



**COUNTY OF LOS ANGELES  
WORKFORCE DEVELOPMENT, AGING  
AND COMMUNITY SERVICES**

**WORKFORCE DEVELOPMENT  
PROGRAMS DIRECTIVE**



DATE: September 17, 2019

NUMBER: WDP D19-10

**COUNTY OF LOS ANGELES  
HOMELESS OPPORTUNITIES FOR MEANINGFUL EMPLOYMENT  
(HOME) LOS ANGELES REGIONAL INITIATIVE FOR SOCIAL  
ENTERPRISES (LA:RISE) PROGRAM  
AMERICA'S JOB CENTERS OF CALIFORNIA (AJCC)  
POLICY AND PROCEDURES**

**EXECUTIVE SUMMARY**

This directive provides information and guidance to Los Angeles County America's Job Centers of California (AJCCs) participating in the LA:RISE expansion, on County policy and procedures for this program. This directive is effective immediately.

This directive supersedes *WDP D18-15 County of LA HOME LA RISE Program AJCC Policy and Procedures*

**REFERENCES**

- Approved Strategies to Combat Homelessness Report published February 2016<sup>1</sup>
- Workforce Innovation and Opportunity Act<sup>2</sup>
- County Minimum Wage Policy<sup>3</sup>
- Proposition 47<sup>4</sup>

**BACKGROUND**

On any given night, there are nearly 60,000 homeless men, women, and children living on the streets of Los Angeles County. To combat this homeless crisis, County residents voted to approve Measure H, a ballot measure that increased countywide sales tax by a quarter of a cent for generating funds to support 52 Homeless Initiative (HI) strategies. Three of these strategies focus on assisting the homeless into employment: Strategy C2, to increase employment opportunities for homeless adults by supporting social enterprises; Strategy C7, to provide homeless adults subsidized employment; and Strategy D1, to provide homeless adults model employment retention supports. *Los Angeles: Regional Initiative for Social Enterprises* (LA:RISE) is the program through which these three County Homeless Initiative employment strategies are being affected to increase access to opportunities for employment, education, training, and support services for individuals affected by homelessness.

As one of the components of the County's Homeless Opportunities for Meaningful Employment (HOME), LA:RISE is an innovative and collaborative partnership that unites

the Workforce Development System with employment Social Enterprises (SEs) to assist those impacted by homelessness into the workforce. LA:RISE was originated by the City of Los Angeles Economic Workforce & Development Department with the assistance of Roberts Enterprise Development Fund (REDF). Workforce Development, Aging and Community Service (WDACS) is expanding this model into the County's workforce development service areas. In the LA:RISE model, Social Enterprises provide homeless, formerly homeless, and individuals at risk of homelessness with transitional subsidized employment paired with wrap-around support and barrier removal services. Simultaneously, the workforce development system works collaboratively with the Social Enterprises to provide participants career development, job training, employment assistance and intensive employment retention services.

## **POLICY AND PROCEDURES**

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### **POLICY**

Los Angeles County LA:RISE serves adults 18 and over who are currently, formerly, or at-risk of homelessness, in connection to the workforce. To maximize access of homeless services to those in need, LA:RISE will operate across LA County, ensuring that services are within reach.

Each AJCC operating LA:RISE will be partnered with one or more Social Enterprise in their region. The Social Enterprise will have dedicated staff to work with the AJCCs to provide LA:RISE participants co-case management, support and retention services, and assistance with enrollment to WIOA services, if eligible, and to ensure the programmatic success of LA County LA:RISE.

### **Program Overview**

The AJCC(s) shall maintain an on-going relationship with REDF, the assigned Social Enterprise representative(s), and WDACS to ensure the success of LA County LA:RISE. Social Enterprises will provide LA:RISE participants with an average of three hundred (300) hours of paid transitional subsidized employment (TSE) at the current minimum wage of \$13.25 per hour, which shall increase commensurate with the County minimum wage policy. SEs will also provide intensive support services while the participant is in their transitional subsidized employment. Simultaneously, the AJCC(s) shall work closely with the partnered SE representative to provide a continuum of workforce development services to assist the participant into unsubsidized employment after they have completed their transitional subsidized employment.

### **LA:RISE AJCC Services**

LA:RISE program services are to include where appropriate, but be not limited to the following according to the participant's Individualized Employment Plan:

- Basic and/or Individualized Career Services, including Employment Placement Services
- On-the-Job Training & Other Training Services
- Career Development & Job Readiness Services
- Soft Skills Training & Workshops
  
- Follow-Up Services, including Intensive Employment Retention Services
- Supportive Services
- Job Development (Business and Employer Services)

AJCCs should use all the tools available to them to help ensure the LA:RISE participant secures unsubsidized employment immediately, or as soon as possible, after the participants' transitional subsidized employment has ended. These tools include, where appropriate and applicable:

- Active use of On-the-Job Training
- Enrollment in short-term credential programs
- Enrollment in union pre-apprenticeship and apprenticeship programs
- Co-enrollment in INVEST if on Adult Probation
- Placement in employment initiatives tailored to hard-to-serve job seekers such as WIN-LA<sup>5</sup> and HireLAX.<sup>6</sup>

### **Co-Case Management**

The AJCCs shall collaborate and maintain a strong working relationship with their assigned SE(s) from inception of the program to ensure that an integrated individualized employment plan is developed that results in placement in employment after the participant's transitional subsidized employment has ended. To co-case manage with partnered SE(s), AJCCs are to use a collaborative process of assessment, planning, facilitation, care coordination, performance evaluation, and advocacy for options and services to meet an individual's comprehensive needs. AJCCs will collaborate with designated SE(s) to identify emerging employment barriers and address barriers through direct service provision and through partner services or referrals. AJCCs shall work with SE(s) to understand the participants continued support services needs that remain after the SE(s) has provided intensive support services while the participant was in their transitional subsidized employment. AJCCs shall notify REDF and WDACS of additional assistance needed in connecting participants to housing supports, substance abuse treatment, or other social service supports needed to assist participant successfully into employment.

### **On-the-Job Training**

LA:RISE offers participants the opportunity to participate in On-the-Job Training (OJT). OJTs allow for LA:RISE participants to receive occupational training in a skilled occupation. The OJT model matches businesses with qualified LA:RISE participants that are eager to work but need specialized training. In the OJT, businesses agree to hire participants and train them in measurable skills that will be learned on the job.

The AJCCs must ensure that an OJT contractual agreement is signed with the participating business and kept in the participant's file. AJCCs are responsible for providing reimbursements to employers of up to 50% of the wage for each participant, for the extraordinary costs of providing the training and additional supervision related to the training. OJTs shall not last longer than three (3) months and shall not exceed 480 hours per participant engaging in an OJT.

## **Employment Retention Activities**

AJCCs will collaborate with SE(s) to ensure that participants complete the program successfully and are placed in unsubsidized employment by providing necessary workforce development supports. These include wrap-around support and intensive employment retention services. Employment retention services include, but are not limited to:

- Referral to Community Resources
- Referral to Medical Services
- Tracking Progress on the Job
- Work-Related Peer Support Group
- Career Development and Further Education Planning
- Mentoring
- Tutoring
- Leadership Development
- On-the-Job Coaching
- Career Advancement Assistance
- Employment Retention Workshops (Navigating the World of Work; Managing Employer Expectations; Mitigating On-the-Job Conflicts; Time Management; Financial Planning & Literacy; Customer Service)
- Education Advancement Assistance
- Supportive Service: Transportation
- Supportive Service: Purchase Work-Related Uniform/Attire
- Supportive Service: Purchase Work-Related Tools
- Supportive Service: Housing Assistance
- Supportive Service: Utilities
- Supportive Service: Dependent Care
- Supportive Service: Medical
- Supportive Service: Incentives/Bonus
- Supportive Service: Educational Testing

Wrap-around support and intensive employment retention services will assist LA:RISE participants who may need additional coaching and mentoring to maintain or advance in employment. AJCCs will be responsible for providing these services for twelve (12) months after LA:RISE participants have been placed in unsubsidized employment. AJCCs shall follow-up with participants who have gained unsubsidized employment on a bi-monthly basis to address any obstacles encountered on the job, reinforce the application of skills learned during subsidized employment and emphasize the importance of clear communication with employer.

These additional services are provided to LA:RISE participants to preserve the skills learned during unsubsidized employment and needed to sustain and advance in the job market.

### **Employment Retention Incentive Policy**

To strengthen retention services, incentive payments shall be offered to LA:RISE participants who found and held unsubsidized employment and provided documentation, such as a paystub, to verify the employment placement. The AJCCs are to provide participants with a financial incentive after participant provides first tangible verification document and will continue to provide incentives following verification of 30, 60, 90, and 180-day retention. The AJCCs are to document which retention milestone was achieved and complete the LA:RISE Employment Retention Incentives Tracking Log (Attachment E) recording distribution of incentives to be stored in participant's case file. The AJCC shall document on the sign in sheet with a detailed account of information discussed in the support program that the participant attended for the three (3) and six (6) month incentive provided. Participants may receive up to \$400, in cash, as follows:

- \$75 after first paycheck
- \$75 after first month on the job
- \$75 after second month on the job
- \$75 after third month of employment and participation in an AJCC Employment Retention Support Activity as outlined above
- \$100 after sixth months of employment and participation in an AJCC Employment Retention Support Activity as outlined above.

Participants shall verify they have secured employment by providing documentation such as a paystub. AJCCs shall provide participants with the first financial incentive after participant provides the first tangible verification of employment and continue to provide incentives according to the schedule above, provided verification of employment continues to be provided. AJCCs shall document employment retention and incentive payments received by the participant utilizing the LA:RISE Employment Retention Incentives Tracking Log (Attachment E). Copies of each Receipt must be kept in the participant's file as proof of employment retention incentive provided and milestone achieved.

### **Co-Enrollment into Workforce Opportunity and Innovation Act (WIOA) Programs**

AJCCs shall co-enroll eligible program participants into WIOA programs. AJCCs shall assess LA:RISE participants for potential WIOA co-enrollment at the beginning of LA:RISE program participation. If a participant is found to be a proper fit for WIOA, AJCCs shall co-enroll participant immediately. Be aware, all eligibility criteria relative to WIOA programs apply at the time of WIOA co-enrollment. WIOA eligibility shall not, however, preclude an individual from receiving support and retention services using Measure H funding.

## **PROCEDURES**

### *The Recruitment and Referral Process*

LA:RISE enrollments can occur through recruitment by the SE, or by referral from an AJCC, as displayed on the LA:RISE Participant Flowchart (Attachment A), and as outlined below. Priority consideration for enrollment shall be given to (a) referrals from the jail-based AJCC at Pitchess Detention Center South; and (b) Home2Work pilot referrals from Los Angeles Homeless Service Authority (LAHSA) homeless service providers.

#### (A) Social Enterprise Recruitment

- (1) SEs will recruit participants for the program whom they feel would be a good candidate for the program.
- (2) SEs will screen applicants using the LA:RISE Eligibility Checklist (Attachment B). The checklist shall be signed by applicants who self-attest to the truth and accuracy of the information reported, such as employment barriers and housing status. If the applicant is deemed ineligible, they will not be enrolled but will be provided referrals to other programs or services for which they may be eligible. If the applicant is deemed eligible, the SEs will send the completed and signed Eligibility Checklist to their partner AJCC for review.
- (3) The AJCC will check the CalJOBS system to determine if applicant is currently enrolled in an LA:RISE program.
  - a. If applicant is enrolled in another LA:RISE program, applicant is considered ineligible for enrollment.
  - b. If applicant is not enrolled in another LA:RISE program, AJCC shall then confirm AJCC/WIOA enrollment status.
- (4) The AJCC will review CalJOBS to verify whether the applicant is currently enrolled in any workforce programs.
  - a. If not currently enrolled in any workforce programs, the AJCC shall sign the Participant Eligibility Checklist, confirming LA:RISE eligibility, and send checklist back to partner SE case manager for enrollment into LA:RISE, registration on CalJOBS, enrollment into the LA:RISE Generic Module, and inputting of Orientation activity code.
  - b. If the applicant is enrolled in a workforce program, the AJCC will direct the applicant to the AJCC with which the applicant is already working so that the applicant may enroll in LA:RISE with that AJCC.

- c. If the applicant is enrolled in a workforce program at a different AJCC location but is requesting to be transferred to the referred AJCC location, the AJCC will need to review if the transfer is in the applicant's best interest and consult with the County for best course of action.

## (B) Referrals from AJCC

- (1) AJCCs can refer LA:RISE applicants to their partnered SE. AJCCs shall give priority consideration for LA:RISE program referral to (a) participants in the jail-based AJCC at Pitchess Detention Center South who have been released from jail; and to (b) those referred from Los Angeles Homeless Service Authority (LAHSA) as part of the Home2Work pilot. Prior to making a referral, the AJCCs are responsible for verifying on CalJOBS that potential candidates are not already enrolled in another LA:RISE program. Enrollment in another LA:RISE program will make an applicant ineligible for County LA:RISE program participation.
- (2) The referring AJCC will screen applicants using the LA:RISE Eligibility Checklist. Once deemed eligible, the checklist is signed by applicant, self-attesting the truth and accuracy of the information reported, such as employment barriers and housing status. If the applicant is deemed ineligible, they will not be enrolled but will be provided referrals to other programs or services they may be eligible for. If the applicant is deemed eligible, they will confirm eligibility with partner SE and provide signed and completed Eligibility Checklist to SE.
- (3) Once the AJCCs determine eligibility, sends completed and signed Eligibility Checklist to partnered SE, the SE will proceed with enrollment into LA:RISE, registration on CalJOBS, enrollment into the LA:RISE Generic Module, and inputting of Orientation Activity code.

## Staffing Requirements

AJCCs shall attend all mandated trainings conducted by WDACS or its authorized designee. WDACS may utilize REDF to administer specific trainings pertaining to the LA:RISE program.

AJCC staff shall abide by the following:

- Support the collaboration and partnership between SEs and AJCCs by designating staff to meet, in person, with the SE and LA:RISE participant at a minimum of once a month at the SE site.
- Ensure that information is effectively communicated to relevant AJCC staff when a designee attends LA:RISE meetings and trainings on behalf of the AJCC.

- Meet monthly with the County’s consultant Roberts Enterprise Development Fund (REDF) and SE partner, via phone conference call or in person, to discuss program topics that include but are not limited to program results, progress and challenges.
- Meet quarterly, in person, with all LA:RISE partners to discuss program topics that include but are not limited to program results, progress and challenges.
- Attend workshops relevant to LA:RISE, hosted by REDF.
- Assign a designated Homeless Opportunity for Meaningful Employment, (HOME) Liaison and Alternate Liaison, by submitting the HOME Liaison and Alternate Contact Form (Attachment D) to [HOME@wdacs.lacounty.gov](mailto:HOME@wdacs.lacounty.gov). In case of change in assignment, Attachment D shall be resubmitted to WDACS within 5 business days of the change.

## Tracking and Reporting

### *CalJOBS and Local Grant Code*

LA:RISE program participants shall be enrolled in CalJOBS under the LA:RISE Local Grant Code **959-LA:RISE** and all activities must be tracked through the CalJOBS system.

AJCCs are to enroll LA:RISE participants under the LA:RISE Local Grant Code once eligibility has been determined, the AJCC has received a signed and completed Participant Eligibility Checklist, and they have been notified by their partner SE of registration in CalJOBS. All rules and regulations regarding CalJOBS shall be adhered to when utilizing the system for the LA:RISE program. Instructions on how to activate and use the local grant code are provided in the CalJOBS Help Sheet - How to use the Regional LA:RISE Local Grant Code (Attachment C).

The AJCC shall utilize the CalJOBS system’s Regional LA:RISE local grant code as designated by WDACS for the following:

- Update participant’s file with all data pertinent to program participation, in real time, including but not limited to: WIOA co-enrollment, support services, employment placement, retention services, etc.
- Input service provision activities utilizing CalJOBS Activity Codes

## Performance Measures

Performance goals are included in each AJCCs LA:RISE Performance Matrix. The matrices will be sent under a separate cover. The AJCCs shall be able to report on all outcomes delineated in Performance Matrix. The Performance Measures are as follows:

- 70% Co-Enrolled in WIOA
- 65% Employment Placement at Closure
- 100% of those placed in Employment receive Retention Services
- 15% Enrolled in WIOA Training
- 85% Successful Completion of Training



- 72.2% Employment Rate- 2<sup>nd</sup> Quarter after Exit
- 59.4% Employment Rate- 4<sup>th</sup> Quarter after Exit

## **ACTION**

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L.A. 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 AJCCs shall ensure their assigned staff are provided all necessary training and supports to enable them to provide targeted and tailored services for the homeless population.

## **INQUIRIES**

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Inquiries regarding this directive and the policies and procedures described herein should be directed to [HOME@wdacs.lacounty.gov](mailto:HOME@wdacs.lacounty.gov).



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**Irene Pelayo, Program Manager  
Workforce Development**

### **Attachments:**

**Attachment A- LA:RISE Participant Flowchart**

**Attachment B- LA:RISE Eligibility Checklist**

**Attachment C- CalJOBS Help Sheet - How to use the Regional LA:RISE Local Grant Code**

**Attachment D- HOME Liaison and Alternate Contact Form**

**Attachment E- LA:RISE Employment Retention Incentives Tracking Log**

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<sup>1</sup> <http://homeless.lacounty.gov/wp-content/uploads/2017/01/HI-Report-Approved2.pdf>

<sup>2</sup> <https://www.congress.gov/113/bills/hr803/BILLS-113hr803enr.pdf>

<sup>3</sup> [http://file.lacounty.gov/SDSInter/dca/242546\\_LACountyMinimumWageOrdinance.pdf](http://file.lacounty.gov/SDSInter/dca/242546_LACountyMinimumWageOrdinance.pdf)

<sup>4</sup> <https://www.courts.ca.gov/prop47.htm>