

**Quality and Productivity Commission**  
**34<sup>th</sup> Annual Productivity and Quality Awards Program**  
**“Leading with Excellence”**

**2021 APPLICATION**

Title of Project (Limited to 50 characters, including spaces, using Arial 12-point font):

**NAME OF PROJECT:** LA: REGIONAL INITIATIVE FOR SOCIAL ENTERPRISES

**DATE OF IMPLEMENTATION/ADOPTION:** 9/26 2018

(Must have been fully implemented for a minimum of at least one year - on or before July 1, 2020)

CHECK HERE IF THIS PROJECT IS BEING SUBMITTED FOR THE **COVID-19 IMPACT AWARD ONLY**. (Projects must be implemented on or before December 31, 2020. **Note:** Projects implemented less than one year ago will not be eligible for any other PQA awards. In addition, once a project is submitted, you cannot submit the same project for awards consideration in subsequent years).

**PROJECT STATUS:**  Ongoing  One-time only

**HAS YOUR DEPARTMENT PREVIOUSLY SUBMITTED THIS PROJECT?**  Yes  No

**EXECUTIVE SUMMARY:** Describe the project in 15 lines or less using Arial 12 point font. State clearly and concisely what difference the project has made.

1 Workforce Development, Aging and Community Services’ (WDACS) Los Angeles:  
 2 Regional Initiative for Social Enterprises (LA:RISE) is an innovative and collaborative  
 3 partnership that unites the City of Los Angeles and the County of Los Angeles’ Workforce  
 4 Development systems with employment Social Enterprises (SEs) to assist those  
 5 impacted by homelessness into the workforce, funded by County Measure H. In the  
 6 LA:RISE model, Social Enterprises provide homeless, formerly homeless, and individuals  
 7 at risk of homelessness with Transitional Subsidized Employment (TSE) paired with wrap-  
 8 around support and Barrier Removal Services. Simultaneously, the workforce  
 9 development system works collaboratively with the SEs to provide participants career  
 10 development, job training, employment assistance and intensive employment retention  
 11 services. After expanding Countywide in 2018, there has been nearly 3,400 homeless  
 12 individuals served, over 1,300 completing paid transitional employment and nearly 1,400  
 13 placed in permanent jobs.  
 14  
 15

**BENEFITS TO THE COUNTY**

(1) ACTUAL/ESTIMATED ANNUAL COST AVOIDANCE	(2) ACTUAL/ESTIMATED ANNUAL COST SAVINGS	(3) ACTUAL/ESTIMATED ANNUAL REVENUE	(1) + (2) + (3) = TOTAL ANNUAL ACTUAL/ESTIMATED BENEFIT	SERVICE ENHANCEMENT PROJECT
<b>\$ 3,712,800</b>	<b>\$ -0-</b>	<b>\$ -0-</b>	<b>\$ 3,712,800</b>	<input checked="" type="checkbox"/>

ANNUAL = 12 MONTHS ONLY

<b>SUBMITTING DEPARTMENT NAME AND COMPLETE ADDRESS</b> Workforce Development, Aging and Community Services 510 S VERMONT AVE, LOS ANGELES, CA 90020		<b>TELEPHONE NUMBER</b> (213) 738-2600
<b>PROGRAM MANAGER’S NAME</b> Irene Pelayo	<b>EMAIL</b> IPelayo@wdacs.lacounty.gov	<b>TELEPHONE NUMBER</b> (213) 905-9520
<b>PRODUCTIVITY MANAGER’S NAME AND SIGNATURE</b> (PLEASE CALL (213) 893-0322 YOU DO NOT KNOW YOUR PRODUCTIVITY MANAGER’S NAME) Stephanie Maxberry 6-22-2021 <b>Signature on File</b>		<b>TELEPHONE NUMBER</b> 213-738-2015  <b>EMAIL</b> smaxberry@wdacs.lacounty.gov
<b>DEPARTMENT HEAD’S NAME AND SIGNATURE</b> Otto Solórzano <b>Signature on File</b>		<b>TELEPHONE NUMBER</b> (213) 738-2617

**\*\*ELECTRONIC, WET, OR SCANNED SIGNATURES ARE ACCEPTABLE\*\***

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**1<sup>st</sup> FACT SHEET – LIMITED UP TO 3 PAGES ONLY:** Describe the **challenge(s), solution(s), and benefit(s)** of the project **to the County**. What quality and/or productivity-related outcome(s) has the project achieved? Provide measures of success **and specify assessment time frame**. Use Arial 12 point font.

The County is currently experiencing a homeless crisis with over 66,000 men, women, and children homeless on any given night. In response to this crisis, the Board of Supervisors approved 47 strategies to address homelessness. Workforce Development, Aging and Community Services (WDACS) is the lead in implementing Strategy C2 and C7. Homeless Initiative (HI) Strategy C2 is to increase employment for homeless adults by supporting social enterprise and HI Strategy C7 is to provide subsidized employment for homeless adults. LA:RISE is the program through which these strategies have been implemented.

The lack of stable housing can make it very difficult to find and maintain employment. However, homelessness does not mean that employment is impossible. WDACS, in partnership with the City of Los Angeles in collaboration with Roberts Enterprise Development Fund (REDF), employment Social Enterprises, and the County’s America’s Job Centers of California (AJCCs) have combined forces to tackle the homeless crisis with a regional approach through LA:RISE. LA:RISE is an effective employment program that recognizes the additional barriers to employment this population is facing and is taking a proactive approach to eliminate these barriers and assist participants in gaining permanent employment.

The mission of the LA:RISE program is to increase access to opportunities for employment, education, training, and support services for individuals experiencing homelessness. The LA:RISE model reflects the complex challenges that people experiencing homelessness (PEHs) face that goes beyond what a housing secure job seeker face. LA:RISE maximizes the opportunity for collaborative case management to enhance cohesion between both SEs and AJCCs and more holistically serve PEHs. Social Enterprises provide an average of 300 hours of Transitional Subsidized Employment (TSE) and barrier removal services, which are services that are provided to participants who face obstacles that prevent them from working, getting to work, and/or staying at work which can include lack of transportation funds, lack of housing, lack of childcare, lack of skills, lack of education, mental and substance abuse issues. During this time, AJCCs are working closely with the SE to provide a continuum of workforce development services to assist participants into unsubsidized employment once they have completed TSE.

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LA:RISE program services include, but are not limited to:

- Basic and/or Individualized Career Services, including Employment Placement Services
- On-the-Job Training (OJT) & Other Training Services - 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.
- Career Development & Job Readiness Services
- Soft Skills Training & Workshops
- Incentives
- Follow-Up Services, including Intensive Employment Retention Services - 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.
- Supportive Services such as assistance with transportation, housing, childcare, and other supports to help individuals successfully participate in the program.

All the services available are used to ensure LA:RISE participants secure unsubsidized employment immediately, or as soon as possible, after the participant’s transitional subsidized employment has ended. The most successful array of services used in LA:RISE is found to be:

- Enrollment in short-term credential programs
- Enrollment in union pre-apprenticeship and apprenticeship programs
- Co-enrollment in other specialized programming, such as INVEST if on Adult Probation.

The collaboration amongst SEs and AJCCs allows for participants to receive employment, case management, and barrier removal services from two entities working as a unified team. AJCCS and SEs can co-case manage using CalJOBS applications, where they are able to update in real time the services being provided to participants, program progression, and employment placement. This integral approach allows for transparency amongst partners to continue providing quality employment services to LA:RISE participants.

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LA:RISE directly provides career pathways for people experiencing homelessness who are considered a high-need, priority population. LA:RISE’s model is designed to ensure that the workplace is a learning environment in which participants acquire successful work readiness skills by practicing them in a real job—learning to work by working. It provides transitional employment that represents real work experience, fostering strong communication and feedback on progress and work-readiness, it is flexible and allows for individuals to learn to navigate the world of work in a supportive learning environment, and provides opportunities for peer and social support. This model ultimately leads to keeping individuals employed, and contributes to lowering recidivism, reducing public benefits receipt, and improving the lives of children.

LA:RISE is operated out of eleven (11) AJCCs throughout LA County: Antelope Valley Comprehensive AJCC, East Los Angeles/West San Gabriel Valley Comprehensive AJCC, East San Gabriel Valley Comprehensive AJCC, Pomona Valley Comprehensive AJCC, Rio Hondo Comprehensive AJCC, Rancho Dominguez Comprehensive AJCC, Santa Clarita AJCC, South Los Angeles AJCC, Southeast Los Angeles AJCC, Veterans AJCC, and West Los Angeles AJCC as well as City of LA WorkSource Centers. The inclusion of the Veterans AJCC was a recent inclusion to ensure that homeless Veterans, a population that is disproportionately figured into homeless counts, have the supports needed to get back on their feet. Additionally, the inclusion of an AJCC housing services liaison has allowed for greater partnerships with housing services partners at the local level.

Government’s response to homelessness requires non-traditional approaches and an array of partnerships. L.A. County has prioritized services to individuals experiencing homeless through creative employment services that acknowledge that strong supports are needed when a “home” is missing. The Countywide expansion of LA:RISE has allowed us to affect change for the thousands of individuals with high barriers to employment. The robust collaboration with the City of Los Angeles Employment Workforce Development Department, private philanthropy, and community-based Social Enterprises has enabled LA:RISE to provide employment opportunities coupled with responsive case management and support services from an array of subject matter experts to eliminate barriers to employment and prepare participants for self-sustaining employment opportunities. Coupling case management with transitional employment and housing resources provides PEHs with the reassurance and experience to reinforce that employment is a possibility and housing stability can be a reality. These systematic approaches have proven to be successful through data-driven decision making that have fundamentally improved the lives of LA:RISE participants through employment and renewed hope.

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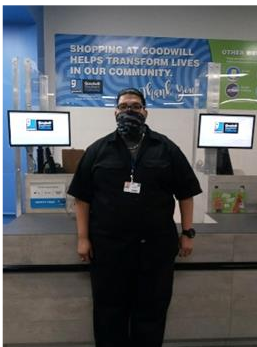
**Linkage to the County Strategic Plan – 1 page only.** Which County Strategic Plan goal(s) does this project address? Explain how. Use Arial 12-point font.

This project is in line with County’s strategic goal II. Foster Vibrant and Resilient Communities and the sub-strategy II.2 - Support the Wellness of our Communities and sub-strategy II.1.3 - Coordinate Workforce Development: Identify and align workforce development programs to provide career pathways for high-needs, priority populations and to support the labor needs of the County’s high-growth industry sectors.

As a result, after launching Countywide in 2018, there has been nearly 3,400 homeless individuals served, with over 1,300 completing paid transitional employment opportunities and nearly 1,400 placed in permanent unsubsidized employment.

To highlight the impact of LA:RISE, we would like to recognize LA:RISE participant, Andrew Castellanos. Mr. Castellanos is a Los Angeles native who grew up in a well-rounded family in the city of South Gate. Feeling disconnected, he succumbed to drug use and spent years in and out of the justice system. This lifestyle estranged him from his family, and he was kicked out of their home. After being referred to LA:RISE by his parole officer, Mr. Castellanos received the support and assistance to improve his life. At the age of 33, the Transitional Subsidized Employment component of LA:RISE was Mr. Castellanos first introduction into the workforce. He excelled in his TSE and was offered a full-time position working at his TSE worksite, Goodwill Retail store.

Mr. Castellanos has been sober for four years now and has restored his relationship with his family. Mr. Castellano hopes to promote within and become a store manager.



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**COST AVOIDANCE, COST SAVINGS, AND REVENUE GENERATED (ESTIMATED BENEFITS TO THE COUNTY):** If you are claiming cost benefits, include a calculation on this page. Please indicate whether these benefits apply in total or on a per unit basis, e.g., per capita, per transaction, per case, etc. You must include an explanation of the County cost savings, cost avoidance or new revenue that matches the numbers in the box. Remember to keep your supporting documentation. Use Arial 12-point font

**Cost Avoidance:** Costs that are eliminated or not incurred as a result of program outcomes. Please indicate whether these are costs to the County or to other entities.

**Cost Savings:** A reduction or lessening of expenditures as a result of program outcomes. Please indicate whether these were expenditures by the County or by other entities.

**Revenue:** Increases in existing revenue streams or new revenue sources to the County as a result of program outcomes.

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<b>\$ 3,712,800</b>	<b>\$-0-</b>	<b>\$ -0-</b>	<b>\$ 3,712,6800</b>	<input checked="" type="checkbox"/>

Nearly 1,400 LA:RISE participants have been placed in permanent employment positions. Considering the population served, it is estimated the savings of government benefits as a result of placements is \$3,712,800. Savings from cost avoidance related to subsidized employment are not included in this estimate.

Government benefits \$221x 12months = \$2,652/yr x 1,400 placements = \$3,712,800.

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