CLICK HERE FOR CHIEF EXECUTIVE OFFICER'S REPORT DATED AUGUST 15, 2019
CLICK HERE FOR CHIEF EXECUTIVE OFFICER'S REPORT DATED DECEMBER 23, 2019
NEXT REPORT BY THE CHIEF EXECUTIVE OFFICER EXTENDED TO JUNE 30, 2020
August 15, 2019

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

From: Sachi A. Hamai
       Chief Executive Officer

EMPLOYMENT INNOVATIONS TO LINK HOMELESS INDIVIDUALS TO JOBS
(ITEM NUMBER 8, AGENDA OF APRIL 9, 2019)

On April 9, 2019, the Board of Supervisors (Board) directed the Chief Executive Officer (CEO) to report back with performance metrics and/or an evaluation framework for measuring the success of efforts to establish an Employment Innovation Fund (Fund), which aims to achieve long-term employment for homeless clients. The Board directed the CEO to provide $1 million in funding to the United Way of Greater Los Angeles (UWGLA) to administer the Fund. This effort will complement and inform the work of the Employment and Homelessness Taskforce (EHT), which is currently implementing a set of recommendations to improve access to employment for homeless job seekers. UWGLA will implement the Fund as part of a larger UWGLA initiative aimed at placing 100 individuals experiencing and exiting homelessness into long-term employment by June 30, 2020.

This memorandum responds to the Board's directive by outlining the objectives related to the Fund, which informed the development of a set of performance metrics (listed below) to gauge the Fund’s success.

Objectives Related to the Fund

In consultation with stakeholders, UWGLA has identified the following objectives for its efforts related to the Fund:

- Place 100 individuals experiencing and/or exiting homelessness in jobs by December 31, 2019.
Each Supervisor
August 15, 2019
Page 2

- Collect in-depth workforce and housing data for each participant through June 30, 2020.
- Achieve at least 6-month employment retention for 70 percent of participants by June 30, 2020.
- By July 30, 2020, identify and report to the EHT effective and scalable practices that lead to long-term employment for individuals experiencing and exiting homelessness.

To realize these objectives, UWGLA intends to partner with workforce development and homeless services providers, provide flexible funds to participants, and engage employers. UWGLA will provide ongoing supports for employers who hire people experiencing homelessness in order to ensure a successful long-term placement; these supports will include a toolkit geared toward employers, as well as trainings and consultations.

**Performance Metrics to Gauge Success of the Fund**

UWGLA and CEO have devised a set of metrics to gauge the success of efforts related to the Fund. As planning for the launch of the effort is still underway, it is possible that some of these metrics will be modified to reflect feedback from key stakeholders. However, the following set of metrics provides a broad sense of the type of information that UWGLA will be collecting and sharing with CEO and other core partners:

- **Number of individuals engaged**
  - Demographics
  - Baseline income/employment information
  - Referral source for participant (e.g., bridge employer, America’s Job Center of California (AJCC), homeless service provider)
  - Types of services provided (e.g., case management, job search assistance, resume building)
- **Number of individuals receiving training**
  - Type of training
  - Completion/certification information
- **Number of individuals obtaining employment**
  - Wage, industry information
  - Type of supports provided to participant
    - Hours of case management
    - Any stipends or flexible funds used to support participant
- **Number of individuals retaining employment for at least 3 months/6 months**
- **Participant housing status throughout engagement, including information on any housing subsidies received**
- **Employer Information**
Each Supervisor
August 15, 2019
Page 3

- Number of employers engaged
  - Industry, location
- Number of employers using toolkit and/or partaking in training/workplace tours
- Number of employers hiring an individual experiencing and/or exiting homelessness
  - Number of employees hired
  - Retention information

In addition to the above quantitative data, UWGLA will work with providers to collect qualitative data, including success stories from participants and employer feedback.

Next Steps

CEO will work closely with UWGLA to ensure that data is collected for the above metrics, or some variation of the above metrics. As data becomes available, CEO will include this data in the Homeless Initiative Quarterly Reports, enabling the Board and the public to observe the progress of this effort.

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

c: Executive Office, Board of Supervisors
   County Counsel
   Public Social Services
   Workforce Development, Aging and Community Services
   Los Angeles Homeless Services Authority
   United Way of Greater Los Angeles
December 23, 2019

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

From: Sachi A. Hamai
   Chief Executive Officer

EMPLOYMENT INNOVATIONS TO LINK HOMELESS INDIVIDUALS TO JOBS
(ITEM NO. 8, AGENDA OF APRIL 9, 2019)

On April 9, 2019, the Board of Supervisors (Board) directed the Chief Executive Officer (CEO) to identify regional clusters (Clusters) based on overlapping boundaries for General Relief (GR), CalWORKs, Greater Avenues for Independence (GAIN), Workforce Development Boards (WDBs) and America's Job Centers of California (AJCC), homeless services providers and Community Colleges/Adult Schools to refine and implement recommendations from the Employment and Homelessness Taskforce (EHT) and report back in 60 days on the feasibility of scaling piloted recommendations Countywide. An extension was subsequently granted, allowing for a report back in eight months. This memorandum provides an interim report back on implementation efforts thus far and the feasibility of scaling the piloted recommendations.

Regional Clusters
In January 2019, the EHT, comprised of representatives from the CEO; Department of Public Social Services (DPSS); Workforce Development, Aging and Community Services (WDACS); and the Los Angeles Homeless Services Authority (LAHSA), presented a set of recommendations to the Homeless Policy Board Deputies. These recommendations aim to establish systems changes that will increase the number of people experiencing homelessness who secure and retain employment. The EHT subsequently presented an Action Plan to the Homeless Policy Board Deputies, including a plan to divide the County into 14 Clusters, which align with the GR program boundaries and include homeless services providers, AJCC’s, Community Colleges/Adult Schools, and other entities serving homeless job seekers within those boundaries. Two of those Clusters were selected for initial implementation of many of the EHT recommendations: a cluster in the

"To Enrich Lives Through Effective And Caring Service"
Eastern San Gabriel Valley (within the Pomona GR boundaries) and a cluster within South Los Angeles (within the South Central GR boundaries).

Since September 2019, consultants from the Corporation for Supportive Housing (CSH) and its subcontractor, Heartland Alliance (HA), have convened multiple meetings of service providers within the two Clusters to begin implementing the EHT recommendations. Within the Clusters, these convenings have yielded several important outcomes, including:

- Through a collaboration with the Chief Information Office, system maps were created for each cluster, visualizing the relationship between the participating agencies (from the homeless, public benefits, workforce, and education systems) and helping these agencies to identify opportunities to enhance collaboration, referrals, and information/resource sharing.
- Cluster meeting participants received information – and shared their own knowledge – about evidence-based employment models for people experiencing homelessness and barriers to employment. In addition, participants in the cluster meetings provided input and feedback on the types of trainings that would be most useful to them in order to better serve homeless job seekers. A schedule of trainings is under development by CSH and HA.
- Two program managers have been hired through funding provided to the United Way of Greater Los Angeles (United Way) by the County. One program manager has been assigned to each cluster to assist with local implementation and coordination.
- Cluster participants have provided input on appropriate uses of flexible cash assistance, which has contributed to the development of a program design for the implementation of flexible funding to support homeless jobseekers to secure and retain employment.

Scaling Piloted Recommendations Countywide
Although considerable progress has been made in the Clusters, the CEO believes it is too early to assess the feasibility of scaling all aspects of the pilots Countywide. However, there are two piloted (or soon-to-be piloted) recommendations that are well-positioned to move toward Countywide implementation in the near future:

**Employment-Related Assessment Questions**
The EHT’s pursuit of employment-related assessment questions is fortuitously timed with broader efforts within the homeless services system to reform the assessment process. LAHSA has developed an Initial Access Tool (IAT) which will help to triage participants into appropriate pathways when they first encounter the system. This brief intake tool is currently under review and includes proposed questions related to employment, as recommended by EHT. Should these proposed questions be included in the final version, they will enable LAHSA to gather data on the employment needs and service preferences of participants at
their initial contact with the homeless services system. Since many of these participants may never be connected to scarce housing subsidies, employment is a central means for them to be able to afford housing; the inclusion of employment questions in the IAT helps to ensure that employment is central to conversations with participants regarding how to resolve their housing crisis.

Flexible Funding for Homeless Job Seekers
The EHT is optimistic about the prospects for scaling flexible funding for homeless job seekers Countywide in Fiscal Year 2020-21. LAHSA has recently established an infrastructure for the implementation of its problem-solving assistance fund, which provides flexible funds to help participants overcome obstacles to resolving their housing crisis without entering the homeless services system. Over the coming months, LAHSA and the EHT will consider how learnings from the implementation of the problem-solving assistance fund can be applied to implementation of a similar, employment-focused flexible funding program, to enable participants to quickly attain or retain employment. Further, the EHT will draw on learnings from the use of flex funds in the three “100-day challenges” described below to scale the program Countywide.

100-Day Challenges
To further drive implementation of the EHT recommendations, the CEO is pursuing the opportunity to launch 100-day challenges in the two pilot Clusters by the beginning of March 2020. This will be part of a statewide effort initiated by Governor Newsom’s office, which will support the launch of multiple 100-day challenges related to combatting homelessness in counties across California. A 100-day challenge to place Rapid Re-Housing participants into employment is currently underway in Service Planning Area (SPA) 4, and is funded by Measure H as a part of the Employment Innovations Fund administered by United Way. The Governor has urged Counties to utilize part of their Homeless Housing and Prevention (HHAP) grants to fund the challenges; in turn, the State will contribute some of its HHAP administrative funds toward a technical assistance provider.

These challenges bring together key stakeholders to realize critical, challenging goals by engaging in collaborative, innovative, and rapid efforts. The County’s challenges will be led by Rapid Results Institute (RRI), a non-profit organization that pioneered the 100-day challenge model and has worked on homelessness-related 100-day Challenges in more than 100 U.S. communities, including as a part of efforts to develop the Coordinated Entry System (CES) and to address youth homelessness in the County.
The focus of the challenges in the two Clusters will be to place a specific number of homeless job seekers into employment and support retention of employment going forward. Because of the timing of these challenges, the Clusters will have the opportunity to benefit from learnings from the SPA 4 challenge, which will be almost complete by the time the cluster challenges launch. Through these challenges, the CEO will gain further insight into best practices for implementing the EHT recommendations Countywide.

After the completion of the 100-day challenges – and once the EHT has further experience in implementing recommendations in the Clusters – the CEO will report back to the Board to further assess the feasibility of scaling the recommendations. This report back will be submitted by June 30, 2020.

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

SAH:FAD:TM
PA:JR:EBI:tv

c: Executive Office, Board of Supervisors
   County Counsel
   Public Social Services
   Workforce Development, Aging and Community Services
   Los Angeles Homeless Services Authority
   United Way of Greater Los Angeles