Workforce Development for Homeless Families:

Using a Partnership Model to Achieve Secure Employment and Housing

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Agenda

• Overview of the Massachusetts Secure Jobs Pilot
• Discussion of Barriers to Employment and the Role of Partnerships Addressing them
• Presentation of Case Studies
• Exercise on Partnership Models
• Preliminary Participant Outcomes
What is the Secure Jobs Initiative?

• A $1.5 million demonstration project to build and pilot a coordinated service system to link homeless families with the resources required to enter the workforce

• **Vision:** System Change
• **Drivers:** Philanthropy/State Agencies/Housing and Employment Service Providers
• **Goals:**
  – To link housing/homeless and workforce development systems to support families in obtaining work, child care, and increased economic security
  – To help 500 families connect to training and/or employment and achieve housing stability

• **Key elements**
  1. Partnerships
  2. Effective leadership
  3. Enthusiastic and well-trained staff
  4. Flexible funding
What is the Secure Jobs Initiative?

• **Expectations:** Clear and Outcome-Driven
  – Identify those most “ready, willing and able” to work and with fewest barriers
  – Identify and address barriers
  – Create individualized employment plan
  – 80% placed in jobs in first year, 80% retention after one year
  – Advisory board
  – Employer and child care partners in place

• **Evaluation**
  – Partnership inclusive of all voices
  – Multi-method
Introductions

• What brought you to this panel?
Massachusetts is a “right-to-shelter” state

Eligibility
- August-November, 2011: families are EA-eligible;
- After, more restrictions imposed

2 Types of Assistance
- Rental Assistance (RA): Participant pays 30% of rent + utilities for 24 months, receives case management services
- Household Assistance (HA): Participant receives $4000 to be used to stabilize housing, plus case management

Short-term subsidies have demonstrated benefits including more privacy, independence, security and stability (vs. frequent moves between shelters), and kitchen facilities to cook for family. However, many critics cite insufficient access to support services as a reason to reject rapid re-housing in favor of shelter
Barriers to Employment for Homeless Families

- Lack of education/skills
- Limited training options
- Child care vouchers
- Professional attire and hair styling
- CORI
- Long gap in work history
- Transportation
- Small expenses related to employment
- Limited English
- Debt/bad credit score
- Fear of losing supports
Secure Jobs Program Elements

**Housing**
- Rapid-Rehousing
- 2-Year Rental Subsidy

**Employment**
- Job Readiness Training
- Skills Training
- Flexible Funds
- Employer Partners

**Support**
- Dedicated Employment Staff
- Child Care Partners
- Housing Stabilization Staff
The Five Secure Jobs Sites

<table>
<thead>
<tr>
<th>Program Element</th>
<th>Western Mass</th>
<th>Merrimack Valley</th>
<th>South Shore</th>
<th>Boston</th>
<th>South Coast</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lead Agency Type</td>
<td>Employment</td>
<td>Housing</td>
<td>Housing &amp; Employment</td>
<td>Employment</td>
<td>Employment</td>
</tr>
<tr>
<td>Intake</td>
<td>Group</td>
<td>Individual</td>
<td>Group</td>
<td>Group</td>
<td>Individual</td>
</tr>
<tr>
<td>New Staff</td>
<td>Site Coordinator, Employment</td>
<td>Site Coordinator, Employment</td>
<td>Site Coordinator, VELT Instructor</td>
<td>Site Coordinator, Employment</td>
<td>Site Coordinator, Employment</td>
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<tr>
<td></td>
<td>Specialist (FT), Job Developer</td>
<td>Specialist (FT), Job Developer</td>
<td>Specialist (PT), Employment Specialist (3 FT)</td>
<td>Specialist (1 FT), Employment Specialist (2 PT)</td>
<td>Specialist (PT), Job Developer (PT)</td>
</tr>
<tr>
<td>Job Readiness</td>
<td>One-on-one</td>
<td>Class at Career Center</td>
<td>One-on-One</td>
<td>Class</td>
<td>Class</td>
</tr>
<tr>
<td>Training Vendors</td>
<td>Private</td>
<td>Vocational Schools</td>
<td>Private, Community College</td>
<td>Private, In-House Career Center</td>
<td>Private, Community College</td>
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<tr>
<td></td>
<td>&amp; Vocational Schools</td>
<td>&amp; Vocational Schools</td>
<td>Career Center</td>
<td></td>
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<tr>
<td>Retention Services</td>
<td>One-on-One with Job Navigator</td>
<td>One-on-One with Retention</td>
<td>One-on-One with Stabilization</td>
<td>One-on-one with Coordinator or</td>
<td></td>
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<td></td>
<td>Monthly Support Group</td>
<td>Specialist</td>
<td>Worker, Monthly Support Group</td>
<td>Job Developer/ Job Coach</td>
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## Secure Jobs Participants through October 2013

<table>
<thead>
<tr>
<th>Characteristic</th>
<th>Value</th>
</tr>
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<tbody>
<tr>
<td>Family Type: Female-Headed</td>
<td>82-91%</td>
</tr>
<tr>
<td>Age of Parent</td>
<td>Mean 30, Range 19-55</td>
</tr>
<tr>
<td>Number of Children</td>
<td>Mean 2, Range 1-6, 30-40% 1 child</td>
</tr>
<tr>
<td>Education</td>
<td></td>
</tr>
<tr>
<td>High School</td>
<td>Close to 50%</td>
</tr>
<tr>
<td>College</td>
<td>30%</td>
</tr>
<tr>
<td>Major Prior Employment</td>
<td>40-79%</td>
</tr>
<tr>
<td>Types of Prior Employment</td>
<td>Retail, Fast Food, Care work, Manufacturing</td>
</tr>
<tr>
<td>Reasons Left Prior Employment</td>
<td>Childcare, Transportation, Terminated, Temporary, Health</td>
</tr>
</tbody>
</table>
Ambitious Goals:
398 employed after 12 months
Why Public-Private Partnerships?

• Leveraged existing resources
  – Economies of scale
  – Exchange of resources

• Shared expertise
  – Multiple perspectives from businesses, training institutions, workforce, and housing services providers
  – Exchange of ideas

• Increased reach
  – Creating new opportunities for clients through each partner’s networks
Partnership Model

Core: Housing and Employment

Peripheral: Service Providers, Employers

Policy Makers: State Agencies, Legislators
Secure Jobs’
Public-Private Partnership

• Housing
  – Homeless Service Providers
  – MA Department of Housing and Community Development (DCHD)
  – Interagency Council on Housing and Homelessness (ICHH)

• Employment and Training
  – Employment Service Providers (One-Stop Centers, etc.)
  – Community Colleges and Voc-Tech Schools
  – MA Department of Transitional Assistance (DTA)
  – Commonwealth Corporation

• Child Care
  – Child Care Providers
  – MA Department of Early Education and Care (EEC)
  – MA Department of Transitional Assistance (DTA)
## Solutions to Stubborn Barriers

<table>
<thead>
<tr>
<th>Barrier</th>
<th>Solution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of education/skills</td>
<td>Partner with community colleges, voc-tech schools</td>
</tr>
<tr>
<td>Limited training options</td>
<td>State and provider partners</td>
</tr>
<tr>
<td>Child care vouchers</td>
<td>Dress for Success, cosmetology school partners</td>
</tr>
<tr>
<td>Professional attire and hair styling</td>
<td>Employer partners</td>
</tr>
<tr>
<td>CORI</td>
<td>Volunteer opportunity partners</td>
</tr>
<tr>
<td>Long gap in work history</td>
<td>Bus passes, gas cards</td>
</tr>
<tr>
<td>Transportation</td>
<td>Pay expenses outright</td>
</tr>
<tr>
<td>Small expenses related to employment</td>
<td>Programmatic solutions/Case management staff</td>
</tr>
<tr>
<td>Limited English</td>
<td></td>
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<tr>
<td>Debt/bad credit score</td>
<td></td>
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<tr>
<td>Fear of losing supports</td>
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Partnership Case Study 1: Training Programs

**Success**
- Feedback from local healthcare employers on skills needed
- Partnered with local Community College
- Courses include
  - Beginning Windows, Word & Excel
  - Computer Keyboarding
  - Customer Service
  - Medical Inventory Procedures
  - Anatomy & Terminology
  - Medical Insurance & Billing
- Employer partners

**Needs Work**
- Summer Medical Administration course at vocational high school
- Difficulty passing certification test
- Difficulty finding jobs because no employer partners
## Partnership Case Study 3: Career Centers

### Success
- Partnership with local Career Center experienced aiding people with multiple barriers (TANF)
- Specialized 4-week job readiness class specifically for SJ participants that includes
  - Labor Market Research
  - Resume-Writing
  - Job Search
  - Interviewing & Job Readiness
- Staff and room dedicated to SJ participants; these staff meet regularly with SJ staff

### Needs Work
- Referral to local Career Center
- No point person at Career Center to assist with accessing resources
- No structure to time spent at Career Center
- No communication between SJ and Career Center staff
Partnership Case Study 3: State Agencies

**Before**

- Childcare partners unable to provide free childcare
- Some participants did not qualify for TAFDC childcare vouchers
- Others with TAFDC vouchers couldn’t find placements
- Time consuming process unable to meet participant needs

**After**

- Point person established through DTA administrator at the Child Care Resource and Referral Agency for each site
- DEEC collected information about childcare needs at each site and alerted site when income-eligible slot became available
- Streamlined, expedited process tailored to region and participants
Exercise

- Fill in this model for your program and potential community partners
- What can each potential partner offer? What is their interest/what can they gain from the partnership?
## Outcomes 1: Training Programs

<table>
<thead>
<tr>
<th>Training Programs Completed by Secure Jobs Participants by Industry</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Medical Training</strong></td>
</tr>
<tr>
<td>Caring for Seniors</td>
</tr>
<tr>
<td>Blood Borne Pathogens</td>
</tr>
<tr>
<td>Certified Nurse’s Assistant</td>
</tr>
<tr>
<td>CPR and First Aid</td>
</tr>
<tr>
<td>Emergency Medical Technician/Service</td>
</tr>
<tr>
<td>Home Health Aide</td>
</tr>
<tr>
<td>Licensed Practical Nurse</td>
</tr>
<tr>
<td>Medical Administration</td>
</tr>
<tr>
<td>Pharmacy Tech</td>
</tr>
<tr>
<td>Phlebotomy</td>
</tr>
</tbody>
</table>
### Outcomes 2: Flexible Funds

<table>
<thead>
<tr>
<th>Expense</th>
<th>$ Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>CNA, CMA, LPM, EMT etc. Licensure Exam</td>
<td>$93-$300</td>
</tr>
<tr>
<td>Scrubs, shoes and watch for health care job</td>
<td>$50</td>
</tr>
<tr>
<td>Steel-toed boots for warehouse job</td>
<td>$47</td>
</tr>
<tr>
<td>Textbooks for Home Health Aide training course</td>
<td>$117-$197</td>
</tr>
<tr>
<td>RMV fee to reinstate driver’s license</td>
<td>$50-$95</td>
</tr>
<tr>
<td>Gas card to get to work for first 2 weeks</td>
<td>$40</td>
</tr>
<tr>
<td>Driving lessons</td>
<td>$125-$160</td>
</tr>
<tr>
<td>Massachusetts ID</td>
<td>$40</td>
</tr>
<tr>
<td>Hair styling for interview</td>
<td>$25</td>
</tr>
<tr>
<td>MBTA pass (up to 1 month)</td>
<td>$18-$70</td>
</tr>
<tr>
<td>TB test to enroll in CNA course</td>
<td>$25</td>
</tr>
</tbody>
</table>
Outcomes 4: Employment
(as of December 1, 2013)
Outcomes 4 Employment Cont’d

- Selection of types of new jobs (through October)
  - Health industry
  - Office (e.g. administrative assistant, receptionist)
  - Services (sales, security guard, grocery stores, restaurants)
  - Manufacturing/Construction

- Weekly hours and income ranges in new employment (through October)
  - Average weekly hours: 30 (range 16-40)
  - Average income: $10.50

- Employment Benefits (health insurance, paid vacation pay, etc)
  - Between 10 and 25% of employed participants (through October)
Challenges

- Don’t underestimate time and effort
- Clear communication among staff from different partner agencies
- Clearly described expectation
- Consistent data
  - Need dedicated staff person with access to data from all partners
Voices of Participants

• Constant and consistent support
• Employer partners are critical for access to jobs
• Impatience with the process
• Secure Jobs should have started earlier
Widening the Circles/Moving Forward – Secure Jobs Year 2 and Beyond

• Massachusetts Department of Labor/Commonwealth Corporation
  – $1.7 million workforce grant to connect homeless individuals to jobs

• Massachusetts Department of Housing and Community Development
  – $1 million Secure Jobs continuation

• Fireman Foundation Year 2
  – $1 million Secure Jobs continuation
Questions?

For the full implementation report, go to http://iasp.brandeis.edu/pdfs/2013/Fireman.pdf

For more on our work, go to http://iasp.brandeis.edu

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