



LA:RISE County Expansion Program Guide

NOTE TO USERS:

This Program Guide is meant to supplement your agency's contracted Scope of Work by providing additional information to assist LA:RISE partners in implementing the program. **Please refer to your agency's Contract Scope of Work and the County Directives for contractual obligations and requirements.** The Contract Scope of Work and County Directives will always supersede any instruction in this Guide.

Please make sure you are using the latest version, available at <https://redfworkshop.org/larise/county-partner-portal/>

For information, comments or questions, please email larise@redf.org

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**NOTE: THIS GUIDE IS FOR THE
“LA COUNTY EXPANSION”
(WDACS) PROGRAM ONLY.**

PROGRAM HISTORY

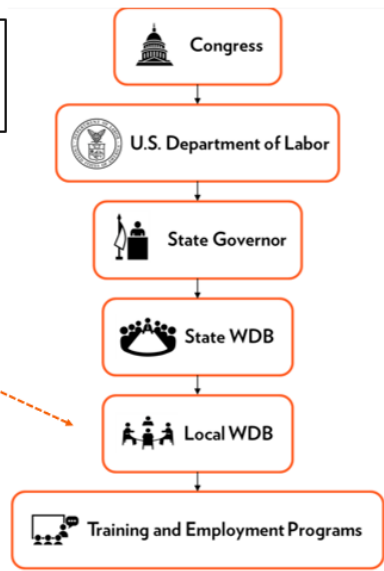
In 2015, homelessness in LA County had increased by 20%, Prop 47 and other re-entry initiatives had just passed, and the public was preparing for an influx of formerly incarcerated individuals returning home. WIOA (the Workforce Innovation and Opportunity Act) had also just passed, providing a mandate to serve individuals with high barriers to work, but with little resources or training on how to do so.

The LA City EWDD and REDF pioneered the Los Angeles Regional Initiative for Social Enterprise (LA:RISE) by obtaining funding from the Department of Labor Workforce Innovation Fund to support initially six employment social enterprises and four workforce agencies (WorkSource Centers) and three specialized personal support and job retention providers.

In July 2018, thanks to a partnership with the LA County WDACS, and Measure H funding, LA:RISE expanded to sites throughout all of Los Angeles County. The City LA:RISE is now funded locally through the City General Fund and County Measure H Fund. LA:RISE seeks to demonstrate that a public-private partnership could help solve some of society's biggest challenges.

Quick Review: Workforce Development Systems

WDBs authorize workforce departments (like EWDD & WDACS) to execute the regional strategy



WHO IS WHO?

Workforce Innovation and Opportunity Act (**WIOA**) is the largest source of federal funding for workforce development activities in the United States.

The Economic and Workforce Development Department (**EWDD**) is responsible for workforce development and training in the City of Los Angeles. EWDD funds the LA:RISE and provides administrative oversight for fiscal monitoring and program compliance.

Roberts Enterprise Development Fund (**REDF**) is the lead program manager for LA:RISE and provides technical assistance to the contracted partners that are part of this initiative.

Employment Social Enterprise (**SE**) is a mission-driven business that provides transitional employment for individuals with barriers to employment.

America's Job Center of California (**AJCC**) is the one-stop shop for workforce services, providing a comprehensive range of no-cost employment and training services for employers and job seekers. AJCC is a collaboration of local, state, private, and public entities that provide comprehensive and innovative employment services and resources to meet the needs of the California workforce.

Workforce Development, Aging and Community Services (**WDACS**) funds LA:RISE and is the administrative department responsible for workforce and training for the County of Los Angeles.

See [Glossary of Terms](#)

FUNDING HISTORY

The LA:RISE pilot program started in 2014 with a \$6M grant from the Department of Labor’s Workforce Innovation Fund. The program was designed to help three priority populations within Los Angeles: opportunity youth (i.e., 18- to 24-year-olds not involved in school or work), individuals with criminal records, and individuals with unstable housing (i.e., homeless or at risk of homelessness). The pilot phase of LA:RISE operated from 2015 to 2018 and served 508 individuals.

Since then, EWDD and REDF have implemented six iterations of the LA:RISE program. The City of Los Angeles provided \$6M in General Funds in fiscal years 2017-2019. During fiscal years 2018 and 2019, the Los Angeles County provided the EWDD \$3M in Measure H funds. In 2018, the program expanded county-wide and included an additional \$2M in Measure H funds for fiscal year 2019 to WDACS. With Measure H funding, LA:RISE places extra emphasis on serving participants with a history of homelessness or at risk of homelessness. Please reference the LA:RISE funding history chart below.



PROGRAM OVERVIEW

For people with significant barriers to employment, including histories of incarceration, homelessness, mental illness, addiction, and limited education, social enterprises provide paying jobs and the services they need to stabilize their lives, develop a work history, and build skills and confidence.

When employees are ready, social enterprises help them find good jobs with forward-thinking, competitive employers. LA:RISE connects social enterprises to the workforce system, supportive services, and employers, thereby creating an integrated system that allows all partners to bring their expertise and resources to the table.

Program participants gain paid transitional work experience at a social enterprise in one of the following industries: call center, community beautification, construction, food service, janitorial, landscaping, maintenance and labor services, retail and technology. In partnership with workforce agencies, program participants receive job readiness preparation, including: interview prep, job search, resume building, online job application assistance and professional development workshops.



1. TRANSITIONAL EMPLOYMENT: Transitional employment at the social enterprise allows participants to build their skills and confidence in a supportive environment while they are earning a paycheck.

2. SUPPORT SERVICES: It's that unique combination of a paying job and support services that makes the difference. Services might include help with childcare, housing, transportation, financial literacy, or mental health counseling.

3. JOB READINESS: We assess each participant's job readiness and provide customized support to foster positive job placement outcomes. This support includes interview prep, job search, resume building, computer proficiency and strengthening communications skills.

4. COMPETITIVE EMPLOYMENT: Participants transition into unsubsidized competitive employment.

5. RETENTION: To bolster long-term success, support continues after a participant is placed into competitive employment.

LA:RISE Partners FY 21-22

Social Enterprises	America’s Job Centers of California
<ul style="list-style-type: none"> • Antelope Valley Partners for Health • Center for Employment Opportunities (CEO) • Chrysalis • Good Soil Industries • Goodwill of Southern California • L.A. Conservation Corp • San Gabriel Valley Conservation Corps 	<ul style="list-style-type: none"> • Antelope Valley Comprehensive AJCC • East LA/West San Gabriel Valley Comprehensive AJCC • East San Gabriel Valley Comprehensive AJCC • Pomona Valley Comprehensive AJCC • Rancho Dominguez Comprehensive AJCC • Rio Hondo Comprehensive AJCC • Santa Clarita AJCC • South LA AJCC • Southeast LA Comprehensive AJCC • Veterans AJCC • West Los Angeles AJCC

THE ROLE OF THE SOCIAL ENTERPRISE

***Refer to your agency’s LA:RISE contract for summary of responsibilities and performance goals.**

The Social Enterprise (SE) is the point of entry for all participants. SE staff are responsible for recruiting and enrolling participants into the LA:RISE program, providing case management, and transitional employment paired with barrier removal services. The SE staff assess whether a participant’s soft skills and personal circumstances show readiness for competitive employment using the LA:RISE Job Readiness Assessment (JRA).

Some SEs have Job Developers on staff whose work might seem to overlap with AJCC staff, so communication between partners is very important. Job Developers are encouraged to provide the support that they normally would to a participant’s job search, prep, and placement, but the AJCC will take lead on WIOA-funded resources and employer referrals.

The duration of participation in the LA:RISE program can vary depending on the length of the transitional employment program of each SE (3 months to 12 months), and up to a year post placement at a competitive job.

THE ROLE OF THE AMERICA’S JOB CENTER OF CALIFORNIA

***Refer to your agency’s LA:RISE contract for summary of responsibilities and performance goals.**

America’s Job Centers of California (AJCC) are government contracted organizations that provide job development services to people in need. AJCCs work with all participants from the beginning of their enrollment into LA:RISE, during their transitional employment at the SE and continue after participants are placed in competitive employment.

The AJCC provides job readiness and job placement services to participants as well as access to a full menu of workforce services available at the AJCC. The AJCC case managers provide professional barrier removal i.e.

interview clothing, transportation assistance, referrals for childcare, etc. AJCC staff also leads the participant through applying and interviewing during their job search. This includes referring participants to job fairs, providing job leads, etc.

AJCC takes the lead on LA:RISE Employer Partner referrals. If the SE Job Developer has their own employer partners, they should own those referrals and must keep the AJCC informed. Essentially, if either partner makes an employment referral, they must keep the other partner informed on the process.

If an SE partner has a Job Developer on staff, their responsibilities may seem like those of the AJCC. This chart clarifies how job development responsibilities should be divided in the LA:RISE program.

Job Development Responsibilities

Social Enterprise	AJCC
If applicable, find job placement opportunities <i>only</i> with SE’s partner employers	Find job placement opportunities with LA:RISE Employer Partners and other competitive employers
If applicable, help client with resume & interview prep	Help client with resume & interview prep
Support the client with job leads <u>in coordination</u> with the AJCC	Take the lead on finding jobs leads for clients, as well as other job services
Relay information to AJCC during case management meetings	Capture placement information in CalJOBS (use local grant code) after case management meetings
Enter case notes into CalJOBS	Enter case notes into CalJOBS

Once participants are placed into unsubsidized employment, the AJCC is also responsible for providing job retention services, which include referrals, mentoring, career development and supportive services with the intent of helping the participant retain their employment and lay the foundation for upward mobility. That could mean helping people who are doing well figure out what the next step is or address or prevent conflict, like job loss, health needs, and legal setbacks.

Job retention services are provided by AJCC case managers for one year from the time of placement in competitive employment, based on participant needs. The AJCC case manager must be introduced to the participant at the onset of program participation, ensuring that the SE and AJCC are providing co-case management services.

Retention services may be delivered in individual or group settings by staff or peers. Peers could be participants in LA:RISE or other individuals enrolled in personal support group services. Retention services can include:

1. Employment and re-employment coaching/assistance, as appropriate
2. Job retention and advancement strategies
3. Financial stability/empowerment workshops or trainings
4. Referrals to education / skills-building /certification programs
5. Social & Community: social activities, outings/field trips, mentorship, retreats
6. Personal Development: goal setting, financial education and coaching, parenting classes, stress management, leadership development
7. Service Referrals: housing, healthcare, education, child care, legal services, barrier removal
8. Employer Support: work site troubleshooting, regular check in calls
9. Professional Development: job search assistance, job clubs and networking groups, re-employment assistance, job readiness workshops, occupational skills training
10. Recognition & Rewards: Recognition ceremonies, certificates, letters of congratulations

THE ROLE OF WDACS

1. Compliance Lead
2. Contracting
3. Fiscal
4. Monitoring
5. Approve policies (REDF often assists with first draft)
6. Technical Assistance to AJCCs
7. CalJOBS Training & Reporting
8. Provision of Additional Resources

THE ROLE OF REDF

REDF manages program design from the initial design at the launch of LA:RISE to proposing ongoing changes as needed, based on partner feedback and outcomes. REDF staff is also responsible for the following program management functions:

1. Strategic planning
2. Propose Annual program recommendations
3. Propose Annual allocations and budgets
4. Training and technical assistance to Social Enterprises
5. Quarterly Academy meetings
6. Monthly Check-in calls & troubleshooting
7. On-going Partner Workshops and training to partners
8. New Staff Training

As an organization, REDF focuses our work on a particular type of social enterprise – those that provide paid employment to people overcoming specific employment barriers. Barriers include: histories of incarceration, homelessness, mental illness, addiction, and young people who are not working or in school. REDF programs that support social enterprise include the Venture Philanthropy Portfolio, REDF Accelerator, LA:RISE, Farber Program, REDFworkshop, and additional Field Building work. For more information, visit www.redf.org.

PROGRAM & PARTNER PERFORMANCE

GOALS

At the individual level – LA:RISE aims to increase sustained employment for job seekers with significant barriers to employment, while reducing turnover costs for employers, resulting in a reduction of recidivism and homelessness.

At the institutional level – LA:RISE aims to integrate social enterprises and specialized service providers with the workforce system to yield stronger employment results for job seekers with significant barriers, resulting in a pool of high quality job candidates, and standardized evidence-based job training paired with personal and professional support services.

***Refer to your agency’s LA:RISE contract for your agency’s performance goal numbers.**

Goal	% of Participants
LA:RISE Enrollment	100%
WIOA Title 1 Application	100%
WIOA Co-Enrollment	70%
Complete 300 hours	70%
Pass Job Readiness Assessment	70%
Job Placement	65%
Provided Retention Services	100% of the 65% placed into Unsubsidized Employment
Employed 2 nd quarter after exit	72.2%
Employed 4 th quarter after exit	59.4%

All Service Provider program goals follow the percentage structure above. Below is a brief explanation of what each goal metric listed above means. More details explanations are found later in this guide.

LA:RISE enrollment = the total number of people who have been enrolled into LA:RISE and participating in transitional employment, as counted in the Agency Defined Program Application and Tile I Application.

WIOA Title 1 Application = the total number of participants requiring a WIOA Title 1 Application.

WIOA co-enrollment = the number of participants who have been co-enrolled into WIOA in CaJOBS. This is done by the AJCC partner.

Complete 300 hours = the number of participants who have completed 300 hours or transitional employment at the social enterprise or work site. This is the suggested amount of work hours a participant should complete to be considered ready for competitive employment.

Pass Job Readiness Assessment = the number of participants who have passed the JRA twice within the fiscal year. The JRA should be administered for each participant three times, but they only need to pass it two times.

Placement = the number of participants who have been placed into unsubsidized competitive employment.

Engaged in Retention Services = the number of participants who have begun receiving retention services from the AJCC.

PROGRAM MODEL

This section will walk through each component of the LA:RISE model— Transitional Employment, Competitive Employment, Job Retention Services—and explain how staff at each partner organization is expected to carry out the program. It will follow the same flow as the participant process, from beginning to end.

The sub-sections below will explain specific responsibilities and reference forms, tools and resources intended for partner staff use, all of which can be found on the **REDFworkshop LA:RISE County Partner Portal**: <https://redfworkshop.org/larise/county-partner-portal/>

REDFworkshop is a platform that the LA:RISE program administrators use to store and share all LA:RISE programmatic materials. REDFworkshop is explained further below in the [Program Management](#) Section.

Overview of topics in this section (hyperlinked):

Transitional Employment

- Recruitment & Intake

- Co-case Management

Early Exits from LA:RISE program

- Job Readiness

Permanent Employment

Placement Process

Occupational Skills Training

- Employer Program

- OJT (On-the-Job Training)

- LA City Target Hire

- Whole Personal Care

- Case Closures

Job Retention

Retention Services

Incentives

- Retention Services: Exiting a Participant

- Legal Services

Carryover Participants

TRANSITIONAL EMPLOYMENT

During the Transitional Employment phase, LA:RISE participants are working at an employment social enterprise and at the same time receiving job development services from an AJCC, thus all documents in this section are meant to be used by Social Enterprise and AJCC staff—from initial recruitment to the end of a participant’s subsidized employment at the SE.

Recruitment & Intake

[LA:RISE Recruitment Flyer](#)

All partners can use this flyer to recruit prospective participants for LA:RISE. This flyer can be shared with caseworkers and clients alike. This flyer lists all LA:RISE social enterprises as entry points to the program.

[Participant Eligibility Checklist](#)

This form must be filled out by each LA:RISE participant and signed off on by the applicant, SE, and AJCC staff. This form documents the participant’s attestation that they meet program eligibility criteria. The eligibility for the LA:RISE program focuses on homelessness, history of homelessness, or at risk of homelessness because the program is funded by Measure H.

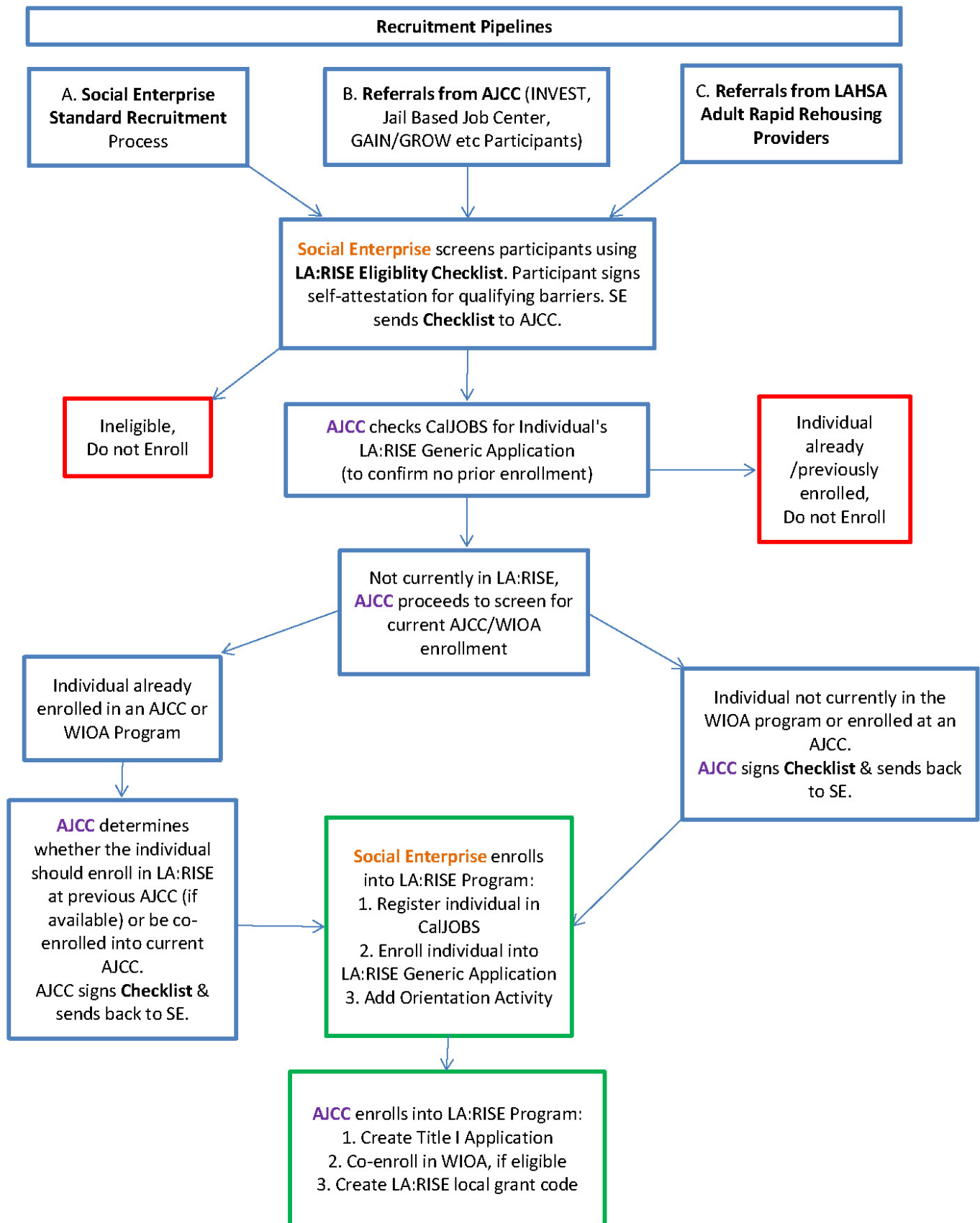
The process for filling out this form is as follows:

1. SE staff prints out form for participant
2. Applicant fills out and signs the form (SE staff can help)
3. SE staff signs off on the form & sends to AJCC
4. AJCC verifies that applicant is not already enrolled in LA:RISE
5. AJCC staff signs off on the form and sends back to SE
6. SE staff saves in participant files.

[Worksite Acknowledgement Form](#)

The Worksite Acknowledgment Form confirms that employer’s responsibilities and Participant’s rights have been reviewed and acknowledged by both Social Enterprise and Participant. The Worksite Acknowledgment Form must be signed by both parties prior to starting transitional subsidized employment and placed in Participant’s file. The Worksite Acknowledgment Form is the responsibility of the SE.

LA:RISE Participant Eligibility Flowchart



Co-case Management

Co-case Management occurs when participants receive coordinated case management from the SE and from the AJCC simultaneously. Both the SE and AJCC are responsible for providing participants with case management. To make sure they are not duplicating work; we approach this as co-case management. Each partner decides what case management services they will give to the participant and communicates this with their partner. Both the AJCC and SE are tasked with updating CalJOBS with monthly case notes to document case management and services provided.

LA:RISE funding should be used by the Social Enterprises and AJCCs to administer Barrier Removal Services—services provided to participants who face obstacles or “barriers” that prevent them from working, getting to work, and/or staying at work. Barrier removal services can be direct assistance and/or referral to services.

Barriers include, but are not limited to:	Examples of these services include, but are not limited to:
<ul style="list-style-type: none">• a suspended driver’s license• lack of transportation funds• lack of housing, lack of childcare• lack of skills• lack of education• mental and substance abuse issues.	<ul style="list-style-type: none">• transportation support: bus cards or gas cards• childcare support• professional clothing/ uniform, equipment• food assistance• housing• mental and physical health services• substance abuse treatment

[LA:RISE Case Note Templates](#)

[LA:RISE Case Note Tracker](#)

The above materials are provided by REDF as suggested resources but are not required.

Co-case management pairings

This chart represents the partnerships between the LA:RISE contracted SEs and AJCCS.

	Goodwill	CEO	Chrysalis	Antelope Valley Partners for Health	LA Conservation Corp	San Gabriel Valley Conservation Corps	Good Soil Industries
Antelope Valley Comp				●			
E. SGV Comp	●						
E.LA/W.SGV Comp		●					
Pomona Valley Comp						●	
Rancho Dominguez Comp		●					
Rio Hondo Comp							●
Santa Clarita	●						
South LA					●		
Southeast LA Comp		●					
Veterans	●						
West LA			●				

It is preferred that SEs place participants in the AJCC Region that they are paired with, but they are not required to do so. SEs should review where participant’s primary address is and refer them to the AJCC nearest that they are also paired with.

At the start of each program year, all LA:RISE partners paired up with each other will fill out a [Co-Case management Chart](#) to ensure that both agencies understand each other’s offerings and are providing the necessary services without repetition. Please refer to the chart your organization created for best practices. If your staff has not completed the chart, we recommend your team meet with your partner team to discuss it and fill it out.

Example Co-Case Managements Chart

	Intake & Orientation	Supportive Services	Case management	Training	Job Readiness	Job Placement
Social Enterprise	LA RISE orientation, Warm intro to AJCC services & case manager, Share space/paperwork	Uniforms, Lunches, Resource rooms Educational Workshops	Employment Specialists, On-site therapist, LAFLA partnership, Case notes	Street maintenance, Professionalism, Job readiness, Customer service	Case worker & Job Supervisor conduct JRAs, Use case notes from AJCC	Direct-hire, Promotion to driver/lead, Referrals to SE’s employer partners
AJCC	Weekly Tuesdays intake co-enrollment	Transportation (Bus tokens, Bus pass, Gas reimbursement), Additional SS based on need	One-on-one case mgmt., IEPs (Individual Employment Plan), Follow-up services	WIOA trainings available upon request & meeting requirements for training	Job preparation, Interviews, Resume & meet w/ Business Services	Recruitment, Job fairs, Hiring events, Direct referrals to employers incl. LARISE Employer Partners

IEPS

When AJCC staff must do an IEP for LA:RISE clients:

- If someone is receiving individualized services, an IEP is required for that individual. Generally, individualized services are categorized as Activity Codes 200 and above.
- If an individual is receiving vocational training or OJT, an IEP is required

When staff do not need an IEP for LA:RISE clients:

- If the SE does an individualized assessment already, no need to duplicate. AJCC can get a copy of that assessment and that will be sufficient (AJCC will need to input information into CalJOBS by creating an IEP and input activity codes as necessary).

Early Exits from LA:RISE program

If a participant leaves the program early, this is called an Early Exit. There are Positive and Negative Early exits, depending on why the participant leaves the program. Always enter case notes into CalJOBS to document the Exit.

Positive Exit = If a client leaves the program early for employment

- Counts as a placement (with verification, such as a pay stub)
- Participant should be provided retention services
- It is important to capture the placement in CalJOBS

Negative Exit = If a client leaves the program without employment

- When a client leaves the program early (not for disciplinary or security reasons) and did not find employment, the SE or AJCC should try to keep them engaged with supportive services. Within LA:RISE, if they return within 12 months of intake, then allowed back into the program. If a client does not return within a year, staff can official close them out at the end of the program year
- When a client leaves early due to a disciplinary matter but is not a security risk, refer them to the AJCC to continue job development services

Some practices to consider with your staff:

- What are your internal policies regarding suspension and termination? Why would someone be asked to leave without a job?
- If someone leaves on their own without a job, what are your next steps?
- What is your organizational policy if they return?

Identifying Reasons for Exit

Personal	Disciplinary	Professional
<ul style="list-style-type: none"> • Family issues • Substance abuse (needs treatment), relapse • Unstable Housing/homelessness • Fear of success • Fear of responsibility • Illness • Relocation • Trauma • Entering rival gang territory may prohibit someone going to SE 	<ul style="list-style-type: none"> • Attendance/No Communication • Can't get along w/ others • Re-arrest/incarceration • No call/no show 	<ul style="list-style-type: none"> • Found other employment • More immediate job maybe under the table • Use to informal • Dependency on public benefits • Work habits/ patterns for job readiness

Preventative Measures

Supportive Services	Training/Workshops	Coaching
<ul style="list-style-type: none"> • Bus passes • Child care 	<ul style="list-style-type: none"> • Life Skills • Job club 1 month • Stress mgmt. 	<ul style="list-style-type: none"> • Helps w/ coaching • Mentoring • Coaching one-on-one with person who needs more support around job readiness

Post Exit Engagement

General Guidance:

- If a positive early exit, capture placement, refer to AJCC for retention services
- If negative early exit, but did not leave for disciplinary/security matter, try to remain engaged with supportive services through SE or AJCC
- If negative early exit due to disciplinary matter, but not a security risk, refer to AJCC to continue job development services
- If individual disappears, attempt to reach them at minimum 3 times

Refilling Program Slots

When to refill slot: if someone leaves prior to enrollment in CalJOBS and before starting work or other programmatic elements. e.g. if no dollars have been spent on that individual

Job Readiness

The [Job Readiness Assessment \(JRA\)](#) is a standard LA:RISE program evaluation form that determines if the participant is ready for competitive employment based on the development of soft skills and personal readiness indicators observed during on-the-job performance.

REDF developed the standards with input from SEs and local competitive employers and pulled from 10+ worker standards/ certifications. Then had the JRA vetted by employers such as Starbucks, Disney, and Cheesecake Factory. The goal of the JRA is to increase the confidence of employers in the graduates of LA:RISE SEs and thus increase job placement and retention for participants.

How the JRA Works

The JRA measures participants' on-the-job performance, rather than inputs (training) or standardized testing. Soft skills are evaluated on a 4-point scale: Unsatisfactory, Inconsistent, Proficient, Exemplary. Under each possible score, there is an example of behavior that aligns with that score to guide the Work Supervisor's responses. Once each score is selected, the Excel spreadsheet will automatically generate an assessment in the "Job Readiness Assessment Summary" section at the bottom.

Each SE has the option to add a few skills unique to its workplace to the form within the "Social Enterprise Specific Skills & Behaviors" section (rows 57-59). If the SE chooses to customize this section, staff also need to define, document, and share with workers the criteria for each possible score. Any added SE specific skill sets need to be used consistently with all workers within that transitional job category. The categories should not be unique to any one individual.

Recommendations regarding the participant's personal readiness appear in the last row (row 81) as a drop-down selection. This is a recommendation, not a requirement.

A participant passes the JRA only after they have earned a score of 3 or higher TWICE.

When to administer the JRA

Generally, if the SE's transitional employment program is under 3 months, the JRA is administered monthly. If the SE's transitional employment program is over 3 months, the JRA is administered quarterly.

Each SE may customize this schedule if all staff agrees and REDF staff has approved of the new schedule. New staff should check with their team for the JRA schedule.

In the case of an early exit, the SE should not conduct the JRA for those who leave the program before 1 month of work. If the participant has worked 1-3 months, the SE should conduct the JRA and indicate if the participant is leaving for employment.

How to Administer the JRA

SE Case Managers are responsible for administering the JRA, with the input of the Job Supervisor regarding the participant's soft skills. Additional detailed instructions are included in the first tab of the JRA.

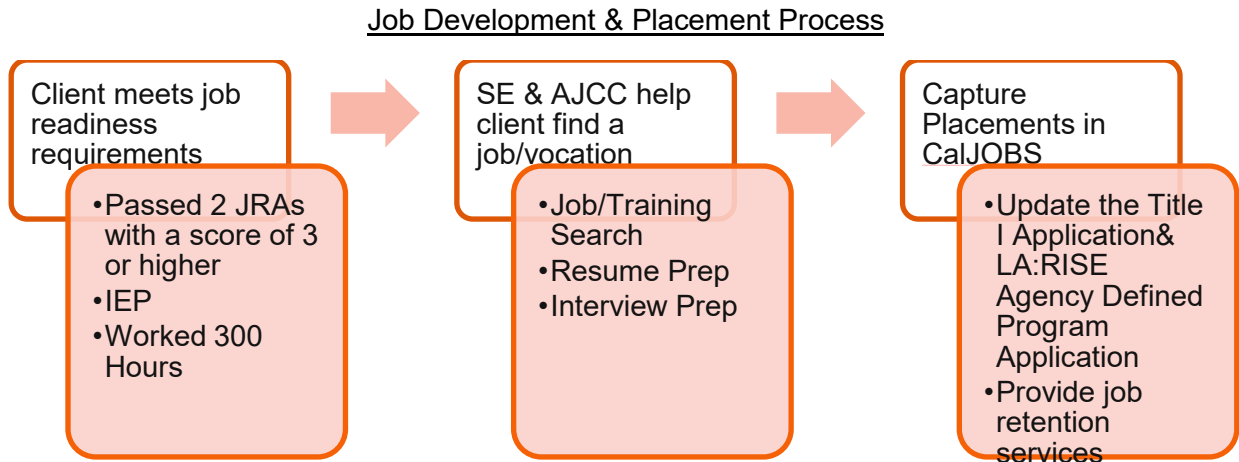
Prior to administering the JRA: SE staff should share the JRA with participants shortly after they start transitional employment (during orientation is ideal). The case manager should discuss the assessment categories and standards and how it is used. Each SE needs to decide when this will happen and who is responsible for the communication.

1. SE Case Manager prints out the JRA & gives it to the SE Work Supervisor.
2. Supervisor fills out the soft skills sections (pg. 1-3) then gives it back to Case Manager. Supervisor should think about scoring from the frame of reference of supervisor in the participant's future job. SE staff should come to agreement internally on how all supervisors interpret the soft skills definitions.
3. Case Manager enters the written scores into the electronic document so that they are automatically tallied up, then enters their own assessment in personal readiness section.
4. Case Manager summarizes results of JRA and reviews them with participant to identify the root cause of any challenges and develop goals. Case Manager can talk to participants about their JRA results the way they think is best. Number scores can be triggering for some so it could be more conceptual or goal-oriented. Supervisor can be present for the beginning of this discussion, but when it gets more personal, it should be just the Case Manager. Information regarding personal situations is not to be shared with Supervisors. Participant is to be paid for the time spent in the meeting.
5. Case Manager logs JRA results in the LA:RISE Agency Defined Program Application on CalJOBS AND add a case note in CalJOBS.

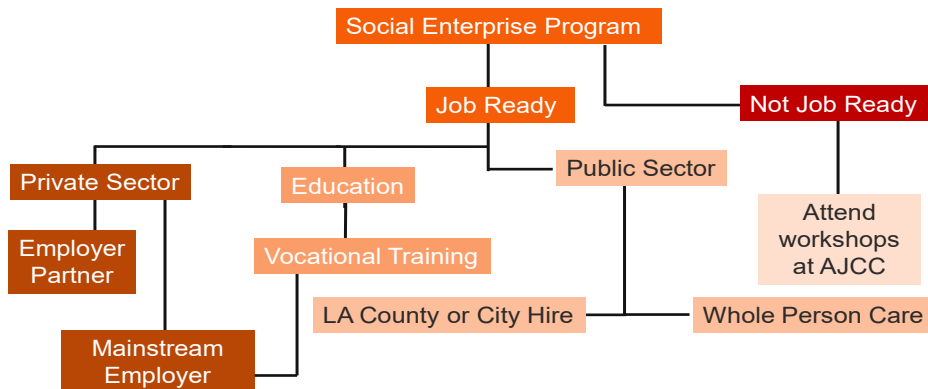
PERMANENT EMPLOYMENT

During the Permanent Employment phase, LA:RISE participants have completed their transitional subsidized employment at a social enterprise and are working on finding competitive employment with the guidance of the AJCC, thus all documents in this section are meant to be used primarily by AJCC staff.

Placement Process



Employment Pathways



LA:RISE Job Search and Placement Best Practices

Job Search:

- Search for opportunities that are in line with the candidate's IEP and income needs
- AJCC takes the lead on employer referrals and OJT process
- If SE or AJCC makes an employment referral, copy the partner in the process and stay informed

Job Readiness:

- Ensure candidate has passed Job Readiness Assessment with two scores of a 3 or higher. If a job opportunity is time sensitive and a candidate has passed one assessment, but you feel is ready for the position, feel free to refer them to the employment opportunity.
- If candidate has any issues in the personal readiness section, ensure that the proper referrals have been made to assist in resolving those issues.

Interview Prep:

- Prep for different interview styles including phone screening with HR/recruitment, one on one with hiring manager/supervisor, group style interviewing
- Have candidate interview with someone in your agency they are not familiar with to test interview skills
- Candidates are used to being prepped to explain any past involvement in the criminal justice system. Coach candidates that for government jobs, it is best to not bring this up in the interview. For example: the question "What is your background" could also refer to employment history
- Prep candidates to use and check email to not miss out on any potential job opportunities

Fair Chance Implementation:

- Ensure candidates with records know their rights under the new Fair Chance Employment guidelines
- Ensure candidates who are rejected for employment based on their past involvement in the criminal justice system follow the appeals procedures when relevant

Retention:

- Use text services to outreach to participants to obtain pay stub.
 - Google Voice <https://voice.google.com/signup>
 - Zhipwhip <https://www.zipwhip.com/>

Occupational Skills Training

I-Train Training Policy

Although LA:RISE is funded by Measure H and not WIOA, agencies are instructed to follow WDACS' WIOA training policy.

For LA:RISE non-WIOA co-enrolled participants, a non CalJOBS ETPL approved training vendor may be allowed on a case by case basis and approval from WDACS. However, when a participant requests training from a vendor that is not ETPL, the participant should be advised by the agency that another training provider on the ETPL can be used. The case manager should be able to support that the training supports the participant's individual employment plan.

Things to consider: If the school is not on the ETPL, the service provider should check for the following:

- Is it an accredited school?
- Will the agency be able to secure attendance record and school grades to determine that the participant is in good standing before committing to paying for additional tuition?
- What is the job growth potential for this participant? (based on what he is currently making and what his potential earnings will be because of completing the program)

The LA:RISE provider needs to complete a training agreement or Individual Training Account (ITA) with the training provider, signed by all three parties, participant, training provider, and LA:RISE agency/AJCC.

The training agreement should be included in the participant's file and available for any future fiscal audits.

Employer Program

Outreach materials have been created to market LA:RISE to employers and to recruit companies to join the LA:RISE Employer Partnership Program (previously "Bridge Employer program"). Following are the key points:

Benefits of being an LA:RISE Employer Partner

- *Access to new pools of quality talent:*

- In such a tight job market, more employers are searching for hidden talent pools and are finding success in hiring individuals overcoming barriers—achieving greater loyalty and retention, equal or better performance, and a more diverse workforce.
- *Pipeline of trained and vetted candidates:*
 - All LA:RISE candidates are pre-screened using a standard tool assessing 18 essential skill areas, ensuring that referred candidates are job-ready
 - Assessment tool was developed specifically for LA:RISE and built on employer feedback, emphasizing workers' on-the-job performance
- *Free retention support:*
 - Range of supports (such as service referrals, financial incentives, worksite. troubleshooting) offered to all LA:RISE hires for up to one year to improve retention
- *Financial incentives:*
 - Up to \$9,600 Work Opportunity Tax Credit (WOTC) for each employee hired from specific target groups facing employment barriers. The WOTC is a Federal tax credit available to employers for hiring individuals from certain target groups who have consistently faced significant barriers to employment. For additional information about WOTC and eligible target groups see <https://www.irs.gov/businesses/small-businesses-self-employed/work-opportunity-tax-credit>.
 - Up to \$5,000 in fidelity bond coverage for an at-risk job seeker's first 6 months on the job, free of charge through the U.S. Department of Labor's Federal Bonding Program. For additional information, see <http://bonds4jobs.com>.
- *Employer support:*
 - Program manager who connects employers with the LA:RISE talent pipeline, resources and partners
 - Online resource center offering tools and best practices to help employers build and support a workforce overcoming barriers
- *Increased visibility as a leader in diversity and inclusion:*
 - Recognition as an LA:RISE Employer Partner through program websites, materials and events (REDF, WDACS, EWDD, Mayor's Office, etc.)
 - Opportunities to network with and learn from other LA:RISE employers and program partners

What an LA:RISE Hiring Partnership entails

- Openness to hiring people who are striving to overcome employment barriers, such as homelessness, incarceration, substance abuse, mental illness and limited education
- Offering primarily full-time, competitive positions or part-time opportunities with potential for career and wage advancement associated with quality performance, skill development and increased responsibility
- Setting a target number of job slots for LA:RISE hiring consideration
- Promoting a supportive and inclusive work culture in which employees thrive
- Providing job postings, prerequisites/screens and application/recruitment processes to the program manager in a coordinated timeframe.

As REDF revamps the Employer Program, REDF will be posting new resources on REDFworkshop in addition to information on the growing list of participating partners.

OJT (On-the-Job Training)

Purpose

AJCCs may utilize LA:RISE funds or they may leverage WIOA funding to offer on-the-job training (OJT) to employer partners. OJTs are used as hiring incentives to help compensate businesses for the costs associated with skills upgrading and limited production for the training of newly hired employees drawn from the LA:RISE program.

Background

The LA:RISE program places participants who have are deemed job ready (passed the Job Readiness Assessment twice) and completed 300 hours of transitional subsidized employment with a social enterprise into unsubsidized competitive employment. Employer Partners providing unsubsidized full-time employment to LA:RISE program hires may be eligible for LA:RISE OJT reimbursement funds. Social enterprises that hire program participants full-time are not eligible for OJT reimbursement. On a case-by-case basis, Employer Partners may be eligible for OJT reimbursement when hiring program participants into a part-time position that requires specialized training.

AJCCs are responsible for providing reimbursement to employers of up to 50% of the wages for each participant, for the extraordinary costs of providing training and additional supervision related to the training. OJT shall not last longer than 3 months and shall not exceed 480 hours per participant engaging in an OJT.

Process

- Social enterprise (SE) connects participant with their assigned AJCC
- AJCC meets with participant to understand job/employer preferences and then reaches out to target employers
- When an Employer Partner is considering hiring an employee through the LA:RISE program, the AJCC supporting the participant may discuss the benefits of OJT, may propose to use OJT funding to support the employee during the training period, and may prepare to execute an OJT agreement with the employer
- AJCC meets with the Employer Partner to:
 - Review the checklist of employer requirements to assess, for example:
 - Any previous experience the employer has had with OJT
 - Any recent relocation
 - Worker's compensation benefit coverage
 - OJT funds will not be used to directly or indirectly assist, promote, or deter union organizing
 - The OJT will not result in the full or partial displacement of employed workers
 - Collect required documents from Employer Partner:
 - Job description
 - General liability insurance
 - W9 Form completed by the employer
 - Conduct a site visit to ensure the Employer Partner can provide a safe working environment
 - Determine terms and complete the OJT agreement
 - Discuss Employer Partner's needs and identify specific skills that the participant will learn on the job
 - Determine start date, mid date, and projected end date of probationary period
 - Confirm that participant will be employed by the employer and will earn the County's hourly minimum wage or higher
 - Discuss OJT reimbursement rate, up to fifty percent of the wages earned during the training period, excluding overtime pay), as well as the timing of payments (midway and at completion of the training period)
 - Collect supervisor information
 - Provide information on the AJCC who will serve as a resource to the participant and employer
 - Confirm expectation that employer retains participant in a position that offers opportunities for growth and career advancement after the OJT period ends

- Employer Partner and AJCC conduct regular evaluations of participant's progress
- Mid-way through and at the end of the OJT period, the Employer Partner submits invoice for reimbursement to the AJCC, along with the participant's timesheets and pay stubs
- After receiving required documentation from Employer Partner, AJCC sends reimbursement mid-way through and at the end of the OJT period

The information above is also available in a flyer that staff can share with employers who may be interested in becoming an LA:RISE Employer Partner and take advantage of OJT: [LA:RISE OJT Flyer](#)
Additional information can be found in the following presentation given in 2019: [Employer Engagement and On-the-Job Overview Presentation](#)

Whole Person Care

Whole Person Care - Los Angeles (WPC–LA) is a program that brings together health and social service agencies to build an integrated system that delivers seamless, coordinated services to LA County's most vulnerable Medi-Cal beneficiaries who are high risk, high users of hospital and emergency departments. WPC–LA connects people experiencing homelessness, justice involvement, barriers to healthy pregnancy, serious mental illness, substance use disorder or complex health conditions to resources and support.

For more information, visit <http://dhs.lacounty.gov/wps/portal/dhs/wpc/> or review the documents on REDFworkshop listed below:

[WPC Agency Defined Program CHW Position Description](#)

[WPC Applicant Checklist](#)

[WPC CHW Hiring Presentation](#)

LA County Department of Human Resource Guide may be an additional useful tool while working with participants to get their resume and application ready for LA county jobs. This is the link to the guide: http://file.lacounty.gov/SDSInter/dhr/221645_ResumeGuide_11.14.pdf The pages that may pertain the most are p. 13-18.

Case Closures

Case managers are to close the CalJOBS Agency Defined Program Application and WIOA Title I application at roughly the same time, when the participant has either entered permanent employment or will no longer receive services. Case Managers shall create a record closure for participants who are inactive for more than 60 days or who have dropped from the program.

Case Managers shall use the following "Exit Reasons"

- "Successful Completion Employed" = Gained unsubsidized permanent employment
- "Planned Services Completed" = Completed 300 hours of TSE and passed 2 JRAs with a score of 3 or higher and will no longer receive further services
- "Planned Services Not Completed" = Dropped out of the program before completion of 300 hours or before passing the JRAs
- Dropped out of the program = Withdrew from the program before completing 300 hours or passing JRAs
- Cannot locate: cannot locate and did not start transitional employment

JOB RETENTION

LA:RISE AJCC case managers provide employment retention services for twelve (12) months after participants have been placed in unsubsidized employment. The AJCC is responsible for providing retention services and updating the Title I Application.

Why LA:RISE includes Job Retention Services

Many graduates of social enterprises and other low-income individuals find or keep jobs. Unfortunately, only a small fraction of those securing work remains steadily employed and advance in the labor market.

A significant fraction of individuals like LA:RISE participants are out of work again within 3–6 months and most are unemployed again within less than 1 year. Some are fired, but most of these workers leave voluntarily, though most often its due to personal and family reasons. Many of these reasons could have been prevented or kept from escalating.

Retention Services offered by the AJCCs are informed by promising practices and designed to address issues that can cause job loss, namely financial stress, workplace challenges, and insufficient peer support and role models. The AJCCs are also committed to providing re-employment services aimed at helping anyone who does lose a job address the causal issues for that loss and get back to work quickly.

Retention Services

AJCCs will need to develop a menu of retention services offerings based on the needs of specific participants, and the programs and services already provided by the AJCC.

Participants should be made aware of the retention services while still in transitional employment so that they understand the next steps of the program. The SE should provide the AJCC with any personal barrier concerns identified from the JRA so that the AJCC knows what areas to focus on with the participant.

Example Retention Services

Retention Service Categories	Reemployment Services	Community Building	Training	Support Services	Service Referrals	Employer Support
Example Services	Job Search, Career exploration	Support groups, social outings, networking	Financial literacy & stress management	Transportation support, personal emergency funds	Childcare, housing, health	Job Shadow, trouble-shooting

Employment Retention Incentives

The Financial Incentives are provided by the AJCC to LA:RISE participants after placement.

Each participant can receive up to \$400 to recognize employment milestones and encourage program participation. The incentive is broken down by milestone. For each milestone, the participant will have to present their current pay stub to confirm employment.

For every incentive given out, the AJCC case manager must:

- Copy gift card
- Have the participant sign and date the copy or the gift card
- Have participant sign the [LA:RISE Employment Retention Incentives Tracking Log](#)
- Scan the paystub
- Write case note in CalJOBS

AJCC should notify participants that they will need to learn how to attain their paystub ahead of time. They can ask their employer to show them how to find it, as they are sometimes found online.

Participants should not leave or miss work without permission to turn in their paystub, nor should they mail in a paystub due to the sensitive information. However, participants may take a photo of their paystub and send it to their case manager. This can also give the case manager time to make sure they have the incentive on hand to give when the participant shows up.

Retention Milestone	Amount	Program Requirement
First Paycheck	\$75	(none)
First Month	\$75	(none)
Second Month	\$75	(none)
Three Months + program component	\$75	Participation in AJCC Employment Retention Support Activity
Six Months + program component	\$100	Participation in AJCC Employment Retention Support Activity

After 3 months of employment, the participant needs to complete a Program Component in addition to presenting their paystub to receive their incentive. The Program Component is added at this point in the incentives schedule because it is presumed that the participant has adjusted to their new permanent job and can now make time to participate in the retention programs that the AJCC offers.

The specific program component that is required of each participant is up to the discretion of their AJCC case manager and should be tied to their personal goals. The program component can also be adjusted to take place outside work hours for the convenience of the participant. The case manager has discretion over whether program requirement has been satisfactorily met.

Employment Retention Activities that count as a program component may be delivered in individual or group settings and include, but are not limited to:

1. Referral to Community Resources
2. Referral to Medical Services
3. Tracking Progress on the Job
4. Work-Related Peer Support Group
5. Career Development and Further Education Planning
6. Mentoring
7. Tutoring
8. Leadership Development
9. On-the-Job Coaching
10. Career Advancement Assistance
11. Employment Retention Workshops (Navigating the World of Work; Managing Employer Expectations; Mitigating On-the-Job Conflicts; Time Management; Financial Planning & Literacy; Customer Service)
12. Education Advancement Assistance
13. Supportive Service: Transportation
14. Supportive Service: Purchase Work-Related Uniform/Attire
15. Supportive Service: Purchase Work-Related Tools
16. Supportive Service: Housing Assistance
17. Supportive Service: Utilities
18. Supportive Service: Dependent Care
19. Supportive Service: Medical
20. Supportive Service: Educational Testing
21. Education Advancement Assistance

Retention Services: Conflict Resolution

LA:RISE Guidelines for Troubleshooting Post Placement

Anyone who receives indication of an issue needing troubleshooting should immediately communicate it with the partners.

Guidelines:

- The SE and AJCC should all be kept informed and involved in decisions regarding how to proceed.
- Group troubleshooting should initiate within 24 hours of notification.
 - Distinguish between who is active behind the scenes and those interacting directly with worker or employer
- AJCC intended to be primary service provider post-SE
- Co-enrollment and retention tracking responsibility makes AJCC collaborative partner
- Whether or not they are the one engaging the participant and employer, after notification, it should be the responsibility of the AJCC to initiate and sustain dialogue among the partners around how to proceed.
- Potentially relevant resources from all partners should be identified and brought to bear to assist in addressing the issue consistent with the plan crafted by the partnering agencies.
- The last individual to have contact with the LA:RISE participant should be the individual who reaches out to engage the participant.
- The last individual to have contact with the employer should be the individual who engages the employer (if necessary).
- When engaging with the participant, it's important to keep in mind the participant's comfort level. For example, no more than two partner representatives should be present in any meeting with participant.
 - Ideally, those present should be the last person in contact with the participant.

Key Questions to Consider:

- Is the employer involved? - Who spoke to the employer? & Who holds what relationship with them?
- Who spoke with worker most recently? (Who had the most depth of relationship with worker)
- What resources are necessary? Who has access?
- Where worker most comfortable?
- # in room with worker addressing? What will be most comfortable for worker?
- Who communicates what to the LARISE participate?
- Who convenes the team, if necessary?
- Is there other information that can be useful in preparing for the client meeting?
- Who provides the necessary support and resources?
- Who is responsible for documentation?

Legal Services

LA:RISE has an affiliate partner, the Restoration Law Center (RLC), which serves as a legal services partner that provides subsidized services to LA:RISE participants.

Legal Partner Process

1. Any LA:RISE staff identifies that client needs legal services (talk about the process and menu of services using the flier. Do not talk about legal matter.)
2. Client calls RLC to make an appointment
3. Indicate a case note in CalJOBS that case worker made a referral (do not include details)
4. RLC will call client call to prepare for in person meeting
5. In person meeting at SE/RP site
6. Resolve: RLC will provide services directly or refer to a specialized firm (ex: for housing/immigration issues)

Urgent Issues

An urgent legal issue may include arrests, evictions, deportation, violence or injuries.
To reach Restoration Law Center call: (213) 835-0730 and say the issue is "URGENT"
*note: RLC is not able to provide paramedic, police, or mental health services

Non-LA:RISE Participants seeking legal services

Individuals who are not LA:RISE participants may receive services from RLC in one of three ways:

- A.** FIRST WEDNESDAY morning OF EACH MONTH: a limited number of free consultation appointments are available for non-LA:RISE participants. Call (213) 835-0730
- B.** Organizations may discuss creating an independent contract for legal services with Restoration Law Center
- C.** Individuals or organizations may retain Restoration Law Center at market rate (\$150 - \$300/hour)

These flyers are intended to explain the legal services to LA:RISE staff and participants

[Legal Services for LA:RISE Participants](#)

[LA:RISE Legal Services Flyer](#)

[Legal Services Process Explained](#)

With the legalization of marijuana in California in 2016, RLC facilitated a discussion to educate LA:RISE staff and participants on the new legislation. These are notes from the session:

[FAQs Substances and the law](#)

CARRYOVER PARTICIPANTS

As the end of the program year approaches, WDACS will advise if carryover participants will be allowed during the next program year.

LA:RISE approved carryover participants (those still completing transitional employment hours or still being job placed) are to continue to be tracked using the CalJOBS “Regional LA:RISE” Agency Defined Program Application. SE and AJCC will continue to provide co-case management to the participants and follow the same practices to move the participant from transitional employment into unsubsidized employment. For participants no longer receiving services or for those successfully placed into unsubsidized employment, agencies are to ensure that all data entries are up to date in the CalJOBS system and proceed to create case closure.

PROGRAM MANAGEMENT

REDFWORKSHOP PARTNER PORTAL

REDFworkshop County Expansion Partner Portal: <https://redfworkshop.org/larise/county-partner-portal/>
pw: **larise**

LA:RISE is an iterative program., To make sure that partner staff always has access to the latest version of important documents and forms, the REDFworkshop portal will be used to centralize all program documents. As such, all partner staff should create an account and then access the LA:RISE Partner Portal.

REDF uploads documents as they are updated/after mtgs/trainings, etc. and sends an email to announce the new documents that have been added.

Unless issued by WDACS via a policy directive or information bulletin, if you are ever in search of a program document or form, please do not refer to a copy that was emailed to you in case there have been any changes. Please refer to the copy that is on the REDFworkshop Partner Portal.

The **Program Management list** contains documents that are useful to all partner staff, regardless of their role. The content of the remainder of the partner portal is separated by phase in the LA:RISE program (Transitional Employment, Competitive Employment, Retention Services). Generally only staff involved in each phase of the program will have a need for the respective list.

Below, we will review the following sections of the Program Management list (hyperlinked):

[Program Overview](#)

[Administrative Docs](#)

[Monitoring](#)

[CalJOBS](#)

[Marketing & Communications](#)

[Academy Meeting Presentations & Notes](#)

Program Overview

This is where you will find:

[Program Guide](#) – the latest version of this Program Guide for the LA:RISE County Expansion

[City vs County Expansion Program Cheat Sheet](#) – a tool for staff who work on both programs to clearly differentiate how the two programs function differently.

What Is REDFworkshop?

REDF.org is REDF's organizational website, which is a resource for learning about REDF's leadership, strategic direction, and activities. On the other hand, REDFworkshop.org is an entirely separate online platform for those looking to engage in the supportive employment field. It offers thought leadership and community for those looking to employ, invest, influence and inquire in this space. Here's a small sample of what you can do on REDFworkshop.org:

- Figure out if social enterprise is a good fit for your organization
- Identify the population you're hiring and identify any barriers your program might need to address
- Test out new business ideas and feasibility
- Create a business plan, market analysis or financial analysis
- Connect with other stakeholders committed to social enterprise and related career pathways
- Be inspired by the thoughts and experiences of leaders in the field

For more information, visit [REDFworkshop.org](https://redfworkshop.org)

Administrative Docs

This is where you will find program administrative files and forms.

LA:RISE Contact List

Current LA:RISE Point of Contact

LA:RISE New Staff Form

This form should be filled out whenever your organization has new staff working on the LA:RISE program. This form has everything a new staff member will need to be set up with all program resources (REDFworkshop, CalJOBS) and to be added to all necessary email lists.

[LA:RISE Program Meeting Schedule PY 21-22](#)

LA:RISE meeting schedule with AJCC and SE partners. These meetings will be used as a platform for collaboration to discuss best practices, program protocols, and forthcoming guidance. During these meetings we will also have the time to provide training, discuss essential information and review performance. These meetings are mandatory for LA:RISE Staff administering the County of Los Angeles LA:RISE Program.

County of Los Angeles Workforce Development Aging and Community Services Workforce Development Programs Technical Assistance Schedule PY 2021-22

Technical Assistance schedule for PY 21-22 County of Los Angeles Workforce development programs. Schedule is subject to change.

[LA RISE TA Checklist AJCC](#)

LA:RISE AJCC paperless participant file review will include program eligibility and review of Basic, Individualized, and Follow-up services, as needed, including but not limited to; Supportive Services, Training, Employment Placement, Employment Retention, Incentives and other program services provided. The review aims to ensure that a menu of services is being made available to participants while in the program and that efforts are being made to assist participants with gaining and retaining employment.

[LA RISE TA Checklist SE](#)

The LA:RISE Social Enterprise (SE) hard copy participant file review will go over Case Notes, Enrollment, Transitional Subsidized Employment, CalJOBS Integrity, Job Readiness Assessments, Barrier Removal Services and other program services provided. Based on these reviews, WDACS AJCC Operations staff will provide reviews and recommendations for compliance, where needed. The goal is to maintain case files that ensure compliance with the Work Order.

[SE Administrative Review Checklist](#)

The PY 21-22 TA process covering SE administrative requirements will include an interview with SE management, a facilities walkthrough, and an in-depth participant file review. The interview with SE management will include a review of program services, performance, and general operations. During the walkthrough we will review space designated for AJC C staff.

CalJOBS

LA:RISE partners (Social Enterprises and AJCCs) shall utilize CalJOBS, the State's labor exchange and workforce development program data tracking system, to record and track Participant(s) program activity and services provided.

CalJOBS is the data tracking system that will allow partners in LA:RISE to effectively co-case manage and track participant progress. Utilizing this system will allow all partners to communicate with each other in an efficient manner, track services provided to avoid duplication, and share resources. We utilize this system to integrate into the County Workforce system and create efficiencies across partnerships. If you have any questions regarding the CalJOBS system, please contact WDACS.

LA:RISE partners shall record program activity in CalJOBS in real-time. Social Enterprise staff will record data in the Regional LA:RISE Agency Defined Program Application & AJCC staff will record data in the WIOA /Title I Application

Regional LA:RISE Agency Defined Program Application PY 21-22

This document lists the Agency Defined Program Application questions paired with callout boxes with tips to guide the responses.

Marketing & Communications

Here you will find materials that are meant to communicate the LA:RISE program to external parties. Feel free to share the [LA:RISE 2 Pager](#) and [LA:RISE Fact Sheet](#) either electronically or printed with your organizations partners or stakeholders. Please note that there is a different flyer we use for recruiting prospective participants.

The [LA:RISE Style and Branding Guide](#) will provide more information about how to utilize the logo and identify the LA:RISE funders.

LA:RISE talking points:

- Los Angeles Regional Initiative for Social Enterprise
- LA:RISE is an innovative, collaborative partnership that unites the City and County of Los Angeles' Workforce Development System (WDS) with non-profit social enterprises and for-profit employers in order to help men and women with high barriers to employment get good jobs and stay employed.
- LA:RISE is building a pathway from unemployment, to transitional employment, to permanent work for youth or individuals who have been previously homeless or incarcerated. Funded initially by the Department of Labor through a Workforce Innovation Fund grant, thanks to its early success, LA:RISE is now funded locally by a City of LA General Fund allocation and LA County Measure H funds.
- Social enterprises and workforce agencies work together to better prepare individuals both professionally and personally by providing paid work experience and personal supports such as housing, transportation, and legal services. By co-enrolling individuals into WIOA (which provides workforce services using federal funding), LA:RISE can leverage funds and work more efficiently.

Academy Meeting Presentations & Notes

Each quarter, REDF and EWDD will cohost a gathering of all LA:RISE partners, called the Academy Meeting. During this meeting, program updates are shared, common questions are answered, and guest speakers discuss resources that can be helpful to LA:RISE staff.

After each quarterly Academy Meeting, REDF staff will post the presentations shared in addition to any handouts that were distributed.

MONTHLY CHECK-IN CALLS

LA:RISE conducts monthly partner calls to glean insight into the program, provide technical assistance, and assess program performance. Monthly calls will be with SE, AJCC, WDACS, and REDF points of contact. Monthly Check-In calls are required. If the SE/AJCC point of contact is not responsible for all the program areas to be discussed, be sure to consult with appropriate staff prior to the call to gather all relevant information.

REDF TECHNICAL ASSISTANCE SERVICES

REDF provides both programmatic and organizational technical assistance. Technical assistance is provided to enhance the effectiveness of the LA:RISE program. Additionally, technical assistance is provided to social enterprises to build out a pipeline of SEs who are eligible for LA:RISE in the future, develop capacity of LA County SEs & County procurement system, increase the number of certified SEs in Los Angeles County, increase the number of SEs on master agreements with Los Angeles County, and provide enterprise and employee support technical assistance as needed. Examples include performance review training for SEs to integrate with job readiness, business development, and programmatic development & refinement.

For more information on the REDF SoCal TA program, Readiness Checklist, Project Menu, and to submit an interest form, visit [REDFworkshop.org/socal/regional-ta](https://redfworkshop.org/socal/regional-ta).

If you would like to learn more about a potential technical assistance project or follow up on a past project, please fill out the interest form. There isn't a set deadline, but rather REDF will accept interest forms on a rolling basis.

GLOSSARY OF TERMS

America's Job Centers of California (AJCC)

- The America's Job Centers of California (AJCC) are designed to provide a full range of assistance to job seekers and local businesses under one roof. The free employment services offered to adults, dislocated workers, Veterans, Youth, those experiencing homelessness, and the re-entry population include:
 - Free job training, telephone and computer access, and literacy skills workshops
 - Employment referrals
 - Customized job matching, placement and listings via CalJOBS.org
 - Resume and interview skills building
 - Career guidance and program placement assistance
- AJCCs are known as WorkSource Centers in the City of Los Angeles
- AJCCs utilize [WIOA](#) funds in addition to LA:RISE funds to provide services to LA:RISE participants.
- America's Job Center is a collaborative effort between multiple local Workforce Development Areas within the County of Los Angeles, as well as Los Angeles County Department of Public Social Services/GAIN, Los Angeles Economic Development Corporation, and the California Employment Development Department, who came together to better serve the employment and training needs of the Los Angeles region.

At-Risk of Homelessness

For the purposes of LA:RISE, at-risk of homelessness meets one or more of the below criteria:

- A person residing in subsidized housing such as rapid rehousing or time-bound rental subsidy; or
- A person residing in Permanent Supportive housing, which is an evidence-based housing intervention that combines non-time-limited affordable housing assistance with wrap-around supportive services for people experiencing homelessness, as well as people with disabilities; or
- A person residing in a half-way home; or
- A person who is currently unstably housed, such as couch surfing with friends or family; or
- An individual who meets the definition of Imminent Risk of Homelessness, as defined in Sub-paragraph 5.8.2; and/or
- As defined by County

Barrier Removal Services

- Services provided to participants who face obstacles or "barriers" that prevent them from working, getting to work, and/or staying at work. Barriers include, but are not limited to, a suspended driver's license, lack of transportation funds, lack of housing, lack of childcare, lack of skills, lack of education, mental and substance abuse issues. These services can include barrier removal support through direct assistance and/or referral to services. Examples of these services include but are not limited to bus

tickets, gas cards, food assistance, housing, mental and physical health services, and substance abuse treatment.

CalJOBS

- The CalJOBS system is administered by the State of California Employment Development Department (EDD). It is California's online resource to help job seekers and employers navigate the state's workforce services. Individuals can search for jobs, create résumés, find qualified candidates, and more.
- CalJOBS is the data tracking system used by LA:RISE that allows all LA:RISE partners (social enterprises, workforce agencies, and retention support providers) to effectively co-case manage and track participant progress. Utilizing this system allows all partners to communicate with each other in an efficient manner, track services provided to avoid duplication, and share resources.
- It is an essential requirement of the LA:RISE program that all participants be enrolled in CalJOBS during the intake process.

Co-case management

- A collaborative process of assessment, planning, facilitation, care coordination, performance evaluation and advocacy for options and services to meet an individual's comprehensive needs.
- Both the SE and workforce agency are responsible for providing participants with case management. To make sure they are not duplicating work; we approach this as co-case management. Each partner decides what case management services they will give to the client.

Co-location

- To enhance co-case management, social enterprises must designate a workstation at their location for their workforce agency partner staff. Workforce staff are not just physically co-located at the social enterprise site, they are integrated into their program and organization. Individuals from both agencies are one seamless team, providing customer-centric case management to all LA:RISE participants.

Competitive Employer

- A mainstream employer who is not part of the LA:RISE network.
- Any employment that is not subsidized is considered competitive employment.

Department of Labor (DOL)

- U.S. Department of Labor. Funded LA:RISE 1.0 and the study through a Workforce Innovation Fund (WIF) grant to see if this program model could be duplicated in other parts of the county.

Early Exit

- When an LA:RISE client leaves the SE before completing 300 hours
- See 'Early Exits' in Program Guide

Employer Partner

- A fair chance employer looking to hire a high barrier population and partnered and familiar with LA:RISE

Employment Social Enterprise (SE)

- The term 'Social Enterprise' is used with many different definitions in today's world. But in the LA:RISE program, REDF's definition of employment social enterprise is used.
- REDF definition:
 - Social enterprises, aka Transitional Employers, competitive, revenue-generating businesses with a clear social mission: to hire and train people who are striving to overcome employment barriers including homelessness, incarceration, substance abuse, mental illness, and limited education. Social enterprises provide real, paying jobs and wraparound services that help employees stabilize their lives, build their skills, and succeed. When employees are ready, social enterprises help them find lasting, competitive jobs. And because social enterprises reinvest their profits back into their businesses so they can help more people, they require less outside funding and are more sustainable.
 - Social enterprises are mission-driven businesses that leverage a business approach to hire and assist people who face barriers to work. Social enterprises are nonprofit organizations providing transitional paid work experience through a revenue generating model. Social enterprises are not: Any non-profit doing innovative work; Any business with a charitable campaign
- General definition:
 - Social enterprises are mission-driven businesses that leverage a business approach to address a social mission
- LA County Master Agreement definition:
 - Social Enterprise shall include non-profit and for-profit businesses whose primary purpose is the "common good" and which, "use the methods and disciplines of business and the power of the marketplace to advance their social, environmental and human justice agendas, wherein the organization that applies commercial strategies to maximize improvements in human and environmental wellbeing," that may "include maximizing social impact rather than profits for external shareholders" and has been certified as a social enterprise as provided for in this chapter." LA County Code 2.205.010 July 12, 2016
- LA:RISE SOW definition:
 - (Exhibit A para 5.6) Social enterprises [as defined in the master agreement] that provide transitional employment for individuals with barriers to employment for a finite time.

Economic and Workforce Development Department (EWDD)

- <http://ewddlacity.com/>
- The Economic & Workforce Development Department (EWDD) is the administrative department responsible for workforce and training in the City of Los Angeles.
- EWDD provides a broad range of programs that help in the areas of business support, employment, and youth development. All programs are designed to grow and improve Los Angeles' economy while building a well-trained and job-ready workforce.
- EWDD funds the LA:RISE and provides administrative oversight for fiscal monitoring and program compliance.
- EWDD is the city counterpart to WDACS.

Homeless

Homeless: For the purposes of this Work Order, the definition of Homelessness used is consistent with the United States Department of Housing and Urban Development's (HUD) definition. For specialized programs

such as LA:RISE that include Formerly Homeless or History of Homeless as categories of eligibility, these categories will also be considered as meeting the definition of Homeless (as described below). 2 set forth as:

5.8.1 Literally Homeless: Individuals and families who lack a fixed, regular, and adequate nighttime residence and includes a subset for an individual who is exiting an institution where he or she resided for 90 days or less and who resided in an emergency shelter or a place not meant for human habitation immediately before entering that institution. Individuals living in a publicly or privately operated shelter designated to provide temporary living arrangements, including congregate shelters, transitional housing, and hotels and motels paid for by charitable organizations or by federal, state, and local government programs.

5.8.2 Imminent Risk of Homelessness: Individual or family who will imminently lose their primary nighttime residence, provided that: (i) Residence will be lost within 14 days of the date of application for homeless assistance; (ii) No subsequent residence has been identified; and (iii) The individual or family lacks the resources or support networks needed to obtain other permanent housing.

5.8.3 Homeless under other Federal Statutes: Unaccompanied youth under 25 years of age, or families with children and youth, who do not otherwise qualify as homeless under this definition, but who: (i) Are defined as homeless under the other listed federal statutes; (ii) Have not had a lease, ownership interest, or occupancy agreement in permanent housing during the 60 days prior to the homeless assistance application; (iii) Have experienced persistent instability as measured by two moves or more during the preceding 60 days; and (iv) Can be expected to continue in such status for an extended period of time due to special needs or barriers.

5.8.4 Fleeting/Attempting to Flee Domestic Violence: Any individual or family who: (i) Is fleeing, or is attempting to flee, domestic violence, dating violence, sexual assault, stalking, or other dangerous or life-threatening conditions that relate to violence against them; (ii) Has no other residence; and (iii) Lacks the resources or support networks to obtain other permanent housing.

Intake

- After SE's have conducted recruitment and have decide to onboard clients, they then conduct LA:RISE Intake
- See [Intake](#) in Program Guide

JRA

- Job Readiness Assessment (JRA): A standard LA:RISE program evaluation form that determines if the Participant is ready for employment based on development of soft skills and personal readiness indicators observed during on-the-job performance.
- The Job Readiness Assessment (JRA) is a standard tool implemented across all social enterprise sites to ensure that all referred candidates are job ready. The use of this assessment tool creates

consistency and provides assurance to the employers that no matter which social enterprise they source from, they will receive a consistent and quality referral from the LA:RISE program.

- See Job Readiness in Program Guide and Exhibit A County of Los Angeles Regional Initiative for Social Enterprises Program SOW

Measure H

- Measure H was passed by Los Angeles County voters in March 2017, with services beginning the following July. Measure H will generate approximately \$355 million annually for ten years and provide services and programs to prevent and combat homelessness in the County.
- Measure H funding is passed from LA County through EWDD to pay for LA:RISE City Program participants who live in LA County.
- Measure H is also the main source of funding for the LA:RISE County Expansion Program, which kicked off July 2018.

Personal Readiness

- Part of the JRA that assesses if a client has personal barriers that need to be addressed for them to be ready for long term employment.
- Personal Readiness categories include:
 - Stable Housing
 - Stable Childcare
 - Stable Health
 - Stable Legal Status
 - Transportation Plan

Placement

- When a client has secured permanent (unsubsidized) employment

A Placement is captured at the time of Closure in the WIOA Title I Application accompanied by documentation, such as a paystub, to verify employment placement. **REDF**

- REDF functions as the lead program manager for LA:RISE and provides technical assistance to the myriad of partners that are part of this initiative.

Retention

- The continued healthy and steady employment support to participants who may need additional coaching and mentoring to maintain or advance in employment.

Retention Services

- Services and support provided to all participants once they have finished transitional social enterprise employment
- LA:RISE AJCCs are responsible for providing retention services for twelve months after a participant has been placed in unsubsidized employment and shall follow-up with participants on a bi-monthly basis to address any obstacles, reinforce soft skills and emphasize the importance of clear communication with employer.
- See [Job Retention](#) in Program Guide

Soft Skills

- These are the skills that are not technical in nature but help clients have successful long-term jobs/careers
- Examples of soft skills include: attendance, critical thinking, grooming, initiative, communication, attitude, teamwork, conflict mitigation, etc.
- There are 18 soft skills that clients are evaluated on in the JRA and given incremental feedback.

Technical Assistance (TA)

- Assistance provided by County and/or REDF directly to Subrecipient(s) through their Subaward with County for the purposes of assisting Subrecipient(s) in implementing the LA County LA:RISE program. Such technical assistance includes training on program process and tools, troubleshooting with intake, coaching on job readiness and case management modalities, and assisting Subrecipient in meeting LA:RISE program goals.

TA projects

- Technical Assistance (TA) projects are conducted by either REDF staff or an outside consultant
- The goal is to help LA:RISE social enterprises improve either their program or business.
- Examples of TA Projects include
 - Pre-feasibility analysis of new business lines
 - Pricing analysis
 - Double-bottom-line Accounting
 - Service Delivery Gap analysis
 - Program design revamp
 - Retention program setup

Training Partner

- A vocational/technical/educational organization that offers training for specific trade/career open for LA:RISE program participants

Transitional Subsidized Employment

- At the social enterprise, clients work at a real business to gain soft and hard skills. These jobs are not competitive and are viewed as a transition to long term employment at another business.
- Each SE's program is different, the transitional work experience can vary from 3 months to 24 months
- To be part of LA:RISE, SE partners guarantee clients at least 300 hours of transitional employment (this is the # of hours LA:RISE pays for)

Underemployed

For this program, underemployed is defined as an individual working less than twenty (20) hours a week.

Workforce Development Board

- The Los Angeles County Workforce Development Board (LACO-WDB) is one of 48 Local Workforce Development Boards in the State of California, certified by the Governor of the State of California. Operates with, and on behalf of, the Los Angeles County Board of Supervisors to carry out functions

mandated by the Workforce Innovation and Opportunity Act of 2014 (WIOA) Section 107 (d) and state law AB 1270 section 25.

- LACO-WDB serves a designated local area comprised of 58 cities and over 100 unincorporated areas within Los Angeles County.
- LACO-WDB is the 2nd largest designated local area in the State of California, serving nearly 4 million residents.

Workforce Development, Aging & Community Services (WDACS)

- <https://wdacs.lacounty.gov/>
- <https://workforce.lacounty.gov/>
- The Workforce Development, Aging and Community Services (WDACS) is the administrative department responsible for workforce and training for the County of Los Angeles. Their mission is to connect communities and improve the lives of all generations in Los Angeles County.
- WDACS oversees the AJCCs and disperses Measure H funding that supports the LA:RISE program.
- WDACS is the county counterpart to EWDD.

Workforce Innovation and Opportunity Act (WIOA)

- In 2014, President Obama with bipartisan support signed the Workforce Innovation and Opportunity Act (WIOA) which reauthorized the workforce investment system established by WIA that, while continuing to operate, had technically expired eleven years prior in 2003.
- Addressing some of the challenges people faced with the system prior, WIOA consolidates programs into a single funding stream and seeks to take a regional approach, ensuring local boards are better aligned with the state's strategy. This was done in recognition that employment needs and trends are much larger than specific counties or municipalities.
- Some key changes in WIOA are:
 - Local boards must align with regional boards
 - There is a strong emphasis on sector-based approach: aligning employer needs to local training providers
 - Even greater advisory from local employers
 - New performance measures with a strong emphasis on having clearer outcomes and more performance measures
 - A greater focus on individuals with significant barriers
- WIOA Co-enrollment Goals for all program partners are 70% of enrollment goals. For exact numbers, refer to your organization's contract with EWDD.

WorkSource Center (WSC)

- WorkSource Centers are designed to provide a full range of assistance to job seekers and local businesses under one roof. The free employment services offered to adults, dislocated workers, Veterans, the homeless and the re-entry population include:
 - Free job training, telephone and computer access, and literacy skills workshops
 - Employment referrals
 - Customized job matching, placement and listings via CalJOBS.org
 - Resume and interview skills building
 - Career guidance and program referral assistance
- WSCs utilize [WIOA](#) funds in addition to LA:RISE funds to complete services for LA:RISE participants.
- WSCs function under the jurisdiction of the Los Angeles City Economic & Workforce Development Department (EWDD) and service strictly residents of Los Angeles City.
- WSCs function in LA City the same as AJCCs function in Los Angeles County
- Local non-profits can be contracted to operate a WSC/AJCC. For example, the non-profit Goodwill operates various WSCs in different regions of LA City and County.