many languages. This service has listed prison reentry as a priority concern and has assigned two reentry specialists to assist callers and connect them to focused resources.

In the education sector, the California State University San Bernardino (CSUSB) Reentry Initiative is a comprehensive program offering services to parolees returning to the Inland Empire. Through locations in Victorville, San Bernardino, Moreno Valley and Indio, clients receive batterer's intervention counseling, anger management, substance abuse counseling, GED, employment services, transitional housing, and parenting services. The Riverside and San Bernardino Community College Districts currently partner with the CSUSB Reentry Initiative and Urban Conservation Corps to provide transitional work crews for parolees. Participants receive daily cash wages, work experience, job readiness training and job placement.

## Expanded Services

Through planning efforts thus far with the Prison to Employment (P2E) Initiative, the IERPU has begun to identify a variety of current best practices throughout the region. In workshops held on January 10, 2019 with over 50 attendees from 22 agencies, IERPU Regional Organizers led a discussion and reached a consensus on how to fill service gaps between pre-release and post-release to promote the success of justice involved individuals. Utilizing P2E, the IERPU plans to create or expand services that:

- Improve awareness and access to existing services through marketing, information kiosks, and resource sharing
- Develop training and employment strategies through business engagement, focusing on training that leads to permanent employment in high-demand occupations
- Create pre-release education linkages, career exploration and life skills training
- Develop transitional jobs that lead to sustainable employment
- Provide Personal Connection (including mentorship), Pre-release thru employment success

Together with partners, the IERPU will design services based on the need of the individual, allowing for multiple paths to success. Pre-release services will connect to customized paths that start with GED, immediate job placement, job readiness programs, or transitional jobs.

Essential employment and job-readiness skills typically taught to the populations served by the IERPU include subjects such as teamwork, ethical behavior, professionalism, and reliability and punctuality. In addition, other basic life skills will be taught to ensure a more successful reentry and transition for justice involved individuals. IERPU will work toward sharing lesson plans and other information among agencies and organizations to standardize the curricula and ensure everyone is receiving effective training, especially those related to life skills and technology.

The District Attorney's office in Riverside County is currently working on a program to offer Certificates of Rehabilitation for formerly incarcerated individuals who are eligible. The DA's office and Legal Aid are also working together on an expungement service to remove certain offenses from an individual's record, if they are eligible. When possible, the money to pay for expungement can be provided as part of the supportive services offered. IERPU is currently in discussions with the DA's office and hopes to expand these and other legal services throughout the region.

Connecting to industries and occupations that accept individuals with a justice involved background is of key importance. As skills and needs are identified, short term vocational training will be an option for some participants. One critical partner of the IERPU is the Building Industry Association (BIA); the Riverside County and Baldy View Chapters in the Inland Empire represent over 1,000 construction businesses. These associations are willing to help train and employ formerly incarcerated individuals within the construction industry. BIA is currently helping develop curriculum to meet the need of the industry, creating a pipeline for employment for this population. The curriculum may be shared with multiple agencies to help more participants throughout the region.

### Overcoming Barriers to Successful Completion of Workforce Education and Training

The reentry population faces many of the same challenges as the region's other vulnerable populations. These include food insecurity, low or no income, low educational attainment, unemployment, housing instability or homelessness, limited English proficiency (LEP), low literacy, long employment gaps, lack of childcare, disabilities, lack of transportation, suspended licenses, lack of proper ID, physical and mental health issues, drug and/or alcohol abuse, and substantial financial debt. There is also the stigma associated with prior incarceration and a criminal record which limits employment opportunities.

Services to address these barriers are provided through the vast network of collaborative Inland Empire partners, including the CBOs, DRCs, AJCC System Partners, and county departments. Adult Education Programs, some at the table during the Regional Planning Sessions, others connected through each County's AJCC System MOU, provide HiSET/GED. The counties have formalized agreements in place for referrals and connections to these organizations and will expand efforts specifically for the re-entry population.

Supportive services for this population include assistance obtaining, and in some cases paying for, right to work documents (e.g., Social Security, state ID, driver's license, birth certificate, I-9 forms, and Selective Service registration), tattoo removal, and financial education related to child support and personal money management. While incarcerated, an individual may have been receiving counseling to address issues such as stress and anger management.

It is important to offer this support after their release so returning citizens can achieve their reentry goals and avoid recidivism. With resources from the Prison to Employment Initiative, the IERPU will expand the availability of these services and has begun to map out where each service is offered in order to identify gaps.

### Working with Probation and Parole

IERPU plans to expand programs such as San Bernardino County's START program and Riverside County's Core Team, described above. These programs combine resources and evaluate individuals, determining a protocol to assist them based on their needs. A multi-disciplinary team specific for justice involved individuals can be developed at institutions throughout the region, comprised of reentry transition partners including, but not limited to, corrections counselors, the Sheriff's office, probation and parole, representatives from the California Department of Corrections and Rehabilitation (CDCR), WIOA leaders, social services, and behavioral health specialists. Assessing individuals while they are incarcerated, perhaps as much as three to six months prior to their release, should provide sufficient time to identify and plan for supportive services individuals need to overcome challenges to employment. This would include an individual employment plan, documenting education level, job skills, vocational trainings completed, grades earned (if applicable), and whether the individual was an exemplary or model prisoner.

Through the Prison to Employment Initiative, the IERPU will expand the practice of having AJCC staff visit the detention centers, jails, and prisons throughout the region to provide job search workshops that help support a successful transition into the community. Efforts will be made to strengthen the relationship between front line staff members and the justice involved individuals so that they seek out services and follow-through with employment and education goals after their release. Improved awareness and access to resources is crucial to their successful reintegration into the community and the IERPU will work with Probation and Parole to improve the marketing and retention strategies designed to serve the reentry population.

### Data Collection and Reporting

IERPU currently uses CalJOBS to measure outcomes for enrolled individuals. CalJOBS allows IERPU to track and report Placement in Employment and Wages at closure (exit from the program), and during the 1st, 2nd, and 4th quarters after exit through staff-entered real time follow-ups and, longer term, through base wage comparison (with a 12+ month delay.) CalJOBS allows for tracking and reporting of Measurable Skill Gains competencies during training and Credentials at the successful conclusion of training. IERPU is exploring how CalJOBS or another system, such as SmartSheets, could be used to ensure justice involved individuals are tracked in accordance with the performance reporting requirements outlined in AB 1111 and the Prison to Employment Program Trailer Bill, SB 866. The final tracking and reporting system will ensure that education and training obtained prior to release are measured, and that activities and assessments that show competencies related to the certification are quantified.

## Multi-Craft Core Curriculum Pre-Apprenticeship Partnerships

The Inland Empire Building Consortium Trades Council (IE BCTC) has started seven different Multi-Craft Core Curriculum (MC3) courses in the region. Starting in 2015, through a partnership with the California Department of Education's California Partnership Academies (CPAs), seven high schools in California now use, in partnership with local building trades, the MC3 curriculum. Two of the seven high schools, Arroyo Valley High School and Norte Vista High School are in the Inland Empire. YouthBuild Inland Empire, a partner in the AJCC System MOUs for both counties, offers MC3 training to high school seniors that have 150 credits and are 18 or older. It consists of learning basic hand tools and power tools. Members receive their OSHA Card and CPR certification. While taking the program, the member is in the classroom for two weeks and out in the field working on construction sites for two weeks.

In 2016, IE BCTC and San Bernardino Community College District (SBCCD) partnered to provide local residents with career training opportunities. One of the ways the students come into contact with these

career training opportunities is through the Building Trades Pre-Apprenticeship Programs, such as the MC3. SBCCD just completed its third cohort. The success of the program has led to Victor Valley College (2018) and San Jacinto College (spring, 2019) offering the curriculum.

A new partnership has formed between the City of Perris and Life Lifters International to offer the MC3 curriculum for City of Perris residents starting in the spring of 2019. The Inland Empire has enough providers to meet its current pre-apprenticeship needs, but will be working with regional WDBs to market courses to interested participants. Graduation rates in the MC3 program is low because many participants get a job while completing the course. The Inland Empire WDBs will work to identify times to ensure participants see the opportunity as a path to a career and not just a job.

When pursuing pre-apprenticeship training in the construction industry, the WDBs will connect with the IE BCTC and will ensure that WIOA funds be spent only on construction trade pre-apprenticeships that have approved MC3 programs.

## Labor Market Needs, Sector Pathway Programs, and Partnerships

In addition to the local WDBs, the regional partners noted in the existing WIOA Regional Plan are the Department of Rehabilitation, the Inland Empire/Desert Regional Consortium of Community Colleges, Adult Education Block Grant Regional Consortia, the Economic Development Corporations/Agencies, Small Business Development Centers, K-12 Continuing Technical Education (CTE) Region 7, and the County Office of Education (COE). And as stated previously, IERPU has already met with 18 organizations, including CBOs and other government agencies to promote collaboration for the reentry population. One of these partners is the Center for Employment Opportunities in the City of San Bernardino, which is a Forward Focus grant recipient. The plan for these existing and new partners is to provide adequate services, education, and training to promote the effective transition of justice involved individuals into communities. This in turn will connect the individuals to family sustaining employment while reducing the rate of recidivism.

IERPU shares labor market information (LMI), at monthly local WDB meetings and at quarterly WDB regional committee meetings attended by board members and community partners. The analysis and data sharing of LMI among AJCC Operators, mandatory partners, counselors and case managers is a valuable means to connect employment and training efforts with regional sector strategies and career pathway initiatives.

IERPU has identified and engaged with employers and businesses willing to hire formerly incarcerated and justice involved individuals, including those with felony convictions and those under state or county supervision. To engage with new employers willing to hire formerly incarcerated and justice involved individuals, IERPU will study prison and jail-based employer-linked training. One option is to partner with employers willing to train individuals during their incarceration with the understanding that they would be employed after their release. This would lead to immediate income from employment, in addition to establishing a work history and helping to develop a professional resume. Another option, using labor market information, identifies high-growth occupations and then connects vocational training and career pathways initiatives with industries and sectors experiencing growth in the Inland Empire such as construction and manufacturing, both generally open to the justice involved population.

IERPU will continue to fund or expand employer-based training programs in welding, culinary arts, and other fields considered promising and successful. The IERPU will also seek to connect individuals with firefighting experience to those same public safety jobs after incarceration. Some individuals have not been allowed to pursue those occupations upon reentry because of restrictions on their certification. With the increase in fires in California,<sup>1</sup> it will be worth investigating how policy changes can be implemented to allow individuals to pursue demand driven firefighting careers.

<sup>1</sup> Three of the top 20 largest wildfires in California occurred in 2018  
[https://www.fire.ca.gov/communications/downloads/fact\\_sheets/Top20\\_Acres.pdf](https://www.fire.ca.gov/communications/downloads/fact_sheets/Top20_Acres.pdf)

There are other opportunities to connect training and work experience during incarceration with employment after an individual's release the IERPU will explore. Together with partners, the IERPU will design services based on demand-driven economic data and the needs of the individual, allowing for multiple paths to success. Pre-release services will connect to customized paths that start with GED, immediate job placement, job readiness programs, or transitional jobs.

### Current and Intended Partnerships

Utilizing partnerships to better link job training, work experience, education and additional services, both prior to and after release from incarceration, will enable the justice involved population to be successfully integrated into society as quickly as possible. Incorporating collaboration and innovation to invoke systemic change will not only benefit those recently released from prison, but will also serve to benefit communities in a long-term and meaningful way. Because of this, and the excitement within the region for positive change, the WDBs have already met with state agencies and local CBOs to promote collaboration. When appropriate, IERPU will execute formal MOUs and other agreements with willing partners if one does not currently exist.

As part of the Prison to Employment Initiative, the IERPU plans to expand the partnership or create new linkages with local organizations that serve the justice involved and other vulnerable populations. These include the Inland Empire Father Involvement Coalition, Housing and Employment Rights Advocates (HERA), Goodwill, the Salvation Army, Team Challenge, Soldier for Life, and Inland Empire Teen Challenge. As noted throughout this Plan modification, there are many other key partners in this collaborative process and it will be the IERPU's responsibility to lead, to coordinate service delivery and to foster capacity building within the region. IERPU anticipates engaging and reaching out to organizations currently serving the target population that have yet to be connected to the entire regional workforce system. These organizations will further expand service delivery, as well as bringing additional ideas and strategies to the table.

Many front-line staff members have desk guides containing information about local government agencies and workforce system mandatory partners to whom they can refer customers for support services. IERPU will expand these desk guides to include more non-governmental, community-based, and faith-based organizations that serve the justice involved community. The revised guide will include forms and/or a referral process to enable staff to quickly and efficiently connect the customer to their desired support services, thereby improving service delivery and streamlining the assessment and referral process. A similar initiative will be undertaken to customize and localize the State of California's Roadmap to Reentry Guide produced by the Oakland, California based nonprofit, Root and Rebound. This guide<sup>2</sup> is a comprehensive "roadmap" of services covering nine areas of law and civic life: housing, employment, parole and probation, education, cleaning up criminal records, ID, voting, family and children, public benefits, and court-ordered debt. With the help of our key partner, United Way's 2-1-1, IERPU will regionalize the guide by adding information on where to find services in the local community and what local agency or organization can help with these efforts.

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<sup>2</sup> Please see <http://www.rootandrebound.org/roadmap-to-reentry-guide/>.

## Conclusion

This plan modification reflects the collective vision of the extraordinary partners and stakeholders who are the foundation of the IERPU. The IERPU's commitment to provide accessible workforce, education, and supportive services for its most vulnerable citizens, including the justice involved population, requires steadfast attention and collaborative partnership.

The communities within IERPU already have the infrastructure, operational systems, and experience of key partners from corrections and justice, workforce development, training and education, community and faith based organizations, local businesses, and labor management organizations to promote economic development in the region. Together these partners will continue efforts to educate and train a world-class talent pool that includes the formerly incarcerated and justice involved populations. The IERPU partnership is continuing to flourish and remains customer-focused, while keeping attention on evaluating and improving operations, processes, and systems.

With those efforts and goals in mind, each returning citizen will have the opportunity to earn a family sustaining wage through evidence-based sector pathways, apprenticeships, and other educational opportunities. The regional stakeholders in the IERPU will continue to focus on ways to lead the formerly incarcerated or justice involved individual on a path toward education, social health, meaningful employment, and a welcoming re-integration into the community.

**Attachment I: Regional Coordination and Alignment Indicators**

**Demand Driven Skills Attainment Indicators**

**Indicator A:** Region has a team that jointly convenes industry

<b>Assessment Questions:</b>	
<b>What industries/sectors meet in the region?</b> Manufacturing, Healthcare, Transportation/Logistics	
<b>Who are the industry champions including unions where applicable for each industry sector?</b> <i>Manufacturing:</i> Duvall Rubber, California Steel, Mitsubishi Cement, Phenix Helmets, Sorenson Engineering, Patton Steel <i>Healthcare:</i> Riverside Medical Clinic, Dignity Health Inland Empire, Inland Empire Health Plan, Providence Health, St. Mary’s, Loma Linda University Health <i>Logistics/Transportation:</i> Pacific Mountain Logistics	
<b>How were the lead organization(s) and sector experts responsible for convening employers identified?</b> Reach Out serves as the contracted Healthcare Industry Sector Consultant, Developing Leaders as the Manufacturing Industry Consultant, and Collaborative Economics is serving as facilitator for the Inland Empire’s sector strategies in Logistics/Transportation.	
<b>What activities take place during a convening/meeting?</b> Discussions and action planning around further business engagement, training needs of the industry, skills gaps, and other issues that affect the ability for these sectors to grow in the Inland Empire.	
<b>How frequently do convenings/meetings occur? Who attends each convening?</b> Large meetings occur 2-4 times annually. Smaller meetings are ongoing. Attendees include industry champions, the Inland Empire Regional Organizers, Workforce Board members from both counties, leadership staff members from both counties, select training providers, Deputy Sector Navigators, and other key industry representatives (such as members of the Distribution Management Association for the logistics/transportation industry).	
<b>What new Industry Recognized Credentials and/or Apprenticeship programs will result from the Industry Sector convenings/meetings? Have the partners identified existing credentials offered in the region that meet Industry needs?</b> For Healthcare, Champions and healthcare companies, school districts, and city governments across the region have identified the need for Community Health Workers. It is a newly recognized credential that the Inland Empire SlingShot Initiative has been instrumental in piloting for both newly hired and incumbent workers. Current plans are underway to help duplicate successful programs to ensure accessibility to residents and employers. The IERPU Boards are part of Strong Workforce’s LAUNCH (Local Apprenticeships Uniting a Network of Colleges and High Schools) initiative, the Inland Empire’s Apprenticeship Network, a growing network of community colleges, high schools, and industry partners who are committed to taking a system-wide approach in offering apprenticeship opportunities across the region’s institutions and businesses. Through a recent James Irvine Foundation grant, the IERPU will be hiring the first regional apprenticeship coordinator in partnership with LAUNCH. Apprenticeships developed through this partnership will focus mainly in the IE’s target sectors.	
<b>Assessment Levels:</b>	
<b>Learning/ Experimenting</b>	Some of the relevant partners meet episodically with a handful of employers to comply with planning requirements and share labor market information and employer’s workforce needs.
<b>Operationalizing/ Doing</b>	All of the relevant partners meet at least a few times a year to discuss industry sector needs, with industry champions and sector experts and are engaged in a planning process that will result in a regional approach to meeting industry’s workforce needs.
<b>Growing/ Expanding/ Scaling</b>	A dedicated and specialized team of relevant partners meet regularly with decision-making leaders/industry champions in a specified industry to develop and execute a meaningful plan to meet industry workforce needs and includes measurable goals to develop education and training programs that meet the needs of industry sectors.

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

<b>Assessment Questions:</b>	
<b>How does the region identify demand occupations and sectors, and who are the partners engaged in this process?</b> The IERPU identifies demand occupations and sectors through labor market data and research. The Employment Development Department Labor Market Information Division is a key partner, along with Strong Workforce’s Center of Excellence. The IERPU’s Industry Sector Consultants in healthcare and logistics wrote data-driven reports for these sectors in the 2017-2018 program year based on labor intelligence along with primary and secondary data source. In addition, the Inland Empire, Desert Community College Consortium has identified the same target industries through their Strong Workforce Efforts and Deputy Sector Navigators.	
<b>How are resources pooled to meet the identified demand?</b> Resources are leveraged between partners through a variety of funds such as Strong Workforce and the James Irvine Foundation.	
<b>Provide 1-3 examples in how demand was identified and resources pooled to meet this demand.</b>	
<ol style="list-style-type: none"> <li>1. A pilot cohort of youth and adults will begin a pre-apprenticeship program for Industrial Maintenance (Manufacturing industry) at the In-Tech Center. Workforce Innovation &amp; Opportunity Act Youth program funding will cover the youth participants, while Regional Plan Implementation funding will allow several adults to participate. In-Tech’s James Irvine Foundation grant will provide for tools and supplies for many of the participants and may provide internships to help build skill level at the end of training before full time employment or apprenticeships.</li> <li>2. A strong demand in the region has been identified for Community Health Workers (CHW). Through a coordinated effort with Loma Linda University, the IERPU funded twelve Inland Empire Health Plan (IEHP) workers to attend CHW training at Loma Linda. During training, IEHP paid participants’ salaries and adjusted work schedules and upon completion, all workers were promoted to CHW positions, with up to a \$4.00 per hour raise.</li> </ol>	
<b>Assessment Levels:</b>	
<b>Learning/ Experimenting</b>	Regional partners separately identified priority sectors, or some of the relevant partners have identified and agreed upon the targeted sectors in the region and identified employer champions for each sector.
<b>Operationalizing/ Doing</b>	Regional partners identified same priority sectors, occupations with most openings. Employer champions from one or more of the targeted sectors, including labor where workers are represented, are leading the effort to create industry advisory committees, and relevant regional partners have agreed to use advice in planning/implementing sector strategies and developing curriculum to teach skills necessary for employment in target sectors.
<b>Growing/ Expanding/ Scaling</b>	Regional sector committees are business led and functioning in all targeted sectors. Colleges and training providers are training for the skills needed by regional employers. Regional partners identified industry sectors with large numbers of good quality jobs with openings and developed a common tool for determining job quality that helps assess what industries, companies, and jobs to target.

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

<b>Assessment Questions:</b>	
<b>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?</b> The IERPU has strong partnerships with Adult Education Program Consortia, all AJCC System mandated partners, and the Inland Empire/Desert Community College Consortium (which includes 12 Community Colleges across the region). Information about targeted industry sectors is shared through attendance at shared meetings, hosted either by the IERPU or by partners. Quarterly, the IERPU Steering Committee meets in a public forum where the business-lead members of each	

county's WDBs set the stage for future action for each sector.	
<b>What training/professional development opportunities are available to front-line staff on targeted sectors and job quality?</b> Labor market and target industry data is shared with front-line staff. In 2018, staff training was provided on labor market information, industry sector strategy development, and career pathway development.	
<b>How do the services provided by the AJCC and regional partners prepare job candidates to meet the needs of targeted industry?</b> Needs of industry are shared with AJCC and regional partner staff. San Bernardino County's Business Services Unit and Riverside County's Business Solutions meet periodically as a team and biweekly in meetings focused on the target sectors. Feedback from these meetings is shared with AJCC staff. Future training under the Regional Training Initiative is planned around assisting job seekers with industry specific needs and how to focus and engage sector strategies at all levels of service.	
<b>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.</b> The AJCC service providers are county staff for all career services in both counties. The One-Stop Operators in both counties meet at least quarterly to discuss alignment and how to reduce duplication. Business Service and Business Solutions teams attend these meetings. The partners under the AJCC System MOUs are working on things like desk reference guides, universal referral forms, and partner business engagement, all with the purpose of reducing redundancy and strengthen partnerships.	
<b>Assessment Levels:</b>	
<b>Learning/ Experimenting</b>	One-Stop Operators/AJCC Service providers in a region are connected to Industry Sector Committees, and training is provided to staff and partners on industry workforce needs.
<b>Operationalizing/ Doing</b>	Regional partners have a process to communicate industry workforce needs and train staff on targeted industry sectors and job quality and are developing a method of ensuring that AJCC and other supply-side partners provide work-readiness services to prepare job candidates for targeted industry sector jobs.
<b>Growing/ Expanding/ Scaling</b>	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 (AJCC 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 shares/pools funds.

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

<b>Assessment Questions:</b>	
<b>Does the region have a job quality policy and make a distinction between better jobs and worse jobs?</b> The IERPU does not currently have a policy. The IERPU Steering Committee, made up of Executive members of the San Bernardino County and Riverside County Workforce Development Boards meet quarterly. Job quality will be a future agenda topic for the committee.	
<b>Are business engagement resources targeted to employers who value job quality?</b> Business Services/Solutions teams across the region focus efforts on demand sectors, including those identified as regional industry sectors (logistics, manufacturing, and healthcare), not solely because of potential growth, but also because of the ability for career pathways, sustainable wage jobs, and high-level positions that have the opportunity for upward mobility.	
<b>Does the region assist business customers with internal/incumbent worker skills and retention?</b> Yes, the IERPU has developed a process for Incumbent Worker Training (IWT) that is mirrored in both counties, providing an employer application, participant questionnaire, and tracking mechanism both in and outside of CalJOBS. In 2018, the IERPU has piloted three IWT cohorts (two in healthcare and one in manufacturing) to assist with employee retention, business growth, and the creation of career pipelines in these industries.	
<b>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?</b> Not at this time.	
<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.

Upward Mobility and Equity Indicators

**Indicator E:** Region has shared target populations of emphasis

<b>Assessment Questions:</b>	
<b>What are the target populations identified in the regional plan?</b> With WIOA core partners, Community College, Adult Education Programs and community-based organizations the IERPU has identified 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. These include formerly-incarcerated and justice-involved individuals, veterans, and youth.	
<b>Is there agreement by all regional supply-side partners to target these populations?</b> Yes	
<b>Have regional supply-side partners developed any process to evaluate participation by target populations?</b> Not at this time.	
<b>What are the baseline (current) service levels to target populations?</b> WIOA Basic and Individualized career services are currently provided to target populations.	
<b>Have regional partners established service goals for target populations? If yes, what are they?</b> Not at this time.	
<b>Assessment Levels:</b>	
<b>Learning/ Experimenting</b>	Analysis of population in need is conducted by all partners in separate plans and each partner separately implements programs to meet the needs.
<b>Operationalizing/ Doing</b>	Relevant partners agree on targeted populations, begin using Statistical Adjustment Model to measure performance, and develop specific programs and strategies to meet their employment needs.
<b>Growing/ Expanding/ Scaling</b>	Relevant partners meet regularly to ensure programs and strategies meet the needs of targeted populations, professional development opportunities are available to staff for serving this population, and regional partners communicate successes and challenges of serving individuals from target populations so as to better serve relevant individuals.

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

<b>Assessment Questions:</b>	
<b>Have relevant regional partners entered into a Memorandum of Understanding (MOU) to share customers, services and costs?</b> Relevant partners in each county have developed AJCC System MOUs with the Workforce Development Board. These MOUs include all WIOA mandated partners and include shared customers, services, and costs.	
<b>List funding streams that are shared/pooled to provide services, training, and education to meet target population needs.</b> All co-located AJCC System MOU partners, including Department of Rehabilitation, Employment Development Department’s Wagner-Peyser, Transitional Assistant Department/Human Services are contributing to the infrastructure costs per the agreement of the MOU Phase II. Partners collaborating on efforts made under the Regional Plan Implementation grant towards career pathway development have not addressed funding streams or shared/pool costs as of yet.	
<b>If funding is not directly administered by Local Boards, please indicate levels of shared/pooled funding resources administered by regional partners.</b> No progress made at this time from a regional perspective.	

<b>Assessment Levels:</b>	
<b>Learning/ Experimenting</b>	Local Boards in a region have executed an MOU that includes referral agreements, infrastructure cost sharing and commitment to target population of emphasis described in local/regional plans.
<b>Operationalizing/ Doing</b>	Regional Plan partners are in the process of developing a plan to pool/share resources to provide services to meet target population needs, have identified industry sectors to create regional career pathway programs for targeted populations.
<b>Growing/ Expanding/ Scaling</b>	Relevant regional plan partners pool/share resources, identify areas of strength/ leadership, create regional career pathway programs, share decision-making on deployment of pooled resources, and align services and programming across funding streams and partner programs.

**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

<b>Assessment Questions:</b>
<b>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?</b> WIOA core partners and other Regional Plan partners have developed policies and are implementing common case management and capacity building practices, including data sharing, co-enrollment, 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. The region also shares the Incumbent Worker Training process, cohort model, enrollment and co-enrollment process.
<b>Has the region used evidence based practices and/or customer centered design to develop their strategies? If yes, describe.</b> Yes. At Prison to Employment (P2E) strategy sessions, the Regional Organizers and facilitators lead discussions, interviewed consumers (supply side), developed strategies with employers (demand side) to generate customer center design strategies. Additional customer centered design projects are planned with P2E funding.
<b>Provide examples of services and outcomes that exemplify shared responsibility for removing barriers to employment, providing services and ensuring quality outcomes.</b> Currently, there are a variety of programs to serve the re-entry involved populations, many of them with partners sharing responsibility for positive outcomes and participant success. One such example is with CalTrans through California State San Bernardino Reentry Initiative (CSRI), which has an established transitional employment program in which offenders can earn a wage and gain valuable work experience. Cal State San Bernardino, in collaboration with CDCR, has operated CSRI which supports individuals on active parole in their return to both San Bernardino and Riverside Counties. Another example are the transitional services offered at detention centers in both counties in partnership with County Sheriff. Both Counties provide full time staff to assist incarcerated individuals 3-6 months prior to release with work readiness, resume assistance, and employment placement. Upon release, individuals get further assistance as needed from the America’s Job Centers of California (AJCC). AJCCs offer many free tools, resources, and services that can help individuals find employment, training, or other work-related needs.
<b>Has the region provided training to frontline staff on common case management strategies? If yes, list trainings and numbers in attendance/partners participating.</b> Training on common case management in a formal setting has not been provided. However, through the Regional Training Coordination grant, the following training has been provided connected to case management and collaboration: <ul style="list-style-type: none"> <li>• <i>Customer Service</i>, held on Oct. 23 &amp; 24, 2018 - 51 attendees from Riverside and San Bernardino Workforce Development and California Employment Development Department (EDD).</li> <li>• <i>Case Management Training</i>, held on Nov. 13 &amp; 14, 2018 - 51 attendees from Riverside and San Bernardino Workforce Development and EDD.</li> </ul>

<ul style="list-style-type: none"> <li>Cooperation Coordination Collaboration, held on Feb. 13 &amp; 15, 2018 – 35 attendees from Riverside and San Bernardino Workforce Development and EDD.</li> </ul>	
<b>Assessment Levels:</b>	
<b>Learning/ Experimenting</b>	Regional partners are participating in goal-setting discussion regarding shared/common case management strategies and shared responsibility for services and outcomes?
<b>Operationalizing/ Doing</b>	Relevant partners utilize evidence based practices and customer centered design to develop and implement programs to serve population of emphasis, have provided training to staff and partners.
<b>Growing/ Expanding/ Scaling</b>	Relevant partners utilize shared, common case management strategies such as co-enrollment, navigators, and multi-disciplinary teams to develop shared responsibility for providing services and ensuring quality outcomes. Regions have trained staff and partners in these strategies and are increasing the numbers of partners and customers participating in shared/common case management strategies.

### System Alignment Indicators

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

<b>Assessment Questions:</b>	
<b>Does your region have shared/pooled administrative systems or processes? If yes, what are the systems/process?</b> Yes, the Riverside County and San Bernardino County Workforce Development Boards established IERPU MOU, which established streamlined processes for sharing funding that implements regional activities connected to subgrants under WIOA.	
<b>Describe the administrative efficiencies that your region has identified that will reduce duplication, streamline processes, save money, and/or improve program outcomes.</b> Under the IERPU MOU, a service agreement template was developed and approved by Boards of Supervisors in the two counties so that multiple contracts and updates can be established with administrative efficiencies. This effort has saved thousands of dollars in administration and countless hours of time.	
<b>Does your region have MOUs or agreements in place to share resources, streamline administrative processes, and/or improve program outcomes?</b> Yes, to share resources and streamline administrative processes for regional grants connected to annual WIOA subgrant agreements.	
<b>Does your region have a plan to unify the regional partners approach to engaging employers?</b> Yes, the IERPU is engaged with Strong Workforce efforts that established job developers at each community college and are part of the Department of Rehabilitation’s business engagement team connected to business solutions for assisting the disability population.	
<b>Assessment Levels:</b>	
<b>Learning/ Experimenting</b>	Relevant partners have executed a One-Stop MOU that includes commitment to sharing customers, providing shared services, referral agreements, infrastructure cost sharing for the AJCC system.
<b>Operationalizing/ Doing</b>	Region has shared/pooled admin costs for achieving administrative efficiencies and program outcomes, relevant partners meet on a regular basis to identify additional administrative efficiencies that will improve program outcomes and have a plan to implement one or more regional policies/strategies.
<b>Growing/ Expanding/ Scaling</b>	Region has a formal structure or intermediary in place, common policies, coordinated deployment of resources and shares staffing of services and/or regional systems.

**Indicator I: Regional decision-making in formalized structures**

<b>Assessment Questions:</b>	
<b>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?</b> Yes. The IERPU Steering Committee meets quarterly and is comprised of Executive Committee Board Members from both Workforce Development Boards.	
<b>Does the leadership council have dedicated staff? Is it funded using shared/pooled resources?</b> Yes and the dedicated staff is funded through shared/pooled resources.	
<b>Has the leadership council agreed to regional goals, and does it evaluate and report progress towards these goals?</b> Yes	
<b>Assessment Levels:</b>	
<b>Learning/ Experimenting</b>	Informal regional meetings are conducted to share information and identify shared projects and goals.
<b>Operationalizing/ Doing</b>	Relevant regional partners meet regularly, have developed and evaluated shared goals, have written agreements to share decision making and streamline processes, and are working towards more formal arrangements.
<b>Growing/ Expanding/ Scaling</b>	Formal decision making council/structure is operating within the region with participation by industry champions, labor and workforce leaders, written agreements have been developed to ensure regional cooperation and communication and the development of shared, quantifiable goals, regional data aggregation, and evaluating progress towards those goals.

**Indicator J: Regional organization and evaluation of performance**

<b>Assessment Questions:</b>	
<b>How will the region qualitatively assess/evaluate progress towards meeting regional industry and occupational demand?</b> Through continued efforts of the Regional Plan Implementation and SlingShot Initiatives, the IERPU will rely on the direct feedback from industry champions in manufacturing, healthcare, and logistics, and the IERPU Steering Committee. Meeting the occupational demand requires on-going assessment and engagement with the key leaders in each industry. Progress can be qualitatively assessed through partnerships with business leaders. Having Industry Consultants on board throughout the process ensures we have a direct line of communication.	
<b>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?</b> Discussions around the increased number of industry-recognized credentials and apprenticeships are underway. Being a part of the LAUNCH initiative in partnership with the community college system in this region and hiring the Regional Apprenticeship Coordinator in partnership with Strong Workforce programs will ensure an increased number of apprenticeships. Outcomes will be tracked through the CalJOBS system regarding the number of credentials and apprenticeships.	
<b>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).</b> The IERPU does not have a numeric goal; however, all training funded through both WDBs must be connected to industry-recognized credentials with the goal of placement into the sector of training.	
<b>Is the region piloting employer engagement performance measures? If yes, what are they?</b> Not at this time.	
<b>Have the Local Boards met to discuss WIOA performance negotiations and how negotiations might align with other regional goals/measures?</b> The IERPU has discussed performance negotiations and entered into negotiations together the last two program years. Regional goals were discussed pertaining to performance negotiations and the impending additions to regional measurements.	
<b>Assessment Levels:</b>	
<b>Learning/ Experimenting</b>	Relevant regional partners meet at least once per year to discuss negotiating regional performance measures with the California Workforce Development Board

	(State Board), and they use standard performance measures as the basis for evaluating local and regional performance.
<b>Operationalizing/ Doing</b>	Relevant regional partners use the indicators of regional coordination (the nine indicators detailed here) to continuously improve regional plan goals and objectives, develop ways to count, assess and evaluate credential and apprenticeships in the region
<b>Growing/ Expanding/ Scaling</b>	Relevant regional partners work together to evaluate progress on meeting regional industry and occupational demands, share standard performance measures across systems, and develop regional measures to continuously improve regional performance.

**Attachment II: Informational Attachment – Reentry Population****Assessment of Need and Population Size**

As of June 2017, the adult population on probation consisted of 34,794 on felony probation, 1,000 on misdemeanor probation, 5,430 on post release community supervision, and 2,707 on mandatory supervision. Of the 3,440 juveniles on probation as of June 2017, 1,432 were Welfare and Institutions Code (WIC) 602 felony, 938 were WIC 602 misdemeanor, and 1,070 were non-wardship and information supervision.<sup>3</sup>

In the 2015 calendar year, 3,232 individuals were released from state prison to the region. In 2016 and 2017, 2,590 and 2,800 individuals, respectively, were released into the region.<sup>4</sup> In each year, roughly 15% of all individuals released in California were released to the Inland Empire.

Between July 2016 and November 2018, the IERPU has served approximately 1,894 reentry individuals through WIOA or the region's Day Reporting Centers (DRCs). From this group, 1,367 individuals (72%) completed a workshop and 718 (38%) gained employment. IERPU does not currently have these data by year, or by demographic characteristics of the reentry population.

IERPU business services staff are co-located within the AJCCs and affiliate sites. This group currently meets regularly both locally, and as part of a statewide working group, to respond to Worker Adjustment and Retraining Notification (WARN) notices disseminated by the U.S. Department of Labor and discuss other business services related issues that arise. These meetings are used to inform employers AB 1008 Fair Chance Hiring (McCarty, Ch.789, Statutes of 2017), the federal Work Opportunity Tax Credit, California New Employment Tax Credit, Federal Fidelity Bonding through the California Employment Development Department's state bonding services, information about CBOs and other organizations that provide job placement services for formerly incarcerated people, and the benefits of hiring formerly incarcerated people.

As noted, employers willing to employ the formerly incarcerated and other justice involved individuals have self-identified and are used internally by IERPU case managers and local workforce development professionals to assist in their job placement efforts. Through the strategies outlined in this plan, IERPU hopes to secure commitments from new employers to hire formerly incarcerated and justice involved individuals. Through existing and planned outreach efforts, IERPU will ensure case managers and workforce professionals are provided with current information about these employers.

As listed in the narrative, IERPU has met with many state agencies and CBOs to promote collaboration around providing services to justice involved individuals. Additional information about these agencies is provided below:

1. **Riverside County Probation Department** – Has a mission statement of serving Courts, protecting the community, changing lives. Employment changes lives, leads to reduced recidivism and makes our community safer places to live.
2. **San Bernardino County Probation Department** – Works to protect the community through assessment, treatment and assistance of adult and juvenile offenders by providing a range of effective services based on legal requirements and recognized professional standards.
3. **California Department of Corrections and Rehabilitation (CDCR – Parole)** – The CDCR is responsible for the operation of the California state prison and parole systems. They enhance public safety through safe and secure incarceration of offenders, effective parole supervision, and rehabilitative strategies that successfully reintegrate offenders into the communities.

<sup>3</sup>[https://public.tableau.com/profile/oconnellresearch#!/vizhome/ChiefProbationOfficersofCaliforniaAnnualDataSurvey\\_0/CPOCProbationSurvey](https://public.tableau.com/profile/oconnellresearch#!/vizhome/ChiefProbationOfficersofCaliforniaAnnualDataSurvey_0/CPOCProbationSurvey)

<sup>4</sup> Releases from State Prison to Parole by Major County of Commitment, Data Source: SOMS, California Department of Corrections and Rehabilitation Offender Data Points, Offender Demographics for the 24-month period ending December 2017.

4. **Riverside County Sheriff Department** – The Riverside Sheriff Department is the 2nd-largest Sheriff office in California, managing five correctional facilities, Coroner-Public Administrator duties, and providing court services. Since 2005 the Workforce Development has been involved in a strong partnership with the Riverside County Sheriff Department providing reentry services to offenders remanded to custody of the Sheriff and housed within correctional facilities.
5. **San Bernardino County Sheriff Department** – The San Bernardino County Sheriff Department is the law enforcement agency for the largest geographical county in the nation. The SBCWDB has had a MOU in place for 10 years with this department to house two Workforce Development Specialists at the Glen Helen Detention Center assisting soon-to-be-released men and women with job readiness. The Sheriff also has a Transitional Assistance Team (START) helping inmates to form a discharge reentry plan, connecting them with community resources and service providers in the County.
6. **College of the Desert (COD)** – The Building and Energy Systems Professional Consortia strong workforce initiative project (BESP) offers AA degree programs to address the shortfalls within the career fields of energy, construction and utilities. Seven colleges participate in this program including: Moreno Valley College, Norco College, Riverside City College, Barstow Collage, San Bernardino, Valley College, Chaffey College and College of the Desert. Each is looking to serve reentry participants in this training process.
7. **Center for Employment Opportunities (CEO)** – Guides participants through the necessary steps to finding and sustaining full-time, long-term employment. CEO was found to significantly reduce re-arrests, reconviction and re-incarceration within three years of release while helping improve public safety.
8. **San Bernardino County Reentry Collaborative (SBCRC)** – Is a partnership established by the San Bernardino County Public Health Department of over 15 County agencies, organizations, CBOs and correctional institutions committed to making communities safer through the successful reentry and long-term success of the formerly incarcerated.
9. **211 United Way** – 2-1-1 is a toll free, confidential service providing San Bernardino and Riverside County residents access and referrals to community and health information 24 hours a day, 7-days a week and in many languages. This service has listed prison reentry as a priority concern and have assigned two reentry specialists to assist callers and connect them to focused resources.
10. **Building Industry Association (BIA)** – is a nonprofit trade association of builders and developers. The Riverside County and Baldy View Chapters in the Inland Empire represent over 1,000 businesses. These associations are willing to help train and employ formerly incarcerated individuals within the construction industry. BIA has developed curriculum to meet the need of the industry, creating a pipeline for employment for this population.
11. **Desert Valley Builders Association (DVBA)** – The Desert Valleys Builders Association represents all levels of the construction and building industries. They are committed to ensuring that building of all types remains vibrant and strong in the Coachella, Palo Verde and Imperial Valleys. This association is looking to employ the formerly incarcerated.
12. **Adult Education Programs (AEP)** – Utilizes state funds provided to eligible consortia for implementing regional plans for adult education. These plans include individuals recently released from incarceration. Each of the AEP consortiums within the Inland Empire are represented under the AJCC System MOUs currently in place. The Consortium Leads are part of many current partnerships with the WDBs and have expressed commitment to be at the planning table for this initiative.
13. **GRID Alternatives** – This organization provides clean, renewable energy technology. They offer paid internships and job training opportunities for justice involved individuals. GRID Alternatives has worked extensively with Riverside County Workforce Development to train and employ many underserved populations within the IE region.
14. **California State San Bernardino Reentry Initiative (CSRI)** – Education based comprehensive program offering services to parolees returning to the Inland Empire. Their services include: batterer's Intervention, anger management, substance abuse counseling, GED, employment services, transitional housing and parenting to name a few. CSRI has four locations serving Victorville, San Bernardino, Moreno Valley and Indio.
15. **Operation New Hope** – Reduces the recidivism and dropout rates of at risk youth and those on probation and parole throughout San Bernardino County by providing our Evidence Based Practice (EBP) program of job training, work experience, case management, educational opportunities, and leadership development.

16. **Riverside/San Bernardino Departments of Public Health** – Assures the quality and accessibility of health services throughout the County. Placing a high value on strong working alliances with local community groups representing diverse populations.
17. **Riverside/San Bernardino Community College Districts** – Has a demonstrated and proven partnership with County Workforce Development Boards and is an approved trainer under the Regional SlingShot Initiative with both Counties. They currently partner with Cal State SB Reentry Initiative and Urban Conservation Corps to provide transitional work crews for parolees. Participants receive daily cash wages, work experience, job readiness training and job placement.
18. **California Construction and Industrial Materials Association (CALCIMA)** - A statewide trade association for aggregate, ready mixed concrete, and industrial mineral operations. Member companies operate about 500 plants in California.

## Attachment III: Stakeholder Engagement

### Regional Plan Modification Stakeholder Engagement and Community Outreach Efforts

Outreach efforts for Inland Empire Regional Planning Unit (IERPU) Regional Plan Modification were made throughout the planning process to our stakeholders. Invitations were sent to 250 stakeholders, including labor organizations, California Department of Corrections and Rehabilitation (CDCR)/Parole Departments, probation, AEBG, community colleges and businesses. Information about all the planning meetings were provided to the State Board as required by the directive on October 12, 2018.

Flyers were developed and posted on October 22, 2018 in Riverside and San Bernardino County Workforce Boards website, at all of the six (6) America's Job Centers of California (AJCCs) and social media to ensure stakeholders, Community Based Organizations (CBOs) and the community were aware of the planning meetings for the Regional Plan Modification. Both counties Workforce Development Department (WDD) Business Service representative sent personal messages to employers to participate in the focus groups regarding the justice-involved participants. In addition to the flyers and the invitations, staff continued to do follow-up emails and phone calls to stakeholders who did not respond to the invite, up until the day of the planning session.

All entities invited to the Regional Plan Modification Stakeholder meeting received notification of the public comment period. Flyer and social media blast were issued to make sure the community and stakeholders were aware of the review period and what changes or enhancements were being done to the Regional plan.

After-hours listening sessions were held on February 13 and 21, 2019 from 5:00 to 7:00 pm. Stakeholders and members of the community were invited and a flyer was created, along with social media blasts and emails to partners and business. The sessions were advertised at AJCCs for over two weeks.

**Attachment IV: Stakeholders**

<b>Regional</b>	<b>Last Name</b>	<b>First Name</b>
<b>SB County WDB Member</b>		
San Bernardino Unified School District	Marsden	Dale
<b>SB WDB Special Populations members</b>		
Department of Behavioral Health	Funn	Nashira
Goodwill	Jessica	Rodriguez
Business	Stephani	Congdon
<b>Riverside County WDB Members</b>		
Riverside WDB Member	Ramirez	Mary Jo
<b>Riverside County Sheriff</b>		
Riverside County Sheriff	Jones	Dawn
Riverside County Sheriff	Lazenby	Rosa
<b>Community Based Organizations</b>		
Inland Valley Recovery Services	Wahome	Michael
Inland Valley Recovery Services	Root	Julia
Inland Valley Recovery Services	Ortiz	Jessica
Riverside County Office of Education	Patrick	Joan
Riverside County Office of Education	Heminger	Chris
RESCARE	Mercer-Rodriguez	Heather
RESCARE	Vela	Jesse
Operation New Hope	Degnan	Russell
JC Horizon	Hugo	Cifuentes
Abundant Living	Allen	Warren
Abundant Living	Pastor Mark	Graham
211 - United Way	Gordon	Nichols
211 - United Way	Madden	Gary
211 - United Way	Hernandez	Angelina
Goodwill	King	Lowell
California Family Life Center	DeJesus	Lenore
California Family Life Center	May	Jeremy
California Family Life Center	Ramirez	Mary Jo
El Sol Neighborhood Education Center	McKenna	Diana
<b>Other Agencies</b>		
Department of Public Health	Rigsby	Scott
Department of Public Health	Nunley	Caryn
Department of Behavioral Health	Rodriguez	Veronica
Riverside County District Attorney	Mathews	Stacie
San Bernardino One-Stop-Operator	Gardner	Angela
Riverside One Stop Operator	Hilario	Bercillo
TAT Holdings	Zhang	Tong
TAT Holdings	Chao	Chesley
San Bernardino County Administrative Office	Welty	Kelly

<b>County Probation</b>		
San Bernardino County	Davis	Laura
San Bernardino County	Raley	Eric
<b>Community Colleges</b>		
San Bernardino Community College District	Lileth	Campero
San Bernardino Community College District	Krehbiel	Deanna
San Bernardino Community College District	Canova	Vanessa
Chaffey College	Austin	Ray
Inland Empire/Desert Regional Consortium	Pehkonen	Julie
Riverside Community College	Bailor	Kenneth
Riverside Community College	Philpott	Paige
Riverside Community College	Felix	Diane
Riverside Community College	Anderson-McDade	Meriel
<b>CDCR/Parole</b>		
CA Department of Corrections & Rehabilitation	Miller	Christine
<b>K-12</b>		
Chaffey Adult School	Haag	Todd
<b>Charter Schools/Vocational Schools</b>		
Five Keys Charter	Couso	Aja
Career expansion, Inc.	Ray	Moorehead
<b>Employers</b>		
Uturn Industries	Gutierrez	Paul
Voice Marketing	Stark	Ron
Metroll	Valles	Mary
A19	Alvarez	Cinnamon
California Smog Institute	Summers	Patricia
TAT Holdings, LLC	Novodor	Bill
<b>Referrals - not registered</b>		
Saved by Grace	Reinecker	Sheri
CA Workforce Rev Board	Aguilera	Rafael
F.A.C.C.T	Lamb	George
RCOE	Gonzalez	Lucie
<b>EDD</b>		
Riveside EDD	Lopez	Sandra
Riverside EDD	Burries	Enjoli
San Bernardino EDD	Beck	Java
<b>San Bernardino WDD Staff</b>		
Business Services	Ector	Michael
WDD Admin	McQueen	Miguel
WDD Admin	Cirillo	Anita
WDD Admin	Murillo	Stephanie
WDD Admin	Martinez	Barbara
High Desert AJCC	Sowards	Jennifer
Business Services	Cook	Darren

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<b>Riverside County Staff</b>		
EDA	Perez	Gloria
EDA	Sims	Loren
EDA	Trainor	Leslie
EDA	Pham	Thi
EDA	Frederick	Wendy
EDA	Avila	Maira
Riverside DPSS	Sandetur	Kenneth

**Attachment V: Public Comments**

**Local Board Record of Comments**

Title 20 Code of Regulation, Section 679.510(2) requires the Local Boards to publish the regional plan for public comment. Workforce Development Boards should include with their regional plan modification submittals, all comments received that disagree with the regional plan modification, how the Local Boards considered that input and its impact on the narrative in the regional plan modification.

Please provide these comments in the following format:

Regional Plan Section	Comment/Response
Section:	Comment:
	Local Board Response:
Section:	Comment:
	Local Board Response:
Section:	Comment:
	Local Board Response:
Section:	Comment:
	Local Board Response: