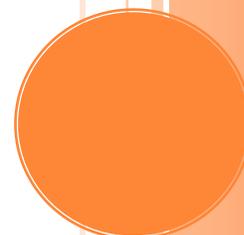


POLICY BRIEF:

Employment

Homelessness, in many instances, is caused by the lack of sufficient income to obtain and/or maintain housing. However, a substantial number of homeless adults are able to work. As such, increasing income opportunities for homeless individuals is key to addressing this issue.

10/1/2015



POLICY BRIEF:

Employment

The most extensive data on the employability of homeless adults in Los Angeles County is from the General Relief (GR) program, administered by the Department of Public Social Services (DPSS). DPSS data shows that within the GR caseload of 94,566 in July 2015, 58% self-identified as homeless. Of the July 2015 GR caseload, 40,839 are identified as employable adults. Given this data, we can estimate that approximately **23,686 GR participants are employable homeless** persons.

Employment and training programs can help people who are experiencing homelessness obtain gainful employment. Employment programs must meet homeless individuals where they are. This helps to remove potential barriers that normally would restrict or disqualify them from active participation. Homeless individuals often face significant barriers to employment. Some of these barriers include: legal issues, the unwillingness of many employers to hire job applicants with a criminal background, the lack of identification documents needed for employment, substance use disorders, mental health issues, poor education and/or employment history and the lack of social skills necessary to obtain/maintain employment.

Despite these barriers, assisting employable homeless individuals increase their income to improve their ability to secure and maintain housing can be achieved by

- helping individuals prepare for employment;
- helping individuals seek employment;
- providing employment opportunities; and
- providing support post-employment.

Employment should be a stabilizing force that plays a viable role in helping people who are experiencing homelessness become self-sufficient. The degree of assistance needed for this population differs significantly from individual to individual. Some already have skills and experience from previous employment and simply need a push and guidance to move forward in obtaining gainful employment, while others need more in-depth assistance in gaining the necessary skills, experience, and confidence necessary for employment. Lastly, there are those who are not ready for mainstream employment, but are volunteer ready, which will allow them to gain the necessary experience to successfully compete in today's competitive job market.

Additionally, understanding how industries in Los Angeles County are projected to grow, when coupled with “targeted vocational training,” can play a vital and active role in helping people who are experiencing homelessness find gainful employment. Attachment I provides additional detail.

Types of Employment Opportunities

Employment that offers wages can be permanent full-time, permanent part-time or permanent standby/on-call; temporary full-time, temporary part-time or temporary standby/on-call. Employment also encompasses paid and nonpaid full/part-time intern/externships and volunteerism.

- Subsidized employment is jobs for which the employer receives a subsidy from public funds to offset some or all of the wages and costs of employing an individual who cannot find employment.
- Unsubsidized employment is full or part-time employment in the public or private sector, in which the employer receives no outside funding to support the employment position. This includes self-employment and seasonal employment. It also includes apprenticeships and internships when the participant receives a wage in these placements.
- Social Enterprise Employment – Businesses created to further a social purpose in a financially sustainable way. Examples include organizations such as Chrysalis whose focus is on creating job opportunities for individuals with the greatest barriers to employment. Social enterprises have a distinct and valuable role in helping create a strong, sustainable and socially inclusive economy. For homeless people, engaging with a social enterprise can be a first step towards mainstream employment.

Current Efforts

Below is a summary of the key employment and training program opportunities currently available in Los Angeles county. Homeless clients constitute a significant percentage of the service population for some programs, while other programs provide services to a limited percentage of homeless clients as a segment of their overall service population. The percentage of homeless persons served is identified at the beginning of each program description as significant or limited.

COUNTY

- **DPSS General Relief Opportunities for Work (GROW)** (*Significant*) – Employment program for employable GR participants. Services include case

management, early job search, job skills preparation class, educational/vocational training, and mental health and substance use disorder services. As of June 2015, the GROW placement rate was 36%. The GROW placement rate is obtained by dividing the total number of participants in the GROW caseload who obtained employment (the numerator) by the total number of participants who completed orientation (the denominator). GROW provides the following subsidized-employment opportunities:

- GROW Transition-Age Youth (TAY) Employment Program - Six month subsidized employment program for TAY, ages 18-24. In Fiscal Year 2014-15, 149 participants were placed in employment
 - GROW Summer Youth Employment Program – three month subsidized employment program for TAY, ages 18-24. Program served 100 job-ready TAY during Fiscal Year 2014-15.
- **DPSS- Greater Avenues for Independence (GAIN) (*Limited*)** – Employment Program for adults receiving CalWORKs benefits. Services include appraisal, orientation, motivation, job search, vocational assessment, education and training, work experience, subsidized employment, community service, family stabilization services, and mental health, domestic violence, and substance use disorder recovery services. Additionally, transportation, child care, and work-related expenses are provided to support employment and program participation.

The GAIN program provides the following subsidized-employment opportunity:

- Transitional Subsidized Employment (TSE) – Over 4,000 participants in FY 2014-15.
 - ✓ Paid Work Experience – Participants are placed in government or non-profit employment where DPSS pays 100% of the costs for 6 months.
 - ✓ On the Job Training – Participants are placed in private for profit, or non-profit agencies for up to 8 months earning at least \$9 per hour. DPSS pays 100% of wages for first 3 months. For the following 5 months, the agency pays the employee wages and related compensation but will be reimbursed up to \$550 per month depending on the number of hours the participant is employed per month.

DPSS seeks to enroll homeless families in TSE, many of whom are served through the Homeless Families Solution Services (HFSS). From January 2015 through July 2015, DPSS referred 606 homeless families to TSE, of which 239 (39%) were placed into subsidized employment.

- **Department of Health Services (DHS) Housing for Health (*Significant*)** - Provides job skills services to homeless, heavy users of DHS services, and in many instances, other county services, who are receiving interim and permanent supportive housing.
- **Probation Department Breaking Barriers (*Significant*)** - Provides employment support by working with Chrysalis for homeless adult felony offenders and AB 109 participants.
- **Los Angeles Sheriff's Department Just in Reach (*Significant*)** - Provides employment and job training services to the hardest to serve population of homeless repeat offenders while inmate is incarcerated, but the services continue upon discharge.
- **Department of Mental Health (DMH) Individualized Placement and Support (IPS) (*Limited*)** - DMH program that serves a limited number of CalWORKs participants receiving Mental Health services by assigning participants to an Employment Specialist, with a restricted caseload of not more than 20, to provide intensive employment services. Through IPS, 41% of participants receiving IPS have reported obtaining employment.
- **Department of Mental Health (DMH) Supported Employment Programs (Undetermined)** – In planning stages for a number of supported-employment focused programs to serve individuals with mental health issues obtain and retain employment. (Attachment II)
- **Community and Senior Services (CSS) Workforce Innovations and Opportunities Act (WIOA) Programs (*Limited*)** – Under the leadership of the Los Angeles County Workforce Development Board, America's Job Centers of California provide individual job seekers employment and training resources at various sites throughout the Los Angeles County Workforce Investment Area. (Other Workforce Development Boards serve the rest of Los Angeles County.) Programs and services include:
 - The Adult and Dislocated Worker Program – provides free career and training services to help job seekers in attaining long-term, living wage careers.
 - Rapid Response Program helps laid off workers quickly transition to new employment.

- Youth Programs prepare youth for educational opportunities or employment by providing paid work experience during off-school periods and the summer.
- **Department of Children and Family Services (DCFS) Independent Living Program (*Significant*)** - Provides for housing and support to TAY in the areas of education, employment, life skills, and mental health.

CITY OF LOS ANGELES

- **Los Angeles Regional Initiative for Social Enterprise (LA-RISE) (*Significant*)** - In partnership with the Roberts Enterprise Development Fund (REDF) and the Los Angeles City Workforce Development System, LA RISE will take an integrated “wrap-around” approach to job creation and provide 500 of the hardest-to-serve individuals – those with a history of homelessness, incarceration and/or being disconnected youth - with a steady paycheck along with the counseling, support and training they need. (LA-RISE implementation targeted for late September 2015.)
- **Summer Night Lights (*Limited*)** The Summer Night Lights program provides extended recreational, cultural, educational, and resource-based programming on designated days between the hours of 7 P.M. and 11 P.M. The program provides youth and families with a safe recreation spaces, employment opportunities, expanded programming, and linkages to local services. Additionally, the program partners with over 100 local community-based organizations, educational and vocational institutions, and City and County agencies. The program was extended to include Friday nights at 8-10 parks during fall 2015.
- **WorkSource Centers (*Limited*)** - The City’s Economic and Workforce Development Department operates 17 Work Source Centers and one portal office to provide free business services, including
 - Free job listings, referral information, phone banks, computer access and workshops
 - No-cost advertising of open positions
 - Customized training for staff, interview rooms, and information for businesses affected by plant closures or layoffs
 - Customized recruitment to help quickly fill multiple positions
 - Candidate screening and/or testing to assure only qualified workers apply for positions
 - Facilities for conducting both one-on-one and group interviews
 - On-the-job and pre-employment training to provide workers with the skills necessary for employment

- **YouthSource Centers** (*Limited*) - The City's Economic and Workforce Development Department operates 13 YouthSource Centers which provide employment preparation services to young people ages 16-24. These services include:
 - Work Readiness
 - Career Exploration
 - Job Skills Training
 - Tutoring & Computer Training
 - College Preparation
 - Mentoring & Counseling
- **HIRE LA's Youth - Summer Employment Program** (*Limited*) - HIRE LA's Youth promotes employment opportunities for youth through partnerships with the City's business community to provide "first time" jobs for youth. HIRE LA's Youth recruits young people through local schools, the City's Workforce Development System, the Community College District, and community organizations. Program participants are offered financial literacy training and given the opportunity to earn a Work Readiness Certificate endorsed by the Los Angeles Area Chamber of Commerce, the City Workforce Investment Board and the Professionals in Human Resources Association. HIRE LA's Youth has committed to providing 10,000 jobs for young people ages 16-24 in 2015.

OTHER LOCAL EFFORTS

- **Job Corps** is a no cost education and career technical training program administered by the US Department of Labor that helps young people ages 16 through 24 improve the quality of their lives through career technical and academic training.
- **Volunteers of America** provides a diverse range of human services, including employment-centered programs throughout the community.
- **Chrysalis**- Non-profit organization dedicated to creating a pathway to self-sufficiency for homeless and low income individuals by providing the resources and support needed to find and retain employment. Individuals with the greatest barriers to employment have the opportunity to perform temporary work through Chrysalis Enterprises, their in-house business. Over 130 communities, municipalities and businesses rely on Chrysalis Enterprises for their street maintenance, facilities management and staffing needs.
- **Jericho Vocational Services Center** provides comprehensive vocational, educational and support services to South Los Angeles residents, including ex-offenders returning to the community.

Comparative Perspective/Best Practices

In October 2014, a national summit on integrating employment and housing strategies to prevent and end homelessness – Partnerships for Opening Doors – was convened by the United States (US) Department of Labor, the US Department of Housing and Urban Development, the US Interagency Council on Homelessness (USICH) and the Butler Family Fund (<http://usich.gov/partnerships-for-opening-doors-summit/partnerships-for-opening-doors-final-report>). In preparation for this Summit, Effective Program Models and Practices in the Employment and Training arena were identified and are discussed in detail in Attachment III.

Some of the highlighted innovative programs include:

- Chicago, IL – Plan 2.0 - A Home for Everyone - Alignment of Workforce Development Systems with the homeless services system to: 1) identify increased and dedicated funding to workforce development and the homeless system; and 2) improve productivity.
- Hennepin and Ramsey County, MN- Heading Home: Minnesota’s Plan to Prevent and End Homelessness – Multi-agency collaboration that co-located housing and employment services.
- Richmond, VA – The Greater Richmond Continuum of Care works with localities and non-profit and public sector partners to understand and address the needs of people experiencing homelessness. This effort includes a large emergency shelter with an employment and life skills program targeting men who are overcoming addiction and homelessness and a nationally-certified rapid re-housing/permanent supportive housing provider.
- Houston, TX – The Coalition for the Homeless of Houston/Harris County and Workforce Solutions partners with a mutli-service organization that provides a drop-in center, street outreach, employment services, disability services, coordinated access, housing navigation, rapid re-housing, and permanent supportive housing.

Discussion Questions

- ❖ Can at least a majority of homeless individuals work?
- ❖ What can be done to eliminate/reduce the stigma associated with homelessness to generate business and community support in creating employment opportunities for homeless?
- ❖ What can be done to eliminate legal barriers to employment associated with a criminal record, including but not limited to minor offences?

- ❖ How does the cost of subsidized employment per person compare to the cost of a housing subsidy?
- ❖ What are the implications of DPSS' experience with subsidized employment for homeless parents through HFSS for a potential expansion of subsidized employment to homeless individuals?
- ❖ How can we create a network of businesses within a specific community that provides jobs to individuals who face severe barriers (homeless/formerly homeless, mentally ill)?
- ❖ What role could be played by local chambers of commerce?
- ❖ In what ways could the County and/or cities use contracts they issue to increase employment for homeless adults?
- ❖ Are there any current local employment programs which serve the homeless that could be expanded?
- ❖ Which programs identified in the Partnerships for Opening Doors summit report should be explored for replication in Los Angeles County?
- ❖ Should some/all current local employment programs for homeless families/individuals be integrated?

Resources

- ❖ Are there dollars that LA County and/or cities are currently spending to serve homeless families/individuals which could instead be used to pay wages that a homeless person could use to pay for housing?
- ❖ Is there additional revenue that LA County and/or cities could generate to pay for, or reimburse the cost of wages which could be used to pay for housing?

Legislative Advocacy

Are there changes in State and/or Federal Law which should be pursued?

- ❖ Tax incentives/credits for providing employment to homeless individuals?
- ❖ Tax incentives/credits that could be provided to newly employed individuals who were homeless within the prior 6 months.
- ❖ Contracting requirement for the State/Federal procurement process that a certain percentage of employees be long-term unemployed (similar to Los Angeles County Ordinance number 2012-0025)
<http://doingbusiness.lacounty.gov/cpy0023.PDF>
- ❖ Enhancements to Workforce Development and Training Systems funded by WIOA that increase funding levels and require identification, tracking and prioritizing services for homeless individuals, provides for alternative criteria for measuring outcomes for homeless persons and incentives for effective

practices responsive to the needs of special-needs populations and employers, including partnerships with affordable housing and rent-subsidy programs.

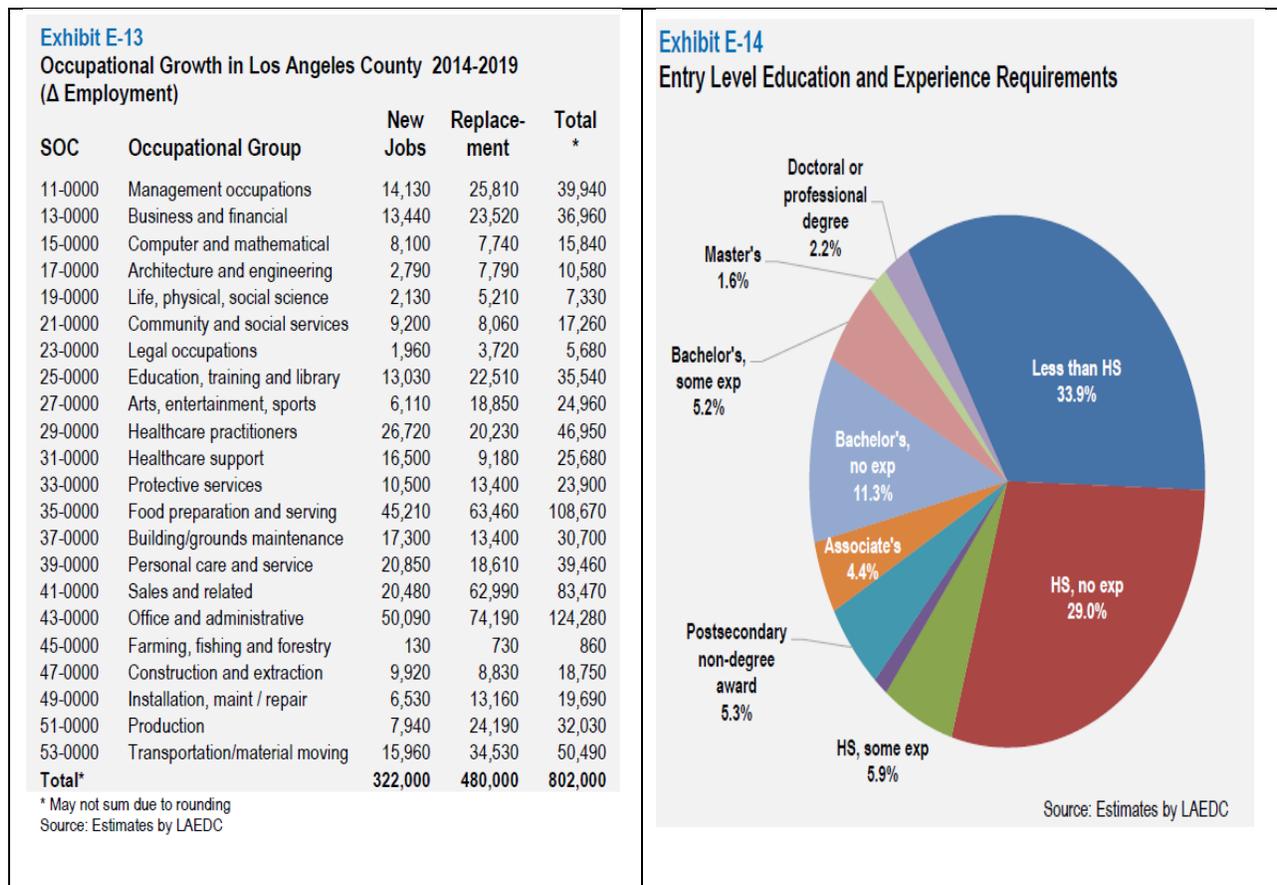
- ❖ Adopt a Fair Chance Hiring Program at the Federal level, also known as “Ban the Box” in hiring practices, which delays all conviction inquiries until after a conditional offer of employment.

Potential Policy Options

- The County of Los Angeles currently has a Transitional Job Opportunities Preference Program which provides a purchasing and contracting preference for nonprofit organizations that provides transitional jobs to the long-term unemployed. Should this: 1) be expanded to include “for profit” organizations; 2) be expanded to limit the procurement process to business/nonprofits that agree to hire a specified percentage of homeless or long term unemployed; and/or 3) be extended to Los Angeles and/or other cities?
- Should the County and/or cities establish a subsidized employment program for homeless individuals?

The Institute of Applied Economics Occupational Growth in Los Angeles County 2014-2019 report illustrates how the standard occupational classification system can be used as a barometer to gauge growth and the decline of industries. According to the report, Los Angeles County’s largest number overall for new jobs and worker replacement will occur in the largest occupational groups, such as office and administrative support occupations, food preparation and servicing occupations, and healthcare occupations (practitioners, technicians and support). Many of these occupations require lower levels of education and training.

More than one-third of the projected openings for the next five years require workers without a high school diploma and no work experience. Another 29 percent will require workers with a high school diploma or equivalent and with no work experience. Together, these represent entry level jobs for unskilled workers across industries and occupations.¹



¹ Cooper, Christine, and Sedgwick, Shannon. Los Angeles: People, Industry and Jobs. 2014-2019. Los Angeles County Economic Development Corporation, 2015.

DMH EMPLOYMENT PROJECTS IN DEVELOPMENT

- **MHSA INNOVATION - Coordinated Employment within a Health Neighborhood** aims to create a network of businesses within a specific Health Neighborhood that will provide job opportunities to individuals who are mentally ill and homeless/formally homeless. Job opportunities will be sought out in the competitive employment market and through the development of social enterprises within the neighborhood. A standardized employment assessment tool and a coordinated, systematic approach will be used to match the individuals to the jobs opportunities that the network of businesses provides. The current Coordinated Entry System that has been developed across the County to match individuals who are homeless to housing will be leveraged to target those individuals that have obtained permanent housing and to match individuals to jobs. Supportive services to help individuals apply for and obtain and retain employment will be provided to each participant and will include peer service providers and support groups. DMH will be issuing a solicitation for this.
- **Employment Services Pilot Project** - The Employment Services Pilot Project is designed to increase the percentage of DMH adult clients that are provided employment services by an agency whose primary business objective is to provide employment services at two directly-operated stand-alone Wellness Centers. DMH will be issuing a solicitation for this.
- **Transition Age Youth (TAY) Supportive Employment** - Utilizing Evidence-Based Supportive Employment services, TAY Supportive Employment will assist TAY (individuals ages 18-25) receiving mental health services and residing in permanent supportive housing and other housing, to obtain and maintain gainful employment to achieve self-sufficiency. TAY Supportive Employment funding will be utilized to train current TAY mental health providers in implementing supportive employment services within their existing mental health delivery system. DMH will be issuing a solicitation for this.
- **Individual Placement and Supports (IPS) Supported Employment Pilot Project** - The IPS Supported Employment Pilot Project will focus on assisting DMH adult clients in obtaining and maintaining competitive employment using the Evidenced-Based IPS supported employment model combined with cognitive remediation interventions in two directly-operated stand-alone Wellness Centers. Board approval will be sought to fund DMH staff positions in these Wellness Centers who will implement IPS.



PARTNERSHIPS FOR OPENING DOORS

A summit on integrating employment and housing strategies to prevent and end homelessness

Effective Practices for Employment and Training

Job-seekers experiencing or at-risk of homelessness have diverse needs and strengths, requiring a continuum of employment models and approaches. Many studies have shown that individuals experiencing homelessness consistently rank paid employment alongside healthcare and housing as a primary need. Increased income is a strong predictor of a person exiting homelessness, maintaining housing, and improved physical and mental health benefits. Understanding the employment needs of individuals and families experiencing or at-risk of homelessness and adopting a continuum of coordinated approaches is critical to designing employment and training programs, matching services to the needs of individuals, and using resources efficiently. Successfully meeting the employment needs of individuals and families requires collaboration with multiple systems.

In preparation for the Partnerships Summit, a series of interviews were conducted with key leaders in the fields of homelessness and workforce development. The following program models and practices were mentioned both across the literature and in the key informant interviews as effective ways in meeting the employment/training needs of people experiencing homelessness and populations with multiple barriers to employment.

Program Models

Adult education bridge programs connect participants to post-secondary education and training programs by equipping them with basic academic and English language skills. Bridge programs are condensed to make learning as efficient as possible and are flexibly scheduled to meet individual needs.

Alternative staffing organizations (ASOs) broker temporary entry-level job placements for individuals with diverse barriers to employment-- including individuals at-risk of or experiencing homelessness, individuals with criminal backgrounds, and individuals with a disabling condition. ASOs aim to develop a quality ready-to-work labor force for employers while helping jobseekers learn workplace skills, build experience and confidence, earn an employment record, and leverage temporary placements to permanent jobs.

Contextualized instruction and curriculum development are practices in the field of adult literacy and adult basic education that involve designing academic skills lessons using illustrations and materials that are relevant in the context of an adult learner's interests, employment goals, and everyday life. Learner confidence and persistence may increase when literacy and numeracy instruction is relevant to learners' practical goals, and when students are given the opportunity to apply what they learn.

Customized employment (CE) is a person-centered process for opening employment opportunities by tailoring job positions to the participant's strengths and abilities that also meet an employer's needs. CE helps participants take the lead in placements and customization options, foster exploration and discovery of employment options. Furthermore, CE provides a range of supportive services such as benefits counseling.

Earn and learn opportunities offer work-based learning opportunities with employers as training paths to employment. While classroom time can be important, individuals can quickly learn skills where hands-on experience in a work environment is integrated with classroom learning. Job-driven training programs aim to include work-based learning opportunities that best suit their participants. These can include paid internships, pre-apprenticeships, Registered Apprenticeships, and on-the-job training.

Supported employment, known as Individualized Placement Support (IPS), is the standard evidence-based model for helping individuals with a mental illness find and keep a regular paid job in the competitive labor market with at least a minimum wage. IPS holds that the best way to support self-sufficiency for people with a mental illness is to support rapid entry to the competitive labor market integrated with support services as soon as the participant feels ready.

Navigators (direct client services or staff support/ombudsman models) this innovation's goal is to grant individuals and families experiencing homelessness to better access benefits and training. The direct client service model utilizes specialized case managers, called Navigators, to provide individualized guidance to individuals experiencing homelessness that bridges the cultural divide among service systems, helps clients articulate their needs, and provides a means to self-sufficiency. In addition, Navigators play an advocacy role for their clients within homeless, workforce, and other systems. The staff support/ombudsman model focuses on developing new and ongoing partnerships to achieve seamless, comprehensive, and integrated access to services, creating systemic change, and expanding the workforce development system's capacity to serve customers with disabilities and employers.

Sector based training and employment strategies engage multiple employers and other industry leaders in the development of industry-specific training programs linked to employment opportunities and workforce needs in a sector. This approach offers participants education and hands-on training to match in-demand job openings in a specific occupation or industry sector.

Social enterprises (SEs) are businesses that intentionally hire individuals who face barriers to employment, while maintaining financial viability. They seek to improve the earnings of people they employ and, as appropriate, graduate from certain government benefits and services. By developing workers' skills and providing them with resume-building experience, SEs prepare workers to move into permanent long-term employment.

Subsidized employment provides an employer with a subsidy from TANF or other public funds to offset some or all of the wages and costs of employing an individual. The participant is paid wages and receives the same benefits as any other employee doing similar work. Generally subsidized employment is a transitional approach that provides immediate earned income and real work experience with public, private, and non-profit employers.

Transitional Jobs (TJ) seek to overcome employment obstacles by using time-limited, wage-paying jobs that combine real work, skill development, and supportive services in order to transition participants successfully into the labor market. TJ provides stability and a stepping-stone to unsubsidized employment for people facing barriers to employment.

Work-First is based on an overall philosophy that any job is a good job and that the best way to succeed in the labor market is by developing work habits and skills on the job rather than in a

classroom. Work First programs seek to move people into unsubsidized jobs as quickly as possible, and generally begin with a job search for most participants, using the labor market itself as the test of employability. For those who are not able to find jobs right away, Work First provides additional activities geared toward addressing those factors which impeded employment. These activities might include education, training, or other options. These activities are generally short term, closely monitored, and either combined with or immediately followed by additional job search.

Program Practices

Co-location of workforce staff at homeless assistance programs and vice versa can be used to ensure that vulnerable families and adults are connected to the full array of assistance they need to achieve self-sufficiency. Developing mechanisms to share client-level data can help both systems evaluate their performance in minimizing homelessness, increasing self-sufficiency, refining interventions, and improving the targeting of scarce resources. Local WIA providers can co-locate employment services within homeless service systems as well as seek opportunities to cross-train workforce and homelessness staff.

Intensive supports with individualized services are often needed, especially early in the transition out of homelessness and initial employment. While individual needs vary greatly across the spectrum of those who experience or are at-risk of homelessness, it is important to be able to provide intensive supports as needed and in a timely manner.

Client-centered and trauma informed care approaches focus on tailoring services and staff behavior to the needs of trauma survivors. Many individuals, especially women, experience homelessness after physical or sexual abuse. The experience of losing one's home or living in a shelter can be traumatizing. Individuals who have experienced trauma may have hidden psychological or physical triggers that may pose challenges to program participation and gaining employment. A trauma informed or focused approach to service delivery can help programs effectively meet the needs of vulnerable individuals.

Engaged and supportive employers are essential to the success of employment programs serving people experiencing homelessness. Strong partnerships among the public workforce system, education providers, and employers in key sectors appear to be critical for improving employment and earnings outcomes for workers. Employment programs serving individuals experiencing homelessness ensure the employer and participants needs are met, often coaching both about how to be successful in their respective roles.

Holistic programs meet the comprehensive needs of participants by providing direct services and an interaction with multiple public systems including income supports and food security, Veteran services, homeless services, and others. Case managers ensure participants' needs are met in a timely and comprehensive manner.

Providing flexible funds for training, licensure, testing, transportation, rent, etc. is a key component of successful models for employment and training of job seekers who experience homelessness. Costs related to entry into employment that are not covered by any benefits program, can add up to more than a family living on a very limited budget can afford. Programs need to be able to access a pool of flexible funds to quickly address these needs

Integration of employment services with housing and human services is important. Coordination and integration of employment within the homeless assistance program will achieve better results than stand-alone employment and training programs. This occurs both during the planning phase and during service delivery.

Reducing requirements for multiple visits and compression of services sequencing will significantly improve program completion and employment results. People experiencing homelessness have limited transportation resources so multiple visits to complete intake, assessment and enrollment processes are infeasible. Reducing the number of steps and adjusting the documentation requirements also allows homeless individuals to spend more time in job search and training.

Partnership for Opening Doors, US Department of Labor, US Department of Housing and Urban Development, US Interagency Counsel on Homelessness and the Butler Family Fund, October 2014