Jobs-Plus

The "Basics"
Lessons from Research

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Why 3 components + saturation?

Past evidence from welfare reform led to:
- Employment and training component
- "Make work pay" component

Growing appreciation of social capital led to:
- Community support for work

Anticipated synergy from 3 together

Saturation
- Derived from community change goal
- Hypothesized a possible "tipping point" effect
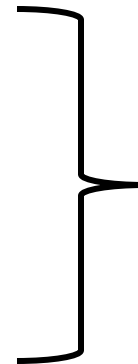
Jobs-Plus sites (original demo)

Diverse housing developments in 6 cities:

Baltimore	Chattanooga	Dayton
Los Angeles	St. Paul	Seattle

Local partnerships and collaboration:

- Public housing agencies
- Welfare agencies
- Workforce agencies
- Residents

Mandatory partners

- Other service agencies

Why not just a PHA program?

- Constituents of **welfare** and **workforce** agencies live in public housing

- Hence, these agencies = **natural stakeholders**, with good reasons to cooperate and invest

- Welfare and workforce agencies had **workforce expertise and resources**

- **Resident leaders:** Could lend knowledge of the community and credibility to the intervention

Distinctive features of delivering employment services in Jobs-Plus

- Capitalizing on **place**

- **Collaboration** – agencies and residents

- Potential synergies with the **rent incentives** and **community support for work**

- The focus on **saturation**

"Capitalizing on Place"

Working in "Place" is also about relationships

- Locating job assistance on-site, *where people live,* was intended to facilitate engagement
- Convenience, plus many *informal* opportunities to meet with, advise, encourage, and assist residents:
  - Often on a "drop-in" basis at the Jobs-Plus office
  - In the neighborhood (e.g., on a corner; at events)
  - At residents' homes

Staff closer to residents' day-to-day lives

- More holistic understanding of family problems, support networks, and neighborhood conditions

Collaborative partnerships

TANF and WIA (WIOA)

- Collaborating partners, not just "referral partners"

Coordination of frontline service delivery

- In some cities, participation in JP satisfied TANF participation requirements

- Tried to minimize duplication of services or conflicting guidance

- Some joint training of staff across agencies

- Sometimes out-stationed staff at JP office

- Flags in agency MIS to identify JP participants

Collaborative partnerships *(continued)*

Jobs-Plus and Challenges of WIA/WIOA One-Stops

- In some cities, strong coordination with One-Stops, but was not a substitute on-site JP program

- Some residents reluctant to use One-Stops

- In SIF, evidence of One-Stops' reluctance to serve JP participants who were not "placement ready"

- Potential partnership affected by stability and strength of the One-Stop

- Senior WIB administrator commitment is key

Residents as collaborators

## In original demo, residents were among the "mandatory partners"

- Envisioned as an asset for tailoring a program to each development

- Envisioned as a way for establishing legitimacy of the program in the community

- Sites made big strides in building a sense of "resident ownership"

- But many challenges (as in all collaborations). Took time to figure appropriate and productive role for residents on the collaboratives

"Referral partnerships" with many other service providers to address broad needs

- Education programs
  - For GED, ESL, community college
- Skills training programs
- Child care
- Health care
- Substance abuse treatment
- Domestic violence
- Immigrant service agencies

Implementing Jobs-Plus today is different than in the original demonstration

JP
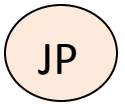
The economy has changed!

- Nature of work is different: job quality, availability, competition, etc.

- Low wage jobs cratering in three sectors: retail, food and service.

We know much more about preparing lower-skilled populations for work

- Use of incentives

- Technology and related tools

- CBT-based approaches to job readiness

- Executive function skills

Career Pathways orientation

- Will pose significant challenges to JP sites re: population, partner capacities, certifications, building effective bridge programs

Financial management

- Education **AND** coaching

Need to engage youth in employment

- What is your youth strategy?

Saturation
"Flood" the development with services, incentives, and supports

- Targeting all working-age residents

- Not a "limited-slot" program for small subset of residents

- Minimally, all such residents will be exposed to new work-promoting "messages

- **Services** and **rent incentives** offered on a scale that accommodate all who come forward

Full implementation sites in original demo achieved substantial resident engagement

High "attachment rate" (Jobs-Plus MIS):

"Ever enrolled in JP or received rent incentives"

1998 cohort: 62% (within 4 years)

2000 cohort: 76%   (within 2 years)

- Doesn't capture "informal" guidance delivered at the development

- **Rent incentives** were a MAJOR draw

- **Community support for work** contributed

"Making work pay": Rent incentives and more

Heightened importance of 30% "tax" under regular rent rules in residents' minds

- Huge appeal of rent reforms in the original demo
- Limited appeal of regular EID in SIF replication
- Potential appeal of JPEID

Integrating discussions of incentives into employment coaching

- How rent incentives help make work pay
- A centerpiece of message carried by community coaches
- Not just rent incentives: EITC also critical
- Income calculators (or illustrations) can be helpful

Does low-wage work "pay"?
Example from HUD/MDRC Rent Reform Demo

Shana:

Single mother with 2 teenage kids in San Antonio
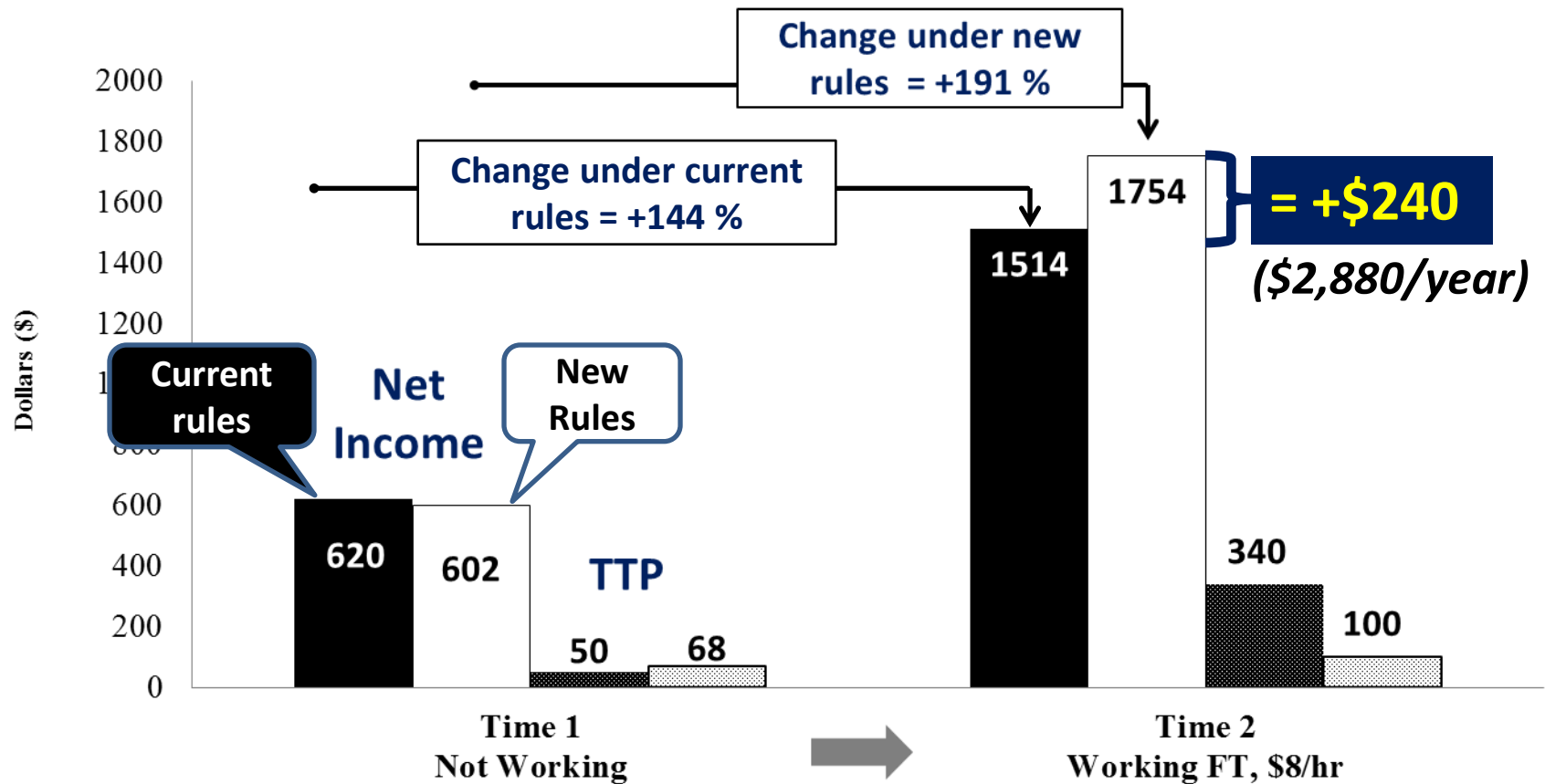
What is her family's *net monthly income*?

- Taking into account:

  Earnings, TANF, SNAP, taxes, EITC (pro-rated), transportation, and TTP

Compare net income (and TTP) under:

Current rules   **vs.**   New rules

Shana takes a full-time $8/hour job

Employment services
Potential advantages of Jobs-Plus delivery

A more holistic understanding of family circumstances

- Coaches can have more personalized **knowledge of residents' families and neighborhood context**

Beyond the office

- Deliver guidance through **informal encounters and some home visits** as well as scheduled appointments

Synergy of components

- Build interest/reinforce through **rent incentives** and **CSW**
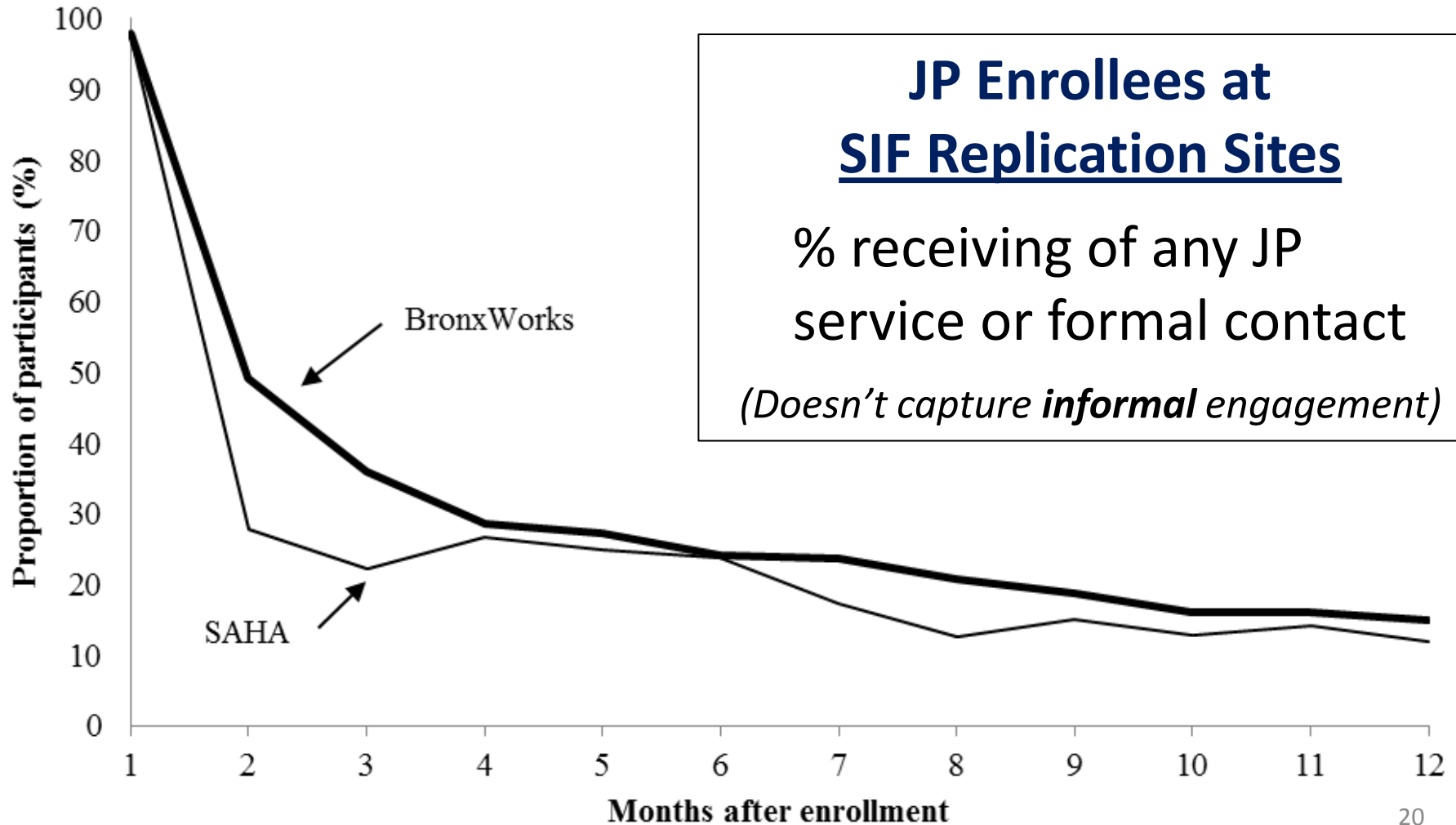
Internal/external service integration

- Jobs-Plus can *enhance* or *add to* the offerings of other programs in the community

Jobs-Plus can enhance welfare-to-work, job placement, training, or education provided by *other* agencies in the community

- Supporting, facilitating, encouraging residents' **participation** and **completion** of those services

- Providing help **finding a relevant job** after training course is completed (where job placement help is minimal)

- Providing **post-placement support** to promote retention/advancement

SIF replication sites struggled early on with sustaining resident engagement

**JP Enrollees at
SIF Replication Sites**

% receiving of any JP service or formal contact

*(Doesn't capture **informal** engagement)*

SIF sites began taking a "building-by-building" approach

- "Taking inventories" of work status of all residents in each building and section of the development

- Using PHA data and staff understanding of the residents and "character" of particular buildings

- Plotting engagement strategies and marketing messages tailored to the individual buildings

- More challenging when vendors are the providers: Don't have easy access to PHA data, and less of an on-site presence

Other strategies to promote engagement

- Social media, text reminders/prompts

- Behavioral messages (from behavioral economics)

- Flexible hours (evenings, weekends)

- Informal engagement in the community (again, "capitalizing on place")

- Enlisting help from community coaches

- Small participation-related incentives?

- Having information and guidance to offer that is considered **substantive and of value**

Working in culturally diverse sites

Seattle and St. Paul: Many Southeast Asian and East African immigrant populations

Staff needed to learn cultural issues beyond language that could affect employment

- Attitudes toward women working and being in mixed-gender class and workforce settings
- Issues of domestic abuse
- Concerns about use of day care
- Concerns about teens' acculturation and American values

Affiliations with culturally competent immigrant or ethnic service organizations become very important

Challenges to anticipate

- Some residents weren't convinced of value of Jobs-Plus services vs. what they were receiving elsewhere

- Difficulty engaging residents who were already working (and busy) in focusing on advancement

- Some drug problems, mental illness, domestic violence, criminal records
  - Program not equipped to deal with highly troubled residents
  - Partnerships with specialist service providers were essential

- Some reluctance to engage in a housing authority program; issues of undeclared income

Looking beyond "members" to the whole community of residents – the essence of "saturation"

- MIS systems in the original demo and SIF replication focused on employment outcomes for Jobs-Plus "members"

- But as a **saturation** initiative, important to focus also on larger resident population

- Where possible, using housing authority 50058 data and even state UI employment records would provide a fuller picture of residents' employment needs and progress

Accountability and performance

Original demo

- Governing collaboratives
- Role of residents: Defining an appropriate role and building their leadership capacity
  [A way to contribute to JP sustainability after HUD grant ends?]
- Heavy MDRC TA *(on-site field reps)*

SIF replication and NYC scale-up

- Lighter MDRC TA (site visits; phone TA)
- **NYC:** Local interagency collaborative (NYC)
- **NYC:** Welfare agency (contractor) JobStat process
- **San Antonio:** Internal PHA review
- **San Antonio:** Local advisory group

Jobs Plus Program Requirements and Reporting

JOBS PLUS BASICS

MARCH 22, 2015

Grants Management

- Grant Managers will:
  - Set up month meetings
  - Conduct yearly site visits
  - Provide feedback on concerns/ recommend technical assistance
  - Review work plans, budget, JPEID worksheet, annual reports and any other grantee submissions
- Budgets will be spread according to recent budget submissions

Program Implementation Reminder

PHAs are be required to implement the best full 48 month term of the grant at the public housing site(s) for which funds were awarded and commit to not engaging in any significant redevelopment that would result in resident relocation during the 48-month Jobs Plus implementation timeframe.

Grant Agreements

- Grantee must begin implementation of their Jobs Plus Pilot Program by July 1, 2016

- In accordance with the Jobs Plus NOFA, the term of a Grant is four years and all funds should be expended by Sept. 30, 2020

Grant Agreements

- The Grantee must inform HUD immediately, of any problems that will impair materially the Grantee's ability to comply with the Program Schedule

- Any material changes to the MOU between the Grantee and Workforce agency

- Any loss or replacement of committed funds which were identified for purposes of rating and ranking the leverage section of the grant.

Program Drawdowns

- Any request for funds in excess of 10 percent of any BLI at any one time must be approved by HUD.

- Any draw on line 9210 – Rent/Financial Incentives must be accompanied by documentation and must be approved by HUD before funds will be released.

Quarterly Reporting

- Quarterly Report on the last day of the month after the calendar quarter

Quarter	Report period	Report due by
1	January 1 through March 31	April 30
2	April 1 through June 30	July 31
3	July 1 through September 30	October 31
4	October 1 through December 31	January 31

Data Collection Plan

- Most data collected quarterly
  - Based on local case management data, property management data and PIC
  - JPEID data based on PHA accounting system
  - Some data collected through HUD analysis of PIC data
- Some measures require narrative responses to be provided by grantees

Site Overview

- Number of work-able residents in development
- Number of Residents who have completed an assessment
- Percent of work-able residents who are employed
- Percent of current assessed residents (Q2) who are employed
- Percent of work able residents in development employed at the living wage in your community

Engagement/Enrollment

- Number of adults in development who "connected" with a Jobs Plus coach
  - In person
  - Via phone
  - Email only if individual
- Number of Jobs Plus events
  - Designed to introduce or expose residents to JP
  - Include kick-off, workshops, social activities, etc.

Engagement/Enrollment

- Number of adults who completed a Jobs Plus assessment

- Number of adults who received a post-assessment service

- Number of members who have met with a case manager
  - Intake, follow-up or other substantive meeting
  - In-person or by phone

Education and Training

- Number of members enrolled in employment readiness program
  - Specific work-related/life skills for employment success
  - May include:
    - Health and safety
    - Work habits and conduct
    - Leadership and communication
    - Teamwork and collaboration
    - Executive function skills

Education and Training

- Number of members who enrolled (or completed) a training/certification program
  - Specific job skills related to particular job type or industry
  - May or may not lead to certification
  - Examples include:
    - HVAC
    - Building trades
    - OSHA
    - CNA and other healthcare

Education and Training

- Number of members provided Job Search assistance
  - Either directly from Jobs Plus staff or through referral to partner organization(s)
  - Services may include:
    - Job search coaching
    - Resume assistance
    - Identification of and referral to specific job openings

Job Placement and Retention

- Number of members who begin part-time or full-time employment (during quarter)
  - Part-time = 31 hours or less per week
  - Full-time = at least 32 hours per week
- Number of members continuously employed for 90 days and 180 days
  - Confirmation received during the quarter
  - Confirmation by written or oral statement from member

    Note: May include a gap of up to two weeks

Educational Advancement

- Number of participants enrolled into a High School Equivalency program
- Number of participants completing a High School Equivalency credential
- Number of participants enrolled in a college degree program (2-year or 4-year)
- Number of participants graduating from a college degree program

Financial Literacy/Capability

- Number of members who receive financial coaching or education services
  - Financial skills and knowledge
  - Coaching is one-on-one
  - Education is usually group setting
  - Directly from Jobs Plus staff or through referral
- Number of members enrolled in IDA program
- Number of members opening a bank account
  - Savings or checking at FDIC institution

Other Measures

- Members receiving legal assistance
  - Related to criminal records or other legal employment impediments
  - Direct service or referral but must actually **receive** service to be counted
  - Count each recipient only once per quarter
- Members receiving assistance with access to physical or behavioral health care
  - Must actually **receive** service to be counted

Other Measures

- Members receiving assistance with child care
  - Each household with new assistance during quarter
  - Financial assistance or other, in-kind assistance
  - Direct Jobs Plus assistance or through referral
- Members receiving transportation assistance
  - Work or training-related transportation
  - Direct Jobs Plus assistance or through referral
  - Count each person only **once** per quarter

Youth Measures

- Youth = residents aged 14-17
- Number of youth enrolled in job training opportunities
  - Specific job skills training
  - May or may not lead to certification
- Number of youth enrolled in extracurricular educational opportunities
  - After-school educational and enrichment
  - Count each only **once** per quarter

Jobs Plus EID

- Data should come from PIC or PHA accounting system
- Total may differ from number of Jobs Plus members

Data Collection System

- Web-based collection tool encompassing all monitoring measures

- Grantees will receive unique survey link at end of each quarter for data submission

- System monitoring and support provided during each data collection period

- Training to be provided to grantee users

- Client-level (case management) data collection must be configured to allow collection of all required data