

**EXHIBIT XI.**  
**EMPLOYER ENGAGEMENT WORKGROUP**  
**(4 MEETINGS)**



**Los Angeles Basin - Prison to Employment (P2E) Initiative  
Employer Engagement Workgroup  
Introduction Meeting  
Wednesday, January 9, 2019  
1:00 to 3:00 p.m.**

**SELACO WDB Community Room  
10900 East 183<sup>rd</sup> Street, Third Floor  
Cerritos, CA 90703**

**AGENDA**

Welcome

Yolanda Castro - SELACO WDB Executive Director

Lead Facilitator: Alex-Handrah Aime – LA Basin Regional Consultant  
Essential Insights Consulting LLC

1. Introductions
2. Background and Overview of the P2E Initiative
3. Proposed Workgroup Deliverables
  - Objective 1 – Initial review of employers that hire our target population – Preliminary asset mapping of the LA Basin
  - Objective 2 – Identifying key challenges & proposed solutions for employer engagement
4. Next Steps and Questions

Closing Comments: Yolanda Castro – Executive Director  
Southeast Los Angeles County Workforce Development Board (SELACO WDB)

*This meeting is accessible to persons with disabilities. Reasonable accommodations will be provided upon request. Requests should be received at least 72 hours prior to the meeting. Please call to request accommodations: (562) 402-9336; TDD/TTY (562) 860-7657*

## **Subsequent Meetings and Discussion Topics:**

January 16<sup>th</sup> - Webinar

- LAEDC and EDD LMI – Identifying livable wages/ occupations suitable for reentry
- Identify training opportunities that align with livable wages and career pathway jobs.

January 23<sup>rd</sup> - LA Chamber, Los Angeles

- Employer incentives to hire and retain
- Tools to assist employers in onboarding and retaining in employment
- Marketing strategies and tools to dispel myths and promote the benefits of hiring justice-involved individuals

January 30<sup>th</sup> - Webinar

- Summary of what we've learned
- Proposed Plan of actions & feedback



## Los Angeles Basin - Prison to Employment (P2E) Initiative Employer Engagement Workgroup

### Meeting #2

Wednesday, January 16, 2019

1:00 to 3:00 p.m.

Please join the meeting at

<https://global.gotomeeting.com/join/455393485>

You can also dial in using your phone.

United States: [+1 \(224\) 501-3412](tel:+12245013412)

Access Code: 455-393-485

### AGENDA

Lead Facilitator: Alex-Handrah Aime – LA Basin Regional Consultant  
Essential Insights Consulting LLC

1. Welcome
2. Review of Preliminary Labor Market Data
3. Review of Target Reentry Employer List
4. Discussion:
  - Livable-Wage Career Pathways
  - Potential Training Partners
  - Other Approaches to Meet Demand-Driven Employment
5. Next Steps and Questions
6. Adjournment

**Subsequent Meetings and Discussion Topics:**

January 23<sup>rd</sup> - LA Chamber, Los Angeles

- Employer incentives to hire and retain
- Tools to assist employers in onboarding and retaining in employment
- Marketing strategies and tools to dispel myths and promote the benefits of hiring justice-involved individuals

January 30<sup>th</sup> - Webinar

- Summary of what we've learned
- Proposed plan of action & feedback



## **Los Angeles Basin - Prison to Employment (P2E) Initiative Employer Engagement Workgroup**

### **Meeting #3**

**Wednesday, January 23, 2019**

**1:00 to 3:00 p.m.**

**Los Angeles Area Chamber of Commerce  
350 S. Bixel Street  
Los Angeles, CA 90017**

### **AGENDA**

**Lead Facilitator: Alex-Handrah Aime – LA Basin Regional Consultant  
Essential Insights Consulting LLC**

1. Welcome
2. Recap of Employer Engagement Challenges
3. Employer Incentives to Hire/Retain
4. Additional Tools
5. Marketing and Outreach Strategies
6. Next Steps and Questions
7. Adjournment

### **Upcoming Meeting and Discussion Topics:**

**January 30<sup>th</sup> - Webinar**

- Summary of learnings & recommendations
- Proposed plan of action (grant)
- Next steps



## Los Angeles Basin - Prison to Employment (P2E) Initiative Employer Engagement Workgroup

### Workshop #4

Wednesday, January 30, 2019  
1:00 to 3:00 p.m.

Please join this meeting at  
<https://global.gotomeeting.com/join/390246405>

You can also dial in using your phone:  
United States: [+1 \(786\) 535-3211](tel:+17865353211)  
Access Code: 390-246-405

### AGENDA

Lead Facilitator: Alex-Handrah Aime – LA Basin Regional Consultant  
Essential Insights Consulting LLC

1. Welcome
2. Survey & Recommendations
3. Grant process
4. Next steps
5. Adjournment

Los Angeles Basin P2E Initiative  
Employer Engagement Workgroup Volunteers

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Los Angeles Basin P2E Initiative  
Employer Engagement Workgroup Volunteers

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**Los Angeles Basin - Prison to Employment (P2E) Initiative  
Employer Engagement Workgroup**

**Summary – Workshop #1  
January 9, 2019**

- (1) Materials
  - Kickoff Presentation
  - Preliminary Re-entry Employers Data Annex
  - Summary of Community Engagement Feedback on Education & Employment Barriers & Opportunities
- (2) List of meeting Attendees/Workgroup participants

***Recap of Workgroup Deliverables***

**Deliverables/Outcomes (Planning Grant): *[WORKGROUP FOCUS]***

- 1) A list of employers willing to hire and/or provide earn and learn opportunities;
- 2) Labor market information identifying appropriate livable-wage, career pathway job opportunities;
- 3) Employer outreach and recruitment strategies and recommended materials to market to employers;
- 4) Identification of tools to assist employers in onboarding and retaining in employment; and
- 5) A database of training programs that are aligned with livable-wage, career pathway employment opportunities.

**Outcomes (Implementation/Direct Services Grant): *[P2E GRANT FOCUS]***

- 1) More employers willing and supported in hiring and retaining reentry populations.
- 2) Increased employer awareness of benefits and value in hiring reentry populations.
- 3) Increase in the number of livable-wage training and job opportunities linked to career pathways.

## Takeaways from Workshop #1



### (1) Improve marketing and outreach to employers

- Must address negative stereotypes and bias of employers; branding concerns
  - o Share names of large national employers who have committed to hiring reentry
  - o Increase opportunities for private sector employers to visit prisons/jails to meet inmates and dispel negative biases → Can we create quarterly (?) targeted private sector tours of prisons/jails to see training programs such as culinary etc
- Free / subsidized / incentives are not always considered attractive by employers – may signal greater risk or reinforce bias
- Need to better educate employers about the business case for hiring JIIs/reentry
  - o quality of job-seekers
  - o positive impact of diversity on productivity and performance (see Accenture case study raised by Ken Wiseman, AMS fulfillment)
  - o Incentives not well-known (OJT, Transitional subsidized employment (TSE), incumbent worker training, etc.)
- Speak the language of employers – business owners want to make sure the job-seeker can add value immediately/ do the job in support of “bottom line”
  - o Demonstrate job-seekers pattern and track-record of working
  - o Help translate the job-seekers in-jail/prison experience to marketable skills
- Importance of stories – demonstrate, promote positive success stories
  - o Important to elevate employer to employer stories
- Need to develop a consistent message/ script that plays well to employers → TBD further at January 23, 2019 workshop

### (2) Support employers once they hire

- Connect employers with CBOs and other support services to make it easier for them to hire reentry (give them assurances that reentry employees have support network)
- Consider award/recognition event to elevate employers who are hiring

### (3) Target the “right” employers

- Need to segment employer database by size of the employer – different tactics required for large vs. smaller employers
- Need to segment by geographic location/ sub-regions to identify best opportunities
- Employers to target?

- Small businesses have fewer decision-makers and connected to community; greater sense of obligation
- Identify employers who do not conduct background checks – key predictor of likelihood of hiring justice-involved individuals
- Identify employers with strong social responsibility reputation/ mandate
- Employers who have signed (Obama) White House Fair Chance Pledge
- Non-profits
- Significant opportunity among **small businesses** who are the largest driver of net jobs growth
  - *Facts:*
    - *Microbusinesses (firms with 1-9 employees) are the most common kind of employer firm, but they account for a relatively small share of employment. America's 3.7 million microbusinesses made up 75.3 percent of all private-sector employers in 2013, and they provided 10.8 percent of the private-sector jobs. (Source: Small Business Administration)*
    - *Microbusinesses have an oversized importance on job flows. Microbusinesses accounted for over 20 percent of the job gains and job losses from 2000 to 2013, with much of their gross job flows coming from new and closing firms as opposed to expanding or shrinking firms. (Source: Bureau of Labor Statistics, Business Employment Dynamics)*
  - Are AJCCs/workforce centers partnering effectively with SMBAs in local communities? Several AJCCs noted partnerships with SCORE and other SMBAs but gaps in connectivity remain
  - Concern about cost-effectiveness of small business driven strategy given the number of hires per business and time required to service
  - Concern also expressed about financial stability of start-ups and smaller companies – reentry individuals need consistency and stability, therefore need to consider financial strength of targeted business
    - *Most microbusinesses are more than five years old. In 2011, 62 percent of microbusinesses were over five years old, and 65 percent of their employment was in firms that were over five years old. (Source: Census Bureau, Business Dynamics Statistics, Initial Firm Size)*
- Leverage **non-profits/ CBOs** for entry-level positions and to help reentry job-seeker get familiar with workplace dynamics and expectations
  - Using TSE to support placement also benefits non-profits who have fewer financial resources
  - Consider expansion of LA:RISE model → Do we have statistics to support transition from subsidized to unsubsidized employment?
- Increase collaboration between AJCCs and other CBOs – to avoid competition for employers; coordinate outreach to target employers
  - Given WIOA metrics, how can we encourage co-enrollment and collaboration that benefits various partners?

#### (4) Target the right industries/ occupations

- Most common employers per preliminary WDACS/ AJCC data
  - o Temp/employment agencies
    - Temp/employment agencies market and utilize WOTC and other tax credits to reduce costs of serving individuals with barriers
    - Many businesses with high-turnover (warehousing, logistics, retail) work closely with temp/placement agencies
    - How can AJCCs and workforce players partner with employment agencies to achieve career pathways and not just minimum wage jobs?
  - o Reentry CBOs
- Non-traditional sub-sectors to explore
  - i. Biochemistry /lab-testing
  - ii. Space
  - iii. Graphic design/ arts
  - iv. Technology & Entertainment
    1. This is classified as high-growth sector and LA has initiative to increase job creation in this sector; also entertainment known to be reentry friendly
- Consider ancillary and other jobs within high-growth sectors with fewer restrictions and/or entry-level skills requirements
  - v. E.g., Reentry job-seeker does not necessarily require a license for food services jobs within a healthcare / hospital environment
  - o Are there jobs where having a justice-background or lived experience is considered an advantage, e.g., "community health workers"

(5) Increase employment / training/ work-readiness of justice-involved individuals

- In-prison training programs → can private employers enter prison to train inmates? Can inmates be taken offsite to participate in on-the-job training or get work experience?
- Increase opportunities for private sector employers to visit prisons/jails to meet inmates and dispel negative biases → Can we create quarterly (?) targeted private sector tours of prisons/jails to see training programs such as culinary etc

(6) Acknowledge that justice-involved individuals are at different stages of career preparedness

- Design job placement/training programs with this in mind
- Ensure clients are matched with employers who appreciate level of career preparedness

**"Homework" for Jan 16, 2019 workshop**

- Please review the employer annex from Workshop #1
  - o What are your take-aways from these charts?
  - o Are there sub-sectors that you are surprised are not represented?
  - o Are there employers with whom your organization works closely that are not represented?
  - o Are there regional gaps in job placements?
  - o Any other figures stand out as contrary to your experience?

- What are the right target industries sectors based on...Fastest-growing? Highest-wages? Reentry friendly? Other criteria?
- What are examples of livable-wage, career pathway job opportunities? Which sectors have greatest career pathway opportunities for our clients?
  - o Please bring case studies examples of client progression from A-B-C jobs?

**P2E Employer Engagement Workgroup – Summary Workshop #2 (1.16.2019)**

***Recap of Workgroup Deliverables***

<p>Deliverables/Outcomes (Planning Grant):</p> <ol style="list-style-type: none"> <li>1) A <u>list of employers</u> willing to hire and/or provide earn and learn opportunities;</li> <li>2) Labor market information identifying appropriate <u>livable-wage, career pathway</u> job opportunities;</li> <li>3) <u>Employer outreach and recruitment strategies</u> and <u>recommended materials</u> to market to employers;</li> <li>4) Identification of <u>tools to assist employers</u> in onboarding and retaining in employment; and</li> <li>5) A <u>database of training programs</u> that are aligned with livable-wage, career pathway employment opportunities.</li> </ol> <p>Outcomes (Implementation/Direct Services Grant):</p> <ol style="list-style-type: none"> <li>1) More employers <u>willing and supported</u> in hiring and retaining reentry populations.</li> <li>2) Increased <u>employer awareness</u> of benefits and value in hiring reentry populations.</li> <li>3) Increase in the number of <u>livable-wage training and job</u> opportunities linked to career pathways.</li> </ol>
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**I. Process Review**

- The Employer Engagement workgroup has met twice starting with a kick-off meeting on January 9, 2019.
- The focus of the first workgroup meeting was to understand the key challenges to hiring justice-involved individuals from an employer perspective.
- The second meeting focused primarily on understanding the types of livable wage jobs that might be available to the justice-involved population, and better understanding how workforce partners can support job-seekers in pursuing these career pathways.
- The third workshop will focus on (a) marketing and outreach strategies to increase employer willingness to hire, (b) identifying and promoting hiring incentives; and (c) tools to assist employers in hiring and retaining justice-involved candidates.

**II. Target jobs based on labor-market data**

The workgroup sought to identify living wage career pathways that could be available to justice-involved individuals.

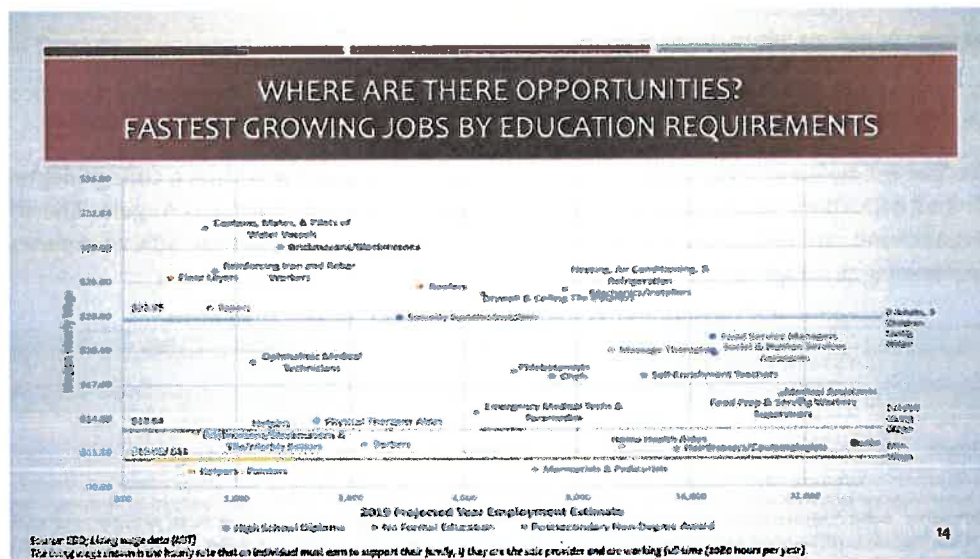
- We started by identifying those occupations/jobs that require less than a college degree or limited education, based on ***limited and very preliminary*** data from Los Angeles Sheriff's Department and CBO, New Opportunities, that estimates that less than 50% of inmates are performing at a high-school literacy level.

**Educational Exams Administered by New Opportunities, 2015-2018.**

	Literacy Assessments	% Total Assessed	Late Elementary (5-7th grade)	Junior High Level	High School Level
# of Female	2,451	46%	13%	37%	44%
# of Male	3,164	54%	18%	31%	44%

*Literacy assessments are only administered to individuals enrolled in certain types of EBI programming, therefore, we do not have a general estimate of literacy levels for the entire Los Angeles County Jail System or among certain subpopulations. New Opportunities Charter School provides academic programming to both female and male inmates. New Opportunities has found the majority of its students read at a junior or high school level. Five Keys Charter School has found congruent results with its students. Both New Opportunities and Five Keys has observed gains in reading ability at all sites over time with participation in educational programming.*

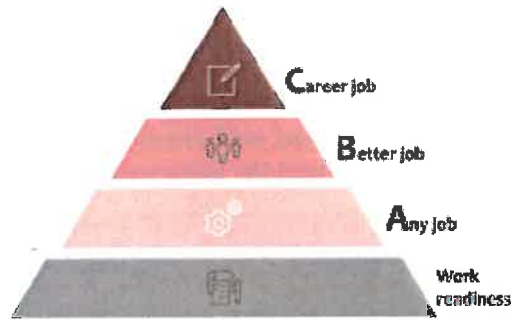
- The workgroup then used data from the Economic Development Department (EDD) to identify those occupations with limited educational requirements with the highest number of job openings and those estimated to grow the fastest.<sup>1</sup>
- The workgroup plotted those occupations against the living-wage information for LA County from the Massachusetts Institute of Technology (MIT).
  - Workgroup members queried the accuracy of the living wage estimates based on their experience in the market; a number thought the single-person living wage data was too low.
- The analysis is shown below.



<sup>1</sup> EDD occupational data shown is for California and not specific to Los Angeles.







- **Occupational licensing barriers:** In addition, living-wage jobs identified may not be available to justice-involved individuals because of occupational licensing barriers or other collateral consequences of incarceration, e.g., medical or nursing assistants.
  - Center for Employment Opportunity (CEO), a reentry-focused CBO active in transitional-employment, commented on the “intersectionality” of employment barriers for the reentry job-seeker including, lack of education , lack of work experience, inability to obtain occupational licenses, etc.
  - Also, while AJCCs do offer trainings for some of the identified career pathways, a number of those trainings culminate in a licensing exam which many reentry job seekers may not be able to obtain. As such, whether tacitly or explicitly, reentry job-seekers may be discouraged from participating in those programs which present career pathway opportunities.
- **Gender-dimensions:** The workgroup recognized the importance of applying a gender lens to the analysis of living-wage occupations. Many of the highest-paying jobs are labor-intensive and may not be readily accessible to female job-seekers, e.g., ironworkers, roofers, etc.
- **Centering placements on job-seekers interests:** All agreed that it is important to identify occupations that best fit both the interests and needs of the reentry job seekers, and thus provide the greatest probability of retention and promote long-term sustainability.

#### IV. Initial recommendations to increase living wage pathways [PLEASE REVIEW, COMMENT/EDIT AND SHARE ADDITIONAL INSIGHTS]

Workgroup members made a number of recommendations to increase living-wage options for our justice-involved customers.

- (1) Structure workforce funding to provide longer-term case management of reentry job-seekers. Develop a minimum [24]-month guided case management and job readiness program with ongoing incentives for participants
- (2) Adopt/ promote transitional subsidized employment (TSE) model, including partnering with social enterprises/ CBOs to place reentry clients into their first jobs.
  - a. Examples include the LA:RISE model adopted by LA County and LA City, Centers for Employment Opportunity (CEO) and various ongoing initiatives of REDF
  - b. Important to track long-term placement into unsubsidized employment; analysis by REDF suggests positive wage progression
- (3) Partner AJCCs with local CBOs to allow them to provide on-going case management services and support to job-seekers; this would enable the AJCCs to focus primarily on job training and placement services where they have greatest expertise

- (4) Create an integrated case management team composed of AJCC staff, CBO case managers and corrections personnel (where appropriate) to provide ongoing medium-term support to clients**
- (5) Expand and align incentives with medium-term & living wage outcomes**
  - a. Provide incentives to reentry job-seekers to return to AJCCs for ongoing training and upskilling to promote career pathways
  - b. Provide employer incentives for incumbent worker training and demonstrated upskilling
- (6) Track reentry job seekers for at least 24 months (post-placement) to measure wage-gain progression and identify additional opportunities to support career development**
  - a. Important to increase AJCC/partner visibility of placements of reentry job-seekers at temporary /personnel agencies and reentry CBOs. Most frequently, while the temp-agency or CBO may be “employer of record” that is not where the job-seeker is actually placed

## P2E Employer Engagement Workgroup – Summary Workshop #3 (1.23.2019)

### *Recap of Workgroup Deliverables*

#### Deliverables/Outcomes (Planning Grant):

- 1) A list of employers willing to hire and/or provide earn and learn opportunities;
- 2) Labor market information identifying appropriate livable-wage, career pathway job opportunities;
- 3) Employer outreach and recruitment strategies and recommended materials to market to employers;
- 4) Identification of tools to assist employers in onboarding and retaining in employment; and
- 5) A database of training programs that are aligned with livable-wage, career pathway employment opportunities.

#### Outcomes (Implementation/Direct Services Grant):

- 1) More employers willing and supported in hiring and retaining reentry populations.
- 2) Increased employer awareness of benefits and value in hiring reentry populations.
- 3) Increase in the number of livable-wage training and job opportunities linked to career pathways.

### **I. Process Review**

- The Employer Engagement workgroup has met three times since kick-off meeting on January 9, 2019.
- The focus of the first workgroup meeting was to understand the key challenges to hiring justice-involved individuals from an employer perspective.
- The second meeting focused primarily on understanding the types of livable wage jobs that might be available to the justice-involved population, and better understanding how workforce partners can support job-seekers in pursuing these career pathways.
- The third workshop focused on (a) marketing and outreach strategies to increase employer willingness to hire, (b) identifying and promoting hiring incentives; and (c) tools to assist employers in hiring and retaining justice-involved candidates. In addition, the workgroup revisited training requirements for workforce system and justice-involved participants

### **II. Training requirements**

#### **a. Workforce requirements**

- Workshop participants believe that AJCCs/workforce professionals require additional training to better serve the justice-involved population and to improve employer engagement
- Trainings identified as valuable includes:
  - Trauma-informed training
  - Fair chance hiring/legislation/ best practices
  - Workforce incentives
  - Sales & marketing / business engagement
  - Evidence-based best practices for employment placement
  - Other
- There was also ongoing discussions about the importance of increasing partnerships between CBOs and AJCCs to better deliver services to clients
  - AJCCs should focus on employer engagement/ placement services and work closely with CBOs to deliver wrap-around supportive services
  - Increase timeline for case management and develop a more integrated approach

#### **b. Career progression & Living wages**

- Living wage jobs are unlikely for the first jobs post reentry (as discussed during workshop #2); however, it was important for AJCCs/workforce CBOs to prepare clients with a career progression plan. Including the potential for post placement case management and skills training.
- A number of sector-specific strategies were discussed as possible career pathways
  - Transitional-subsidized employment
  - Certain sectors had very clear progression pathways: construction, hospitality, healthcare, logistics
- Participants also noted additional trainings that support upward mobility within any job environment
  - Soft-skills training, including conflict resolution, communication skills, etc.
  - Leadership training
  - Industry-specific certifications, e.g., “forklift certificate”
  - Cross-functional training
- These trainings should be incorporated into AJCC/CBO case management plans for justice-involved; partnerships are possible
  - CEO (Center for Employment Opportunity) noted they are developing their own in-house forklift certification
  - AMS Fulfillment has a training center, which they open to non-employees

### III. Employer-incentives

- Various employer incentives were discussed including:
  - Work Opportunity Tax Credit (WOTC)
  - On-the-Job Training (OTJ)
  - Other transitional subsidized employment (TSE)
  - Bonding
  - Incumbent worker training
  - Other
- Current limitations with incentives
  - Current monetary value of incentives are low (\$2400 for WOTC, up to [\$6000] for OTJ); insufficient on their own and therefore necessary to promote batching
  - AJCCs should develop a comprehensive package of incentives to demonstrate the value to employers
  - Need to improve awareness/education of workforce system about incentives
  - Simplify communications to employers about how to obtain incentives

### IV. Marketing and outreach

- Participants again emphasized the need to reach out to a broad array of businesses/entities to promote fair chance hiring – including public sector employers
- Participants noted importance of tailoring messages for size and type of business
  - Small businesses might respond more to bottom-line appeals → offer them a way to “save money” through incentives etc.
  - Large businesses might be more likely to be interested due to alignment with corporate social responsibility, diversity rationales
  - Public sector – should not be forgotten given their significant role especially in LA County; public sector should be asked to lead fair chance hiring by example

- Participants discussed various potential messages

## PROPOSED MESSAGING?

**1. Change the perceptions**


- Give them the facts – 1/3 of people have a record – they are mothers, fathers, sons, daughters, neighbors and friends
- Use profiles showing the “real faces” of reentry individuals

**2. Show the benefits**

- High-quality employees that stay longer, work harder, etc.
- Tax benefits

**3. Appeal to compassion**

- Give a good person a second chance to become a contributing member of society
- Good for the community



**What is the  
“Right”  
Message?**

**4. Explain Fair Chance**

- Let them know that Fair Chance is now in effect and what it means to them

**5. Show them they are in good company**

- Apple, Costco, Tesla, Nordstrom, GM – just a few well-known, high-quality companies who hire reentry individuals

**6. Provide assurances**

- Reentry individuals who come through AJCCs receive training and support

10

- Participants prioritized communicating to employers “what’s in it for them” -by showcasing the talent of justice-involved individuals
  - There was a clear preference for #2 “show the benefits” from the above list of proposed messages.
  - Participants also wanted to highlight those candidates that are “job-ready” and that support is available from AJCCs and CBOs – convey the message “you don’t have to do it alone” → employers have a team to assist them
- Various marketing tactics/channels were also discussed
  - Clear preference for employer-to-employer events with Chambers, business associations, and other avenues for networking → employers will be most influenced by other employers
  - Participants encouraged developing outreach for LAEDC, LA Business Journal, SBAs, SCORE and other business-focused organizations
  - Award ceremonies, a road-show to employers and a public-service/awareness campaign were also discussed

### Open questions

- How much should be spent on a marketing campaign?
- How much would some of the events/tactics cost?
- Are there possible immediate actions that can be taken to improve employer engagement without waiting for the P2E grant?

### Homework

- Please share examples of other outreach campaigns and tactics
  - What was the goal?
  - Who was the audience?
  - Did you consider it to be successful?
  - How much did it cost?



## Los Angeles Basin - Prison to Employment (P2E) Initiative Employer Engagement Workgroup

**Summary – Workshop #4  
January 30, 2019**

### Welcome

LA Basin Regional Consultant Alex-Handra Aime welcomed everyone to the workgroup meeting via Go To Meeting. She gave everyone a brief background on the goals of the workgroup and workgroup deliverables.

### Employer Engagement Workgroup Goals:

- More employers willing and supported in hiring and retaining reentry populations
- Increased employer awareness of benefits and value in hiring reentry populations
- Increase in the number of livable-wage training and job opportunities linked to career pathways

### Employer Engagement Workgroup Deliverables:

- List of Target Employers
- Labor Market Data
- Employer Outreach and Recruitment Strategies
- Tools to Assist Employers
- Database of Training Programs

### Survey and Recommendations

Ms. Aime shared that results and feedback received from the P2E Employer Engagement Survey will be compiled and reported to the State. Recommendation areas that were identified to attain improved employment outcomes based on initial survey results are:

- Business Marketing and Outreach
- Sector Pathway Strategies
- AJCC/Workforce Staff Training
- Integrated CBO and AJCC Case Management
- Extended Case Management Timetable

The survey will continue to be open for an additional week.

### **Grant Process**

Ms. Aime explained the grant process indicating an application due date of February 15<sup>th</sup>. Grant Writer Cyd Spikes is developing the application narrative that will be submitted by the Los Angeles Basin Regional Planning Unit. The P2E Initiative will include:

- Implementation and Direct Services Grants: Implementation of regional workforce corrections plans and provision of direct services pursuant to regional plans.
- Need-based Supportive Services and Earn and Learn Grants: Services and opportunities that offer access to immediate income for justice-involved and formerly incarcerated.

### **Next Steps**

- Letters of Partnerships from employers
  - Recommend employers and business associations that are willing to execute partnerships letters
- Opportunities to collaborate and learn
  - Connect with reentry-focused organizations
  - Attend LA Regional Reentry Partnership or Community Alliance Partnership meetings
  - Continue to participate in trainings and business networking opportunities

### **Adjournment**

Ms. Aime thanked everyone for their participation of the four Employer Engagement workgroup meetings. With no further discussion, the workgroup meeting ended at 2 p.m.



**P2E Employer Engagement Workgroup – Summary Workshop #2 (1.16.2019)**

***Recap of Workgroup Deliverables***

<p>Deliverables/Outcomes (Planning Grant):</p> <ol style="list-style-type: none"> <li>1) A <u>list of employers</u> willing to hire and/or provide earn and learn opportunities;</li> <li>2) Labor market information identifying appropriate <u>livable-wage, career pathway</u> job opportunities;</li> <li>3) <u>Employer outreach and recruitment strategies</u> and <u>recommended materials</u> to market to employers;</li> <li>4) Identification of <u>tools to assist employers</u> in onboarding and retaining in employment; and</li> <li>5) A <u>database of training programs</u> that are aligned with livable-wage, career pathway employment opportunities.</li> </ol> <p>Outcomes (Implementation/Direct Services Grant):</p> <ol style="list-style-type: none"> <li>1) More employers <u>willing and supported</u> in hiring and retaining reentry populations.</li> <li>2) Increased <u>employer awareness</u> of benefits and value in hiring reentry populations.</li> <li>3) Increase in the number of <u>livable-wage training and job</u> opportunities linked to career pathways.</li> </ol>
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**I. Process Review**

- The Employer Engagement workgroup has met twice starting with a kick-off meeting on January 9, 2019.
- The focus of the first workgroup meeting was to understand the key challenges to hiring justice-involved individuals from an employer perspective.
- The second meeting focused primarily on understanding the types of livable wage jobs that might be available to the justice-involved population, and better understanding how workforce partners can support job-seekers in pursuing these career pathways.
- The third workshop will focus on (a) marketing and outreach strategies to increase employer willingness to hire, (b) identifying and promoting hiring incentives; and (c) tools to assist employers in hiring and retaining justice-involved candidates.

**II. Target jobs based on labor-market data**

The workgroup sought to identify living wage career pathways that could be available to justice-involved individuals.

- We started by identifying those occupations/jobs that require less than a college degree or limited education, based on ***limited and very preliminary*** data from Los Angeles Sheriff’s Department and CBO, New Opportunities, that estimates that less than 50% of inmates are performing at a high-school literacy level.

**Educational Exams Administered by New Opportunities, 2015-2018.**

	Literacy Assessments	% Total Assessed	Late Elementary (5-7th grade)	Junior High Level	High School Level
# of Female	2,451	46%	13%	37%	44%
# of Male	3,164	54%	18%	31%	44%

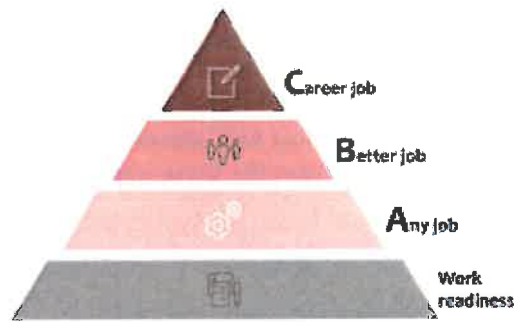
*Literacy assessments are only administered to individuals enrolled in certain types of EBI programming, therefore, we do not have a general estimate of literacy levels for the entire Los Angeles County Jail System or among certain subpopulations. New Opportunities Charter School provides academic programming to both female and male inmates. New Opportunities has found the majority of its students read at a junior or high school level. Five Keys Charter School has found congruent results with its students. Both New Opportunities and Five Keys has observed gains in reading ability at all sites over time with participation in educational programming.*

- The workgroup then used data from the Economic Development Department (EDD) to identify those occupations with limited educational requirements with the highest number of job openings and those estimated to grow the fastest.<sup>1</sup>
- The workgroup plotted those occupations against the living-wage information for LA County from the Massachusetts Institute of Technology (MIT).
  - Workgroup members queried the accuracy of the living wage estimates based on their experience in the market; a number thought the single-person living wage data was too low.
- The analysis is shown below.



<sup>1</sup> EDD occupational data shown is for California and not specific to Los Angeles.





- **Occupational licensing barriers:** In addition, living-wage jobs identified may not be available to justice-involved individuals because of occupational licensing barriers or other collateral consequences of incarceration, e.g., medical or nursing assistants.
  - Center for Employment Opportunity (CEO), a reentry-focused CBO active in transitional-employment, commented on the “intersectionality” of employment barriers for the reentry job-seeker including, lack of education , lack of work experience, inability to obtain occupational licenses, etc.
  - Also, while AJCCs do offer trainings for some of the identified career pathways, a number of those trainings culminate in a licensing exam which many reentry job seekers may not be able to obtain. As such, whether tacitly or explicitly, reentry job-seekers may be discouraged from participating in those programs which present career pathway opportunities.
- **Gender-dimensions:** The workgroup recognized the importance of applying a gender lens to the analysis of living-wage occupations. Many of the highest-paying jobs are labor-intensive and may not be readily accessible to female job-seekers, e.g., ironworkers, roofers, etc.
- **Centering placements on job-seekers interests:** All agreed that it is important to identify occupations that best fit both the interests and needs of the reentry job seekers, and thus provide the greatest probability of retention and promote long-term sustainability.

#### IV. Initial recommendations to increase living wage pathways [PLEASE REVIEW, COMMENT/EDIT AND SHARE ADDITIONAL INSIGHTS]

Workgroup members made a number of recommendations to increase living-wage options for our justice-involved customers.

- (1) Structure workforce funding to provide longer-term case management of reentry job-seekers. Develop a minimum [24]-month guided case management and job readiness program with ongoing incentives for participants
- (2) Adopt/ promote transitional subsidized employment (TSE) model, including partnering with social enterprises/ CBOs to place reentry clients into their first jobs.
  - a. Examples include the LA:RISE model adopted by LA County and LA City, Centers for Employment Opportunity (CEO) and various ongoing initiatives of REDF
  - b. Important to track long-term placement into unsubsidized employment; analysis by REDF suggests positive wage progression
- (3) Partner AJCCs with local CBOs to allow them to provide on-going case management services and support to job-seekers; this would enable the AJCCs to focus primarily on job training and placement services where they have greatest expertise

- (4) Create an integrated case management team composed of AJCC staff, CBO case managers and corrections personnel (where appropriate) to provide ongoing medium-term support to clients**
- (5) Expand and align incentives with medium-term & living wage outcomes**
  - a. Provide incentives to reentry job-seekers to return to AJCCs for ongoing training and upskilling to promote career pathways
  - b. Provide employer incentives for incumbent worker training and demonstrated upskilling
- (6) Track reentry job seekers for at least 24 months (post-placement) to measure wage-gain progression and identify additional opportunities to support career development**
  - a. Important to increase AJCC/partner visibility of placements of reentry job-seekers at temporary /personnel agencies and reentry CBOs. Most frequently, while the temp-agency or CBO may be “employer of record” that is not where the job-seeker is actually placed









## P2E Employer Engagement Work Group Meeting. Attendees Summary

<b>Meeting Date</b>	<b>Meeting Duration</b>	<b>Number of Attendees</b>	<b>Meeting ID</b>
January 16, 2019 12:25 PM PST	156 minutes	23	455-393-485

### Details

<b>Name</b>	<b>Email Address</b>	<b>Join Time</b>	<b>Leave Time</b>
Barry Lindstrom Amity STOP 5	cjacinto@amityfdn.org	1:05 PM	3:01 PM
Blanca, Lucero@EDD	Lucero.Blanca@edd.ca.gov	12:58 PM	3:01 PM
CandyMarie Llamas	LLamas_Candymarie@laoe.edu	12:25 PM	3:01 PM
Carol Davis	carolr@selaco.com	12:31 PM	3:01 PM
Cheryl Bonacci	cheryl@creativeacts.us	2:37 PM	3:01 PM
Cheryl Bonacci	cheryl@creativeacts.us	1:57 PM	2:37 PM
Elizabeth Salazar	SalazarE@IECColleges.com	1:02 PM	3:01 PM
Emily Blake	eblake@lchamber.com	12:55 PM	3:01 PM
Evans, Elia [UEI-WC]	EvansE@uei.edu	1:26 PM	2:40 PM
Jessica	jessica@centrocha.org	1:04 PM	3:01 PM
Juan Millan	juan.millan@edd.ca.gov	1:00 PM	3:01 PM
Kate Vacanti, ODR	kvacanti@dhs.lacounty.gov	12:59 PM	3:01 PM
Ken Wiseman	kwiseman@amsfulfillment.com	12:53 PM	3:01 PM
Lee, RobertH@EDD	Robert.Lee@edd.ca.gov	12:58 PM	3:01 PM
Marjean		1:05 PM	3:01 PM
Melissa		1:08 PM	1:35 PM
Melissa Kelly and Hugo Macias		1:00 PM	3:01 PM
Reena		1:00 PM	3:01 PM
Rogers, Steve	srogers@goodwillsocal.org	1:12 PM	2:08 PM
SELACO WIB	selaco@selaco.com	12:25 PM	3:01 PM
Sarah Glenn-Leistikow	sglenn@ceoworks.org	1:07 PM	3:01 PM
Yolanda Castro	yolandac@selaco.com	12:56 PM	3:00 PM
Younesian, Melissa		1:02 PM	3:01 PM
evangelina arroyo	evangelina.arroyo@edd.ca.gov	12:51 PM	3:01 PM

## GoToMeeting

### Time in Session (minutes)

115  
123  
155  
149  
23  
39  
118  
125  
74  
116  
120  
121  
127  
122  
115  
27  
120  
120  
56  
156  
113  
124  
118  
130



**Los Angeles Regional P2E Initiative  
Employer Engagement Workgroup Meeting**

Wednesday, January 23 2019, 1:00 to 3:00 p.m.  
Los Angeles Area Chamber of Commerce  
350 S. Bixel Street, Los Angeles, CA 90017

Name	Agency/Organization	Email Address
ED SYKES	LA COUNTY PROBATION	EDWARD.SYKES@PROBATION.LACOUNTY.GOV
Yolanda Castro	SELACO	
ALFRED ESCOBAR	CENTROCHA INC	ALFRED@CENTROCHA.ORG
Marjane Clements	SELACO WDB	marjane@c.selaco.com
Dafne Jacobs	LA Hospitality Training Academy	dafnejacobs@LAHTA.org
Cesar Perez	Amity Foundation	cperez@amityFdn.org
CANDYMARIE LLAMAS	LA COUNTY OFFICE OF ED	LLAMAS-CANDIMARIE@LACOE.EDU
Steve Rogers	Goodwill So Cal	steveisorganized@gmail.com
Leena DeFASIS	REDF/ LA:RISE	rdefasis@redf.org
Harry Thompson	LA Chamber	hthompson@lachamber.com
Diana Giannone	DPSS-GAIN	DianaGiannone@dpss.lacounty.gov
Robert Chavez	SBWIB	rchavez@sbwib.org





## P2E Employer Engagement Workgroup Workshop #4 Attendees Summary

<b>Meeting Date</b>	<b>Meeting Duration</b>	<b>Number of Attendees</b>	<b>Meeting ID</b>
January 30, 2019 12:28 PM PST	91 minutes	16	390-246-405

### Details

<b>Name</b>	<b>Email Address</b>	<b>Join Time</b>	<b>Leave Time</b>
Arroyo, Evangelina@EDD	Evangelina.Arroyo@EDD.ca.gov	1:12 PM	1:59 PM
Blanca, Lucero@EDD	Lucero.Blanca@edd.ca.gov	1:04 PM	1:59 PM
CandyMarie Llamas	LLamas_Candymarie@lacoed.edu	12:52 PM	12:57 PM
CandyMarie Llamas	LLamas_Candymarie@lacoed.edu	12:57 PM	1:59 PM
Carol Davis	caroldr@selaco.com	12:29 PM	12:37 PM
Cesar Perez	cperez@amityfdn.org	12:56 PM	1:59 PM
Dafne Jacobs	dafne.jacobs@lahta.org	1:07 PM	1:59 PM
Emily Blake & Larry Thompson		1:07 PM	1:33 PM
Kate Vacanti	KVacanti@dhs.lacounty.gov	1:07 PM	1:59 PM
Ken Wiseman	kwiseman@amsfulfillment.com	12:54 PM	1:59 PM
Larry Thompson		1:07 PM	1:09 PM
Reena		1:00 PM	1:59 PM
Ricardo Quezada		12:51 PM	1:59 PM
Robert Centro CHA Inc		1:14 PM	1:59 PM
SELACO	SELACO@SELACO.COM	12:52 PM	1:59 PM
SELACO WIB	selaco@selaco.com	12:28 PM	1:59 PM
Sarah Glenn-Leistikow	sglenn@ceoworks.org	1:36 PM	1:59 PM

# GoToMeeting

## Time in Session (minutes)

47  
55  
4  
62  
8  
63  
52  
26  
51  
65  
1  
58  
68  
45  
67  
91  
23

**EXHIBIT XII.**  
**MC3 STAKEHOLDER MEETING**  
**(1 MEETING)**





# MC3 Regional Planning Meeting from 8:30 am - 10:30 am

Created by: minerva.solis@lacity.org · Your response: ✓ Yes, I'm going

## Time

8:30am - 10:30am (Pacific Time -  
Los Angeles)

## Date

Wed Nov 28, 2018

## Where

Los Angeles/ Orange Counties Building  
and Construction Trades Council, 1626  
Beverly Blvd, Los Angeles, CA 90026

## Description

Parking is located on site.

A meeting with the 7 local workforce boards of the  
LA Basin to discuss regional planning for MC3.

Dial-In Number: (712) 451-0200

Access Code: 800769

Host Pin: 8637

## Guests

- ✓ channan@laocbuildingtrades.org
- ✓ cydspigmail.com
- ✓ David Eder
- ✓ Dianne Russell Carter  
will dial in
- ✓ jvelasco@glendaleca.gov
- ✓ Minerva Solis Rubio
- ✓ rquezada@foothilte.org
- ✓ yolandac@selaco.com
- ⊗ mmolina-aviles@wdacs.lacounty.gov  
drussell-carter@foothilte.org  
Greg Irish  
jchamberlin@worksystems.org  
jvogel@sbwib.org  
nick.schultz@acgov.org  
osolorzano@wdacs.lacounty.gov  
Robert Sainz  
rsainz@cdd.lacity.org

**MC3 Regional Planning Meeting Notes**  
11/28/2018

**Attendance:**

- |  |   |
|--|---|
| 1. Chris Hannon (LA County Building Trades Council Representative) | 5. Anna Leon (SELACO) – dialed in             |
| 2. David Eder (City of LA WDB)                                     | 6. Alex (Last name unknown) (LA County WDACS) |
| 3. Judith Velasco (Verdugo Board)                                  | 7. Isidrio Solorzano (LA County WDACS)        |
| 4. Yolanda Castro (SELACO) – dialed in                             | 8. Robert Sainz (SBWIB)                       |
- 

***The MC3 (Multi Craft Curriculum)***

- National level curriculum to get people in joint labor management programs
- Administered by unions and contractors
- Can take anywhere from 160-210 hours for training program
  - Re-entry population takes a lot longer to train
- To use the MC3 curriculum you need to have permission from the Union Trades Council.
- There are more MC3 Apprenticeship programs in Los Angeles county than anywhere else in the country

***What are the hardest jobs to fill?***

- This consistently changes over time and by demand
- Sometimes sectors slow down during specific periods
- Right now construction is in boom, but still has a hard time getting more women through the apprenticeship programs and different trades.

***What can Work Source Centers do to help bridge gaps?***

**1. Financial Support**

- Trade Council found that a nonprofit is necessary to finance apprenticeship models / allow for more flexibility
- Sometimes you have too much funding from a grant that, although more than sufficient amount of money restricts who and how the money needs to be distributed that is short-sighted.
  - I.e. Program with Pacific Gateway and LA Valley College required spending the money in 18 months on a very specific population as opposed to spreading the money out and/ or among different populations.
- Right amount of money requires calculating the price per student/ customer per cohort beforehand
- MC3 Trade Council programs range btw 25,000 and 65,000 for a cohort of about 60. This is an average of \$6,000 per person.
- In community college partnerships, chancellor's grants can be great but prefer to do them through the nonprofit

**2. Recruitment and Screening**

- Partner w/ education providers to help those who do not have a diploma or need help w/ math to meet qualifications.

### 3. Supportive Services

- Financial services to help people through transition from unemployed to employed (which can take time)
- Provide specialty tools for the right trade (not having the right tools can cost people opportunities)
  - Account for invoicing / how long it takes to pay companies
    - Can have partnerships so that more flexible boards can take on buying more expensive tools.
      - I.e. Verdugo uses their credit card to buy tools and distribute
      - Have to centralize this process.
  - Most companies are flexible, but need to contact companies ahead of time b/c tools might not be available at Home Depot
  - “Low cost” is relative. Buying tools/ gear/ etc.
  - Trades Council has worked w/ WDACS on MOU but all boards should be applying.

#### *What should the county and city be doing/ improving?*

- Better communication and regular meetings between labor boards and trade council to better understand apprenticeship models and sector needs.
- Need to agree regionally for grant for prisoner re-entry by around March
  - Current programs in place on re-entry that are working
  - Anti-Recidivism Program at LA Trade Tech in partnership w/ Trade Council (8 week program)
  - Program with Antelope Valley in prison that provides longer apprenticeship courses
- Help budget so that when people exit then you can have monetary figures for these apprenticeship programs.

#### *What is the pipeline for the MC3 apprenticeships?*

- 26 individual programs in the LA area
- Represent 48 affiliated unions and district councils in 14 trades
- 44 local unions
- 140,000 members
- Apprentices are 4-5 years, some are shorter
  - 15,000 apprentices in LA/ Orange County
  - Need to take 2,500 - 3, 000 apprentices a year to maintain size
- During the recession, in 2011 had 4, 000 apprenticeships
- Still have thousands of people applying but they don't necessarily live in LA area
- Local Work Source boards are important to provide information to union
- No seniority in construction
  - After you finish the program, you still need to perform well everyday

- Can replace someone who has been working 9 years with someone working 4 years.
- If you don't want to be a cement mason, for example, you will probably be laid off. This is why it's important for a person to select the trade they prefer.

***How do unions decide who to call and put to work for projects?***

- Negotiate w/ general contractor then that union agrees to those terms
  - I.e. if you agree to 30% goal for local hiring, then the union and contractor have to meet those goals.
- Training center is to train craftspeople
- Have to make sure applicants meet goals of the project.

***How hard is it to get contractors to accept re-entry workers?***

- Construction is unique place bc you do not get an interview beforehand
- Employers ask for qualifications for a trade, or certain zip code (local hiring), but not for a background check
- Need to be able to perform and fit in the construction environment
  - I.e. Foreman need to be able to interact w/ professional sales, estimators, engineers, project managers, and with workers.
- More complicated when you are working at active school site or top secret BOEING project.
- Pay is the same regardless of gender, background, etc.
- One of the few places in unionized labor to still have a middle class career.

***What can SELACO do to assist women in the Youth Build Program for the next step?***

- A lot of women in the program through Cerritos College that partners with Ironworkers
- There are 15 Youth build Charter Schools of California in LA County
- Rossi Johnson is the point person
- Contact Rossi Johnson (661-317-8310) and Ben Garcia (213-804-1656) to go from apprenticeship to getting hired in construction
- Help support them to provide help w/ initiation fee, tools, etc.
- Looking to hire Project Coordinator to help facilitate placements

***What is approximate stipend for union re-entry program?***

- \$15.00/ hour
- You do not necessarily get a job the next day, so it's important to factor those costs
- Although such a stipend is expensive, it is still less expensive than the cost of keeping people incarcerated.
- There are programs in place that provide fixed amount stipends for youth → this model could be used for re-entry populations.
- We have at least 30% of prison population coming back to Los Angeles and are going to have to coordinate on these stipend programs.