



County of Los Angeles CHIEF EXECUTIVE OFFICE

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September 27, 2019

To: Supervisor Janice Hahn, Chair
Supervisor Hilda L. Solis
Supervisor Mark Ridley-Thomas
Supervisor Sheila Kuehl
Supervisor Kathryn Barger

From: Sachi A. Hamai
Chief Executive Officer

INCREASED EMPLOYMENT OPPORTUNITIES FOR HOMELESS INDIVIDUALS (ITEM NO. 12, AGENDA OF JUNE 25, 2019)

On June 25, 2019, the Board of Supervisors (Board) directed the Chief Executive Officer (CEO), in collaboration with the Los Angeles Homeless Services Authority (LAHSA), the Los Angeles County Development Authority (LACDA), the Department of Mental Health (DMH), Department of Health Services (DHS), Department of Public Social Services (DPSS), Workforce Development, Aging and Community Services (WDACS), Department of Consumer and Business Affairs (DCBA), County Counsel and other stakeholders to report back in 90 days on the feasibility and potential fiscal impact of a targeted hiring incentive program for County contractors who meet targeted hiring goals for individuals experiencing homelessness, which could include, but not necessarily be limited to, an extension of contract terms by one or two years.

This memorandum provides an interim report back to the Board's directive by outlining the steps CEO and partner agencies are taking to assess a variety of incentives that could be offered to County contractors to encourage them to hire people experiencing homelessness.

Survey Design and Dissemination

In August and September of 2019, CEO convened the stakeholders listed in the Board Motion (Working Group), as well as the Internal Services Department (ISD), for two meetings, during which options for contractor incentives were discussed. The Working Group agreed that gauging the level of interest among existing County contractors in a variety of possible incentives to hire people experiencing homelessness is an important first step toward implementing such a program. This first step will allow the Working

Group to report back to the Board on the incentive program most likely to generate interest from contractors and, ultimately, most likely to result in increased hiring of people experiencing homelessness. Attached is the survey, which was developed with input from the Working Group, designed to identify which contractor incentives would be of interest to our contractor community.

Next Steps

The following timeline outlines the next steps in the Working Group's effort to respond to the Board's directive:

1. 10/11/2019: ISD to disseminate survey electronically to 68,000 County contractors.
2. 10/21/2019: Deadline for submission of survey responses by County contractors.
3. 10/28/2019: CEO to circulate initial analysis of survey to members of Working Group.
4. Week of 11/4/2019: Working Group meets to discuss implications of survey results and agree upon recommendations to the Board regarding incentives for contractors.
5. 11/15/2019: CEO submits final report to the Board.

If you have any questions, please contact Phil Ansell, Homeless Initiative Director, at (213) 974-1752 or pansell@ceo.lacounty.gov.

SAH:FAD:PA
JR:EBI:tv

Attachment

- c: Executive Office, Board of Supervisors
County Counsel
Consumer and Business Affairs
Health Agency
Health Services
Internal Services
Los Angeles County Development Authority
Mental Health
Public Social Services
Workforce Development, Aging and Community Services
Los Angeles Homeless Services Authority

Increased Employment Opportunities for Homeless Individuals

The County of Los Angeles (County) seeks your input on how County contractors can assist with the County's efforts to achieve housing stability for our homeless neighbors. Please take a few minutes to complete this survey.

The County is facing a homelessness crisis that has reached unprecedented levels in recent years. In the Los Angeles Homeless Services Authority's (LAHSA) 2019 Point-in-Time Count, 58,936 individuals and family members were identified as experiencing homelessness in the County. For about half of those experiencing homelessness, economic hardship or loss of a job is a leading cause of their episode of homelessness.

The County has taken numerous steps to combat and prevent homelessness, including efforts to improve access to employment for people experiencing homelessness. The Board of Supervisors recently approved a motion directing County staff to assess the feasibility of developing an incentive program for County contractors who hire individuals experiencing homelessness.

The purpose of this survey is to determine what contractor incentives would be of interest to our contractor community in an effort to increase employment opportunities for homeless individuals.

Questions

Please note: for all of these incentive options, the County would provide referrals to potential job candidates who are experiencing homelessness.

1. What types of services does your organization provide to the County?
2. Would your organization be agreeable to hiring homeless individuals if incentives were offered?
3. On a scale from 1 to 5, please indicate your level of interest in each of the incentive options described below, with 1 being "no interest" and 5 being "very interested."
 - a. **Solicitation Scoring Bonus for Participation in Subsidized Employment Program.** Contractors participating in one of the County's subsidized employment programs for people experiencing homelessness could receive a scoring bonus in County solicitations. Subsidized employment programs provide the employer with four to six months of wages for hiring an employee who is experiencing or has recently exited homelessness. If the subsidized employee's performance meets expectations by the conclusion of the subsidy, the Contractor is expected to hire the employee into an unsubsidized position.

1 (no interest) 2 3 4 5 (high interest)

- b. **Hiring Incentive Bonus to Contractors for Hiring and Retaining Homeless Individuals.** When the Contractor demonstrates successful hiring of a prescribed percentage of homeless individuals for a 12-month period, the Contractor would earn an incentive bonus, provided the Contractor has satisfied all other contract terms and conditions, including the submission of the hiring reports.

1 (no interest) 2 3 4 5 (high interest)

In order to participate in this program (option b, above), my business would require a bonus of at least ____% of our contract or ____\$ per individual hired.

- c. **Contract Extensions for Hiring Homeless Individuals.** For certain solicitations, Contractors who meet targeted hiring goals for individuals experiencing homelessness may be eligible for an additional one year on their contract.

1 (no interest) 2 3 4 5 (high interest)

- d. **Solicitation Scoring Bonus for Guaranteeing to Hire Homeless Individuals.** Contractors that guarantee they will hire a prescribed percentage of individuals experiencing homelessness would receive a scoring bonus in County solicitations.

1 (no interest) 2 3 4 5 (high interest)

- 4. What kinds of supports would make your organization more likely to participate in a County contractor incentive program for hiring people experiencing homelessness? Select all that apply.

- a. Effective case management for homeless workers to ensure they meet expectations while on the job.
- b. County-provided "coach" for both the employer and the homeless employee, to provide supports that improve retention and employee integration into your organizational culture.
- c. Training for your organization's staff and/or human resources department to facilitate effective integration of homeless workers into your organizational culture.
- d. Opportunities for peer support from other organizations that have experience hiring people experiencing homelessness.
- e. Other: _____

5. If you have other suggestions for how to incentivize County contractors to hire people experiencing homelessness, please describe them here: _____
