



COUNTY OF LOS ANGELES WORKFORCE DEVELOPMENT, AGING AND COMMUNITY SERVICES



WORKFORCE DEVELOPMENT PROGRAMS DIRECTIVE

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LOS ANGELES COUNTY PRISON TO EMPLOYMENT (P2E) PROGRAM POLICY AND PROCEDURES

EXECUTIVE SUMMARY

This directive provides County policy and procedures regarding the Prison to Employment Program to participating Los Angeles County America's Job Centers of California (AJCCs). Effective date for this directive is July 01, 2020.

REFERENCES

- California Workforce Partnership Agreement
- Workforce Innovation and Opportunity Act (WIOA) (Public Law 113-125)
- County of Los Angeles Countywide Workforce Development Alignment Plan
- Workforce Partnership & Prison to Employment Initiative
(<https://cwdb.ca.gov/partnerships/workforce-corrections-partnership/>)

BACKGROUND

The California Workforce Partnership Agreement seeks to strengthen and enhance the connection between state workforce and the corrections system in effort to improve the way the justice-involved community members of California enter the local workforce. The Prison to Employment Program was created out of the Prison to Employment Initiative which was part of the Governor's 2018 Budget Proposal. The goal of this initiative is to improve employment outcomes for justice involved individuals by establishing and maintaining a partnership between workforce and corrections agencies.

At the local level, the California Department of Corrections and Rehabilitation (CDCR) along with LA County Probation are key partners of the seven (7) workforce development boards that comprise the Los Angeles Basin Regional Planning Unit. This program ultimately seeks to a build and sustain a pipeline by which all members of the community that have been involved in the justice system, feel welcome coming to one stop career centers and are sure that they will receive help that is relevant to their specific needs upon arrival. In order to address the specific needs of this often-underserved population the program has components that allow for individual services, supportive services, transitional subsidized employment and system navigation and support from individuals

with lived experience.

POLICY AND PROCEDURES

Policy

The following policies are being enacted to ensure the appropriate administration of the P2E Program. This program establishes a partnership with agencies that include, but are not limited to LA County Probation, the LA County Office of Diversion and Reentry (ODR) and the California Department of Corrections and Rehabilitation (CDCR). The members of this partnership will work collaboratively to create a streamlined method for justice involved community members to successfully integrate into the local workforce, giving them a better chance to become one with the communities they reside in. The P2E Program also seeks to establish a cohesive and efficient pipeline from the community to the workplace for those that are often misunderstood and underserved.

Individuals served under this program must meet the following requirements:

- 18 years of age or older;
- Unemployed or underemployed;
- Los Angeles County resident with the Legal Right to Work in the United States;
- AND both of the following categories:
 - Justice-Involved or Formerly Incarcerated
 - Released from a custody setting after January 1, 2020.

Please note, for the P2E Program, Selective Service registration is a requirement as with all other WIOA Title I funded programs. Co-enrollment into other workforce development programs for which the participant might be eligible is strongly encouraged as a means of braiding resources and leveraging funding.

The pipeline from community to workplace will begin with individuals being referred into the P2E Program. P2E Referrals will be in the following methods:

- A. P2E Direct Referral: A P2E Direct Referral will occur when a member of a partner agency refers an individual to the program via the Automated Referral System (ARS). The partners that will have access to the ARS include but are not limited to the following: Probation and CDCR. It will be the responsibility of participating staff at either agency to determine the suitability and eligibility of the interested individual then refer them electronically. Once the referral is submitted, WDACS staff will review then assign the referral to the P2E Hub designated by the referring staff member or to the nearest P2E Hub based on proximity to the individual's address. After this assignment is made, the referring individual will be notified of the assignment as well as the P2E Primary Lead that will receive the referral. The individual will then be contacted and if responsive, the enrollment process may begin.

- B. P2E Reverse Referral: A P2E Reverse Referral will occur when an individual comes into a P2E Hub and is determined to be eligible for the program. In this instance the P2E Primary Lead will refer the individual via the ARS. The referral submission will be reviewed then assigned by WDACS staff to the referring agency. After this assignment is made, the referring individual will be notified of the assignment as well as the P2E Primary Lead that will receive the referral. The individual will then be contacted and if responsive, the enrollment process may begin.

Each AJCC that is designated as a P2E Hub must dedicate one (1) staff member to the P2E Program, a P2E Primary Lead. Upon referral from Probation, CDCR or a P2E Primary Lead, each participant will be assigned to a P2E Primary Lead that will work closely with them to provide Individual Direct Services (IDS) in order to prepare them to successfully enter employment. The P2E Primary Lead will utilize their training and experience, as well as the ARS and CalJOBS systems to provide service that include but are not limited to: assessments, workshops, job referrals, access to up to date labor market information, supportive services, referrals to partners programs for life stabilizing needs and referral to a designated Social Enterprise (SE) for the Supportive Services and Earn and Learn portion of the program, which will provide transitional subsidized employment. The Primary Lead will also have the capacity to refer the participant to a Lived Experience Mentor that will serve as a guide while they take steps to gain access to the community in the role of individual contributor. The primary role of the Mentor will be that of a part-time staff member that will support the P2E Primary Lead and program participants by facilitating workshops in group settings, connecting participants to life stabilizing resources and building rapport with participants from the perspective of someone with personal knowledge of their journey. The P2E Hub Lived Experience Mentor will refer the participant to a Lived Experience Mentor/Community Health Worker from the Office of Diversion and Reentry when there is a need for assistance from staff with greater expertise in providing life stabilizing needs or at the time of program exit to ensure that the individual is connected to a network that can offer them life stabilizing assistance if a need arises.

The P2E program is implemented in two components as aforementioned:

- A. P2E Individual Direct Services (IDS): all participants referred to the program are eligible to be enrolled in the P2E program and receive IDS. These services include but are not limited to, typical workforce services received in an LA County America's Job Center of California (AJCC). The P2E Program Primary Lead will enroll the participant and conduct orientation. The standard assessments will be given and an Individual Employment Plan (IEP) will be developed in order to establish a specific and customized service plan with clearly stated goals for the participant. Barriers to employment, life stabilizing need and supportive services needs will also be assessed at this time and a plan for addressing them will begin to form. This comprehensive plan for employment and barrier mitigation shall occur simultaneously, except in situations where the life stabilizing needs take priority.

During this portion of the program, participants will also have access to a lived experience mentor that will serve as a guide for them while they navigate life while in the process of returning to work. Those participating individuals that need occupational training may receive it, those that possess the necessary skills to enter the workforce will be prepared for and assisted with placement. If a participant needs work experience, the P2E Primary Lead at the AJCC, will refer them to the SE for transitional subsidized employment, also referred to as Supportive Services Earn and Learn.

- B. P2E Supportive Services Earn and Learn (SSEL): For participants that need more work experience prior to entering employment, there will be access to Supportive Services and Earn and Learn. The Earn and Learn portion of the program will be a transitional subsidized employment opportunity that an individual may participate in for up to 240 hours. This portion of the program will be operated by the SE. The SE will also administer supportive services to the participating individual and facilitate the connection to a lived experience mentor as needed.

AJCC Staffing and Services

All staff members working on the P2E program shall be required to complete Offender Workforce Development Specialist (OWDS) training provided by the County and become certified as an OWDS. Additionally, to ensure program continuity and proper succession planning, one more staff member at the P2E Hub must be trained in the OWDS curriculum as well. This training is based on the curriculum provided by the National Institute of Corrections. It is intense, thorough and requires substantial intellectual engagement from participants. As such, it is highly recommended that the attending staff hold a bachelor's level degree from an accredited college or university and/or possess lived experience of personal involvement with the justice system.

The AJCCs serving as a P2E Hub must assign one (1) fully dedicated, full time staff to this program. Only this fully dedicated staff member may be charged directly to the P2E budget, no other staff costs are allowed nor will they be accepted. This position is as follows:

P2E Primary Lead : The P2E Primary Lead shall provide intensive employment and career development services that are tailored to the unique needs, barriers and circumstances of the justice involved individual. In order to provide this service effectively, they shall utilize evidence-based practices while serving the participating individuals, as taught via the OWDS curriculum. The P2E Primary Lead is responsible for the following:

- **Remaining Fully Versed on Workforce Development Legislation and all County Funded Workforce Development Mandates and Requirements:** The P2E Primary Lead plays a critical role in the public workforce development system and is must remain well-educated and well-versed on federal, State and

local workforce development legislation, rules, requirements, mandates and directives that guide and ensure compliance with the federal workforce development system. As well as all forms of policy and guidance that effect the justice involve population they serve.

- **Possessing Thorough Knowledge of CalJOBS:** The P2E Primary Lead is required to have full understanding of and remain trained in utilizing CalJOBS, the State's workforce development labor market exchange and case management system to conduct Objective Assessments, create Individual Employment Plans (IEPs), regularly update IEPs as changes occur in real time, open and close allowable activities to accurately reflect actual begin and end dates of the activities provided, run canned reports in CalJOBS necessary to inform and track participants and their progress, continually update case notes and track status of supportive service referrals. Thorough, timely and accurate data input is crucial to helping the program operate as intended.
- **Conducting Assessments:** The P2E Primary Lead is required to conduct or facilitate educational level testing utilizing approved testing tools (TABE, CASAS or Wonderlic), conduct supportive service needs assessment, and conduct skills and interest assessments.
- **Regularly Providing Up-to-Date Labor Market Information:** The P2E Primary Lead must be equipped with the most recent information on the growing and in demand occupations in the L.A. Basin Regional Planning Unit and their L.A. County Workforce Development Area. The P2E Primary Lead shall work with their Business Services team as well as WDACS Economic and Business Development staff to utilize the most current Labor Market Information and interpretation thereof to prepare the participants for employment along a career pathway in an in-demand industry.
- **Developing, Conducting and/or Ensuring the Provision of Employment Readiness Programming and Workshops:** The P2E Primary Lead is responsible for conducting or ensuring participants receive, as needed, employment readiness training and workshops including, but not limited to: resume development, interviewing skills, workplace conduct, financial literacy, time management, communication skills, and navigating employment with a criminal record.
- **Securing Services of Approved Training Providers:** The P2E Primary Lead must remain fully versed in the California Employment Development Department (EDD) Eligible Training Provider List (ETPL) and Interstate Training Resource and Information Network (I-TRAIN) policies, procedures and requirements for securing training providers for participants based on consumer choice and County policies. The Primary Lead is responsible for ensuring and tracking training delivery and expenditures and ensuring that

employment placement is in a sector or occupation of the training provided.

- **Executing Agreements with Educational Institutions:** The P2E Primary Lead is responsible for following County policy and procedures regarding executing agreements with educational institutions for the provision of employment-related education and training, and sector-based cohort trainings.
- **Facilitating Referral and Enrollment into Transitional Subsidized Employment or Earn and Learn:** The P2E Primary Lead is responsible for identifying appropriate candidates for enrollment into transitional subsidized employment or Earn and Learn. The Primary Lead will refer the participant to the designated SE that will conduct the Earn and learn and assist with enrollment to the end that it is necessary.
- **Providing Stability and Employment Retention Supports:** The P2E Primary Lead is responsible for providing follow up services, that consist of intensive employment retention supports. These services may be delivered in individual or group settings for a minimum of one year from the time of commencement of unsubsidized employment and subsequent case closure. These services include, but are not limited to, employment and re-employment coaching/assistance, job retention and advancement strategies, financial stability and empowerment workshops/trainings, referrals to education, skills-building, certification programs, personal supports, referrals to peers and/or public or private direct personal support providers, and referrals to partners that provide barrier removal services.

The services described above should not be provided as stand-alone activities but be stackable and along an articulated individualized service plan and career pathway. The participants shall be given the opportunity to take advantage of all services available on their journey to reach their short-term and long-term career goals, which shall include education and training goals. The services that may be provided at the P2E Hub, include but are not limited to the following:

- Basic Career Services
- Individualized Career Services
- Follow-Up Services
- Objective Assessment Summary (OAS) & Individualized Employment Plan (IEP)
- Occupational Training
- Apprenticeship Enrollment
- HS Diploma or GED completion
- ELL Courses
- Work Readiness Workshops
- Interview Skills Coaching
- Resume Assistance
- Mentoring

All services described above must be provided according to policies in place under relevant WDACS policies and procedures, and WIOA where applicable, unless otherwise directed by County by way of a Directive or subsequent communication.

Procedures

Outreach and Recruitment

AJCCs that are designated as P2E Hubs are to provide ongoing/systematic outreach to local offices of L.A. County Probation (Probation), CDCR and other agencies in their respective regions that interface with the target population. Each P2E Hub shall report their program status weekly to the County during a weekly conference call. It is also, the responsibility of the P2E Hub to hold meetings at regular intervals with area agencies that provide program referrals in effort to establish and maintain a working relationship that allows for all parties to be responsive to one another and provide a transparent overview of participant program status.

The Referral Process

The P2E referral process can occur in two (2) ways (A) P2E Direct Referral from a post-custody supervising agency to the Hub via the Automated Referral System (ARS) or (B) P2E Field Referrals from the Community into the Hub. The potential exists for multiple referral sources for Field Referrals from the community into the P2E Hub. The eligibility criteria for the program is vast and the program has limited capacity, thus program enrollment from either P2E Direct Referrals or Field Referrals does not automatically guarantee enrollment. If ever a referral is received and the program has reached capacity, the P2E Primary Lead shall make a secondary referral to another program for which the referred person is eligible.

(A) P2E Direct Referral from a post-custody supervising agency to the Hub via the ARS:

CDCR, Probation or other staff will submit referrals via email to be entered into the ARS or directly into the ARS accompanied by a completed Consent and Release Agreement (Attachment B) signed by the applicant, which will begin the referral tracking process. After initial input and submission, the referral will be assigned to a P2E Hub by County staff. Finally, the referral will be received by the P2E Primary Lead at the assigned Hub. The Lead will contact the referred individual and enter the disposition of contact into the ARS. If enrolled, the participant data tracking in the ARS will continue with the use of CalJOBS. If the individual chooses not to enroll, data tracking ends in the ARS. Further details on the ARS and the P2E grant code are provided below.

(B) P2E Field Referrals from the Community into the Hub:

As P2E Primary Lead or other Hub staff identify individual appropriate for the P2E

program through outreach, the Primary Lead will have the ability to create a referral in the ARS identified as a P2E Field Referral, including the completed Consent and Release Agreement signed by the applicant. The referral process will be the same as the Direct Referral process after initial input and submission of the referral into the ARS.

Tracking and Reporting

ARS

All referrals shall be completed utilizing the WDACS ARS by participating agency staff. All P2E Primary Lead and Alternate Lead will receive access to the ARS at the time of the receipt of the P2E contract. Any updates or changes needed to the system shall be initiated by contacting WDACS via the P2E@wdacs.lacounty.gov email address.

Local Grant Code

All IDS P2E participants shall be enrolled in CalJOBS under the IDS P2E grant code and all activities provided must be tracked in this system. All rules and regulations regarding CalJOBS shall be adhered to when utilizing the system for the P2E program. The grant code to be used for this program is **2287– P2E Individual Direct Services**. Instructions on how to activate and use the grant code are provided in the attached Help Sheet (Attachment C).

Participants should also be co-enrolled into WIOA or other programs, when necessary and beneficial for the participant.

ACTION

Los Angeles County AJCCs shall implement the procedures described in this directive and ensure that the information provided herein is communicated throughout the operations, management and governance structure of the AJCC.

All P2E AJCC Hubs shall assign designated P2E Primary Leads and Alternate Leads, by submitting Attachment D to P2E@wdacs.lacounty.gov. In case of change in assignment, Attachment D shall be resubmitted to WDACS within five (5) business days of the change.

All AJCCs shall ensure the assigned P2E staff is provided all necessary training and supports to enable them to provide targeted and tailored services for the justice involved population, which includes but is not limited to the Offender Workforce Development Specialist training, CalJOBS Training and ARS Training.

INQUIRIES

Inquiries regarding this directive and the policies and procedures described herein should be directed to P2E@wdacs.lacounty.gov.

Irene Pelayo

Irene Pelayo, Program Manager
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Attachments:

Attachment A: P2E IDS Referral Eligibility Checklist

Attachment B: P2E SSEL Referral Eligibility Checklist

Attachment C: County of Los Angeles P2E Consent and Release Agreement

Attachment D: CalJOBS Help Sheet – How to Use Local Grant Codes

Attachment E: P2E Staff Contact Information Form